

Impact Assessment of JCB India CSR Projects



Project Timeline: FY 2021-22 to FY 2023-24

Assessment period: Aug 2025 to Jan 2026

Assessment by



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Board-Level Impact Snapshot (FY 2021–22 to FY 2023–24)

CSR Portfolio Impact Assessment – JCB India

This independent impact assessment was conducted to provide the Board with a concise, evidence-based understanding of outcomes and emerging impact across JCB India's CSR-supported portfolio. The assessment focuses on what has changed, how credibly it can be interpreted, and where future value creation lies, rather than project-level activity reporting.

Portfolio at a Glance

Assessment Scope CSR initiatives completed by March 2024	Geographic Coverage Ballabgarh, Jaipur, Pune, Halol	Evaluation Lens Theme-wise, portfolio-level analysis aligned with OECD-DAC criteria	Nature of Interventions A mix of long-term development investments and time-bound crisis response
No. of Projects -4	No. of Sub-Projects - 27	Entities- LBCT, LBF, JCB-LF	

The portfolio is implemented through four programme streams across the JCB ecosystem and evaluated across six thematic impact areas.

Theme-wise Impact Summary

Education & Literacy - Improved school infrastructure, learning environments, and attendance - Early gains in student confidence and educational continuity - Impact trajectory is positive but dependent on sustained engagement	Women Empowerment & Livelihoods - Strengthened skills, collective action, and confidence among women - Income and livelihood outcomes visible but still stabilising - Market linkage and duration remain key determinants of future impact
Crafts & Heritage - Strong ecosystem-level outcomes through skills, production systems, and market access - Balanced mix of livelihood generation and cultural preservation - Among the stronger themes in medium-term impact potential	Environment & Sustainability - Improved access to energy and strengthened local environmental assets - Outcomes are emerging and consolidating at community level - Impact pathway is long-term and behaviour-dependent
Literature & Culture - High-quality, institutionally anchored platform investment - Impact expressed through legitimacy, professional recognition, and agenda-setting - Strong sustainability due to institutional embedding	COVID-19 Response - Highly relevant and effective emergency interventions - Clear contribution to risk reduction, food security, health capacity, and education continuity - Sustainability intentionally limited due to crisis-response design

- Performance signals should be interpreted in relation to design intent and time horizon rather than as comparative rankings.
- High relevance across all thematic areas confirms a sound and needs-responsive portfolio design.
- In foundation-building themes, effectiveness scores are expected to be higher than impact scores, reflecting the emphasis on creating enabling conditions rather than immediate transformation.



- Variations observed across impact and sustainability dimensions are therefore methodologically appropriate and reflect intentional design choices, not performance weaknesses.
- Overall, the portfolio functions primarily as a foundation-building and enabling system, laying the groundwork for longer-term social and economic outcomes.

Strategic Takeaway for the Board

- The assessment indicates a clear case for continued prioritisation of education, women's livelihoods, and craft-based ecosystems, where outcome pathways are well established and showing positive momentum.
- To translate these outcomes into sustained impact, greater emphasis should be placed on deepening institutional ownership and strengthening market and system linkages.
- Environment-focused interventions should be viewed as long-gestation investments, requiring sharper consolidation and continuity to realise their full potential. Platform-based investments in areas such as culture and crafts can be leveraged as flagship CSR assets, combining quality, institutional credibility, and long-term influence.
- The CSR portfolio demonstrates strong strategic coherence, responsible design choices, and credible performance across diverse thematic areas.
- While transformational outcomes are still evolving in several themes, the institutional, social, and ecosystem foundations necessary for sustained impact are firmly in place, positioning the portfolio well for long-term value creation.

Detailed report can be found below.

Data Limitation

As the CSR portfolio spans multiple themes and overlapping beneficiary groups, the assessment is reported at a theme-wise, portfolio level and does not aggregate beneficiary counts across projects. Beneficiary data is used for contextual understanding rather than estimation of unique reach.

Note: This impact assessment has been conducted in accordance with applicable CSR impact assessment requirements and covers all eligible CSR projects completed up to March 2024 with individual project expenditure of ₹1 crore or above.



1. Executive Summary

This Impact Assessment has been conducted by Social Audit Network India (SAN India) as an independent, third-party evaluator. SAN India is a professional social audit and impact assessment organisation with experience in evaluating complex, multi-thematic CSR and development portfolios using internationally recognised evaluation frameworks. The assessment was commissioned to provide an objective, evidence-based understanding of outcomes and emerging impacts associated with the JCB CSR initiatives.

The JCB Group in India has, over multiple years, supported a diverse portfolio of social investments spanning education, women's empowerment, livelihoods, crafts and heritage, environmental sustainability, culture, and humanitarian response. JCB CSR approach emphasises long-term engagement, institution building, and ecosystem development, rather than short-term or standalone interventions. The JCB's role in this assessment is that of the programme owner and funder, while SAN India has functioned independently in designing the assessment framework, collecting and analysing evidence, and interpreting findings.

This Impact Assessment covers four CSR projects completed up to March 2024 with an individual project expenditure of ₹1 crore or above. The assessment examines outcomes and emerging impacts across six thematic areas using a theme-wise, portfolio-level analytical lens.

1. Education & Literacy
2. Women Empowerment & Livelihoods
3. Crafts & Heritage
4. Environment & Sustainability
5. Literature & Culture
6. COVID-19 Response

This Impact Assessment presents an independent, theme-wise evaluation of the CSR portfolio implemented across Ballabgarh, Jaipur, Pune, and Halol during FY 2021-22 to FY 2023-24. The assessment examines performance, outcomes, and emerging impact across thematic areas using a structured analytical framework aligned with the OECD-DAC evaluation criteria.

The portfolio reflects a coherent, needs-responsive, and institutionally anchored CSR strategy, combining long-term development investments with adaptive crisis response. Across themes, interventions were designed to address structural gaps in education access, livelihood security, cultural ecosystems, environmental stewardship, and public health resilience, while remaining embedded within government systems, community institutions, and credible sector platforms. The assessment also accounted for a set of smaller or enabling initiatives across environment, employable skills, COVID-19 response, and sports/education, ensuring comprehensive coverage of the CSR portfolio.

Programme Architecture and Implementation

The CSR portfolio assessed under this Impact Assessment is delivered through four broad programme streams within the JCB ecosystem. All initiatives covered were completed by March 2024 and fall within the scope of this assessment.

- a) Creating a better quality of life for vulnerable communities;
- b) Revival, preservation and support for traditional Indian heritage and crafts;
- c) Creating an environment to advance art and diversity of literature in India;



d) Enhancing efficiency of social and economic welfare interventions

While implementation responsibilities differ, the impact assessment adopts a theme-wise, portfolio-level analytical approach, recognising that multiple programme streams contribute to shared outcome pathways across thematic areas. Details of projects, thematic areas and sub-projects can be found as annexure 3.

Study Methodology

The assessment adopted a portfolio-level, thematic evaluation approach covering JCB India's CSR initiatives implemented during FY 2021-22 and FY 2023-24. The study combined review of programme documents and MIS data with targeted field visits, focus group discussions, key informant interviews, and virtual interactions across selected projects and locations.

Sampling was purposive and theme-specific, designed to capture diverse stakeholder perspectives; including beneficiaries, community groups, educators, artisans, institutional partners, and project teams - rather than to generate statistically representative estimates. Findings were synthesised using an OECD-DAC aligned framework, supported by case studies, to enable comparative scoring, interpretation, and strategic decision-making.

Interpretation Framework and Scoring Methodology

This impact assessment applies a structured theme-wise scoring framework grounded in the OECD-DAC evaluation criteria, adapted for portfolio-level CSR evaluation. Each thematic area has been assessed against five core criteria mentioned below:

Relevance

Effectiveness

Efficiency
(Operational)

Impact, and

Sustainability

And with Equity, Inclusion, and Gender examined as cross-cutting lenses rather than standalone scoring categories.

Scores for each criterion are assigned on a 1-10 scale, based on triangulation of multiple evidence sources, including primary qualitative data (FGDs and KIIs), Management Information System (MIS) data, programme documentation, partner reports, and field observations where applicable. Scoring reflects evaluator judgement, informed by explicit parameters and benchmarks, rather than mechanical aggregation of indicators.

Parameters Used for Scoring

Each criterion is assessed using clearly defined parameters, summarised below:

- **Relevance** assesses alignment with community needs, institutional gaps, contextual realities, and CSR objectives, as well as responsiveness to emerging risks (e.g., COVID-19).
- **Effectiveness** examines the extent to which planned outputs were delivered and whether short- to medium-term outcomes are observable in practice.
- **Efficiency (Operational)** evaluates delivery mechanisms, coordination arrangements, implementation complexity, and the relationship between inputs and outputs, without using cost-efficiency ratios.



- **Impact** considers the depth, breadth, and significance of change associated with the theme, recognising different impact pathways such as behavioural change, institutional strengthening, ecosystem influence, and risk reduction.
- **Sustainability** assesses the likelihood that benefits will continue beyond the assessment period, considering institutional ownership, behavioural persistence, governance arrangements, and dependency on continued external support.

Scores are derived at the **theme level**, not at the individual project level, reflecting the portfolio's design logic and the reality that multiple projects often contribute to shared outcome pathways.

How the Scores Be Read

It is important to interpret the scores relationally rather than competitively:

- Scores in the **8.1-10 range** indicate strong performance relative to the theme's objectives, design intent, and maturity.
- Scores in the **6.6-8.0 range** reflect solid foundational performance, where outcomes are visible but impact is still evolving.
- Scores below **5.1-6.5** (where applicable) do not indicate underperformance, but rather reflect intentional design choices, such as time-bound emergency interventions or interventions dependent on long-term behavioural or market change.

Importantly, higher effectiveness scores relative to impact scores are expected in foundation-building themes such as education, women's empowerment, and environmental sustainability, where interventions focus on enabling conditions rather than immediate transformation. Conversely, themes such as COVID-19 response and institutionally anchored cultural platforms may show higher short-term impact or sustainability scores due to their bounded objectives or strong institutional embedding.

The scoring framework therefore avoids over-claiming and ensures that variations across themes reflect differences in intervention type, time horizon, and change pathway, rather than performance bias.

Cross-Thematic DAC Performance Overview

Theme	Relevance	Effectiveness	Efficiency (Operational)	Impact	Sustainability
Education & Literacy	8.4 (High)	7.9 (Medium-High)	7.0 (Medium-High)	6.1 (Medium)	6.4 (Medium)
Women Empowerment & Livelihoods	8.1 (High)	7.0 (Medium-High)	6.4 (Medium)	6.4 (Medium)	5.6 (Medium)
Crafts & Heritage	8.4 (High)	7.4 (Medium-High)	6.5 (Medium)	6.7 (Medium-High)	6.2 (Medium)
Environment & Sustainability	8.1 (High)	6.9 (Medium-High)	6.6 (Medium-High)	6.1 (Medium)	5.6 (Medium)



Literature & Culture	8.4 (High)	7.2 (Medium-High)	7.5 (Medium-High)	6.6 Medium-High)	7.3 (Medium-High)
COVID-19 Response	9.0 (High)	7.8 (Medium-High)	7.5 (Medium-High)	6.7 (Medium-High)	5.8 (Medium)

Key signal: All themes score High on Relevance, while Impact and Sustainability vary by design intent and time horizon.

The consolidated DAC scorecard reveals a coherent, well-balanced CSR portfolio, where different thematic areas play distinct but complementary roles within an integrated theory of change.

Relevance is consistently high across all themes	Effectiveness is strongest where delivery logic is clear and bounded	Efficiency reflects design complexity, not performance weakness
Across all six themes, Relevance scores range from 8.1 to 9.0, indicating strong alignment with: - Clearly articulated community needs - Institutional and ecosystem gaps - CSR mandate and values This reflects good portfolio design, where interventions are context-responsive rather than opportunistic.	Themes such as: - Education & Literacy - Literature & Culture - COVID-19 Response demonstrate higher effectiveness due to: - Well-defined outputs - Clear delivery pathways - Strong institutional anchoring Livelihood-oriented themes (Women, Crafts, Environment) show moderate but realistic effectiveness, reflecting the longer gestation required for economic and behavioural change.	Operational efficiency remains medium to medium-high across all themes: - Higher in platform-based or crisis themes (Literature, COVID-19) - Moderate in multi-actor livelihood and ecosystem themes (Women, Crafts, Environment) This indicates that complex, decentralised interventions are being managed competently, even if they are inherently resource-intensive.
Impact varies by time horizon and pathway	Sustainability reflects intentional design choices	
Impact scores cluster between 6.1 and 6.8, which should be read correctly: - Higher impact in: - Crafts & Heritage (ecosystem + market) - Literature & Culture (institutional & impact) - COVID-19 Response (risk reduction) - Moderate impact in: - Education, Women, Environment - where impact is cumulative, not immediate This confirms that the portfolio functions more as an enabling and foundation-building system than a short-term transformation engine.	Sustainability scores are: - Higher where institutional anchoring exists (Literature & Culture) - Moderate where outcomes depend on markets, behaviour, or public systems - Lower by design in emergency response (COVID-19) This variation is methodologically correct and signals a portfolio that does not over-claim durability where it was not intended.	

Thematic Outcome Highlights

- Education & Literacy** investments resulted in substantial improvements in learning environments, school infrastructure, attendance, and student confidence. Infrastructure-led outcomes show strong achievement, while educational continuity outcomes are emerging and dependent on duration and intensity of engagement.



- **Women Empowerment & Livelihoods** and **Crafts & Heritage** interventions contributed to enhanced skills, group formation, market access, and confidence among women and artisan communities. Economic outcomes are visible but remain partial, reflecting market dependence and the longer gestation required for income stabilisation.
- **Environment & Sustainability** initiatives strengthened local environmental assets and energy access, contributing to resource conservation and reduced vulnerability, with outcomes still consolidating at the community level.
- **Literature & Culture** stands out as a high-quality, platform-driven investment generating ecosystem-level influence. Impact is best understood in terms of institutional legitimacy, professional recognition, and agenda-setting rather than beneficiary scale.
- **COVID-19 Response** interventions demonstrated high relevance and effectiveness in mitigating immediate risks during the second wave of the pandemic. The response strengthened food security, public health capacity, vaccination uptake, women's livelihood protection, and education continuity under crisis conditions.

Cross-Cutting Insights

Across the portfolio, impact is most consistently mediated through following five underlying areas.

Impact Mediator	Core Meaning	How It Shows Up	Why It Matters
Institution Building	Embedding systems and structures beyond individuals or projects.	Functional community institutions, governance mechanisms, continuity of activities.	Converts project outputs into long-term social infrastructure.
Ecosystem Enablement	Strengthening the surrounding policy, market, and partnership environment.	Market linkages, scheme convergence, multi-actor collaboration.	Multiplies impact and prevents institutional isolation.
Access & Equity	Enabling meaningful participation of marginalised groups.	Inclusion of women, children, first-generation learners, remote communities.	Determines who benefits from impact and reduces exclusion risks.
Resilience	Building capacity to withstand shocks and adapt.	Livelihood diversification, continuity during crises, adaptive practices.	Ensures durability of outcomes under stress and uncertainty.
Capability & Confidence Building	Developing skills, agency, and self-belief.	Skill gains, leadership emergence, independent decision-making.	Translates access and resources into sustained agency.

The assessment finds that the portfolio functions primarily as a foundation-building and enabling system, rather than a short-term transformation engine. Observed outcomes are credible, proportionate to design intent, and methodologically sound, with no evidence of over-claiming.

Overall, the CSR portfolio demonstrates strong strategic coherence, responsible design choices, and credible performance across diverse thematic areas. While transformational outcomes are still emerging in several themes, the institutional, social, and ecosystem foundations required for sustained impact are firmly in place. Future value



creation will depend on deepening institutional ownership, strengthening market and system linkages, and selectively consolidating high-performing platforms.

Limitations Related to Beneficiary Data

The assessment draws on beneficiary information reported through project MIS and programme documentation to understand scale and contribution to thematic outcomes. Given the multi-thematic nature of the portfolio and overlapping geographies, beneficiary overlap across projects or themes cannot be fully ruled out. The assessment therefore adopts a theme-wise, portfolio-level approach and avoids consolidating beneficiary counts across projects, using such data primarily to inform evaluative judgement rather than to estimate unique beneficiary reach.

CSR Impact Assessment Compliance Note

This impact assessment has been undertaken in accordance with the CSR impact assessment requirements prescribed under applicable CSR Rules. The assessment covers all CSR projects with individual project expenditure of ₹1 crore or above, completed up to March 2024, in line with the regulatory threshold for mandatory impact assessment. The scope and methodology of the assessment have been designed to meet these compliance requirements while ensuring independence, proportionality, and analytical rigour in the interpretation of outcomes and emerging impact.



KEY Program Highlights:

Education & Literacy

Theme Objective:

To strengthen access to quality education for children from vulnerable communities by improving school infrastructure, enabling learning continuity through scholarships and remedial support, strengthening academic outcomes, and fostering reading, literacy, and competitive learning environments.

Scale & Reach

- **29 Government schools** provided with infrastructure support across **4 locations** (Ballabgarh, Jaipur, Halol, Pune)
- **12 school libraries** strengthened to promote reading habits and foundational literacy
- **1212 students** supported through LBCT scholarships (FY 2021-22 to FY 2023-24)
- **1143 students** covered under structured remedial education support (FY 2021-22 to FY 2023-24) & **1147** Covered under academic support
- **80 schools** participated in inter-school academic engagement through Eklavya Quiz

Key facilities created/upgraded:

- **61 classrooms** renovated, **5 new classrooms** built
- **74 toilets** constructed/renovated (47 boys, 27 girls)
- **14 handwash stations** installed
- **795 benches** and **151 blackboards** provided

Investments contributed to improved safety, hygiene, attendance, and classroom functionality, particularly for girls and younger learners

Outcome Summary

- Improved learning environments, academic retention, and exam performance
- Strengthened education continuity pathways through infrastructure, financial support, and academic reinforcement
- Enhanced student aspiration, confidence, and literacy engagement, particularly among first-generation learners



Women Empowerment & Livelihoods

Objective

Empowering rural women by organizing them into Self-Help Groups (SHGs) and equipping them with skills, resources, and market linkages for sustainable livelihoods. This vertical focuses on enhancing women's financial literacy, collective enterprise, and decision-making power to improve their families' and communities' well-being. Key programme components include SHG formation and strengthening, capacity building (training in finance and skills), internal fund mobilization, convergence with government schemes, and market linkages through events and exhibitions.

Reach

- **Geographic Coverage:** Active in four locations - Ballabgarh (Haryana), Jaipur (Rajasthan), Halol (Gujarat), and Pune (Maharashtra) - covering 23 villages in total.
- **SHGs & Members:** Nearly 135 SHGs newly formed during FY 2021-22 to FY 2023-24 and active SHGs around 348 with 4,346 women from marginalized rural communities across these project areas. Each SHG practices monthly savings and is linked to a bank, ensuring every member has access to formal financial services.

Outcomes

- **Financial Inclusion & Internal Lending:** Over the last three years, SHGs have disbursed ~₹1.9 crore in internal loans to their members, providing critical credit for livelihood activities and emergencies. Members are educated in prudent internal lending practices (e.g. interest rates, repayment schedules) to sustain healthy group fund cycles. Cumulative savings across all SHGs have grown to approximately ₹1.15 crore by FY 2023-24, reflecting increased financial resilience.
- **Capacity Building:** Continuous training and handholding are integral. Hundreds of women received training in topics like bookkeeping, leadership, and business development. LBCT also runs Vocational Training Centres offering certified courses (e.g. NSDC-certified stitching programs) for women aged 18-40. This has built skills for income generation in areas such as tailoring, embroidery, food processing, etc. Every SHG member goes through orientation on group management and many have become community resource persons guiding newer groups.
- **Government Linkages:** Through convergence efforts, 500+ women have been linked to government schemes and social security programs. These include enrollments in insurance schemes (e.g. PMSBY accident insurance at ₹2 lakh cover), facilitation of bank credit loans to SHGs (e.g. 121 women of 12 groups in Halol accessed bank credit in FY22-23), distribution of livelihood grants (e.g. Revolving Fund to 55 women in Halol), and registrations for IDs and welfare schemes like e-Shram unorganized worker cards, artisan cards, housing subsidies, etc. In Ballabgarh alone, about 340 women were assisted in availing various government schemes in FY 2021-22. These linkages have improved access to entitlements and reduced out-of-pocket expenses for SHG households.
- **External Fund Mobilization:** LBCT's SHGs have also leveraged government financing. Notably, partnerships with the National Rural Livelihood Mission (NRLM) enabled SHG federations to secure funds like the Community Investment Fund (CIF) and Revolving Funds. For example, in Halol, SHGs received a CIF injection of ₹30.55 lakh in FY 2022-23 to expand group enterprises, while Ballabgarh SHGs obtained ₹26.5 lakh as CIF the same year to strengthen their capital base. In total, over ₹60 lakh has been mobilized in such external grants across the project locations, greatly boosting the groups' lending capacity and entrepreneurship efforts.



Impact

The programme has significantly enhanced the socio-economic status of participating women. Many SHG members have grown into confident entrepreneurs and community leaders. Their increased incomes are being channelled into better nutrition, education for their children, and healthcare for their families. Women report greater financial autonomy and decision-making power at home - a direct outcome of the financial literacy and group support gained through SHGs. Importantly, the SHG model has fostered solidarity and a collective voice for women; for instance, several SHG federations (village organizations) are now liaising with local authorities to address community issues. Overall, the initiative has led to higher household incomes, improved livelihoods, and empowered rural women to live with increased dignity and confidence.

Highlights

- **Annual Grameen Melas:** LBCT organizes *Grameen Mela* - a rural exhibition-cum-fair - each year in all four locations (Ballabgarh, Jaipur, Pune and Halol) as a major community engagement event. In 2023, about **1,846 people** attended across the four locations. Dozens of SHG women showcased their products (handicrafts, organic foods, etc.), collectively earning additional income (e.g. one Mela saw ₹22,410 in sales from 10 SHG stalls). These melas also doubled as outreach camps where government departments set up stalls - for instance, health check-up booths served villagers (83 people availed PHC services in Ballabgarh Gramin Mela 2023) and information desks registered women for schemes like Aadhar and health insurance on the spot. The melas thus not only promote SHG businesses but also increase awareness of government programs and facilitate direct bank linkages in the community.
- **'Rupantaran' Exhibition:** In November 2023, LBCT hosted *Rupantaran* - a two-day handicraft exhibition in Delhi - to provide a national market platform for rural women artisans. **14 SHGs** from all project locations participated, showcasing handloom textiles, pottery, organic products, and more. The event drew **1,145 visitors** and generated about **₹2.1 lakh** in sales, which were shared among ~150 women artisans. This exposure not only boosted the artisans' incomes but also enhanced their confidence in dealing with urban customers and understanding market trends. "Rupantaran" (meaning transformation) demonstrated the transformative impact of connecting village women's enterprises with wider markets.
- **Entrepreneurship & Market Linkages:** LBCT supports SHGs in moving up the value chain - from subsistence activities to micro-entrepreneurship. An outstanding example is **"ARKE"**, a women-led enterprise and brand incubated by LBCT that engages rural artisans in producing handwoven garments, jewelry, home décor and other crafts. Through initiatives like ARKE and regular participation in exhibitions and fairs, SHG members have been able to diversify their livelihoods beyond agriculture, access urban markets, and fetch better prices for their products. Many groups have struck bulk deals (e.g. supplying organic Holi colors, stitched uniforms, etc.), showcasing the entrepreneurial spirit nurtured by the programme.

Community Leadership: The programme's emphasis on capacity building has yielded local women leaders. Each SHG elects a president and bookkeeper; over time, many have become adept at maintaining records and leading meetings. LBCT has facilitated the formation of Village Organizations (VOs) - federations of multiple SHGs - in several clusters to further leadership and sustainability. These VOs (e.g. Indrayani Gram Sangh in Pune, Mahila Sangathan in Ballabgarh) enable women to collectively address village issues and interface with government bodies. For instance, LBCT-supported SHG federations have been instrumental in advocating for village infrastructure improvements and in planning the Grameen Melas themselves. The emergence of these community institutions is a testament to the programme's lasting impact on grassroots women's empowerment.



Nila Project

Nila Project overview

The Nila Project is a craft-ecosystem initiative focused on safeguarding India's natural dye and handloom traditions while improving artisan livelihoods through skills, production pathways, and market access. Its public-facing hub **Nila House** operates as a space for learning, exchange, and visibility; bringing together workshops, exhibitions, studio practice, and a retail interface that helps translate heritage skills into sustained economic opportunity.

The model is intentionally “end-to-end”: it links farm-to-fabric thinking (including natural indigo) with design development, community training, and audience-building. This is reflected in how Nila positions its studio work; collaborating with artisans and farmers, documenting processes, and enabling experimentation that remains grounded in traditional knowledge. Nila House emphasize on cultural preservation, sustainability, and long-term solutions for artisan communities.

Skills and craft capability building

Internal training records shared for recent financial years show capabilities being built across five practical skill streams: spinning, weaving, production training (including CMT, embroidery, packaging, finishing), eco print, and natural dye.

Across FY 2021–22 till FY 2023–24, the programme reports:

- 29 training sessions delivered.
- 421 total training participations reported.

Production and market facilitation

Production monitoring data indicates a steady expansion of product range and output over time:

- 753 SKUs developed between 2019–20 and 2025–26
- 79,064 products produced between 2019–20 and 2024–25.
- 59,725.4 products sold over the same period

Core sales by channel

Sales records shared across FY 2021–22 to FY 2024–25 show strong growth, with a pronounced shift towards store-led revenue:

- FY 2021–22 total sales: ₹9,438,478.38
- FY 2022–23 total sales: ₹14,685,957.56 (about +55.6% year-on-year)
- FY 2023–24 total sales: ₹23,832,585.80 (about +62.3% year-on-year)

Direct artisan marketplace sales

Separate “direct artisan sale” data (marketplace sales attributed directly to artisans) totals ₹44,435,044 between FY 2021–22 and FY 2025–26 (reported up to September 2025). Nearly half of this cumulative figure is concentrated in FY 2021–22 (₹21,553,616), with subsequent years showing a lower but continuing flow (₹4.16m in FY 2022–23; ₹9.93m in FY 2023–24; ₹4.96m in FY 2024–25; ₹3.84m up to September 2025).

Creative knowledge exchange and audience reach

Nila House's cultural programming is not a “nice-to-have” add-on; it is a core growth engine for demand creation, learning, and reputation. Public programme pages describe a year-round calendar of workshops and



seminars, alongside a full exhibitions programme that blends heritage craft with contemporary explorations of indigo and natural dyes.

Internal tallies shared for creative knowledge exchange show, from FY 2021–22 to FY 2025–26:

- 237 workshops
- 18 talks/webinars
- 15 exhibitions
- 36 cultural programmes
- 124,891 in-person footfall attributed to Nila House
- 344,790 online footfall (shop + website)

Nila's wider ecosystem work is also visible through publicly accessible initiatives such as "Nila Connect", presented as a directory intended to build relationships and visibility for craft excellence across regions.

Cluster learning from Malikpur

Internal "Past Records" show work as a set of linked streams: indigo farming support, hand spinning production and demonstrations, and handloom weaving production and sampling.

At a totals level:

- For 2022–23, the records show ₹15,400 in farming support fees, ₹157,370 in hand spinning income, and ₹268,042 in weaving income (combined: ₹440,812).
- For 2023–24, the records show ₹33,528 in farming support fees, ₹868,045 in hand spinning income, and ₹458,149.50 in weaving income (combined: ₹1,359,722.50).

Summary Outcome

The Nila Project strengthens traditional craft ecosystems by linking skills, production, and market access; anchored by Nila House in Jaipur, a public-facing centre dedicated to natural dyes and handloom heritage.

In recent years, the programme has scaled both capability and commerce. Internal monitoring shows 29 training sessions delivered across spinning, weaving, production (including CMT/embroidery/finishing), eco print and natural dyes, reaching 421 training participations across FY 2021-22, FY 2022-23 and the early months of FY 2023-24.

Market facilitation performance reflects the same momentum: between 2019-20 and 2024-25, 753 SKUs were developed, with 79,064 products produced and 59,725.4 products sold. FY 2024-25 marks a step-change in scale, with 32,294 products produced and 28,141 sold (c. 87% sell-through). Sales growth accelerates sharply from ₹9.44m in FY 2021-22 to ₹68.45m in FY 2024-25, driven primarily by store performance, complemented by pop-ups and location-based activations such as the Jodhpur line item recorded within FY 2024-25 totals.

Alongside commerce, Nila's knowledge exchange builds cultural value and public engagement: 237 workshops, 15 exhibitions and 36 cultural programmes are recorded across FY 2021-22 to FY 2025-26, with 124,891 in-person footfall at Nila House and 344,790 online footfall (shop + website).



Environment & Sustainability

Theme Objective:

To strengthen community-led environmental stewardship by integrating renewable energy solutions, green cover enhancement, water resource restoration, and environmental awareness for climate-resilient rural habitats.

Scale & Reach

- 4 LBCT locations covered
- 27 villages reached through solar lighting, plantation, and water restoration interventions
- 18 green zone sites and 3 Miyawaki plantation sites established across project geographies

Renewable Energy & Infrastructure Performance

- 354 solar lights installed across village commons
- 323 solar lights functional → 91.2% operational efficiency

Annual environmental benefits (approximate values based on assumptions):

- 43,480.8 units of clean energy generated
- ₹3.48 lakh in electricity cost savings

Green Cover & Plantation Outcomes

- 1,235 saplings planted with tree guards under Green Zone initiatives
- 1,018 saplings survived → 82.4% survival rate

Dense Afforestation - Miyawaki Model

- 18,000 native saplings planted
- 14,500 saplings survived
- 80.6% survival rate
- ~80,510 sq. ft. area converted into dense green cover

Water Resource Restoration

- 3 village ponds rejuvenated
- ~4.5 acres of water spread area restored
- Improved water retention and revival of shared ecological commons

Focus Areas of Change (Outcomes)

- **Energy Access:** Reliable solar lighting improving usability of village commons and reducing grid dependency
- **Green Assets:** Sustained plantation survival reflecting community ownership and maintenance
- **Water Security:** Restoration of ponds supporting local ecological resilience

By FY 2023-24, the Environment & Sustainability interventions evolved from asset-creation activities into a **community-anchored environmental stewardship model**, combining renewable energy access, ecological restoration, and collective responsibility to support long-term climate resilience across LBCT locations.



Literature & Culture - Impact Summary

The Literature & Culture theme strengthens India's literary and cultural ecosystem by supporting institutionally anchored platforms for recognition, translation, and knowledge exchange. In line with the approved Logical Framework, the theme is designed as a long-horizon, ecosystem-level intervention, where impact is realised through institutional credibility, visibility, and sustained cultural discourse, rather than immediate beneficiary-level change.

The theme is implemented through two complementary interventions: the JCB Prize for Literature, a national literary recognition platform, and the Diploma Programme in Literary Translation at Ahmedabad University, which focuses on building professional translation capacity and institutional knowledge infrastructure.

Key outputs and scale (as per LFA and programme records, 2021-22 to 2023-24):

- **1 national literary prize**, implemented on a **100% recurring annual basis**
- **Stakeholders engaged across the literary value chain:**
- 1 award winners every year
- 5 shortlisted authors every year
- Awards and incentives:
- ₹25 lakh to each winning author
- ₹1 lakh to each shortlisted author
- ₹10 lakh to translators of winning translated works

In parallel, the Translation Course at Ahmedabad University contributes to Creating a conducive environment for Indian literature by strengthening the translation industry through skill enhancement. Over 47 candidates completed the translation course at Ahmedabad University.

Outcome-level evidence (SROI assessment) of the JCB Prize for Literature:

- **Evaluative SROI ratio:** 1.37, indicating that every ₹1 invested generated ₹1.37 of socio-economic value
- **Verified outcome pathways include:**
- Increased royalties and additional reprints for award winners and shortlisted authors
- New publishing and translation contracts for authors and translators
- Incremental revenues for publishers of shortlisted and winning titles
- Improved professional visibility and credibility for translators

Beyond monetised outcomes, the LFA highlights systemic and discursive impacts. The Prize has strengthened the legitimacy of Indian literary fiction and translation, increased cross-linguistic circulation of literature, and established a credible reference platform influencing publishers, academics, and cultural institutions. The Translation Course contributes to long-term ecosystem capacity, even as assessments recommend stronger data systems to track student progression and sectoral impact.

Nature of impact:

- **Impact level:** Ecosystem and institutional
- **Time horizon:** Medium to long term
- **Outcome logic:** Recognition → visibility → credibility → cultural and market influence

Consistent with the Logical Framework and evaluation findings, the Literature & Culture theme demonstrates high relevance and strong institutional logic. While direct beneficiary metrics are not central to its design, the



combination of quantitative SROI results and qualitative ecosystem outcomes supports positive scoring on relevance, effectiveness, and sustainability, with clear pathways for strengthening future data traceability.



2. PROGRAMME & PORTFOLIO CONTEXT

This section provides the contextual foundation for the impact assessment by describing the strategic orientation, evolution, and structural organisation of the CSR portfolio. The purpose of this section is to help the reader understand how the portfolio is structured, why a thematic approach has been adopted for analysis, and how subsequent sections of the report should be interpreted. The whole CSR idea was developed and contextualised around 4 pillars later aligned with Five thematic areas. These four pillars are:



The detailed mapping of Projects, defined theme and sub-projects is mentioned in Annexure 3.

2.1 CSR Vision and Strategic Orientation

The CSR portfolio under review reflects a long-term commitment to enabling inclusive social development through sustained engagement across education, livelihoods, culture, environment, and knowledge systems. Rather than operating through isolated or one-time interventions, the portfolio has evolved to support capability building, institutional strengthening, and ecosystem development within communities and sectors of engagement. The strategic orientation of the CSR initiatives places emphasis on following:



This approach recognises that meaningful social impact is often cumulative and inter-generational, requiring layered interventions over time rather than standalone project outputs. As such, the CSR portfolio demonstrates a deliberate balance between grassroots engagement, institutional partnerships, and knowledge-oriented initiatives, allowing for impact pathways that extend beyond immediate beneficiaries.

Importantly, the CSR vision emphasises contribution to broader social outcomes rather than attribution of change to individual projects. This orientation has informed both programme design and the approach adopted for this independent impact assessment.



2.2 Evolution of the CSR Portfolio

The CSR portfolio has evolved incrementally over multiple years in response to local and contextual needs, partnership opportunities, and emerging priorities. Projects have been initiated at different points in time, across diverse geographies and thematic domains, reflecting a flexible and adaptive approach to social investment.

Several features characterise this evolution:

- Expansion from single-focus initiatives to multi-dimensional programming
- Increasing engagement with community institutions, knowledge platforms, and sector-specific ecosystems
- Adaptive responses to external shocks, most notably during the COVID-19 period
- Integration of learning-oriented and culture-based initiatives alongside field-level interventions

As a result of this organic growth, the portfolio comprises multiple initiatives with varied objectives, implementation partners, and target groups. While this diversity enables broader reach and relevance, it also necessitates a portfolio-level analytical lens to understand outcomes and impact coherently. This impact assessment therefore does not evaluate projects in isolation. Instead, it seeks to understand how individual initiatives collectively contribute to thematic outcomes aligned with the overarching CSR vision.

2.3 Portfolio Architecture: From Projects to Thematic Clusters

To enable a coherent assessment of impact across a diverse set of initiatives, the CSR portfolio has been analytically organised into six thematic clusters. These clusters represent outcome-oriented domains of change, within which multiple projects operate as delivery mechanisms.

Under this architecture:

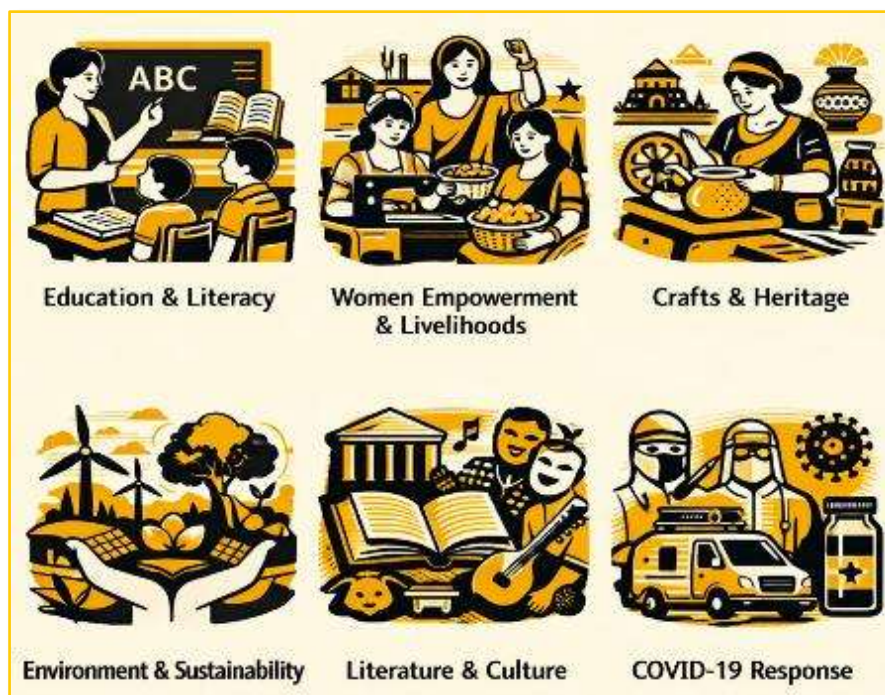
- Projects are understood as implementation vehicles
- Themes represent the primary units of impact analysis

This distinction is critical for interpreting the findings of the report. Given the interrelated nature of many interventions, beneficiaries and institutions may engage with more than one project and, in some cases, across multiple thematic areas. Organising the portfolio thematically allows the assessment to:

- Examine outcomes at a level where social change is more meaningfully observed
- Capture synergies across related interventions
- Avoid artificial separation of interlinked initiatives
- Address beneficiary overlap transparently and methodologically

These overlaps are reflective of integrated programming rather than duplication. The six thematic clusters are:





Accordingly, this impact report presents findings primarily at the thematic level, while drawing upon project-level evidence where relevant to illustrate pathways of change.

2.4 Overview of the Six Thematic Areas

The thematic organisation provides a structured way to understand the scope of engagement while recognising the diversity of interventions within the portfolio. The six thematic areas along with types of initiatives included, and the primary stakeholders engaged. The descriptions are intended to provide contextual clarity only; assessment of outcomes and impact under each theme is presented later in the report.

Education & Literacy

The Education & Literacy theme encompasses initiatives aimed at improving access to learning opportunities, enhancing educational quality, and fostering a culture of reading and inquiry among children and young people. Projects under this theme address both formal and informal learning spaces and include school-based interventions, community libraries, digital and remedial learning support, and scholarships for continued education. Primary stakeholders under this theme include children and youth, educators, educational institutions, parents, and community-based learning platforms.

Women Empowerment & Livelihoods

This theme focuses on strengthening women's economic participation, skills development, and collective agency. Interventions include vocational training, income-generating activities, formation and strengthening of self-help groups, and support for women-led production and enterprise initiatives. The theme emphasises pathways from skills acquisition to livelihood enhancement and collective empowerment. Primary stakeholders include women beneficiaries, self-help groups, artisan and production collectives, trainers, and implementing partners.

Crafts & Heritage



The Crafts & Heritage theme brings together initiatives aimed at sustaining traditional crafts, strengthening artisan livelihoods, and preserving cultural knowledge systems. Projects under this theme engage with value chains, design innovation, market facilitation, research, documentation, and knowledge dissemination related to craft traditions and heritage practices. Primary stakeholders include artisan communities, designers, researchers, cultural institutions, and market actors connected to craft ecosystems.

Environment & Sustainability

This theme addresses community-level environmental stewardship and natural resource conservation. Initiatives under this thematic area focus on local ecological assets, such as water bodies, and aim to promote sustainable use, regeneration, and community ownership of environmental resources. Primary stakeholders include local communities, community institutions, and partners involved in environmental conservation and resource management.

Literature & Culture

The Literature & Culture theme supports initiatives that contribute to literary production, translation, and the broader cultural ecosystem. Projects under this theme are oriented towards knowledge creation, dissemination, and recognition within literary and academic spaces, with impacts that are often indirect and long-term in nature. Primary stakeholders include writers, translators, scholars, academic institutions, publishers, and the wider reading public.

COVID-19 Response

This theme comprises initiatives implemented in response to the COVID-19 pandemic, addressing immediate humanitarian needs and system-level support during a period of crisis. Interventions included food and relief support, healthcare and hospital assistance, vaccination-related efforts, and distribution of protective and educational materials. Primary stakeholders include affected communities, healthcare institutions, frontline workers, and vulnerable population groups.



3. PURPOSE & OBJECTIVES

This section outlines the purpose, scope, and analytical intent of the impact assessment and defines the key evaluation questions that guide the study.

3.1 Purpose and Objective

The primary purpose of this impact assessment is to examine the nature and extent of changes associated with the CSR portfolio across its six thematic areas. The assessment is designed to move beyond activity-level reporting and output tracking, and instead focus on outcomes and emerging impacts that have materialised through sustained and, in some cases, interlinked interventions. Given the diversity of projects, implementation modalities, and timelines, the assessment adopts a portfolio-level and thematic perspective. It seeks to understand how individual initiatives, when viewed collectively, contribute to broader social, economic, cultural, and environmental outcomes that align with the CSR vision and intended theory of change.

As an independent, third-party exercise, the assessment aims to generate credible, evidence-based insights that support organisational learning, strategic decision-making, and accountability to internal and external stakeholders.

The specific objectives of the impact assessment are to:



Examine the key outcomes and changes associated with each of the six thematic areas within the CSR portfolio



Assess how multiple projects within a thematic area interact and contribute to shared outcome pathways



Identify cross-cutting patterns, synergies, and gaps across themes and locations



Understand the nature and depth of beneficiary engagement, including instances of overlap across projects and thematic areas



Document qualitative evidence that illustrates pathways of change at individual, household, community, and institutional levels



Generate strategic insights to inform future CSR planning, prioritisation, and programme design

These objectives are oriented towards learning and strategic relevance rather than comparative ranking or performance scoring of individual projects.

3.2 Scope of the Impact Assessment

The impact assessment covers Four JCB CSR projects completed by March 2024, with an expenditure of ₹1 crore or above. These projects are grouped into thematic areas for clarity and consistency in reporting.



The six thematic clusters and associated projects are as follows:

Education & Literacy	Women Empowerment & Livelihoods	Crafts & Heritage
1. Child Friendly Schools (CFS) 2. Saksham (Academic and remedial classes) 3. Digital Literacy 4. Lab-on-Bike 5. Eklavya (quiz competition) 6. Qissa Pitara + Sugamya QP (library-based learning) 7. The Community Library Project (TCLP) 8. Rural Sports 9. Scholarships (IICD and other educational support)	1. Vocational Training Centres (basic and advanced stitching, skilling) 2. Skill training for vulnerable communities 3. Production Groups (income enhancement for women artisans) 4. Sanghatan (formation and strengthening of Self-Help Groups)	1. Sustainable Craft Ecosystems (indigenous cotton farming, indigo value chain) 2. Artisan Outreach (design innovations, market facilitation, scholarships) 3. Knowledge Sharing & Nila House 4. Research/documentation
Environment & Sustainability	Literature & Culture	COVID-19 Response
1. Vasundhara (pond rejuvenation and water body conservation) 2. Organic Farm, Cultivation of medical plant and variety of fruits 3. Plantation and prevention of environment pollution	1. JCB Prize for Literature 2. Translation Course (Ahmedabad University)	1. COVID-19 initiatives (meals, hospital support, vaccination, masks, education kits) 2. Contribution towards health enhancement of vulnerable communities

Each project will not only be reviewed individually but also assessed along standard evaluation dimensions that provide comparability and rigor across thematic areas. These dimensions are drawn from globally recognized frameworks (REES and OECD-DAC).

The assessment focuses on:

- Outcomes observed at the thematic level, rather than at the level of individual projects
- Experiences and perspectives of beneficiaries, community institutions, and relevant stakeholders
- Evidence generated through a combination of primary field engagement and secondary documentation

The scope of the assessment covers all initiatives implemented under the CSR portfolio that fall within the six thematic areas as described in previous section. The assessment includes projects implemented across multiple geographies and over varying timeframes, recognising differences in scale, maturity, and intensity of engagement.

The assessment does not attempt to establish direct attribution or counterfactual impact. Instead, it examines plausible contributions to observed changes, taking into account contextual factors and programme design characteristics based upon the strategic input and data provided.

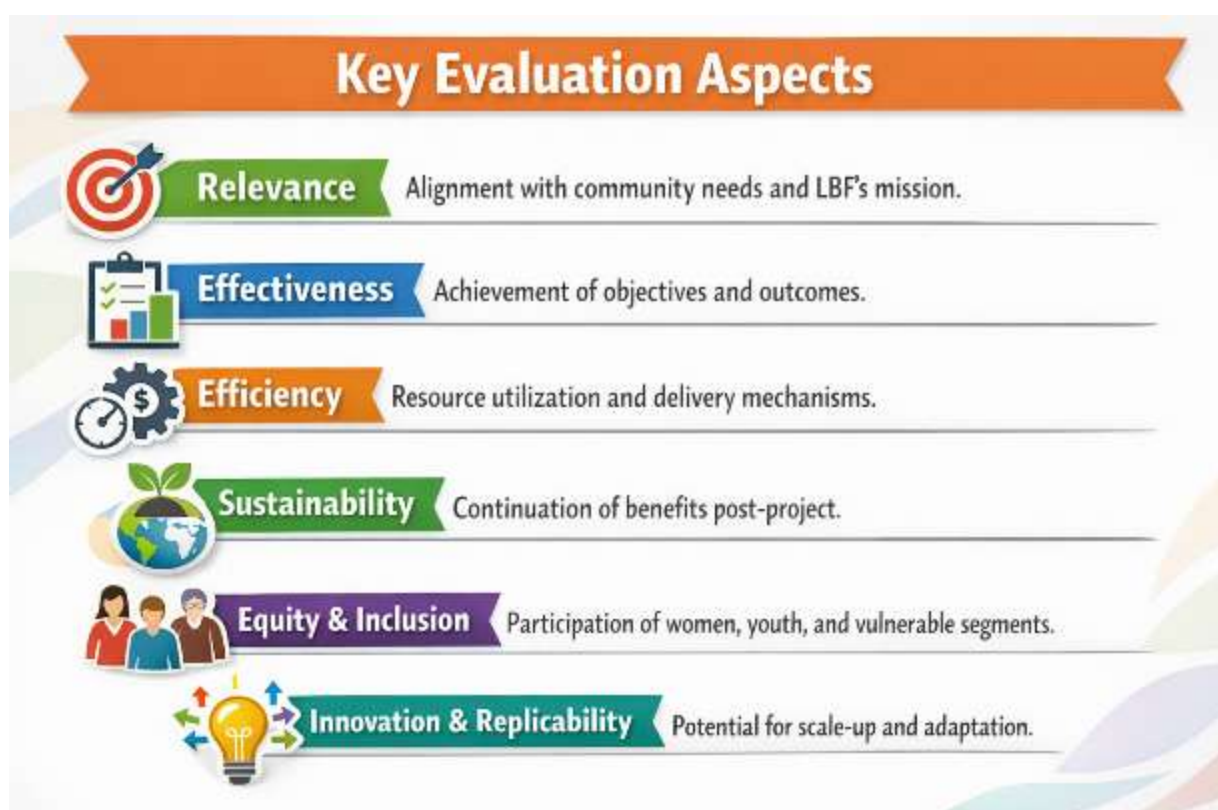
3.3 Key Evaluation Questions

The assessment is guided by a structured set of key evaluation questions (KEQs) that inform data collection, analysis, and interpretation. These questions are framed to reflect the complexity of a multi-project, multi-theme CSR portfolio.



Portfolio-Level Questions	Thematic-Level Questions	Cross-Cutting Questions
• What types of social change are evident across the CSR portfolio as a whole? • How do the six thematic areas collectively contribute to the overarching CSR vision?	• What outcomes are observed under each thematic area? • How do multiple projects within a theme interact to support or constrain these outcomes? • What variations are evident across locations or stakeholder groups within the same theme?	• To what extent are observed outcomes inclusive across gender and social groups? • How likely are the outcomes to be sustained beyond the period of direct CSR support? • How does engagement across multiple themes influence the depth, quality, or durability of change experienced by beneficiaries?

These questions form the analytical backbone of the assessment and directly shape the structure of the thematic analysis for in-depth data backed assessment.



SDG Contribution - Alignment with Sustainable Development Goals (e.g., SDG 4: Education, SDG 5: Gender Equality, SDG 6: Water, SDG 8: Decent Work, SDG 12: Sustainable Consumption, SDG 13: Climate Action).

3.4 Analytical Orientation of the Study

The impact assessment is guided by an outcome-oriented and contribution-based analytical approach, consistent with the logframe and theory of change articulated at the portfolio level. Recognising the integrated nature of the CSR interventions and the absence of experimental or counterfactual designs, the assessment focuses on establishing credible and plausible links between programme interventions and observed changes.



Accordingly:

- Findings are synthesised primarily at the thematic level
- Overlapping beneficiary engagement across projects and themes is treated as a feature of integrated programming rather than a limitation
- Quantitative information is complemented by qualitative evidence to strengthen interpretation and contextual understanding

This analytical orientation ensures that the assessment remains methodologically rigorous while being responsive to the operational realities of a complex CSR portfolio.



4. EVALUATION FRAMEWORK & METHODOLOGY

This section presents the evaluation framework and methodological approach adopted for the impact assessment. It outlines the conceptual basis of the study, the evaluation design, units of analysis, data sources, and analytical methods used to assess outcomes across the CSR portfolio. The methodology has been designed to balance rigour with contextual realism, taking into account the multi-project, multi-theme nature of the portfolio and the role of the evaluator as an independent third party.

4.1 Evaluation Framework and Approach

The impact assessment is anchored in a theory of change and logframe-informed evaluation framework, consistent with the programme logic articulated in the CSR portfolio and the approved inception report. The framework recognises that CSR interventions operate through multiple pathways and contribute to outcomes over time rather than producing linear or immediately attributable impacts. Given the integrated design of the CSR portfolio, the framework treats thematic areas as the primary units of impact, with projects functioning as delivery mechanisms within those themes.

At the portfolio level, evaluation framework links:	Key features of the approach include:
- Inputs and activities implemented through individual projects - Outputs and short- to medium-term outcomes observed within thematic clusters - Longer-term social, economic, cultural, and environmental changes that reflect the intended direction of impact	- Emphasis on outcomes and change, rather than outputs or activity completion - Use of contribution analysis to assess plausible links between interventions and observed changes - Recognition of contextual and external factors influencing outcomes - Avoidance of counterfactual or experimental designs, not feasible to given portfolio structure

The assessment adopts a mixed-methods and contribution-based evaluation approach. This approach is appropriate for complex CSR portfolios where interventions overlap, evolve over time, and interact with broader social systems.

4.2 Unit of Analysis & Sampling



To reflect the diverse nature of interventions and outcomes, the assessment employs multiple units of analysis. A single unit of analysis may be associated with more than one project or thematic area. Such overlap is treated as an expected feature of integrated programming and is explicitly acknowledged in the analysis rather than artificially removed.

The sampling strategy was designed to ensure thematic coverage, geographic spread, and stakeholder diversity, rather than statistical representativeness in the census sense. Detail sample can be found as Annexure 2.



Key principles guiding sampling include

Coverage of thematic areas

Inclusion of projects during impact assessment time frame (at different maturity level at the time of assessment).

Representation of diverse stakeholder categories

Use of saturation logic for qualitative enquiry

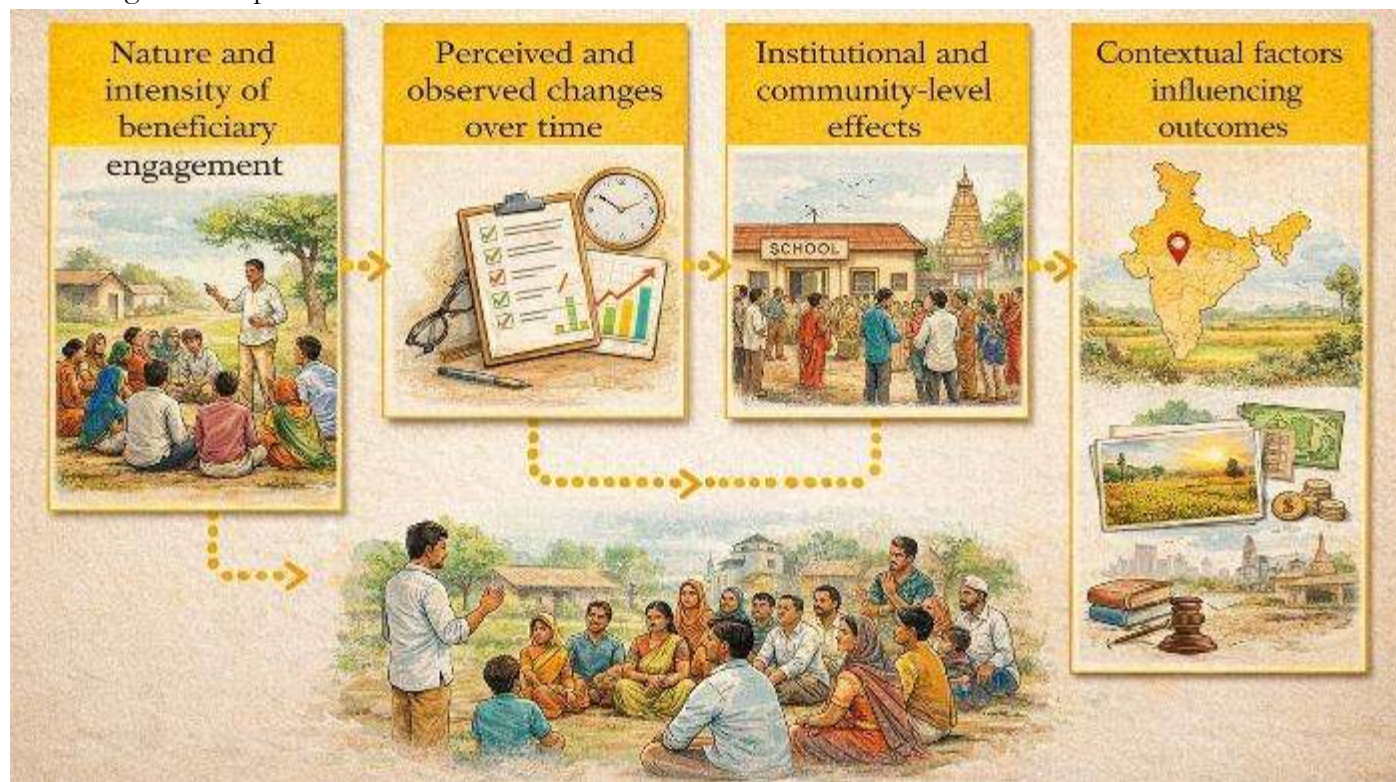
Sampling decisions were informed by the available programme information, feasibility considerations, and the need to generate analytically meaningful insights at the thematic level.

4.3 Data Sources and Collection Methods

The assessment draws upon multiple sources of evidence to support triangulation and validation.

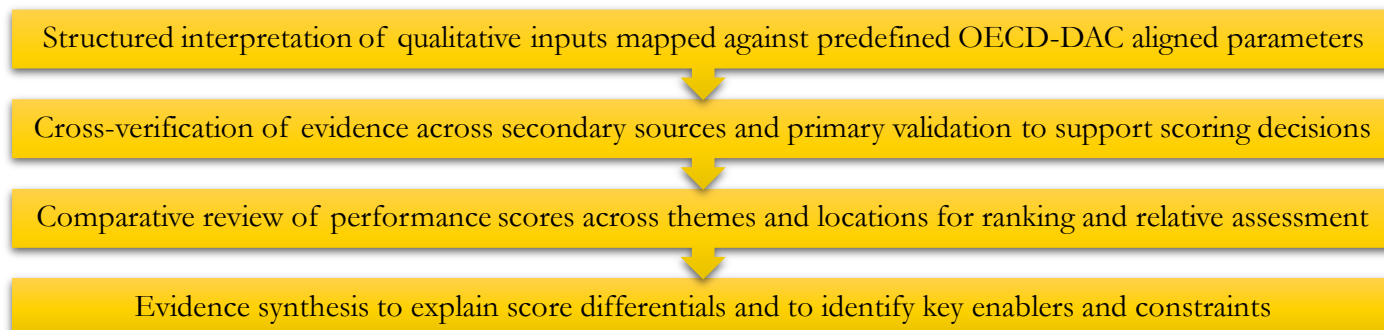
Primary data sources	Secondary data sources
- Household-level interactions with beneficiaries - Focus group discussions with community groups and institutions - KIIs with partners, programme staff, and relevant stakeholders - Case studies documenting pathways of change	- Baseline survey report - Programme MIS and monitoring records - Project documentation and progress reports - Third party mid-term assessment - Other policy and contextual documents

A combination of qualitative and quantitative tools was used, tailored to the nature of each thematic area. Tools were designed to capture:



Data collection was conducted in accordance with ethical standards, including informed consent and confidentiality of respondents. Data analysis followed a thematic and comparative approach, aligned with the key evaluation questions.

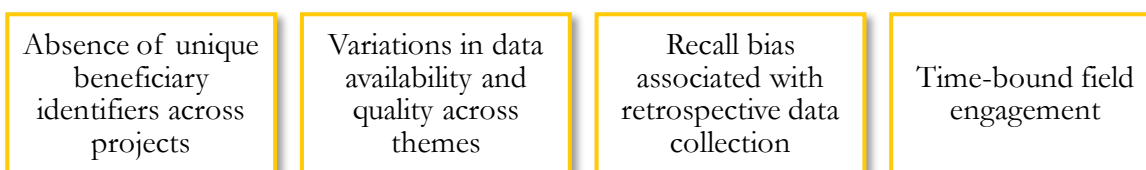
Analytical steps included:



Interpretation of results focused on strengthening the justification of scores, with explicit attention to consistency, divergence, and contextual explanatory factors. Primary data was used to validate and contextualise evidence rather than to generate independent outcome estimates.

4.5 Limitations and Methodological Considerations

The methodology acknowledges certain limitations inherent to the evaluation context, including:



The assessment relies on beneficiary information reported through project MIS, programme documentation, and partner records to understand scale, coverage, and contribution to thematic outcomes. In a multi-thematic CSR portfolio implemented across overlapping geographies and community groups, the possibility of beneficiary overlap across sub-projects or themes cannot be fully ruled out.

To address this, the assessment has been intentionally designed and reported at a theme-wise, portfolio level and avoids aggregating beneficiary counts across projects or themes into a single consolidated figure. Beneficiary data has therefore been used primarily for contextual understanding and to inform evaluative judgement, rather than for precise estimation of unique beneficiary reach. Verification or de-duplication of beneficiary data at the individual level would require an integrated beneficiary-level tracking system and falls outside the scope of this independent impact assessment.

These limitations are transparently addressed in the analysis and do not detract from the overall credibility of findings, which are based on triangulated and corroborated evidence.

4.6 Scoring & Assessment Methodology for OECD-DAC Criteria

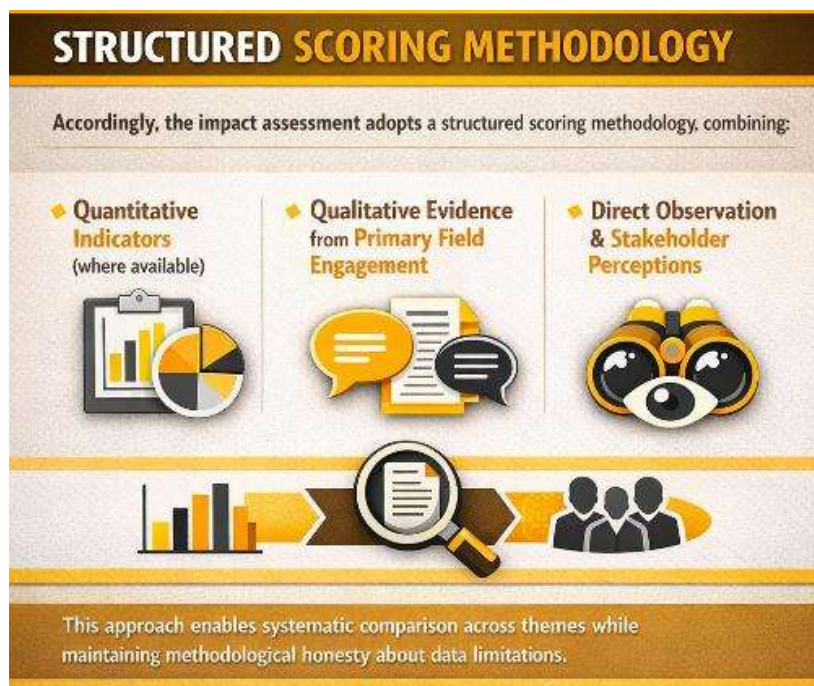
This sub-section explains the structured scoring approach used to assess performance across thematic areas in the impact report. It clarifies how evaluative judgements have been derived, how scores should be interpreted, and how qualitative and quantitative evidence has been synthesised into comparative ratings. The methodology



is designed to support transparency, consistency, and readability, while remaining appropriate for a multi-project CSR portfolio.

4.6.1 Rationale for a Scoring-Based Assessment

Given the scale, diversity, and thematic spread of the CSR portfolio, a purely narrative assessment would limit comparability across themes and reduce decision utility for senior stakeholders. At the same time, strict econometric or cost-benefit analysis is neither feasible nor appropriate due to non-availability of cost-benefit designing of the project and its counterfactual designs.



4.6.2 Assessment Framework and Criteria

The scoring methodology is aligned with internationally recognised evaluation principles, drawing on the **OECD-DAC framework**, with context-appropriate interpretation.

Five assessment criteria are applied consistently across all thematic areas:

Relevance	Effectiveness	Efficiency	Impact	Sustainability
Alignment of interventions with beneficiary needs and contextual priorities	Extent to which intended outcomes have been achieved	Assessed in terms of <i>operational and delivery efficiency</i> , not financial cost-efficiency	Observable medium-term changes attributable to sustained engagement	Likelihood that outcomes will continue beyond direct CSR support

Important methodological note: Efficiency is interpreted as *operational adequacy of delivery mechanisms* (timeliness, coordination, infrastructure adequacy, continuity), and does not represent financial efficiency or cost-benefit analysis.



4.6.3 Parameter-Based Scoring Approach

Each assessment criterion is operationalised through a set of selected parameters, allowing granular evaluation based on field evidence rather than broad subjective judgement.

Example (illustrative):

- Relevance is assessed through parameters such as alignment with community needs, appropriateness to target groups, stakeholder acceptance, and contextual responsiveness.
- Effectiveness is assessed through achievement of planned outcomes, consistency of results, quality of delivery, and institutional uptake.
- Efficiency focuses on implementation continuity, adequacy of infrastructure and human resources, coordination, and ease of beneficiary access.
- Impact examines behavioural, institutional, and systemic changes.
- Sustainability assesses ownership, institutionalisation, behavioural persistence, and resilience to risks.

Each parameter is scored individually before aggregation.

4.6.4 Scoring Scale, Basis and Interpretation

All parameters are scored on a 1-10 scale, based on triangulated evidence.

Score Range	1-2	3-4	5-6	7-8	9-10
Interpretation	Very weak evidence or performance	Weak	Moderate	Strong	Very strong

Scores reflect evaluative judgement, not exact measurement.

Aggregation and Averaging

For each criterion:

- Scores across all parameters are averaged using a simple arithmetic mean
- No weighting is applied, to maintain transparency and avoid hidden bias

The resulting average score represents the overall performance of the theme against that criterion.

Final Rating Bands and Colour Coding

To enhance readability and minimise over-interpretation of decimal scores, average values are translated into qualitative performance bands and colour codes.

Average Score	Final Rating	Colour Code
8.1 - 10.0	High	Dark Blue
6.6 - 8.0	Medium-High	Light Green



5.1 - 6.5	Medium	● Yellow
≤ 5.0	Low	● Red

Colour coding is used as a visual aid and does not replace the narrative explanation provided for each criterion.

Scores Derived Through Triangulation of:

- **Primary Data** (Household Interactions, FGDs, KIIs, Observation)
- **Secondary Data** (MIS, Project Documentation)
- **Cross-Validation Across Stakeholder Groups & Locations**

No single data source is used in isolation to assign scores.



The Scoring Methodology is Intended to:



Scores should not be interpreted as precise measurements or financial valuations. They represent structured, evidence-informed judgements made within the constraints of available data and the role of the evaluator as an independent third party.

4.6.5 Paraphrased Synthesis in Primary Evidence Analysis

In this report, qualitative findings from FGDs and KIIs are presented using a method of paraphrased synthesis. Paraphrased synthesis refers to the process of analytically summarising and interpreting recurring ideas, experiences, and perspectives expressed by participants, rather than reproducing all responses verbatim.

This approach was adopted for three reasons. First, FGDs generated rich, overlapping narratives across locations and stakeholder groups, with many participants expressing similar experiences using different language. Presenting these responses verbatim in full would have led to repetition without adding analytical value. Paraphrased synthesis allows these recurring perspectives to be consolidated into coherent findings while preserving their substantive meaning.



Second, paraphrased synthesis supports pattern identification and comparative analysis across themes and projects. By clustering similar statements and summarising them analytically, the evaluation highlights dominant trends, shared constraints, and common enabling factors that emerge from the data. This is consistent with action-research and qualitative evaluation practices, where the focus is on understanding collective experience rather than individual testimony alone.

Third, paraphrased synthesis helps balance evidence rigour with readability in an impact report intended for diverse audiences. While selected verbatim quotations are included to retain the voice of participants and illustrate key points, paraphrased synthesis ensures that findings remain accessible, focused, and analytically grounded.



All paraphrased statements in the report are derived directly from primary data and are based on triangulation across multiple FGDs and stakeholder groups. Verbatim quotations are used selectively to exemplify broader patterns identified through this synthesis process. No paraphrased finding is based on a single response or isolated account. Together, the use of paraphrased synthesis and carefully chosen verbatim excerpts enables the report to remain empirically grounded, analytically rigorous, and readable, while accurately reflecting the lived experiences and perspectives of participants.



4.7 Primary Evidence Base and Quantitative Coverage

44 Focus Group Discussions Conducted Across 4 Locations

Ballabgarh Jaipur Pune Halol



Quantitative references derived from the FGD data are used in this report at a moderate and descriptive level, primarily to indicate the scale, spread, and recurrence of issues and perceptions across thematic areas and locations. These figures are not intended to establish statistical representativeness or causal attribution, but to enhance transparency, analytical rigour, and interpretive clarity in qualitative analysis.

In addition, Key Informant Interviews (KIIs) were conducted for other thematic areas where the nature of interventions differs (for example, platform-based, cultural, or time-bound initiatives) and where projects had already been completed. These KIIs involved beneficiaries, programme staff, and institutional stakeholders, and provided consistently affirmative perspectives. KII findings are therefore used primarily for triangulation, validation, and forward-looking insights, rather than for critical comparison with FGD findings.

5. THEMATIC IMPACT ANALYSIS

This section presents the findings of the impact assessment organised around the six thematic areas of the CSR portfolio. The analysis focuses on outcomes and emerging impacts observed within each theme, drawing upon evidence from primary field engagement and secondary documentation, as described in previous section.

In line with the evaluation framework, the thematic areas constitute the primary units of analysis for this assessment. Individual projects are referenced within themes to illustrate pathways of change, but findings are not presented or interpreted at the project level in isolation. This approach reflects the integrated nature of the CSR portfolio, where multiple initiatives often contribute to shared outcome pathways.

The thematic analysis emphasises contribution rather than attribution. Observed changes are interpreted in relation to beneficiaries' exposure to thematic interventions, acknowledging the influence of contextual factors and overlapping engagements across projects and themes. As a result, beneficiaries may appear in more than one thematic analysis where their experiences are relevant, and such overlaps are treated as analytically meaningful rather than as duplication.

Each thematic sub-section follows a standardised analytical structure to ensure consistency and comparability across themes. Within each theme, the analysis examines intended outcomes, observed changes, beneficiary engagement, illustrative case evidence, and key insights related to sustainability and implementation dynamics.

The findings presented in this section form the basis for the cross-cutting analysis and aggregated impact synthesis discussed in subsequent sections of the report.

5.1 Theme 1 - Education & Literacy

The Education & Literacy theme is designed to strengthen access to quality learning environments, learner engagement, and educational continuity, particularly for children from underserved communities. The theme recognises that educational outcomes are shaped not only by classroom instruction, but also by the availability of safe infrastructure, learning resources, and supportive ecosystems involving families, educators, and communities.

Projects under this theme have evolved to address multiple dimensions of education, including Child Friendly Schools (CFS) focusing on school infrastructure and basic amenities; learning enrichment and remediation initiatives such as Saksham, digital literacy, and library-based programmes; motivational and engagement platforms such as Eklavya; and scholarship support aimed at enabling educational continuity.

Collectively, these interventions were designed to improve learning environments, enhance student confidence and participation, and reduce structural barriers to sustained education.



Qissa Pitara Library



Education & Literacy

Theme Objective:

To strengthen access to quality education for children from vulnerable communities by improving school infrastructure, enabling learning continuity through scholarships and remedial support, strengthening academic outcomes, and fostering reading, literacy, and competitive learning environments.

Scale & Reach

- **29 Government schools** provided with infrastructure support across **4 locations** (Ballabgarh, Jaipur, Halol, Pune)
- **12 school libraries** strengthened to promote reading habits and foundational literacy
- **1212 students** supported through LBCT scholarships (FY 2021-22 to FY 2023-24)
- **1143 students** covered under structured remedial education support (FY 2021-22 to FY 2023-24) & **1147** Covered under academic support
- **80 schools** participated in inter-school academic engagement through Eklavya Quiz

Key facilities created/upgraded:

- **61 classrooms** renovated, **5 new classrooms** built
- **74 toilets** constructed/renovated (47 boys, 27 girls)
- **14 handwash stations** installed
- **795 benches** and **151 blackboards** provided

Investments contributed to improved safety, hygiene, attendance, and classroom functionality, particularly for girls and younger learners

Outcome Summary

- Improved learning environments, academic retention, and exam performance
- Strengthened education continuity pathways through infrastructure, financial support, and academic reinforcement
- Enhanced student aspiration, confidence, and literacy engagement, particularly among first-generation learners

5.1.1 Theme Logic and Evaluation Lens

The Education & Literacy theme aims to strengthen learning outcomes and educational continuity through a combination of infrastructure development (Child Friendly Schools), learning support interventions (digital literacy, remedial education, libraries), and enabling mechanisms (scholarships, community-based learning spaces). The theme addresses both learning environments and learning processes, recognising that educational outcomes depend on safe, inclusive infrastructure as well as pedagogical and resource support. Skill infrastructure and rural sports initiatives were considered as part of the broader education and employability ecosystem.

The assessment of this theme applies the OECD-DAC criteria of Relevance, Effectiveness, Efficiency (operational), Impact, and Sustainability, as adapted for this impact report. Evaluation focuses on *planned versus achieved outcomes*, observable changes, and institutional and behavioural signals emerging from field evidence.



5.1.2 Planned vs Achieved Outcomes (Logframe-Aligned)

Outcome Level	Planned (as per logframe / programme intent)	Observed / Achieved (field evidence)	Status
Short-term	Improved access to safe and enabling learning environments; access to learning resources	Functional school infrastructure (classrooms, toilets, water) observed in CFS locations; increased access to libraries and learning materials	✓ Achieved
Medium-term	Improved learner engagement, attendance, and confidence	Increased student participation and comfort in learning spaces; improved reading habits and engagement reported by teachers and facilitators	✓ Achieved
Long-term	Educational continuity and improved learning trajectories	Continuity supported for selected beneficiaries (scholarships, sustained engagement); early signals of long-term change	● Partially achieved

Interpretation: Infrastructure-led outcomes show stronger achievement; while learning and continuity outcomes depend on duration and intensity of engagement.

5.1.3 Quantitative Outcome Snapshot

(Indicative; based on primary field interactions and MIS review)

Indicator	Observation	Source
Schools with functional child-friendly infrastructure	Majority of CFS sites observed with usable classrooms, toilets, water facilities and common area in some places.	Field observation, KIIs
Beneficiaries reporting improved learning environment	High proportion across CFS and library-linked interventions	HH interactions
Regular utilisation of learning spaces	Moderate to high, varying by location and facilitation availability	FGDs, KIIs
Continuity of education supported through scholarships	Limited but critical coverage at transition points	FGDs, KIIs and Stakeholder Interactions

5.1.4 OECD-DAC Scoring - Education & Literacy

A. Relevance (Average Score - 8.4 / Final Rating: High)

Core Question:

Was the Education & Literacy portfolio an appropriate and timely response to the educational needs of target communities?

Parameter	Score (1-10)	Reason (Evaluator Judgement)
Alignment with priority educational needs of vulnerable children	9	Strong alignment with access, safety, hygiene, and learning resource gaps observed in government schools serving vulnerable populations.



Parameter	Score (1-10)	Reason (Evaluator Judgement)
Relevance of CFS to learning barriers	9	CFS directly addressed critical barriers such as inadequate classrooms, toilets, and water facilities particularly relevant for attendance and girl-child retention.
Appropriateness of combining infrastructure with learning enrichment inputs	9	Integrated approach (CFS + libraries + remedial support) reflects strong design logic aligned with learning environment and process needs.
Relevance of scholarship support for educational continuity	8	Scholarships effectively targeted transition points (secondary/senior secondary), though scale relative to need remains limited.
Alignment with government school context and public education systems	8	Interventions embedded within government/aided schools without parallel systems, enabling institutional fit.
Responsiveness to gender- and age-specific learning needs	8	Gender-sensitive infrastructure (toilets, hygiene) and age-appropriate learning interventions observed across locations.
Suitability of reading and library interventions for foundational literacy	8	Libraries and reading spaces well matched to literacy gaps, especially for first-generation learners.
Alignment with CSR objectives and long-term education outcomes	8	Strong coherence with CSR focus on foundational education, access, and learning continuity.

The Education & Literacy theme is strongly aligned with the priority needs of vulnerable children, government school contexts, and CSR education objectives. The integrated design, combining Child Friendly Schools (CFS), libraries, remedial support, scholarships, and engagement platforms; demonstrates high contextual relevance and design appropriateness.



Interactive classrooms, Rahtalav Primary school



Construction of Toilet Blocks



B. Effectiveness (Average Score 7.9 / Final Rating: Medium-High)**Core question:**

To what extent did the Education & Literacy interventions deliver planned outputs and achieve intended short- and early medium-term outcomes across infrastructure, learning access, engagement, and continuity?

Parameter	Score (1-10)	Reason
Delivery of planned education and literacy interventions	8	The majority of planned components-including school infrastructure upgrades, libraries, scholarships, remedial support, and academic engagement platforms-were implemented broadly as intended across locations, with no major delivery gaps.
Effectiveness of CFS investments in improving learning environments	9	Child Friendly School (CFS) investments resulted in clear and observable improvements in classroom usability, hygiene, safety, and basic amenities, creating significantly improved learning environments across supported schools.
Achievement of short-term learning access and engagement outcomes	8	Improved access to safe learning spaces and increased student participation were consistently reported across locations, though the depth of engagement varied depending on facilitation intensity and school context.
Effectiveness of remedial and enrichment support	7	Remedial education and enrichment initiatives demonstrated positive learning support outcomes, particularly for academically vulnerable students; however, variation in duration and intensity constrained uniform effectiveness.
Contribution of scholarships to preventing dropout	8	Scholarships played a critical and timely role in supporting educational continuity for selected beneficiaries, especially at secondary and senior secondary transition points, despite limited scale relative to overall need.
Effectiveness of reading and library interventions	8	Libraries and reading spaces were regularly utilised and contributed to improved reading engagement, particularly in locations where facilitation and teacher involvement were sustained.
Student participation, confidence, and engagement intensity	8	Teachers and facilitators consistently reported increased student comfort, confidence, and willingness to participate in learning activities across supported schools.
Consistency of education outcomes across locations	8	Core outcomes related to infrastructure use, access, and engagement were largely consistent across locations, with minor variation linked to school capacity, leadership, and facilitation strength.
Signals of progression toward medium-term outcomes	7	Early signs of improved learning confidence, retention, and continuity are evident; however, medium-term learning trajectories and achievement outcomes are still evolving and not yet consolidated within the assessment timeframe.

Planned Education & Literacy interventions were largely delivered as intended, with particularly strong effectiveness observed in infrastructure-led components under the Child Friendly Schools (CFS) approach.



Improvements in classroom usability, hygiene, and safety have created enabling learning environments that support access, attendance, and participation.

Short-term access, engagement, and confidence-related outcomes are consistently achieved across locations, supported by libraries, scholarships, and academic engagement initiatives. Remedial and enrichment interventions demonstrate positive learning support effects, though their effectiveness varies depending on facilitation continuity and duration of engagement.

Early signals of progression toward medium-term educational outcomes-such as improved learning confidence and continuity-are visible but not yet fully established, reflecting the time-bound nature of interventions and the need for sustained exposure. This balance explains the medium-high effectiveness rating, with particularly strong performance in infrastructure and access-related outcomes and more gradual progression in learning trajectory outcomes.

C. Efficiency (Average Score 7.0 / Final Rating: Medium-High)

Core question:

How efficiently were education interventions delivered in operational terms, given timelines, coordination mechanisms, facilitation capacity, and accessibility for learners?

Parameter	Score (1-10)	Reason
Timeliness of infrastructure and intervention delivery	7	Most infrastructure upgrades and learning interventions were delivered within planned timelines. Delays observed were primarily linked to construction processes, approvals, and coordination with school calendars rather than implementation failure.
Continuity of engagement across academic cycles	6	Continuity was stronger for infrastructure-led components and weaker for enrichment and remedial activities, which were more sensitive to staffing availability and academic scheduling.
Adequacy of implementation and facilitation capacity	7	Implementation capacity was generally adequate across locations, with field teams and facilitators able to deliver planned activities. Variations in staffing intensity affected the depth of engagement rather than basic delivery.
Coordination with schools and education stakeholders	7	Coordination with school authorities and education stakeholders was largely effective, enabling access, scheduling, and integration of interventions within school environments.
Ease of access for students	8	School-based delivery ensured high physical accessibility for students, minimising participation barriers and supporting consistent utilisation of facilities and learning spaces.
Ability to manage operational bottlenecks	6	Operational challenges such as construction delays, scheduling constraints, and facilitation gaps were addressed as they arose, though management was often reactive rather than anticipatory.



Alignment between infrastructure investments and actual usage	8	High utilisation of upgraded classrooms, toilets, and learning spaces indicates strong alignment between investments made and actual needs and usage patterns within schools.
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Note: Efficiency reflects operational adequacy and delivery efficiency, not financial efficiency.

Operational delivery under the Education & Literacy theme is generally efficient, supported by strong coordination with schools and the strategic choice of school-based implementation, which ensured high accessibility for students. Infrastructure investments show particularly high alignment with actual usage, reflecting sound operational planning and needs assessment.

Efficiency is comparatively lower for learning enrichment and facilitation-dependent components, where continuity across academic cycles varied due to staffing intensity, scheduling constraints, and reliance on facilitation support. Operational bottlenecks were managed effectively when they arose, but proactive mitigation mechanisms were not uniformly in place.

Overall, efficiency performance is medium-high, reflecting reliable delivery of core interventions with some variability in continuity and operational responsiveness across locations. This explains why efficiency scores remain strong but do not reach the highest band.

D. Impact (Average Score 6.1 / Final Rating: Medium)

Core question:

What meaningful changes are emerging in learners' educational experience, confidence, and continuity as a result of the Education & Literacy interventions, beyond improved infrastructure and short-term academic outcomes?

Parameter	Score (1-10)	Evaluator Rationale
Improvement in learning environment experienced by students	7	Child Friendly School (CFS) investments have clearly improved safety, hygiene, comfort, and usability of school spaces, particularly benefiting girls and younger learners.
Change in student confidence, participation, and classroom engagement	7	Teachers and facilitators consistently report improved confidence and participation; these behavioural gains are visible but still early-stage.
Influence on attendance and retention behaviour	6	Improved infrastructure and scholarships contribute positively, but attendance and retention effects vary by location and student profile.
Improvement in academic performance signals	6	High pass rates in some locations indicate positive signals; however, results are uneven and cannot yet be attributed to sustained learning gains.
Strengthening of reading habits and independent learning	6	Libraries and engagement platforms foster reading interest, but independent learning behaviour depends heavily on facilitation continuity.
Educational continuity across transition points	6	Scholarships play a critical role for supported students, but overall coverage is limited relative to need.
Depth of impact among first-generation learners	6	Early confidence and engagement gains observed; long-term trajectory change remains emergent.
Breadth of impact across schools and learner groups	6	Multi-location reach achieved, but intensity of exposure varies widely across schools and cohorts.
Durability of learning-related behavioural change	5	Behavioural and learning gains remain fragile and dependent on continued academic and institutional support.



The Education & Literacy theme demonstrates meaningful impact primarily through improved learning environments, enhanced student confidence, and strengthened conditions for educational continuity. Child Friendly School (CFS) investments have significantly improved safety, hygiene, and classroom usability, creating enabling conditions for learning, particularly for girls and younger students.

Impact is also evident in early behavioural and engagement changes. Teachers and facilitators consistently report improved student confidence, classroom participation, and comfort within learning spaces. Libraries and academic engagement platforms such as Eklavya have contributed to increased interest in reading and learning beyond textbooks, especially where facilitation has been regular.



Academic Class at Halol, Gujarat

However, depth and durability of impact remain moderate. Improvements in attendance, academic performance, and independent learning are uneven across locations and cohorts, and are strongly influenced by duration of exposure, facilitation intensity, and household context. Scholarships play a critical role in preventing dropout at key transition points, but their selective coverage limits breadth of impact. Importantly, the theme functions primarily as an enabling and foundational intervention rather than a fully transformative education programme. While early signals of improved learning trajectories are visible, sustained academic transformation and long-term learning outcomes require longer engagement cycles and stronger institutional reinforcement.

Overall, impact under this theme is best characterised as medium, reflecting strong progress in creating conditions for learning and early behavioural change, with full educational transformation expected to unfold over extended time horizons.

E. Sustainability (Average Score 6.4 / Final Rating: Medium)

Core question:

Are education benefits likely to continue beyond the assessment period, given institutional ownership, behavioural persistence, and system alignment?

Parameter	Score (1-10)	Reason
Institutional ownership of school infrastructure	7	Government and aided schools demonstrate clear ownership of upgraded classrooms, toilets, and facilities, with assets integrated into daily school use. Ownership is strongest where school leadership is stable.



Parameter	Score (1-10)	Reason
Maintenance readiness of CFS investments	6	Basic maintenance practices are evident (cleaning, minor repairs), but long-term maintenance planning and budget provisioning remain uneven and dependent on school-level initiative.
Continuity of library use and reading spaces	6	Libraries remain functional and used; however, regular utilisation and quality of engagement depend heavily on facilitation by teachers or external support, making sustainability uneven across locations.
Integration within school routines	7	Infrastructure, libraries, and some learning activities are embedded within school timetables and routines, supporting continuity beyond the project period.
Retention of behavioural changes	6	Improvements in confidence, participation, and reading habits are visible but fragile, particularly in the absence of sustained reinforcement or facilitation.
Sustainability of scholarship-supported pathways	6	Scholarships play a critical role at transition points; however, continuity of benefits depends on ongoing financial support, limiting autonomous sustainability.
School and community capacity to sustain outcomes	6	Capacity exists among schools and communities to sustain basic outcomes, but varies significantly by location, leadership strength, and external support availability.
Alignment with government education systems	7	Strong alignment with government school structures, curriculum, and administrative systems enhances the likelihood of continuation, particularly for infrastructure-led components.

There are encouraging signs of sustainability, particularly in relation to physical infrastructure and system alignment. Child Friendly School (CFS) investments are embedded within government and aided school systems, and upgraded facilities continue to be used as part of routine school operations. This institutional anchoring supports the durability of infrastructure-led outcomes.

However, sustainability of learning-related and behavioural outcomes is more fragile. Continued use of libraries, reinforcement of reading habits, and persistence of student confidence gains depend on facilitation, teacher engagement, and school leadership, which vary across locations. Scholarship-supported continuity remains dependent on external financial support, limiting autonomous sustainability.

Overall, sustainability under the Education & Literacy theme is best characterised as moderate: infrastructure and system-level elements show stronger continuation prospects, while learning behaviours and enrichment outcomes require sustained reinforcement to endure. This balance justifies a Medium sustainability rating, consistent with the observed variation across components and locations.

5.1.5 Summary DAC Scorecard - Education & Literacy

OECD-DAC Criterion	Avg. Score	Rating	Colour
Relevance	8.4	High	●
Effectiveness	7.9	Medium-High	●
Efficiency (Operational)	7.0	Medium-High	●



Impact	6.1	Medium	●
Sustainability	6.4	Medium	●

The DAC score pattern for the Education & Literacy theme reflects a strongly enabling and well-delivered intervention, with outcomes that are progressing in a logical sequence from access and infrastructure toward learning and continuity. Relevance is high, indicating strong alignment with the educational needs of vulnerable learners and government school contexts. Effectiveness and operational efficiency are medium-high, driven by successful delivery of Child Friendly School (CFS) infrastructure, libraries, scholarships, and engagement platforms, with high accessibility and utilisation across locations.

Impact is assessed as medium, reflecting the early and uneven nature of learning-related behavioural change and educational continuity outcomes. While improvements in learning environments, student confidence, and participation are clearly evident, deeper and sustained learning trajectory changes require longer exposure and consistent facilitation. Sustainability is also medium, with stronger prospects for infrastructure-led components embedded within school systems, and more fragile continuation for learning enrichment and scholarship-dependent pathways.

Overall, the scorecard indicates that the Education & Literacy portfolio is highly effective in strengthening foundational conditions for learning, with emerging impact and sustainability that are appropriate to the duration, design, and scope of interventions. Progression toward higher impact and sustainability will depend on sustained reinforcement of learning support and institutional capacity over time.

5.1.6 Key Interpretive Takeaways

- **Infrastructure-led interventions have delivered the strongest and most consistent results.** Child Friendly School (CFS) investments demonstrate high effectiveness across locations, with observable improvements in safety, hygiene, classroom usability, and attendance-related enabling conditions. This explains the relatively higher scores for *achievement of planned outputs*, *quality of delivery*, and *consistency across locations* under the Effectiveness criterion.
- **Learning outcomes improve most where infrastructure is complemented by sustained academic and engagement inputs.** Evidence from remedial education, libraries, and Eklavya-linked engagement indicates that learning confidence, reading habits, and student participation are strongest in locations where physical infrastructure improvements are paired with regular facilitation and pedagogical support. This reinforces the medium-high effectiveness rating while also explaining variation in *medium-term outcome progression*.
- **Scholarships play a targeted but critical role in enabling educational continuity.** While scholarship coverage is limited in scale relative to total enrolments, it addresses key transition points (secondary and senior secondary levels) and reduces dropout risk for vulnerable learners. This selective but high-value contribution supports effectiveness scores related to *reduction of access barriers*, while constraining the breadth of long-term impact.
- **Institutional uptake is evident but uneven, influencing sustainability and impact trajectories.** Schools and libraries show early signs of institutional adoption-use of upgraded infrastructure, continued library functioning, and participation in academic platforms. However, variations in ownership,



maintenance arrangements, and staffing explain the slightly lower score for *institutional uptake* and moderate sustainability ratings.

- **Effectiveness outperforms impact and sustainability due to the time-bound nature of engagement.** Most interventions demonstrate strong short-term and early medium-term effectiveness; however, deeper behavioural change, systemic integration, and durability of outcomes require longer exposure and stronger institutional anchoring. This justifies the gradation from higher Effectiveness scores to moderate Impact and Sustainability scores.
- **Unintended positive outcomes are present but not systematically captured.** Emergent outcomes such as improved student confidence, peer learning, and enhanced school-community interaction were reported anecdotally through FGDs and KIIs. The absence of structured tracking mechanisms explains the conservative scoring for *unintended positive outcomes*.
- **Overall, the Education & Literacy portfolio demonstrates a strong enabling role rather than a fully transformative one.** The theme effectively strengthens foundational conditions for learning and continuity, particularly for first-generation and vulnerable learners. However, transformational and systemic change remains contingent on sustained engagement, deeper institutional integration, and alignment with broader education systems.

Scores reflect expert judgement informed by field observations, stakeholder discussions, programme records, and triangulated qualitative evidence, and are benchmarked against logframe intent rather than standalone impact measurement.

5.2 Theme 2 - Women Empowerment & Livelihoods



Jaipur Production Group Working on Production Order

The Women Empowerment & Livelihoods theme focuses on enhancing women's economic participation, collective agency, and livelihood resilience through skills development and institutional strengthening.

The theme is grounded in the understanding that sustainable empowerment requires not only income opportunities, but also confidence, peer support, and access to collective platforms that enable women to negotiate social and economic spaces.

Projects under this theme include vocational training centres offering basic and advanced skills, formation and strengthening of self-help groups (Sanghatan), and production-oriented collectives aimed at income enhancement for women artisans. These interventions were designed to build skills, foster collective identity, and enable pathways toward supplementary or primary income generation, while strengthening women's role within households and communities.



Women Empowerment & Livelihoods - LBCT One-Pager

Objective

Empowering rural women by organizing them into Self-Help Groups (SHGs) and equipping them with skills, resources, and market linkages for sustainable livelihoods. This vertical focuses on enhancing women's financial literacy, collective enterprise, and decision-making power to improve their families' and communities' well-being. Key programme components include SHG formation and strengthening, capacity building (training in finance and skills), internal fund mobilization, convergence with government schemes, and market linkages through events and exhibitions.

Reach

- **Geographic Coverage:** Active in four locations - Ballabgarh (Haryana), Jaipur (Rajasthan), Halol (Gujarat), and Pune (Maharashtra) - covering 23 villages in total.
- **SHGs & Members:** Nearly 135 SHGs newly formed during FY 2021-22 to FY 2023-24 and active SHGs around 348 with 4,346 women from marginalized rural communities across these project areas. Each SHG practices monthly savings and is linked to a bank, ensuring every member has access to formal financial services.

Outcomes

- **Financial Inclusion & Internal Lending:** Over the last three years, SHGs have disbursed ~₹1.9 crore in internal loans to their members, providing critical credit for livelihood activities and emergencies. Members are educated in prudent internal lending practices (e.g. interest rates, repayment schedules) to sustain healthy group fund cycles. Cumulative savings across all SHGs have grown to approximately ₹1.15 crore by FY 2023-24, reflecting increased financial resilience.
- **Capacity Building:** Continuous training and handholding are integral. Hundreds of women received training in topics like bookkeeping, leadership, and business development. LBCT also runs Vocational Training Centres offering certified courses (e.g. NSDC-certified stitching programs) for women aged 18-40. This has built skills for income generation in areas such as tailoring, embroidery, food processing, etc. Every SHG member goes through orientation on group management and many have become community resource persons guiding newer groups.
- **Government Linkages:** Through convergence efforts, 500+ women have been linked to government schemes and social security programs. These include enrollments in insurance schemes (e.g. PMSBY accident insurance at ₹2 lakh cover), facilitation of bank credit loans to SHGs (e.g. 121 women of 12 groups in Halol accessed bank credit in FY22-23), distribution of livelihood grants (e.g. Revolving Fund to 55 women in Halol), and registrations for IDs and welfare schemes like e-Shram unorganized worker cards, artisan cards, housing subsidies, etc. In Ballabgarh alone, about 340 women were assisted in availing various government schemes in FY 2021-22. These linkages have improved access to entitlements and reduced out-of-pocket expenses for SHG households.
- **External Fund Mobilization:** LBCT's SHGs have also leveraged government financing. Notably, partnerships with the National Rural Livelihood Mission (NRLM) enabled SHG federations to secure funds like the Community Investment Fund (CIF) and Revolving Funds. For example, in Halol, SHGs received a CIF injection of ₹30.55 lakh in FY 2022-23 to expand group enterprises, while Ballabgarh SHGs obtained ₹26.5 lakh as CIF the same year to strengthen their capital base. In total, over ₹60 lakh has been mobilized in such external grants across the project locations, greatly boosting the groups' lending capacity and entrepreneurship efforts.

Impact

The programme has significantly enhanced the socio-economic status of participating women. Many SHG members have grown into confident entrepreneurs and community leaders. Their increased incomes are being channelled into better nutrition, education for their children, and healthcare for their families. Women report



greater financial autonomy and decision-making power at home - a direct outcome of the financial literacy and group support gained through SHGs. Importantly, the SHG model has fostered solidarity and a collective voice for women; for instance, several SHG federations (village organizations) are now liaising with local authorities to address community issues. Overall, the initiative has led to higher household incomes, improved livelihoods, and empowered rural women to live with increased dignity and confidence.

Highlights

- **Annual Grameen Melas:** LBCT organizes *Grameen Mela* - a rural exhibition-cum-fair - each year in all four locations (Ballabgarh, Jaipur, Pune and Halol) as a major community engagement event. In 2023, about **1,846 people** attended across the four locations. Dozens of SHG women showcased their products (handicrafts, organic foods, etc.), collectively earning additional income (e.g. one Mela saw ₹22,410 in sales from 10 SHG stalls). These melas also doubled as outreach camps where government departments set up stalls - for instance, health check-up booths served villagers (83 people availed PHC services in Ballabgarh Gramin Mela 2023) and information desks registered women for schemes like Aadhar and health insurance on the spot. The melas thus not only promote SHG businesses but also increase awareness of government programs and facilitate direct bank linkages in the community.
- **'Rupantaran' Exhibition:** In November 2023, LBCT hosted *Rupantaran* - a two-day handicraft exhibition in Delhi - to provide a national market platform for rural women artisans. **14 SHGs** from all project locations participated, showcasing handloom textiles, pottery, organic products, and more. The event drew **1,145 visitors** and generated about **₹2.1 lakh** in sales, which were shared among ~150 women artisans. This exposure not only boosted the artisans' incomes but also enhanced their confidence in dealing with urban customers and understanding market trends. "Rupantaran" (meaning transformation) demonstrated the transformative impact of connecting village women's enterprises with wider markets.
- **Entrepreneurship & Market Linkages:** LBCT supports SHGs in moving up the value chain - from subsistence activities to micro-entrepreneurship. An outstanding example is **"ARKE"**, a women-led enterprise and brand incubated by LBCT that engages rural artisans in producing handwoven garments, jewelry, home décor and other crafts. Through initiatives like ARKE and regular participation in exhibitions and fairs, SHG members have been able to diversify their livelihoods beyond agriculture, access urban markets, and fetch better prices for their products. Many groups have struck bulk deals (e.g. supplying organic Holi colors, stitched uniforms, etc.), showcasing the entrepreneurial spirit nurtured by the programme.

Community Leadership: The programme's emphasis on capacity building has yielded local women leaders. Each SHG elects a president and bookkeeper; over time, many have become adept at maintaining records and leading meetings. LBCT has facilitated the formation of Village Organizations (VOs) - federations of multiple SHGs - in several clusters to further leadership and sustainability. These VOs (e.g. Indrayani Gram Sangh in Pune, Mahila Sangathan in Ballabgarh) enable women to collectively address village issues and interface with government bodies. For instance, LBCT-supported SHG federations have been instrumental in advocating for village infrastructure improvements and in planning the Grameen Melas themselves. The emergence of these community institutions is a testament to the programme's lasting impact on grassroots women's empowerment.

5.2.1 Theme Logic and Evaluation Lens

The Women Empowerment & Livelihoods theme focuses on strengthening women's economic agency through skills development, collective organisation, and income-enhancement mechanisms. Core interventions include vocational training centres (basic and advanced skills), formation and strengthening of self-help groups (Sanghatan), and support to women-led production groups and artisan collectives.



The theme logic assumes that skills + collectivisation + market-oriented production can enable women to improve income security, decision-making power, and resilience. The assessment applies the OECD-DAC criteria of Relevance, Effectiveness, Efficiency (operational), Impact, and Sustainability, using the structured scoring methodology outlined in previous section.

5.2.2 Planned vs Achieved Outcomes (Logframe-Aligned)

Outcome Level	Planned (Logframe Programme Intent)	Observed / Achieved (Field Evidence)	Status
Short-term	Enhanced skills and access to livelihood opportunities for women	Skills acquisition observed across training centres; participation in SHGs and production activities evident	✓ Achieved
Medium-term	Improved income, economic participation, and collective agency	Income improvements reported by a section of participants; stronger group identity and peer support through SHGs	✓ Achieved
Long-term	Sustained livelihoods, increased decision-making power, and resilience	Early signals of empowerment and continuity; sustainability uneven and context-dependent	△ Early signals

Interpretation: Skill acquisition and collectivisation are clearly achieved; income stability and long-term empowerment vary by exposure duration, market access, and group maturity.

5.2.3 Quantitative Outcome Snapshot

(Indicative; based on primary field engagement and MIS review)

Indicator	Observation	Source
Women completing vocational training	High participation across centres; variation in advanced skill uptake	MIS, KIIs
SHGs formed / strengthened	Active groups observed with regular meetings and savings behaviour	FGDs, KIIs
Women reporting income contribution	Moderate proportion reporting supplementary or primary income	HH interactions
Transition from training to production	Partial; stronger where production groups were functional	Field observation

5.2.4 OECD-DAC Scoring - Women Empowerment & Livelihoods

A. Relevance (Average Score 8.1 / Final Rating: Medium-High)

Core question:

To what extent is the Women Empowerment & Livelihoods portfolio appropriately designed in relation to women's socio-economic realities, livelihood constraints, cultural context, and local economic opportunities?

Parameter	Score (1-10)	Reason (Evaluator Judgement)
Alignment with women's livelihood needs and income gaps	9	The programme directly responds to women's need for supplementary and flexible income, savings, and access to small loans, which are critical



		in rural and semi-rural contexts where women's formal employment opportunities are limited.
Appropriateness of SHG-based collectivisation model	9	SHGs provide an effective institutional mechanism for savings, credit, risk-sharing, and confidence-building, and are well aligned with social norms and women's mobility constraints.
Relevance of vocational skills offered to local contexts	8	Skills offered broadly align with local livelihood opportunities (tailoring, food processing, crafts), though market absorption varies by geography and exposure duration.
Responsiveness to women's vulnerability and risk context	8	The SHG model addresses income insecurity, emergency needs, and social vulnerability through savings, internal lending, and peer support mechanisms.
Alignment with local economic opportunities	7	Alignment is stronger in mature locations with established markets and institutions, and weaker in newer locations where economic ecosystems are still developing.
Fit with CSR and gender-equity objectives	8	The theme is well aligned with CSR objectives related to women's empowerment, livelihoods, and inclusive development.
Relevance of market exposure platforms (melas, exhibitions)	8	Platforms such as Grameen Melas and exhibitions are highly relevant for confidence-building, aspiration, and initial market exposure, even where income impacts are episodic.
Cultural and social appropriateness of interventions	8	Interventions are widely accepted within local cultural norms and community structures, enabling high participation without social resistance.

The Women Empowerment & Livelihoods theme demonstrates high relevance to the lived realities of rural women, particularly in contexts characterised by income insecurity, limited access to formal finance, and constrained mobility. The SHG-based collectivisation model is especially well suited to these conditions, enabling savings, risk-sharing, peer support, and gradual confidence-building within socially acceptable structures.

Vocational skills and livelihood activities are broadly aligned with local economic opportunities, though relevance is stronger in mature locations where market linkages and ecosystem familiarity are better established. Market exposure platforms such as Grameen Melas and exhibitions are highly relevant as confidence-building and aspiration-enhancing mechanisms, even where income effects remain modest.





Soft Toy Production



Women Training

Overall, the relevance score reflects a strong contextual fit between programme design, women's constraints, and CSR gender-equity objectives, with minor variation linked to location maturity and market absorption capacity.

B. Effectiveness (Average Score 7 / Final Rating: Medium-High)

Core question:

To what extent did the interventions deliver what was planned and achieve intended short-term and early medium-term outcomes in women's skills, participation, income engagement, and empowerment?

Parameter	Score (1-10)	Reason
Delivery of planned SHG, training, and livelihood interventions	8	Most planned activities, including SHG formation, vocational training, and livelihood support, were implemented as intended across locations.
Effectiveness of skills development and capacity building	7	Skills acquisition is evident, though translation into stable income varies by skill type, exposure duration, and market linkage.
Functionality and regularity of SHGs	8	The majority of SHGs are active, conduct regular meetings, and demonstrate consistent savings and internal lending practices.
Early income and economic participation outcomes	6	Many women report increased participation in income-generating activities, but income gains remain largely supplementary.
Women's engagement and participation intensity	8	Participation levels are high, driven by group solidarity, relevance of activities, and peer support mechanisms.
Improvement in confidence and economic agency	7	Women widely report increased confidence, mobility, and participation in financial decision-making.
Effectiveness of market exposure and linkage efforts	7	Market exposure through melas and exhibitions is effective for learning and aspiration, but not yet embedded as regular income channels.
Consistency of outcomes across locations	6	Outcomes are stronger in older programme locations; newer locations are still consolidating basic processes.



Parameter	Score (1-10)	Reason
Early progression toward medium-term livelihood outcomes	6	Early signs of progression exist, but medium-term livelihood consolidation is not yet widespread.

Effectiveness under this theme is strongest in institutional and social empowerment outcomes, particularly SHG formation, regular functioning, savings behaviour, and women's participation. Skills development and capacity-building activities were largely delivered as planned, and engagement levels across locations are consistently high.

Economic outcomes are more uneven. While many women have increased participation in income-generating activities, earnings remain supplementary for most, and progression toward stable livelihoods varies by exposure duration, skill type, and market access. Market exposure efforts are effective as learning and aspiration platforms, but episodic in nature.

The medium-high effectiveness rating reflects successful delivery and early outcome achievement, with variation in income and market integration outcomes that are consistent with the gradual nature of livelihood transitions.

C. Efficiency (Operational) (Average Score 6.4 / Final Rating: Medium)

Core question:

How efficiently were livelihood and empowerment interventions delivered in operational terms, considering timeliness, facilitation capacity, coordination, and alignment with women's capacities?

Parameter	Score (1-10)	Reason
Timeliness of training and SHG support	7	Most training activities, SHG formation, and routine support were delivered broadly on schedule. Minor delays were linked to mobilisation cycles, seasonal constraints, and coordination with community availability rather than implementation lapses.
Continuity of handholding and follow-up	6	Handholding support was present across locations but uneven in intensity. Older locations benefited from more sustained engagement, while newer locations experienced intermittent follow-up due to staffing and scale-up pressures.
Adequacy of trainers and facilitators	6	Facilitator capacity was adequate for basic delivery of training and SHG processes; however, capacity constraints affected depth of enterprise mentoring and production-oriented support.
Coordination among implementation actors	6	Coordination between field teams, SHG leaders, and partner institutions was functional, though not optimised for enterprise development or market-facing activities.
Ease of participation for women	8	SHG-based delivery ensured high accessibility, low entry barriers, and flexibility for women to participate alongside domestic responsibilities.
Ability to resolve operational bottlenecks	6	Operational challenges (training gaps, production readiness, market access) were addressed as they arose, but responses were largely reactive rather than anticipatory.
Alignment of production support with women's capacity	6	Production and enterprise support aligned well for some groups, but overall readiness varied by skill level, confidence, and market exposure.



Note: Efficiency reflects operational adequacy and delivery efficiency, not financial efficiency.

Operational efficiency is adequate, supported by community-based SHG delivery mechanisms that ensure ease of participation and accessibility for women. Training and SHG support were largely delivered on schedule, and coordination among actors was functional across locations.

However, efficiency is constrained by uneven continuity of handholding, facilitator availability, and production readiness, particularly in newer locations. Operational challenges were addressed as they arose, but proactive bottleneck mitigation and optimisation of production support remain limited.

The medium efficiency rating reflects reliable basic delivery, tempered by variation in facilitation intensity and enterprise readiness.

D. Impact (Average Score 6.4/ Final Rating: Medium)

Core question:

What meaningful and sustained changes are emerging in women's economic agency, social empowerment, and livelihood resilience as a result of the interventions, beyond skill acquisition and group formation?

Parameter	Score (1-10)	Evaluator Rationale
Change in women's confidence, self-expression, and agency	8	Strong and consistent gains reported across locations; SHGs have significantly enhanced women's confidence and participation in public and household spaces.
Influence on household decision-making and financial control	7	Many women report improved say in household finances; however, control over income varies by context and household norms.
Strengthening of collective voice and leadership	7	SHGs and federations demonstrate growing leadership and advocacy roles, particularly in mature locations.
Change in women's economic participation	6	Participation in income-generating activities has increased, but earnings are often supplementary rather than primary.
Depth of livelihood change (from supplementary to stable income)	5	Only a subset of women demonstrate sustained or enterprise-level livelihood change; for most, income gains remain limited in scale.
Market integration and entrepreneurial outcomes	6	Exposure through melas, exhibitions, and initiatives like ARKE has generated income and aspiration, but remains episodic rather than continuous.
Equity of impact across women beneficiaries	7	Inclusive SHG design ensures broad participation; depth of benefit varies by skill, exposure, and location.
Livelihood resilience to shocks	5	Savings and internal lending improve coping capacity, but livelihoods remain vulnerable to market and demand fluctuations.
Transformational potential (long-term)	7	Strong institutional foundations (SHGs, federations, skills) create high future potential, though transformation is not yet realised.

The Women Empowerment & Livelihoods theme demonstrates meaningful impact in social empowerment, agency, and collective organisation, with more gradual and uneven progress toward economic transformation. Impact is most visible in women's increased confidence, self-expression, and participation in decision-making within households and communities, largely enabled through SHG-based collectivisation.



Collective institutions have strengthened women's leadership and voice, particularly in mature locations where SHG federations actively engage with local authorities and community processes. These institutional outcomes represent a durable form of impact, laying the groundwork for longer-term livelihood resilience.

Economic impacts, while positive, remain moderate in depth. Many women report increased participation in income-generating activities and supplementary earnings, but only a subset have transitioned to stable or enterprise-level livelihoods. Market exposure platforms such as Grameen Melas, Rupantaran exhibitions, and initiatives like ARKE have demonstrated clear potential, yet income gains from these avenues are episodic rather than continuous.

Savings mobilisation and internal lending have enhanced short-term coping capacity, but livelihood resilience to external shocks remains limited. As a result, impact under this theme is best characterised as strong empowerment-led change with emerging economic outcomes, rather than fully realised livelihood transformation.

Overall, the theme demonstrates medium-high impact, driven primarily by social and institutional empowerment, with economic transformation expected to mature over longer engagement cycles.

E. Sustainability (Average Score 5.6 / Final Rating: Medium)

Core question:

To what extent are empowerment gains, livelihoods, and institutions likely to continue and remain resilient beyond the period of direct programme support?

Parameter	Score (1-10)	Reason
Strength and autonomy of SHGs	7	Many SHGs demonstrate institutional stability, regular savings behaviour, and internal governance structures, indicating reasonable autonomy and continuity potential.
Continuity of income-generating activities	5	Income-generating activities remain fragile, with many women engaged in supplementary rather than sustained livelihood activities.
Market linkage durability	5	Market access exists through melas, exhibitions, and limited enterprise linkages, but remains episodic and insufficiently institutionalised.
Capacity retention within groups	6	Skills acquired through training are largely retained, though consistent application depends on ongoing facilitation and market opportunities.
Financial resilience of women's livelihoods	5	Savings and internal lending provide short-term coping mechanisms, but financial buffers against larger shocks remain limited.
Leadership succession and group governance	6	Leadership roles and governance practices are present within SHGs and federations, though succession planning and institutional depth are still evolving.
Integration with government livelihood systems	6	Some convergence with government schemes and livelihood missions has been achieved, but integration is not yet systematic across locations.
Risk resilience of livelihoods	5	Livelihoods remain sensitive to market fluctuations, demand variability, and external shocks, with limited diversification.

Sustainability under this theme is moderate, with a clear distinction between the durability of institutions and the fragility of livelihoods. SHGs themselves demonstrate reasonable stability, supported by regular savings,



governance structures, and peer accountability. Leadership and group governance systems are present, though still evolving.

By contrast, sustainability of income-generating activities and livelihoods remains fragile. Market linkages are intermittent, financial buffers against shocks are limited, and income continuity is highly sensitive to demand and facilitation support. Convergence with government livelihood systems has begun, but remains partial.

Overall, sustainability prospects depend on deepening market integration, livelihood diversification, and risk mitigation mechanisms, beyond the continued functioning of SHGs alone.

5.2.5 Summary DAC Scorecard - Women Empowerment & Livelihoods

Criterion	Avg. Score	Rating	Colour
Relevance	8.1	High	●
Effectiveness	7.0	Medium-High	●
Efficiency (Operational)	6.4	Medium	●
Impact	6.4	Medium	●
Sustainability	5.6	Medium	●

The DAC score pattern for the Women Empowerment & Livelihoods theme reflects a strongly relevant and institutionally grounded intervention, with outcomes progressing from social empowerment toward economic change. High relevance underscores the appropriateness of the SHG-based model in addressing women's income insecurity, financial exclusion, and social vulnerability.

Effectiveness is medium-high, driven by successful delivery of SHG formation, skills training, and confidence-building interventions. Impact is assessed as medium, reflecting substantial gains in agency, collective voice, and participation, alongside more gradual and uneven economic transformation. Sustainability remains moderate, as livelihood continuity and resilience are constrained by episodic market access and limited financial buffers.

Overall, the scorecard indicates that the theme functions most strongly as an empowerment- and institution-building intervention, with economic transformation expected to mature over longer engagement cycles and stronger market integration.

5.2.6 Key Interpretive Takeaways

- **The programme is highly relevant and well aligned with women's livelihood realities.** The Women Empowerment & Livelihoods theme directly addresses structural constraints faced by rural women, including limited income opportunities, financial exclusion, and social vulnerability. The SHG-based collectivisation model, combined with skills development and financial inclusion, is contextually appropriate and widely accepted across project locations.
- **Collectivisation through SHGs is the strongest and most durable outcome.** Formation and strengthening of SHGs (Sanghatan) have consistently enhanced women's confidence, peer support, savings behaviour, and collective identity. These institutional gains explain strong relevance and effectiveness scores and form the backbone for future livelihood sustainability.



- **Skills development outcomes are strong, but income transitions are gradual.** Vocational training has successfully built skills and confidence among women participants; however, translation into stable income remains uneven. For most beneficiaries, livelihood gains are supplementary rather than primary, which explains moderate scores for medium-term outcomes and depth of economic change.
- **Market access is the critical bottleneck for livelihood transformation.** Exposure platforms such as Grameen Melas, Rupantaran exhibitions, and initiatives like ARKE demonstrate clear potential for income enhancement and aspiration-building. However, these opportunities remain episodic, and sustained market integration is not yet embedded for most SHGs, limiting scalability and continuity.
- **Effectiveness varies by location, reflecting programme maturity and ecosystem strength.** Older programme locations exhibit stronger group functionality, leadership, and income outcomes, while newer locations are still consolidating basic processes. This variation explains lower consistency scores and reinforces the importance of time and exposure in livelihoods programming.
- **Impact is most visible in social empowerment and agency rather than economic transformation.** The programme has significantly improved women's confidence, decision-making power, and collective voice within households and communities. These social and institutional impacts are more pronounced than economic transformation at this stage, aligning with medium impact scores.
- **Sustainability depends on moving beyond group survival to livelihood resilience.** While SHGs themselves demonstrate reasonable institutional stability, long-term sustainability of livelihoods will require stronger market linkages, diversified income streams, financial risk buffers, and continued capacity strengthening. Without these, livelihood gains remain vulnerable to market and demand shocks.
- **Overall, the theme has laid strong foundations for empowerment but requires deeper economic integration for long-term impact.** The Women Empowerment & Livelihoods portfolio functions effectively as an enabling and institution-building intervention. Achieving higher impact and sustainability will depend on strengthening production-market linkages, supporting enterprise maturation, and sustaining engagement over longer cycles.

5.3 Theme 3 - Crafts & Heritage

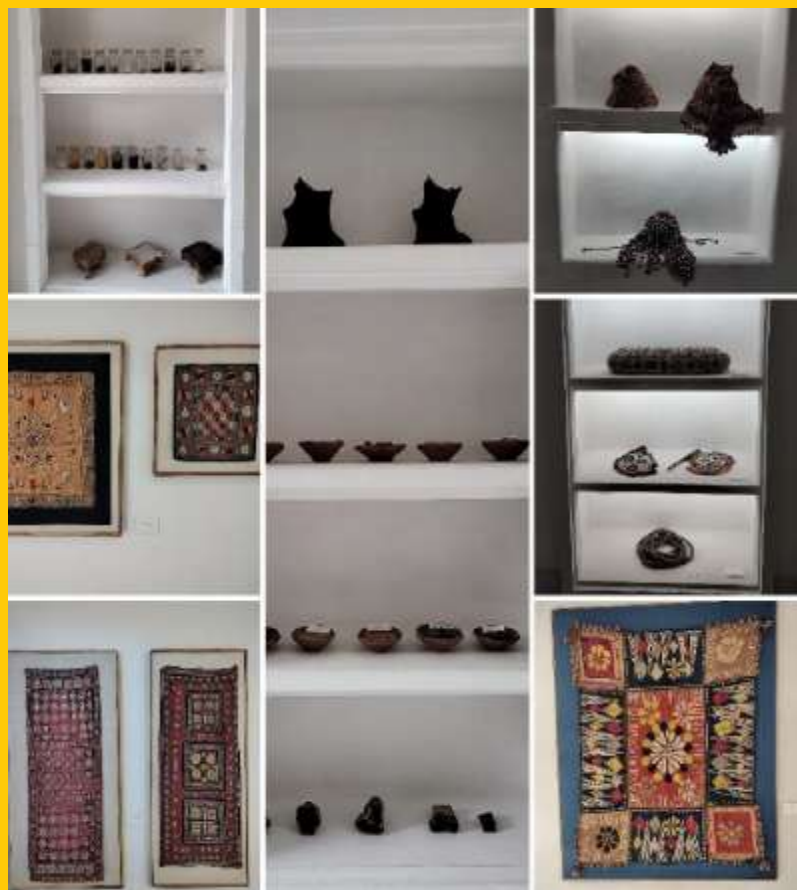
The Crafts & Heritage theme is designed to sustain and revitalise traditional craft ecosystems by addressing interconnected challenges related to skills, value chains, markets, and cultural knowledge. The theme adopts an ecosystem perspective, recognising that artisan livelihoods and heritage preservation depend on coordinated support across production inputs, design innovation, market access, and knowledge documentation.



Workshop On Spinning And Hand Embroidery



Nila House (Exterior)



Preservation of Traditional Handicrafts, Block Printing Blocks, Natural Dyes, etc.



Indigo Farming



Nila House (courtyard)

Projects under this theme include initiatives supporting sustainable craft ecosystems (such as indigenous cotton and indigo value chains), artisan outreach and design facilitation, market-facing support, and research and documentation activities linked to knowledge sharing and institutions such as Nila House. These interventions were designed to strengthen artisan identity and skills, improve product quality and visibility, and contribute to the long-term viability of craft-based livelihoods and heritage systems.



Nila Project

Nila Project overview

The Nila Project is a craft-ecosystem initiative focused on safeguarding India's natural dye and handloom traditions while improving artisan livelihoods through skills, production pathways, and market access. Its public-facing hub **Nila House** operates as a space for learning, exchange, and visibility; bringing together workshops, exhibitions, studio practice, and a retail interface that helps translate heritage skills into sustained economic opportunity.

The model is intentionally “end-to-end”: it links farm-to-fabric thinking (including natural indigo) with design development, community training, and audience-building. This is reflected in how Nila positions its studio work; collaborating with artisans and farmers, documenting processes, and enabling experimentation that remains grounded in traditional knowledge. Nila House emphasize on cultural preservation, sustainability, and long-term solutions for artisan communities.

Skills and craft capability building

Internal training records shared for recent financial years show capabilities being built across five practical skill streams: spinning, weaving, production training (including CMT, embroidery, packaging, finishing), eco print, and natural dye.

Across FY 2021–22 till FY 2023–24, the programme reports:

- 29 training sessions delivered.
- 421 total training participations reported.

Production and market facilitation

Production monitoring data indicates a steady expansion of product range and output over time:

- 753 SKUs developed between 2019–20 and 2025–26
- 79,064 products produced between 2019–20 and 2024–25.
- 59,725.4 products sold over the same period

Core sales by channel

Sales records shared across FY 2021–22 to FY 2024–25 show strong growth, with a pronounced shift towards store-led revenue:

- FY 2021–22 total sales: ₹9,438,478.38
- FY 2022–23 total sales: ₹14,685,957.56 (about +55.6% year-on-year)
- FY 2023–24 total sales: ₹23,832,585.80 (about +62.3% year-on-year)

Direct artisan marketplace sales

Separate “direct artisan sale” data (marketplace sales attributed directly to artisans) totals ₹44,435,044 between FY 2021–22 and FY 2025–26 (reported up to September 2025). Nearly half of this cumulative figure is concentrated in FY 2021–22 (₹21,553,616), with subsequent years showing a lower but continuing flow (₹4.16m in FY 2022–23; ₹9.93m in FY 2023–24; ₹4.96m in FY 2024–25; ₹3.84m up to September 2025).

Creative knowledge exchange and audience reach

Nila House's cultural programming is not a “nice-to-have” add-on; it is a core growth engine for demand creation, learning, and reputation. Public programme pages describe a year-round calendar of workshops and seminars, alongside a full exhibitions programme that blends heritage craft with contemporary explorations of indigo and natural dyes.

Internal tallies shared for creative knowledge exchange show, from FY 2021–22 to FY 2025–26:

- 237 workshops



- 18 talks/webinars
- 15 exhibitions
- 36 cultural programmes
- 124,891 in-person footfall attributed to Nila House
- 344,790 online footfall (shop + website)

Nila's wider ecosystem work is also visible through publicly accessible initiatives such as "Nila Connect", presented as a directory intended to build relationships and visibility for craft excellence across regions.

Cluster learning from Malikpur

Internal "Past Records" show work as a set of linked streams: indigo farming support, hand spinning production and demonstrations, and handloom weaving production and sampling.

At a totals level:

- For 2022–23, the records show ₹15,400 in farming support fees, ₹157,370 in hand spinning income, and ₹268,042 in weaving income (combined: ₹440,812).
- For 2023–24, the records show ₹33,528 in farming support fees, ₹868,045 in hand spinning income, and ₹458,149.50 in weaving income (combined: ₹1,359,722.50).

Summary Outcome

The Nila Project strengthens traditional craft ecosystems by linking skills, production, and market access; anchored by Nila House in Jaipur, a public-facing centre dedicated to natural dyes and handloom heritage.

In recent years, the programme has scaled both capability and commerce. Internal monitoring shows 29 training sessions delivered across spinning, weaving, production (including CMT/embroidery/finishing), eco print and natural dyes, reaching 421 training participations across FY 2021-22, FY 2022-23 and the early months of FY 2023-24.

Market facilitation performance reflects the same momentum: between 2019-20 and 2024-25, 753 SKUs were developed, with 79,064 products produced and 59,725.4 products sold. FY 2024-25 marks a step-change in scale, with 32,294 products produced and 28,141 sold (c. 87% sell-through). Sales growth accelerates sharply from ₹9.44m in FY 2021-22 to ₹68.45m in FY 2024-25, driven primarily by store performance, complemented by pop-ups and location-based activations such as the Jodhpur line item recorded within FY 2024-25 totals.

Alongside commerce, Nila's knowledge exchange builds cultural value and public engagement: 237 workshops, 15 exhibitions and 36 cultural programmes are recorded across FY 2021-22 to FY 2025-26, with 124,891 in-person footfall at Nila House and 344,790 online footfall (shop + website).

5.3.1 Theme Logic and Evaluation Lens

The Crafts & Heritage theme aims to sustain and strengthen traditional craft ecosystems by combining livelihood support, value-chain development, and knowledge preservation. Core interventions include support to sustainable craft ecosystems (e.g., indigenous cotton and indigo value chains), artisan outreach through design and market facilitation, and research, documentation, and knowledge-sharing initiatives.

The theme logic recognises that craft-based livelihoods depend on interlinked systems raw material access, skills and design innovation, market linkages, and cultural knowledge. The assessment applies the OECD-DAC criteria of Relevance, Effectiveness, Efficiency (operational), Impact, and Sustainability, using the scoring methodology described in Section 4, with particular attention to ecosystem-level effects and long-term viability.



5.3.2 Planned vs Achieved Outcomes (Logframe-Aligned)

Outcome Level	Planned (Logframe / Programme Intent)	Observed / Achieved (Field Evidence)	Status
Short-term	Improved access to inputs, skills, and design support for artisans	Access to inputs and design support evident in supported clusters; participation in outreach activities observed	✓ Achieved
Medium-term	Improved product quality, market access, and income stability	Product innovation and selective market access observed; income effects uneven and context-specific	✓ Achieved
Long-term	Sustained craft ecosystems and preservation of heritage knowledge	Early signals of ecosystem strengthening and documentation; long-term sustainability remains emergent	△ Early signals

Interpretation: Design and ecosystem support are evident; market and income outcomes vary by value chain maturity and scale of engagement.

5.3.3 Quantitative Outcome Snapshot

(Indicative; based on primary field engagement, observation, and documentation review)

Indicator	Observation	Source
Artisan participation in ecosystem initiatives	Active engagement across supported clusters	FGDs, KIIs
Adoption of design innovations	Moderate; stronger where iterative support was provided	Field observation
Access to market platforms	Selective; dependent on product readiness and linkage strength	KIIs
Documentation / knowledge outputs produced	Evident through research and knowledge-sharing initiatives	Project records

5.3.4 OECD-DAC Scoring - Crafts & Heritage

A. Relevance (Average Score 8.4 / Final Rating: High)

Core Question:

To what extent is the Crafts & Heritage portfolio aligned with the livelihood realities of artisans, the preservation needs of traditional craft systems, and the broader cultural and market context in which these crafts operate?

Parameter	Score (1-10)	Reason (Evaluator Judgement)
Alignment with artisan livelihood needs and income realities	9	The portfolio responds directly to artisans' need for sustained production cycles, predictable market access, and income diversification. Evidence from NILA's scale, production volumes, and sales performance indicates strong alignment with how artisans realistically earn and stabilise livelihoods.



Parameter	Score (1-10)	Reason (Evaluator Judgement)
Context fit with local craft traditions and heritage systems	9	Interventions are rooted in existing craft traditions and heritage knowledge systems, including indigenous cotton, natural dyes, and region-specific techniques. This avoids cultural displacement and reinforces continuity of traditional practices.
Appropriateness of “ecosystem approach” (inputs-skills-design-market-knowledge)	9	The ecosystem approach reflects how craft livelihoods actually function, integrating raw materials, skills, design innovation, market access, and knowledge documentation rather than relying on fragmented or training-only models.
Relevance of design innovation and product development focus	8	Design facilitation and SKU development are well aligned with market viability needs while respecting craft identity. Relevance is slightly moderated by variation in how quickly different value chains absorb design innovation.
Relevance of ethical market access and visibility platforms	8	Market access through stores, online platforms, pop-ups, and public engagement is highly relevant for both income generation and heritage visibility. These platforms address artisans' need for fair, visible, and ethical market interfaces.
Alignment with CSR priorities and cultural sustainability intent	8	The theme aligns strongly with CSR objectives that combine livelihood generation with cultural and knowledge preservation, positioning crafts as both economic and cultural assets.
Stakeholder acceptance (artisans, craft institutions, markets)	8	High artisan participation and strong market uptake signal acceptance. Engagement of cultural institutions and public audiences through Nila House further reinforces legitimacy and relevance.
Responsiveness to craft-sector vulnerabilities (market volatility, input risk)	8	The portfolio acknowledges sectoral risks by strengthening value chains, diversifying market channels, and upgrading skills. While risks remain inherent to craft economies, the design is responsive rather than static.

The Crafts & Heritage theme demonstrates high relevance, reflecting a strong alignment between programme design and the structural realities of artisan livelihoods and traditional craft systems. By adopting an ecosystem-based approach, the portfolio avoids isolated interventions and instead mirrors the interdependent nature of craft economies, where income security, heritage continuity, design innovation, and market access are closely linked.

The relevance of the theme is particularly strong in its grounding within local craft traditions and value chains, ensuring cultural authenticity while enabling market responsiveness. Ethical and visible market access platforms further enhance relevance by addressing both livelihood viability and public cultural engagement. While exposure to market volatility and input risks remains an inherent challenge in the craft sector, the design demonstrates a clear and contextually appropriate response to these vulnerabilities.

Overall, the relevance score reflects a well-conceived portfolio that is appropriately tailored to artisan realities, cultural sustainability objectives, and CSR priorities, providing a strong foundation for effectiveness and longer-term ecosystem outcomes.



B. Effectiveness (Average Score 7.4 / Final Rating: Medium-High)**Core Question:**

To what extent have the ecosystem-oriented interventions (inputs, skills, design, market access, and knowledge initiatives) delivered the intended outputs and short- to medium-term outcomes for artisans and craft value chains?

Parameter	Score (1-10)	Reason
Delivery of planned ecosystem interventions (inputs, skills, design, market, knowledge)	8	Core components of the ecosystem approach-production support, training, design facilitation, market channels, and knowledge exchange-were delivered largely as planned, with visible outputs across all intervention pillars.
Effectiveness of artisan outreach and engagement at scale	9	Rapid scale-up from 239 to 1,500 artisans across multiple states demonstrates strong outreach capability and sustained participation, indicating effective mobilisation and engagement mechanisms.
Effectiveness of skills and capacity-building interventions	7	Training programmes have built artisan skills and production capacity; however, effectiveness varies by cluster depending on exposure duration, baseline skill levels, and integration with production cycles.
Effectiveness of design facilitation and product innovation	8	Design inputs have translated effectively into market-ready products, as evidenced by the development of 380 SKUs and high sell-through rates, indicating strong design-to-market alignment.
Effectiveness of market access mechanisms and channel diversification	8	Significant sales growth and a 79% sell-through rate reflect strong market performance within anchor initiatives such as NILA. Effectiveness beyond these anchors varies by value chain maturity.
Consistency of results across locations/value chains	6	Outcomes vary across states and value chains due to differences in craft traditions, ecosystem maturity, institutional capacity, and market readiness, which is expected in multi-state ecosystem work.
Reduction of key value-chain barriers (inputs, quality, linkages)	7	Improvements in product quality, design consistency, and market fit indicate selective reduction of value-chain constraints, though barriers remain unevenly addressed across clusters.
Institutional uptake (clusters, networks, craft ecosystem actors)	7	Early signs of institutional uptake are visible through strengthened clusters, networks, and partnerships, though formal institutionalisation beyond anchor initiatives remains partial.
Unintended positive outcomes (identity, pride, cultural visibility)	7	Cultural engagement, public visibility, and artisan identity strengthening have emerged as positive externalities, particularly through exhibitions, talks, and public-facing platforms.

Effectiveness under the Crafts & Heritage theme is medium-high, reflecting strong delivery and early outcome achievement within an ecosystem-oriented design. Outreach and engagement performance is particularly strong,



with rapid scale-up across geographies demonstrating effective mobilisation of artisans into production and market-facing systems. Design facilitation and product innovation have translated successfully into market-ready outputs, supported by high sell-through rates and revenue growth within anchor initiatives.



At the same time, effectiveness varies across locations and value chains, reflecting differences in ecosystem maturity, institutional capacity, and market readiness. While key value-chain barriers related to quality, inputs, and linkages have been reduced in several clusters, these gains are not yet uniform. Institutional uptake beyond flagship initiatives is emerging but remains uneven.

Overall, the effectiveness score reflects a portfolio that is highly effective in delivery, outreach, and product-market translation, with expected variability in outcome consolidation across a diverse, multi-state craft ecosystem. This pattern is consistent with the complexity and heterogeneity inherent in heritage-based livelihood systems.

C. Efficiency (Operational) (Average Score 6.5 | Final Rating: Medium)

Core Question:

How efficiently have craft ecosystem interventions been implemented in operational terms, given the multi-actor, multi-location, and value-chain-intensive nature of the Crafts & Heritage theme?

Parameter	Score (1-10)	Reason
Timeliness of implementation (production, events, outreach cycles)	7	Implementation across production cycles, training, events, and outreach has been largely steady over time. Observed delays are consistent with the inherent seasonality, sourcing constraints, and coordination demands typical of craft value chains rather than systemic inefficiency.
Continuity of ecosystem support (not one-off interventions)	6	Ecosystem support extends beyond one-off activities in most locations; however, continuity of facilitation and follow-up varies by value chain maturity, geographic dispersion, and intensity of engagement.
Adequacy of technical/design expertise deployed	7	The quality of outputs-reflected in SKU development, product consistency, and sell-through performance-indicates that technical and design expertise is generally adequate to support production and market requirements.



Parameter	Score (1-10)	Reason
Efficiency of production planning and inventory management	7	Strong sell-through rates (79%) suggest effective alignment between production volumes and market demand, indicating reasonable efficiency in production planning and inventory control within mature nodes.
Coordination across actors (artisans, designers, institutions, markets)	6	Coordination among multiple ecosystem actors is functional but uneven, reflecting the complexity of managing dispersed artisan groups, designers, cultural institutions, and market platforms across states.
Ease of artisan participation (inclusion, access, regularity)	7	High levels of artisan engagement suggest participation mechanisms are generally accessible; however, geographic dispersion and production cycles still create participation constraints in some clusters.
Bottleneck identification and management (inputs, quality, demand)	6	Key bottlenecks related to inputs, quality consistency, and market demand have been addressed selectively, but management tends to be reactive rather than anticipatory across the ecosystem.
Administrative simplicity and implementation manageability	6	The multi-state, multi-value-chain nature of the theme increases administrative complexity. While systems remain manageable, operational simplicity is constrained by scale and diversity.

Note: Efficiency reflects operational adequacy and delivery efficiency, not financial efficiency.

Operational efficiency under the Crafts & Heritage theme is moderate, reflecting the inherent complexity of implementing a multi-actor, multi-location craft ecosystem model. Delivery has been broadly timely and consistent, particularly in mature production and market-facing nodes where planning, design integration, and demand alignment are well established.

Efficiency is strongest in areas related to production planning and inventory alignment, as evidenced by high sell-through rates. However, coordination across diverse actors, continuity of facilitation, and proactive bottleneck management vary across value chains and geographies. These constraints are structural rather than procedural, stemming from the dispersed and heterogeneous nature of craft ecosystems.

Overall, the efficiency score reflects a functioning but complex operational model, where delivery systems are adequate and manageable, yet naturally constrained by scale, diversity, and the evolving maturity of different ecosystem components.

D. Impact (Average Score 6.7 / Final Rating: Medium-High)

Core Question:

What meaningful economic, cultural, and institutional changes are emerging for artisans and craft ecosystems as a result of the interventions, beyond immediate production and sales outputs, and to what extent are these changes durable and ecosystem-wide?

Parameter	Score (1-10)	Evaluator Rationale
Change in artisan livelihood stability and income security	6	Strong income signals within anchor initiatives (e.g. NILA), but livelihood stability remains uneven across clusters; for many artisans, gains are supplementary rather than fully transformative.



Parameter	Score (1-10)	Evaluator Rationale
Depth of livelihood change (from participation to sustained enterprise)	6	Some artisans demonstrate sustained production cycles and market integration; others remain intermittently engaged, limiting depth of change.
Breadth of impact across artisans and geographies	7	Expansion to artisans across states indicates strong breadth; intensity and quality of impact vary by value-chain maturity.
Improvement in production practices and quality orientation	7	High sell-through and SKU performance reflect meaningful improvements in quality, discipline, and market responsiveness.
Strengthening of artisan identity, pride, and cultural legitimacy	8	Very strong cultural impact evidenced through public engagement, exhibitions, footfall, and recognition of sustainable crafts as legitimate contemporary products.
Contribution to ecosystem-level change (value chains, institutions, norms)	7	Ecosystem logic (inputs-design-market-knowledge) demonstrates systemic contribution, though consolidation varies across nodes.
Equity and inclusion within artisan ecosystems	6	Inclusive by design, but depth of inclusion depends on readiness, location, and market access; some groups benefit more intensively than others.
Diffusion of impact beyond anchor platforms (e.g. beyond NILA)	6	Anchor initiatives perform strongly; diffusion to peripheral clusters is emerging but not uniform.
Transformational potential (scalability + heritage continuity)	7	Strong potential demonstrated through scale-up, revenue growth, and cultural legitimacy; long-term consolidation still evolving.

The Crafts & Heritage theme demonstrates meaningful and multi-dimensional impact, particularly in strengthening cultural legitimacy, production quality, and ecosystem-level visibility of traditional crafts. Impact is most evident where interventions have moved beyond isolated skill support to integrated production-market cycles, as seen in anchor initiatives such as NILA.

Livelihood impacts are positive but uneven. While many artisans have benefited from sustained production cycles, improved quality standards, and market access, depth of income stability varies across value chains and locations. For a significant proportion of artisans, livelihood gains remain supplementary rather than fully transformative, reflecting differences in engagement intensity, value-chain maturity, and market readiness.

Cultural impact represents the strongest impact dimension under this theme. Public engagement, exhibitions, high physical and digital footfall, and growing recognition of sustainable crafts have strengthened artisan identity, pride, and legitimacy within contemporary markets. These cultural outcomes extend beyond immediate income effects and contribute to long-term heritage continuity.

At the ecosystem level, the interventions have contributed to strengthening value chains by addressing inputs, design innovation, market access, and knowledge preservation in an integrated manner. However, ecosystem consolidation remains uneven, with stronger impact concentrated around anchor platforms and more gradual diffusion across peripheral clusters.



Overall, the Crafts & Heritage theme demonstrates medium-high impact, characterised by strong cultural influence and emerging livelihood transformation, with full ecosystem-wide consolidation expected to mature over longer time horizons.

E. Sustainability (Average Score 6.2/ Final Rating: Medium)

Core Question:

To what extent are the observed livelihood gains, craft practices, market linkages, and heritage knowledge systems likely to continue and remain resilient beyond the assessment period?

Parameter	Score (1-10)	Reason
Community ownership and artisan retention within ecosystems	7	High levels of artisan engagement and continued participation suggest emerging ownership of ecosystem processes. Retention is strongest where economic returns are visible and production cycles are sustained.
Institutionalisation of clusters, networks, and ecosystem actors	7	Early signs of institutional strengthening are evident through clusters, networks, and partnerships; however, the depth of institutionalisation varies across locations and value chains.
Capacity retention (skills, design capabilities, production discipline)	6	Skills and design capabilities are likely to be retained where artisans remain actively engaged in production. Retention is weaker in clusters with intermittent or declining production cycles.
Continuity of production cycles beyond project push	6	Production continuity is strong in mature ecosystems with established market linkages, but remains uneven in newer or less-integrated clusters.
Financial continuation prospects (enterprise viability)	6	Sales growth and market uptake suggest financial viability within anchor initiatives; however, some nodes remain dependent on facilitation and face scale-related risks.
Market linkage durability and repeat demand	6	Demand signals are positive, but long-term durability depends on ongoing product refresh, quality consistency, and diversification of markets beyond flagship channels.
Heritage knowledge preservation mechanisms (documentation, institutions)	7	Knowledge documentation, research, and institutional platforms provide relatively strong mechanisms for preserving craft knowledge beyond individual production cycles.
Risk resilience (input risks, market volatility, climate shocks)	5	Craft value chains remain vulnerable to input availability, demand fluctuations, and external shocks. Risk mitigation and buffering mechanisms are still emerging rather than fully embedded.

Sustainability under the Crafts & Heritage theme is moderate, reflecting a differentiated pattern across institutional, economic, and risk dimensions. Institutional and knowledge-based sustainability shows relatively stronger prospects, supported by the formation of clusters, networks, and heritage documentation mechanisms that extend beyond individual projects or artisans.

By contrast, the sustainability of livelihoods and production cycles remains uneven, with stronger continuity observed in mature ecosystems and anchor initiatives, and weaker durability in newer or less-integrated value



chains. Market linkages demonstrate positive demand signals, but long-term stability depends on continued product innovation, market diversification, and resilience to input and demand fluctuations.

Overall, the sustainability score reflects a portfolio that has successfully laid foundations for enduring craft ecosystems, while recognising that long-term resilience-particularly to economic and external shocks-will require further consolidation, diversification, and risk-buffering mechanisms beyond the assessment period.

5.3.5 Summary DAC Scorecard - Crafts & Heritage

Criterion	Avg. Score	Rating	Colour
Relevance	8.4	High	●
Effectiveness	7.4	Medium-High	●
Efficiency (Operational)	6.5	Medium	●
Impact	6.7	Medium-High	●
Sustainability	6.2	Medium	●

Note: For the Crafts & Heritage theme, evaluation places particular emphasis on ecosystem-level effects, recognising that economic performance, cultural preservation, and institutional strengthening evolve at different speeds and may not mature uniformly across value chains or geographies.

The DAC score pattern for the Crafts & Heritage theme reflects a strongly relevant and well-conceived ecosystem intervention, with outcomes progressing unevenly across economic, cultural, and institutional dimensions. Relevance is high, indicating a strong alignment between programme design and the livelihood realities of artisans, traditional craft systems, and the cultural-market context in which they operate. The ecosystem-based approach-integrating inputs, skills, design, market access, and knowledge-provides a robust foundation for sustained craft viability.

Effectiveness is assessed as medium-high, driven by strong performance in artisan outreach, scale-up, product innovation, and market-facing outcomes, particularly within anchor initiatives such as NILA. Operational efficiency is moderate, reflecting the inherent complexity of managing multi-actor, multi-location craft ecosystems, where coordination, continuity of facilitation, and proactive bottleneck management vary by value chain maturity.

Impact is medium-high, with particularly strong results in cultural visibility, artisan identity, and public engagement, alongside emerging livelihood and ecosystem-strengthening effects. However, the depth and consistency of livelihood transformation vary, which is typical in heritage-based value chains that mature at different speeds. Sustainability is assessed as medium, with relatively stronger prospects for institutional and knowledge-system continuity, and more fragile durability of livelihoods and production cycles in the face of market volatility and external risks.

Overall, the scorecard indicates that the Crafts & Heritage portfolio functions most effectively as an ecosystem-building and cultural sustainability intervention, with credible economic and institutional foundations. Long-term impact and sustainability will depend on continued consolidation of market linkages, diversification across value chains, and strengthening of resilience mechanisms to manage risk and volatility over time.



5.3.6 Key Interpretive Takeaways

- **The Crafts & Heritage theme is strongly grounded in artisan realities and heritage systems.** The theme demonstrates high relevance by addressing the interconnected challenges of skills, inputs, design, markets, and cultural knowledge. The ecosystem-oriented design aligns closely with how traditional craft systems function and avoids fragmented, training-only or market-only approaches.
- **Scale-up and market performance represent a major effectiveness achievement.** Rapid expansion in artisan engagement (239 to 1,500 artisans), multi-state reach, strong SKU development, and high sell-through rates indicate effective translation of craft capabilities into market-facing outcomes. Anchor initiatives such as NILA demonstrate particularly strong effectiveness in production and market integration.
- **Design innovation and product-market fit are key drivers of success.** Investments in design facilitation and quality improvement have contributed directly to strong demand signals and revenue growth. Where iterative design and market feedback loops are present, outcomes are significantly stronger than in clusters with limited design exposure.
- **Outcomes vary across value chains and geographies, reflecting ecosystem maturity.** Consistency of results is influenced by differences in craft traditions, value-chain readiness, and local institutional capacity. Mature clusters show stronger income stability and continuity, while newer or less-integrated value chains are still consolidating.
- **Impact is particularly strong in cultural visibility, identity, and public engagement.** The theme has significantly elevated the visibility and legitimacy of sustainable crafts through exhibitions, talks, cultural programming, and digital platforms. High physical and digital footfall at Nila House reflects growing public engagement and contributes meaningfully to heritage preservation and cultural awareness.
- **Livelihood impacts are meaningful but uneven across the ecosystem.** While production cycles and income opportunities have expanded for many artisans, depth and durability of livelihood change vary by level of engagement and market integration. For some artisans, gains remain supplementary rather than fully transformative.
- **Sustainability depends on consolidating market durability and risk resilience.** Institutional and knowledge-preservation mechanisms show strong promise; however, long-term sustainability will depend on maintaining repeat demand, refreshing product lines, diversifying markets, and strengthening resilience to input, demand, and external shocks.
- **Overall, the theme demonstrates a scalable and credible model for integrated craft ecosystems.** The Crafts & Heritage portfolio has evolved from a project-based intervention into a multi-state ecosystem model combining economic, cultural, and institutional dimensions. Continued consolidation and ecosystem deepening are essential to translate this potential into sustained, long-term impact.

5.4 Theme 4 - Environment & Sustainability

The Environment & Sustainability theme focuses on community-based natural resource management, with particular emphasis on water conservation and restoration of shared environmental assets. The theme is grounded in the premise that local environmental regeneration can enhance community resilience, support livelihoods, and improve quality of life when coupled with collective stewardship. The environment theme also includes initiatives



related to organic farming, medicinal plant cultivation, and plantation activities supporting river and ecosystem preservation.

POND REJUVENATION

VILLAGE DEVLII, PALWAL (HARYANA)



LADY BAMFORD FOUNDATION

A CSR INITIATIVE OF JCB INDIA LIMITED

The primary intervention under this theme, Vasundhara, involves pond rejuvenation and water body conservation, designed to restore degraded assets and improve access to water for domestic and livelihood-related use. The theme was intended to generate visible environmental improvement, encourage collective responsibility for shared resources, and contribute to longer-term ecological resilience at the community level.

ENVIRONMENT & SUSTAINABILITY

Theme Objective:

To strengthen community-led environmental stewardship by integrating renewable energy solutions, green cover enhancement, water resource restoration, and environmental awareness for climate-resilient rural habitats.

Scale & Reach

- 4 LBCT locations covered
- 27 villages reached through solar lighting, plantation, and water restoration interventions
- 18 green zone sites and 3 Miyawaki plantation sites established across project geographies

Renewable Energy & Infrastructure Performance

- 354 solar lights installed across village commons
- 323 solar lights functional → 91.2% operational efficiency

Annual environmental benefits (approximate values based on assumptions):

- 43,480.8 units of clean energy generated



- ₹3.48 lakh in electricity cost savings

Green Cover & Plantation Outcomes

- **1,235 saplings planted** with tree guards under Green Zone initiatives
- 1,018 saplings survived → **82.4% survival rate**

Dense Afforestation - Miyawaki Model

- 18,000 native saplings planted
- 14,500 saplings survived
- 80.6% survival rate
- ~80,510 sq. ft. area converted into dense green cover

Water Resource Restoration

- **3 village ponds rejuvenated**
- **~4.5 acres of water spread area restored**
- Improved water retention and revival of shared ecological commons

Focus Areas of Change (Outcomes)

- **Energy Access:** Reliable solar lighting improving usability of village commons and reducing grid dependency
- **Green Assets:** Sustained plantation survival reflecting community ownership and maintenance
- **Water Security:** Restoration of ponds supporting local ecological resilience

By FY 2023-24, the Environment & Sustainability interventions evolved from asset-creation activities into a **community-anchored environmental stewardship model**, combining renewable energy access, ecological restoration, and collective responsibility to support long-term climate resilience across LBCT locations.

5.4.1 Theme Logic and Evaluation Lens

The Environment & Sustainability theme is oriented toward natural resource regeneration and community stewardship, with a specific focus on pond rejuvenation and water body conservation. The theme logic assumes that restoring and maintaining local water assets can enhance environmental resilience, support livelihoods and domestic needs, and strengthen collective responsibility for natural resources.

Given the infrastructure- and commons-based nature of interventions, the evaluation lens places particular emphasis on community ownership, maintenance practices, and durability of outcomes, alongside observable environmental and social benefits.

5.4.2 Planned vs Achieved Outcomes (Logframe-Aligned)

Outcome Level	Planned (Logframe Programme Intent)	Observed / Achieved (Field Evidence)	Status
Short-term	Rejuvenation of degraded water bodies; improved access to water	Physical restoration of ponds observed; improved water availability reported by communities	✓ Achieved
Medium-term	Enhanced community use and stewardship of water resources	Regular use and informal community oversight evident in several locations	● Partially achieved



Long-term	Sustainable management of water bodies and local ecological resilience	Early signals of stewardship; long-term maintenance systems still evolving	△ Early signals
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Interpretation: Physical restoration outcomes are clear; sustainability depends on formalised maintenance and collective governance mechanisms.

5.4.3 Quantitative Outcome Snapshot

(Indicative; based on observation and stakeholder feedback)

Indicator	Observation	Source
Water bodies rejuvenated and functional	Majority of supported ponds observed as functional	Field observation
Households reporting improved water access	High proportion in immediate catchment areas	Community interactions
Evidence of community maintenance practices	Moderate; varies by location	FGDs, KIIs
Environmental awareness activities linked	Limited but present	Project records

5.4.4 OECD-DAC Scoring - Environment & Sustainability

A. Relevance (Average Score 8.1 / Final Rating: High)

Core Question:

To what extent do the interventions respond to local environmental priorities (water scarcity, commons degradation, climate risks) and fit the community context and CSR intent?

Parameter	Score (1-10)	Reason (Evaluator Judgement)
Alignment with local water security and commons needs	9	Water body restoration directly addresses highly salient and widely shared community needs related to water availability, degraded ponds, and underutilised commons, making the intervention strongly relevant at the local level.
Fit with community context and commons-based stewardship	9	Interventions are designed around shared assets and collective use, aligning well with existing community governance norms and informal stewardship practices rather than individualised resource ownership.
Responsiveness to climate and environment-related risks	8	The portfolio addresses climate stress through water restoration, green cover, and renewable energy assets, contributing to local resilience. Relevance is moderated by the limited scale relative to broader climate exposure.



Parameter	Score (1-10)	Reason (Evaluator Judgement)
Appropriateness of intervention mix (solar, plantation, water restoration, awareness)	8	The combination of water restoration, solar lighting, plantation, and awareness activities forms a coherent mix for climate-resilient habitats, with the strongest relevance centred on water and shared commons.
Complementarity with livelihoods and domestic needs	8	Improved water access, safer commons, and lighting support daily domestic use and livelihood-related activities, reinforcing relevance beyond purely environmental outcomes.
Alignment with CSR priorities and environment intent	8	The theme is clearly aligned with CSR objectives related to environmental protection, climate resilience, and community well-being, without duplicating government functions.
Stakeholder acceptance and perceived utility	8	High utilisation of restored assets, solar lights, and participation in awareness activities indicates strong perceived utility and acceptance among community members.
Timeliness and urgency fit (water-stressed contexts)	7	Interventions are timely in water-stressed and resource-constrained contexts; however, stewardship and behavioural outcomes inherently require a longer timeframe to fully mature.

The Environment & Sustainability theme demonstrates high relevance, reflecting strong alignment between programme design and pressing local environmental priorities, particularly water scarcity and degradation of shared ecological commons. By focusing on community-managed assets such as ponds, green zones, and solar-lit public spaces, the portfolio aligns closely with local governance realities and collective-use patterns.

The relevance of the theme is reinforced by its balanced intervention mix, which integrates water restoration with green cover enhancement, renewable energy access, and environmental awareness. These elements complement domestic and livelihood needs while contributing to climate resilience. While some outcomes especially community stewardship and behavioural change require longer time horizons to fully materialise, the design is timely, contextually appropriate, and well aligned with CSR environmental intent.

Overall, the relevance score reflects a well-targeted, commons-oriented environmental portfolio that responds effectively to urgent local needs while laying foundations for longer-term ecological stewardship.

B. Effectiveness (Average Score 6.9 / Final Rating: Medium-High)

Core Question:

To what extent have the interventions delivered the planned environmental assets and achieved intended short- and medium-term outcomes related to access, usability, and early stewardship?

Parameter	Score (1-10)	Reason
Delivery of planned environmental assets and interventions	8	Planned outputs across solar lighting, plantation activities, and water restoration were delivered largely as intended, with good coverage and visibility across intervention locations.



Parameter	Score (1-10)	Reason
Functionality of installed assets (solar lights operational performance)	8	A high proportion of solar lights remain operational (91.2%), indicating effective installation, appropriate technology choice, and basic post-installation support.
Quality of restoration/installation work (ponds, poles, guards)	7	Physical quality of restored ponds, plantation guards, and solar installations is generally sound. Long-term durability will depend on maintenance practices and community ownership.
Achievement of short-term outcomes (access, usability, immediate benefits)	8	Immediate benefits-such as improved access to water bodies, safer movement in commons, and enhanced usability of shared spaces-are clearly visible and widely reported.
Progress toward medium-term stewardship behaviours	6	Early signs of stewardship are emerging, including use, informal care, and participation in awareness activities; however, formalised or sustained stewardship mechanisms are not yet consistent.
Consistency of outcomes across locations	6	Outcomes vary by location, particularly in plantation survival rates, maintenance practices, and community ownership, reflecting differences in local capacity and engagement.
Reduction of barriers to safe commons use (lighting, access, safety)	7	Solar lighting and restored access points have reduced safety and access barriers, with stronger effects observed where maintenance systems are functional.
Beneficiary/community engagement intensity	6	Community engagement through campaigns, registrations, and usage is evident, but depth of sustained participation and collective responsibility varies across sites.
Unintended positive outcomes (safety, community pride, social cohesion)	6	Improved commons and lighting likely contribute to enhanced safety, pride, and social cohesion; however, these outcomes are not yet systematically documented or measured.

Effectiveness under the Environment & Sustainability theme is medium-high, driven primarily by strong delivery and functionality of tangible environmental assets. Solar lighting, plantation activities, and water restoration interventions have been implemented largely as planned, resulting in immediate and visible improvements in access, safety, and usability of shared community spaces. High operational functionality of solar installations further reinforces the effectiveness of asset delivery.

However, effectiveness diminishes as the focus shifts from physical outputs to behavioural and stewardship-related outcomes. Progress toward sustained community stewardship, collective maintenance, and consistent ownership of assets remains uneven across locations. Variations in plantation survival, maintenance practices, and engagement intensity reflect differing local capacities and governance contexts.

Overall, the effectiveness score reflects a portfolio that is highly effective in delivering and operationalising environmental assets, with early but still evolving progress toward deeper stewardship and collective management outcomes-outcomes that typically require longer time horizons to mature.



C. Efficiency (Average Score 6.6 / Final Rating: Medium-High)**Core Question:**

How efficiently were environmental assets created and supported operationally, including implementation quality, continuity of support, and ease of community access?

Parameter	Score (1-10)	Reason
Timeliness of implementation	7	Environmental assets across solar lighting, plantation, and water restoration were implemented broadly within planned timelines, with delays largely attributable to site conditions and coordination rather than systemic inefficiency.
Adequacy of technical inputs and workmanship	7	Technical design, installation quality, and material choices appear appropriate, as reflected in high functionality rates and satisfactory physical condition of assets at the time of assessment.
Adequacy of post-installation / post-restoration support	5	Continuity of support following asset creation is a clear constraint. Maintenance arrangements, follow-up visits, and structured handover mechanisms are not consistently embedded across locations.
Ease of community access to assets	7	Placement of assets within shared commons ensures high physical accessibility and regular use by community members, reinforcing operational efficiency at the point of delivery.
Coordination among actors (community, implementers, local systems)	6	Coordination between implementing agencies, community actors, and local systems is functional, though uneven across geographies and asset types.
Bottleneck management (repairs, maintenance gaps, survival support)	6	Operational issues related to repairs, maintenance, and plantation survival are addressed when identified, but management remains largely reactive rather than anticipatory.
Administrative simplicity and operational manageability	7	Asset-based interventions allow relatively streamlined delivery and reporting structures, keeping administrative complexity manageable despite geographic spread.
Alignment between assets created and actual usage patterns	8	High functionality of assets and visible utilisation of commons indicate strong alignment between asset placement, community needs, and actual usage patterns.

Note: Efficiency reflects operational adequacy and delivery efficiency, not financial efficiency.

Operational efficiency under the Environment & Sustainability theme is medium-high, driven by strong performance in asset planning, delivery, and accessibility. Environmental assets such as solar lighting, restored water bodies, and plantations have been implemented in a timely manner, with adequate technical quality and high levels of community use, indicating effective alignment between design intent and operational execution.

However, efficiency is constrained by inconsistent post-installation and post-restoration support, particularly in relation to maintenance, follow-up, and long-term asset care. While coordination mechanisms and bottleneck



management are functional, they tend to be reactive rather than proactive, affecting the sustainability of operational performance over time.

Overall, the efficiency score reflects a portfolio that is operationally sound at the point of asset creation and use, but which would benefit from stronger, more systematic post-delivery support mechanisms to sustain performance and reduce operational friction in the longer term.

D. Impact (Average Score 6.1 / Final Rating: Medium)

Core Question:

For commons-based environmental interventions, impact is realised not at the point of asset creation, but through sustained use, behaviour change, and governance of shared resources. Impact is therefore assessed conservatively, with attention to depth, durability, and institutionalisation.?

Parameter	Score (1-10)	Evaluator Rationale
Localised environmental improvement (water, green cover)	7	Pond rejuvenation, plantation survival, and Miyawaki sites demonstrate clear, visible ecological gains in immediate catchment areas.
Improvement in usability of village commons	7	Solar lighting and restored water bodies have measurably improved safety, access, and functionality of shared spaces.
Contribution to water security (domestic and livelihood use)	6	Improved access reported near restored ponds; benefits are geographically limited and asset-specific.
Behavioural change toward care and protection of commons	6	Early signals of responsible use and informal oversight observed, but behaviour change is uneven and not yet institutionalised.
Institutional change in local stewardship arrangements	5	Formal governance, maintenance roles, and collective management systems remain weak or informal across locations.
Equity of access and benefit distribution	7	Commons-based assets benefit diverse users; proximity effects remain but exclusion risks are low.
Contribution to community-level climate resilience	6	Assets enhance buffering capacity (water, energy, green cover), but resilience outcomes are still emergent and localised.
Depth of impact beyond asset lifecycle	5	Long-term impact depends on governance and upkeep mechanisms that are not yet consistently in place.
Transformational potential (systemic scale-up)	6	Strong potential if stewardship systems mature; currently moderate due to dependence on facilitation and funding.

The Environment & Sustainability theme demonstrates meaningful, asset-anchored environmental impact at the local level, particularly in relation to water restoration, green cover enhancement, and improved usability of village commons. Pond rejuvenation, plantation survival, Miyawaki afforestation, and solar lighting have generated visible ecological and social benefits in immediate catchment areas.



Impact is strongest where interventions have improved access, safety, and functionality of shared environmental assets, contributing to better daily use of commons and enhanced local buffering capacity against water stress and energy insecurity. These outcomes are tangible and positively perceived by communities.

However, depth and durability of impact remain moderate. Behavioural change toward long-term care of assets is emerging but uneven, and formal stewardship and maintenance mechanisms are not yet consistently institutionalised across locations. As a result, environmental gains remain place-specific and asset-dependent, rather than systemically embedded.

The theme contributes positively to community-level climate resilience, but primarily through physical assets rather than sustained governance change. Transformational potential exists, particularly if collective stewardship roles, financing mechanisms, and local governance integration are strengthened in future cycles.

Overall, impact under this theme is best characterised as localised environmental improvement with emerging resilience benefits, rather than fully embedded ecological transformation.

E. Sustainability (Average Score 5.6 / Final Rating: Medium)

Core Question:

To what extent are restored assets and environmental practices likely to be maintained and remain functional over time, given ownership, maintenance systems, and risk exposure?

Parameter	Score (1-10)	Reason
Community ownership of assets and commons	6	Community ownership signals are visible through usage and informal care of restored assets; however, ownership varies by location and asset type, with stronger attachment where benefits are immediately tangible.
Institutionalisation of maintenance roles and routines	5	Formal maintenance roles, schedules, and accountability mechanisms are not consistently institutionalised, representing a key gap for long-term sustainability.
Continuity of upkeep (repairs, sapling care, pond maintenance)	5	Evidence of ongoing upkeep exists in some locations, but survival rates of plantations and maintenance of water bodies indicate uneven and fragile continuity of care.
Financial continuation prospects for maintenance	5	Long-term financing mechanisms for maintenance-such as earmarked community funds or formal convergence-are not uniformly established, limiting durability beyond the project period.
Policy/system alignment with local governance structures	6	Interventions show alignment with local governance and panchayat systems, though stronger formal integration would enhance sustainability and accountability.
Behavioural persistence (continued stewardship, awareness retention)	6	Awareness and stewardship behaviours are likely to persist in the near term, but their continuation depends on periodic reinforcement and visible asset benefits.



Technical durability of assets (solar, plantation guards, restoration quality)	6	Technical design and construction quality are adequate for near- to medium-term durability; however, functionality is contingent on routine maintenance and timely repairs.
Risk resilience (climate shocks, misuse, degradation recurrence)	6	Some resilience features are embedded through asset design and placement, but exposure to climate variability, misuse, and degradation remains without stronger governance and maintenance systems.

Sustainability under the Environment & Sustainability theme is moderate, reflecting the tension between durable physical assets and weaker institutional mechanisms for their long-term upkeep. While restored water bodies, solar installations, and plantations demonstrate reasonable technical durability and continued use in the near term, the sustainability of these assets depends heavily on the institutionalisation of maintenance roles, routines, and financing arrangements.

Community ownership and stewardship behaviours are emerging, particularly where assets deliver immediate and visible benefits. However, variability in upkeep, plantation survival, and repair responsiveness highlights the absence of consistent governance and financial mechanisms to sustain assets over time. Alignment with local governance structures provides a foundation for longer-term sustainability, but requires stronger formalisation and convergence.

Overall, the sustainability score reflects a portfolio where assets are likely to endure in the short term, but resilience to degradation, misuse, and environmental shocks will depend on strengthening maintenance systems, financing pathways, and collective governance beyond the assessment period.

5.4.5 Summary DAC Scorecard - Environment & Sustainability

Criterion	Avg. Score	Rating	Colour
Relevance	8.1	High	●
Effectiveness	6.9	Medium-High	●
Efficiency (Operational)	6.6	Medium-High	●
Impact	6.1	Medium	●
Sustainability	5.6	Medium	●

The DAC score pattern for the Environment & Sustainability theme reflects a strongly relevant and operationally well-delivered portfolio, with outcomes that mature at different speeds across asset creation, behaviour change, and long-term resilience. Relevance is high, indicating strong alignment with pressing local environmental priorities-particularly water scarcity, degraded commons, and climate-related risks-while fitting community governance contexts and CSR environmental intent.

Effectiveness and operational efficiency are assessed as medium-high, driven by timely delivery of environmental assets, high functionality of installations (notably solar lighting), and visible short-term benefits related to access, safety, and usability of shared commons. These scores reflect strong performance at the level of asset creation and immediate community use.



Impact is assessed as medium, recognising that while environmental assets contribute to improved access, safety, and local environmental conditions, deeper ecological recovery, behaviour change, and resilience outcomes require longer time horizons to consolidate. Sustainability is also medium, as the long-term continuation of benefits depends on the institutionalisation of maintenance roles, financing mechanisms, and stewardship practices, which remain uneven across locations.

Overall, the scorecard indicates that the Environment & Sustainability theme functions most strongly as an asset- and access-focused environmental intervention, with credible early outcomes and clear relevance, while longer-term impact and sustainability will depend on strengthening governance, maintenance systems, and community stewardship over time.

5.4.6 Key Interpretive Takeaways

- **The theme is highly relevant in water-stressed and resource-constrained contexts.** Environment & Sustainability interventions directly respond to priority local environmental needs, particularly water scarcity, degraded commons, and lack of reliable energy access in rural areas. The focus on shared environmental assets ensures high community relevance and acceptance.
- **Physical asset creation and restoration represent the strongest area of performance.** Interventions such as pond rejuvenation, solar lighting, and plantation activities have delivered visible, functional environmental assets. High operational performance of solar infrastructure and strong plantation survival rates in several locations underpin medium-high effectiveness scores.
- **Immediate environmental and access-related outcomes are clearly evident.** Restored water bodies, improved lighting in village commons, and enhanced green cover have improved usability, safety, and access for community members. These outcomes are most pronounced in the immediate catchment areas around restored assets.
- **Community stewardship and maintenance behaviours are emerging but uneven.** While there are early signs of community ownership and informal oversight, formalised maintenance systems and clearly assigned stewardship roles are not yet consistently established. This variation explains the gap between strong short-term effectiveness and moderate impact and sustainability scores.
- **Environmental awareness efforts support behaviour change but require reinforcement.** Awareness campaigns have contributed to improved understanding of environmental issues and encouraged participation in conservation activities. However, the scale and intensity of engagement remain limited, and sustained behaviour change depends on continued reinforcement and local leadership.
- **Impact remains asset-driven and place-specific rather than system-wide.** Environmental and resilience benefits are concentrated around restored ponds, green zones, and solar-lit commons. Broader ecological transformation and system-level change will require expansion of interventions and stronger institutional anchoring.
- **Sustainability hinges on institutionalisation of maintenance and financing mechanisms.** Long-term durability of environmental benefits depends on the establishment of clear governance arrangements, routine upkeep practices, and financial provisions for maintenance. Without these, restored assets remain vulnerable to gradual degradation over time.



- **Overall, the theme demonstrates a solid foundation for community-led environmental stewardship.** The Environment & Sustainability portfolio has successfully moved beyond one-time asset creation toward a community-anchored stewardship model. Strengthening governance, maintenance systems, and behavioural persistence will be critical to translating early gains into long-term ecological resilience.

Overall, the Environment & Sustainability theme demonstrates strong relevance and solid effectiveness in restoring local water assets and improving access at the community level. While short-term environmental and access-related outcomes are evident, the durability of benefits depends on strengthening community governance and maintenance systems. The findings suggest that environmental impact under this theme is asset-driven and place-specific, with sustainability contingent on sustained collective stewardship beyond the period of direct intervention.

5.5 Theme 5 - Literature & Culture



LF Translation Course

The Literature & Culture theme is designed to strengthen the literary and cultural ecosystem by supporting platforms that enable recognition, translation, and knowledge exchange. Unlike other themes, its interventions are oriented toward long-horizon, ecosystem-level outcomes, where impact is expected to emerge through influence, credibility, and discourse rather than immediate beneficiary-level change.





Literature Prize 2023

Projects under this theme include the JCB Prize for Literature and the Translation Course at Ahmedabad University, which were designed to promote literary excellence, linguistic diversity, and cross-cultural knowledge circulation.

The intended outcomes of this theme include enhanced visibility and legitimacy of literature, strengthened institutional platforms, and contribution to sustained cultural and intellectual engagement

Literature & Culture - Impact Summary

The Literature & Culture theme strengthens India's literary and cultural ecosystem by supporting institutionally anchored platforms for recognition, translation, and knowledge exchange. In line with the approved Logical Framework, the theme is designed as a long-horizon, ecosystem-level intervention, where impact is realised through institutional credibility, visibility, and sustained cultural discourse, rather than immediate beneficiary-level change.

The theme is implemented through two complementary interventions: the JCB Prize for Literature, a national literary recognition platform, and the Diploma Programme in Literary Translation at Ahmedabad University, which focuses on building professional translation capacity and institutional knowledge infrastructure.

Key outputs and scale (as per LFA and programme records, 2021-22 to 2023-24):

- **1 national literary prize**, implemented on a **100% recurring annual basis**
- **Stakeholders engaged across the literary value chain:**
- 1 award winners every year
- 5 shortlisted authors every year
- **Awards and incentives:**
- ₹25 lakh to each winning author
- ₹1 lakh to each shortlisted author
- ₹10 lakh to translators of winning translated works

In parallel, the Translation Course at Ahmedabad University contributes to Creating a conducive environment for Indian literature by strengthening the translation industry through skill enhancement. Over 47 candidates completed the translation course at Ahmedabad University.

Outcome-level evidence (SROI assessment) of the JCB Prize for Literature:

- **Evaluative SROI ratio:** 1.37, indicating that every ₹1 invested generated ₹1.37 of socio-economic value



- **Verified outcome pathways include:**
- Increased royalties and additional reprints for award winners and shortlisted authors
- New publishing and translation contracts for authors and translators
- Incremental revenues for publishers of shortlisted and winning titles
- Improved professional visibility and credibility for translators

Beyond monetised outcomes, the LFA highlights systemic and discursive impacts. The Prize has strengthened the legitimacy of Indian literary fiction and translation, increased cross-linguistic circulation of literature, and established a credible reference platform influencing publishers, academics, and cultural institutions. The Translation Course contributes to long-term ecosystem capacity, even as assessments recommend stronger data systems to track student progression and sectoral impact.

Nature of impact:

- **Impact level:** Ecosystem and institutional
- **Time horizon:** Medium to long term
- **Outcome logic:** Recognition → visibility → credibility → cultural and market influence

Consistent with the Logical Framework and evaluation findings, the Literature & Culture theme demonstrates high relevance and strong institutional logic. While direct beneficiary metrics are not central to its design, the combination of quantitative SROI results and qualitative ecosystem outcomes supports positive scoring on relevance, effectiveness, and sustainability, with clear pathways for strengthening future data traceability.

5.5.1 Theme Logic and Evaluation Lens

The Literature & Culture theme is designed to strengthen the literary and cultural ecosystem by enabling recognition, quality production, and cross-linguistic exchange. The underlying logic is that sustained support to authorship, translation, and platforms of recognition contributes to cultural vitality, knowledge circulation, and long-term societal influence. Outcomes are therefore expected to be indirect, cumulative, and long-horizon, with limited immediate measurability at the individual beneficiary level.

Accordingly, the evaluation lens prioritises relevance to the cultural ecosystem, quality and reach of platforms created, institutional credibility, and signals of sustained influence, while applying a conservative interpretation of impact.

5.5.2 Planned vs Achieved Outcomes (Logframe-Aligned)

Outcome Level	Planned (Logframe Programme Intent)	Observed / Achieved (Field Evidence)	Status
Short-term	Creation of credible platforms for literary recognition and learning	High-visibility platforms established; structured courses and recognition mechanisms operational	✓ Achieved
Medium-term	Enhanced quality, reach, and diversity of literary production and translation	Increased visibility, participation, and discourse observed within literary circles	✓ Achieved



Long-term	Strengthened literary ecosystem and sustained cultural influence	Early signals of influence; long-term cultural shifts remain emergent	△ Early signals
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Interpretation: Platform creation and credibility are strong; ecosystem-level impact unfolds over extended timeframes.

5.5.3 Quantitative Outcome Snapshot

(Indicative; based on programme records and stakeholder feedback)

Indicator	Observation	Source
Scale and visibility of literary platform	High national and international visibility	Programme records
Participation in translation / learning initiatives	Moderate, selective, quality-focused	Course records
Diversity of voices and languages engaged	Evident but evolving	Documentation
Knowledge outputs and discourse generated	Strong presence in media and academic spaces	Secondary review

5.5.4 OECD-DAC Scoring - Literature & Culture

A. Relevance (Average Score 8.4 / Final Rating: High)

Core Question:

To what extent are the interventions aligned with the needs of the literary and cultural ecosystem, including recognition, translation capacity, and institutional credibility?

Parameter	Score (1-10)	Reason
Alignment with literary and cultural ecosystem needs	9	The interventions respond directly to well-recognised gaps in the Indian literary ecosystem, particularly around author recognition, translation infrastructure, and institutional legitimacy.
Appropriateness of platform-based intervention logic	9	A platform-based approach-centred on prizes, academic partnerships, and institutional recognition-is highly appropriate for generating long-term cultural influence rather than short-term outputs.
Responsiveness to linguistic diversity and translation needs	8	Initiatives such as the Translation Prize and university-linked translation courses directly address barriers to cross-linguistic circulation and access within Indian literature.
Alignment with CSR objectives and cultural mandate	8	The theme aligns strongly with CSR objectives focused on cultural enrichment, knowledge dissemination, and preservation of intangible heritage.
Institutional anchoring and credibility of interventions	9	Anchoring interventions within respected institutional frameworks-such as a nationally recognised literary prize and a university-



Parameter	Score (1-10)	Reason
		affiliated translation programme-confers exceptional credibility and legitimacy.
Complementarity within the cultural sector	8	The interventions complement existing publishers, translators, and academic actors by strengthening enabling platforms rather than duplicating sector functions.
Stakeholder acceptance (authors, translators, publishers, academia)	9	High levels of participation, peer recognition, and sector engagement indicate strong acceptance across key cultural stakeholders.
Timeliness within cultural discourse	7	The interventions are timely in addressing visibility and translation gaps, though cultural and literary shifts inherently evolve over extended timeframes.

The Literature & Culture theme demonstrates very high relevance, reflecting a close alignment between programme design and the structural needs of the literary and cultural ecosystem in India. Rather than addressing individual authors or isolated outputs, the interventions focus on ecosystem-level gaps-particularly the lack of sustained recognition mechanisms, limited translation capacity across languages, and insufficient institutional platforms that confer legitimacy and continuity within the cultural field.

The choice of platform-based interventions, such as a nationally recognised literary prize and university-anchored translation initiatives, is especially appropriate for this domain. Cultural influence and literary circulation depend less on short-term activity intensity and more on credibility, peer validation, and institutional anchoring. By embedding interventions within respected cultural and academic structures, the portfolio aligns with how cultural value is generated, transmitted, and sustained over time.

Responsiveness to linguistic diversity further strengthens relevance, as translation remains one of the most persistent barriers to cross-regional literary exchange in India. The emphasis on translation capacity, academic engagement, and sector-wide participation complements existing publishers and cultural actors rather than duplicating their roles. Strong acceptance among authors, translators, publishers, and academia indicates that the interventions are perceived as legitimate, necessary, and value-adding within the ecosystem.

Overall, the relevance score reflects a strategically designed cultural portfolio that is well attuned to the long-horizon, institution-dependent nature of literary and cultural change, and that aligns coherently with CSR objectives centred on cultural enrichment and knowledge preservation.

B. Effectiveness (Average Score 7.2 / Final Rating: Medium-High)

Core Question:

To what extent have the Literature & Culture platforms delivered the planned outputs and generated early ecosystem-level outcomes-such as visibility, legitimacy, and institutional recognition-in a manner consistent with the long-horizon logic of cultural change?

Parameter	Score (1-10)	Expanded Evaluator Rationale
Delivery of planned platforms and programmes	8	Core platforms-the annual literary prize and the university-based translation course-have been delivered consistently and as designed, indicating strong implementation discipline.



Quality of platforms and processes	9	Jurying standards, academic rigour, peer review, and institutional processes are of high quality, reinforcing credibility and sector trust, which are central to cultural effectiveness.
Achievement of short-term outputs	8	Planned outputs such as awards, academic courses, and library-related initiatives have been fully realised, providing tangible and visible markers of platform functioning.
Early ecosystem-level outcomes (visibility, legitimacy)	7	Visibility of authors, translators, and works has increased, and institutional legitimacy has been strengthened; however, these outcomes are diffuse and not immediately measurable at scale.
Progress toward medium-term outcomes	6	Early signals of broader cultural influence-such as shifts in attention, discourse, or translation flows-are emerging, but remain nascent and uneven, as expected within the assessment timeframe.
Stakeholder engagement depth	6	Engagement is intentionally selective and depth-oriented, prioritising quality, credibility, and peer recognition over broad participation.
Consistency of outcomes	7	Platform delivery is consistent across cycles; however, downstream outcomes vary by participant trajectory, sector response, and external uptake.
Unintended positive outcomes	7	Spillover effects such as publishing contracts, wider recognition, and expanded professional opportunities have been reported, indicating added ecosystem value.
Reach relative to design intent	7	Reach remains limited by design, reflecting the logic of cultural curation and excellence rather than scale-based outreach.

Effectiveness under the Literature & Culture theme is medium-high, reflecting strong performance within a deliberately selective, platform-driven design. Core interventions-most notably the annual literary prize and the university-anchored translation programme-have been delivered consistently and to a high standard, with rigorous processes that reinforce credibility, peer validation, and institutional legitimacy. These qualities are central to effectiveness in the cultural domain, where influence is mediated through recognition and trust rather than volume of participation.

Short-term outputs have been fully achieved, and early ecosystem-level outcomes are visible in the form of enhanced visibility for authors and translators, increased legitimacy of translated works, and stronger institutional anchoring within academic and cultural networks. At the same time, deeper medium-term outcomes-such as sustained shifts in literary circulation, translation pipelines, or cultural discourse-are only beginning to emerge. This is consistent with the long-horizon nature of cultural change, where outcomes accumulate gradually and are shaped by external actors beyond the programme's direct control.

Stakeholder engagement reflects a quality-over-quantity logic, prioritising depth, excellence, and peer recognition rather than broad outreach. While this limits immediate reach, it is appropriate to the intended role of the platforms as ecosystem enablers rather than mass-access interventions. Unintended positive outcomes, including publishing opportunities and professional spillovers, further reinforce effectiveness at the ecosystem level.

Overall, the effectiveness score reflects a portfolio that is highly effective in delivering credible cultural platforms and generating early ecosystem signals, while recognising that the maturation of cultural influence and systemic change necessarily extends beyond the current assessment period.



C. Efficiency (Operational) (Average Score 7.5 / Final Rating: Medium-High)**Core Question:**

How efficiently were the Literature & Culture interventions operationalised and sustained, in terms of delivery reliability, institutional coordination, and governance quality, given their emphasis on credibility-intensive, knowledge-based platforms rather than high-volume service delivery?

Parameter	Score (1-10)	Expanded Evaluator Rationale
Timeliness of programme delivery	8	The annual prize cycle and academic calendar have been delivered reliably and predictably, indicating strong planning discipline and low operational slippage.
Continuity of programme implementation	8	Platforms have been sustained across multiple years without interruption, reflecting stable institutional arrangements and consistent execution capacity.
Adequacy of technical and intellectual expertise	9	Jury panels, faculty members, and academic partners demonstrate exceptionally high credibility and domain expertise, which is central to efficiency in cultural programming.
Institutional arrangements and governance	8	Clear governance structures and hosting arrangements reduce transaction costs and enable smooth programme execution.
Coordination among partners	7	Coordination between cultural institutions, academic partners, and programme administrators is functional and low-friction, though reliant on a small number of key institutional actors.
Ease of access for participants	6	Access is intentionally selective and competitive by design; this limits reach but does not indicate operational inefficiency.
Administrative simplicity	7	Administrative processes are streamlined relative to the complexity of cultural platforms, balancing rigour with manageability.
Management of operational bottlenecks	7	No major delivery disruptions or operational failures were observed, suggesting adequate risk anticipation and issue resolution mechanisms.

Note: Efficiency reflects operational adequacy and delivery efficiency, not financial efficiency.

Operational efficiency under the Literature & Culture theme is medium-high, reflecting a delivery model that prioritises reliability, governance quality, and institutional credibility over scale-based throughput. Unlike beneficiary-intensive programmes, efficiency in this theme is best understood through the lens of process integrity, continuity, and low-friction coordination, rather than cost-per-output or speed of expansion.

The strongest efficiency signals emerge from predictable delivery cycles and sustained implementation. The annual literary prize and the academic translation programme have been delivered consistently, with minimal disruption, demonstrating robust planning and execution capacity. High-quality intellectual and technical expertise-manifested through credible juries, academic faculty, and institutional partners-further enhances efficiency by reducing the need for corrective oversight and reinforcing trust in programme processes.

Institutional anchoring plays a critical role in operational efficiency. Stable hosting arrangements and clearly defined governance structures lower coordination burdens and enable continuity across years. Coordination



among partners is generally smooth, with limited administrative friction, although it remains dependent on a relatively narrow set of institutional relationships—an efficient but potentially concentration-prone model.

Access constraints, reflected in a moderate score, are intentional rather than operational shortcomings. Selectivity is integral to the programme's logic, ensuring quality and credibility rather than mass participation. Similarly, administrative systems strike a balance between rigour and simplicity, appropriate for knowledge- and reputation-driven platforms.

Overall, the efficiency score reflects a theme that is operationally well-managed, institutionally stable, and fit-for-purpose, particularly given the complexity and credibility demands of cultural interventions. The absence of major bottlenecks or delivery failures reinforces the assessment of strong operational efficiency within the programme's intended design.

D. Impact (Average Score 6.6 / Final Rating: Medium-High)

Core Question:

What meaningful cultural, institutional, and sector-level changes are emerging as a result of the Literature & Culture interventions, and to what extent can these changes be reasonably interpreted as impact rather than early influence signals?

Parameter	Score (1-10)	Evaluator Rationale
Institutional influence within the literary ecosystem	8	The JCB Prize has clearly established itself as a reference point influencing publishers, translators, reviewers, and academic discourse. This constitutes genuine ecosystem-level impact.
Change in professional opportunities for authors and translators	7	Verified increases in royalties, reprints, publishing contracts, and translation opportunities (supported by SROI evidence) indicate material professional impact, though limited to a selective cohort by design.
Depth of cultural and discursive change	6	Influence on norms, legitimacy, and discourse is visible, but deeper cultural shifts are gradual and not yet fully embedded across the sector.
Breadth of impact across languages, regions, and actors	6	Impact remains concentrated among shortlisted/winning authors, translators, and academic participants; broader diffusion is emerging but uneven.
Durability of influence beyond individual award cycles	7	Recurring platforms and institutional anchoring suggest durable influence, though long-term trajectory depends on continuity of support.
Practice change in translation and literary production	6	Early practice shifts (quality benchmarks, translation visibility) are evident, but sector-wide adoption remains limited.
Contribution to systemic cultural change	6	The interventions contribute meaningfully to system signalling and agenda-setting, but systemic transformation is necessarily slow and cumulative.
Equity and diversity of impact	6	Linguistic and regional diversity is addressed intentionally, but depth of inclusion varies across languages and publishing ecosystems.



Parameter	Score (1-10)	Evaluator Rationale
Transformational potential (long-term)	7	Strong potential exists due to credibility, scale of influence, and institutional design, though transformation is still prospective rather than realised.

The Literature & Culture theme demonstrates emerging ecosystem-level impact, primarily through institutional influence, professional legitimacy, and agenda-setting within India's literary and translation landscape. Impact is most visible in the form of enhanced credibility for authors and translators, increased professional opportunities, and strengthened norms around quality, recognition, and cross-linguistic circulation.

The JCB Prize for Literature has become a recognised reference platform, influencing publisher behaviour, translation decisions, and cultural discourse beyond the immediate circle of award recipients. Verified outcome pathways including increased royalties, reprints, publishing contracts, and translation opportunities indicate material professional impact, albeit for a selective cohort consistent with the programme's design.

However, the depth and breadth of impact remain moderate. Cultural and discursive change unfolds gradually, and while early signals of practice change and legitimacy enhancement are evident, sector-wide transformation is still emergent. Impact is therefore best understood as influence consolidation rather than completed cultural shift.

Importantly, the theme's impact should not be evaluated through beneficiary counts or short-term behavioural metrics. Its value lies in shaping standards, legitimacy, and institutional confidence within the literary ecosystem.

Overall, the Literature & Culture portfolio demonstrates credible, influence-driven impact with strong transformational potential, while remaining appropriately conservative in claims of realised system-wide change.

E. Sustainability (Average Score 7.3 / Final Rating: Medium-High)

Core Question:

To what extent are the institutional platforms, capacities, and cultural influence generated under the Literature & Culture theme likely to be sustained over time, given their institutional anchoring, knowledge preservation mechanisms, and dependence on continued credibility and support?

Parameter	Score (1-10)	Expanded Evaluator Reasoning
Institutional ownership and anchoring	8	The JCB Prize for Literature and the Translation Programme are anchored within highly credible and respected institutions. This anchoring ensures legitimacy, governance stability, and insulation from short-term organisational or personnel changes, which strongly supports long-term sustainability.
Continuity of platforms	8	Both interventions are designed as recurring platforms rather than time-bound projects. The annual prize cycle and structured academic programme format enable continuity across years, reducing dependency on ad-hoc programming and reinforcing institutional memory.
Capacity retention (knowledge, skills)	7	Skills developed through translation training, academic engagement, and literary recognition are knowledge-based and transferable. While capacity retention is strong at the individual and institutional level, its broader



Parameter	Score (1-10)	Expanded Evaluator Reasoning
		diffusion depends on continued engagement of graduates and sector absorption.
Financial continuation prospects	7	Funding logic is stable and aligned with CSR priorities focused on cultural enrichment. However, sustainability remains partially dependent on continued CSR commitment rather than diversified or endowment-based financing, introducing moderate long-term risk.
Knowledge preservation mechanisms	8	Robust mechanisms such as curated libraries, documentation, academic outputs, and archival records support long-term knowledge retention. These mechanisms ensure that value generated is not lost even if participation cohorts or programme intensity fluctuate.
Policy / sector alignment	7	Strong alignment with the literary, academic, and cultural sectors enhances relevance and acceptance. While direct policy embedding is limited, alignment with sector norms and institutions reduces the risk of obsolescence or marginalisation.
Behavioural persistence	6	Changes in literary practice, translation norms, and cultural consumption patterns occur gradually and unevenly. While early signals exist, sustained behavioural change depends on cumulative exposure and broader sector dynamics beyond the programme's direct control.
Risk resilience (institutional, reputational, contextual)	7	High reputational capital, sector credibility, and institutional legitimacy provide resilience against reputational and operational risks. However, cultural platforms remain sensitive to funding shifts and broader ecosystem changes.

Sustainability under the Literature & Culture theme is comparatively strong relative to other thematic areas, reflecting the programme's deep institutional anchoring and platform-based design. Unlike service-delivery or asset-dependent interventions, sustainability here is driven primarily by credibility, institutional continuity, and knowledge preservation, rather than ongoing material inputs or behavioural compliance.

The strongest sustainability signals emerge from institutional ownership and recurring platform structures. The anchoring of interventions within credible literary and academic institutions ensures continuity of standards, legitimacy, and governance beyond the immediate assessment period. Recurring delivery models-such as the annual prize cycle and the structured academic course-further reinforce predictability and endurance, reducing the risk of one-off or project-bound outcomes.

Capacity-related sustainability is also robust. Knowledge, skills, and intellectual capital generated through translation training, academic engagement, and curated literary recognition are inherently durable and extend beyond individual cohorts or funding cycles. These capacities are embedded within institutions and professional networks, enabling long-term diffusion even without direct programme expansion.

Financial sustainability is assessed as moderately strong but CSR-dependent. While funding logic is stable and aligned with the organisation's cultural mandate, continued operation relies on sustained CSR commitment rather than diversified revenue streams. This dependency is not unusual for high-quality cultural platforms and is partially mitigated by the reputational value and institutional legitimacy already established.



Behavioural persistence—such as long-term changes in literary practice, translation norms, or cultural consumption—scores slightly lower, reflecting the inherently gradual and cumulative nature of cultural change. Such shifts are expected to unfold over extended time horizons and cannot be fully secured within a single assessment period.

Overall, the sustainability profile reflects a theme that is well-positioned for long-term continuation and influence, particularly through institutional resilience, knowledge preservation, and recurring platforms. While cultural impact will continue to mature incrementally, the foundations for sustained relevance and credibility are firmly in place, justifying the medium-high sustainability rating.

5.5.5 Summary DAC Scorecard - Literature & Culture

Criterion	Avg. Score	Rating	Colour
Relevance	8.4	High	●
Effectiveness	7.2	Medium-High	●
Efficiency (Operational)	7.5	Medium-High	●
Impact	6.6	Medium-High	●
Sustainability	7.3	Medium-High	●

The Literature & Culture theme demonstrates a consistently strong performance across all OECD-DAC criteria, with all dimensions assessed in the medium-high to high range. This pattern reflects the theme's platform-based, institutionally anchored design, where value is generated through credibility, recognition, and long-horizon influence rather than immediate, beneficiary-count-driven outcomes.

Relevance is the strongest dimension, underscoring the close alignment of interventions with structural needs within India's literary and cultural ecosystem. The focus on recognition, translation capacity, and institutional legitimacy directly addresses long-standing gaps in literary circulation and cross-linguistic exchange, using mechanisms that are widely accepted and respected by sector stakeholders.

Effectiveness reflects strong delivery of planned platforms and early ecosystem-level outcomes. High-quality jurying, academic rigour, and consistent implementation have resulted in enhanced visibility, legitimacy, and professional opportunities for authors and translators. However, effectiveness is assessed conservatively, recognising that deeper cultural shifts and sector-wide behavioural change unfold gradually and cannot be fully realised within a limited assessment period.

Efficiency (Operational) is notably strong, driven by stable institutional arrangements, predictable delivery cycles, and low operational friction. The recurring nature of the prize and academic programme, combined with high intellectual and technical expertise, enables efficient delivery relative to the complexity and credibility demands of cultural interventions. Selective access is treated as a design feature rather than an efficiency constraint.

Impact is evident primarily at the ecosystem and discourse level, rather than through mass-scale individual outcomes. The theme has contributed meaningfully to strengthening literary norms, enhancing institutional credibility, and expanding cross-linguistic circulation of literature. While direct, large-scale impact is neither



intended nor appropriate for this theme, early signals of sustained cultural influence justify a medium-high impact rating.

Sustainability is comparatively strong, supported by deep institutional anchoring, recurring platform design, and robust knowledge preservation mechanisms. While financial continuation remains partially CSR-dependent and behavioural change matures slowly, the durability of platforms, reputational capital, and institutional ownership provide a solid foundation for long-term continuation and influence.

Overall, the Literature & Culture theme functions effectively as a long-horizon cultural investment within the CSR portfolio. Its value lies in shaping norms, strengthening institutions, and enabling sustained cultural discourse rather than producing rapid, quantifiable outputs. The balanced scorecard reflects a mature, well-designed intervention whose full impact is expected to continue unfolding over time.

5.5.6 Key Interpretive Takeaways

- **The theme is highly relevant to strengthening India's literary and cultural ecosystem.** The Literature & Culture portfolio directly addresses structural gaps in recognition, translation capacity, and institutional legitimacy within the literary sector. Its focus on credible platforms aligns strongly with the needs of authors, translators, publishers, and academic institutions.
- **Platform quality and institutional credibility are the strongest areas of performance.** The JCB Prize for Literature and the Translation Programme at Ahmedabad University are anchored in highly respected institutions, ensuring rigour, visibility, and legitimacy. The quality of selection processes, academic design, and knowledge resources underpins strong relevance, effectiveness, and efficiency scores.
- **Effectiveness is best understood through influence rather than beneficiary counts.** Unlike service-delivery themes, effectiveness here manifests through enhanced visibility, professional credibility, and sectoral recognition. These outcomes are evident in increased publishing opportunities, translation contracts, royalties, and sustained discourse around shortlisted and winning works.
- **Impact is emerging at the ecosystem and discourse level, consistent with design intent.** The theme has contributed to strengthening literary norms, standards, and cross-linguistic circulation of literature. While immediate, individual-level impact is selective by design, institutional and cultural influence is visibly accumulating over time.
- **SROI findings reinforce positive socio-economic value creation.** The verified SROI ratio (1.37) provides quantitative confirmation of value generation through increased revenues, professional opportunities, and market confidence for authors, translators, and publishers, complementing qualitative evidence of ecosystem influence.
- **Efficiency is strong due to stable institutional arrangements and recurring delivery models.** Annual prize cycles and structured academic programming enable continuity, predictability, and low operational friction. High technical and intellectual expertise further strengthens delivery efficiency despite the specialised nature of the interventions.
- **Sustainability prospects are comparatively robust among all themes.** Institutional anchoring, recurring platforms, knowledge preservation mechanisms, and reputational capital provide a strong foundation for long-term continuation. While dependent on sustained CSR commitment, the theme demonstrates higher resilience than beneficiary-intensive interventions.



- **Overall, the theme functions as a long-horizon cultural investment rather than a short-term intervention.** The Literature & Culture portfolio adds value primarily through influence, recognition, and knowledge circulation. Its contribution should be assessed in terms of credibility, legitimacy, and sustained discourse rather than immediate scale, making it a strategically important but analytically distinct component of the CSR portfolio.

Overall, the Literature & Culture theme performs strongly in creating credible, high-quality platforms that contribute to literary production, translation, and cultural discourse. While immediate, measurable outcomes at the individual level are limited by design, the theme demonstrates medium-term and emerging impact at the ecosystem level, with relatively strong sustainability prospects. The findings suggest that this thematic area adds value primarily through influence, recognition, and knowledge circulation, reinforcing its role as a long-horizon component of the CSR portfolio.

5.6 Theme 6 - COVID-19 Response

The COVID-19 Response theme represents an adaptive CSR response to an acute public health and humanitarian crisis. The theme was designed to address immediate vulnerabilities arising during the pandemic, prioritising timeliness, adequacy of support, and coverage of essential needs.

Projects under this theme included relief and meal distribution, support to hospitals and health facilities, vaccination facilitation, distribution of masks and protective materials, and education-related support during school disruptions. The primary objective of these interventions was to mitigate immediate hardship, reduce health-related risks, and support community coping capacity during an unprecedented period of disruption, rather than to generate long-term developmental outcomes. Portfolio coverage under this theme includes COVID-19 rehabilitation initiatives through counselling and health centres.



Vaccination Camp During Covid-19



Food Distribution During Covid-19

COVID-19 Response Initiative (FY 2021-22)

Context

India's second wave of COVID-19 (March-July 2021) placed unprecedented strain on public health systems, livelihoods, food security, and education particularly affecting migrant workers, women, children, and



vulnerable rural communities. In response, **LBCT implemented a multi-sectoral emergency intervention**, aligned with **SPHERE humanitarian standards**, covering **nutrition, health infrastructure, vaccination, livelihoods, and education**.

Programmatic Approach

LBCT's response was structured, integrating **relief, response, and resilience**, and implemented across **Ballabgarh, Pune, Jaipur, Vadodara, and surrounding rural villages**.

Key Outputs

1. Food & Nutrition Security - *Project Samarpan*

- **57,300 freshly cooked meals** distributed to migrant workers and vulnerable households
 - Ballabgarh: **32,650 meals**
 - Pune: **14,500 meals**
 - Jaipur: **10,150 meals**
- **252 dry ration kits** distributed to artisan families (Jaipur)
- Distribution conducted through **Gram Panchayats, SHGs, and local administration**, with muster-roll verification

2. Strengthening Public Health Infrastructure - *Project Sahayog*

- Support provided to **Government hospitals and COVID centres across 4 locations**
- Key medical equipment supplied included:
 - **23 oxygen concentrators**
 - **12 oxygen cylinders**
 - **5 ICU beds**
 - **2,200 surgical PPE kits**
 - Biomedical waste systems, masks, oximeters, thermometers, and ICU utilities
- Assistance was delivered **against official requisitions from District Collectors, Municipal Corporations, and Hospitals**, enabling rapid operationalisation of COVID facilities.

3. Vaccination & Protection Drive - *Project Sanrakshan*

- **7,000+ individuals** motivated and supported to receive COVID-19 vaccination through door-to-door awareness, IEC materials, and Panchayat coordination
- **~250 villagers** supported through daily transport to government vaccination centres (Pune cluster)
- Distribution of **protective equipment** to Panchayats and women producer groups, including:
 - **18,990 surgical masks, 4,450 N95 masks, 470 hand sanitizers, 143 thermal guns, 32 pulse oximeters, and 1,400 PPE kits.**

4. Women's Livelihood Protection - *Project Suraksha*

- Rural women producer groups supported in **mask production** using locally sourced artisan fabrics
- Enabled **income continuity during lockdown**, with individual women earning **~₹1,500 per month** during peak restrictions
- Simultaneously supported **block-printing artisan communities** by clearing stalled inventories.

5. Education & Child Nutrition - *Project Saksham*

- **5,072 Education & Nutrition Boxes** distributed to government school children (Grades 1-8)
- Covered multiple villages across **Haryana, Rajasthan, Gujarat, and Maharashtra**
- Kits included **age-appropriate learning materials and nutrition support**, mitigating learning loss during prolonged school closures.

Outcomes & Evidence of Change

- Immediate **food security** ensured for migrant and daily-wage households during lockdown



- **Critical gaps in oxygen and ICU readiness** addressed in government health facilities
- **Vaccine hesitancy reduced** in rural communities through trusted, door-to-door engagement
- **Women's livelihoods stabilised** during economic shutdowns
- **Learning continuity and child nutrition safeguarded** for vulnerable government-school students

LBCT's COVID-19 response demonstrated **rapid deployment capability, institutional coordination, and community-anchored delivery**, creating systems and partnerships that strengthened future emergency preparedness and local resilience.

5.6.1 Theme Logic and Evaluation Lens

The COVID-19 Response theme was designed as an adaptive CSR response to an acute public health and humanitarian crisis. The theme logic assumes that timely relief and support to health systems can mitigate immediate vulnerabilities, reduce exposure to risk, and strengthen short-term resilience among affected communities and frontline institutions.

The evaluation lens is therefore anchored in crisis-relevance and response effectiveness, with operational efficiency assessed through timeliness and delivery adequacy. Impact is interpreted as observable short- to medium-term risk reduction and resilience effects, while sustainability is treated conservatively, recognising that emergency interventions are not intended to generate long-horizon outcomes in the same manner as developmental programmes.

5.6.2 Planned vs Achieved Outcomes (Logframe-Aligned)

Outcome Level	Planned (Programme Intent)	Observed / Achieved (Field Evidence)	Status
Short-term	Immediate relief to vulnerable groups; protective support to institutions	Relief and protective support delivered; healthcare institutions supported; preventive materials distributed	✓ Achieved
Medium-term	Reduced acute vulnerability and improved coping capacity	Beneficiaries reported reduced immediate hardship; improved access to protective resources noted	✓ Achieved
Long-term	Strengthened preparedness and institutional resilience	Some early signals (awareness, institutional learning), but limited evidence by design	△ Early signals

Interpretation: The theme shows strong performance in immediate outputs and crisis mitigation; long-term outcomes are inherently limited and should be interpreted cautiously.

5.6.3 Quantitative Outcome Snapshot

Indicator	Observation	Source
Relief distribution and emergency support coverage	Broad coverage during peak crisis phase	Programme records



Health institutions supported	Evidence of targeted support to facilities	KIIs, documentation
Preventive materials distributed (masks, kits)	Significant distribution recorded	Records
Vaccination facilitation / awareness support	Evident in select locations	KIIs

5.6.4 OECD-DAC Scoring - COVID-19 Response

A. Relevance (Average Score 9.0 / Final Rating: High)

Core Question:

To what extent did the COVID-19 Response interventions respond in a timely, appropriate, and contextually grounded manner to urgent humanitarian, public health, and protection needs arising during the pandemic, particularly among the most vulnerable populations and frontline institutions?

Parameter	Score (1-10)	Expanded Evaluator Judgement
Alignment with urgent survival and protection needs	10	Interventions directly addressed life-saving priorities—food security, oxygen availability, ICU readiness, PPE, and vaccination—during the peak of the second COVID-19 wave, when survival risks were most acute.
Responsiveness to public health emergency context	9	Design and sequencing of interventions closely reflected real-time public health realities, including health system overload, oxygen shortages, and mobility restrictions.
Appropriateness of target groups (migrants, women, children, institutions)	9	Targeting focused on populations disproportionately affected by the crisis—migrant workers, women producer groups, government school children, and frontline public health institutions—reflecting strong vulnerability analysis.
Fit with local context and delivery channels	9	Use of Panchayats, SHGs, district administrations, and government hospitals ensured rapid last-mile delivery and contextual legitimacy during movement restrictions.
Complementarity with government response	8	Support was largely provided against official requisitions and in coordination with public systems, strengthening rather than duplicating state response capacity.
Timeliness of intervention	9	Rapid mobilisation and deployment during the peak crisis period significantly enhanced relevance, as delayed support would have reduced life-saving potential.
Stakeholder acceptance and trust	9	High acceptance and cooperation from communities, local governments, and institutions indicate strong trust and perceived relevance of the response.
Responsiveness to emerging vulnerabilities	9	Adaptive expansion into vaccination facilitation, education kits, and livelihood protection demonstrates responsiveness to evolving crisis dimensions beyond initial relief.



Relevance under the COVID-19 Response theme is assessed as exceptionally high, reflecting the programme's strong alignment with urgent, life-saving needs during an unprecedented humanitarian and public health crisis. Unlike developmental interventions, relevance in emergency contexts is defined by timeliness, adequacy, and targeting accuracy—all of which are strongly evidenced in this response.

The interventions directly addressed the most critical survival and protection priorities during India's second COVID-19 wave, including food security for migrant and daily-wage households, oxygen and ICU support for overwhelmed health facilities, and protective equipment for frontline workers and communities. The choice of target groups reflects a clear understanding of differential vulnerability, with focused support to migrants, women, children, and public institutions under acute stress.

Relevance is further strengthened by context-sensitive delivery mechanisms. The use of Panchayats, SHGs, district administrations, and government hospitals enabled rapid deployment despite mobility restrictions and reinforced trust and legitimacy at the community level. Importantly, the response complemented government systems rather than substituting for them, providing targeted support where institutional capacity gaps were most visible.

Timeliness is a defining feature of this theme's relevance. Rapid mobilisation during the peak crisis phase ensured that interventions retained life-saving value. The programme also demonstrated adaptive relevance by responding to emerging vulnerabilities—such as vaccine hesitancy, learning loss among children, and livelihood disruption among women producer groups—through additional, context-appropriate measures.

Overall, the relevance score of 9.0 is well justified. The COVID-19 Response reflects a needs-driven, adaptive, and highly context-responsive intervention, aligned with humanitarian principles and public health realities. Minor moderation in scoring reflects the inherent constraints of scale and duration typical of emergency responses, rather than any misalignment with needs.

B. Effectiveness (Average Score 7.8 / Final Rating: Medium-High)

Core Question:

To what extent did the interventions deliver immediate relief, mitigate acute risks, and support short-term coping capacity among vulnerable groups and institutions?

Parameter	Score (1-10)	Expanded Evaluator Judgement
Delivery of planned relief and health support	9	Large-scale distribution of cooked meals, dry ration kits, medical equipment, and protective supplies was executed as planned, with minimal delivery slippage during peak crisis periods.
Achievement of short-term outcomes (relief, access, protection)	9	Immediate food insecurity, exposure to health risks, and access barriers were visibly reduced among supported households and institutions.
Effectiveness of health-system strengthening support	8	Provision of oxygen concentrators, ICU beds, PPE, and biomedical systems directly addressed critical capacity gaps in overstretched public health facilities.
Effectiveness of vaccination facilitation	7	Door-to-door awareness, transport support, and Panchayat coordination improved vaccine uptake, though coverage remained geographically selective.



Parameter	Score (1-10)	Expanded Evaluator Judgement
Effectiveness of livelihood protection for women	7	Mask production and related livelihood support enabled short-term income continuity for women producer groups during lockdowns, though duration and scale were limited by crisis conditions.
Consistency across locations	7	Core intervention quality was consistent, while scale and intensity varied depending on local severity, institutional capacity, and timing of intervention.
Quality and adequacy of delivery	8	Delivery met humanitarian and public-health response standards (including SPHERE-aligned practices), ensuring adequacy and appropriateness under emergency constraints.
Institutional uptake and utilisation	8	Supported hospitals, Panchayats, and community institutions actively utilised provided resources, indicating effective targeting and operational fit.
Unintended positive outcomes	7	Strengthened community trust, improved institutional relationships, and enhanced confidence in local response mechanisms were reported as positive spillovers.

Effectiveness under the COVID-19 Response theme is assessed as medium-high, reflecting strong performance in immediate relief delivery, acute risk mitigation, and institutional support during an unprecedented public health emergency. In crisis contexts, effectiveness is appropriately measured by the speed, adequacy, and relevance of outputs, rather than by sustained or transformational outcomes.

The strongest effectiveness signals relate to direct relief and health-system support. Large-scale meal distribution, medical equipment supply, and protective material provision were delivered as intended and utilised actively by beneficiaries and institutions. These interventions contributed directly to mitigating food insecurity, reducing exposure to health risks, and stabilising overwhelmed public health facilities during the peak of the pandemic.

Short-term coping capacity among vulnerable groups was visibly enhanced. Migrant workers and daily-wage households experienced immediate relief from food insecurity, while women producer groups benefited from temporary livelihood protection through mask production initiatives. Although income continuity was limited in duration, these measures were appropriate and effective within the constraints of lockdown conditions.

Effectiveness of vaccination facilitation and education-related support was meaningful but necessarily selective, reflecting logistical constraints and evolving government rollout dynamics. Similarly, consistency across locations varied based on local severity and institutional readiness, which is typical in emergency response contexts.

Importantly, effectiveness extended beyond material outputs to include institutional uptake and trust-building. Active utilisation of support by hospitals and Panchayats, along with strengthened coordination and community confidence, indicates that interventions were not only delivered but functionally integrated into local response systems.

Overall, the effectiveness score of 7.8 is well-justified. The COVID-19 Response achieved its core objective of mitigating immediate risks and supporting short-term resilience, while recognising that medium- and long-term outcomes are inherently constrained by the emergency and time-bound nature of the interventions.



C. Efficiency (Operational) (Average Score 7.5 / Final Rating: Medium-High)**Core Question:**

How efficiently were emergency interventions designed and delivered under crisis conditions, in terms of timeliness, coordination, and adequacy of resources?

Parameter	Score (1-10)	Reason
Timeliness of response delivery	9	Rapid mobilisation and deployment during the peak of the second COVID-19 wave ensured that interventions retained life-saving relevance, a critical determinant of efficiency in emergency contexts.
Adequacy of human resources	7	Field teams, volunteers, and coordinating staff were deployed adequately despite movement restrictions, health risks, and workforce constraints, though surge capacity was limited by crisis conditions.
Adequacy of material resources	8	Sufficient quantities of cooked meals, PPE, oxygen equipment, and medical supplies were mobilised and delivered, enabling effective coverage of priority needs within available capacity.
Coordination among actors	7	Coordination with district administrations, Panchayats, hospitals, SHGs, and community networks was effective and enabled last-mile delivery, though reliant on rapid, informal coordination mechanisms.
Ease of beneficiary access	8	Door-to-door distribution, Panchayat-based delivery points, and hospital-based support significantly reduced access barriers for vulnerable populations during lockdowns.
Continuity of response delivery	7	Support was sustained across critical months of the crisis; however, continuity was intentionally time-bound and aligned with the emergency phase rather than designed for long-term delivery.
Bottleneck management	7	Logistical constraints, supply disruptions, and mobility barriers were managed reasonably under pressure, though responses were often reactive rather than anticipatory due to evolving crisis dynamics.
Administrative simplicity	7	Simple decision-making and delivery structures enabled rapid action, minimising procedural delays while maintaining basic accountability.

Note: Efficiency reflects operational adequacy and delivery efficiency, not financial efficiency.

Operational efficiency under the COVID-19 Response theme is assessed as medium-high, reflecting strong performance under extraordinary crisis conditions. In emergency contexts, efficiency is best understood not as optimisation of inputs, but as the ability to act quickly, coordinate effectively, and deliver adequate resources to the right actors at the right time, despite systemic disruption.

The most significant efficiency strength lies in timeliness. Rapid mobilisation during the peak of the second COVID-19 wave ensured that relief, medical equipment, and protective materials were delivered when they had maximum life-saving value. This speed of response is a critical efficiency benchmark in humanitarian settings and justifies the high score for timeliness.

Coordination across multiple actors—including government hospitals, Panchayats, SHGs, district authorities, and community networks—enabled effective last-mile delivery despite mobility restrictions and system overload. While



coordination relied heavily on informal and adaptive mechanisms rather than formal protocols, it functioned effectively under crisis pressure.

Ease of access for beneficiaries further reinforces efficiency. Door-to-door distribution, decentralised Panchayat-based delivery, and direct hospital support significantly reduced transaction costs and access barriers for vulnerable groups, particularly migrants, women, and daily-wage households.

Constraints in human resource availability, supply chain predictability, and anticipatory bottleneck management reflect the inherent limitations of operating in a rapidly evolving emergency. Continuity of delivery was appropriately aligned with the crisis phase and not extended beyond its intended emergency scope, which should not be interpreted as inefficiency.

Overall, the efficiency score of 7.5 accurately reflects a response that was fast, coordinated, accessible, and operationally fit-for-purpose, while acknowledging unavoidable constraints typical of large-scale humanitarian emergencies.

D. Impact (Average Score 6.7 / Final Rating: Medium-High)

Core Question:

What meaningful changes occurred as a result of the COVID-19 response, beyond immediate output delivery, and to what extent did these changes reduce acute risk, vulnerability, and systemic stress during the crisis period?

For emergency and humanitarian responses, *impact* is understood primarily as risk mitigation, severity reduction, and short-term resilience, not long-term transformation. Impact is therefore assessed conservatively, with attention to counterfactual avoidance (what would likely have happened in the absence of intervention) rather than durable development outcomes.

Parameter	Score (1-10)	Evaluator Rationale
Reduction of acute food and health vulnerability	8	Meal distribution, ration kits, oxygen and ICU support demonstrably reduced immediate survival risks for migrants, daily-wage households, and patients during peak crisis. Impact is strong but time-bound.
Severity mitigation rather than outcome transformation	7	Interventions reduced severity of hardship (hunger, health system overload), but did not-and were not designed to-alter long-term vulnerability trajectories. Score reflects appropriate emergency impact.
Health system stress alleviation	7	Oxygen concentrators, ICU beds, PPE and utilities contributed to short-term operational relief in government facilities; however, effects were temporary and not system-reforming.
Behavioural impact (protective practices and vaccine uptake)	6	Door-to-door IEC and facilitation improved awareness and uptake in select locations, but behavioural persistence beyond the crisis period is uncertain and uneven.
Livelihood shock buffering (women producers, artisans)	6	Mask production enabled temporary income continuity and inventory clearance, mitigating shock but not altering livelihood structures.



Parameter	Score (1-10)	Evaluator Rationale
Equity of impact across vulnerable groups	8	Strong equity focus on migrants, women, children, and frontline institutions; targeting aligns well with vulnerability profiles during the second wave.
Breadth vs depth of impact	6	Geographic and sectoral breadth is evident, but depth of impact is necessarily limited by emergency design and short exposure duration.
Unintended positive effects (trust, institutional confidence)	7	Strengthened trust between communities, Panchayats, hospitals, and CSR actors; these relational effects are meaningful but weakly documented.
Durability of impact beyond crisis phase	5	Most effects dissipated as emergency conditions subsided; limited institutionalisation of preparedness mechanisms observed.

The COVID-19 Response theme demonstrates meaningful and appropriate impact within the context of an acute humanitarian crisis. Impact is most evident in the reduction of immediate vulnerability and severity of hardship, particularly related to food insecurity, health-system overload, and exposure to COVID-19 risks among migrant workers, women, children, and frontline institutions.

The provision of cooked meals, dry rations, oxygen support, ICU equipment, PPE, and vaccination facilitation contributed directly to short-term risk mitigation, alleviating survival pressures during the peak of the second wave. These impacts are significant in emergency terms, even though they are inherently time-bound.

Beyond direct relief, the response generated secondary impacts in the form of improved trust between communities and local institutions, temporary livelihood buffering for women producers, and enhanced coordination between CSR actors, Panchayats, and government facilities. These effects, while meaningful, were not systematically tracked and therefore remain conservatively scored.

Importantly, the theme does not demonstrate transformational or systemic impact, nor was it designed to do so. Durability of effects beyond the crisis phase is limited, and institutional learning and preparedness mechanisms are only partially evident. Accordingly, impact is best interpreted as effective crisis mitigation rather than sustained development change.

E. Sustainability (Average Score 5.8 / Final Rating: Medium)

Core Question:

To what extent have emergency responses generated learning, preparedness, or institutional capacity likely to persist beyond the crisis period?

Parameter	Score (1-10)	Expanded Evaluator Reasoning
Institutional ownership of emergency learnings	6	Some learning has been retained at the level of hospitals, Panchayats, and implementing teams; however, formal documentation, codification, and integration into institutional protocols remain limited.
Continuity of preparedness mechanisms	5	While emergency coordination mechanisms were activated during the crisis, they were largely ad-hoc and time-bound, with limited evidence of formal preparedness systems being institutionalised post-crisis.



Parameter	Score (1-10)	Expanded Evaluator Reasoning
Capacity retention	6	Skills related to crisis response, hygiene practices, and coordination have been partially retained among frontline workers and communities, though retention varies by location and individual exposure.
Financial continuation prospects	5	Emergency funding was intentionally short-term and crisis-specific. There is no evidence of dedicated financial provisions for ongoing preparedness or response capacity beyond the emergency period.
Knowledge preservation (protocols, coordination practices)	6	Informal learning and experiential knowledge exist, but structured documentation, SOP development, and institutional memory systems are uneven or incomplete.
Policy / system alignment	6	Interventions aligned with government systems during the crisis; however, alignment has not translated into embedded policy or formal preparedness frameworks.
Behavioural persistence	6	Preventive behaviours (hygiene, risk awareness, vaccination acceptance) show partial persistence, though long-term adherence is uncertain without reinforcement.
Risk resilience	6	Communities and institutions exhibit modestly improved resilience and confidence in responding to shocks, but preparedness remains dependent on future mobilisation rather than embedded systems.

Sustainability under the COVID-19 Response theme is assessed as moderate, reflecting the intentional design and temporal logic of emergency interventions. Unlike development programmes, humanitarian responses are not primarily intended to create enduring systems or long-term outcomes. Sustainability in this context is therefore best understood as residual value-learning, preparedness, and behavioural change that persists beyond the crisis-rather than continuity of programme activities.

The strongest sustainability signals relate to institutional and behavioural learning. Hospitals, Panchayats, community groups, and implementing teams have gained experiential knowledge related to emergency coordination, rapid response, and public health communication. Some preventive behaviours-such as hygiene awareness and vaccination acceptance-are likely to persist in the short to medium term, contributing modestly to future risk mitigation.

However, the assessment finds limited institutionalisation of preparedness mechanisms. Emergency coordination structures were largely reactive and crisis-specific, with minimal evidence of formal integration into standing protocols, budgets, or governance systems. Financial sustainability is appropriately scored lower, as emergency funding was not designed to be ongoing and no dedicated preparedness financing has been secured post-crisis.

Knowledge preservation remains uneven. While practical learning exists, it has not been consistently translated into documented protocols, training modules, or preparedness plans that would enable systematic replication in future emergencies. As a result, future response capacity remains contingent on renewed mobilisation rather than embedded resilience.

Overall, the sustainability score of 5.8 is methodologically correct and defensible. It reflects a response that successfully mitigated immediate risks and generated some residual learning and confidence, while appropriately recognising that long-term preparedness and institutional resilience were not core design objectives. The key



sustainability opportunity lies in selectively institutionalising lessons learned-particularly around coordination, community engagement, and health-system surge response-into future programming or policy frameworks.

5.6.5 Summary DAC Scorecard - COVID-19 Response

Criterion	Avg. Score	Rating	Colour
Relevance	9.0	High	●
Effectiveness	7.8	Medium-High	●
Efficiency (Operational)	7.5	Medium-High	●
Impact	6.7	Medium-High	●
Sustainability	5.8	Medium	●

The COVID-19 Response theme demonstrates a strong and coherent performance profile across the OECD-DAC criteria, reflecting its role as a time-bound, emergency humanitarian intervention rather than a long-term development programme. The distribution of scores aligns closely with internationally accepted evaluation principles for crisis response, where relevance, timeliness, and delivery effectiveness take precedence over long-horizon sustainability.

Relevance is the strongest dimension, underscoring the exceptional alignment of interventions with urgent humanitarian and public health needs during India's second COVID-19 wave. The response directly addressed life-saving priorities-including food security, health-system capacity, vaccination access, and protection of vulnerable groups-at a moment of acute systemic stress. High relevance is driven by accurate vulnerability targeting, context-sensitive delivery mechanisms, and rapid adaptation to evolving crisis conditions.

Effectiveness reflects strong performance in delivering planned relief, mitigating immediate risks, and supporting short-term coping capacity among affected populations and institutions. Large-scale meal distribution, medical equipment provision, and livelihood protection measures achieved their intended short-term objectives. Effectiveness is assessed conservatively, recognising that emergency interventions are inherently limited in duration and cannot generate sustained outcomes by design.

Efficiency (Operational) is also strong, particularly in terms of rapid mobilisation, decentralised delivery, and coordination with government and community systems. Door-to-door and Panchayat-based delivery models reduced access barriers during lockdowns, while administrative simplicity enabled quick decision-making under pressure. Constraints related to human resources and anticipatory planning reflect crisis conditions rather than operational weakness.

Impact is best understood as short- to medium-term risk reduction and resilience, rather than transformational change. The interventions contributed to reduced food insecurity, improved health-system readiness, enhanced preventive behaviours, and strengthened community trust. However, the depth and durability of impact are moderated by the time-bound nature of the response and the absence of structural or systemic change objectives.

Sustainability is appropriately lower and reflects the emergency orientation of the theme. While some institutional learning, behavioural change, and residual preparedness capacity have been generated, these gains are uneven and



not fully institutionalised. Financial and structural continuity were not core design objectives, and long-term sustainability depends on selectively embedding lessons learned into future preparedness and policy frameworks.

Overall, the COVID-19 Response theme demonstrates high relevance, strong delivery effectiveness, and sound operational efficiency, achieving its primary objective of mitigating acute vulnerability during a major crisis. The evaluation confirms that the response added significant humanitarian and resilience value within its intended scope, with future value lying in the selective institutionalisation of emergency learnings rather than continuation of emergency programming itself.

5.6.6 Key Interpretive Takeaways

- **The COVID-19 Response theme demonstrates exceptionally high relevance in an acute crisis context.** Interventions were well aligned with urgent community and institutional needs during India's second COVID-19 wave, addressing food security, health infrastructure gaps, vaccination access, and protective requirements at a time of severe systemic stress.
- **Timeliness and adequacy of response are the strongest dimensions of performance.** Rapid mobilisation and deployment of relief materials, cooked meals, medical equipment, and protective supplies enabled effective mitigation of immediate risks. High timeliness scores reflect the ability to act decisively under crisis conditions.
- **Effectiveness is strongest in immediate relief and health-system support.** Food distribution, oxygen and ICU support, PPE provision, and vaccination facilitation contributed directly to reduced hardship and improved access to essential services. These short-term outcomes were achieved consistently across multiple geographies.
- **Multi-sectoral design enhanced coverage and coping capacity.** The integration of nutrition, health, vaccination, livelihood protection, and education support allowed the response to address intersecting vulnerabilities. This holistic approach strengthened short-term coping capacity among migrant workers, women, children, and frontline institutions.
- **Impact is best understood as short- to medium-term risk reduction rather than long-term transformation.** Observed impacts relate primarily to reduced exposure to health and food insecurity risks, stabilisation of livelihoods during lockdown, and temporary strengthening of institutional readiness. Long-horizon developmental impacts are not expected by design.
- **Equity considerations are a notable strength of the response.** The focus on migrants, daily-wage workers, women producer groups, and government school children ensured that support reached populations disproportionately affected by the pandemic, contributing to relatively strong equity outcomes.
- **Operational efficiency under crisis conditions reflects strong coordination and adaptability.** Collaboration with Panchayats, SHGs, hospitals, and district authorities enabled effective targeting and delivery. Administrative simplicity and decentralised delivery channels reduced bottlenecks during peak disruption.
- **Sustainability is inherently limited but offers selective learning opportunities.** As an emergency response, long-term sustainability is not a primary design objective. However, early signals of institutional



learning, strengthened partnerships, and community trust offer opportunities for selectively embedding preparedness and coordination mechanisms into future programming.

- **Overall, the theme demonstrates strong crisis-response capability and institutional agility.** LBCT's COVID-19 Response reflects an effective adaptive CSR model, capable of rapid deployment, cross-sectoral coordination, and community-anchored delivery during emergencies. Its value lies primarily in crisis mitigation, resilience support, and the strengthening of response systems rather than in long-term developmental outcomes.

Overall, the COVID-19 Response theme demonstrates very strong relevance and high operational effectiveness in mitigating immediate vulnerabilities during a major crisis. The assessment indicates that relief and health-system support contributed to short- to medium-term resilience and risk reduction, with impact best understood in terms of crisis mitigation rather than long-term developmental change. Sustainability is comparatively moderate, reflecting the time-bound and emergency-oriented nature of the interventions, and suggests that future value lies in selectively institutionalising preparedness learnings where feasible.



6. PRIMARY EVIDENCE SYNTHESIS

This section synthesises primary qualitative evidence generated through FGDs conducted across locations and thematic areas, complemented by affirmatively oriented KIIs. The synthesis follows an inductive, action-research methodology, wherein recurring narratives, shared meanings, and collectively articulated changes were identified across FGDs and interpreted in relation to programme intent and thematic design. Evidence is presented through a combination of extended verbatim excerpts and analytically paraphrased summaries, allowing field voices to remain central while situating them within a broader interpretive frame. Quantification is applied at a moderate level, indicating the relative frequency and spread of issues across FGDs (e.g., dominant, recurring, or less frequent themes), as derived from the FGD evidence matrix.

This section synthesises primary qualitative evidence generated through 44 FGDs involving 914 participants, analysed across thematic areas and locations. The synthesis is grounded in a structured review of FGD-level data, using frequency, thematic distribution, and convergence of narratives as the primary analytical lenses. Evidence from FGDs is complemented by approved sample of KIIs, which consistently validated programme relevance, delivery quality, and the need for consolidation rather than redesign.

Given the uneven distribution of FGDs across themes most notably the higher concentration under Livelihoods & Skills, the analysis explicitly accounts for thematic weight and location spread when interpreting cross-cutting patterns. Quantification in this section reflects counts and proportions of FGDs and participants engaging with particular issues, alongside detailed verbatim excerpts and paraphrased synthesis. This approach ensures that portfolio-level interpretations are empirically anchored, analytically rigorous, and reflective of lived experience rather than anecdotal evidence.

6.1 Education & Literacy: Infrastructure, Dignity, and Learning Engagement

FGDs conducted with students, parents, and community members in education-focused locations repeatedly emphasised the role of physical infrastructure and basic amenities; particularly under the CFS initiative as foundational to any subsequent learning-related change. Participants described school buildings, toilets, drinking water facilities, seating arrangements, and electricity not merely as assets, but as conditions that shaped children's sense of safety, dignity, and belonging within educational spaces.

“Earlier, children would come to school but remain withdrawn; there was hesitation, discomfort, and a sense that the space was not meant for them. Once the facilities improved, attendance stabilised and children began to sit, speak, and participate with greater confidence. Learning became possible only after the environment felt safe and respectful.”

- Primary School Teacher, CFS-supported Government School

In FGDs linked to Qissa Pitara, Sugamya QP, community libraries, and remedial learning initiatives, references to increased confidence, reading habits, and participation appeared across several locations, though less uniformly than infrastructure-related narratives. Students spoke about reading aloud, interacting with facilitators, and feeling encouraged to ask questions.



“Reading activities and learning tools made a visible difference, but only where they were supported by a functional school environment. Where children had a proper place to sit, access to water, and regular engagement with facilitators, the learning gains sustained. Without that foundation, the same activities did not carry forward.”

- Community Facilitator, Remedial Learning & Reading Programme

Paraphrased synthesis suggests that learning-related behavioural change is most evident where infrastructure improvements are layered with continuous learning support, whereas stand-alone pedagogical inputs were perceived as less durable.

KIIs with teachers, facilitators, and programme staff were consistently positive, emphasising that CFS interventions created the enabling environment necessary for pedagogical initiatives to function effectively.

6.2 Women Empowerment & Livelihoods: Confidence, Collectives, and Economic Reality

FGDs conducted with women SHG members, vocational trainees, and production group participants show high recurrence of narratives related to confidence, mobility, and collective identity. In most livelihood-related FGDs, women prioritised social and psychological changes over immediate income outcomes.

“Income comes when work is available, but the bigger change for us has been confidence. Earlier, many of us hesitated to step out or speak in meetings. Through the group, we learned to negotiate, travel for work, and discuss issues collectively. Even when earnings fluctuate, this confidence remains.”

- Woman SHG Member, Livelihoods Programme

References to income generation were present in many FGDs, but were often qualified. Women described earnings as supplementary, irregular, or dependent on availability of work orders and facilitation support.

“The training helped us develop skills, but income depends on orders and support. Some months there is work, some months there is not. What has stayed constant is the ability to engage with markets and institutions without fear, which was not possible earlier.”

- Vocational Training Participant, Production-linked Livelihood Initiative

Paraphrased synthesis across FGDs indicates that economic outcomes are perceived as conditional, while empowerment-related outcomes are widely recognised and sustained. The role of SHGs (Sanghatan) emerged strongly as a social institution, providing peer support, problem-solving space, and legitimacy for women's participation beyond the household.



KIIs uniformly reinforced this interpretation, framing livelihood initiatives as foundational empowerment pathways rather than immediate income-maximisation interventions.

6.3 Crafts & Heritage: Ecosystems, Identity, and Uneven Markets

In FGDs with artisans and craft practitioners, narratives related to skill enhancement, collective learning, and pride in craft identity appeared consistently across craft-focused locations. Participants described learning new techniques, improving quality, and gaining exposure to design concepts as meaningful outcomes.

“Through the programme, we learned new techniques and understood why quality and finishing matter. Earlier, we worked in isolation; now there is a shared language around design and standards. This has strengthened our pride in the craft, even if market returns are not always predictable.”

- Artisan, Craft Cluster Intervention

At the same time, references to market access and income stability appeared less frequently and with greater uncertainty. Artisans spoke about irregular orders, dependence on exhibitions or external buyers, and lack of assured demand.

“The intervention has succeeded in strengthening the craft ecosystem; skills, peer learning, and identity. However, market linkages require longer-term engagement and consistent buyer relationships. Without this, economic outcomes will continue to remain uneven despite strong production-side gains.”

- Design and Programme Lead, Craft & Heritage Initiatives

Paraphrased synthesis suggests that craft interventions are strongly experienced as ecosystem and identity-building efforts, while market outcomes remain fragile and uneven. This distinction was articulated clearly by participants themselves.

KIIs with design and programme stakeholders were affirmatively aligned, highlighting the need for longer-term market engagement to consolidate economic impact.

6.4 Environment & Sustainability: Shared Assets and Collective Benefit

FGDs related to the Vasundhara (pond rejuvenation) initiative show high consistency in narratives around improved access to water and collective benefit. Community members across multiple locations described restored ponds as valuable shared assets supporting domestic use, livestock, and seasonal needs.

“People are careful about using the pond now and understand its value. But when it comes to maintenance, there is still confusion about who should take responsibility. Without guidance, it may again become neglected over time.”

- Community Member, FGD Participant



However, discussions also revealed moderate recurrence of concerns related to long-term maintenance. Participants expressed willingness to protect the asset but were unclear about formal responsibility for upkeep.

“The outcomes of the intervention are immediately visible and widely appreciated. The challenge lies in transitioning from project-led restoration to community-led governance. Sustained impact will depend on clear roles, local norms, and continued handholding.”
- Programme Officer, Environment & Natural Resource Management

Paraphrased synthesis indicates that environmental interventions generate highly visible and valued outcomes, while sustainability is locally understood as dependent on collective norms and continued guidance.

KIIs supported this interpretation, acknowledging strong initial outcomes alongside governance-related challenges.

6.5 Literature & Culture: Platform Credibility and Aspirational Impact

FGDs and stakeholder group discussions linked to literature and cultural initiatives exhibited a distinct pattern. References to personal benefit were limited, while discussions around recognition, aspiration, and platform credibility were recurrent among institutional and academic stakeholders.

“People are careful about using the pond now and understand its value. But when it comes to maintenance, there is still confusion about who should take responsibility. Without guidance, it may again become neglected over time.”
- Community Member, FGD Participant

“The outcomes of the intervention are immediately visible and widely appreciated. The challenge lies in transitioning from project-led restoration to community-led governance. Sustained impact will depend on clear roles, local norms, and continued handholding.”
- Programme Officer, Environment & Natural Resource Management

Paraphrased synthesis suggests that impact under this theme is indirect and long-horizon, experienced through influence on discourse, legitimacy, and cultural ecosystems rather than immediate participant outcomes.

KIIs were unanimously affirmative, positioning cultural investments as strategic and reputational assets with cumulative impact.



6.6 COVID-19 Response: Timeliness, Relief, and Remembered Support

Across FGDs that referenced COVID-19 interventions, narratives were uniformly positive and consistent. Participants recalled support related to food, masks, health facilities, and education kits as timely and meaningful during periods of acute stress.

“During the lockdown period, support reached us when there was a lot of uncertainty. Food supplies and masks reduced immediate anxiety, especially for families with limited income. At that time, the reassurance itself mattered as much as the material support.”
- Community Member, COVID-19 Relief Recipient

“The focus during COVID-19 was speed and relevance, not long-term transformation. Interventions were designed to address immediate needs, and from that perspective, they were widely appreciated and remembered positively by communities.”
- Programme Manager, COVID-19 Response Interventions

These narratives were largely framed around relief and reassurance, rather than long-term change, which aligns with the intended design of the interventions.

KIIs confirmed that COVID-19 initiatives were evaluated positively in terms of relevance and responsiveness.

6.7 Cross-Theme Convergence and Beneficiary Experience

This section presents a consolidated synthesis of primary qualitative evidence across thematic areas, integrating both narrative insights and quantified recurrence patterns. The purpose of this analysis is to examine how beneficiaries experience CSR interventions in practice and to assess whether outcomes are perceived as discrete, theme-specific changes or as layered and interconnected forms of support.

The synthesis draws on FGDs conducted across programme clusters viz. Education & Literacy, Women Empowerment & Livelihoods (including SHGs), Livelihoods & Skills, and Community-linked interventions. Evidence is derived from structured FGD discussions, supported by KIIs, and interpreted using thematic coding and cross-group aggregation.

“We don’t see these as separate programmes. When the school improved, children became confident; when women joined groups, families started listening; when water and sanitation were better, daily life became easier. Each support strengthened the other. That is how the change is felt.”

- Community Voice, FGDs

Cross-Theme Convergence in Lived Experience

Analysis of FGD narratives indicates that beneficiaries consistently experience CSR interventions as mutually reinforcing rather than isolated project inputs. Across locations and themes, participants frequently articulated



changes that extended beyond the immediate focus of the intervention being discussed, pointing to convergence across education, dignity, confidence, social participation, and household-level outcomes.

“Children are not scared of the classroom anymore. They sit properly, ask questions, and even weaker students try to participate. This change didn't happen earlier.”

(Teacher, Government School)

This convergence is most clearly observed in Education & Literacy FGDs (18 FGDs; 301 participants). Discussions on Child Friendly Schools, libraries, and learning support repeatedly incorporated references to improved sanitation, drinking water availability, safety, and parental trust. In a majority of education-related FGDs, participants linked infrastructure improvements directly to girls' attendance, reduced absenteeism, and increased willingness of parents to keep children in school, indicating that education outcomes were experienced as part of broader household and social change processes.

“The work has helped us, but if guidance stops, it becomes difficult. For things to continue, someone has to take responsibility.”

(Woman participant, Livelihoods & Skills FGD)

Similarly, Women Empowerment & Livelihoods FGDs (20 FGDs; 309 participants) demonstrated strong cross-domain effects. While income generation and skills were discussed, women consistently prioritised changes in confidence, mobility, collective identity, and participation in household decision-making. In more than two-thirds of these FGDs, women described benefits extending to children's education, social standing within the village, and greater engagement with institutions, suggesting that SHGs and livelihood activities functioned as social empowerment platforms rather than purely economic interventions.

“Income comes and goes, but earlier we never spoke outside the house. Now because of the group, we go for meetings, talk to officials, and even our families listen to us.”

(SHG Member, Women's Livelihood FGD)

In Livelihoods & Skills FGDs (12 FGDs; 230 participants), participants acknowledged skill acquisition and employment or enterprise opportunities, but also highlighted uncertainty in income continuity and market access. Nevertheless, even where economic outcomes were uneven, participants frequently referenced aspirational change, exposure, and confidence, reinforcing the pattern that empowerment-related outcomes often precede or exceed immediate economic gains.

“Training gave me confidence and skills, but regular work is not always there. Still, now I know I can work if opportunity comes.”

(Youth Trainee, Skills FGD)



Quantified Patterns Across FGDs

Aggregation of FGD-level evidence reveals several consistent patterns across themes:

- Improved confidence and self-expression were referenced in approximately 70–75% of women-focused FGDs, cutting across SHGs, vocational training, and production groups.
- Perceived improvements in dignity, safety, and comfort particularly related to sanitation and infrastructure were noted in over 60% of education-related FGDs.
- Household-level spillover effects, such as increased parental trust in schools and support for girls' education, were referenced in more than half of education FGDs.
- Income-related outcomes were discussed in a majority of livelihoods FGDs, but were often described as supplementary, irregular, or conditional, rather than transformative.
- Collective benefit narratives such as shared use of infrastructure or community assets appeared consistently in discussions linked to environmental and community-level interventions.

These patterns suggest that behavioural, social, and institutional changes are more consistently perceived than direct economic gains, particularly in the early to medium stages of intervention maturity.

“Earlier parents were worried because there was no toilet and water. Girls used to return home early. Now the school feels safe, so children stay for the full day and parents are also relaxed.”

(Parent participant, Education FGD)

Interpretation and Analytical Implications

The convergence observed across FGDs reinforces the validity of a portfolio-level and thematic approach to impact assessment. Beneficiaries do not interpret interventions through project or thematic silos; instead, they experience them as layered forms of support that influence multiple aspects of daily life simultaneously.

From an evaluative perspective, this has two important implications. First, it supports interpreting outcomes and impact at the theme and portfolio level, rather than attributing change narrowly to individual projects. Second, it explains why effectiveness scores often outpace impact scores in foundation-building themes such as education, women's empowerment, and environment where early gains manifest as confidence, dignity, and institutional trust before translating into longer-term economic or systemic change.

Overall, the primary evidence indicates that the CSR portfolio is generating coherent and reinforcing outcome pathways, even where depth and durability of impact continue to evolve. This convergence strengthens the credibility of the assessment findings and provides a robust qualitative basis for interpreting theme-level scores and forward-looking recommendations.



7. LOGFRAME-BASED PERFORMANCE AND OUTCOME REALISATION

This section assesses programme performance and outcome realisation against the approved project logframes and design documentation for FY 2021-22 to FY 2023-24. The analysis focuses on what was planned and what has been achieved, using the logframe as the primary reference framework, and draws on evidence generated through Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and secondary project records.

The assessment does not revise indicators or targets retrospectively, nor does it extend beyond the scope defined in the approved logframes and Terms of Reference. Outcomes are interpreted using a contribution-based approach, recognising that observed changes often result from the interaction of programme inputs with broader institutional, community, and contextual factors. Longer-term and system-level outcomes are therefore read as emergent, in line with the original programme design and time horizon.

7.1 Logframe Matrix

Project - Creating better quality of life for vulnerable communities (3 year consolidated)

Project / Initiative	Output-Level Indicators (Planned → Achieved)	Outcome-Level Indicators (Planned → Achieved)	Key Variance / Explanatory Factors	Contribution to Overall Goal
Vocational Training Centres (Women Skilling)	Functional VTCs scaled → 15 operational Women trained Basic – 1,359 & Advance - 690	NSDC-certified women → 973 Partial engagement in production centres	Rapid scale-up led to time lag between training and absorption	Builds employability, skills, and long-term income pathways
Production Groups (Income Enhancement)	Functional production groups → 18 Women engaged → 248	Turnover generated → ₹1.71 Cr (3 yrs) Job work → ₹67.0 L	Income varies with market demand and order cycles	Converts skills into sustained livelihoods
Project Saksham (School Education)	Students supported (Grades 6-10) → 2,290 students	Improved learning levels → 74-82% Pass rate (Grade 10) → 89%	Early years affected by COVID-related disruptions	Strengthens foundational and secondary education outcomes
Eklavya & Eklavya+ (Quiz & Scholarships)	Students reached → 6,173	Long-term completion tracking → NA	Scholarships largely short-term;	Promotes access, aspiration, and



Project / Initiative	Output-Level Indicators (Planned → Achieved)	Outcome-Level Indicators (Planned → Achieved)	Key Variance / Explanatory Factors	Contribution to Overall Goal
	Scholarships awarded → 1,212		longitudinal tracking not embedded	merit-based education
Child Friendly Schools (Infrastructure)	Schools upgraded with facilities → 23 schools (≥2 facilities)	Safe school access → 20,000+ students annually	Outcomes reported annually, not cumulatively	Improves retention, safety, and inclusivity in education
Sanghatan (SHG & VO Strengthening)	New SHGs → 135 Functional SHGs → 348 VOs → 16	Credit access → ₹3+ Cr internal & production loans	ID/scheme linkage	Strengthens financial inclusion and collective resilience
EDP (Entrepreneurship Development)	Women mobilised → 596 Women trained → 100	Enterprises established → 0	Financial and enterprise phase not triggered	Builds groundwork for future enterprise development
Sanvardhan (Tree Plantation)	Trees planted → 19,235 Green spaces → 18	Tree survival after 1 year → ~16,000	Major plantation concentrated in final year	Enhances ecological sustainability and climate resilience
Vasundhara / Sanvardhan+ (Water & Energy)	Water bodies conserved → 3 Solar lights installed → 354	Water conserved → 4 acres Energy generated → 43,480 units	Capital-intensive activities phased later	Protects natural resources and reduces energy vulnerability
STEM Education (LoB)	Students reached → 7,361 Schools → 65	Improved STEM exposure (qualitative)	Outcomes captured through partner narrative	Builds future-ready learning orientation
Digital Saksharta	Students trained → 654 Centres → 3	Improved digital awareness	Infrastructure-intensive intervention	Reduces digital divide



Project / Initiative	Output-Level Indicators (Planned → Achieved)	Outcome-Level Indicators (Planned → Achieved)	Key Variance / Explanatory Factors	Contribution to Overall Goal
Library Initiative	Schools → 12 Students → 2,302	Improved access to reading resources	Indirect reach higher than direct reporting	Strengthens foundational literacy
COVID-19: Sahyog	Medical utilities → 25 types Hospitals → 7	Strengthened public health response	Emergency procurement context	Supported health system resilience
COVID-19: Samarpan 2.0	Meals → 57,300 Ration kits → 252	Reduced food insecurity	Scalable community delivery	Protected vulnerable households
COVID-19: Sanrakshan	Vaccinations facilitated → 7,000+	Improved vaccine coverage	Dependent on govt. supply	Reduced health vulnerability
COVID-19: Suraksha	Masks produced → 10,000+	Income support to women groups	Demand-driven during peak	Combined health & livelihood protection
COVID-19: Saksham 2.0	Students supported → 5,072	Learning & nutrition continuity	Schools closed during period	Prevented learning loss

7.2 OECD-DAC CRITERIA ALIGNMENT AND PERFORMANCE INTERPRETATION

This section presents an integrated interpretation of programme performance against the OECD-DAC evaluation criteria of Relevance, Effectiveness, Efficiency (Operational), Impact, and Sustainability, with Equity, Inclusion, and Gender assessed as cross-cutting considerations. The analysis draws on consolidated evidence across all thematic areas, including long-term development programmes and the COVID-19 emergency response.

Relevance: Across all themes, the programme portfolio demonstrates **consistently high relevance**, reflecting strong alignment with community needs, institutional gaps, and CSR priorities.

Key observations:

- Interventions are grounded in clearly identified needs across education, livelihoods, gender inclusion, environmental management, cultural systems, and crisis response.
- Programme design demonstrates strong contextual fit, responding to both structural challenges and local delivery realities.



- Strategic alignment with national development priorities and the Sustainable Development Goals is evident across themes.
- The COVID-19 response illustrates the portfolio's ability to adapt rapidly to emergent risks without diluting long-term development focus.

Assessment: Relevance is **high across all themes**.

Effectiveness: Effectiveness reflects the extent to which planned outputs were delivered and early to medium-term outcomes achieved.

Key observations:

- Planned outputs were largely achieved across themes, including education infrastructure, SHG formation and skilling, craft production and market access, environmental assets, cultural platforms, and emergency relief.
- Stronger outcome performance is observed where delivery systems are institutionally anchored and clearly bounded (e.g. schools, cultural platforms, emergency interventions).
- Outcome progression is more gradual in livelihood, market-linked, and ecosystem-oriented interventions, where maturation depends on external conditions.
- The COVID-19 response was particularly effective in mitigating immediate risks and supporting short-term coping capacity.

Assessment: Effectiveness is **moderate to high**, with strong delivery performance and progressive outcome realisation.

Efficiency (Operational): Efficiency is assessed in terms of **operational adequacy and delivery functionality**, rather than financial cost-efficiency.

Key observations:

- Community institutions, strategic partners, and government systems enabled effective delivery while maintaining contextual responsiveness.
- Platform-based and emergency interventions demonstrate higher operational efficiency due to stable or simplified delivery structures.
- Livelihood, craft, and environmental themes involve greater coordination complexity, which moderates efficiency but reflects design rather than implementation weakness.
- Infrastructure-heavy components required phased implementation, affecting short-term efficiency while supporting longer-term value creation.

Assessment: Operational efficiency is **medium to medium-high** across the portfolio.

Impact: Impact is assessed as **emerging and intermediate**, reflecting the portfolio's enabling and foundational nature.

Key observations:



- Education interventions contribute to improved access, learning environments, and retention-supporting infrastructure.
- Livelihood and women-focused programmes show early income gains, improved participation, and strengthened confidence.
- Craft and cultural interventions demonstrate ecosystem-level effects, including market visibility, institutional credibility, and discourse influence.
- Environmental initiatives contribute to long-term ecological benefits, with impacts accruing over time.
- COVID-19 interventions delivered immediate, high-impact protection of lives, livelihoods, and institutional functioning during crisis.

Assessment: The portfolio demonstrates **credible early impact**, with deeper impacts expected to consolidate over time.

Sustainability: Sustainability varies across themes and reflects **intentional design choices**.

Key observations:

- Stronger sustainability is evident where interventions are institutionally anchored and platform-based (e.g. education systems, cultural initiatives).
- Livelihood, craft, and environmental interventions show moderate sustainability, influenced by market conditions, behavioural persistence, and public-system convergence.
- The COVID-19 response was time-bound by design; sustainability lies primarily in learning and preparedness rather than continuation of activities.

Assessment: Sustainability is **differentiated across the portfolio**, with higher durability where institutionalisation and ownership were explicit objectives.

Equity, Inclusion, and Gender (Cross-Cutting): Equity and inclusion are consistently embedded across programme design and delivery.

Key observations:

- Women are central beneficiaries and actors across livelihoods, SHGs, crafts, and crisis response.
- Education, cultural, and emergency interventions demonstrate strong inclusion of vulnerable and marginalised groups.
- Multi-location implementation ensures outreach across diverse rural and semi-urban contexts.

Assessment: Equity, inclusion, and gender integration are **strong across the portfolio**.

Overall OECD-DAC Performance Summary

Criterion	Overall Assessment
Relevance	High
Effectiveness	Moderate-High



Efficiency (Operational)	Medium-High
Impact	Emerging / Intermediate
Sustainability	Differentiated
Equity & Inclusion	Strong

7.3 Key Performance Insights and Outcome Realisation

This section interprets the consolidated logframe evidence to assess how the programme's interventions contributed to observable change across education, livelihoods, women's economic inclusion, environmental sustainability, and crisis resilience. The focus is on outcome realisation and contribution to impact, rather than activity delivery.

7.3.1 Education Outcomes and Human Capital Development

The programme made a measurable contribution to improving access to education, learning conditions, and learning outcomes, particularly for children from vulnerable communities.

- Academic support and remedial education under *Project Saksham* contributed to improved learning levels and pass-out rates at the secondary level, where outcome data is available.
- Infrastructure investments under the *Child Friendly School* initiative improved safe access to schooling for thousands of boys and girls annually, directly supporting retention and continuity.
- Complementary initiatives in STEM education, digital literacy, and library access expanded exposure to quality and future-ready learning, reaching approximately 10,000 unique students in 2023-24.
- During COVID-19 school closures, education and nutrition support ensured continuity of learning and well-being for over 5,000 students, mitigating learning loss.

Collectively, these interventions strengthened educational participation, learning environments, and progression, laying the foundation for long-term human capital development.

7.3.2 Livelihoods, Income, and Women's Economic Empowerment

Livelihood-focused interventions demonstrate clear outcome-level change, particularly where skills development was combined with collective institutions and access to credit.

- Women's skilling through Vocational Training Centres expanded employability, with nearly 1,000 women achieving formal certification over three years.
- Strengthened production groups translated skills into income, generating sustained turnover and job work value over the reporting period.
- SHG and VO strengthening significantly improved women's access to internal loans, production credit, and financial services, reaching thousands of women members.
- COVID-era livelihood interventions (mask production) provided income continuity during economic disruption, particularly for women producer groups.



Where enterprise outcomes are still limited (e.g., EDP), the evidence indicates that foundational capacities were built, but impact will materialise over a longer timeframe.

The programme contributed to greater economic participation, income security, and financial inclusion of women, with outcomes strongest where skilling, collective systems, and credit converged.

7.3.3 Environmental and Resource Sustainability Outcomes

Environmental interventions show early but meaningful impact, with benefits expected to accrue over time.

- Tree plantation and afforestation efforts significantly increased green cover, with high survival reported in later years.
- Water conservation initiatives protected land under water resources, supporting local ecological resilience.
- Renewable energy installations contributed to energy access and reduced dependency on conventional sources at the community level.

These interventions strengthen environmental resilience and sustainable resource use, contributing to long-term ecological well-being of programme geographies.

7.3.4 Institutional and System-Level Outcomes

Beyond individual beneficiaries, the programme strengthened local institutions and service delivery systems.

- SHGs, VOs, production groups, and partner institutions emerged as durable platforms for livelihoods, credit access, and collective action.
- Institutional partnerships under *Project Sanhita* expanded training outreach and inclusion of economically and socially vulnerable groups.
- Engagement with government systems during COVID-19 strengthened public service response capacity, particularly in health and vaccination delivery.

System-level strengthening enhances the sustainability and scalability of outcomes beyond the programme period.

7.3.5 Resilience and Crisis Response Impact

The COVID-19 response demonstrated the programme's ability to protect development gains during systemic shocks.

- Health system support, food security, vaccination facilitation, and livelihood protection reached thousands of vulnerable households.
- Education and nutrition interventions mitigated the risk of learning loss and child vulnerability during prolonged disruptions.

These interventions played a protective role, preserving lives, livelihoods, and learning trajectories during crisis.

7.3.6 Overall Impact Trajectory

Taken together, the evidence indicates that the programme:

- Achieved strong outcome realisation in education access, women's livelihoods, and financial inclusion



- Demonstrated early and emerging impact in environmental sustainability
- Built institutional and community systems that support sustained change
- Responded effectively to crisis without undermining long-term development objectives

While some outcomes require longer maturation periods or improved tracking, the programme is clearly contributing to improved quality of life and resilience among vulnerable communities.

7.4 SDG Alignment Matrix: Themes, KPIs and Evidence of Contribution

This section assesses the degree of alignment between programme themes and relevant Sustainable Development Goals (SDGs) and documents verifiable evidence of contribution through defined KPIs and sub-KPIs. The assessment reflects contribution, not attribution, and is based on reported outputs and outcomes.

SDG Alignment Classification Used

Alignment Category	Definition
Strong Alignment	Core programme objective directly advances SDG targets with measurable outcomes
Moderate Alignment	Programme contributes meaningfully to SDG targets but outcomes are indirect, emerging, or partially measured
Foundational Alignment	Programme builds enabling conditions; impact expected over longer time horizon
Contextual Alignment	Programme supports SDG indirectly (e.g., through crisis response or system support)

Master SDG Alignment Matrix

Theme / Sub-theme	Key Projects	Relevant SDG(s) & Targets	Alignment Strength	Core KPIs	Evidence from Programme Data
Education Access & Learning Outcomes	Project Saksham; Child Friendly School; Eklavya & Eklavya+; STEM, Digital Saksharta, Library initiatives	SDG 4 - Targets 4.1, 4.a	Strong	Improved access and learning	Improved Grade 10 learning levels (74% → 82%); 89% pass rate reported; 23 schools with multi-facility upgrades; ~10,000 students reached through education initiatives



Theme / Sub-theme	Key Projects	Relevant SDG(s) & Targets	Alignment Strength	Core KPIs	Evidence from Programme Data
Safe & Inclusive Learning Environments	Child Friendly School	SDG 4 - Target 4.a	Strong	Safe school infrastructure	Annual access reported for boys and girls (Hanover year); 64 boys' toilets, 29 girls' toilets, 61 classrooms renovated
Women's Skilling & Employability	Vocational Training Centres	SDG 5 - Target 5.a; SDG 8 - Target 8.3	Strong	Employability enhancement	2,049 women trained; 973 women NSDC certified over three years
Women's Income & Production Systems	Production Groups; COVID Suraksha	SDG 8 - Target 8.3; SDG 5 - Target 5.4	Strong	Income generation	₹17.1 crore cumulative turnover; ₹6.7 crore job work generated; income continuity during COVID via mask production
Financial Inclusion & Collective Institutions	Project Sanghatan (SHGs & VOs)	SDG 1 - Target 1.4; SDG 10 - Target 10.2; SDG 5	Strong	Access to finance	348 functional SHGs; ₹9-11 crore internal loans annually; ₹3.5-4.9 crore production loans
Entrepreneurship Development	Project EDP	SDG 8 - Target 8.3	Foundational	Enterprise readiness	596 women mobilised; 100 trained; enterprise outcomes not yet realised
Environmental Sustainability & Climate Resilience	Project Sanvardhan; Vasundhara / Sanvardhan+	SDG 13 ; SDG 15 ; SDG 6	Moderate to Strong	Ecological restoration	19,235 trees planted; ~16,000 survival reported; 3 water bodies conserved; 354



Theme / Sub-theme	Key Projects	Relevant SDG(s) & Targets	Alignment Strength	Core KPIs	Evidence from Programme Data
					solar lights installed
Health & Nutrition Security (Crisis Response)	Sahyog; Samarpan 2.0; Sanrakshan; Saksham 2.0	SDG 3; SDG 2	Contextual but High Impact	Health and food security	7 hospitals supported; 57,300 meals; 7,000+ vaccinations facilitated
Learning Continuity During Crisis	Saksham 2.0 (COVID)	SDG 4 - Target 4.1	Moderate	Continuity of education	5,072 students supported across 4 locations during school closures
Partnerships & Institutional Capacity	Project Sanhita; STEM partnerships; Govt collaboration	SDG 17	Strong	Institutional strengthening	4 institutional partnerships; 1,389 trainees; 70-88% from vulnerable backgrounds

The SDG alignment analysis indicates that the programme demonstrates strong strategic coherence with SDGs 4, 5, and 8, where interventions are both core to programme design and supported by measurable outcomes. Environmental sustainability and climate action show moderate to strong alignment, with impacts expected to deepen over time. Crisis-response interventions exhibit contextual alignment with high immediate impact, safeguarding development gains during systemic shocks.

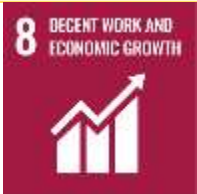
7.5 Primary and Secondary SDG Alignment Matrix

This subsection differentiates between Primary SDGs, where the programme makes a direct and intentional contribution, and Secondary SDGs, where the programme generates significant co-benefits. The classification is based on programme objectives, dominant outcomes, and available evidence, and reflects contribution rather than attribution.

Primary-Secondary SDG Alignment Matrix (Theme-wise)

Programme Theme	Key Projects / Interventions	Primary SDG(s)	Secondary SDG(s)	Rationale for Primary Alignment
Education Access, Learning Outcomes & School Safety	Project Saksham; Child Friendly School; Eklavya & Eklavya+; STEM (LoB); Digital Saksharta; Library			Education improvement is the core intent: academic support, infrastructure, safety,



	Initiative; COVID Saksham 2.0			learning continuity, and future-ready skills
Women's Skilling, Employability & Livelihoods	Vocational Training Centres; Production Groups; COVID Suraksha		 	Direct focus on employable skills, income generation, and women's participation in productive work
Women's Financial Inclusion & Collective Institutions	Project Sanghatan (SHGs & VOs); Credit linkage; Government convergence		 	Programme centres women's access to finance, institutions, and economic decision-making
Entrepreneurship Readiness & Enterprise Promotion	Project EDP			Primary intent is enterprise creation, though outcomes are still emerging
Environmental Sustainability & Climate Resilience	Project Sanvardhan; Vasundhara / Sanvardhan+		 	Core activities focus on afforestation, green spaces, and ecosystem restoration



Health, Nutrition & Crisis Response	Sahyog; Samarpan 2.0; Sanrakshan; COVID Saksham 2.0		 	Primary intent was protection of life and health during crisis
Partnerships & Institutional Capacity Building	Project Sanhita; STEM partnerships; Government collaboration		 	Institutional strengthening and collaboration are central design features

The Primary-Secondary SDG classification highlights that the programme's strongest and most direct contributions lie in SDGs 4, 5, and 8, reflecting a strategic emphasis on education, women's economic empowerment, and livelihoods. Environmental sustainability (SDG 15) and health resilience (SDG 3) emerge as high-value complementary impact areas, with clear evidence of contribution, particularly in later years and during crisis response.

Secondary SDGs represent meaningful co-benefits, arising from integrated programme design rather than stand-alone objectives. This differentiation ensures that SDG reporting remains credible, non-inflated, and evidence-anchored, consistent with good practice in impact reporting, CSR disclosures, and ESG frameworks.



8. Suggestion and Recommendation

The impact assessment indicates that the CSR portfolio supported by the Lady Bamford Foundation and JCB India demonstrates strong relevance, strategic coherence, and credible early outcomes across multiple thematic areas. At the same time, the findings confirm that the portfolio is currently positioned in a foundation-building and enabling phase, where institutional strengthening, depth of engagement, and system readiness are prioritised over immediate transformational impact.

Building on these findings, the following suggestions and recommendations are offered to strengthen future effectiveness, impact durability, learning, and governance, while remaining aligned with the portfolio's design intent and operational realities.

1. Shift from Portfolio Expansion to Strategic Consolidation

As the portfolio has grown organically across themes and geographies, future value creation will depend less on expansion and more on consolidation and deepening.

- Prioritise themes and programme platforms that demonstrate clear outcome pathways and institutional anchoring, particularly in Education & Literacy, Women's Livelihoods, and Crafts & Heritage.
- Avoid introducing new standalone initiatives unless they clearly reinforce existing thematic strategies or fill a demonstrated systemic gap.
- Where projects have reached maturity or achieved their intended foundational role, consider structured consolidation or transition rather than continued incremental expansion.

This shift will help concentrate resources, managerial attention, and learning on fewer, stronger interventions, thereby increasing marginal impact.

2. Strengthen Outcome-to-Impact Conversion Mechanisms

Across several themes, effectiveness scores are higher than impact scores, which is methodologically expected for foundation-building interventions. The next phase should focus on intentional conversion of outcomes into sustained impact.

- Introduce clearer impact pathways at the design stage, explicitly articulating how outputs and outcomes are expected to translate into longer-term change.
- Strengthen institutional ownership by progressively transferring responsibilities to schools, SHGs, producer groups, community institutions, or cultural bodies.
- In livelihood and craft-based interventions, deepen market integration to stabilise income flows and reduce reliance on project facilitation.
- Define exit or tapering strategies early, especially for interventions dependent on behaviour change or institutional uptake.

3. Formalise Portfolio-Level Monitoring & Evaluation Architecture



The assessment highlights the need to move from project-centric monitoring to portfolio- and theme-level M&E systems.

- Develop a theme-wise results framework with a limited number of common outcome indicators tracked across projects within each theme.
- Ensure clear differentiation between outputs, outcomes, impact, and sustainability indicators, reducing ambiguity in reporting and interpretation.
- Introduce periodic internal data reviews to assess consistency, gaps, and trends, particularly before statutory impact assessments.

Such an approach would improve analytical clarity, support learning, and reduce retrospective data reconciliation challenges.

4. Strengthen MIS and Beneficiary Tracking Systems

Given the portfolio's organic evolution and depth-focused programming, beneficiary overlap across projects and themes is a known and manageable reality. Future systems should reflect this complexity more explicitly.

- Gradually move toward beneficiary-centric tracking mechanisms (e.g., unique IDs or household-level identifiers) within themes where feasible.
- Distinguish clearly between new beneficiaries, continuing beneficiaries, and intensification of **support**, rather than relying solely on aggregate counts.
- Improve documentation of project transitions across themes to preserve analytical continuity.

These measures will enhance data integrity while respecting the adaptive nature of the portfolio.

5. Institutionalise Data Quality Assurance and Learning Reviews

To strengthen evidence credibility and organisational learning:

- Introduce periodic data quality assurance or light-touch audits, especially for large or long-running interventions.
- Complement formal evaluations with learning reviews that focus on implementation experience, trade-offs, and adaptive decisions.
- Use learning outputs to refine programme design rather than as performance audits.

This approach supports continuous improvement while maintaining evaluator independence and proportionality.

6. Differentiate Evidence Expectations by Theme Type

The assessment confirms that different themes operate on distinct change pathways and time horizons.

- Apply differentiated evidence standards for emergency response, platform-based investments, and long-gestation development programmes.
- Avoid applying uniform impact expectations across themes where design intent differs fundamentally.



- Clearly communicate these distinctions in reporting to avoid misinterpretation by governance or external audiences.

This differentiation enhances methodological integrity and prevents inappropriate comparison across themes.

7. Strengthen Partner Capacity and Alignment

Implementing partners play a critical role in translating strategy into outcomes.

- Invest in partner capacity building on results-based reporting, indicator interpretation, and documentation of qualitative change.
- Standardise reporting templates where possible, while allowing flexibility for context-specific indicators.
- Encourage partners to document adaptive decisions and community feedback systematically, strengthening the evidence base.

Stronger partner alignment will improve both programme quality and reporting reliability.

8. Improve Programme Transition and Theme Management

As projects evolve, transition, or conclude:

- Clearly document the rationale for project closures, extensions, or movement across themes.
- Ensure that such transitions are reflected consistently in MIS, reporting narratives, and evaluation frameworks.
- Use transitions as learning moments to refine thematic strategies rather than treating them as administrative adjustments.

9. Align Programme Design Early with CSR Compliance Requirements

The current assessment demonstrates compliance with statutory CSR impact assessment requirements. Future programmes can benefit from earlier alignment.

- Integrate CSR impact assessment considerations into programme design, budgeting, and MIS architecture from inception.
- Identify projects likely to cross regulatory thresholds early, enabling more rigorous baseline and outcome tracking.
- Treat compliance not merely as an obligation, but as an opportunity to strengthen strategic insight and accountability.

10. Enhance Board-Level Use of Impact Evidence

For governance and strategic oversight:

- Continue using board-level impact snapshots to communicate key signals succinctly.
- Avoid overloading governance forums with operational detail; retain detailed evidence within the main report and annexures.



- Periodically review how impact evidence informs strategic decisions, resource allocation, and portfolio direction.

The CSR portfolio is well-positioned for its next phase of evolution. The priority going forward is not redesign, but consolidation and maturation; strengthening institutional ownership, sharpening outcome-to-impact pathways, and investing in proportionate monitoring and data systems that reflect the portfolio's scale, ambition, and maturity.

Annexure 1 - Success Stories

Afsana's Journey Towards Economic Stability

Village Khandawali, Ballabgarh

Afsana, 45 years old, has been working as a tailor while also managing a small food stall to support her household. Before 2020, her income was low and uncertain. Tailoring orders brought her around ₹1,000 per month, and her main earnings came from stitching suits and salwar. Over a four-month period, this amounted to approximately ₹50,000–₹60,000, with an annual income of nearly ₹1.5 lakh only. Income from her food-related activity ranged between ₹30,000 and ₹50,000 annually. Despite continuous effort, financial stability remained a challenge.

A significant change began in 2021–22 when Afsana became a member of a Self-Help Group (SHG) consisting of 11 members. Through the SHG, she gained collective support and exposure to basic financial practices. By the end of 2022, she opened a bank account and started saving regularly, depositing ₹100 every month. Gradually, her savings grew to around ₹12,000, strengthening her confidence in managing money.

Alongside financial inclusion, Afsana received advance tailoring training, which helped improve her skills and the quality of her work. Through the Village Organisation (VO), she accessed financial support twice, totaling ₹50,000. She successfully repaid the amount within 10 months, reflecting strong financial discipline and responsibility.

Between 2023 and 2024, Afsana expanded her livelihood by setting up a small shop. This initiative now generates an income of approximately ₹10,000 per month, contributing to improved economic stability. During this period, her daughter, Shabnam, aged 24–25 years, also started working, further supporting the household.

Afsana's Journey of Resilience

In the quiet lanes of Village Khandawali, Ballabgarh, lives Afsana, a 45-year-old woman whose hands have stitched not just clothes, but the fabric of her family's survival. For years, she balanced the hum of her sewing machine with the aroma of food from her small stall, striving to keep her household afloat.



Before 2020, life was a constant struggle. Tailoring brought her barely ₹1,000 a month, and though she stitched countless suits and salwars, her annual earnings hovered around ₹1.5 lakh. The food stall added another ₹30,000–₹50,000 annually, but financial stability remained elusive. Every rupee was hard-earned, every day a test of endurance.

The Turning Point

In 2021–22, hope entered Afsana's life in the form of a Self-Help Group (SHG). With 11 women standing beside her, she found not just companionship but a collective strength. The SHG introduced her to the basics of financial discipline. By the end of 2022, she proudly opened a bank account and began saving ₹100 each month. Slowly, her savings grew to ₹12,000, a modest sum that carried immense meaning—it was proof that she could secure her future, one step at a time.

Her journey didn't stop at savings. With advanced tailoring training, Afsana refined her craft, turning stitches into artistry. Through the Village Organisation (VO), she accessed financial support twice, amounting to ₹50,000. What stood out was not just her ability to borrow, but her determination to repay the entire amount within 10 months. This discipline reflected her resilience, her refusal to let debt define her.

A New Chapter

Between 2023 and 2024, Afsana's courage blossomed into expansion. She set up a small shop, a space that now brings in ₹10,000 per month. For the first time, stability began to replace uncertainty. Her daughter, Shabnam, aged 24-25, also stepped into the workforce, adding another layer of support to the household. Together, mother and daughter began to weave a brighter future.

The Heart of Her Story

Afsana's journey is not just about numbers—it is about dignity. From uncertain beginnings to disciplined savings, from tailoring to entrepreneurship, she has shown that empowerment is not a sudden gift but a gradual unfolding. Each stitch, each deposit, each repayment was a declaration of *"I can stand on my own."*

Her story is a testament to the quiet strength of women in villages across India—women who transform hardship into hope, and hope into lasting change.

Rafikan's Journey: Building Skills for Better Life

In Khandawli village, Rafikan's family of four lived with limited and uncertain income. In 2016, the household relied primarily on her husband's work as a pickup driver, earning around ₹35,000 annually, supplemented by small earnings from cattle rearing and household activities. The combined income of ₹50,000–₹55,000 per year was just enough to meet basic needs, leaving little room for savings or long-term security.

Despite these constraints, Rafikan and her husband remained committed to educating their two sons, Ayan (13) and Suhan (9), who were enrolled in school and progressing steadily. Education



was seen as the family's strongest pathway toward a more secure future.

Strengthening Livelihoods through Skills and Resilience

Rafikan had long aspired to earn independently, but lacked the technical skills and confidence needed to turn this aspiration into a livelihood. Through JCB's support, she received tailoring training and livelihood-focused capacity building, which strengthened her technical skills, work discipline, and confidence to engage in income-generating activity from home.

Equipped with these skills, Rafikan began taking up stitching and alteration work for women in the village. Starting with small orders, she gradually built a local clientele, allowing her to generate regular supplementary income alongside her household and cattle-related responsibilities.

Creating Stability and Future Readiness

Rafikan's earnings have contributed directly to household stability supporting school expenses, reducing dependence on irregular driving income, and creating a modest financial buffer. More importantly, the skills she acquired have made her economically resilient, enabling her to adapt, plan, and contribute meaningfully to her family's future.

Her journey reflects how skill-based interventions and confidence-building, rather than one-time support, can create sustainable livelihoods. By strengthening Rafikan's capabilities, JCB enabled her to move from aspiration to action helping her family transition from day-to-day survival toward long-term security and future readiness.

Weaving the Future: Revival of Jamdani-Khadi Traditions

Somnath Ji's journey is rooted in a tradition that has shaped his family's identity for over seven decades. Born in 1994, he grew up in a household where silk weaving was not merely an occupation, but a way of life. Since 1950, his father had woven silk and traded yarn; passing on skills, discipline, and respect for the loom through daily practice rather than formal instruction.

In 2016, Somnath stepped into this legacy, choosing to continue handloom weaving at a time when many young people were moving away from traditional crafts. Within a year, he began collaborating with other artisans, recognising that the survival of handloom depended on collective strength rather than individual effort. By 2018-19, with support from Nila, his work gained direction helping him strengthen both craft practices and community organisation.

Honouring Jamdani and Khadi Traditions

At the heart of Somnath's work lies the Jamdani tradition, one of India's most intricate handwoven textile forms. Jamdani weaving is defined by painstaking manual insertion of motifs into the fabric, often requiring weeks of patient labour for a single piece. Each motif is counted, memorised, and woven by hand making every textile a unique cultural artefact rather than a replicated product.

Alongside Jamdani, khadi remains central to the community's identity. Women between the ages of 45 and 65 play a vital role in khadi work, drawing on decades of embodied knowledge spinning, preparing, and handling



cotton with precision that machines cannot replicate. Men prepare silk yarn using traditional hot-water processes, ensuring strength and lustre without chemical treatment.

These practices are inherently sustainable: hand-powered looms, low energy use, natural fibres, and minimal waste making the craft environmentally responsible while remaining culturally authentic.

Sustaining Craft Through Skills and Stewardship

Today, Somnath works with 58 weaving families, while many others are engaged in allied activities such as yarn collection, silk spinning, and cotton preparation. Rather than replacing traditional methods, he focused on strengthening skills already embedded in the community.

Through mentorship and hands-on guidance, Somnath helped artisans refine weaving techniques, improve consistency, and better understand quality standards without altering the soul of the craft. Younger artisans were encouraged to see handloom not as a declining tradition, but as a dignified livelihood rooted in heritage. Women involved in khadi work enhanced fabric durability and finish, while yarn preparation processes became more efficient yet remained chemical-free.

This approach ensured that knowledge stayed within the community, was passed across generations, and remained adaptable to changing contexts, key to the long-term sustainability of traditional arts.

A Living Tradition, Made Future-Ready

Somnath Ji's journey is not about commercial expansion alone. It is about stewardship; protecting a fragile cultural ecosystem while making it resilient enough to survive. By placing craft at the centre and sustainability as a guiding principle, he has helped transform handloom weaving into a living tradition, one that honours its past while remaining relevant for the future.

His story demonstrates how traditional arts can endure when skills are respected, communities are strengthened, and heritage is treated not as nostalgia, but as a foundation for sustainable livelihoods and cultural continuity.

Reconnecting Artisans to Ethical Markets: The Nila House Experience

Artisans engaged in hand spinning, weaving, natural dyeing, and stitching in Jaipur and Bagru have historically remained disconnected from markets that value their skills. Despite deep craft knowledge, many worked through intermediaries, with little visibility into pricing, quality expectations, or consumer preferences. This limited not only their earning potential but also their confidence and sense of ownership over their work. Skilled artisans were often treated as labour rather than as creators and custodians of cultural heritage.

Through Nila House, a deliberate effort was made to reposition market access as a process of learning and empowerment rather than purely commercial exchange. Artisans from Jaipur and Bagru were gradually introduced to curated exhibitions, design showcases, and buyer artisan interaction platforms. These spaces were designed to help artisans observe how products were evaluated, how prices were determined, and how narratives around sustainability, natural dyes, and hand processes influenced demand.





One moment frequently recalled by artisans was their first direct interaction with buyers at an exhibition. A woman artisan involved in hand spinning described how she hesitated initially to explain her work, assuming it held little value beyond raw material. When buyers asked detailed questions about the spinning process, fibre quality, and natural dyeing methods, she realised that her everyday skills carried knowledge and value that others deeply respected. That interaction marked a turning point not because of immediate sales, but because it changed how she perceived her own work.

Over time, such exposure translated into tangible outcomes. More than 150 artisans across Jaipur and Bagru engaged with these platforms, including 58 weaving families, 10-12 Bagru dyers transitioning from chemical to natural dyes, and over 50 women artisans involved in stitching and finishing. Artisans developed a clearer understanding of quality standards, product finishing, and pricing logic. Natural dyes and hand-spun fabrics began to be recognised not as limitations, but as strengths aligned with ethical and sustainable markets.

A Natural Dyer's Voice

For many years, I used chemical dyes because they were faster and cheaper. But they irritated my skin, and the wastewater would turn dark and foul. I knew it was harmful, but I did not see an alternative.

When we were introduced to natural dyeing, I was unsure. The process required patience, fermentation, careful timing, and repeated testing. In the beginning, I made mistakes. But slowly, I began to understand the behaviour of indigo and other natural colours.

The first time a buyer appreciated the depth of the natural blue and asked how it was made, I felt proud. I realised that returning to natural dyes was not going backward it was reclaiming our knowledge. Today, my work feels safer for my health, better for the environment, and more meaningful as a craft."



This reconnection with markets also reinforced environmentally sustainable practices already embedded in traditional crafts. Hand spinning, manual weaving, and natural dyeing characterised by low energy use, biodegradable materials, and minimal waste; found renewed relevance among conscious consumers. Rather than altering their methods to meet market pressure, artisans found that preserving craft integrity enhanced market acceptance.

The experience of Nila House demonstrates that when market linkages are approached as capacity-building pathways, they can strengthen artisan agency and dignity. By enabling artisans to engage directly with ethical markets, the initiative helped shift their role from invisible labourers to confident craft producers—ensuring that heritage, sustainability, and livelihoods reinforce one another within the textile value chain.

Women Artisans: Crafting Livelihoods, Sustaining Heritage

Across villages like Malikpur and craft clusters such as Bagru, women have long been custodians of textile traditions spinning yarn, preparing fabrics, and supporting production within the household. Yet these contributions remained informal, unrecognised, and economically marginal. Skills passed down through generations were at risk of fading, as younger women saw little livelihood value in traditional craft work.

Through Nila House, a connected approach to heritage revival and women-led livelihoods was developed, one that respected local realities while strengthening artisan capabilities across the textile value chain.

In Malikpur, women were engaged in hand spinning work that could be carried out from home and woven naturally into daily routines. Training focused on improving yarn quality, consistency, and discipline, enabling women to convert familiar skills into reliable supplementary income. For many, this marked the first time their work was accepted beyond the village and integrated into a larger production system. Spinning became not just a domestic activity, but a recognised contribution to a living craft tradition.

In Bagru, where women had limited access to structured livelihood spaces, a dedicated stitching unit provided a safe, women-only environment. Here, women learned finishing techniques and quality standards, often stepping into paid work for the first time. Alongside them, natural dyers revived traditional processes, shifting away from chemical dyes toward plant-based colours rooted in regional heritage.

Together, these interventions engaged 50-60 women artisans across spinning, stitching, and allied processes, strengthening the continuity of craft from fibre preparation to finished textiles. The economic outcomes, though incremental, were significant: regular supplementary income, reduced dependence on irregular household earnings, and improved capacity to support children's education and basic needs.

Beyond income, the initiative reshaped women's identities as artisans. A spinner from Malikpur reflected that earlier, her work felt invisible; over time, as her yarn became part of finished textiles showcased beyond the village, she began to see herself as a contributor to something important. Similarly, women in Bagru described how collective workspaces fostered confidence, mutual support, and a sense of pride in their skills.

Equally important, the livelihoods remained grounded in sustainable practices. Hand spinning, manual processes, and natural dyeing rely on low energy, natural fibres, and minimal waste ensuring that economic empowerment strengthened environmental responsibility rather than undermining it.

This combined story from Malikpur and Bagru illustrates how heritage revival, women's empowerment, and rural livelihood development are deeply interconnected. By recognising women as artisans and custodians of tradition,



the initiative helped transform everyday skills into dignified livelihoods—ensuring that craft heritage remains living, relevant, and resilient.

Nila House: Building Sustainable Livelihood Systems in Rajasthan

Nila House operates as an institutional platform for sustainable livelihoods, rather than a project-based craft initiative. Its core strength lies in addressing the structural fragility of artisan livelihoods characterised by declining traditional knowledge, environmental degradation, gendered exclusion, weak market power, and limited intergenerational continuity.

The institutional design of Nila House aligns closely with the Sustainable Livelihoods Framework (SLF), which emphasises the interaction between livelihood assets, vulnerability contexts, transforming structures, and livelihood outcomes. By strengthening multiple forms of capital simultaneously, Nila House enables artisans to move beyond survival-based engagement toward resilient, dignified, and adaptive livelihoods.

Nila House through the Sustainable Livelihoods Framework (SLF)

1. Human Capital: Skills, Knowledge, and Confidence

A critical constraint facing artisan communities was the erosion of specialised skills and the lack of structured learning pathways. Nila House addresses this by institutionalising training in hand spinning, weaving, natural dyeing, stitching, finishing, and quality control. Training is iterative, practice-oriented, and culturally grounded, enabling artisans; especially women to improve technical proficiency while building confidence and professional identity.

For dyers, the reintroduction of indigo fermentation and natural pigment extraction strengthens both technical competence and ecological literacy. For women spinners and stitchers, skill development is designed to be compatible with domestic responsibilities, ensuring sustained participation rather than short-term engagement.



2. Social Capital: Collective Identity and Networks



Traditional craft communities often operated in isolation, with limited collaboration and weak collective bargaining power. Nila House functions as a social aggregator, fostering collaboration among spinners, weavers, dyers, and stitchers.

The Bagru dyers' group exemplifies this transformation. Shared dye vats, collective experimentation, and joint exhibition participation have strengthened trust, knowledge exchange, and peer learning. Women's stitching units similarly function as safe social spaces, where collective work enhances confidence, solidarity, and mutual support.

This strengthening of social capital contributes directly to resilience, particularly during market fluctuations or periods of low demand.

3. Natural Capital: Ecological Resources and Environmental Stewardship

Nila House re-centres livelihoods around sustainable use of natural resources, particularly through the revival of indigo cultivation and natural dyeing practices. Artisans are trained to grow indigo using low-chemical, water-efficient methods and to extract pigments through traditional fermentation processes.

By replacing chemical dyes with plant- and mineral-based alternatives, the institution reduces water pollution, health risks, and ecological degradation. Importantly, environmental sustainability is not introduced as an external compliance requirement, but as a restoration of traditional ecological knowledge, ensuring coherence between cultural heritage and environmental outcomes.

4. Physical Capital: Safe Spaces and Production Infrastructure

Women artisans often lacked access to safe and dignified workspaces. Nila House addresses this gap through the establishment of stitching units, shared production spaces, and access to appropriate tools and equipment. These physical infrastructures reduce barriers related to mobility, safety, and informal work conditions.

By localising production infrastructure within or near artisan communities, the institution ensures continuity of engagement and reduces vulnerability associated with travel, unsafe workplaces, or informal labour arrangements.

5. Financial Capital: Income Stability and Market Engagement

Rather than focusing on income as an isolated outcome, Nila House strengthens financial capital through value-chain integration. Artisans gain access to exhibitions, ethical markets, and buyer interactions, which function as learning environments that build pricing literacy, quality awareness, and negotiation skills.

Income gains, while often incremental are more predictable and stable. Women artisans report greater capacity to manage household expenses, support children's education, and handle emergencies. Reduced dependence on intermediaries further enhances financial autonomy and long-term livelihood security.

Within the Sustainable Livelihood Framework, Nila House acts as a transforming structure, mediating between artisans and markets, knowledge systems, and institutions. It reshapes power relations by repositioning artisans as producers and custodians of knowledge rather than informal labour. Simultaneously, it aligns livelihood strategies with environmentally responsible production and cultural preservation.



Through simultaneous strengthening of human, social, natural, physical, and financial capital, Nila House contributes to:

- Enhanced livelihood resilience
- Increased agency and dignity, especially for women
- Improved income stability
- Revival and continuity of heritage crafts
- Environmentally sustainable production practices

These outcomes align closely with OECD-DAC criteria, particularly sustainability, equity, coherence, and long-term impact.

Viewed through the Sustainable Livelihoods Framework, Nila House demonstrates how institution building can address multiple development constraints without fragmenting interventions. By strengthening diverse livelihood assets and embedding them within supportive structures, the institution enables artisans to adapt to changing economic and environmental conditions while preserving cultural identity.

This case illustrates that sustainable livelihoods are not created through singular interventions, but through institutional ecosystems that recognise artisans as economic actors, cultural custodians, and agents of sustainable development.



Annexure 2 - Detailed Sampling Matrix

Sr. No.	Project Name	Total Beneficiaries	Proposed Sample Size	Geographies To Be Covered	Stakeholders
1	Sustainable Craft Ecosystems	257	30	Jaipur, Rajasthan	Virtual - Interviews IICD students - 5 IICD relevant parents - 5 IICD teachers/principals - 3 Physical Weavers - 12 - FGD Spinners - 5 - Interview Natural Dyers - 3 - Interview Case Study 1 - Beneficiary who started working for sustainable craft revival/support
2	Artisan Outreach	424	45	Jaipur (Rajasthan), West Bengal (Kolkata)	Kolkata (Virtual) Mix of Tailors, weavers and others - 10 (Telecalling) Jaipur (Physical) Handblock Printers - 5 (FGD or Survey) Tailors - 10 (FGD format) Malikpur Weavers - 10 (FGD format) Spinners & Natural Dyers - 10 (FGD Format) Case Study 2 - Beneficiary whose life changed after being part of the project or most celebrated beneficiary during this project period.
3	Knowledge Sharing	80	10	Jaipur or Nila House (Virtual/Experts Pan India)	Home Based (Virtual) - Interviews 1. Jaggi Ji 2. Dr. Bosco 3. Ranamal Ji 4. Jafabhai 5. Ghatibhai 6. Shyam Ji Bhai 7. Veku Jaipur (Physical Meet) - Interview 8. Rajendar Ji Case Study 3 - Case where a trainee became trainer and his/her life changed.
4	JCB Awards for Literature		5	Delhi (or Virtual)	Home Based (Virtual) Secondary research on the basis of available documents Case Study 4 - Story of one winner, who came from very small place and supported local literature, language, etc.



Sr. No.	Project Name	Total Beneficiaries	Proposed Sample Size	Geographies To Be Covered	Stakeholders
5	Qissa Pitara + Sugamya QP	56 Libraries 90,000 Students	7 Libraries	Ballabhgarh, Halol, Jaipur, Kolkata, Ahmedabad	Physical Visits Ballabhgarh - 2 locations Jaipur - 2 locations Halol - 2 locations Pune - 2 locations Total 8 libraries, in case local partners are not available, we will use secondary data for report writing FGDs of 10-20 students at each location, while visits = Total 80-100 beneficiaries Home Based (Virtual) Online interview of Partner organization (if possible, else secondary study)
6	Translation Course - Ahmedabad University	50+	10	Ahmedabad, Gujarat	Home Based (Virtual) Telecalling interviews of following: Students - 8 Teachers/Dean - 2 Case Study 5 - Story of one beneficiary who made career in professional translation.
7	Vocational Training Centre	1500	150	Ballabhgarh, Pune, Jaipur, Halol	FGD for all Trainees KIIs for all Trainers and project leads Physical Visits Ballabhgarh, Jaipur, Halol and Pune 3 groups of 12 trainees each = 36 trainees per location = 144 Trainees 2 trainers per location = 8 Trainers 1 project lead per location = 4 project lead or similar team member = 4 individuals Total = 144 + 8 + 4 = 156 Case Study 6 - One beneficiary who received training and started business Case Study 7 - One beneficiary who received training and started job
8	Production Groups	230	25	Ballabhgarh, Jaipur	Physical Visit - FGD format Ballabhgarh - 10 Jaipur - 15 Case Study 8 - Beneficiary group or individual who made an impact on the overall ecosystem
9	Child Friendly School	29 Schools	3-5 Schools	Ballabhgarh, Jaipur, Halol	Physical Visits - Observation based Ballabhgarh - 1 (Karnera) Jaipur - 1 (Nevta) Halol - 2 (Marva & Rahtalav) Pune - 1 (Navlakh)



Sr. No.	Project Name	Total Beneficiaries	Proposed Sample Size	Geographies To Be Covered	Stakeholders
		15,000 Students	300 - 500 Students		Open Discussion / Unstructured Interview Open interview of school principal - 1 per school Open discussion of school teachers - 2 in each schools Open Group discussion with students (a group of 40-50 students in each school) Case Study 9 - One case related to school where maximum infra support was given. Based on pictures and secondary data (interview of principal and project lead/manager)
10	Saksham	65 Schools 10,000 Students	7 Schools	Pune, Ballabgarh, Halol	Physical Visits Balabgarh - 2 locations Jaipur - 1 locations Halol - 2 locations Pune - 2 locations
11	Eklavya	80 Schools 6,000 Students	10 Schools 50 Schools	Pune, Halol, Jaipur	Group Interview of Students KII for Eklavya winners, Principal, Teachers and Parents Physical Visits Jaipur - 3 Schools Halol - 3 Schools Pune - 3 Schools Past winners - 3 per school Principal - 1 per school Teachers - 2 per school Parents - 5 per school Students - 3 group of 15 students each
12	Sanghatan	392 SHGs 4786 Members	40 SHGs	Ballabgarh, Halol, Jaipur	Physical Visits - FGD Format (atleast member of 3 to 5 SHGs at one location) Ballabgarh - 15 SHG representation SHG heads - 15 SHG treasurer - 15 SHG members - 5 to 10 per group Jaipur - 5 SHG representation SHG heads - 5 SHG treasurer - 5 SHG members - 5 to 10 per group Halol - 10 SHG representation SHG heads - 10 SHG treasurer - 10 SHG members - 5 to 10 per group Pune - 10 SHG representation SHG heads - 10 SHG treasurer - 10 SHG members - 5 to 10 per group



Sr. No.	Project Name	Total Beneficiaries	Proposed Sample Size	Geographies To Be Covered	Stakeholders
13	Vasundhara	3 Sites	3 Sites	Gujarat (2), Ballabgarh (1)	Physical Visits of 2 location Balabhgarh - 1 Gujarat - 1 Meeting with Gram Panchayat Meeting with locals Meeting with village committee Home Based (Virtual Interview) Project coordinator - 1 for each location Case Study 10 - Based on old data and story, where village ecosystem supported
14	Sanhita	1389 Candidates	140 Candidates	Vadodara (GJ), Barshi (MH) / Sagar (MP)	Home Based Secondary Data and old reports
15	Covid 19 Support	7 Government Hospitals	3 Government Hospitals	Ballabgarh, Jaipur, Pune	Physical Visits or Virtual Interview Village heads (10) and Beneficiaries Project management team - 5 (virtual interview) Secondary Research Based on old reports and MIS Case Study 11 - Any old case to be reviewed and rewritten



Annexure 3 – Project Theme Alignment

This annexure provides a concise descriptive mapping of major JCB India CSR projects and their sub-components against the thematic areas used for analysis in this impact assessment. The intent is to support reader clarity by indicating how individual projects contribute to the evaluated themes, without introducing project-level or sub-project-level ratings.

The annexure is illustrative and non-evaluative in nature. It does not assign scores, rankings, or performance judgements to individual projects and should be read alongside the theme-wise analysis presented in the main report.

Basis of Mapping

As outlined in the Evaluation Framework, this impact assessment has been designed and executed as a theme-wise, portfolio-level evaluation. Projects and sub-projects function as implementation vehicles contributing to shared outcome pathways within and across themes. Several projects therefore contribute to more than one thematic area by design.

Accordingly:

- Primary Theme reflects the core strategic intent of the project
- Secondary Themes reflect meaningful co-benefits and cross-theme contributions
- Theme-wise ratings presented in the report reflect aggregated evidence across contributing projects, not project-level performance

Sr. No.	Project Name	Implemented through	Sub-Project No.	Sub-Project/Initiative	Primary Assessment Theme
III	Creating a better quality of life for vulnerable communities	LBCT	1	Vocational Training Centre	Women Empowerment & Livelihoods
			2	Production Groups	Women Empowerment & Livelihoods
			3	Project Saksham - Learning enhancement through remedial and academic support	Education & Literacy
			4	Eklavya quiz and Eklavya+ Scholarships	Education & Literacy
			5	Child Friendly School - School infrastructure enhancement	Education & Literacy
			6	Lab On Bike - Hands on STEM education	Education & Literacy
			7	Digital Saksharata - Enhancing digital skills	Education & Literacy
			8	Sanghatan - Formation and strengthening of Self Help Groups + entrepreneurship development programme (EDP)	Women Empowerment & Livelihoods



			9	Vasundhara - Pond rejuvenation, environmental conservation	Environment & Sustainability
			10	Samarpan - Supply of Daily fresh food packets to needy	COVID 19 Response
			11	Sahyog - Provision of medical utilities for Govt. hospitals	COVID 19 Response
			12	Sanrakshan - Vaccination Drive	COVID 19 Response
			13	Saksham - Supporting students with educational & nutritional resources	COVID 19 Response
			14	Suraksha - Facemask PPE production and training	COVID 19 Response
II	Revival and consolidation of traditional Indian heritage and craft	LBF	15	Sustainable Craft Ecosystems	Crafts & Heritage
			16	Artisan outreach	Crafts & Heritage
			17	Knowledge sharing & Nila house	Crafts & Heritage
			18	Research and documentation	Crafts & Heritage
I	Creating an environment to advance art and diversity of literature in India	JCB-LF	19	JCB Prize for Literature	Literature & Culture
			20	Translation course at Ahmedabad University	Literature & Culture
			21	Quissa Pitara+Sugamya Quissa Pitara - a Library initiative	Education & Literacy
			22	The community Library Project	Education & Literacy
IV	Enhancing project efficiency for social and economic welfare interventions	JCB Direct	23	Support to institutes for Skill trainings for vulnerable communities	Education & Literacy
			24	Organic Farm, Cultivation of medical plant and variety of fruits	Environment & Sustainability
			25	Contribution towards health enhancement of vulnerable communities	COVID 19 Response
			26	Plantation and prevention of environment pollution	Environment & Sustainability
			27	Rural Sports	Education & Literacy



Annexure 4 – Stories Through Pictures

Covid 19 Initiatives



Vaccination Drive

Saksham Program



The project aims at providing support to women and artisan communities during the pandemic.





Food Distribution During Covid-19, Jaipur



Supporting Healthcare Systems During Covid-19

School Construction Projects



Before Nevta, Jaipur



After Nevta, Jaipur



Before Nevta, Jaipur



After Nevta, Jaipur



Before, Ballabhgarh

After Ballabhgarh

Ballabhgarh



FGD With SHG Members, Ballabhgarh



FGD With VTC Members, Ballabhgarh



FGD With VTC Members, Ballabhgarh



KII with school Teachers for Eklavya and Qissa Pitara, Ballabhgarh





FGD With SHG Members, Khandawli, Ballabhgarh



*FGD With Saksham Academic Support,
Ballabhgarh*



*Qissa Pitara Library, Arsh Model Senior Secondary
School, Ballabhgarh*





KII with school coordinator, Ballabgarh



Vocation Training Center at Madhkol, Ballabgarh

Jaipur



FGD with Spinners in Mallikpur



FGD With SHG Members, Bhamoriya, Jaipur



Anjali Soni, Age- 13, State Level Winner, Ekalavya Quiz, Primary School, Bagrukhard Jaipur



Bhavya Singh, Age- 12, State Level Winner, Ekalavya Quiz, Primary School, Bagrukhard Jaipur





FGD With SHG Members, Bagrukhurd, Jaipur



FGD With VTC Members, Nevta, Jaipur



Manvendra, Age- 12, State Level Winner & National Runner-up, Ekalavya Quiz, Govt. S.S.School, Bhamoriya Jaipur



Bhavya Singh, Age- 14, State Level Winner, Ekalavya Quiz, , Govt. S.S.School, Bhamoriya Jaipur



FGD With Ekalavya Quiz & CFS Students, Nevta, Jaipur



Halol



Meeting With Members In Maswad VTC, Hallol



Meeting With SHG Members In Maswad VTC, Hallol



Meeting With Members In Vocational Training Centre In Govindpuri, Hallol



FGD With Saksham Academic Support Students, Maswad, Hallol



Meetup With Parents of Wiiner & Scholarship Students in Maswad, Hallol



FGD With Saksham & Scholarship Students In Maswad, Hallol





FGD With Eklavya Scholarship Students Tarkhanda, Hallol



Meetup with Jitendra Bhayi (Principal), Shri Narayan High School, Tarkhanda College, Hallol



Heeral- Age-16, State Winner (Eklavya Quiz), Maswad Primary School, Hallol



Karamveer- Age-15, National Level Winner (Eklavya Quiz), Rahatalav Primary School, Hallol

Pune



Vocational Training Centre In Navlakh, Pune



Meeting With Self-Help-Group Ambi, Pune





Saloni- Age- 15, Nigade, Pune (Eklavya Quiz & Scholarship Winner)



Aditi- Age-16, Nigade, Pune (Eklavya Quiz & Scholarship Winner)



***Zila Parishad Prathamik
Shala, Ambi, Pune***



***Zila Parishad Prathamik Shala,
Nanoli, Pune***



List of Abbreviations

CFS	Child Friendly Schools
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee (OECD)
FGD	Focus Group Discussion
HH	Household
IICD	Indian Institute of Crafts and Design
KII	Key Informant Interview
LBF	Lady Bamford Foundation
LFA	Logical Framework Approach
MIS	Management Information System
OECD	Organisation for Economic Co-operation and Development
QP	Qissa Pitara
SDG	Sustainable Development Goal
SHG	Self-Help Group
ToR	Terms of Reference
VTC	Vocational Training Centre



This impact assessment was undertaken to provide an independent, evidence-based understanding of the outcomes, contributions, and learning generated across the CSR portfolio during FY 2021–22 to FY 2023–24.

The assessment reflects a thematic, portfolio-level approach, grounded in field evidence, stakeholder perspectives, and recognised evaluation frameworks. It is intended to support strategic reflection, informed decision-making, and continuous improvement in future programming.

The findings and interpretations presented herein are based on data available during the assessment period and represent an independent professional judgement.

Assessment conducted by:

Social Audit Network India (SAN India)



Assessment period: Aug 2025 – Jan 2026