



**SUMMARY REPORT
IMPACT ASSESSMENT**

2022-23

Alembic CSR Foundation



CSR Vision

Our vision is a world that enhances human well-being, upholds social justice, ensures equitable resources and enables sustainable development.

CSR Mission

To work towards making a healthy, socially inclusive and sustainable environment among the underprivileged communities by providing better facilities and services ensuring holistic development of the individual, society and community.

CSR Intervention Areas



Healthcare



Education



Livelihood



WATSAN



Environment



Art & Culture

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1. Objective of the impact assessment study (as per RFP)

To measure through an independent agency the effectiveness of organizational activities and judge the significance of changes brought about by those activities.

- To undertake impact evaluation, to produce valuable findings, considering the availability of resources and the timing of decisions about the intervention under investigation.
- To understand and evaluate the impact of social investments in programs and projects on target beneficiaries or society.
- To make evidence-based decisions in implementation and identify hurdles, allowing for program continuity, scale, sustainability, efficiency, etc.

2. Projects assessed

Project	Location
Construction of 100 toilets	Panchdevla village
Strengthening of earthen dam with a waste weir	Parekhpura.village
Installation of seven water ATMs	Paldi, Lilora, Karkhadi (3), Jarod (2)
Reconstruction of five Aganwadies	Karkhadi (2), Jarod(1), Panelav (1), Ghodi (1)
Vikas School	Panelav
Distribution of 67,280 N-95 and 146,000 Livinguard masks to health personnel	Pan- India

Assessment Framework

For the assessment, the OECD project evaluation framework was adopted based on the following 6 criteria:

- » **Coherence:** How well does the intervention fit with the national policies and imperatives(external coherence) and with the CSR policy of the Alembic Group of Companies
- » **Relevance:** Is a given CSR project doing the right thing in terms of the felt needs/priorities of the CSR catchment?
- » **Effectiveness:** Is the said CSR project achieving its objectives.

- » **Impact:**What difference does the CSR project make to the lives of its intended beneficiaries.This criterion captures the “so what?” question of an evaluation.
- » **Efficiency:** How well are the resources being used to achieve the intended outcome.
- » **Sustainability:** Will the benefits that have accrued through a CSR project last in the medium and the long term.

3. Methodology

The assessment team used a bouquet of techniques to elicit information and evidence to judge how an individual initiative has performed. These include:

- Semi-structured Interviews.
- Survey of beneficiaries.
- Learning Outcome Surveys (education program).
- Case Studies.
- Observation
- Focus Group Discussion
- Secondary Data (where available).

Based on the evidence and information, the team rated each project as high/medium/low for each element in the framework (coherence, relevance, effectiveness, efficiency, impact, and sustainability).

4. Summary of Assessment Findings

A. Project 1: Construction of 100 individual toilets in Panchdevla village

A.1 Coherence (How well does the project fit in) [HIGH]

- **External Coherence:** The project is in sync with the national priority of cleaner India under the Swacch Bharat Abhiyaan
- **Internal coherence:** The CSR policy of Alembic Limited enjoins Alembic CSR Foundation to work towards projects on sanitation and rural development. (sec 6.1(iii) of the CSR Policy)

A.2 Relevance (extent to which the intervention respond to beneficiaries priorities) [HIGH]

- **The selected 100 HHs of Panchdevla village did not have toilets.** The absence of toilets resulted in open defecation. Along with this came the attendant issues of disease burden, low dignity of women, and poor hygiene standards.

Table 1: Summary Of Findings

S.No.	Sub Project	Coherence	Relevance	Effectiveness	Impact	Efficiency	Sustainability	Overall
Project 1: Construction of 100 individual toilets in Panchdevla village								
		High	High	High	High	High	Medium	High
Project II: Strengthening of earthen dam with a waste weir at Parekhpura village								
		High	High	High	High	Medium	Medium	High
Project III: Installation of seven water ATMs								
		High	High	Medium	High	High	Medium	Medium
Project IV: Reconstruction of seven Aganwadies								
		High	High	Medium- High	High	High	High	High
Project V: Running of Vikas school (secondary/senior secondary school for approx 300 students from CSR villages)								
		High	High	Medium	High	High	Medium	Medium
Project IV: Pan India distribution of Covid-19 protective gear (masks) to health personnel								
	Pan-India distribution of Covid protective gear	High	High	High	High	High	Medium	High

Note: Impact Assessment study under this report is carried out only for CSR projects identified by Alembic CSR Foundation, which have been completed at least more than one year before undertaking the impact study.

A.3 Effectiveness (is the intervention achieving its objectives?)

[HIGH]

- **96% of the toilets constructed are in use**
- **Instance of Open defecation is now an outlier:** Regular open defecation by any or all family members in a household provided with toilet was reported to be 2%. Open defecation was 100% before toilets were provided.
- **A high incidence of hand washing with soap was observed:** 96% of the sample population covered under the survey regularly wash their hands after toilet use. Soap has displaced the use of soil for handwashing which was prevalent during open defecation
- **Toilets are helping in safe disposal of feces of small children:** 43% of the sampled households with young children (0-3 years old) reported disposing of the feces of the children in the toilet. Unsafe child feces disposal increases the risk of enteric diseases. The provisioning of toilets has brought down such a practice. However, there is scope for further reduction.

A.4 Impact (what difference does the intervention make in terms of indirect, secondary and potential consequences) [HIGH]

- **Standard of living has gone up:** More than 95% of respondents opined that the provision of household toilet has lead to:
 - » Decline in disease incidence
 - » Improvement in social status
 - » Feel confident in inviting guests for overnight stay due to having a toilet in house
- **Toilet has been empowering for women:** During the FGD and also from the primary survey data it is amply clear that the toilet has brought about a sea change in the standard of living of the women
 - » **Improvement in menstrual hygiene:** Women no longer worry about changing menstrual material whenever required. Toilet affords privacy and convenience.
 - » **Privacy concerns have been eliminated:** Women and girls had to defecate in open fields or wooded areas and during rainy season closer to the road. Privacy concerns were high. The individual toilets have eliminated such issues.
 - » **Safety:** Going out to wooded areas and open fields would expose women to snakes, stray dog packs, and other animals, which posed a risk, especially when it was dark.
 - » **Saving of time and convenience:** Toilet at home means significant saving of time which was previously required to walk a distance for ablutions.
 - » **No longer need to restrict food intake:** It was reported, especially by women, that they would restrict food intake to reduce the probability of the need to go for defecation multiple times or at hours when it was unsafe to venture outside.
 - » **Decline in Leucorrhoea and Urinary Tract Infection:** Conversation with frontline health workers in Panchdevla revealed that improved menstrual hygiene due to toilet providing privacy for frequent change of absorbent material has reduced the incidence of bacterial vaginosis(BV) and urinary tract infection (UTI).

A.5 Efficiency (How well are resources being used?) [HIGH]

- **Satisfaction with quality of toilet construction high:** Sampled respondents reported high satisfaction with

construction quality and design of the toilets. all elements of the constructed toilets under the ACSRF program. Only in one instance was white cement loosening around the pan reported.

- **Panchayat engaged in project roll out:** The beneficiary selection was done in consultation with the panchayat. The panchayat facilitated the collection of beneficiary contributions towards toilet construction, . It also identified poor households who were accorded exemption from any financial contribution.
- **No additional out-of-pocket expenditure on upgrade or repair reported by beneficiaries:** This is an indicator of good construction quality and design. However, it may be mentioned that the toilets are newly constructed, therefore not requiring much maintenance expenditure.
- **Promotion of toilet and hand hygiene integrated with the toilet construction project** The bucket, mug, toilet cleaning agent, brush and soap provided to the beneficiaries during the *Lokarpan* ceremony acted as a nudge which has helped in promoting desired toilet cleaning habit in the households. This is corroborated by toilet observation during this study. .
- **ACSRF toilets are a significant upgrade on the specifications of government sponsored toilets:** . The additional features include water storage tank, tiling on floor and walls, and is larger in area.

A.6 Sustainability (Will the benefits last ?) [HIGH]

- **Maintenance of toilet hygiene:** About 72% of the households reported cleaning of toilets daily. Cleaning agents (e.g., Harpic™) are the most preferred cleaning medium, followed by phenyl and detergents.
- **Availability of piped water helps maintain toilet hygiene:** Each household is connected to the Panchayat water supply system. Water availability ensures proper flushing, toilet cleaning, and handwashing after toilet use.
- **Soak pit technical specification ensures long usage without maintenance:** As per the implementing agency, the soak pit will take more than 25 years to fill up for a family of five. The agency constructed toilets with the same soak pit specification in other parts of Gujarat are functional in accordance with the said design specifications.
- **Robust structural construction:** The roof comprises a precast slab and fly ash blocks is used for the wall. The use of fly-ash blocks has much to recommend:
- These blocks have greater durability and strength than conventional bricks.
- There is no need for plastering, thereby bringing down both time and cost of construction,
- Due to the low water absorption in fly-ash blocks, water seepages through the walls is low, and
- Fly ash is a green construction material.

A.7 Overall Assessment [HIGH]

The project has brought a sea change in the sanitation landscape of the target villages. From rampant open defecation, the same has got almost eradicated. The toilet design and quality has ensured that the infrastructure would remained functional for use over a long period of time.

A.8 Suggestions

- **Anti corrosion paint** may be used to prevent rust in the doors which is a common issue

- **Sensitization programme on toilet hygiene** for be organised at Navinagar Faliya. Here the toilets are relatively unclean as compared to remaining two faliyas.
- **Awareness about soak pit life:** There is a perception among the beneficiaries that the soak pit will get filled in 5-6 years. Such a notion can lead to sparse use of toilets. While the design specs allows for the soakpit to operate without requiring any maintenance for upto 25 years, the beneficiaries need to be made aware of this.
- **Awareness on handwashing technique:** Though hand washing with soap is prevalent in most households, the awareness on the recommended handwashing techniques is absent. An awareness drive on WHO recommended handwashing steps may be considered. The SUMAN-K handwashing technique is also recommended under the NRHM.

B. Project 2: Strengthening of earthen dam with a waste weir at Parekhpura village

B.1 Coherence (How well does the project fit in) [HIGH]

- **External Coherence:** Master Plan for Recharge to Groundwater- 2020 envisages the construction of rainwater harvesting and artificial recharge structures in the country. Central Ground Water Authority (CGWA) has advised all States/UTs to take measures to promote/adopt artificial recharge to groundwater /rainwater harvesting. National Water Policy (2012) advocates water conservation and rainwater harvesting.
- **Internal coherence:** The CSR policy of Alembic Limited enjoins Alembic CSR Foundation to work towards projects on rural development. (sec 6.1. iii of the CSR Policy)

B.2 Relevance (extent to which the intervention respond to beneficiaries priorities) [HIGH]

- The earthen dam at Parekhpura village was constructed 15 years back by the Irrigation and Water Department, Govt. of Gujarat. Over time, the reservoir's embankment of the said earthen dam got damaged, resulting in leakage and overflow of water during the rainy season. The water storage capacity of the earthen dam reservoir was inadequate due to siltation over time, and as a result, rainwater would flood the nearby agricultural field. During the need assessment, it was suggested to deepen the reservoir, strengthen the dam and construct a waste weir to help retain more water and prevent flooding of agricultural land.

B.3 Effectiveness (is the intervention achieving its objectives?) [HIGH]

- **Water storage capacity has increased,** and the renovated and deepened reservoir is estimated to store 6.37 crore liters and infuse 1.91 crore liters into the groundwater.
- **Vegetation cover gone up:** Before the project, the reservoir periphery area was mostly covered with dry bushes. Presently, at the dam site, green grass patches and marshy swamps can be observed. It can be expected that with the passage of time, the bio-diversity in the area will increase both in terms of flora and fauna. The assessment team spotted many species of birds, including Egret, Black-hooded Oriole, Common Teal, Baya Weaver nests, and Red-Wattled Lapwinger, at the reservoir site. Villagers reported that such birds were not seen in large numbers earlier.

- **Groundwater table has improved:** Post renovation and deepening of the dam and the reservoir, the water table has increased from 120 ft to 40 ft in areas abutting the reservoir.

B.4 Impact (what difference does the intervention make in terms of indirect, secondary and potential consequences) [HIGH]

- **Additional source of water now available for irrigation:** In about 30 bighas of farmland abutting the reservoir, summer maize is now grown using the reservoir water for irrigation. Such an opportunity was not available recently. .
- **Green fodder availability around the reservoir** has increased, resulting in an increase in the milk yield of cattle, which translates to a higher marketable surplus. Milch animal holding has started to rise in Parekhpura and Kumpadiya villages.
- **Potential for fishery.** With reservoir attaining significant water level, currently fish is being caught in the reservoir, some of which is sold in the village.

B.5 Efficiency (How well are resources being used?) [MEDIUM]

- **More deepening of the reservoir is required:** Villagers suggested that the reservoir needs further deepening to increase its capacity to hold water. Currently, during the summer months, only puddles of water remain..

B.6 Sustainability (Will the benefits last ?) [MEDIUM]

- **The maintenance of the newly renovated structure needs focus.** The project investment will continue to give returns only if the structure is protected and maintained. Following are some of the steps which maybe considered :to ensure that the initiative delivers to its potential:
 - » **Planting vegetation** on the embankment/earthen dam will ensure that, over time, it does not get eroded or cave in
 - » **Tailoring the species of vegetation and fish availability** linked with the livelihood of the villagers
 - » **Establishment of a Water User Association** for the community management of the tank will ensure its upkeep.

B.7 Overall Assessment [HIGH]

The initiative has been excellent in conserving water, rejuvenating flora and fauna, recharging groundwater, and supporting livelihood.

B.8 Suggestions

- **Tree planting on the reservoir's dam** to stabilize it and help rejuvenate flora and fauna in the area. The shade of the trees will also help the grass grow during the summer months, providing fodder for milch animals.
- **Deepening of the reservoir to improve water storage capacity** so that water is available throughout the year. For this purpose, the panchayat can mobilize resources from the government of Gujarat's Sufalam Sujalam scheme.
- **Support small scale fishery:** While some tribal households catch fish in the reservoir on a casual basis, with a little support, they can take up fishing as a vocation. Proper netting is required to ensure the fish remains in the reservoir and does not move out with the water overflow during the rainy season. ACSR may consider training the fisher families on pond preparation tech-

niques, hatchery development, procurement of quality seeds and fingerlings, farming techniques, quality feed, and the market.

C. Project 3: Installation of seven water ATMs

C.1 Coherence (How well does the project fit in) [HIGH]

- **External Coherence:** The government of India, in partnership with States is implementing the JalJeevan Mission (JJM) – HarGharJal, which aims at providing potable water in adequate quantity of prescribed quality on a regular and long-term basis to every rural household,
- **Internal coherence:** The CSR policy of Alembic Limited enjoins Alembic CSR Foundation to work towards projects on rural development. (sec 6.1. iii of the CSR Policy)

C.2 Relevance (extent to which the intervention respond to beneficiaries priorities) [HIGH]

In most locations, all the existing drinking water sources are impaired, and the households had no option but to depend on packaged RO water before the ATMs were installed.

- **High TDS and salinity:** At the locations where ATM has been installed, the TDS locations the TDS in water ranges from 800 ppm to 4500 ppm. According to the Bureau of Indian Standards (BIS), the upper limit of TDS levels in water is 500 ppm. The TDS level recommended by WHO, however, is 300 ppm. Apart from high TDS, salinity has also been reported at Karkhadi location.

Quality of water at select ATM locations established by ACSRF

Location	TDS in borewell water	TDS in water after RO
Paldi	800	80-150
Lilora	1300	80-150
Kadakhari	4500	80-150
Jarod Bhaliyawago	1400	80-150
Jarod Bus Stand	900	80-150

- **TDS increases disease burden** High TDS can cause ailments like kidney stones, intestinal disorders, diarrhea, and digestive issues. High TDS can also cause salt deposition in the blood, liver, and heart, which may cause chronic issues. Ions like mercury, copper, and cadmium, usually present in high concentrations in groundwater available in project locations, can be extremely harmful. During the primary survey, respondents reported significant incidences of kidney stones and liver-related ailments.

C.3 Effectiveness (is the intervention achieving its objectives?) [MEDIUM]

- **Maintenance issues limit the realising of full potential of ATM.** Maintenance issues limit the realization of the full potential of ATMs. Three of the six ATMs visited by the assessment team were not operational at the time of the visit. Only the ATMs at Lilora and Jarod Bhaliyawago were reported to be regularly functional without much maintenance issues

Maintenance issues at the water ATMs

Location	Status during field visit	Maintenance Issue
Lilora	Working	No major maintenance issue. <ul style="list-style-type: none"> • Vandalism of ATM reported. • Drunk persons loiter near the ATM; some households avoid coming due to this
Kadkhari Bus Stand 1	Working (Rs. 1 sensor was not found to be not working)	High frequency of breakdown <ul style="list-style-type: none"> • Loose soil material in borewell water leads to clogging of the membranes due to improper flushing of the borewell during construction • High salinity and TDS requires frequent membrane change. • Erratic electricity voltage leads to the shutdown of the ATM
Kadkhari Busstand 2	Not Working	The ATM not under annual maintenance contract
Kadkhari Maninnagar	Not Working	Same as that of Kadakhari Bus Stand 1
Jarod Bhaliyawago	Working	No breakdown issue
Jarod Bus Stand	Not Working	Due to voltage fluctuations the ATM shuts down

- **Water quality issues reported from some ATMs.**

Water quality issues at the ATMs

Location	Maintenance Issue
Kadkhari Bus Stand 1	<ul style="list-style-type: none"> • Beneficiaries reported that the water quality was poor. They were apprehensive that the RO water dispensed at the ATM retained a high TDS. • It was also reported that the taste of the water from the ATM has gradually declined since installation.
Jarod Bus Stand	Taste of water over time has deteriorated. Certain times a faint smell of diesel, lubricant in water

- **Mixed usage of ATM reported :** The ATM usage is a mixed bag, with each ATM being used as per the local water quality and the maintenance of the ATM infrastructure.

Usage status of ATM

Sampled ATM	Use Status
Jarod Baliyawago	Very high usage and by far the best run ATM.
Jarod Bus Stand	Medium/low usage due to frequent breakdowns of the facility. Used mainly by floating population and commercial establishments at the bus stand.
Karkhadi Bust Stand 1	Erratic Usage due to maintenance and technical issues. When ATM is working, the footfall is very high. At Karkhadi, the need for an ATM is the most among all locations. Not only is the TDS very high (estimated to be 4500 ppm), but there is also high salinity.
Lilora,	Footfalls at ATM not from village. Lilora village depends on the hand pump, which yields excellent quality water. Hence only one or two households from the village draw water from the ATM. The traffic to the ATM is primarily from outside the village

C.4 Impact (what difference does the intervention make in terms of indirect, secondary and potential consequences) [HIGH]

- **Equity in Preventive Health Care.** As mentioned in the previous section, high TDS leads to chronic kidney and liver disease and is highly prevalent in the locations where the ATMs have been installed. Purchasing RO water from private operators is not affordable for most households. The current prices of RO water from private suppliers range from- (i). Rs. 10 for 20 liters (normal water), (ii) Rs. 20 for 20 liters (chilled water), (iii) Rs. 35 per 20 liters (door delivered). The RO water from the ATM costs Rs. 5 for 20 liters making RO water affordable for all. Many persons in the area who suffer from such conditions tend to procrastinate on treatment due to prohibitive costs. A stone removal surgery costs Rs. 40,000 at the minimum and can go up to Rs.1.5 lakhs and more.
- **Disrupted the packaged water market.** The primary survey reveals a massive shift in households from packaged drinking water to the ATM. This stands in testimony to the affordability and quality of water being provided. As per the primary survey, an average household consumes 20 lts/day of ATM water. If this were to be bought from the private market, the monthly cost would have been Rs. 300 for normal water and Rs. 600 for chilled water. In contrast, the monthly expenses for the corresponding quantity of ATM water is Rs. 150. leading to substantive savings for beneficiary households. .

C.5 Efficiency (How well are resources being used?) [HIGH]

- **Panchayat has been involved:** The selection of locations for the installation of the ATM has been made in consultation with the panchayat. The ATMs have been handed over to the panchayat, with ACSRf personnel providing oversight. The collections from the ATM is being handled by the panchayat.
- **Experienced supplier engaged:** The agency (Om Sai) is experienced in assembling and maintaining ATMs in many locations across Gujarat and has a good track record.
- **ATMs are under AMC:** ACSRf has contracted the supplier to provide maintenance services under an annual maintenance contract up to two years of the installation of the ATMs. Of the seven ATMs installed, six are under AMC contract. .

C.6 Sustainability (Will the benefits last ?) [MEDIUM]

- **Concerns of maintenance of the ATM once the AMC expires:** Currently, the AMC contracted out by the ACSRf is for two years. Subsequently, the panchayat will have to take responsibility for maintaining the ATM. The concerns regarding this arrangement are
 - » **No institutional mechanism has been established for maintenance.** Except for the ATM at Bhaliyawagoo, where the Kherut Mandal Samiti (a farmers group set up by ACSRf) is providing oversight to the ATM in terms of prompt reporting of breakdown, keeping track of user fee collections, advising the ATM beneficiaries on proper methods of use and taking steps to prevent vandalism, no other ATM has a similar arrangement.
 - » **User fee might not be sufficient to fund maintenance of the facility:** AMC costs around Rs 45000, including membrane change once a year and candle replacement every month. For ATMs located in areas

with high groundwater salinity (e.g., Karkhadi) the AMC goes up to Rs. 65000/year since special membranes are required. The annual electricity cost is roughly Rs. 1.50,000 (currently, none of the ATMs have received an electricity bill from GSEB). The total operational cost at the minimum is, Rs. 1,85,000. Revenue from a well-run ATM with good footfall (e.g. at Bhaliyawagoo) is Rs. 1,80,000. The collections are low in ATMs, prone to high breakdown. The key variables are adequate footfall and minimal downtime of the ATM for maintenance and repairs.

C.7 Overall Assessment [MEDIUM]

The establishment of ATMs in groundwater-impaired areas to provide potable drinking water at affordable rates is an excellent initiative. However, maintenance issues, low community ownership, and low footfall make the sustainability of ATMs tenuous..

C.8 Suggestions

- **Overcoming the maintenance concerns:** The cause for frequent breakdown of the ATMs i (i) high sediments in intake water, (ii) Voltage fluctuations. Technical solutions , for instance flushing of the problematic borewell of loose matter, use of appropriate membranes for high salinity ground water and putting in place a protocol for restarting the ATM when it trips due to voltage fluctuations have to be put in place.
- **Community oversight and ownership:** As in the case of Bhaliyawagoo ATM, where the maintenance oversight is being effectively provided by the Kherut Mandal Samiti (a farmers group setup by ACSRf) n collaboration with the panchayat, a similar arrangement for other ATMs need to be considered.
- **Increasing footfall:** The viability of an ATM solely depends on the footfall. Building trust in terms of water quality and availability is fundamental. Suggestins like putting up an TDS meter for transparency in quality and setting up mechanisms for regular maintenance (as mentined in the above points) is suggested. Relocating low footfall ATMs like that at Lilora may also be considered.
- **Leverage available government subsidies:** Panchayat members informed that there is a provision for subsidized electricity for public water supply. If this subsidy can be accessed for the water ATMs, the break-even concerns and generating funds for maintenance are greatly ameliorated.
- **Saving on electricity costs:** Shutting off the chilling unity when not required: and having scheduled fixed hours for ATM operation(at least for those which are not in a public place) will bring down the electricity cost and make the ATMs viable

D. Project 4: Reconstruction of five anganwadies

D.1 Coherence (How well does the project fit in) [HIGH]

- **External Coherence:** ICDS is India's flagship nutrition program for young , pregnant women and lactating mothers.
- **Internal coherence:** The CSR policy of Alembic Limited enjoins Alembic CSR Foundation to work towards projects on rural development. (sec 6.1. iii of the CSR

Policy). Also the initiative is in sync with the ACSRf's SUPOSHAN project targeted at child malnutrition.

D.2 Relevance (extent to which the intervention respond to beneficiaries priorities) **[HIGH]**

- **ICDS centres needed to be equipped with the required infrastructure to provide mandated services:** The buildings in which these centers were located were dilapidated and unsafe for use. In addition, the angawadies needed the requisite infrastructure for cooking midday meals, play items for children, sufficient space, a garden, toilet, drinking water facility, boundary wall, child-friendly environment, and TLM material. Resultantly the angawadies could not provide the desired service quality leading to low attendance at the centres.

D.3 Effectiveness (is the intervention achieving its objectives?) **[MEDIUM-HIGH]**

- **The attendance to the Anganwadi has improved.** Safe building and improved infrastructure have positioned the Anganwadi to provide better service. This has seen an improvement in the attendance of children and improved footfalls of pregnant women and mothers of 0-6-year-olds

Attendance status of anganwadies

Location	Before	After
Jarod, ,Anganwadi Center No 2	40-50%	80%
Karkhadi- Anganwadi Center No 2	60%	80%
Ghodi	40%	50%

- **Area norms not met.** Due to paucity of appropriately located land the area norms for anganwadies as prescribed by Government of India (refn: http://icds-wcd.nic.in/constawc/prop_infra_angadwadi_center.pdf) could not be met. .
- **Drinking water facility found inadequate:** RO filter was provided by the department three years back, has not been installed, and has fallen to disuse. An underground water storage tank has been provided in the newly constructed ICDS centers, which receive the panchayat water supply. The water has high TDS in Jarod and Karkhadi and is not potable. Children bring water from home. At the ICDS centre, Ghodi drinking water and electricity connection still need to be provided, being pursued by the panchayat.
- **Child friendly toilets not installed:** Government of India norms prescribe for child friendly toilets (<https://www.ircwash.org/sites/default/files/DDWS-2004-School.pdf>). The dimension of the pan (need psychological considerations because of the fear of falling through) is for adults
- **No indoor activity area:** The government of India recommends setting up an indoor activity play area. This has not been included.
- **Innovation seen in Anganwadi design:** The BLES elements are well done, and the children can relate to them. The ICDS kitchen garden was found in full bloom at the ICDS centre, Jarod. The outside play area at Jarod ICDS is well equipped; however, at Karkhadi and Ghodi, due to scarcity of space, the same could not be provided.

- **The anganwadies have been well equipped:** TLM, cooking utensils, medicine kit, toys, games, hand wash stations, furniture, lights & fan, etc. have been provided in adequate quantity.
- **Beneficiaries have very high opinion about the project:** From what the status of the Anganwadi was from pre-reconstruction to the present, there is a sea change. The Anganwadi workers and mothers of children enrolled at the centre had high praise for the initiative and appreciated the effort made by ACSRf.
- **The quality of construction was found to be good:** The civil construction is of good quality. This was acknowledged by the beneficiaries and the panchayat members.

D.4 Impact (what difference does the intervention make in terms of indirect, secondary and potential consequences) **[HIGH]**

- **ICDS centres now well positioned to provide the mandated six services:** The ICDS centers are expected to provide (i) Supplementary Nutrition, (ii) Preschool non-formal education, (iii) Nutrition & health education, (iv) Immunization, (v) Health check-up, and (vi) Referral services. A well-constructed building that is safe and has adequate infrastructure is a prerequisite for the mandated services to be delivered.

D.5 Efficiency (How well are resources being used?) **[HIGH]**

- **Initiative rolled out with community participation:** The panchayat and the community were closely involved in the entire exercise. In Ghodi, a village resident donated land. Close coordination was also done with the WCD department
- **Government of India norms were considered:** The program managers reported that laid-out norms were considered, but due to the paucity of land, the same in its entirety could not be translated on the ground. .

D.6 Sustainability (Will the benefits last ?) **[HIGH]**

- **The newly constructed structures are now owned by the WCD department.** The maintenance grant and supervision as per government norms would be available to the project ICDS centres.

D.7 Overall Assessment **[HIGH]**

The initiative addresses a felt need and strengthens the infrastructure at the village level to provide nutrition and early childhood education services. The initiative will also supplement the effort on child nutrition by ACSRf under its SUPOSHAN program.

D.8 Suggestions

- **Jarod ICDS centre:**
 - » Convergence with MNREGA for maintenance of the Poshan Vatika(Kitchen garden) may be considered
 - » A water tap may be provided to help in the watering of the plants
 - » Behind the ICDS centre there is a huge garbage dump that needs to be cleared to ensure a healthy environment for the children and other beneficiaries of the centre
 - » RO needs to be installed for potable drinking water
- **Karkhadi ICDS centre**
 - » There are places where the wall paint motifs have faded, and the same may be retouched
 - » The centre is located just beside a busy road, construction of a boundary wall may be constructed.
 - » Water filter be provided

Comparison of three sampled ICDS centres with Government of India norms			
Standards	Status (ICDS Jarod)	Status (ICDS Karkhadi)	Status (ICDS Ghodi)
		Total Area 14.84m x 17.25m	Total Area 7.62m x 6.33m
Multipurpose room catering to 30 children (7mx7m or 8mx6m)	No (4.8m x 6.7 m)	No (4.11m x 5.51m)	No (4.57m x 7.80m)
Kitchen/ (3.05m x 3.7m /)	Np (2.01m x 3.04m)	No (1.52m x 2.4m)	No (2.01m x 3.04m)
Store (3.05m x 1.5m)	No (2.01m x 1.82m)	No (1.52m x 1.82m)	No (2.01m x 1.82m)
Toilet (2.3m x 3m) Children	No (1.21m x 1.21m)	No (1.52m x 0.91m)	No (0.79m x 0.94m)
Child friendly Toilet Pan (Diameter of the squatting hole (needs oftentimes also psychological considerations because of fear of falling through)	The toilets are not child friendly in terms of the pan design.		
Toilet -Staff (1.2m x 1.5 m)	No separate toilet for staff		
Handbasin facility	Yes	Yes	Yes
	Handwashing station is at child height and is appropriate.		
Drinking water facility	None RO filter was provided by the department three years back, has not been installed, and has fallen to disuse. An underground water storage tank has been provided in the newly constructed ICDS centers, which receive the panchayat water supply. The water has high TDS in Jarod and Karkhadi and is not potable. Children bring water from home. At the ICDS centre, Ghodi drinking water and electricity connection still need to be provided, being pursued by the panchayat.		
Baby Weighing machine (for weight taking every quarter) ¹	Yes	Yes	Yes
Basic Cooking Utensils ²	Yes	Yes	Yes
Medicine/First Aid kit ³	Yes	Yes	Yes
Space for storage of food items	Yes	Yes	Yes
Separate space for indoor activities ⁴	No	No	No
Space for outdoor activities ⁵	Yes	No	No
Table chair	Yes	Yes	Yes
Mats	Carpet Mat	Carpet Mat	Carpet Mat
Blackboard	Yes	Yes	Yes
Kitchen Garden ⁶	Yes	No	No
BLES ⁷	Yes	Yes	Yes
<p>1 Provided by department 2,3 Provided by ACSRf 4 This includes a play area with play equipment 5 Could not be provided at Karkhadi and Ghodi due to paucity of space 6 Not in Gol norms. Provided by ACSRf. A blooming kitchen garden was seen at ICDS Jarod, Karkhadi and Ghodi do not have kitchen gardens due to non-availability of space. Kitchen garden is not part of the prescribed standards by the Government of India 7. Provided by ACSRf</p>			

- **Ghodi ICDS Centre**

- » There are places where the wall painting has faded, the same may be retouched
- » Water supply connection is required
- » Electricity connection is required.

- » A boundary wall is required as the centre is located beside the main road having heavy vehicle movement due to the presence of nearby quarry.

E. Project 5: Pan India distribution of COVID-19 protective gear (N95 - 67,280 & Swiss Masks -146,000) to health personnel

E.1 Coherence (How well does the project fit in) [HIGH]

- **External Coherence:** The project responded to the collective fight of the nation against the Covid-19 pandemic.
- **Internal coherence:** Alembic Pharmaceuticals Limited works closely with the medical profession in the course of its business. The concern for the doctors' welfare during the pandemic reflects the longstanding partnership the company has with the medical profession.

E.2 Relevance (extent to which the intervention respond to beneficiaries priorities) [HIGH]

- The masks were distributed in September-October 2021. The project responded to the uncertainties of the speculated third wave of the pandemic. The intensity of the third wave depended on many imponderables like (i) how the states manage the declining second wave through effective public health measures of testing, tracing, quarantine, isolation and enforcement of COVID appropriate behaviours, (ii) how rapidly vaccination of all eligible populations with two doses is achieved, (iii) respective state governments' decision to open commercial, social, political and religious activities, (iv) status of implementation of control measures taken in the state and (iv) effective public health interventions undertaken to check on the emergence of newer variants. Given that the global trends or the COVID-19 pandemic displayed multiple waves, it was reasonable to assume a high probability that a third wave would also hit India. Taking credence of this, it was prudent to be future-ready with preparedness of the health system to fight the potential threat of a third wave. The initiative to distribute masks to healthcare professionals emanated from this need for taking measures to combat the looming third wave of the pandemic. .

E.3 Effectiveness (is the intervention achieving its objectives?) [HIGH]

- The doctors with whom the study team spoke to hailed the timing to be appropriate and quality of the protective items to be excellent.
- The program covered almost the entire country covering 32 States and UTs (out of 35 states/UTs in the country)
- The initiative was able to do door delivery to 1,45,745 doctors
- It is estimated that the initiative was able to improve healthcare services being provided by the doctors
 - » An estimated number of **8,410,000 patients** were consulted by doctors using N-95 Masks
 - » A total number of **336,400 days** of protection could be achieved through N-95 masks

E.4 Impact (what difference does the intervention make in terms of indirect, secondary and potential consequences) [HIGH]

- Reduction in psychological stress by ensuring availability of protective gear
- Medical expenses avoided due to reduced likelihood of the doctors to contract COVID-19 by using the COVID-19 protection items.

E.5 Efficiency (How well are resources being used?) [MEDIUM]

- The internationally accepted quality standards were adhered to
- Door delivery of masks was done
- The logistics of distribution of such a massive scale was achieved through close coordination of the procurement, distribution, marketing and sales divisions o the company.

E.6 Sustainability (Will the benefits last ?) [HIGH]

While the initiative has notched up significant success in terms of geographical coverage and beneficiary numbers, it faced the trade off between reach and saturation. Since the strategy to maximize reach was chosen, it meant that each individual doctor/health facility could get only limited units of the items distributed. During interaction with the doctors it was indicated that had more units of items been provided to cover a substantial portion of requirement, the initiative would have helped even more.

E.7 Overall Assessment [HIGH]

The project scores very high on reach, quality and satisfaction of the beneficiaries. It is also highly commendable that such a massive procurement and distribution operation under the trying condition of Covid-19 could be accomplished in a time bound manner. The initiative contributed to the national effort to counter the Covid-19 challenge.

F. Project 6: Running of Vikas school (secondary/senior secondary school for approx 300 students from CSR villages)

F.1 Coherence (How well does the project fit in) [HIGH]

- **External Coherence:** Secondary Education is the most significant stage in the educational hierarchy as it prepares the students for higher education and the world of work. The government policy is to make secondary education of good quality available, accessible and affordable to all young persons in the age group of 14-18.
- **Internal coherence:** The Vikas school was set up to fill the gap of availability of quality secondary education in the vicinity of the CSR catchment. It met the aspiration of the youth for pursuing higher education which is a pathway for alternate career avenues. The facility is also in consonance of the Alembic CSR policy which puts rural development as one of its objectives.

F.2 Relevance (extent to which the intervention respond to beneficiaries priorities) [HIGH]

- Access to quality secondary education is a critical competent of rural development. It bridges the felt need of the youth in the CSR catchment. When the Vikas school was set up in 2002, there were no options for secondary education in the immediate vicinity. To ensure that the youth in the area finish their school education, the Vikas School was set up.

F.3 Effectiveness (is the intervention achieving its objectives?) [MEDIUM]

Vikas school's effectiveness in providing quality secondary and higher secondary to the rural populace has been a mixed bag. While it has provided a facility for secondary and post secondary education when none existed with quality infrastructure, the learning outcomes which is the key determinant of a schools effectiveness has however been below par.

- **Board results are below the state average:** In recent years the pass percentage in both X and XII classes is below the state average.

Comparison of Board pass % of Vikas v/s State

Year	Pass %age Vikas	Pass %age State
Class X		
2018	62.39%	67.5%
2019	80.34%	66.97%
2020	55.56%	60.64%
2021	100%	100%
2022	45%	65.18%
Class XII		
2018	52.94%	68.96%
2019	38.24%	73.27%
2020	42.42%	76.29%
2021	100%	100%
2022	77.08%	86.91%

- **Bridge course for incoming batch of students not adequate in bringing students up to grade level.** A recommendation of the last year's impact assessment of Vikas school was to provide bridge learning to incoming batch of students in X class. This was to help the class X students who are product of poor primary and middle school education to be well equipped with the basics to be able to negotiate the demands of the secondary school syllabubs. In line with the recommendatins the school has started a bridge course. To assess the impact of the bridge course, the class IX students were given a learning outcome test based on the NCERT NAS exam for class V.

Results of learning outcome test of class IX bridge course students (class V level test)

Subject	Avg marks obtained
Gujarati	70.5%
Science	61.63%
Mathematics	49.63%

The results indicate that the class IX students are very poor in class V level mathematics and fair in science and Gujarati, but with scope for improvement.

- **Poor retention of students after class X:** There is a significant drop out after X grade, especially for girls. This means many a students with potential leave the schools due to patriarchal norms and economic pressure to earn a livelihood.
- **Classroom transactions have scope of improvement:** Classroom observation revealed that in most cases instructional process in class can be improved. Low class participation and reliance on chalk and talk was observed.
- **Difficulty in commute to school for girls:** While boys are provided with hostel facilities which includes both lodging and boarding, girls have no such facility. During the discussion with students the wards of many girl students requested consideration of transport facility at least from distant villages. Along with transport cost, the safety of girls when they use para-transport option was also cited.

- **Scholarship to girls encourages higher education** The post secondary scholarship scheme provided by Vikas school to meritorious students to pursue higher education has lead to many youth taking up professional courses in reputed educational institutions. There is no upper limit and the course fee is paid tiredly by Alembic to the institution where the student has taken admission. The most favoured is 2 year nursing course at Parul university. Many girls who otherwise would not have pursued higher or professinal education, are incentivised by the sholrship to study further. Many of the scholarship recipients are gainfully employed.
- **Providing conducive education atmosphere through hostel facility:** The CSR village communities are plagued with huge alcoholism crisis. Alcoholism not only impacts the community relations but also the cohesiveness in households. A drunken father means limited economic resources in the family, domestic violence and dereliction of parental duties. Thus a child does not get the conducive atmosphere at home for studies. Further free availability of liquor in the villages with includes home based distilleries, means youth in impressionable age are prone to take up the drinking vice at an early age. Providing hostel facility at school guards against this possibility. **The hostels have been rated very highly except for the food provided, which has significant dissatisfaction of both students and parents.**

F.4 Impact (what difference does the intervention make in terms of indirect, secondary and potential consequences) **[HIGH]**

- **Employment and income opportunities:** Due to rapid industrialization in and around the CSR catchment area new livelihood opportunities have emerged for the youth. However, to engage with the emergent opportunities at least secondary education is required. Further certain technical jobs in the vicinity require an ITI diploma for which also secondary education is a prerequisite. A number of Vikas school alumni have gone on to acquire ITI qualifications. The assessment team met a number of ex-students who are currently in employment. They credited Vikas school for being able to complete schooling and being instilled discipline which is essential in work life.
- **Helps delay age of girls marriage:** Early marriage of girls is rampant in the CSR area. Availability of secondary and higher secondary education within easy reach and with no extra financial burden on the households ensures that many girls can complete their secondary education thereby postponing early marriage.
- **Helps develop leadership:** With new challenges coming up in the fast changing landscape of the CSR area, an aware leadership is required in rural institutions to manage the shifting paradigms. Education helps develop such leadership resources and Vikas school is a pathway. Many of the rural youth clubs in the area are lead by alumni of Vikas school.
- **Matching aspirations:** Youth especially girls are now going in for higher education enabled by the critical bridge of secondary education provided at Vikas. Households have now started to see education as an investment which can ensure higher future incomes. Number of girls are now taking post secondary training in nursing, tailoring, teaching etc from professional institutions

F.5 Effectiveness (is the intervention achieving its objectives?)

[HIGH]

- **High dissatisfaction with food provided in hostel:** Both parents and students expressed that the quality of hostel food needs to be improved. The most dissatisfaction is with the dinner provided to the students at the hostel.

Perception of parents on food supplied at the Vikas school hostel

	Strongly Agree	Agree	Neutral	Dis-agree	Strongly dis-agree
The quality of the food served at the hostel is hygienic & healthy			25%	50%	25%
The quality of food served at the hostel is tasty				25%	75%

- **Well qualified teachers:** The faculty has qualification and experience as per the norms laid out by the state government
- **Quality infrastructure:** The school has quality infrastructure, safe environs and sanitary conditions both at the school and hostel and the beneficiaries (students and parents) have given high approbation for the same. This was corroborated by both students and parents during the primary survey
- **Reduced cost of acquiring secondary education:** The initiative provides for free education and hostel facilities (for boys) to rural students many of whom come from very poor households. Vikas school over the years has helped (i) students continue education especially for girls, (ii) saved significant out of pocket expenses for students who otherwise would have to go to distant schools thereby incurring significant transport costs

F.6 Sustainability (Will the benefits last ?) [MEDIUM]

The project will be able to sustain the returns that education brings to the community if it can retain the interest of the youth in higher education. The key motivator of the youth in secondary classes is better livelihood opportunities through education, this needs to be sustained:

- **Not meeting demand for skill training:** One of the expectation from education is being prepared for the job market. A structured vocational training is not available for the students. Also there is a demand for soft skills necessary for the current job market. Orienting education at Vikas school towards the job market can help stem the high dropout rate after X standard,
- **Learning outcomes need improvement:** The school will have to improve its learning outcomes to be able to retain its pre-eminent position in the region.
- **Specialized career counseling not available:** The school needs to also proactively provide career counseling and help them prepare for their chosen careers in sync with the abilities of the individual student. This is critical for the girls who have limited option after they complete schooling.

In nutshell Vikas school has to present a value proposition for students which is in sync with their aspirations and help them to succeed in the job market or seek admission in professional courses. The school needs to constantly calibrate itself on its relevance to the students in the region and what value addition it is able to provide. If not done, Vikas school will risk not fulfilling its mandate of bringing positive change in the lives of the community it serves. It also risks losing the bright students to other schools in nearby Halol town, where a number of children from the CSR villages are already studying in secondary classes.

F.7 Overall Assessment [MEDIUM]

The school provides quality infrastructure, conducive learning environment and trained faculty. The falling pass percentage in boards, limited stress on vocational training of students and high drop out are some of the concerns which will have to be tackled. However the entire responsibility for these drawbacks cannot be entirely attributed to the school management. Systemic issues like poor primary and middle education, patriarchal mores, low literacy levels of parents, poor educational environment at home and household poverty also contribute towards high dropout, poor results and low expectations from education.

F.8 Suggestions

- **Introduction of Vocational Education at Vikas School:** Starting a comprehensive vocational training for students in various trades which have a demand in the immediate vicinity. The program should be suitably accredited so that the school is able to issue certificate and is recognized by potential employers.
- **Bridge Courses:** A review of why the bridge course started by the school is not delivering the desired outcome results has to be done. Third party agency with specific deliverables can also be engaged for providing the bridge course. It is through the bridge course it is postulated that the Vikas schools's board results can improve
- **Close monitoring of performance of each student:** Use technology to create a mechanism to monitor the scholastic performance of each child and provide individual reinforcement. Such a mechanism will help both the school management and ACSRF on the academic progress of each child and provide reinforcements as may be needed. A dashboard for each child with constant monitoring through class tests needs to be done. Backup facilities like counseling and special classes should be in place to act on the indicators of a child performance.
- **Take technology into the classroom:** To make classroom discussions more interesting and engaging and to move away from the 'talk and chalk' mode of teaching, digital teaching aids like smart-boards, K-YAN (digital classroom) etc be introduced in the classroom.
- **Soft skill training:** There are a number of soft skills which would equip the students to have necessary skills to help them contribute both in their community and to their profession. Such soft skills include Social skills, Empathy, Patience, Public speaking, Time management, Customer service, Project management, Leadership, Emotional intelligence, Critical thinking amongst others.
- **School Transport facility:** Villages at a distance from the Vikas school requested for school transport facility for girls. The parents were also apprehensive about the safety of the girls when they travel to school. Currently a shared vehicle facility cost Rs 300-500/month. This

transportation issue is faced by the girls since the boys are all hostelers (pre-pandemic situation).

- **Focus on improving results:** The school management and teachers will have to make an intensive effort to reverse the declining pass percentage in the board exams.
- **Improve the quality of food at hostel:** A review of the dinner menu and an audit of the quality of food served to the students needs to be done and corrective measures taken.
- **NCC training be initiated** as many students are aspirants of Agnipath Scheme, recently launched by Central Government. Agnipath recruitment gives preference to sports-persons, NCC cadets and ITI diploma holders.



ALEMBIC CSR FOUNDATION

1st Floor, Marketing Building, C/o. Shreno Limited (Glass Division), Gorwa, Vadodara - 390003
Ph.: +91-265-6637390 | Email: alembic.foundation@alembic.co.in | Web: <http://www.alembic-india.com>