



Executive Summary

CSR Impact Assessment Study

2021-22

STUDY CONDUCTED BY
3DM DATAWORKS

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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

Executive Summary

CSR Impact Assessment Study

**Alembic Group of Companies &
Alembic CSR Foundation**

Objective of the Impact Assessment Study

- To measure through an independent agency the effectiveness of organisational activities and judging the significance of changes brought about by those activities.
- To undertake impact evaluation / assessment, to be able to produce useful findings, taking into account the availability of resources and the timing of decisions about the intervention under investigation.
- To understand and evaluate the impact of social investments in programmes and projects on target beneficiaries or society.
- To make evidence-based decisions in implementation and identify hurdles, allowing for programme continuity, scale, sustainability, efficiency and other related areas.

Assessment Framework

The widely used OECD framework for project assessment was adapted for this study. Each project was seen through the lens of the following six criterion.

- **Coherence:** The compatibility of the intervention with other interventions in a country, sector or institution. This was further checked for (i) Internal Coherence: addresses the synergies of the intervention with the Alembic CSR Policy and the priority sub sectors. (ii) External Coherence: considers the consistency of the intervention with similar program by the state or central government.
- **Relevance:** Does the intervention respond to the felt needs/priorities of the CSR catchment. The relevance is context specific to the geography / culture in which the intervention is being implemented.
- **Effectiveness:** The extent to which an intervention is achieving or has achieved its objectives. This includes whether an intervention has attained its planned results, the process by which this was done, which factors were decisive in this process and whether there were any unintended effects.
- **Impact:** This criterion captures the “so what?” question of an evaluation. It examines the significance of the intervention and its higher-level results, meaning how much it mattered to those involved.
- **Efficiency:** The assessment focused on economic efficiency in terms of leverage and processes used to optimize resource use.
- **Sustainability:** Does the initiative have financial, economic, social, environmental and institutional capacities needed for the likelihood of net benefits continuing over the medium and long term.

Methodology

The assessment team used a bouquet of techniques to elicit information and evidence to enable it to make a judgment on how an individual initiative has performed, which include (i) Semi Structured Interviews, (ii) Survey of beneficiaries, (iii) Learning Outcome Surveys (education program), (iv) Case Studies, (v) Observation, (vi) Focus Group Discussion and (vii) 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). To keep the biases at bay, the field team assessment was reviewed by the M&E Advisor and the impressions triangulated.

Projects Assessed

- Toilet Construction:** Alembic CSR Foundation supported 16 villages spread in 2 districts by building 2000+ toilets and facilitating necessary behavioral change.
- Vikas School:** A Gujarati medium school with an enrollment of 300 students which caters to the students in the CSR catchment of Panelav.
- Covid-19 Response**
 - » **Plasma Donation:** 7500 Covid-19 recovered patients reached for plasma donation and facilitated plasma donation from 211 donors. The plasma so collected was used for providing convalescent plasma therapy to Covid-19 patients.
 - » **Psycho-Social counseling support to Covid-19 patients** was initiated to provide telephonic counseling support in Vadodara city. 1057 patients were reached.
 - » **Hot cooked meal to migrant labour:** 43215 meals provided to about 250 migrant labourers housed at night shelters (by the municipal corporation) during the Covid-19 lock-down.
 - » **PPE kits and mask stitching:** A total of about 100,000 PPE kits have been prepared at the stitching center in Panelav for the front-line health workers. In addition 35,000 masks have also been stitched mostly to be distributed to the local community.
 - » **Distribution of ration:** Ration packets distributed to 700+ needy families in the CSR villages facing economic hardship due to the lock down.
 - » **Providing oxygen concentrators:** 28 oxygen concentrators donated to District Collector, Panchmahal for installation at the Community Health Centers/ Covid-19 hospitals.
 - » **Covid ward for needy patients:** A 50 bed ward was set up for needy patients at the Bhailav Amin General Hospital.

Table 1: Summary Of Findings

S.No.	Sub Project	Coherence	Relevance	Effectiveness	Impact	Efficiency	Sustainability	Overall
Project I: Construction of 2205 individual toilets (in 15 villages over 6 panchayats in 2 districts)								
		High	High	High	High	High	Medium	High
Project II: Running of Vikas school (secondary/senior secondary school for approx 300 students from CSR villages)								
		High	High	Medium	High	High	Medium	Medium
Project III: Covid-19 Response								
1	Distribution of ration	High	High	High	High	High	NA (@)	High
2	Hot cooked meal to migrant labour:	High	High	High	High	High	NA (@)	High
3	Psycho-Social counseling support	High	High	High	High	High	NA (@)	High
4	Plasma Donation	High	High	High	High	High	NA (#)	High
5	PPE kits and mask stitching	High	High	High	High	High	High	High
6	Providing oxygen concentrators	High	High	High	High	High	High	High
7	Covid ward for needy patients	High	High	High	High	High	NA (@)	High
Project IV: Pan India distribution of Covid-19 protective gear								
		High	High	High	High	High	Medium	High
Project V: Construction of social infrastructure in CSR villages								
1	RO facility at Panelav	High	High	Medium	High	High	Medium	High
2	Community toilet at Samajwadi, Panelav	High	Medium	Medium	Medium	High	High	Medium
3	Construction of compound wall and paver block at Ambatalav	High	High	High	High	High	High	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.

Convalescent plasma therapy has been discontinued as per the Government of India guidelines

@ short duration project

iv. Pan-India distribution of Covid-19 protective gear and testing kits: The protective gear and testing kits distributed to 1,82,300 medical practitioners across the country.

v. Construction of Social Infrastructure

- » Construction of compound wall and paver block at Ambatalav Primary School
- » Community toilet at Samajwadi, Panelav
- » RO plant at Panelav

I. Assessment of Toilets Constructed

About the project: Starting year 2015-16, ACSRf undertook an intense program of constructing individual household toilets to combat widespread open defecation in the CSR catchment villages. The Foundation has constructed 2,205 household toilets in 15 Villages of 6 Panchayats located in Vadodara and Panchmahals districts of Gujarat over 2015-16 to 2020-21. Assessment findings are given below:

Coherence (High):

- **External Coherence-** The ACSRf toilet construction project which started in 2015 in sync with the national priority of cleaner India under the Swachh Bharat Abhiyaan (Oct 2014).
- **Internal Coherence:** The CSR policy of Alembic Group of Companies enjoins Alembic CSR Foundation to work towards projects on sanitation and rural development. (sec 6.iii of the CSR Policy)

Relevance (High): The availability of individual household toilets was very low across the entire CSR catchment. For instance in Halol Rural (in which the largest CSR sub area of Panelav is located), as per 2011 census only 14% household had a toilet within premises. The low toilet coverage resulted in very high open defecation in all the project villages. Along with this came the attendant issues of disease burden, low dignity of women, and poor sanitary practices.

Effectiveness (High)

- 85% of the target villages have been declared Open Defecation Free: By the end of March 2020, except for Karakhadi and Tajpura villages where toilet construction work is still ongoing, the rest 13 villages have been declared open defecation free as per the criteria and verification process laid out under the Swachh Bharat Mission.
- 93% of the toilets constructed are in use : This attrition rate is low and is indeed credible given that the project has been in implementation since 2015. Those households who are not using the toilet provided by ACSRf have not necessarily reverted back to open defecation. In most cases a larger/modern toilet has been constructed in sync with the family needs.
- 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%. Before toilet construction, the entire beneficiary

population was practicing open defecation. This has been a singular achievement of the project.

Impact (High): An overwhelming number of beneficiaries (> 95%) opined that the provisioning of household toilet has improved their standard of living:

- Toilets lead to improvement in women safety
- Toilets lead to decline in disease incidence
- Toilets lead to improvement in social status
- Feel confident in inviting guests for overnight stay due to having a toilet in house
- HH toilets reduces the propensity of women to restrict food and liquid intake to reduce the urge for defecation/urination

Efficiency (High)

- *Beneficiaries satisfied with quality of toilet construction:* Approximately 95% of the beneficiaries have reported satisfaction with quality of construction. Only instance of concern expressed has been the quality of doors provided.
- *ACSRF toilets are a significant upgrade on the specifications of government sponsored toilets:* The additional features include water storage tank and tiling of floor and walls which ensures cleanliness. The technical guidelines under SBM (G) have been adhered and for some elements enhanced.

Sustainability (Medium)

The project has performed remarkably in ensuring toilet reaches each and every household in the target villages. However there is a need for sustenance of the momentum created. Certain issues got flagged in the survey findings:

- *Hand washing with soap after defecation yet to be pervasive:* About 15% of the households have at least one family member not using soap to wash hands after defecation. Also during physical observation of toilets only at 54% of the households hand washing soap was available at the place designated for hand washing after defecation.
- *Outreach requires strengthening:* The survey reveals that majority of the beneficiary households in last one year have not received counseling on hand washing, advice on toilet maintenance or responded to surveillance surveys on toilet performance.
- *Toilet cleanliness not pervasive:* During the physical observation of the sample toilets during the survey, it was found that 20% of the toilets were stained or had traces of feces. An even higher percentage (28%) emanated foul odour.
- *Older toilets require repairs:* During toilet observation it was noted that some of the older toilets are in need of repairs like seepage in walls or development of cracks etc. Beneficiaries will need to be sensitized on regular maintenance so as to ensure longevity of the infrastructure created.

- *Problem of intermittent open defecation persists:* While regular open defecation has almost stopped, about 15% of the households reported that intermittent open defecation is done by at least one family member..

Overall Assessment (High): The project has brought a sea change in the sanitation landscape in the target villages. From rampant open defecation, the same has got almost eradicated. The toilet design and quality has ensured that the infrastructure has remained functional for use. Behavioral changes wrt to hand washing with soap has also got a foot hold in more than half of the beneficiary households.

Suggestions

- *Concentrate on sustenance of ODF free status:* It is critical that slippage be avoided in terms of behavioral practices and maintenance of infrastructure. An outreach program on hand washing, stopping of intermittent open defecation, maintenance of infrastructure and cleanliness protocol needs to be periodically reinforced.
- *Consider upgrading from ODF to ODF+ :* The Government of India has recommended scaling up on the Open Defecation Free status attained by a given village. ODF Plus entails that ODF behaviors are sustained, and every village has access to solid and liquid waste management.

II Assessment of Vikas School

About the project: Vikas School (IX-XII), is a residential, Gujarati medium school located in the campus of Rural Development Society, Panelav. The school caters to the students from the CSR villages and currently has an enrollment of 364 students. The school was established in 2002 and provides free education. The school also has a boys hostel which provides free boarding and lodging to 150+ students, however currently there are no boarders due to the Covid-19 pandemic. Assessment findings are given below:

Coherence (High):

- **External Coherence-** 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 years.
- **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. The facility is in consonance of the Alembic CSR policy which puts rural development as one of its objectives.

Relevance (High): 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.

Effectiveness (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 school's 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.
- *Vikas school is not above par in the region:* The learning outcomes scores of the students in Vikas school is only marginally higher than that for control school (Karakhadi High School).
- *High dropout after X grade:* There is a huge drop out after X grade, especially for girls. This means many a student with potential leave the school due to patriarchal norms and economic pressure to earn a livelihood.
- *Classroom transactions have scope of improvement:* Classroom observation done during the study revealed that in most cases gaps in instructional support provided in class can be improved. Low use of technology in teaching was also observed.

Impact (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.
- *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.
- *Scholarship scheme run by Vikas school opens career options for bright students:* The post secondary scholarship scheme provided by Vikas school to meritorious students to pursue higher education has led to many youth taking up professional courses in reputed educational institutions.
- *Helps develop leadership:* Education helps develop leadership resources. Many of the rural youth clubs in the area are led by alumni of Vikas school.
- *Engagement with gig economy:* With new jobs coming up with advent of technology and penetration of service sector in rural areas, a number of livelihood opportunities of being self employed for youth is coming up. Availing of such opportunities require at least school level education. This includes insurance agents, affiliate marketing, IT based services etc. A number of Vikas school alumni have explored such opportunities.

- *Matching with 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 Vikas provides this opportunity.
- *Providing conducive education atmosphere through hostel facility:* The CSR village communities are plagued with huge alcoholism. 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 which 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 these vices and provisions conducive study environment.

Efficiency (High)

- *Reduced cost of acquiring secondary education:* The initiative provides for free education and hostel facilities (for boys) to rural students many of who come from very poor households. Vikas school over the years has (i) helped 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
- *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. The beneficiaries (students and parents) have given high approbation for the same.

Sustainability (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. Vikas school will need to work on this aspect::

- *Not meeting demand for skill training:* One of the expectations 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 students prepare for their chosen careers in sync with his/her abilities. This is critical for the girls who have limited option after they complete schooling.

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 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 amongst parents, poor educational environment at home and household poverty also contribute towards high dropout, poor results and low expectations from education.

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. The National Education Policy, 2020 (Policy) recognizes the seminal role of vocational education (VE) in school. The policy recommends that vocational education should be introduced from class VI onwards including scope for internships in higher classes. The National Skills Qualifications Framework (NSQF), establishes a system of clear educational pathways for schools to provide certification of vocational skills. Some of the identified trades under NVEQF include Beauty Wellness, Agriculture, Retail, Telecom, Electronics & Hardware, Media & Entertainment, BFSI, Multi Skilling, IT-ITeS, Automobile repair, Healthcare etc.

Bridge Courses: The incoming class (standard IX) of Vikas school lacks basic numeracy and language skills because of poor teaching at primary and middle school level. The students therefore are unable to cope with the syllabus of higher classes. Introducing of bridge courses for the incoming batch of students may be considered.

After school assistance: Currently the hostel students are not provided with after school assistance. This may be considered to help children complete their home work and also get reinforcement on what is taught in the class.

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.

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: Students from villages at a distance from the Vikas school requested for school transport facility for girls. The parents are apprehensive about the safety of the girls when they travel to school and the cost of travel to school is expensive. Currently a shared vehicle facility costs Rs 300-500/month. This transportation issue is faced by the girls since the boys are all hostellers (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.

IV. Covid-19 Response

IV.a Assessment of Ration Distribution

About the project: ACSRf in response to the food insecurity being faced by rural households during the Covid-19 lock-down distributed about 700 dry ration kits in 17 villages benefiting 3700 persons. This distribution was done during March 2020 at the onset of the first phase of the pandemic and the attendant lock down. The kit contained flour (10kg), pulses (1kg), rice (5kg), spices (200 gms of turmeric, chili and coriander), sugar (1 kg) cooking oil (1 ltr) soap (2), salt (1 kg) and Covid-19 sanitation instruction sheet. The ration assistance was bridge support in the initial days. The mainstay for food security during the pandemic was the government's PDS system. Assessment findings are given below:

Coherence (High):

External Coherence: Covid-19 induced movement restrictions and closure of businesses have adversely affected income. In rural areas, where the economy is largely informal and cash dependent, the lock-down also resulted in liquidity constraints. Food security at the household level was negatively affected by reduced incomes, temporary unavailability of food items due to supply chain issues, and increased food prices.

Internal Coherence: The Alembic Group CSR policy includes disaster response as one of the activities in which ACSRf would engage itself. Providing meals to stranded migrant labour due to Covid-19 is in sync with the CSR policy.

Relevance (High): The CSR villages have a significant number of daily wage industrial workforce with a large component of migrant labour whose livelihood got disrupted when the industrial units employing them came to a standstill during the lock-down. Reduced income and increase in food prices due to disruption in supply chain resulted in food insecurity in number of households in the CSR catchment including those belonging to Above Poverty Line.

Effectiveness (High): The one time ration provided helped bridge food insecurity in the short term. Since the ration was provided at the onset of the pandemic it helped give extra critical days for the households to adjust to the new normal and calibrate their coping mechanisms and government free food grain supplies during the pandemic to fructify. It also provided the much needed food reserves for migrant families before they could go back to their home towns/villages. The beneficiaries included in the survey have also corroborated the aforesaid contention.

Impact (High) Helped provide in time to economically distressed households to cope in the short run to the sudden lock-down induced hardships. It helped maintain consumption level by providing food items not normally available through the PDS system like cooking oil. The provisioning of soap and a pamphlet on Covid-19 appropriate behaviour helped ready the beneficiary households on the need for Covid-19 precautions including hand hygiene.

Efficiency (High): The project identified the target beneficiaries through local leadership and panchayat. This was an efficient approach since households with sudden drop in economic status was best known to the local community.

Sustainability (NA) The initiative was designed as a short term emergency measure. Free PDS, take home ration through ICDS and school mid day meal cash support initiated by the government during the pandemic provided long term sustained support. A standardized ration kit provided under the initiative did not take into account the household size. Therefore while some households could extend the consumption for a month, half of the beneficiary households could sustain about 2 weeks consumption with the help of the ration kit.

Overall Assessment (High): The initiative provided much needed food security support to households finding it difficult to cope with the sudden onset of the Covid-19 lockdown. The daily wage workers employed in the industrial units and those engaged in the service sector were the most affected. As the household coping mechanisms and government support began to take shape in response to the lock-down, in the interim the ACSRF ration distribution was a great help.

Suggestions: As discussed above the initiative was designed as a short term coping measure to food vulnerability due to the lock-down till the government relief

mechanisms and household adjustment to the new normal could set in. To that extent the initiative has been successful. However, to increase the effectiveness the following may be considered.

- The government response to food insecurity is providing food through the Public Distribution System. However, while PDS ensures hunger security, many a times it fails to maintain nutrition security since the basket of items provided do not contain critical food items like cooking oil, sugar etc. Also it does not contain hygiene products. Support to extremely vulnerable and destitute households (who are hit disproportionately by a disaster) with critical food items and hygiene products could have been continued through out the pandemic.
- Providing ration as per the number of household members would have been more equitable.

IV.b Assessment of Hot Cooked Meal Distribution

About the project: The ACSRF participated in the Vadodara Municipal Corporation coordinated effort towards assisting migrant labour during the pandemic. ACSRF provided hot cooked meals from their corporate service provider. 43215 meals (3 meals/day/person) provided to about 250 migrant labour housed at night shelters (by the municipal corporation) during the Covid-19 lock-down in the first phase. Assessment findings are given below:

Coherence(High)

External Coherence-The state government was providing food, shelter and basic amenities to unorganised sectors' stranded migrant workers to prevent a nationwide exodus of labourers. Exodus of industrial workers, agricultural labourers and workers of other unorganised sectors had the potential to spread the pandemic.

Internal Coherence- Providing disaster relief (Covid-19 in this case) is one of the tasks underlined in the Alembic Group CSR policy.

Relevance(High) : Government of Gujarat established shelter homes for migrant labourers. The Special Migrant Labour Support Team was constituted to make sure that stranded people do not walk towards their native places on foot. In Vadodara city, the night shelters were converted to Covid-19 shelters. Provisioning of good quality food was a challenge. Vadodara Municipal Corporation requested the Alembic group for support in providing meals for the migrant labour stationed at the Covid shelters.

Effectiveness (High): ACSRF team provided daily meals to about 250 migrants for 67 days at 14 Covid-19 shelters administered or coordinated by the Vadodara Municipal Corporation. There were no supply bottleneck and no complaint on food quality was received. The Vadodara Municipal Corporation was appreciative of the effort.

Impact (High): The mass exodus of migrant labour due to Covid-19 lockdown many on foot had to be stopped

on humanitarian grounds. Further the exodus had the potential to spread the pandemic. While the existing infrastructure of the government was used to house the migrant labour, providing the logistics of food was proving to be a challenge for the local administration. The initiative helped provide the needed support.

Efficiency (High): The Alembic corporate kitchen which is maintained at high standards of hygiene, food quality and taste was given the responsibility for preparing the meals for the migrant labour. No separate facility had to be set up.

Sustainability (NA): The project was a short term emergency measure.

Overall Assessment (High): The initiative has been able to achieve its objective of providing quality and hygienic cooked food to migrant labour housed at Covid-19 shelters managed by the Vadodara Municipal Corporation.

IV.c Assessment of Covid-19 Counseling

About the project: A team of 9 counselors and volunteers drawn from ACSRF and Alembic School provided support for

- Maintaining the inflow of the patients, managing the logistics, counseling patients about the pandemic and respond to their queries about treatment at the Special Covid Ward at Bhailal Amin General Hospital (BAGH) and followup post discharge.
- Counseling Covid-19 diagnosed patients and followup of discharged patients from various public hospital.

Assessment findings are given below:

Coherence (High)

External Coherence- Covid-19 patients are seen to display risk factors generally associated with poor mental health. Tackling the mental health issues in Covid-19 patients has become an important part of managing the disease. The protocol calls for counseling of Covid-19 patients through proactive outreach to Covid patients.

Internal Coherence- The initiative provided mental health support and critical information to the Covid-19 patients and their families. Alembic Group of Company's CSR policy allows for such an intervention under the sub-sector of disaster response.

Relevance (High): While preventive and medical action is the most important, emergency psychological crisis interventions for people affected by COVID-19 are also critical. It is essential to make a family member or primary contact of a COVID positive patient aware, provide correct scientific knowledge and provide psychosocial first aid in the form of emotional and mental support in a culturally appropriate manner.

Effectiveness (High) : About 70% of the sampled recipients reported positive experience with the counseling provided.

Impact (High): The intervention helped the Covid-19 patients and their relatives cope with the mental health issues related to the disease through emotional support, access to reliable information and in certain cases referral to medical and mental health services.

Efficiency (High):

- Large scale impact of Covid-19 led to widespread mental health issues. The limited number of counselors available and the highly contagious nature of the disease made providing the traditional one-to-one psychosocial support counseling in a physical setting a challenge. The tele-counseling mode helped reach a high number of patients.
- The 'reverse helpline' approach wherein the counselors proactively reached out to the Covid-19 patients helped reach mental health services to needy but reluctant care seeking patients.
- Given the shortage of trained counselors, in-house volunteers (Alembic school and ACSRF) were enlisted and provided training and mentoring to meet the unmet demand for counseling services.

Sustainability (NA): The project was a short term emergency measure.

Overall Assessment (High): The initiative was able to meet its objective of offering basic psychosocial support to people who tested positive for COVID-19, through telephonic counseling / 'compassionate talking'. The intervention could reach out to large numbers and ensured quality of the counseling sessions within the constraints imposed from lock downs and high Covid-19 morbidity rates. The project demonstrated the efficacy of the low logistic intensive intervention of tele-counseling method through volunteers in contrast with the clinical care approach through mental healthcare professionals. The need to reach high number of patients in the least time with minimal physical contact and within the constraints of availability of trained professionals made the tele-counseling route the favored and effective mode

Suggestions

- **Supportive Supervision:** Since bulk of the counseling was managed by volunteers, it is suggested that along with the training provided, supportive supervision would have helped in further increasing the efficacy and confidence of the volunteers in managing difficult mental health cases.
- **Increase in counseling rates:** The project could achieve the counseling rate of 40 patients/month/counselor. Similar initiative by NDMA achieved a rate of 66 patients/ month/ counselor. Given that the enormity of the Covid-19 cases was high, enhanced counseling rates would have led to reaching services to greater numbers.

IV.d. Assessment of Plasma Donation Initiative

About the project: Until mid May 2021, India's Covid-19 treatment protocol allowed 'off label' use of convalescent plasma therapy at the stage of early moderate

diseases. In view of the clinical guidelines issued by the government, Bhailal Amin General Hospital proceeded to introduce this treatment regimen for Covid-19 patients. The biggest challenge in mainstreaming this treatment was availability of high titre donor plasma extracted from the blood of patients who have recently recovered from Covid-19. ACSRF took on the mandate of mobilising plasma donors and reached out to Vadodara Municipal Corporation and gathered the official list of 19,000 Covid recovered patients. From the list, ACSRF team contacted more than 9300 Covid recovered patients and facilitated total 228 plasma donations which was transfused to more than 250 Covid affected patients. The plasma donation was entirely voluntary. Assessment findings are given below:

Coherence(High)

External Coherence-Treatment protocols from ICMR allowed for 'off label' use of convalescent plasma therapy at the stage of early moderate disease of Covid-19.

Internal Coherence-The plasma donation initiative responded to the Covid-19 pandemic and was in sync with the CSR activities allowed under the company CSR policy.

Relevance(High) :With very few protocols available to combat Covid-19, Bhailal Amin General Hospital introduced convalescent plasma therapy as a line of treatment. With shortage of high titre plasma availability, BAGH and ACSRF decided to mobilise donations of plasma from recently cured Covid-19 patients so that there is enough plasma available for ailing Covid-19 patients. This was also important because of the phenomenon of "plasma bidding" as there was a scramble for "high titre donor", given shortage of donors. Therefore it was necessary to motivate potential donors to donate plasma for use in the fight against the pandemic.

Effectiveness (High): ACSRF team reached out to about 9000 potential donors of which 228 donated plasma. The donated plasma was transfused to 250 patients.

Impact (High):A new protocol (when not many existed) for Covid-19 was implemented which at that time had shown promise and was recommended by the health authorities.

Efficiency (High): The plasma donation relied on moral suasion and the donation was entirely voluntary without any monetary consideration. The initiative stood out in its effort to mobilize volunteers by contacting eligible donors. Contacting about 9000 potential donors was a huge logistical effort and is indeed commendable. A film requesting for plasma donation was jointly produced by ACSRF and BAGH and shared on social media (<https://www.facebook.com/watch/?v=409155476761144>).

Sustainability (NA): As on May 2021 convalescent plasma therapy has been withdrawn from Covid-19 management protocol by the government.

Overall Assessment (High):The initiative was able to meet its objective of mobilizing plasma donors during the difficult Covid-19 period. The feedback from the donors on the facilities and reception at the donation center was positive.

IV.e. Stitching of PPE Kits and Masks

A total of 100,000+ PPE kits were made at the sewing center established at Alembic Rural Development Society at Panelav. 77 women and girls from the CSR villages helped in stitching these kits for a remuneration. These kits were provided to health workers who were at the front line of the COVID response. In addition 35,000 face masks were stitched and distributed in the community. Assessment findings are given below:

Coherence(High)

External Coherence- Given the severe shortage of PPE kits due to heavy demand, Govt of India through the National Livelihood Mission asked the women SHG to start stitching PPE kits and masks to bridge the shortage.

Internal Coherence- The Alembic Group's response to the Covid-19 disaster by stitching PPE kits helped bridge the supply shortages for health workers of PPE kits. The Alembic Group of Company's CSR policy allows for suitably response to a natural disaster.

Relevance(High) At the outset of the pandemic there was shortage of PPE kits. The initiative ensured that Bhailal Amin General Hospital had a dedicated source for supply of quality PPE kits required by the health workers attending to both OPD and IPD services, including those working in the special Covid-19 ward. The project linked preparation of the PPE kits to the available stitching skills in CSR villages under the auspices of the stitching center at Panelav.

Effectiveness (High): About 100,000 PPE kits and 35,000 masks were produced, generating livelihood worth Rs 34 lakhs for rural women and men.

Impact (High):It was demonstrated that the women from the CSR villages have the requisite skills and ability to execute large stitching orders. Subsequent to the PPE kit stitching assignment, the Bhailal Amin General Hospital has requested the stitching center at Panelav to tailor uniforms of health workers.

Sustainability (High) With ability to execute large order established the stitching and tailoring skills of the trainees from the stitching center (established under CSR program) can now undertake similar orders in the future and thereby help monetize the training and help provide an alternate livelihood option. Further the infrastructure and skill acquired in preparing PPE kits can be put to use again at very short notice if pandemic like situation recurs. Bhailal Amin General Hospital now has a dedicated supply chain for providing quality PPE kits and other similar consumables required at the hospital.

Overall Assessment (High):The initiative has met both its goals namely stitching of good quality PPE kits upto

acceptable standards in a hospital setting and engaged the tailoring skills in the CSR catchment at Panelav to stitch, seal, sanitize and package the kits. This has also opened further opportunities for large scale tailoring orders which will help the women/girls in the CSR villages engage in gainful employment.

IV.f. Oxygen Concentrator to Government Health System

ACSRF donated 28 oxygen concentrators (5l/min capacity) to the district administration of Panchmahal. The equipment would help the government health system to better respond to the needs of the Covid-19 patients. The concentrators were provided to the district authorities in mid May 2021, during the peak of the second wave of the pandemic. Assessment findings are given below:

Coherence(High)

External Coherence- Panchmahal recorded 11770 cases of Covid-19 (as on 30 Sept 2021). It was necessary to equip the health systems primarily the Community Health Centers and dedicated Covid health hospitals with facility for administering supplemental oxygen therapy immediately for patients with respiratory distress, hypoxia, or shock.

Internal Coherence- The Alembic Group CSR policy includes disaster response as one of the activities which ACSRf may engage itself. The donation of oxygen concentrators was in sync with the Alembic CSR guidelines.

Relevance(High) : As the pandemic spread to villages and rural areas, patients are first taken to Community Health Centers and Covid Hospitals set up in the rural hinterland. Of the patients classified as severe, many can be managed with simple interventions such as nasal cannula oxygen to reverse hypoxia. The concentrators provided by ACSRf were installed in health facilities in rural areas and helped augment capacities for administering supplemental oxygen therapy at the rural health facilities to correct hypoxia. Only patients requiring specialist care were referred to higher levels. This ensured timely care and also ease the pressure on the health care system.

Effectiveness (High): The concentrators provided by ACSRf helped strengthen the preparedness of the District administration in wake of the Covid-19 situation. Acknowledging this, "Mr Amit Arora, the then district collector of Panchmahal district wrote to ACSRf (vide letter no. WS/96/2021 dated 19/05/2021) wherein he mentioned, "In view of the prevalent situation of the continuous flow of positive COVID-19 patients in Panchmahal district, oxygen was prime requirement at dedicated Covid hospitals and CHCs. Your initiative for implementing CSR project (providing oxygen concentrators) for promoting healthcare at Covid hospitals and Community Health Centers (CHCs) of Panchmahal district is highly appreciated."

Impact (High): The concentrators have helped in improving the capacity of the government health care system

in the district. Beyond the pandemic the concentrators can be re-purposed for other ailment requiring supplemental oxygen therapy.

Efficiency (High):

- ACSRf provided the concentrators at the disposal of the district administration. The deployment of the equipment was to be as per the exigency and priorities of the district health officials in response to the developing ground situation of the Covid spread.
- The oxygen concentrators provided conform with the government guidelines (as per the guidelines issued by the Central Drugs Standards Control Organisation) for management of Covid-19 patients. The concentrators provided have a continuous flow capacity of 5lts/minute and delivered oxygen with concentration of 90% and above.

Sustainability (High)

The operation and maintenance of the concentrators is with the district health officials. The maintenance protocols of the government towards health care equipment will be applicable for the concentrators as well.

Overall Assessment (High): The oxygen concentrators is a life saving equipment. With the government having to quickly ramp up capacity for Covid treatment in the rural areas, through the existing CHCs and the specially setup Covid-19 hospitals in rural areas, the equipment provided by ACSRf was extremely useful. During the pandemic the concentrators were in short supply, and it was indeed credible that ACSRf could procure a large number of concentrators amidst the peak of the second Covid wave.

IV.g. Sunflower Covid Ward

About the project: On request of the Vadodara Municipal Corporation, Alembic CSR Foundation in collaboration with Bhailal Amin General Hospital (BAGH) started a 50 bed Covid ward to provide free of cost in-patient treatment to Covid-19 patients. The ward (named Sunflower ward) was operational during the peak of the second wave in the months of April-May 2021 and served 64 patients.

Coherence(High)

External Coherence- Given the surge in Covid-19 cases the Vadodara Municipal Corporation decided to increase the number of Covid-19 beds from the existing 5500 in the city to about 7000 beds by empaneling private hospitals for affordable Covid-19 care. (<https://indian-express.com/article/cities/ahmedabad/covid-bed-capacity-to-be-raised-to-7000-in-vadodara-7069684/>).

Internal Coherence- The provisioning of Covid-19 beds to economically marginal patients was in response to the Covid-19 disaster. The CSR policy of the Alembic Group of Companies allows for the CSR program to respond to natural disasters.

Relevance(High) : Bhailal Amin General Hospital has shaped into a 200+ bedded multi-specialty tertiary care

hospital that offers highest medical care services to the patients in and around Vadodara. It is equipped with all necessary equipment and professional expertise to manage serious Covid-19 patients. The patients were directed to the ward by the Municipal Corporation from those seeking medical care at the public hospitals which were running at capacity during the second Covid -19 wave.

Effectiveness (High): The ward provided high quality in-patient services to 64 Covid patients with an Average Length of Stay of 8 days. The entire stay in the hospital was free. The ward also provided specialist counseling services to patients and their relatives to address acute symptoms such as depression, anxiety, and psychological distress during Covid-19. BAGH was probably the only health facility in Vadodara where such a dedicated counseling team was made available. An oxygen plant with Alembic was shifted to BAGH premises to ensure that there is no shortage of oxygen for the patients in the hospital including those admitted in the Covid-19 ward.

Impact (High): The project is an example of how the private and public health facilities can work at tandem to combat an emergency situation.

Efficiency (High): The hospital stay for the patients was free at the Covid-19 ward. ACSRF stationed its personnel at the ward so as to support BAGH in effective administration, counseling and logistics to help keep up with the surge of patients.

Sustainability (NA): The Covid-19 ward was a short term emergency facility which operated during the peak of the second wave of Covid-19.

Overall Assessment (High): The Covid-19 ward supplemented the Covid-19 beds available in the city and provided quality care.

IV. Assessment of Pan India Distribution of Consumables during Covid-19 Pandemic

About the project: In response to the Covid-19 pandemic, Alembic CSR Foundation provided personal protective equipment to medical practitioners across India as part of the national effort to combat the fast spreading virus coincided with the **first wave of the Covid-19 pandemic**. Over a period of twelve months from April 2020 to March 2021 the following items were procured and distributed:

Item	Numbers Distributed	Beneficiaries (Nos)
PPE Kits	32302	26319
Swiss Masks	150000	119062
N95 Masks	363600	62807
Gloves	660680	57705
Antigen Kits	56500	49148
Note: Each antigen kit contained 3 tests		

Assessment findings are given below:

Coherence (High):

- **External Coherence-** The project responded to a national emergency. At a time when the treatment guidelines were still evolving, the initiative to protect the critical human resource (the medical practitioner) is well grounded to the field realities. With protective equipment in short supply, the initiative helped bridge the gap in the initial days of the pandemic.

Relevance (High): The project was initiated at the starting of the first phase of Covid-19 pandemic when the assistance was most needed by the medical fraternity. There was shortage of protective kits and gear. The first cases of COVID-19 in India were reported on 30 January 2020 and a national lockdown imposed on 24 March 2020. Alembic Group of Companies started to ship out the first batches of protective gear by the first week of April 2020, within about a month after the first lock down was declared.

Effectiveness (High):

- The medical practitioners with whom the study team spoke to considered the timing of the distribution of the protective items to be appropriate and quality to be excellent.
- The project covered almost the entire country covering 31 States and UTs (out of 35 states/UTs) with footprint in approximately 40% of the districts in the country (331 districts)
- The initiative was able to do contact less door delivery to 1,82,300 medical practitioners (17% of the total registered medical practitioner covered) during the first phase of the pandemic under severe lock down conditions
- It is estimated that the initiative was able to improve healthcare services being provided by the medical practitioners during the first phase of the pandemic
 - » An estimated number of **455 lakh** patients were consulted by medical practitioners using N-95 Masks
 - » A total number of **660680 patients** could be safely treated/ attended by using gloves
 - » A total number of **169500 tests** were done for detection of COVID-19
 - » A total number of **4865 patients** could initiate treatment on the basis of the test results

Impact (Mediun)

- Reduction in psychological stress by ensuring availability of protective gear
- Medical expenses avoided due to reduced likelihood of the medical practitioners to contract COVID-19 by using the COVID-19 protection items.
- Reduction in the likely probability of medical seriousness and intensive care treatment due to early detection by using Antigen Kits at home

Efficiency (High)

- The procurement was done through competitive bidding
- The nationally accepted quality standards were adhered to
- The Alembic's existing warehouses were used for storing and coordinating the massive time bound distribution

effort. This also ensured that the best practices and stringent standards adhered to in pharmaceuticals warehousing was also adopted for the protective items.

Sustainability (Medium)

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 medical practitioners during the study, 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.

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.

Suggestions

- *Not to spread out too thin:* The approach adopted for distribution was to reach out to the maximum number of medical practitioners. This meant that each individual doctor received much less units of the items than the requirement. One approach could be to determine a minimum threshold units to be distributed per medical practitioner (based on a quick needs assessment of a sample of medical practitioners) and to ensure that this minimum threshold is achieved.
- *Bundling all the items into one kit:* While during the first phase of the pandemic there were severe procurement bottlenecks which prevented consolidation, in case the similar initiative is to be repeated during a future pandemic, bundling of the items into a kit (subject to availability) will save shipping costs and also help the medical practitioners in having a complete complement of protective supplies at one go.

V. Rural Infrastructure

V.a. RO Water Facility at Panelav village

About the project: The RO water plant was installed in year 2017 and inaugurated by the Honble Chief Minister of Gujarat. The plant located at the outskirts of the main settlement area of Panelav village is intended to provide potable drinking water for the villagers. Such a facility was necessitated because the panchayat piped water supply to the village (from the bore-well located near the Panelav pond) was not potable.

Coherence(High)

External Coherence- As per the standards recommended by the Government of India, a source is said to be safe if it is free from physical, chemical bacteriological and biological contamination and conforms to the drinking water quality standards prescribed by BIS.

Internal Coherence- The Alembic Group CSR policy includes rural development as one of the activities in which ACSRF may engage itself. Rural development includes provisioning of potable drinking water.

Relevance(High) : The quality of panchayat piped water supply which existed at the time the RO water plant was proposed was of poor quality and was found unfit for drinking. The water from the hand pumps in the village also had quality issues. It was in this context that installing a RO water plant became necessary.

Effectiveness (Medium): Subsequent to the establishment of the RO water plant, an alternate piped water system with an additional bore well near Gopipura village has been installed and the water quality is good. This development has reduced the dependence of the village on the RO water plant. The RO water facility is located at a distance from the main village settlement of Panelav and involves haulage of water pots for a significant distance. This has also limited the use of the RO facility in recent years. However having said that the RO water facility acts as an important fall back facility when drinking water has to be replenished since the water from the Gopipura source is available for limited hours in the day.

Impact (High): The RO water plant was the mainstay of potable drinking water for the village till the alternate (Gopipura) newly established facility was not available. Availability of potable water has direct impact on health status.

Efficiency (High): The RO water facility is well maintained and the water is available 24X7. The RO facility is located opposite the Alembic Vikas campus and is under constant watch of the ACSRF personnel.

Sustainability (Medium): Currently the facility is maintained by ACSRF and the water is supplied free. Transferring the O&M to the panchayat may be considered for long term sustenance.

Overall Assessment (High): The RO facility is an important asset for ensuring drinking water security in Panelav village. It is an important fall back option for drinking water when the primary source of drinking water is disrupted. It also is used by some households regularly to supplement their drinking water requirements. The facility is well maintained and water is available 24x7.

Suggestions

- The maintenance of the facility be transferred to the panchayat for long term sustenance
- Possibility of supplying water from the RO facility through jerry cans at the door step of the household (for a fee) will help increase usage of the facility. A SHG group or a youth group may be engaged for supplying the RO water from the facility as an entrepreneurial venture.

V.b. Community Toilet at Samajvadi, Panelav village

About the project: A community toilet has been established near the Panchayat Bhawan at Panelav. Given that all the households have individual toilet, the use of the community toilet facility is sparse. It is largely used by visitors to the Panchayat Bhawan and during functions at the community hall which is at a close distance. It was suggested by the villagers that locating the community toilet near the bus stand (opp Panelav village gate) where there is a large congregation of people daily for commute would have increased the usage of the facility.

Coherence(High)

External Coherence- Community toilets are an important infrastructure to ensure toilet usage for households having no toilets or at locations where high community congregations take place.

Internal Coherence- The initiative is in consonance with the activities (sanitation sub sector in this case) underlined in the Alembic Group's CSR policy.

Relevance(Medium) : All the households in Panelav have individual toilets therefore there is no need for regular use of community toilet. The toilet is located at the Panchayat office for use of the visitors. However it was mentioned during discussion that the footfall is low at the toilet. It was suggested that instead of a community toilet, a public toilet at the bus stand would have been helpful and would have led to higher usage. The current location of the toilet near the Panchayat Bhawan is at a distance from the main village settlement of Panelav.

Effectiveness (Medium): The facility currently has very low footfall for reasons as cited above.

Impact (Medium): Low usage also translates to low impact. Only when there is a large congregations at the panchayat or at the community hall (in close proximity to Panchayat Bhawan) does the toilet gets used. Such meetings and congregations are not very frequent.

Efficiency (High): The toilet is well maintained and found to be reasonably clean.

Sustainability (High): The maintenance of the toilet is with the Panchayat and currently is well maintained.

Overall Assessment (Medium): While the design, construction and maintenance was found to be adequate, low usage of the facility due to its location brings down the overall rating for the initiative. A location with higher footfalls like the bus stand would have increased usage and made the facility more useful. This would have also helped maintain sanitary conditions at the location with high floating population.

V.c. Paver Block and Compound Wall at Primary School, Ambatalav village

About the project: The primary school at Ambatalav village has an enrollment of 65 students. Under the project an area of around 400 sq mt abutting the school building was carpeted with paver blocks. A compound wall of about 300 mts was also constructed. The said construction was done in 2018-19.

Summary of findings

- The build quality of the paver blocks carpeting was found to be good, the primary school teacher also corroborated on the quality.
- The paver block carpeted area is used for morning school assembly. During monsoon when the play ground becomes slushy, the children are able to play on the paved surface
- The boundary wall helps in safety of the students
- The Right of Children to Free and Compulsory Education (RTE) Act, 2009 provides for arrangements for securing the school building by boundary wall or fencing. It also requires schools to have adequate facilities for playground. The project has helped the school to meet these mandatory norms.

