

Impact Assessment Report **of** **CCL's CSR Projects**

May 2024

Prepared For



सेंट्रल कोलफिल्ड्स लिमिटेड
Central Coalfields Limited
(A subsidiary of Coal India Limited)

Prepared By



**THE ENERGY AND
RESOURCES INSTITUTE**

Creating Innovative Solutions for a Sustainable Future

Suggested format for citation

T E R I 2024

Impact Assessment Study of CCL CSR Activities

For more information

Project Monitoring Cell, T E R I
Tel. 2468 2100 or 2468 2111
Darbari Seth Block
IHC Complex, Lodhi Road
New Delhi – 110 003
+91 • Delhi (0)11

E-mail: pmc@teri.res.in
Fax 2468 2144 or 2468 2145
Web: www.teriin.orgIndia

Table of Contents

Acknowledgement	1
Chapter I: Executive Summary	2
Chapter II: Introduction	7
2.1 About Central Coalfields Limited	7
2.1.1 CCL's Vision	7
2.1.2 CCL's Mission.....	7
2.1.3 Corporate Social Responsibility at CCL	7
2.1.4 Institutional Arrangement	8
2.1.5 CSR budgeting	8
2.2 About the agency conducting impact assessment study	8
2.2.1 About The Energy and Resources Institute (TERI)	8
2.3 About the Study	9
3.1 Objective of the Study	12
3.2 Scope of Work	12
3.3 Approach and Methodology	12
3.4 Method of Evaluation	14
3.4.1 OECD DAC Framework	14
4.1 Project 1: Upgradation of Anganwadi Centres into Model Anganwadi Centres in Ranchi District (Jharkhand) – 150 Nos.	16
4.1.1 About the Project.....	16
4.1.2 Key thematic areas.....	17
4.1.3 Profiling of Stakeholders and field observations	18
4.1.4 Analysis of Beneficiary Responses (Personal Interview).....	19
4.1.5 Analysis of Beneficiary Responses (FGDs).....	22
4.1.6 Evaluation	23
4.1.7 Summary	25
4.1.8 Identified Gaps.....	26
4.1.9 Recommendations for improvement/scaling-up of Anganwadis.....	26
4.2 Project 2: Upgradation of Anganwadi Centres into Model Anganwadi Centre in Latehar District (Jharkhand) – 167 Nos.	28
4.2.1 About the Project.....	28
4.2.2 Key thematic areas.....	29
4.2.3 Profiling of Stakeholders and field observations	30
4.2.4 Analysis of Beneficiary Responses (Personal Interview).....	32
4.2.5 Analysis of Beneficiary Responses (FGDs).....	35

4.2.6 Analysis and Findings	36
4.2.7 Summary	38
4.2.8 Identified Gaps.....	39
4.2.9 Recommendations for improvement/scaling-up of Anganwadis.....	39
4.3 Project 3: Sports Academy, Ranchi - A CSR initiative of CCL with State Government of Jharkhand.....	40
4.3.1 About the Project.....	40
4.3.2 Key thematic areas.....	43
4.3.3 Profiling of Stakeholders and field observations	44
4.3.4 Analysis of the facilities provided (as per beneficiary response).....	46
4.3.5 Case Studies	50
4.3.5.1 Dhanmuni’s Journey: From Local Trials to Aspiring International Player	50
4.3.5.2 Narayan Mahto: From Village Farmlands to International Cycling Podiums.....	50
4.3.5.3 Jenis Barla: A Journey of Weightlifting Glory.....	51
4.3.5.4 Anisha Karketa: Rising Boxing Star from Jharkhand	51
4.3.6 Analysis and Findings	52
4.3.7 Summary	55
4.3.8 Identified Gaps.....	56
4.3.9 Recommendations for improvement/scaling-up of Sports Complex initiative	56
4.4 Project 4: Residential Skill Development Training by CIPET, Ranchi	58
4.4.1 About the Project.....	58
4.4.2 Key thematic areas.....	59
4.4.3 Profiling of Stakeholders and field observations	60
4.4.4 Analysis and Findings	64
4.4.5 Summary	67
4.4.6 Identified Gaps.....	68
4.4.7 Recommendations for improvement/scaling-up of skill development project	68
4.5 Project 5: Installation of 200 LPM PSA Oxygen Generation Plants and manifold with Oxygen pipeline system for dedicated COVID Care Units at 2 nos. CHCs in Ranchi District	69
4.5.1 About the Project.....	69
4.5.2 Proposed beneficiaries.....	71
4.5.3 Key thematic areas.....	72
4.5.4 Field Assessment Methodology	72
4.5.5 Analysis and Findings	73
4.5.6 Summary	76
4.5.7 Identified Gaps.....	77
4.5.8 Recommendations for improvement/scaling-up of this CSR project.....	77

List of Tables

Table 1: Summary of selected 5 projects assessed for impact	3
Table 2: CSR Performance of CCL in the last three years.....	8
Table 3: List of projects under scope of work.....	10
Table 4: Financial Summary of Sports Academy	40
Table 5: Operational and upcoming sports Disciplines at Sports Academy	42

List of Figures

Figure 1: Themes of selected CCL projects.....	9
Figure 2: OECD-DAC parameters	10
Figure 3: Step-wise methodology	13
Figure 4: Four-phase structured methodology	15
Figure 5: Glimpses of beneficiary survey and various model anganwadi centres, District Ranchi	23
Figure 6: Glimpses of beneficiary survey and different Model Anganwadi Centres, Latehar District.....	31
Figure 7: Glimpses of beneficiary survey at sports complex, Ranchi.....	49
Figure 8: Glimpses of site visit to CIPET, Ranchi.....	63
Figure 9: Glimpses of field visit for installation of oxygen plant project	70

List of Abbreviations

1. CCL – Central Coalfields Limited
 2. CIL – Coal India Limited
 3. CSR – Corporate Social Responsibility
 4. OECD – Organization for Economic Co-operation and Development
 5. DAC – Development Assistance Committee
 6. FGDs – Focused Group Discussions
 7. DA - District Administration
 8. ASHA – Accredited Social Health Activist
 9. BaLa – Building as Learning Aid
 10. OBC – Other Backward Classes
 11. SC - Scheduled Caste
 12. ST - Scheduled Tribe
 13. PAPs – Project Affected Persons
 14. GST – Goods and Services Tax
 15. STAR - Skill Development, Technology Support Services, Academic and Research
 16. CAD - Computer-Aided Design
 17. CAE - Computer-Aided Engineering
 18. CAM - Computer-Aided Manufacturing
 19. SAI – Sports Authority of India
-

Acknowledgement

This report is based on the ‘**Impact Assessment Report of CCL CSR Projects**’ undertaken by **TERI (The Energy and Resources Institute)**. The TERI expresses its sincere gratitude to the **Central Coalfields Limited (CCL)** for their support; guidance and cooperation and is greatly acknowledged. At CCL, we extend special thanks and gratitude to Mr. Siddhartha Shankar Lal, GM (CSR), Mr. John Amit Bodra, Dy. Manager (SD & CSR), Ms. Shweta Shalini Hansda, Dy. Manager (SD & CSR) and Ms. Pooja Prasad Dy. Manager (SD & CSR), for their constant support throughout the project.

TERI’s Impact Assessment Team extends its sincere gratitude towards all the representatives and support staff of all the implementing agencies involved for their continuous support and guidance during the execution of the assignment.

At TERI, we express gratitude towards the dedicated CSR team; Dr. Amit Kumar Thakur, Associate Director & Head-CSR, Dr. Manjushree Banerjee, consultant, Ms. Niharika Singh, Research Associate, Ms. Mitaksha Raswant, Research Associate, and Ms. Suraksha Dhingra, Secretary – ST&CSR, for their valuable contribution towards successful fulfilment of the impact assessment study.

Chapter I: Executive Summary

Impact Assessment is a means of measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities. Being able to assess and articulate impact is a powerful means of communicating, internally and externally. Impact is seen as the positive and negative, intended or unintended long-term results produced either directly or indirectly. Impact should be seen as the contribution of the intervention to the overall goal. This impact assessment report provides the qualitative and quantitative impact of the five CSR projects worth over Rs. 1 Crore on the lives of the target beneficiaries. Since the application of mandatory Corporate Social Responsibility (CSR) provision in 2014, CSR spending by Corporate India has increased significantly.

Central Coalfields Limited (CCL), recognized as a Category-I Mini-Ratna since 2007 and a subsidiary of Coal India Limited (CIL), embeds corporate social responsibility (CSR) into its core operations. CCL endeavors to harmonize economic development with environmental care and societal needs. Its CSR initiatives, in line with India's developmental goals, aim to uplift marginalized communities through a broad range of programs. Sustainability underpins these projects, ensuring long-term benefits. To gauge the effectiveness of its CSR efforts, CCL commissioned The Energy and Resources Institute (TERI) to assess the impact of five key CSR projects implemented from 2020 to 2022, thereby understanding the real benefits to the target groups and in shaping future strategies.

Following are the CSR initiatives of the Company falling under the domain of healthcare, sports, skill development, livelihood and rural infrastructure development.

1. Upgradation of Anganwadi Centres into Model Anganwadi Centres in Ranchi District (Jharkhand) – 150 Nos.
2. Upgradation of Anganwadi Centres into Model Anganwadi Centre in Latehar District (Jharkhand) – 167 Nos.
3. Sports Academy, Ranchi- A CCL-State Govt of Jharkhand joint initiative
4. Residential Skill Development Training by CIPET, Ranchi
5. Installation of 200 LPM PSA Oxygen Generation Plants and manifold with Oxygen pipeline system for dedicated Covid Care Units in CHCs of Ranchi District

The projects are mainly grouped into four areas: infrastructure, skill training, education, and health. In line with Section 135 of the Companies Act 2013 and its Schedule VII themes, the project work including assessing the impact on a project-by-project basis, spotting both qualitative and quantitative changes for those benefitting, identifying any gaps in resources versus needs, and recommending any improvements. The approach for this task used both direct and indirect research methods. For this analysis, TERI examined documents and data submitted by CCL team to gauge the goals and effects of the programs. Reviewed materials included MoUs with CCL, project summaries, financial usage reports, final reports, etc., depending on what was available. The team also engaged with some partners implementing

the projects to gain deeper insights into their goals, impacts, and strategies for lasting benefits. TERI applied the OECD DAC criteria to evaluate the impacts and created an impact map for each project.

The OECD-DAC criteria for impact assessment include relevance, effectiveness, efficiency, impact, and sustainability. These parameters evaluate how well development interventions achieve objectives, their benefits relative to costs, long-term effects, and whether they endure over time.

Based on our desk review, primary field data collection and analysis, the performance for each project was mapped and remarked on the OECD-DAC parameters. The TERI team conducted need based primary surveys/interactions/discussions and developed and validated the data acquired. Brief of each of the 5 projects is as follows:

Table 1: Summary of selected 5 projects assessed for impact

S.No.	Name of the Project	Project Brief	No. of Beneficiaries and sample size	Project Completion Timeline	Evaluation parameters
1	Upgradation of Anganwadi Centres (AWCs) into Model Anganwadi Centres at Ranchi, Jharkhand-150 Nos.	In Ranchi's Kanke and Mandar block, 150 Anganwadi Centres were upgraded to Model Centres in 2020-21, with a project cost of INR 2.25 crore	Universe- 20,000 beneficiaries Sample size – 1157 beneficiaries	19 th February, 2020 to 16 th April, 2021	<p>Relevance: The project targets vital community needs by enhancing Anganwadi Centres in Ranchi, aligning with local development goals and CCL's CSR policy.</p> <p>Effectiveness: Upgraded facilities have improved early childhood care, education outcomes, and women's health services.</p> <p>Efficiency: Utilization of existing structures and resources ensures cost-effective implementation while maximizing reach and benefits.</p> <p>Impact: Anticipated long-term benefits include better child development and nutrition, contributing to the community's overall well-being.</p> <p>Sustainability: Engagement with local stakeholders and alignment with government initiatives</p>

					ensures continued support and success beyond initial funding.
2	Upgradation of Anganwadi Centres (AWCs) into Model Anganwadi Centre at Latehar, Jharkhand – 167Nos.	In Latehar’s Balumath, Garu, Mahuatand, Manika and Latehar block, 167 Anganwadi Centres were upgraded to Model Centres in 2020-21, with a project cost of INR 2.50 crore	Universe- 18,000 beneficiaries Sample size – 990 beneficiaries	11 th August, 2020 to 8 th December, 2021	<p>Relevance: Addressed vital child care needs by enhancing local Anganwadi Centres, in line with CCL’s CSR policy and national goals.</p> <p>Effectiveness: Successfully upgraded 167 centres, albeit with a slight delay.</p> <p>Efficiency: Project completion overran by two months, indicating potential resource allocation issues.</p> <p>Impact: Improved facilities to benefit community child care significantly.</p> <p>Sustainability: Upgraded centres are expected to serve long-term with replicability</p>
3	Sports Academy, Hotwar (under MoU with Govt of Jharkhand on 50:50 basis)	The Hotwar Ranchi Sports Academy, established in April 2016, is a 50-50 joint initiative by CCL and the Jharkhand State Government. It aims to improve community welfare around coal mines by promoting sports and education among rural children. The project seeks to discover rural talent, provide training for underprivileged children, and ensure sustainable sports careers with opportunities for	Universe- 380 beneficiaries Sample size – 51 beneficiaries	September, 2015 to April 2016	<p>Relevance: Project aligns with CCL’s CSR, national development, and SDGs 3, 4, 8. Hence, relevant</p> <p>Effectiveness: Over 95% of respondents observed significant achievements and improvements in sports performance, with talent scouted from remote areas, marking the CSR initiative’s effectiveness.</p> <p>Efficiency: Launched in 2015, the project operates effectively, adhering to guidelines and achieving timely execution of activities, demonstrating high efficiency.</p>

		national and international representation through free coaching			<p>Impact: Cadets have achieved more in sports, enhancing well-being and creating a better sports environment.</p> <p>Sustainability: Long-term athlete development and career support ensuring continuous contribution to community welfare and sports excellence beyond initial funding period.</p>
4	Residential Skill Development Training to 320 Project Affected Persons (PAPs) by CIPET experts, Ranchi	Skill training to 320 PAPs in machine operation (Plastic Processing/Injection Moulding), enhancing skills and job prospects in plastic processing.	Universe- 320 beneficiaries Sample size – 33 beneficiaries	29 th September, 2020 to 8 th August, 2022	<p>Relevance: Project aligns with CCL’s CSR policy, National Skill Development Mission, and supports SDGs 4, 8, 9, making it a relevant CSR initiative.</p> <p>Effectiveness: 83% of total candidates were placed as per placement records and 82% of the respondents were placed as per the survey, thereby ensuring effectiveness</p> <p>Efficiency: Achieved 100% training of 320 candidates; 82% placed post-training, with some resignations after few months due to personal reasons; Efficiency however met.</p> <p>Impact: Project significantly impacted training and initial jobs; however, sustained employment opportunities need enhancement.</p> <p>Sustainability: Stakeholder support and strategic goals solidify the project’s sustainability, yet more work is needed for enduring beneficiary advantages.</p>
5	Installation of	Installation of	Universe- Around	14 th August,	Relevance: Alignment

	<p>200LPM PSA Oxygen Generation Plants and manifold with Oxygen pipeline system for dedicated Covid Care Units at 2 Nos. CHCs in Ranchi District</p>	<p>Oxygen plants and pipeline in Ormanjhi and Sonahatu block of Ranchi district, through transfer of funds to District Administration</p>	<p>2,00,000 Sample, size – 200 beneficiaries</p>	<p>2021 to 25th March, 2022</p>	<p>with Covid-19 healthcare needs and support for Ranchi District's CHCs</p> <p>Effectiveness: Oxygen plants installed; pandemic peak passed, reducing relevance. At present, operator is available on call only. Alternative planning required for gainful utilization.</p> <p>Efficiency: Timely completion within budget.</p> <p>Impact: The project created infrastructure, however. At present, operator is available on call only. Alternative planning required for gainful utilization.</p> <p>Sustainability: The project may be redesigned to suit the existing health challenges.</p>
--	--	---	---	--	--

Chapter II: Introduction

2.1 About Central Coalfields Limited

Central Coalfields Limited (CCL), a Category-I Mini-Ratna Company since October 2007 and a subsidiary of Central Coalfields Limited (CIL) being a responsible public-sector enterprise, has taken this opportunity to integrate CSR into its strategy. The Coal Mines Authority Ltd. (CMAL), with its three divisions continued upto 1st November 1975 when it was renamed as Coal India Limited (CIL) following the decision of Govt. of India to restructure the coal industry. The Central Division of CMAL came to be known as Central Coalfields Limited and became a separate company with the status of a subsidiary of CIL, which became the holding company. Presently CCL has 43 Operative Mines (5 Underground & 38 Opencast Mines), 5 Washeries, 4 Coking Coal Washeries (Kathara, Rajrappa, Kedla & Sawang), 1 Non-Coking Coal Washeries (Piparwar), 1 Central Workshop (ISO 9001) at Barkakana, 5 Regional Repair/Workshops (3 w/s are ISO 9001) at Jarandih, Tapin North, Dakra, Giridih & Bhurkunda and 7 Coalfields (East Bokaro, West Bokaro, North Karanpura, South Karanpura, Ramgarh, Giridih & Hutar).

2.1.1 CCL's Vision

To emerge as a National player in the Primary Energy Sector, committed to provide energy security to the Country, by attaining environmentally and Socially Sustainable Growth, through best practices from Mine to Market.

2.1.2 CCL's Mission

The Mission of Central Coalfields Limited (CCL) is to produce and market the planned quantity of Coal and Coal products efficiently and economically in Eco-Friendly manner, with due regard to Safety, Conservation and Quality.

2.1.3 Corporate Social Responsibility at CCL

CSR forms an integral part of CCL's culture. CCL as a company strives to achieve a balance between the need for economic growth, environmental protection, and social imperatives. As a business, it has been facilitating projects designed to reduce carbon footprint and ensure sustainable and secure growth. With rapidly changing corporate environment, more operational freedom, Coal India has adopted CSR as a strategic tool for sustainable growth. For CCL, CSR not only means investments of funds for social activities but also **integration of Business Process with Social Upliftment**. A stable social environment is a pre-requisite for business investment and industrial operations & industry needs to facilitate such environment by taking care of the concerns of the society. The strategy of Central Coalfields Limited (CCL) is also aligned in the same line. The company has made a spectacular turnaround, a couple of years back and has gone from step to step by registering record Production, Productivity, Profit and People's Care i.e. 4 Ps.

The company supports socially beneficial projects with sustainability as a guiding principle. Aligned to national development priorities, the CSR programs of the company cover a wide

spectrum of beneficiaries with a view to empower economically and socially backward communities across India. The CSR initiatives of the Company include projects on Drinking Water, Education, Skill Development Training, Health, Social Empowerment, Women Empowerment, Environment & SD, Infrastructure, Sanitation, Animal Welfare and Sports.

2.1.4 Institutional Arrangement

CCL has established a CSR department to oversee and implement CSR initiatives. They employ community development experts to manage these projects from start to finish. A sub-board level committee, including senior executives from various departments, reviews the projects. Additionally, there's a Board Level Committee on CSR, which includes at least one independent director as required by the Companies Act 2013. This committee, along with the company board, endorses projects, offers advice, and reviews CSR activities.

Project proposals from implementing agencies are evaluated on their own merits, and suggestions from public representatives are also taken into account. The CSR department assesses each proposal for eligibility before the sub-board level committee deliberates on them. If the committee recommends a proposal, it is then submitted for approval by the appropriate authority following the Delegation of Power guidelines:

- Up to Rs. 40 Lakhs – Director (Personnel), CCL
- More than Rs. 40 Lakhs but up to Rs. 1 Crore – Chairman cum Managing Director, CCL
- More than Rs. 1 Crore – CCL Board

2.1.5 CSR budgeting

CCL's CSR policy mandates to allocate the greater of either 2% of their average net profit from the past three years or Rs. 2 per ton of coal produced in the previous year for CSR activities. The CSR activities must align with the provisions outlined in Schedule VII of Section 135 of the Companies Act 2013.

Table 2: CSR Performance of CCL in the last three years

Particulars	2019-20	2020-21	2021-22
Mandated CSR expenditure as per Companies Act 2013 (Rs. Cr.)	42.73	46.46	50.25
Actual CSR Expenditure (Rs. Cr.)	52.89	56.60	41.49

2.2 About the agency conducting impact assessment study

2.2.1 About The Energy and Resources Institute (TERI)

The Energy and Resources Institute (TERI) is a 50-year-old independent, not-for-profit institute dedicated to advancing the transition towards a cleaner and sustainable future. In its

journey of 50 years, TERI has shown unparalleled dedication to multidisciplinary research, advocacy, and development of policies and technologies in energy, energy efficiency transitions, sustainable agriculture, eco-friendly transportation, sustainable development, efficient building practices, and climate action. As a leader in innovation and visionary approach, TERI is committed to identifying measures and intervention for green solutions since it started as the TATA Energy Research Institute in 1974. Over the years, we have expanded beyond conventional and renewable energy sources too, actively exploring cleaner alternatives besides engaging passionately in addressing climate-related issues, corporate social responsibility (CSR), and a host of other critical areas of concern.

With a dedicated group on CSR, TERI specializes in undertaking impact evaluation of projects in multiple domains and assesses the influence of the developmental and environmental activities on communities/beneficiaries. The CSR concept at TERI is driven by the ‘Gandhian’ thought of the Trusteeship model, benefitting the most needy and vulnerable segments of the society. The CSR work at TERI is driven by Companies Act 2013 as per Section 135 and focusing on Schedule VII thematic activities. TERI’s goal is to emerge as one of the best solutions provider in CSR and Sustainability space integrating triple goals of people, planet and profit.

2.3 About the Study

The study examines the extensive effects of five projects undertaken by CCL as part of its CSR efforts. These projects fall into four categories:

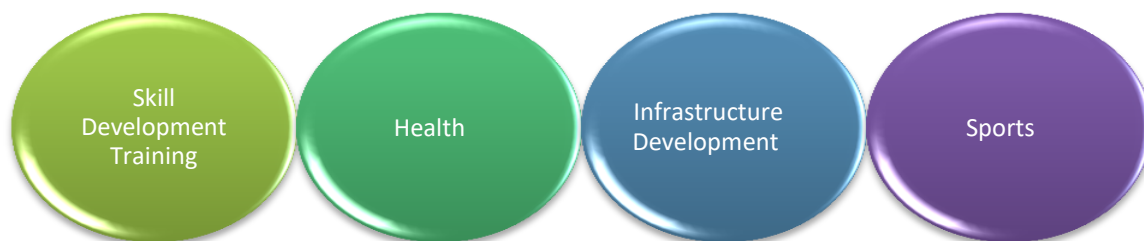


Figure 1: Themes of selected CCL projects

CCL supported the selected 5 projects in the State of Jharkhand, which were executed by different implementing partners. Specifically, one project aims to enhance healthcare services, two are focused on infrastructure support (regarding education), another supports sports, and the last one is dedicated to skill development of the target recipients/vulnerable communities of Jharkhand. CCL signed MoUs with the implementing partners for all the projects, stating the expected date of completion, funding amounts, deliverables and monitoring & evaluation techniques. All the projects that were assessed had an outlay of over 1 crore.

For the purpose of this study, TERI reviewed documents and data provided by the CCL and implementing agency’s program team to understand the objective and impact generated by the programs as well as conducted survey on field as per the sampling methodology mentioned in the next section. The documents reviewed included the MoU signed with CCL for the projects, project proposals, progress reports, etc., based on availability of the

documents. The team also conducted stakeholder interaction with selected implementing partners to further understand the projects, its objective and impact, as well as the sustainability strategy for ensuring long-term benefits. TERI used the OECD DAC framework for evaluating the impact created and developed impact map for each project.

Based on our primary data collection, its analysis and desk review, the performance for each project was mapped and remarked on the OECD-DAC parameters. Below mentioned are the parameters:

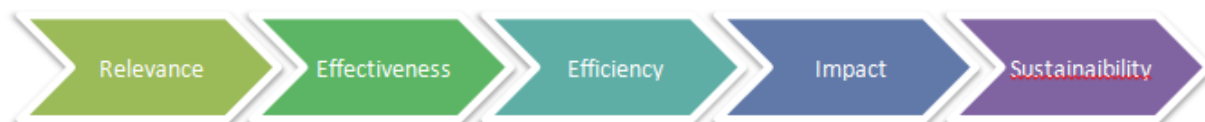


Figure 2: OECD-DAC parameters

All the projects are remarked as extremely satisfactory to marginally satisfactory performance. All the projects evaluated were aligned to CCL’s CSR policy and global sustainable development goals. Overall, the projects covered 4 out of 17 SDGs including Goal 1- No Poverty, Goal 3 – Good Health and Well Being, Goal 4 – Quality Education and Goal 9 – Industry, innovation and infrastructure. All the projects efficiently utilized the inputs (funds, expertise, time, etc.) to achieve the intervention outcomes. The project activities were timely executed as per the MoU and/or within the approved timelines. The projects overall had an inclusive approach and ensured representation and coverage from various marginalized and vulnerable communities across the sectors and geographic locations. Based on our analysis, it was observed that there is an opportunity for further strengthening the performance of the projects across parameters like relevance, sustainability, and impact. Going forward, implementing agencies could be encouraged to formulate a robust sustainability mechanism and strengthen their monitoring and evaluation process through conducting of baseline studies and identifying key performance indicators at the time of project commencement for outcome and impact. The details of the selected projects are as below:

Table 3: List of projects under scope of work

S.No.	Location	Name of the Project	Commencement Details	Completion Details	No. of Beneficiaries	Project Domain
1	Kanke and Mandar Block of Ranchi District	Upgradation of Anganwadi Centres (AWCs) into Model Anganwadi Centres at Ranchi, Jharkhand – 150 Nos.	19 th February, 2020	16 th April, 2021	Around 20,000 beneficiaries	Infrastructure support, education and development

2	Latehar, Balumath, Garu, Mahuatand, Manika block of Latehar District	Upgradation of Anganwadi Centres (AWCs) into Model Anganwadi Centre at Latehar, Jharkhand – 167 Nos.	11 th August, 2020	8 th December, 2021	Around 18,000 beneficiaries	Infrastructure support, education and development
3	Hotwar, Ranchi	Sports Academy, Hotwar (under MoU with Govt of Jharkhand on 50:50 basis)	September, 2015	Established on April, 2016	380 beneficiaries	Infrastructure support, skill development and livelihood
4	Central Institute of Plastic Engineering and Technology (CIPET), Ranchi	Residential Skill Development Training to 320 Project Affected Persons (PAPs) by CIPET experts, Ranchi	29th September, 2020	8th August, 2022	320 beneficiaries	Skill development and livelihood
5	Community Health Care Center, Sonahatu and Ormanjhi	Installation of 200 LPM PSA Oxygen Generation Plants and manifold with Oxygen pipeline system for dedicated Covid Care Units at 2 Nos. CHCs in Ranchi District	14th August, 2021	25th March, 2022	Around 2,00,000 beneficiaries	Health

Chapter III: Evaluation and Impact Assessment Methodology

3.1 Objective of the Study

In order to strategize and plan its CSR activities, CCL has planned to carry out an impact assessment of the projects and TERI was empanelled to conduct the study. The overall objective of the study was to assess the outcomes and impacts created on the stakeholders covered under the program:

- To assess the effectiveness or impact of the company's CSR initiatives.
- To evaluate the project's relevance and its success in meeting community needs and those of the intended recipients.
- To examine how closely the project's execution matched its initial plan.
- To determine how well the project has achieved its declared goals.
- To measure how aware the target beneficiaries and relevant stakeholders are of the CSR initiatives.
- To identify key learnings and mitigation strategies (if any) related to CSR activities.
- To communicate findings to stakeholders in a clear and transparent manner.
- To provide actionable recommendations for enhancing CSR impact and alignment with the organizational goals.

3.2 Scope of Work

The work scope details the specific activities carried out during the study to fulfill its goals. It involves:

- Creating the research instruments that align with the objectives of the impact assessment study.
- Site visits conducted by the research team to all the selected project locations.
- Gathering firsthand information from key participants, which may cover relevant stakeholders, direct recipients, and the broader community, as well as local government bodies and officials.
- Acquiring secondary information from the project's executing agency, district authorities, and various online sources.
- Analyzing data and composing the final report.

3.3 Approach and Methodology

The methodology undertaken to conduct this impact assessment study adopted both primary and secondary methods. While TERI team conducted need based primary surveys/interactions/discussions and developed and validated the data acquired, analysed the reports prepared under each project to assess and/or developed the checklist in the aforementioned section. Following are the key steps undertaken:

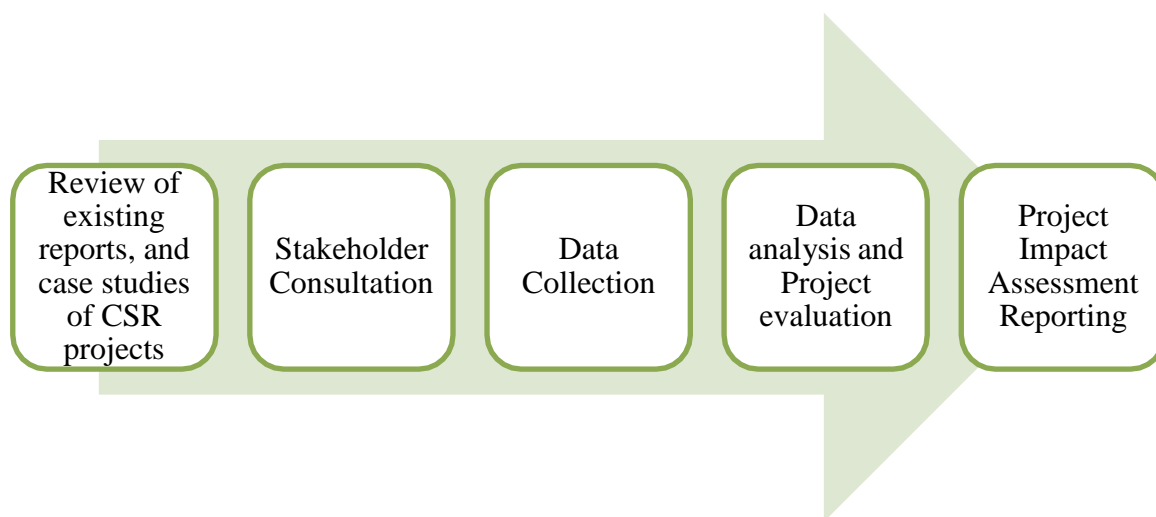


Figure 3: Step-wise methodology

The detailed methodology is as follows:

1. Evaluation of the project wise impact vis a vis intended project objectives:

- The team went through and analysed the respective project details to understand and enlist the objectives under each project.
- The team analysed the environmental, social and economic impacts of each project on the beneficiaries. This was done by:
 - i. Assessing the available project details to enlist the on-paper impacts showcased by the implementing agency.
 - ii. Assessing the on-ground impacts of each project:
 - The team identified and interacted with the direct/indirect beneficiaries of each project along with the project implementation team from the implementing agency and CCL, respectively.
 - **Beneficiaries sampling plan (data collection & analysis):**
 - a. As mentioned in the evaluation criteria of RFP (given below), the team covered/surveyed the beneficiaries (equal to or more than minimum sample size) specified under each respective project.

No. of direct beneficiaries of each project	Minimum Sample size
Upto 100 direct beneficiaries	20%
More than 100 to 1000 direct beneficiaries	10%
More Than 1000 direct beneficiaries	5%

- b. Data entry: The data collected from the field in the form of questionnaires/personal interviews/FGDs was collected online via Kobo application and extracted the data in the MS Excel format.
- c. Data analysis: It was done to understand the contextual analysis of the survey for existing scenario.
 - **Other stakeholders’ feedback:** To validate the impacts, the team also conducted personal interviews with the major stakeholders who were directly involved in the implementation and monitoring of the project.

2. Identification of qualitative and quantitative changes in the lives of beneficiaries:

- **Analysis of the pre-project/baseline scenario:**
 - i. The team analysed the pre-project scenario in the study area under each project.
 - ii. In case, pre-project/baseline report were unavailable/not sufficient, the team conducted survey/personal interviews of the direct/indirect beneficiaries and other stakeholders; this was an added part in the survey mentioned in the earlier section.

3. Identification of gaps, if any between the needs and resources available:

- As a part of the aforementioned survey, the beneficiaries were also asked about their requirements, in terms of the interventions/facilities extended under each project.
- These requirements were analysed against the resources/facilities provided under the project (data from the project reports, primary survey and interviews).
- Gaps (wherever applicable) were identified through this comparative analysis and were reported to CCL in a comprehensive form for each project.

4. Suggesting measures of improvement, if any, in similar future interventions:

- Based on the above mentioned comparative analysis, improvement measures and required interventions were suggested for completed projects so that their replication/escalation can be efficient.

5. Stakeholders

- Internal stakeholders: CCL's CSR team members, senior management, other concerned employees, implementation team.
- External stakeholders: Direct and indirect beneficiaries of respective projects (Communities – men, women, children, youth, old-aged etc., NGOs (if involved), government agencies, etc.)

3.4 Method of Evaluation

The study used the OECD DAC framework for evaluating the impact of the CSR projects.

3.4.1 OECD DAC Framework

The Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) first laid out the evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability) in the 1991. These five criteria serve as the core reference for evaluating international development and humanitarian projects, programs, and policies. These evaluation criteria have been defined below:

- **Relevance:** It is a measure of the extent to which the program has been able to support the suited needs and priorities of the stakeholders. This is done to understand the extent to which the intervention objectives and design respond to the beneficiaries needs.
- **Effectiveness:** It is an assessment of the factors affecting the progress towards

outcomes for every stakeholder and validation of robustness of systems and processes by assessing the utilization of the resources. The criterion reviews the implementation strategy and mechanism.

- **Efficiency:** It aims to measure if the project was implemented in a cost-effective and timely manner. The purpose is to understand if the inputs (funds, expertise, time, etc.) were utilized efficiently to achieve the intervention outcomes. Factors such as budget utilization and timelines are reviewed. The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
- **Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. It has been measured in terms of the proportion of respondents who reported having a significant change in their lives due to the initiation of the project.
- **Sustainability:** The extent to which the net benefits of the intervention continue or are likely to continue. This criterion assesses the likelihood that project achievements will continue after the project. This includes an examination of the capacities of the systems needed to sustain benefits over time. The criterion analyses the resilience, risks, and potential trade-offs. The purpose of this criterion is to look at the longer-term effects of the intervention. The different aspects of sustainability include financial, institutional, technological etc. These different aspects have been assessed when looking at the sustainability of the intervention.

The impact study adopted a four-phase structured methodology for evaluation as illustrated below. The adopted methodology ensured that OECD DAC evaluation criteria were followed throughout to effectively capture the impact of the programs.

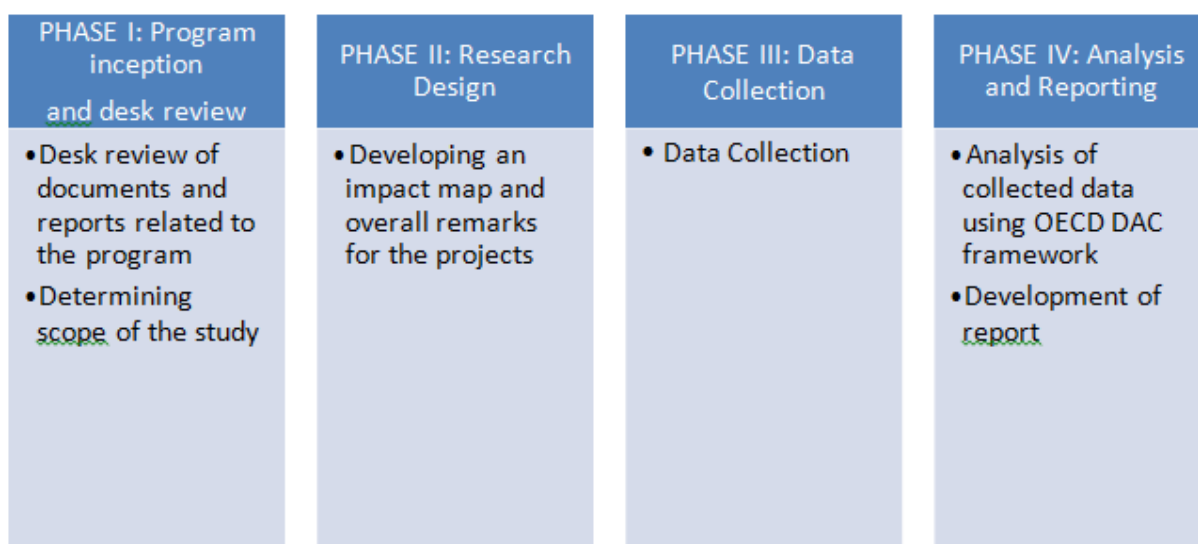


Figure 4: Four-phase structured methodology

Chapter IV: Project-wise Impact Analysis

4.1 Project 1: Upgradation of Anganwadi Centres into Model Anganwadi Centres in Ranchi District (Jharkhand) – 150 Nos.

4.1.1 About the Project

The Integrated Child Development Services (ICDS) is a government of India program that aims to improve the health and nutrition of children under six, pregnant women, and lactating mothers. It is delivered through a network of Anganwadi Centres, which serve as primary community structures for coordinated service delivery. These centres provide essential services such as supplementary nutrition, pre-school education, immunization, health check-ups, and referral services. They play a pivotal role in early childhood care and development, ensuring a strong foundation for a healthy future. Many Anganwadi Centres face challenges like inadequate infrastructure, lack of sanitation, and limited resources, which hampers the quality of care provided to children. Upgrading these centers to Model Anganwadi Centers is essential to address these issues. It would mean better-equipped facilities, comprehensive nutritional support, and effective early learning programs. Such enhancements are vital for fostering a conducive environment for the holistic development of children, especially in rural and underserved areas. This shift is not just an upgrade of physical space but a step towards uplifting entire communities by investing in the health and education of the youngest members.

Hence, CCL's CSR endeavor was actualized by allocating funds to the District Administration of Ranchi for enhancing AWCs in Kanke and Mandar Block during the fiscal year 2020-21, with a budget of INR 2.25 crores. Initiated on February 19, 2020, and culminating on April 16, 2021, the project's aim was the transformation of 150 existing AWCs into Model Anganwadi Centers. The work entailed:

- Advancing early childhood care and education in the district
- Modernization and renovation of Anganwadi facilities
- Conducting minor repairs
- Applying child-centric educational paintings following BaLA guidelines
- Supplying preschool kits, safe drinking water, furniture, and other essential equipment.

The objectives of the project are as follows:

The major objectives of the project were to develop the Anganwadi centre which may be able to provide all the services envisaged by the ICDS scheme in a holistic manner and at the same time appeal to the bright, curious and creative mind of the children covered under this scheme.

Primary Beneficiaries:

- Children upto six years of age
- Pregnant women
- Nursing Mothers

Project Documents

The following documents were available for TERI to review:

- MoU signed between DA, Ranchi and CCL
- Proposed project proposal
- Summary note of the project
- List of Angawadis refurbished with location details

Project Duration

The project had a timeline of 14 months.

Funding Amount

The project's allocated budget stands at INR 2.25 cr.

Location

The project's geographical reach covers 150 Anganwadi Centres of Kanke and Mandar block of Ranchi district.

Beneficiaries Details

The project aimed to benefit around 20,000 women and children.

Sample size

As outlined in the request for proposal, the project initially specified a sample size of 1000 beneficiaries. However, to ensure greater accuracy and reliability of the results, we expanded our efforts and conducted interviews with over **1,157 beneficiaries**. These interviews were carried out both personally and in group settings, allowing for comprehensive data collection and enhanced insights into the beneficiaries' experiences and needs.

4.1.2 Key thematic areas

The project was focused on infrastructure development/refurbishment of existing Anganwadi centres, which is in alignment with CCL's CSR policy.

The following impact map was developed for this project as a part of the study.

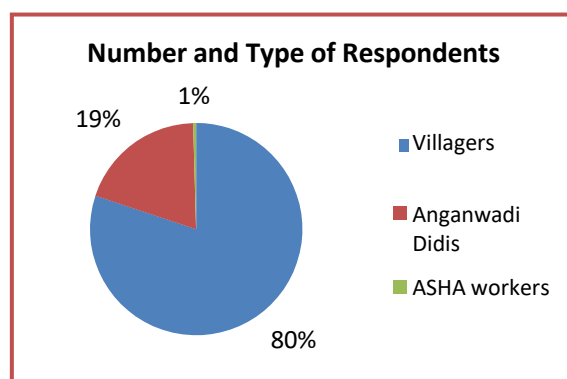
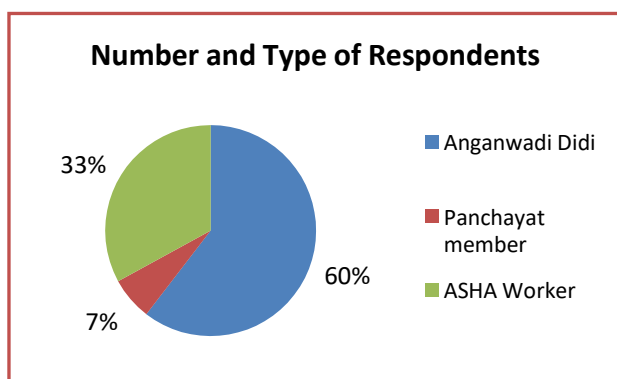
Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> Financial Resources by CCL Human resources by DA, Ranchi 	<ul style="list-style-type: none"> Promotion of early childhood care and education Up-gradation/refurbishment of infrastructure by minor repairing needed Child-friendly painting as per BaLA guidelines Provide preschool kits, drinking water facility and furniture 	<ul style="list-style-type: none"> 150 Anganwadis were successfully refurbished within the timeframe. Child-friendly painting was successfully completed in all 150 Anganwadis 	<ul style="list-style-type: none"> Enhanced learning experiences for children in early childhood settings. Increased comfort and ergonomics for children as well as mothers during learning and other activities. 	<ul style="list-style-type: none"> Increased school readiness and cognitive development in young children. Long-term improvement in educational attainment and personal development.

4.1.3 Profiling of Stakeholders and field observations

As mentioned above, the project aimed to benefit around 20,000 women and children, TERI team conducted the primary data collection of 1,157 beneficiaries (41 through PI and rest FGDs) of ASHA workers, Anganwadi Didis, Panchayat members, parents of visiting children and other women of the village to understand their point of views, impact of the CSR initiative and improvement measures in the activities they are involved in.

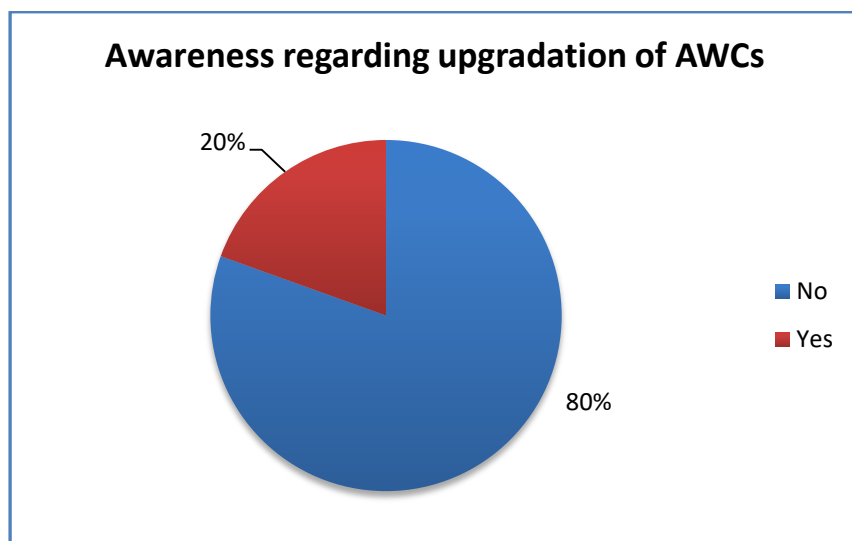
As per the data collected during personal interviews, 60% of the respondents were Anganwadi Didis, 33% were ASHA workers and 7% of the total respondents were Panchayat members.

On the other hand, during FGDs, 80% of the respondents were villagers, 19% were Anganwadi Didis and only 1% of ASHA workers participated in group discussions as depicted below:



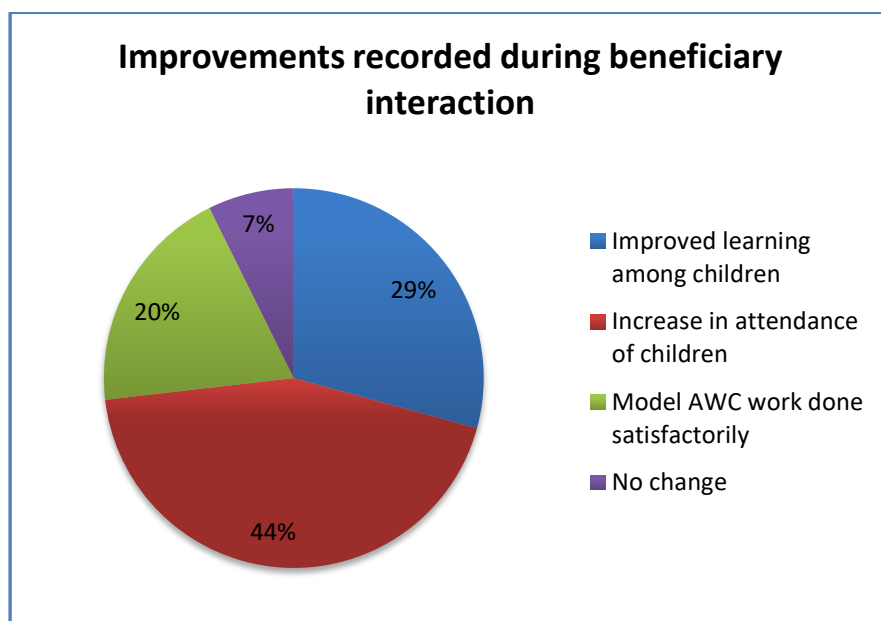
4.1.4 Analysis of Beneficiary Responses (Personal Interview)

Awareness



The chart illustrates awareness regarding the upgradation of AWCs among respondents. Approximately 80% of respondents are unaware, while only 20% are informed. During the site visit, no project branding was observed, and it was observed that the majority of awareness came through word of mouth, with no other sources contributing significantly. This highlights the need for more effective branding and outreach for the project. Various methods for improving outreach are suggested in the recommendation section.

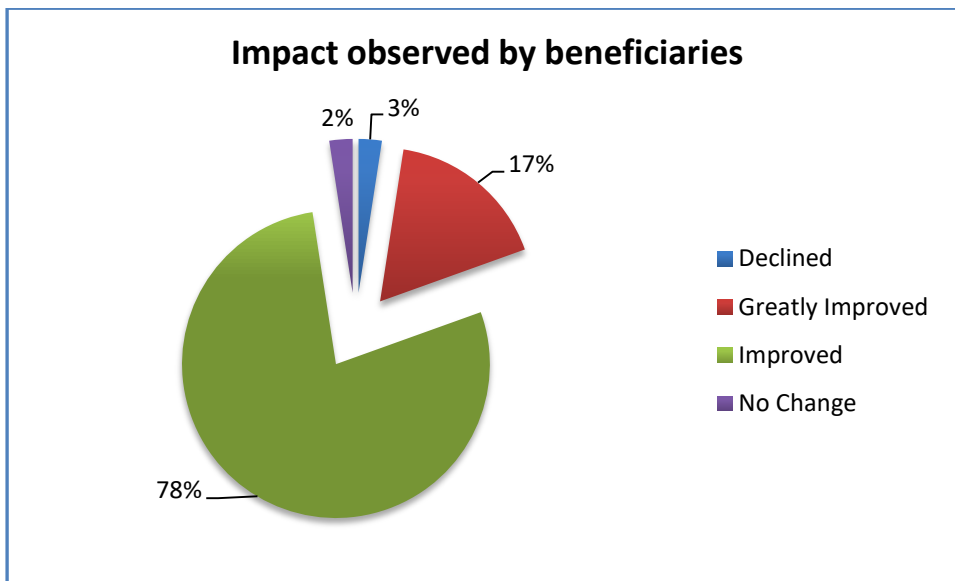
Transformative impact



The above graph highlights positive outcomes from an educational or developmental program. Notably, 44% respondents confirmed increase in child's attendance and 29% confirmed that learning improved. 20% of the respondents confirmed of the satisfactory work done while upgrading AWCs to Model AWCs and 7% confirmed of observing no change. Majority of the respondents confirmed of having an improvement, therefore, these results

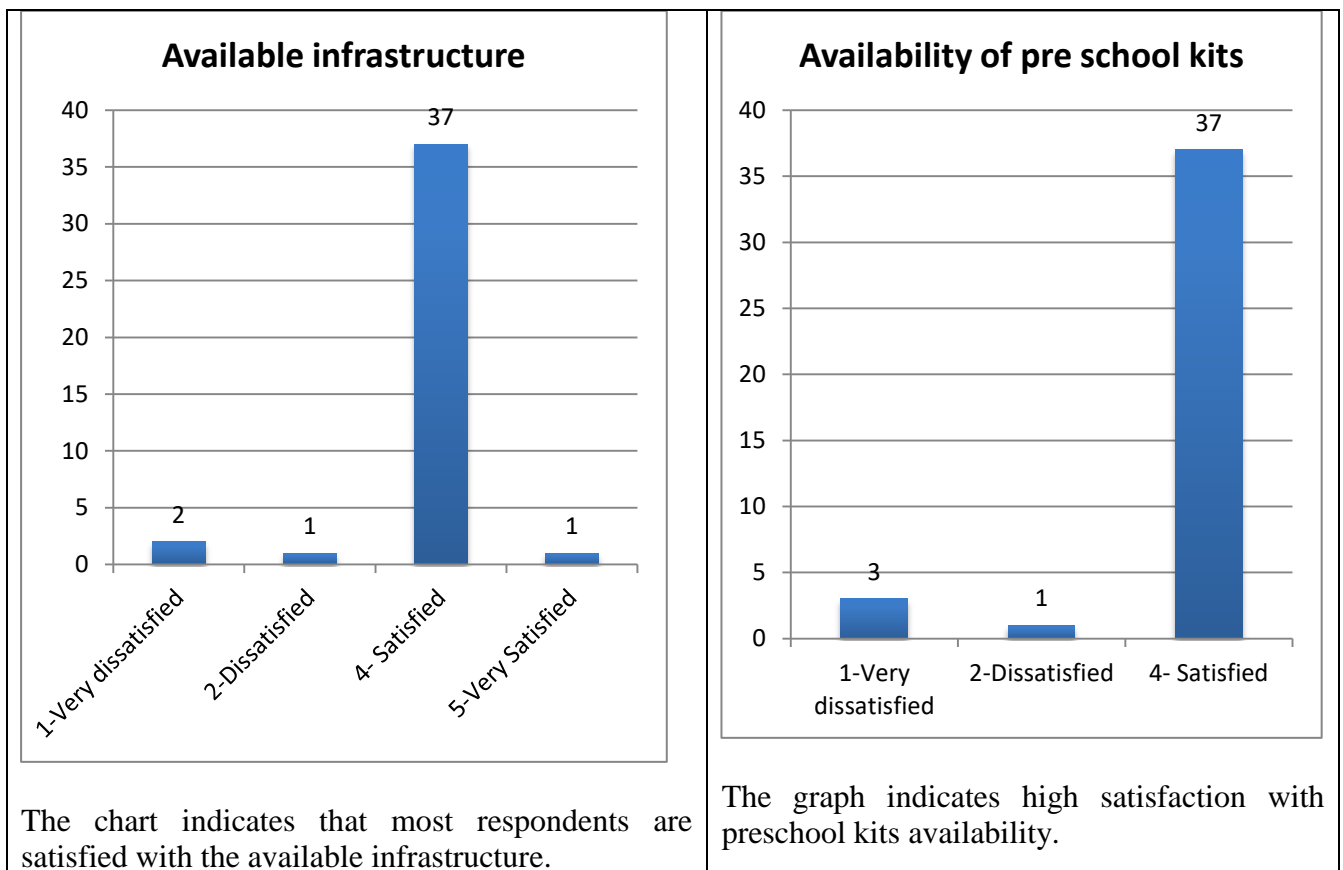
indicate the program’s effectiveness in enhancing educational outcomes.

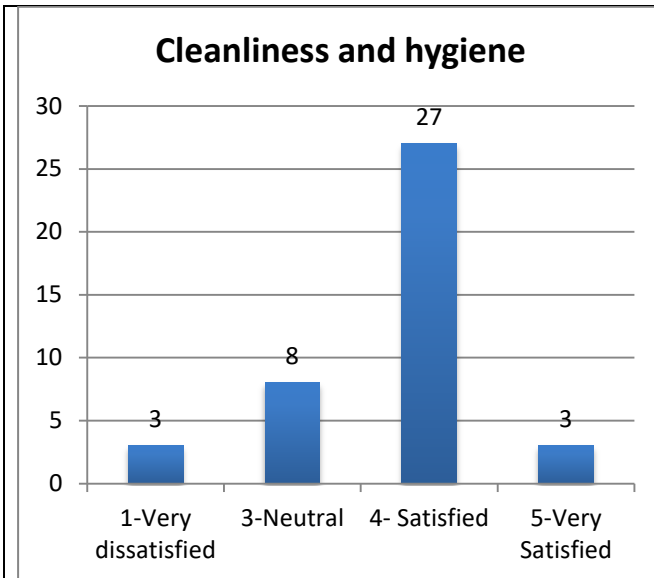
Impact observed by the beneficiaries



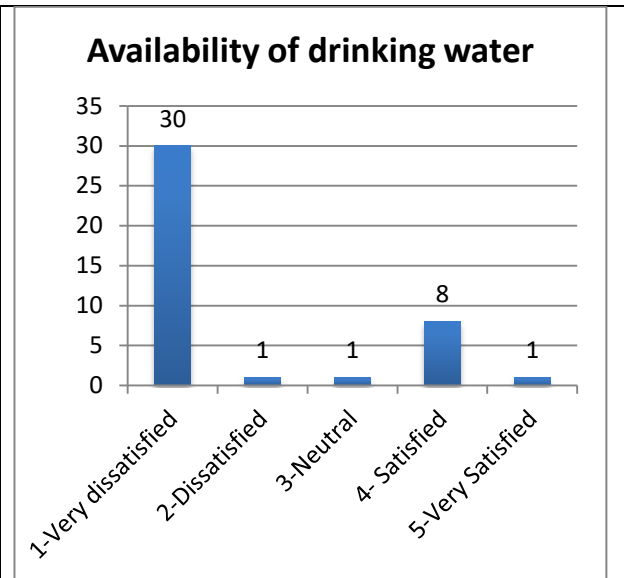
The above pie chart illustrates the impact observed by beneficiaries after upgrading Anganwadi centers to Model Anganwadi centers. Notably, a significant majority (approx. 80%) of beneficiaries reported a positive impact. Overall, this positive reception highlights the project’s success in enhancing conditions for beneficiaries.

Availability of facilities and their satisfaction index (as per beneficiary response):

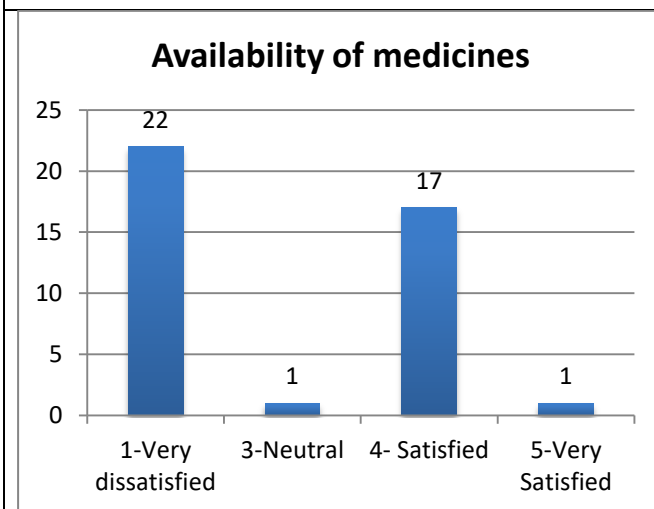




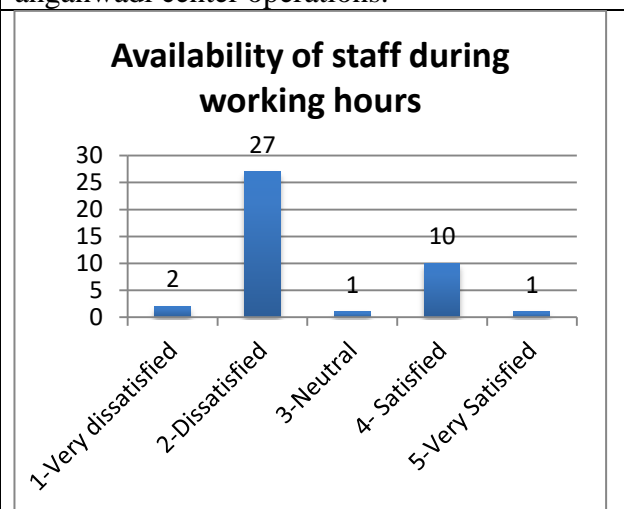
The graph depicts satisfaction levels related to cleanliness and hygiene at anganwadi centers. The majority of respondents reported satisfaction.



The graph indicates significant dissatisfaction with drinking water availability, which could adversely affect children's health and anganwadi center operations.

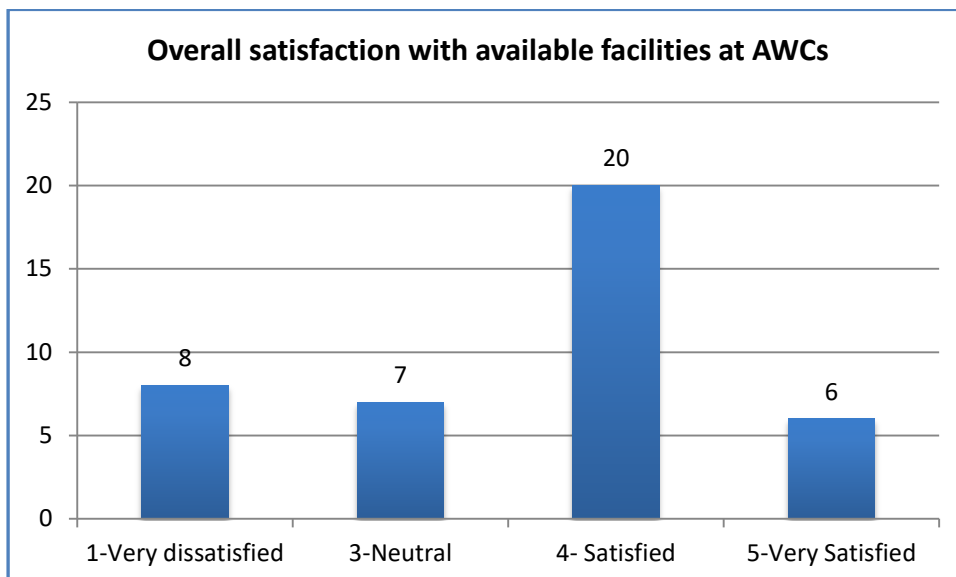


Providing medicines was not within the scope of this project. However, based on the survey, the graph illustrates varying satisfaction levels with medicine availability. Respondents are either very dissatisfied or satisfied, indicating polarized opinions. This could imply challenges in consistently providing essential medicines at anganwadi centers, potentially affecting their operation and the community's health outcomes.



Operational aspect of AWCs was not in the scope of this project. However, based on survey, the chart displays staff availability satisfaction at Anganwadi centers. Most respondents feel dissatisfied with a few very satisfied. Staff availability/non availability are directly related to service delivery at AWCs. To enhance effectiveness, addressing this issue in tandem with infrastructure challenges and knowledge gaps among workers is crucial.

When assessing the overall satisfaction of respondents in an anganwadi, it is crucial to consider various factors that impact their experience. Hence, above factors were analysed to gain insights on the effectiveness of the anganwadi center and identify areas for improvement. The overall satisfactory remarks of the respondents are produced below:



The graph indicates that most respondents are satisfied with the facilities at Anganwadi centers (AWCs), with fewer feeling neutral or very satisfied. This suggests a generally positive response towards the facilities, with a significant number expressing high satisfaction.

4.1.5 Analysis of Beneficiary Responses (FGDs)

An analysis based on the focus group discussions (FGDs) conducted within the 21 groups, comprising a total of 1,116 participants has been done. The majority of participants included ASHA workers, Anganwadi workers, parents of children studying at Anganwadi centers, and villagers. The FGD centered on the awareness and impact of upgrading Anganwadi centers to Model Anganwadi centers and following are the findings:

1. **Improved Infrastructure and Facilities:** Participants consistently highlighted the visible improvements in Anganwadi centers after refurbishment. Upgraded infrastructure, better sanitation facilities, and child-friendly spaces were commonly mentioned. These enhancements positively impacted the overall environment and functionality of the centers.
2. **Enhanced Services for Women and Children:** The upgradation of Anganwadi centers had a direct impact on services provided to women and children. Participants reported increased access to nutrition, health check-ups, and early childhood education. The centers became more inclusive, catering to the diverse needs of the community.
3. **Community Engagement and Awareness:** The project successfully raised awareness about the importance of Anganwadi centers. Community members actively participated in discussions and shared their experiences. This engagement fostered a sense of ownership and accountability.

In summary, the CSR project's impact on upgrading Anganwadi centers has been largely positive. By addressing the recommendations outlined in the subsequent section, we can further enhance the effectiveness of Model Anganwadi centers functioning in the community.



Figure 5: Glimpses of beneficiary survey and various model anganwadi centres, District Ranchi

4.1.6 Evaluation



This section showcases the observations as perceived during the evaluation of the project. The methodology used, ensures that the OECD-DAC evaluation criteria are followed to provide our findings and implementable recommendations.

Evaluation criterion 1: Relevance

The project is aligned with CCL's CSR policy which prioritizes and supports the country's development agenda on various issues such as health, sanitation, education, rural development, infrastructure development etc. with the aim of reaching and empowering a wide spectrum of beneficiaries. The project is also aligned with the numerous National schemes such as **Integrated Child development Services (ICDS) scheme** that aims to provide early childhood education and improve nutritional and health status of children; **Samagra Shiksha Abhiyan** that promotes quality education and aims to enhance the learning outcomes at the pre-primary and primary levels and **Pradhan Mantri Jan Arogya Yojana (PM-JAY), also known as Ayushman Bharat**, that aims to provide health coverage to economically disadvantaged families ensuring families with children attending

Anganwadis have access to essential healthcare services.

The aforementioned project evaluated is relevant to contribute towards following Sustainable Development targets:

SDG	SDG Targets	How is it aligned?
<p>SDG 3: Good Health and Well Being</p> 	<ul style="list-style-type: none"> • Target 3.2: <ul style="list-style-type: none"> - End preventable deaths of newborns and children under 5 years of age by 2030. • Target 3.4: <ul style="list-style-type: none"> - Reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. 	<p>The project ensured that the Anganwadis are revived in order to provide clean environment to beneficiaries i.e. lactating mothers and young children.</p> <p>The project provided integrated opportunities for education, play time and early interventions supporting overall well-being and preventive healthcare.</p>
<p>SDG 4: Quality Education</p> 	<ul style="list-style-type: none"> • Target 4.2: <ul style="list-style-type: none"> - Ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education. 	<p>The project focused on revitalizing anganwadis to effectively reach a larger no. of lactating mothers and young children.</p> <p>Also, after upgradation of Anganwadis, developmental activities have been preparing children for formal schooling.</p>

Evaluation criterion 2: Effectiveness

Out of a target goal of upgradation of 150 Anganwadis, the project successfully upgraded all the existing Anganwadis benefitting all the near-by women and children. To evaluate this criterion, objectives of the project were analysed in-depth. The scope of work under the project were as follows: To promote early childhood care and education in Ranchi District, up-gradation and refurbishment of Anganwadi, to undergo minor repairing, child-friendly paintings on the walls as per BaLA guideline and to providing preschool kit, drinking water, furniture and other necessary equipments. Based on the beneficiary responses and direct observation by field investigators, nearly 21% of the respondents have given the feedback of non-availability of drinking water facility, which was one of the activities to be implemented under the project, whereas, 79% of the respondents are overall satisfied with the project. Moreover, several improvements were observed following the upgrade of Anganwadi Centres to Model Anganwadi Centres such as increase in both the number and duration of children's visits due to a more conducive learning environment, enhanced learning and grasping abilities, and improved cleanliness and hygiene due to better infrastructure was observed.

Therefore, this CSR project proves to be an effective initiative.

Evaluation criterion 3: Efficiency

Factors such as budget utilization and timelines have been reviewed.

- **Utilization of budget**

CCL had committed a budget of INR 2.25 Cr. towards the project, for a time-period of 12 months, in FY 2020-21. As per MoU, it was committed to complete the project by 31st March 2021 and as per the details provided by CCL, the project was completed on 16th April, 2021.

- **Adherence to timeline**

Project activities were almost timely executed as per the MoU and/or within the approved timelines.

The program proved to be efficient with the support of various stakeholders.

Evaluation criterion 4: Impact

The purpose of measuring the impact is to ascertain the primary or secondary long-term effects produced by the project. Based on the beneficiary responses and direct observation by field investigators, the survey revealed several improvements observed by beneficiaries such as increase in both the number and duration of children's visits due to a more conducive learning environment, enhanced learning and grasping abilities, and improved cleanliness and hygiene due to better infrastructure. Nearly 80% of the beneficiaries believe that this initiative has had a significant positive impact on their village.

The project has a positive change on the lives of the beneficiaries and is impactful among the rural setting based on the primary data collection and evaluation.

Evaluation criterion 5: Sustainability

The sustainability of upgrading Anganwadi Centres into Model Anganwadi Centres in Ranchi District hinges on several key factors that would ensure long-term impact and continuity. It also focuses on durability of benefits. The project involved refurbishment of the buildings as per the requirement which will ensure long-term operation of anganwadi centres. During the visit, the centres were clean ensuring hygienic environment. Programmatic sustainability is being ensured by allowance for continuous improvement and scalability. Social sustainability is being ensured by inclusive practices that cater to all children, and empowering women in the community. Together, these strategies create a resilient framework that ensures the long-term success and replicability of the Anganwadi project, ultimately contributing to the well-being and development of children and the broader community.

4.1.7 Summary

This study presents the impact assessment of the CSR project of CCL implemented by District Administration, Ranchi. The DA has implemented the infrastructural development and provided necessary aids in Anganwadis to support the development of 150 nos. of Anganwadis in Ranchi District. Major activities included promotion of early childhood care and education, up-gradation/refurbishment of infrastructure through minor repair, child-

friendly paintings as per BaLA guidelines and provision of preschool kits, drinking water facility and furniture. Through these interventions, the project created a positive impact on several indicators such as increased no. of visiting hours of women and children, enhanced learning environment and satisfactory development in villages. Overall, as per beneficiary response, satisfactory remarks were received for the project.

The summary of OECD-DAC parameters is as follows:

S. No.	Evaluation Criteria	Remarks
1	Relevance	Project is aligned to CCL's CSR policy and also with few National schemes such as Integrated Child development Services (ICDS) scheme, Samagra Shiksha Abhiyan and Pradhan Mantri Jan Arogya Yojana (PM-JAY), also known as Ayushman Bharat. The project is also contributing towards SDG 3 and 4. Therefore, the project is relevant as a CSR initiative.
2	Effectiveness	Out of target goal of upgradation of 150 Anganwadis, the project successfully upgraded all the existing Anganwadis benefitting near-by women and children. As per the evaluation, this CSR project is an effective initiative.
3	Efficiency	Project activities were timely executed as per the MoU and/or within the approved timelines, therefore, the program proved to be efficient with the support of various stakeholders
4	Impact	The project has a positive change on the lives of the beneficiaries and is impactful among the rural setting based on the primary data collection and evaluation.
5	Sustainability	The strategies created a resilient framework that will ensure the long-term success and replicability of the Anganwadi project, ultimately contributing to the well-being and development of children and the broader community.

4.1.8 Identified Gaps

Field observations and data collection/feedback revealed the following gaps that need attention from the CCL team and the implementing agency:

- 1) Despite being part of the scope of work, filtered drinking water facilities are lacking in almost all the visited Anganwadi Centres during the impact assessment survey.
- 2) There is a noticeable gap in project outreach and branding.

4.1.9 Recommendations for improvement/scaling-up of Anganwadis

Based on the observations, feedbacks and gaps identified in the project, following are few recommendations for improvement in the project:

- 1) **Enhance Drinking Water and Sanitation Facilities:**
 - a. Conduct a detailed assessment of the existing drinking water facilities to identify specific issues such as water quality, availability, or accessibility.

- b. Implement solutions such as installing water purifiers, ensuring regular maintenance of water sources, and providing adequate storage facilities.
- c. Educate the community on maintaining hygiene around water sources.
- d. As a basic need, CCL may add sanitation facility (toilets) for scaling up of the project.

2) Continuous Educational Development:

- a. Provide regular awareness campaigns for Anganwadi workers/mothers on the latest early childhood education practices and health care techniques.
- b. Invest more in training programs to enhance child development, nutrition, and community engagement. Well-trained staff can deliver better services and maintain the centers effectively.
- c. Beyond nutrition and health, additional focus should be on holistic child development. Incorporate play-based learning, early literacy, and social-emotional development activities. Engage parents in these efforts.

3) Strengthen Community Engagement:

- a. Develop and implement community outreach programs to raise awareness about the benefits of Anganwadi services and related national schemes.

4) Improve Infrastructure Maintenance:

- a. Establish a maintenance schedule for infrastructure or set-up a committee of volunteers who will maintain a record or will address any deterioration issue or will ensure the good condition of the Anganwadi.

5) Improve Project Branding: Branding of the project for wide-spread awareness and better outreach is recommended. The details of CCL's support for the project may be acknowledged with boards on the walls of the AWC (both inside and outside) and stickers on durable items. Various other methods may be used for outreach of the project such as media coverage, article publications, community announcements, posters or wall paintings etc. The handover should ideally be conducted in the presence of community leaders and villagers. Branding cost may be included in the project budget.

6) Create committees involving community members, parents, and local leaders. These committees can provide valuable feedback, advocate for necessary resources, and promote community ownership.

4.2 Project 2: Upgradation of Anganwadi Centres into Model Anganwadi Centre in Latehar District (Jharkhand) – 167 Nos.

4.2.1 About the Project

The Integrated Child Development Services (ICDS) is a flagship initiative of the Government of India aimed at enhancing the health and nutrition of children under six, pregnant women, and lactating mothers. This program is implemented through a network of Anganwadi Centres, which serve as crucial community hubs for the coordinated delivery of services. These centres offer a range of essential services, including supplementary nutrition, pre-school education, immunization, health check-ups, and referral services, playing a pivotal role in early childhood care and development and ensuring a strong foundation for a healthy future.

However, many Anganwadi Centres face significant challenges such as inadequate infrastructure, poor sanitation, and limited resources, which hinder the quality of care provided to children. Addressing these issues by upgrading to Model Anganwadi Centres is essential. Such upgrades would involve better-equipped facilities, comprehensive nutritional support, and effective early learning programs, which are crucial for fostering a conducive environment for the holistic development of children, especially in rural and underserved areas.

This transformation is more than just an enhancement of physical spaces; it is a strategic investment in uplifting entire communities by prioritizing the health and education of their youngest members. By improving these centres, we can ensure that children receive the care and support they need for a healthy start in life, thereby contributing to the overall development and well-being of society.

Hence, CCL's CSR endeavor was actualized by allocating funds to the District Administration, Latehar in Latehar, Balumath, Garu, Mahuatand, Manika Blocks for the F.Y. 2020-21 with a project cost of INR 2, 50, 50,000. The project was commenced on 11th August, 2020 and completed on 8th December, 2021. The objective of the project was to upgrade 167 nos. of existing Anganwadi Centres (AWCs) into Model Anganwadi Centres. The scope of work was as follows:

- To promote early childhood care and education in Latehar District
- Up-gradation and refurbishment of Anganwadi
- Minor repairing
- Child-friendly painting as per BaLA guideline.
- Providing preschool kit, drinking water, furniture and other necessary equipments.

The objectives of the project are as follows:

The major objectives of the project were to develop the Anganwadi centre which may be able to provide all the services envisaged by the ICDS scheme in a holistic manner and at the

same time appeal to the bright, curious and creative minds of the children.

Primary Beneficiaries:

- Children upto Six years of Age
- Pregnant women
- Nursing Mothers

Project Documents

The following documents were available for TERI to review:

- MoU signed between District Social Welfare Officer, Latehar and CCL
- Proposed project proposal
- Summary note of the project
- List of Angawadis refurbished with location details

Project Duration

The project had a timeline of 14 months.

Funding Amount

The project's allocated budget stands at INR 2.50 cr.

Location

The project's geographical reach covers 167 Anganwadi Centres of Latehar, Balumath, Garu, Mahuatand, Manika block of Latehar District.

Beneficiaries

The project aimed to benefit around 18,000 women and children.

Sample size

A sample size of 990 beneficiaries was taken to ensure accuracy and reliability of the results. These interviews were carried out both personally and in group settings, allowing for comprehensive data collection and enhanced insights into the beneficiaries' experiences and needs.

4.2.2 Key thematic areas

The project was focused on infrastructure development/refurbishment of existing Anganwadi centres, which is in alignment with CCL's CSR policy.

The following impact map was developed for this project as part of the study.

Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> Financial Resources by CCL Human resources by DA, Latehar 	<ul style="list-style-type: none"> Promotion of early childhood care and education Up-gradation/refurbishment of infrastructure by minor repairing needed Child-friendly painting as per BaLA guidelines Provide preschool kits, drinking water facility and furniture 	<ul style="list-style-type: none"> 167 Anganwadis were successfully refurbished within the timeframe. Child-friendly painting was successfully completed in all 167 Anganwadis 	<ul style="list-style-type: none"> Enhanced learning experiences for children in early childhood settings. Increased comfort and ergonomics for children as well as mothers during learning and other activities. 	<ul style="list-style-type: none"> Increased school readiness and cognitive development in young children. Long-term improvement in educational attainment and personal development.

4.2.3 Profiling of Stakeholders and field observations

As mentioned above the project aimed to benefit around 18,000 women and children, TERI team conducted the primary data collection of 990 beneficiaries (48 through PI and rest FGDs) of ASHA workers, Anganwadi Didis, Panchayat members, parents of visiting children and other women of the village to understand their point of views, impact of the CSR initiative and improvement measures for the activities they are involved in.

As per the data collected during personal interviews, 56% of the respondents were Anganwadi Didis, 38% were ASHA workers and 6% of the total respondents were Panchayat members.

On the other hand, during FGDs, 77% of the respondents were villagers, 13% were Anganwadi Didis, 7% of ASHA workers and only 3% of panchayat members participated in group discussions as depicted below:

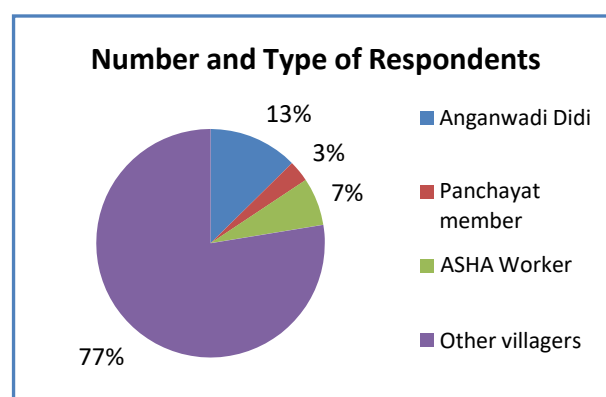
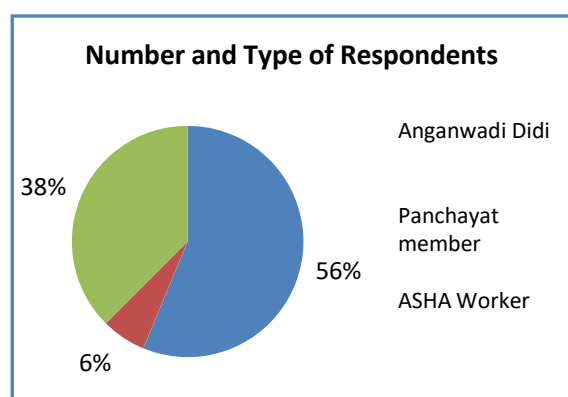
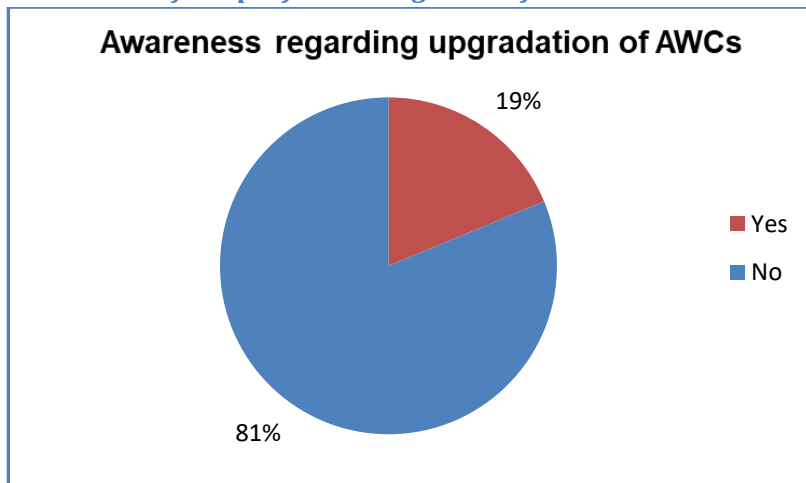




Figure 6: Glimpses of beneficiary survey and different Model Anganwadi Centres, Lathar District

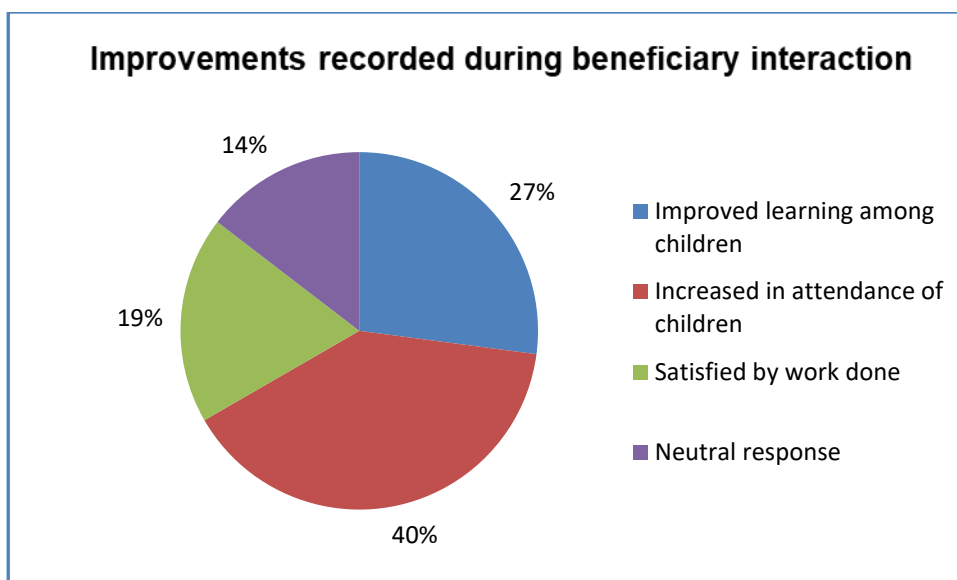
4.2.4 Analysis of Beneficiary Responses (Personal Interview)

Awareness of the project amongst beneficiaries



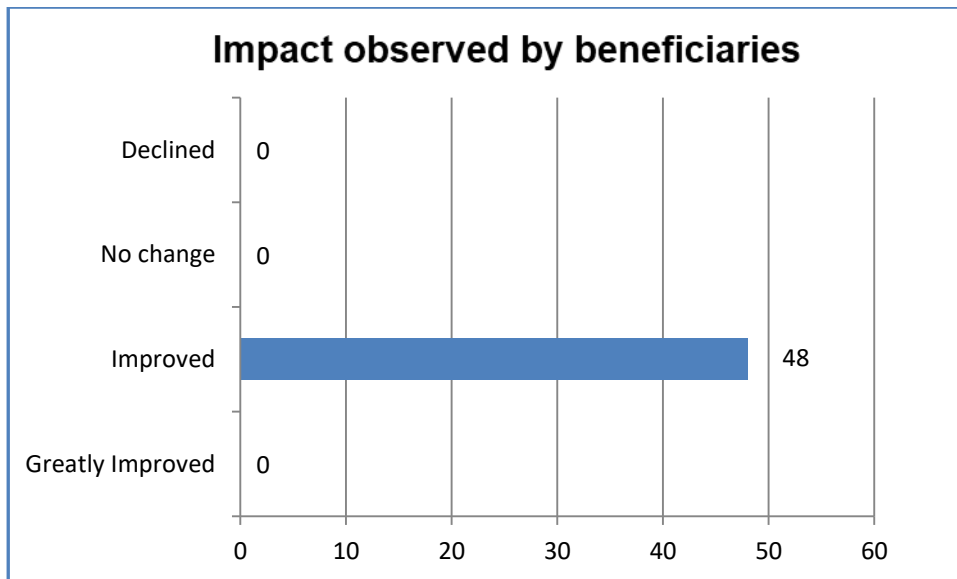
The pie chart shows that 81% of respondents are unaware of AWC upgrades, while 19% are informed. This highlights the need for better communication strategies. During the site visit, no project branding was seen, and much of the awareness came through word of mouth. Improved branding and outreach are essential, with recommendations provided in the report in subsequent section.

Transformative impact



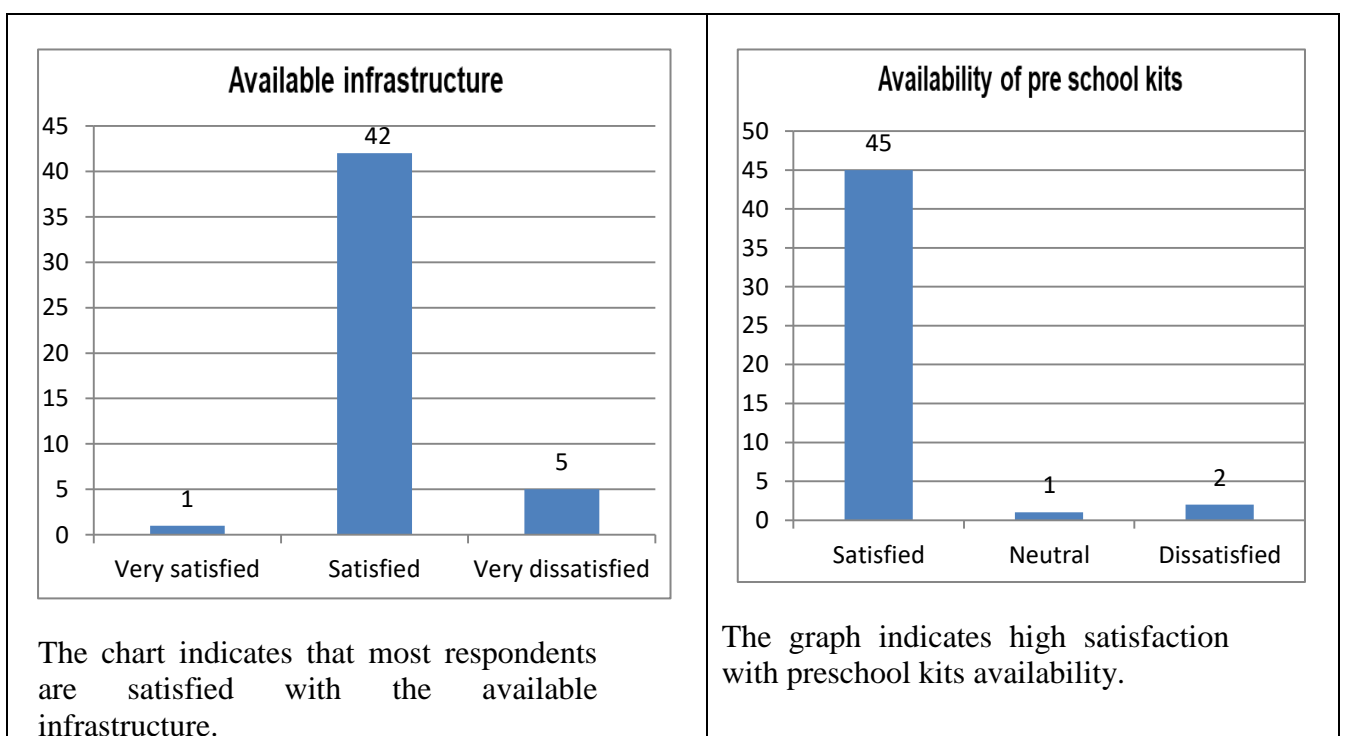
The graph illustrates positive results from an educational or developmental program. Specifically, 40% of respondents reported increased child attendance, 27% noted improved learning, and 19% were satisfied with the development of AWCs into Model AWCs. Only 14% of them have observed no change. Overall, the majority of respondents indicated improvements, demonstrating the program's effectiveness in enhancing educational outcomes.

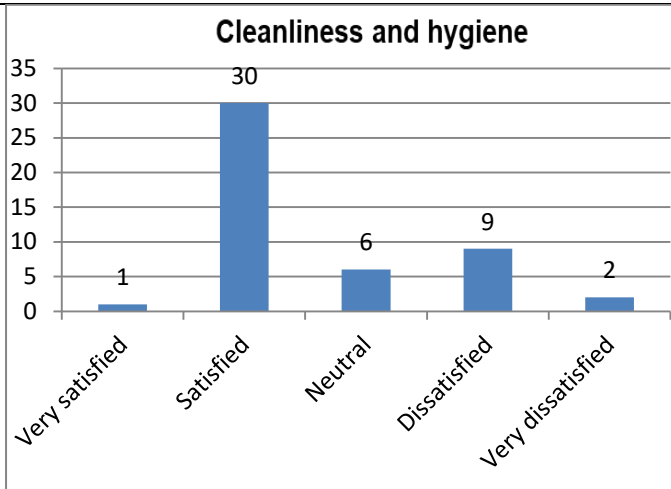
Impact observed by the beneficiaries



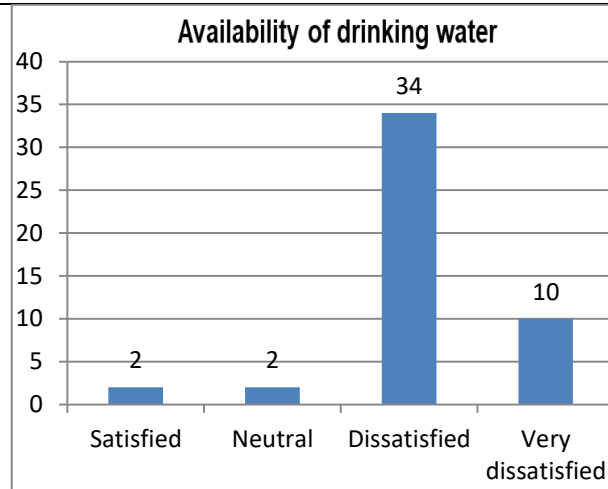
The pie chart illustrates the impact observed by beneficiaries following the upgrade of Anganwadi Centres to Model Anganwadi Centres. Remarkably, 100% of respondents reported improvements, indicating that every participant observed positive changes as a result of the project. This unanimous positive reception underscores the project's success in significantly enhancing the conditions and services provided to the beneficiaries. The widespread acknowledgment of improvements highlights the effectiveness of the upgrades in achieving their intended outcomes, thereby affirming the project's value and impact on the community.

Availability of facilities and their satisfaction index (as per beneficiary response):

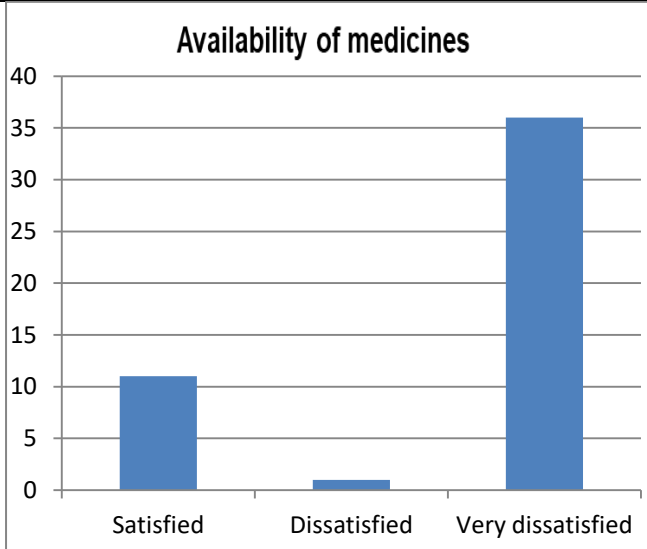




The graph depicts satisfaction levels related to cleanliness and hygiene at anganwadi centers. The majority of respondents reported satisfaction.



Drinking water was not within the scope of this project. However, based on survey, the graph indicates significant dissatisfaction with drinking water availability, which could adversely affect children's health and anganwadi center operations.



Providing medicine was not within the scope of this project. However, based on survey, the graph illustrates varying levels of satisfaction regarding the availability of medicines. A significant portion of respondents reported being very dissatisfied, indicating a widespread issue with medicine availability. This could imply challenges in consistently providing essential medicines at anganwadi centers, potentially affecting their operation and the community's health outcomes.



Operational aspect of AWCs was not in the scope of this project. However, based on survey, the chart illustrates satisfaction levels regarding staff availability at Anganwadi centers. Most respondents are dissatisfied, with only a few feeling very satisfied. Staff availability is directly linked to the quality of service delivery at AWCs. To improve effectiveness, it is essential to address this issue alongside infrastructure challenges and knowledge gaps among workers.

While evaluating the respondents' overall satisfaction, it is important to take into account a number of aspects that affect their experience. In order to determine areas for improvement and to provide insight into the efficacy of the anganwadi facility, the aforementioned

characteristics were analyzed. Nonetheless, the following chart summarizes the respondents' mostly positive comments:



The graph indicates that most respondents are satisfied with the facilities at Anganwadi centers (AWCs), with most of the respondents feeling satisfied, whereas, 16 of the respondents were not satisfied with the facilities provided under this CSR initiative. This suggests a generally positive response towards the facilities, with a significant number expressing high satisfaction.

4.2.5 Analysis of Beneficiary Responses (FGDs)

Based on focus group discussions (FGDs) with a total of 942 participants across 14 groups, following analysis was completed. ASHA employees, Anganwadi didis, panchayat members, and villagers were among the respondents. The FGD centered on the awareness and impact of upgrading Anganwadi centers to Model Anganwadi centers and following are the findings:

1. Participants consistently highlighted the visible improvements in Anganwadi centers after the upgradation. Upgraded infrastructure, child-friendly spaces were commonly mentioned. Specifically, beneficiaries noted the enhanced cleanliness and hygiene, which significantly improved the overall environment of the centers.
2. The implementation of BaLa (Building as Learning Aid) painting not only made the centers more visually appealing but also created a more stimulating and engaging environment for children.
3. The respondents also reported that the upgraded centers contributed to noticeable improvements in children's learning patterns. There were significant advancements in the ways children learned, reflecting enhanced early childhood education practices. These improvements indicate that the centers became more effective in delivering educational services, catering better to the developmental needs of children.
4. The increased attendance of children after the upgradation reflects heightened community awareness and trust in the centers' improved services. Overall, these points demonstrate that the refurbishment and upgradation of Anganwadi centers have had a multifaceted positive impact, enhancing infrastructure, services, and community engagement.

In summary, the survey results indicate that beneficiaries have noted improvements in various areas, such as an increased learning pattern among children, a rise in children attending anganwadi centers, positive feedback on the overall quality, and cleanliness of the facilities, as well as an increase in children's attendance post-refurbishment. Analyzing the data reveals a clear trend towards enhanced child learning and attendance rates following the implementation of these improvements.


4.2.6 Analysis and Findings


The section below showcases the observations as perceived during the evaluation of the project. The methodology used, ensures that the OECD-DAC evaluation criteria are followed to provide our findings and implementable recommendations.

Evaluation criterion 1: Relevance

Project is aligned with CCL's CSR policy which prioritizes and supports the country's development agenda on various issues such as health, sanitation, education, rural development, infrastructure development etc. with the aim of reaching and empowering a wide spectrum of beneficiaries. The project is also aligned with the numerous National schemes such as **Integrated Child development Services (ICDS) scheme** that aims to provide early childhood education and improve nutritional and health status of children; **Samagra Shiksha Abhiyan** that promotes quality education and aims to enhance the learning outcomes at the pre-primary and primary levels and **Pradhan Mantri Jan Arogya Yojana (PM-JAY), also known as Ayushman Bharat**, aims to provide health coverage to economically disadvantaged families ensuring families with children attending Anganwadis have access to essential healthcare services.

The above project evaluated is relevant to contribute towards following Sustainable Development targets:

SDG	SDG Targets	How is it aligned?
SDG 3: Good Health and Well Being 	<ul style="list-style-type: none"> Target 3.2: End preventable deaths of newborns and children under 5 years of age by 2030. Target 3.4: Reduce by one third premature mortality from non-communicable disease through prevention and treatment and promote mental health and well-being. 	<p>The project ensured that the Anganwadis are revived in order to provide clean environment to beneficiaries i.e. lactating mothers and young children.</p> <p>The project provided an opportunity for education; play time and early interventions by supporting the overall well-being and preventive healthcare.</p>

<p>SDG 4: Quality Education</p> 	<ul style="list-style-type: none"> • Target 4.2: - Ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education. 	<p>The project ensured that the Anganwadis are revived in order to increase the no. of presence of lactating mothers and young children.</p> <p>Also, after upgradation of Anganwadis, developmental activities have been preparing children for formal Schooling.</p>
---	--	--

Evaluation criterion 2: Effectiveness

Out of a target goal of upgradation of 167 Anganwadis, the project successfully upgraded all the existing Anganwadis benefitting all the near-by women and children. To evaluate this criterion, objectives of the project were analysed in-depth. The scope of work under the project was as follows: To promote early childhood care and education in Latehar District, up-gradation and refurbishment of Anganwadi, to undergo minor repairing, child-friendly paintings on the walls as per BaLA guideline and to providing preschool kit, furniture and other necessary equipments. As per the responses collected via personal interviews, nearly 4% of the total respondents stated that there is non-availability of the pre-school kits, whereas, 89% of the respondents are overall satisfied with the project. The survey also revealed several improvements following the upgrade of Anganwadi Centres to Model Anganwadi Centres such as increase in both the number and duration of children's visits due to a more conducive learning environment, enhanced learning and grasping abilities, and improved cleanliness and hygiene due to better infrastructure.

Therefore, overall this CSR project is somewhat an effective initiative for a rural setting.

Evaluation criterion 3: Efficiency

Factors such as budget utilization and timelines have been reviewed.

- **Utilization of budget**

CCL had committed a budget of INR 2.50 Cr. towards the project, for a time-period of 14 months, in FY 2020-21. As per MoU, it was committed to complete the project by 31st September 2021 and as per the details provided by CCL, the project was completed on 8th December, 2021.

- **Adherence to timelines**

Project activities were executed slightly late as per the MoU and/or within the approved timelines.

The program proved to be slightly less efficient with a delay of 2 months.

- **Reason for slight delay**

The project experienced a slight delay due to the presence of Anganwadis in very remote and Naxalite-affected areas, which posed significant challenges for the implementing agency.

This observation is supported by primary data collection and interactions with beneficiaries.

Evaluation criterion 4: Impact

The purpose of measuring the impact is to ascertain the primary or secondary long-term effects produced by the project. The survey revealed few improvements observed by beneficiaries such as increase in both the number and duration of children's visits due to a more conducive learning environment, enhanced learning and grasping abilities, and improved cleanliness and hygiene due to better infrastructure. Nearly 90% of the beneficiaries believe that this initiative has had a significant positive impact on their village.

The project has a positive change on the lives of the beneficiaries and is impactful among the rural setting based on the primary data collection and evaluation.

Evaluation criterion 5: Sustainability

The sustainability of upgrading Anganwadi Centres into Model Anganwadi Centres in Latehar District hinges on several key factors that ensure long-term impact and continuity. The project involved refurbishment of the buildings as per the requirement which will ensure long-term operation of anganwadi centres. During the visit, the centres were clean ensuring clean and hygienic environment. Programmatic sustainability is being ensured by allowance for continuous improvement and scalability. Social sustainability is being ensured by inclusive practices that cater to all children, and empowering women in the community. Together, these strategies create a resilient framework that ensures the long-term success and replicability of the Anganwadi project, ultimately contributing to the well-being and development of children and the broader community.

4.2.7 Summary

This study presents the impact assessment of the CSR project of CCL implemented by District Administration, Latehar. The DA has implemented the infrastructural development and provided necessary aids in Anganwadis to support the development of 167 nos. of Anganwadis in Latehar District. Major activities included promotion of early childhood care and education, up-gradation/refurbishment of infrastructure by minor repairing needed, child-friendly paintings on the walls as per BaLA guidelines and provision of preschool kits, drinking water facility and furniture. Through these interventions, the project created a positive impact on several indicators such as increased no. of visiting hours of women and children, enhanced learning environment and satisfactory development in villages. Overall, as per beneficiary response, satisfactory remarks were received for the project.

The summary of OECD-DAC parameters is as follows:

S. No.	Evaluation Criteria	Remarks
1	Relevance	Project is aligned to CCL's CSR policy and also with few National schemes such as Integrated Child development Services (ICDS) scheme, Samagra Shiksha Abhiyan and Pradhan Mantri Jan Arogya Yojana (PM-JAY), also known as Ayushman Bharat. The project is also contributing towards SDG 3 and 4. Therefore, the project is relevant as a CSR initiative.

2	Effectiveness	Out of target goal of upgradation of 167 Anganwadis, the project successfully upgraded all the existing Anganwadis benefitting near-by women and children. As per the evaluation, this CSR project is an effective initiative.
3	Efficiency	Project activities were executed slightly late as per the MoU and/or within the approved timelines. The program proved to be slightly less efficient with delay of 2 months.
4	Impact	The project has a positive change on the lives of the beneficiaries and is impactful among the rural setting based on the primary data collection and evaluation.
5	Sustainability	The strategies created a resilient framework that will ensure the long-term success and replicability of the Anganwadi project, ultimately contributing to the well-being and development of children and the broader community.

4.2.8 Identified Gaps

Field observations and data collection/feedback revealed the following gap that needs attention from the CCL team and the implementing agency: There is a noticeable gap in project outreach and branding.

4.2.9 Recommendations for improvement/scaling-up of Anganwadis

Based on the observations and feedback from the project, here are some recommendations for improvement and areas where the project can further improve:

1) Enhance Drinking Water Facilities:

- a. Conduct a detailed assessment of the existing drinking water facilities to identify specific issues such as water quality, availability, or accessibility.
- b. Implement solutions such as installing water purifiers, ensuring regular maintenance of water sources, and providing adequate storage facilities.
- c. Educate the community on maintaining hygiene around water sources.
- d. As a basic need, CCL may add sanitation facility (toilets) for scaling up of the project.

2) Continuous Educational Development:

- a. Provide regular awareness generation for Anganwadi workers/mothers on the latest early childhood education practices and health care techniques.
- b. Encourage peer learning and knowledge sharing among workers to enhance their skills continuously.

3) Improve Infrastructure Maintenance:

Establish a maintenance schedule for infrastructure or set-up a committee of volunteers who will maintain a record or will try to address any deterioration issue or will ensure the good condition of the Anganwadi.

4) Improve Project Branding:

Branding of the project for wide-spread awareness and better outreach is recommended. The details of CCL's support for the project may be acknowledged with boards on the walls of the AWC (both inside and outside) and stickers on durable items. Various other methods may be used for outreach of the project such as media coverage, article publications, community announcements, posters or wall paintings etc. The handover should ideally be conducted in the presence of community leaders and villagers. Branding costs should be included in the project budget.

4.3 Project 3: Sports Academy, Ranchi - A CSR initiative of CCL with State Government of Jharkhand

4.3.1 About the Project

In Jharkhand, sports play a vital role in socio-economic development and nation-building. However, rural areas lack proper infrastructure and coaching facilities, hindering talented grassroots athletes from accessing quality training. Recognizing that the Government of Jharkhand alone couldn't achieve this transformation, a Corporate Social Responsibility (CSR) partnership emerged. Central Coalfields Limited (CCL) and the Jharkhand State Government joined forces, contributing equally to fund the Sports Academy project in Hotwar, Ranchi. A society named Jharkhand State Sports Promotion Society (JSSPS) was established in September 2015 through a memorandum of understanding (MoU) between CCL and the Jharkhand Government, comprising officials from both CCL and Jharkhand Government. It is a jointly funded venture of Central Coalfields Limited (CCL) and State Govt of Jharkhand in the ratio 50:50.

The project aims to nurture raw talent (underprivileged children between 8 to 12 years), promote sports, and provide education to them. Key objectives include sustainable sports careers, representation in national and international events, and livelihood opportunities for these young athletes. The academy, managed by the Jharkhand State Sports Promotion Society (JSSPS), conducts an annual Mega Talent Hunt to identify promising young athletes. With state-of-the-art facilities and a focus on holistic development, the academy strives to produce Olympic champions.

The Sports Academy isn't just about athletic prowess; it's a welfare endeavor benefiting Jharkhand's residents by promoting sports and education, especially among underprivileged children, the initiative aims to create a harmonious environment around coal mines.

Table 4: Financial Summary of Sports Academy

Location	Project Year	Project cost (Rs. In lakhs)
Hotwar, Ranchi	2016-17	911.50
	2018-19	655.00
	2019-20	1461.60
	2020-21	647.77
	2021-22	451.05

Observations from field visit of the project:

1. **MoU** - A MoU was signed between Central Coalfields Ltd and State Govt. of Jharkhand in September' 2015 to establish a Sports Academy.
2. Present Strength (as on January, 2024) - 380 (Boys: 195, Girls: 185).
3. About 96% of the Sports Cadets belong to SC/ST and other backward communities.
4. The infrastructure of the Sports Academy was built for the National Games 2011. To enhance the utilization of the infrastructure, JSSPS was formed around the year 2015.

5. The first induction was conducted in the year 2016. The yearly inductions continued until 2019. During these years, the age criterion for induction was 8 to 12 years. The inductions stopped in the year 2020 due to Covid situation and will restart later this year (as per primary data collection). The age criteria will be revised to 10 to 14 years. This year, 20 seats are reserved for proven talents and the rest are open to all. The district-level sports officers of all the 24 districts of Jharkhand are involved in the selection process creating a network for the talent hunt.
6. The programme covers all the expenses of students in terms of accommodation, sports coaching, sports dress, formal education, books, school uniforms, food, and health-related expenditures. In addition, the students receive a stipend of INR 500 per month.
7. The school has an adequate number of teachers and additional emphasis is provided to the students appearing for board examinations. As of this date, the school has been following the Jharkhand Academic Curriculum (JAC).
8. The academy has a medical centre for providing basic health care facilities. There are first-aid kits available in the hostels for the first line of treatment. In addition, two nurses/medical assistants are appointed in the girls' hostel.
9. In general, the cadets' routine is primarily segregated into sports training and academic learning.

Facilities at Sports Cadets-

- Coaching in 10 selected disciplines through coaches of national repute.
 - Basic facilities such as boarding, lodging, Medical, and most importantly world class training is being provided free of cost
 - Education through Open Schooling
 - Separate hostels for boys and girls
 - Cashless shop, Injury management centre, Wi-fi campus, Indoor air-conditioned playing arenas, outdoor training facilities e.g. Hill & Sand Training Centre etc.
 - Tablet to each sports cadet for online training/ E-Learning with various Applications to foster modern style of education
 - Medical and Accidental Insurance
10. **Selection Procedure:** The selection criteria of one of the largest Talent hunt programme is:
- (a) Age Group: 8-12 Years
 - (b) Command Zone: All 24 districts of Jharkhand.
 - (c) A transparent and fair selection trial selects the most meritorious children to join the Sports Academy. Team of experts carry out simple Motor Ability Tests across the 24 Districts of Jharkhand and bring in the best children for further training. The selection process is completely transparent in the sense that the entire process of selection gets video graphed which is preserved for reference by any interested party.

11. Sports Discipline:

Table 5: Operational and upcoming sports Disciplines at Sports Academy

Operational Sports Discipline (10)		Upcoming Sports Discipline (Phase-wise- 5 nos.)
Athletics	Archery	Badminton
Football	Taekwondo	Table Tennis
Weightlifting	Cycling	Lawn Tennis
Swimming	Shooting	Judo
Wrestling	Boxing	Gymnastics

Project Documents

The following documents were available for TERI to review:

- MoU signed between Jharkhand State Government and CCL
- Progress report of the project

Project Duration

The MoU was signed in the year 2015 and the complex has been in operation or the project is ongoing since 2016.

Funding Amount

The project's allocated budget stands at INR 4.51 Cr, for the year 2021-22.

Location

Hotwar, Ranchi district.

Beneficiaries

The project aimed to benefit to around 380 young sports cadets (Boys: 195, Girls: 185).

Sample size

As outlined in the request for proposal, the project initially specified a sample size of 38 sports cadets. However, to ensure greater accuracy and reliability of the results, we expanded our efforts and conducted interviews with over **51 sports cadets**. These interviews were carried out via personal interviews using a semi-structured interview format. A stratified sampling method was adopted to have an unbiased representation of both genders across all the 10 sports disciplines and academic standards. The proposed sampling is presented in the table below.

Discipline	Gender	VII and IX	X	XI	Mixed
Cycling	Male		1		1
	Female		1	1	1
Swimming	Male		1	1	
	Female			1	1
Athletics	Male		1	1	2
	Female			1	1
Archery	Male		1		1
	Female		1	1	
Boxing	Male		1	1	1
	Female			1	2
Football	Male		1		
	Female		1	1	2
Taekwondo	Male				
	Female			1	1
Weight lifting	Male		1	1	
	Female			1	1
Shooting	Male		1		
	Female		1	1	2
Wrestling	Male		1	1	2
	Female			1	1
Swimming	Male				
	Female			1	1
	Female				1

There were minor adjustments in the sample based on the presence of cadets suiting the sample criteria of gender, academic standard, and sports discipline.

4.3.2 Key thematic areas

The project was focused on sports and culture wherein it is encouraged to join and play for the country, which is in alignment with CCL's CSR policy.

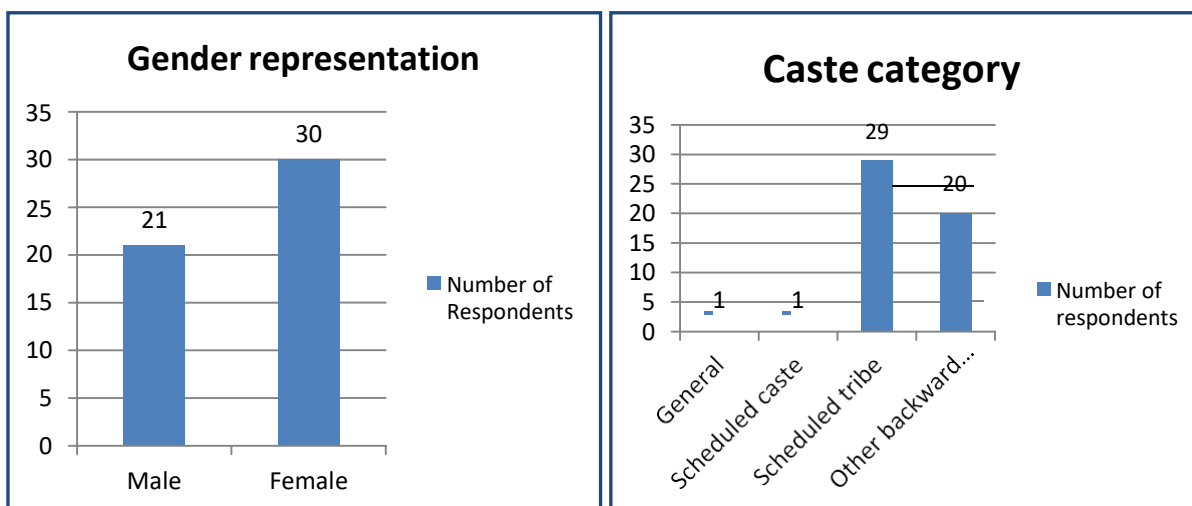
The following impact map was developed for this project as part of the study.

Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> Financial Resources by CCL Human resources by JSSPS 	<ul style="list-style-type: none"> Coaching in 10 selected disciplines through coaches of national reputation Basic facilities such as boarding, 	<ul style="list-style-type: none"> High quality coaching sessions for 10 selected disciplines to 380 sports cadets. Availability of comfortable and safe boarding, lodging, and 	<ul style="list-style-type: none"> Enhanced skill levels and performance of sports cadets in their respective disciplines. Improved overall well-being and health of 	<ul style="list-style-type: none"> Increased representation and success of cadets in regional, national, and international sports competitions. Improved living

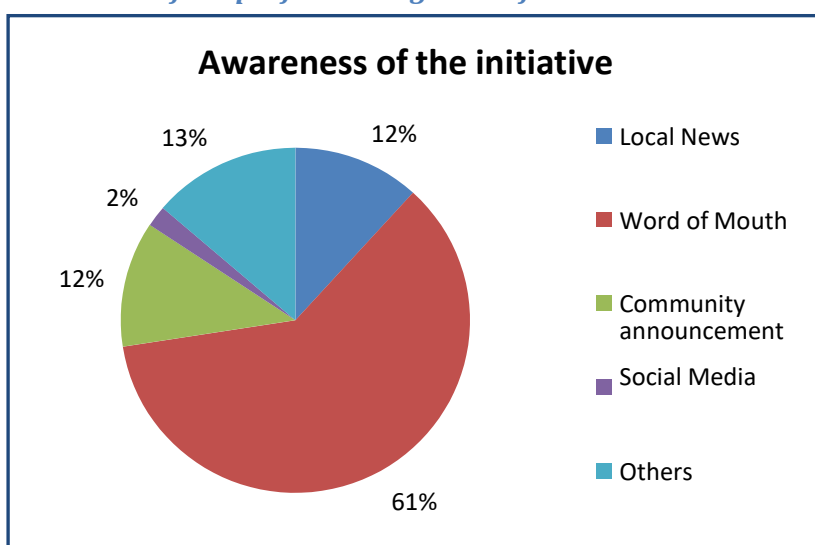
	lodging and Medical. <ul style="list-style-type: none"> • Education through Open Schooling • Separate hostels for boys and girls • Cashless shop, Injury management centre, Wi-fi campus, Indoor air-conditioned playing arenas. • Tablet to each sports cadet for online training/ E-Learning with various Applications to foster modern style of education Medical and Accidental Insurance	medical facilities for sports cadets. Establishment of gender specific hostels for sports cadets.	cadets, allowing them to focus on training and education. <ul style="list-style-type: none"> • Enhanced privacy, security, and comfort for both male and female cadets. • Increased convenience and support for cadets, ensuring they have access to necessary resources and a comfortable training environment. 	conditions contributing to the physical and mental well-being of cadets, fostering a more conducive environment for growth.
--	--	--	---	---

4.3.3 Profiling of Stakeholders and field observations

As mentioned above the project aimed to benefit around 380 young sports cadets (Boys: 195, Girls: 185), TERI team conducted the primary data collection of 51 beneficiaries via personal interviews of players of different disciplines to understand their reviews on this CSR initiative, impact and improvement measures in the activities they are involved in. Out of the total respondents, 59% were female and 41% of them were male respondents. Regarding caste, most respondents belonged to scheduled tribes (29 sports cadets), while 20 sports cadets were from the OBC category. Very few cadets were from the SC and General categories.

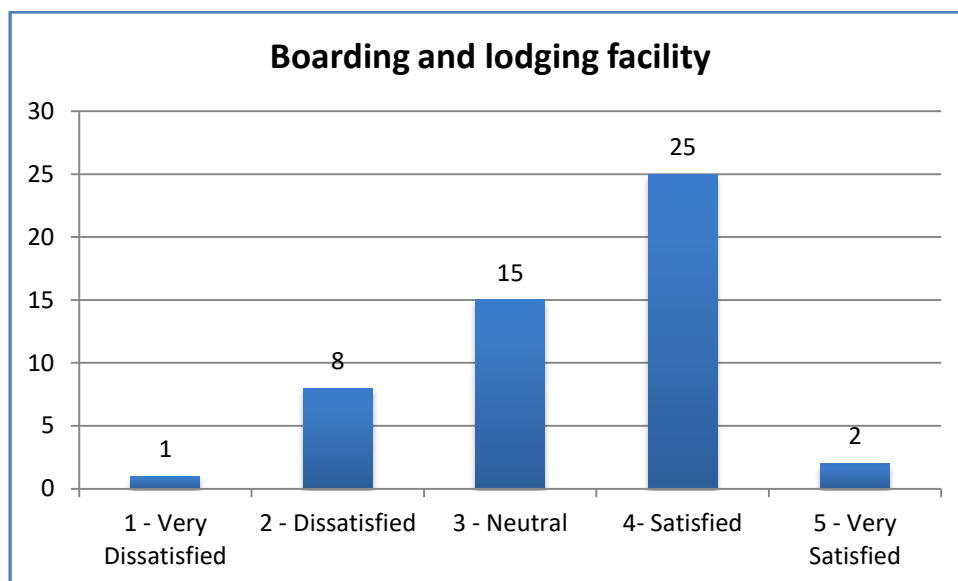


Awareness of the project amongst beneficiaries

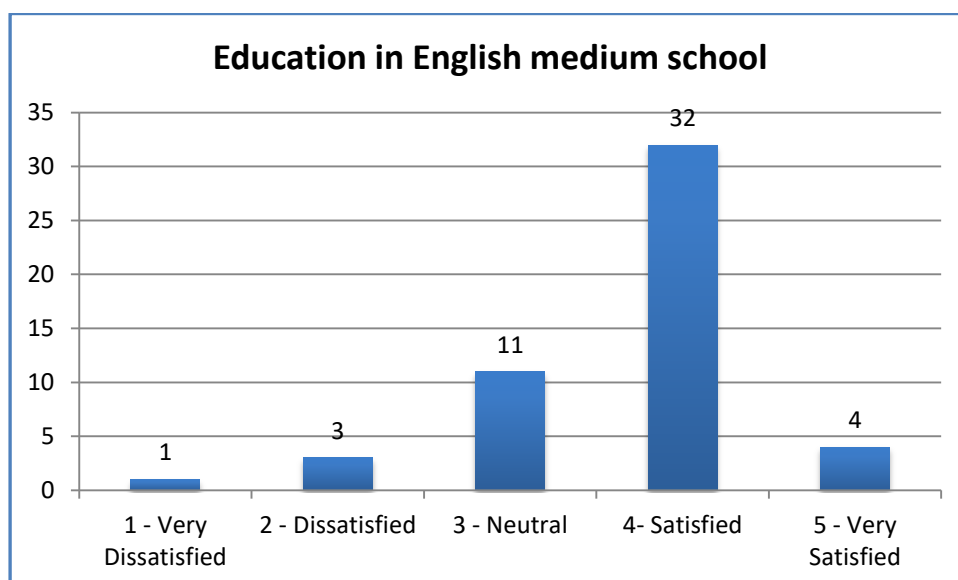


The above pie chart illustrates the various sources through which respondents learned about the initiative. A significant majority, 61%, were informed through word of mouth, underscoring the impact of personal communication. Both local news and community announcements were equally effective, each accounting for 12% of awareness. Social media played a minimal role, with only 2% of respondents citing it as their source of information. Additionally, 13% of respondents became aware of the initiative through other unspecified sources. This data highlights the dominance of interpersonal communication in spreading awareness and suggests a need to enhance the use of digital and other communication channels to reach a broader audience.

4.3.4 Analysis of the facilities provided (as per beneficiary response)



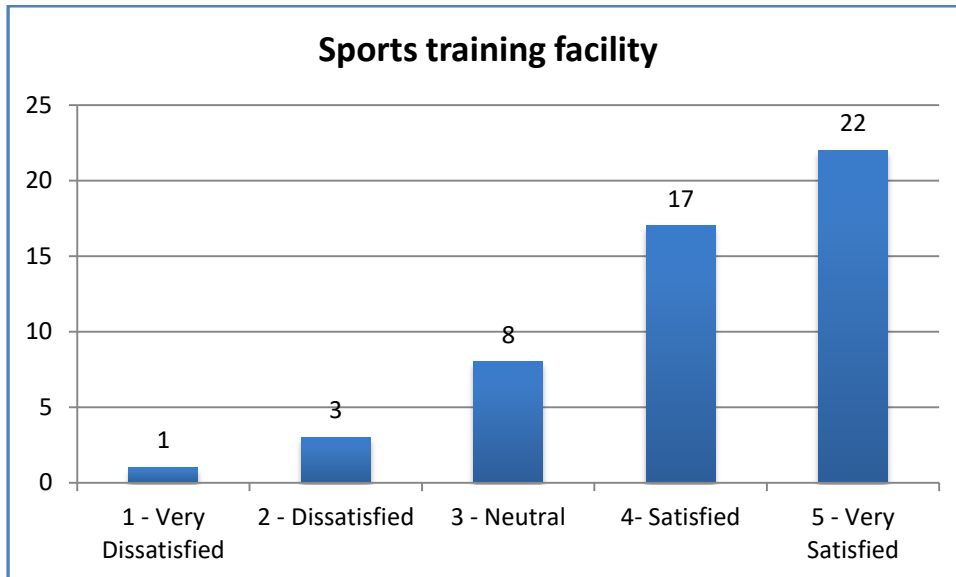
The majority of sports cadets fall into the “Satisfied” category, with 25 cadets expressing satisfaction. There are 15 cadets who feel “Neutral” about the facilities. Only 8 cadets are “Dissatisfied,” and 1 cadet is “Very Dissatisfied.” Overall, the facilities seem to meet the needs of most cadets, as indicated by the higher number of satisfied responses. However, there is room for improvement, especially for those who expressed dissatisfaction or neutrality. The academy could focus on addressing the concerns of the few dissatisfied cadets to enhance overall satisfaction. Gathering specific feedback from the neutral group might help identify areas for improvement.



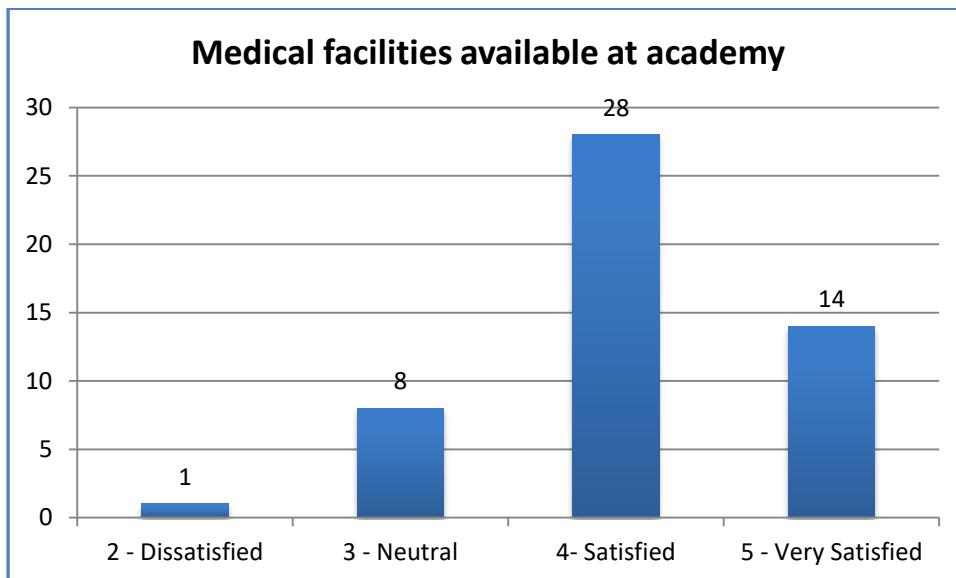
The graph represents the levels of satisfaction with educational facilities provided at sports academy to cadets. It shows five categories of satisfaction: “Very Dissatisfied,” “Dissatisfied,” “Neutral,” “Satisfied,” and “Very Satisfied.” The majority of responses fall into the ‘Satisfied’ category, indicating that most cadets feel positively about their education. There are very few ‘Very Dissatisfied’ and ‘Dissatisfied’ responses, suggesting overall satisfaction. The ‘Neutral’ category has 11 responses, indicating some ambivalence. ‘Satisfied’ has the highest count at 32, followed by ‘Neutral’ and ‘Very Satisfied.’ The

positive trend suggests that the educational facilities are meeting cadets' needs.

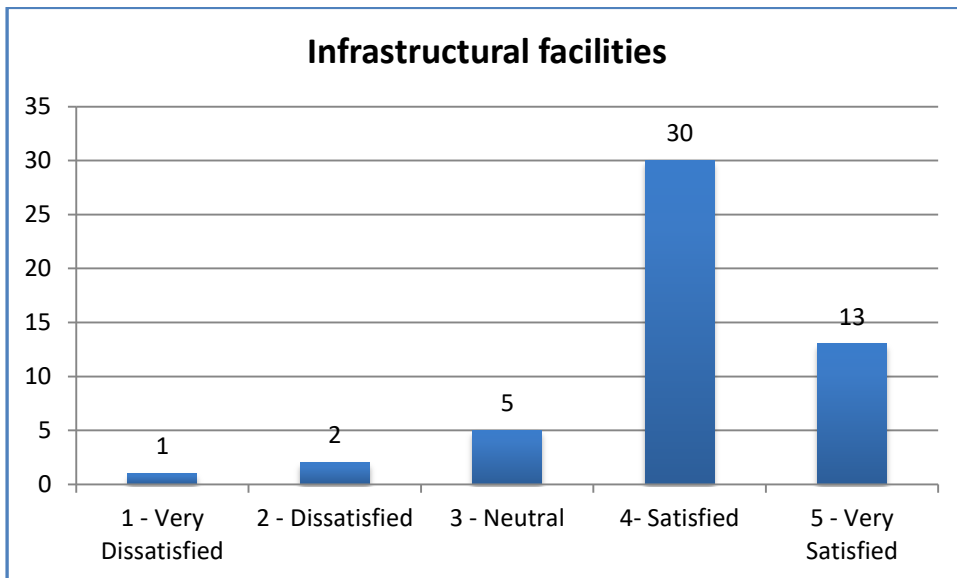
Addressing any concerns from the 'Neutral' group could further enhance satisfaction. Through the graph, it can be analysed that understanding cadet satisfaction is crucial for continuous improvement.



The graph represents user satisfaction levels with respect to sports training provided at academy. The 'Very Satisfied' category has the highest number of responses, suggesting positive overall satisfaction. The 'Very Dissatisfied' category has the fewest responses. Most respondents fall into the higher satisfaction levels. The sports academy receives positive overall satisfaction from users.

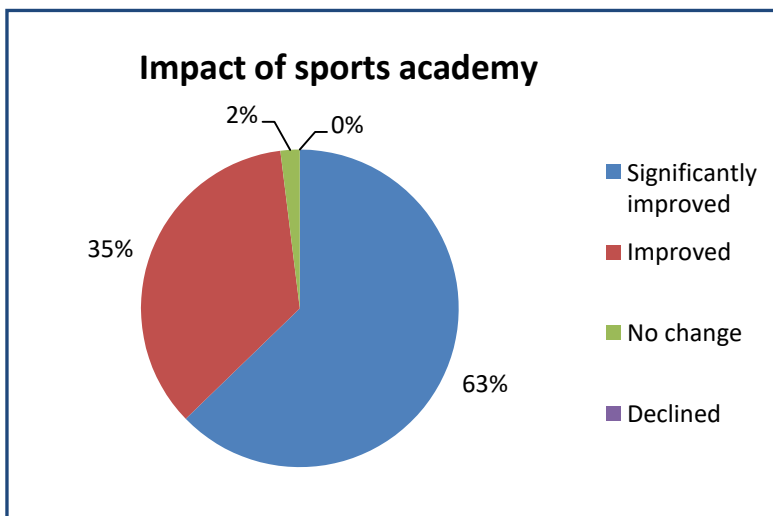


The graph represents satisfaction levels related to medical facilities at a sports academy. It includes both on-field and off-field data. The highest satisfaction level is 'Satisfied,' with 28 individuals. 'Very satisfied' follows closely with 14 individuals. Only one individual reported 'Dissatisfied.' In summary, the majority of individuals are satisfied with the medical facilities, reflecting positive reception overall.



The graph represents people’s satisfaction levels with the sports academy’s infrastructure. The majority of participants (30 responses) reported being “Satisfied” (rating 4). The next highest category is “Very Satisfied” (rating 5) with 13 responses. Fewer participants expressed dissatisfaction (ratings 1, 2, and 3). Overall, most respondents seem content with the infrastructural facilities.

Impact of Sports Complex Project on the beneficiaries



The above graph provides an overview of the respondents' perceptions of the sports academy's influence on their development. The majority, 63%, reported that their experience had significantly improved due to the academy. An additional 35% noted that their condition had improved, albeit to a lesser extent. Only 2% of respondents felt that there had been no change in their situation. Notably, no respondents reported a decline in their experience. This data suggests that the sports academy has had a largely positive impact on its participants, with the vast majority experiencing improvements in their development. Overall, the sports cadets availing all the facilities have responded to effective initiative and want it to be continued in future. Few gaps have been identified which are highlighted in the later section with certain suitable recommendations.

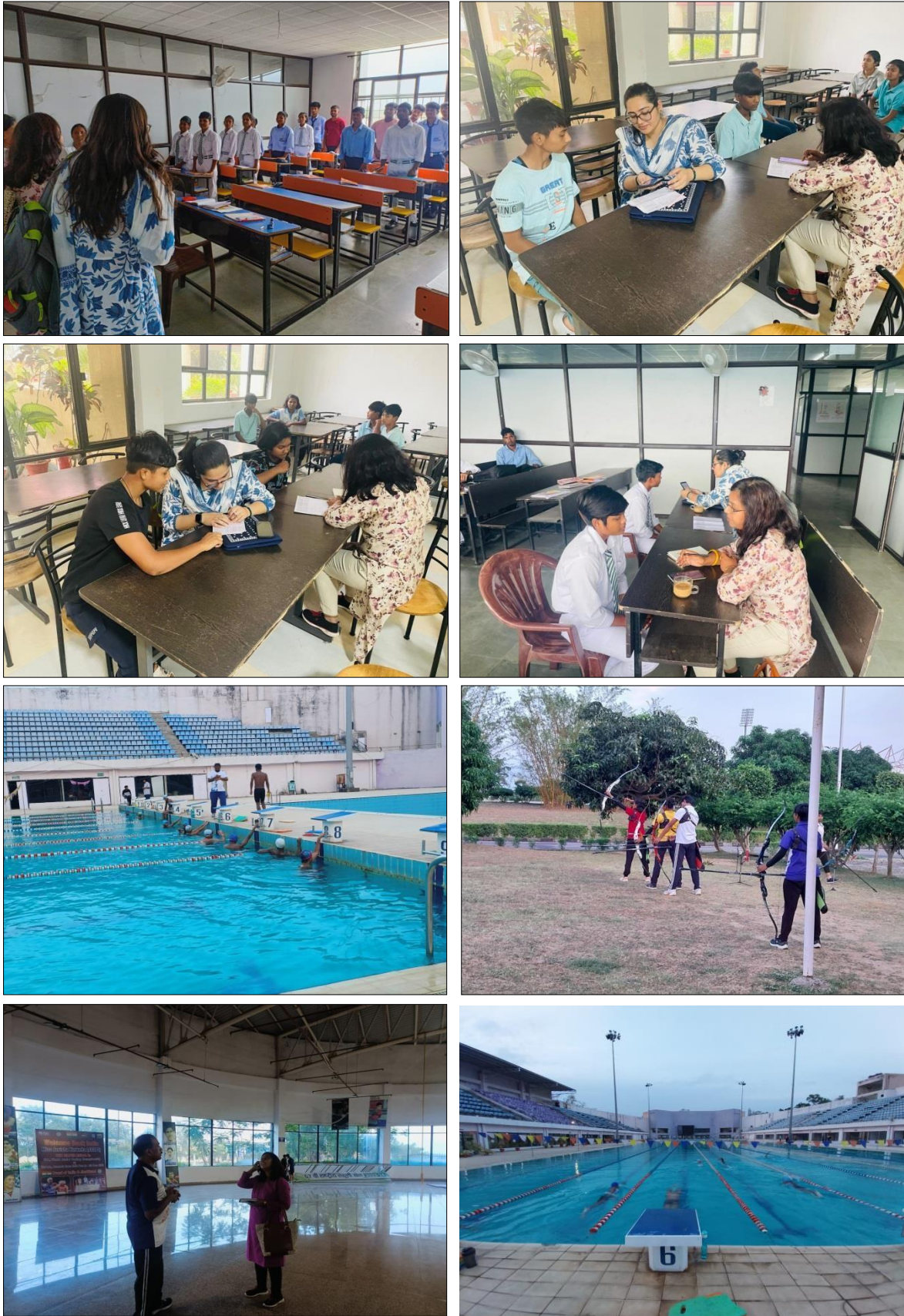


Figure 7: Glimpses of beneficiary survey at sports complex, Ranchi

4.3.5 Case Studies

4.3.5.1 Dhanmuni's Journey: From Local Trials to Aspiring International Player

Dhanmuni Kumari was born in the year 2008 in a farming family. Dhanmuni's father has a small farmland. The primary earning member is her brother who is CRPF personnel. In her school, she was a good football player. The sports teacher selected about 15 students from the school and bought them for the induction trails. Dhanmuni was selected in the local trial. The sports teacher took her to the district-level trial. On selection at the district trials, the school with permission from Dhanmuni's parents took her for induction trials at Ranchi. She cleared her trial and in the year 2017, she joined the sports academy. In the year 2018, she was selected for the Taekwondo discipline.



Her first competition was in the East Zone games. In the year 2018, she went to UP for her competitions. With this, she went out of the state for the first time. Dhanmuni received silver medal in the Zonal Games. Later she participated in national and State level competitions. She received 12 golds in various state competitions.

The practice, competitions, and staying away from parents are challenging many times. But the appreciation she receives from her village whenever she visits her home covers all the endured hardships of the selection in Sports Academy. Dhanmuni aims to be an International Player.

4.3.5.2 Narayan Mahto: From Village Farmlands to International Cycling Podiums

Narayan Mahto was born in the year 2007 at Village Honke of Bokaro District. His eldest brother, a truck driver, is the family's primary earner. Narayan's parents have a small farmland, their source of secondary income. Narayan's other brother is a school student.



In the year 2017, Narayan's eldest brother came to know about the induction trials. He took the 10-year-old Narayan for the trails at the local level. Narayan also cleared the district and state-level selection trials in one go. In the year 2018, considering Narayan's fitness and height, the coaches selected the discipline of cycling for him. Four cadets were selected for cycling in the year 2018.

In the year 2018, Narayan participated first time in a competition, and this was a national-level competition held in Mumbai. Narayan won 2 golds in the competition. From 2018 to 2024, Narayan participated in national games every year (with 2020 being an exception) and won 14 gold medals. In February 2024, Narayan participated in the international games at Delhi. He won the silver medal and was the only participant from India to win a medal in the men's category. He is selected by SAI to represent India in the World Championship to be organized in China in August 2024. He aims to represent India in the International Championships and join Indian Railways or Army to serve the country.

4.3.5.3 Jenis Barla: A Journey of Weightlifting Glory

Jenis was born in the year 2006 at Village Jamakheri, Ranchi to a farming family. The family thrives on rainfed agriculture. Her entire family works on their farm. Jenis along with her siblings went to the village school. The induction trials were conducted in her school. Jenis was interested in sports from her childhood. She appeared in the trial and cleared it smoothly. Later she appeared for the further rounds of trials and cleared all of them. She joined the sports academy in the year 2018. In the year 2019, Jenis herself opted for Weightlifting. Her primary reason for opting for weightlifting was her preference for individual sports over team games.



In the year 2021, Jenis participated in her first state competition and received three golds. Same year, she participated in National level games in Himachal Pradesh and won two bronze medals. In the year 2023, Jenis received a silver medal in national-level games held in Bangalore.

She covers her expenses using the stipend money as her family income is not sufficient. Her performance fluctuates as weightlifting is a game of strength. A better and customized diet enhances her performance. Many times she buys dry fruits using her stipend money, but that is insufficient to buy the required quantity.

She visits her family once a year. Jenis feels that her hardships are rewarded when she receives appreciation from her family and the village. Jenis's ambition is to join the police and continue with sports.

4.3.5.4 Anisha Karketa: Rising Boxing Star from Jharkhand

Anisha was born in 2008 in Pahantoli village, district Simdega. She went to a nearby convent for education. The sports teacher took a few students for the trial. Anisha cleared the trial in return. Many leading media, including The Times of India, covered her victory.

Anisha attended the International India Camp in the year 2024 during March and April. She received gold in the camp where participants represented India, Uzbekistan, Kazakhstan, and Sri Lanka. She also attended two India Camps in the year 2023.

Known as the ‘Blue Whale’ of Jharkhand, Anisha aspires to represent India and her state at International and National championships. Anisha’s name is included in the General Knowledge Book of Jharkhand 2023.



4.3.6 Analysis and Findings



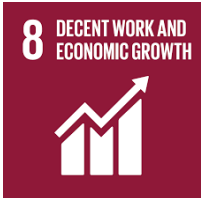
The section below showcases the observations as perceived during the evaluation of the project. The methodology used, ensures that the OECD-DAC evaluation criteria are followed to provide our findings and implementable recommendations.

Evaluation criterion 1: Relevance

The initiative is a joint effort of the State of Jharkhand and CCL, and directly impacts the state’s performances in International and national games. The overall goal of the project directly addresses the needs of the state and the talent grooming of students from economically poor backgrounds and remote locations.

The project is aligned to CCL’s CSR policy which prioritizes and supports the country’s development agenda on various issues such as health, sanitation, education, sports and culture infrastructure development etc. with the aim of reaching and empowering a wide spectrum of beneficiaries. The project is also aligned with the National schemes such as **Khelo India Programme**, launched by the Ministry of Youth Affairs and Sports, that aims to revive the sports culture in India at the grassroots level by building a strong framework for all sportsplayed in the country and establishing India as a great sporting nation and **Skill India Mission** that aims to empower the youth of the country with skill sets that make them more employable and productive.

The above project evaluated is relevant to contribute towards following Sustainable Development targets:

SDGs	SDG Targets	How is it aligned?
<p data-bbox="188 293 520 360">SDG 3: Good Health and Well Being</p> 	<ul style="list-style-type: none"> • Target 3.4: <ul style="list-style-type: none"> - Reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. 	<p>The provision of world-class training, medical facilities, injury management, and health insurance promotes physical health, prevents injuries, and ensures well-being among sports cadets.</p>
<p data-bbox="188 696 533 730">SDG 4: Quality Education</p> 	<ul style="list-style-type: none"> • Target 4.1: <ul style="list-style-type: none"> - Ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and effective learning outcomes. • Target 4.4: <ul style="list-style-type: none"> - Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship. 	<p>Education through open schooling ensures that cadets receive quality education alongside their training.</p> <p>The project provides coaching in 10 selected disciplines, equipping cadets with sports skills that can lead to professional opportunities.</p>
<p data-bbox="188 1364 544 1431">SDG 8: Decent Work and Economic Growth</p> 	<ul style="list-style-type: none"> • Target 8.6: <ul style="list-style-type: none"> - Reduce the proportion of youth not in employment, education, or training 	<p>The combination of education, sports training, and skill development reduces youth unemployment and equips them for future opportunities.</p>

Evaluation criterion 2: Effectiveness

The project engages the state government, CCL, district sports officials, and rural schools in the entire process of talent selection and day-to-day management. Inputs are operational funds and human resources for day-to-day management.

The unique feature is projected as the talent hunt from remote locations providing the following:

- **Inclusivity:** The academy welcomes cadets from tribal and OBC backgrounds,

representing nearly all 24 districts of Jharkhand.

- **Facilities:** Cadets receive free boarding, lodging, sports training, and formal education at the sprawling Khelgaon campus in Ranchi.
- **Financial Assistance:** A monthly stipend of Rs. 500 fosters financial literacy.
- **Expert Guidance:** Renowned coaches mentor cadets in various disciplines, including athletics, archery, football, taekwondo, and wrestling.
- **Ambitious Goals:** JSSPS aims to nurture champions who will shine on the international stage.

Therefore, overall this CSR project is an effective initiative.

Evaluation criterion 3: Efficiency

The project was initiated in the year 2015. At present, the project is operational and follows the processes as per the project guidelines. The CCL official is appointed in the JSSPS office. The reporting and monitoring are jointly conducted by the CCL. The purpose is to understand if the inputs (funds, expertise, time, etc.) were utilized efficiently to achieve the intervention outcomes. Factors such as budget utilization and timelines have been reviewed.

• Utilization of budget

CCL had committed a budget of INR 4.51 Cr. towards the project for FY 2021-22. As per MoU, it was committed to complete the project by 31st March 2022 and as per the details provided by CCL, the project was completed on 31st March 2022.

• Adherence to timelines

Project activities were timely executed as per the MoU and/or within the approved timelines.

The program proved to be efficient with the support of various stakeholders.

Evaluation criterion 4: Impact

As per the analysis of project details and on-site data collection, the project had a positive change on the lives of the beneficiaries and will be impacting positively in the long run. More than 95% of the respondents have observed improvement in the performance of the sports cadets.

The academy has made a significant impact on sports cadets from remote rural districts of Jharkhand. Established in 2016, the academy provides free boarding, lodging, sports training, and schooling to all its cadets, 97% of whom come from ST/SC/OBC backgrounds. These young athletes receive coaching from internationally reputed coaches in disciplines like athletics, archery, football, taekwondo, and wrestling. The academy's holistic approach aims to make them self-reliant and bring glory to the nation, with a vision of winning gold medals in Olympics. The impact of JSSPS extends beyond the playing field, empowering economically disadvantaged youth to pursue their dreams and contribute to India's sporting legacy.

Evaluation criterion 5: Sustainability

The sustainability of the Sports Complex project in Ranchi is anchored in its comprehensive approach, ensuring long-term impact and resilience. Financial sustainability is achieved through diverse funding sources, including corporate CSR initiatives and government grants, which support cost-effective operations and ongoing maintenance. Institutional sustainability is reinforced by continuous professional development for coaches and staff, fostering a culture of excellence and adaptability. Programmatic sustainability is ensured through robust monitoring and evaluation frameworks that enable data-driven improvements and adaptive learning. Social sustainability is promoted by providing equal access to high-quality training and facilities for all cadets, regardless of their background, and actively involving the local community in project activities. Together, these strategies created a resilient, inclusive, and impactful sports complex that supports the holistic development of young athletes while contributing to broader societal and environmental goals.

4.3.7 Summary

This study presents the impact assessment of the CSR project of CCL, a joint initiative of the State of Jharkhand and CCL. A MoU was signed between Central Coalfields Ltd and Govt of Jharkhand in September' 2015 to establish a Sports Academy with scope for establishing a sports University in future. A society named Jharkhand State Sports Promotion Society (JSSPS) was registered with Governing Council/Executive Council comprising members from Director level officials from State and CCL. There are number of activities as a part of this initiative such as coaching in 10 selected disciplines through coaches of national reputation, basic facilities such as boarding, lodging and Medical , education through Open Schooling, separate hostels for boys and girls, cashless shop, Injury management centre, Wi-fi campus, Indoor air-conditioned playing arenas, etc. Through these interventions, the project created a positive impact on several indicators such as free training and education to cadets, better infrastructure and medical facilities, better performance of cadets, and satisfactory mental and physical development of beneficiaries. Overall beneficiaries have responded satisfactory remarks for the project.

The summary of OECD-DAC parameters is as follows:

S. No.	Evaluation Criteria	Remarks
1	Relevance	The project is aligned to CCL's CSR policy which prioritizes and supports the country's development agenda on various issues. The project is also aligned with the National scheme such as Khelo India Programme . The project is also contributing towards SDG 3, 4 and 8. Therefore, the project is relevant as a CSR initiative.
2	Effectiveness & Uniqueness	More than 95% of the respondents have observed notable achievements or improvements in the performance of the cadets in sports competitions. The unique feature is projected as the talent hunt from remote locations. Therefore, overall this CSR project is an effective initiative.

3	Efficiency	The project was initiated in the year 2015. At present, the project is operational and follows the processes as per the project guidelines. Project activities were timely executed and so the program proved to be efficient.
4	Impact	Evaluation shows positive impact of the project and will be sustained as it is an ongoing training project since 2016.
5	Sustainability	The sustainability of the Sports Complex project in Ranchi is anchored in its comprehensive approach, ensuring long-term impact and resilience. Various strategies created a resilient, inclusive, and impactful sports complex that supports the holistic development of young athletes while contributing to broader societal and environmental goals.

4.3.8 Identified Gaps

Field observations and data collection/feedback revealed the following gaps that need attention:

- 1) There have been delays in transferring the stipends to the accounts of the sports cadets, causing financial inconvenience. However, it was later clarified that stipend is held up only for indiscipline candidates.
- 2) Initially, the Fair price shop was operational, but it is now closed, affecting the availability of food and refreshments for the cadets. There is also a decline in the quality and quantity of the food items provided to the sports cadets. Later, management announced that they have established a partnership with a local shopkeeper to supply food to the cadets at revised rates in accordance with SAI norms.
- 3) Post-lockdown, the quality of the diet has deteriorated. This is particularly problematic for weightlifters, and other players as well who require a proper and sufficient diet to meet the demands of their sport. However, it was later-on clarified that extra diet was provided to the cadets on the recommendation of coaches prior to competitions / championships.
- 4) There is a lack of adequate sports equipment for all cadets, including essential items like shooting guns and hurdles. On clarification of this gap, it was informed that purchase of shooting gun requires many approvals from the authority. Currently for air pistol and gun tender is in process.
- 5) JSSPS reported that there are presently total 18 coaches for 10 disciplines. As per the respondents, there are only 3 coaches available for 70 cadets in athletics, which is reported to be inadequate. The management informed that further target number of coaches is 32 for 10 disciplines, including 5 for athletics.

4.3.9 Recommendations for improvement/scaling-up of Sports Complex initiative

Based on the observations and feedback from the project, here are some recommendations for improvement and areas where the project can be further improved:

- 1) It is suggested to implement regular quality checks and surveys to ensure the food meets nutritional standards and the cadets' dietary needs.

- 2) It is highly recommended to develop a comprehensive diet plan for all athletes, especially for those in high-demand sports like weightlifting. Regularly monitor the adherence to and effectiveness of these plans.
- 3) It has been noted that renovation of the training grounds with appropriate materials to soften the surface is required, therefore, it is recommended for renovation work to reduce the risk of injuries. Also, CCL may ensure regular maintenance and inspection of the grounds to maintain safety and usability.
- 4) It is recommended to conduct a thorough inventory check and regularly update it to ensure all necessary sports equipment is available and in good condition.
- 5) It is recommended to increase uniform provision. To ensure that each cadet receives at least two sets of uniforms—one for practice and one for competitions.
- 6) Conduct a recruitment drive to hire more qualified coaches, ensuring a better coach-to-cadet ratio. In addition to it, the management has reported that new hiring policy has been formulated to address the issue which is an agenda item in the ensuing meeting of Governing Council of JSSPS. Upon approval, hiring will be done for Coaches & Support Staff.
- 7) Streamline the procurement process for books to ensure they are available at the beginning of each academic cycle.
- 8) For overall project management, conduct regular assessments and surveys to identify any new issues and areas for improvement. Engage with all stakeholders, including cadets, coaches, parents, and sponsors, to gather comprehensive feedback and foster a collaborative environment.

Implementing these recommendations can help address the current gaps, enhance the overall effectiveness of the sports complex, and ensure sustainable growth and development for the project.

4.4 Project 4: Residential Skill Development Training by CIPET, Ranchi

4.4.1 About the Project

The Central Institute of Plastic Engineering and Technology (CIPET), Ranchi, collaborated with Central Coalfields Ltd. (CCL) to offer residential skill development training to 320 Project Affected Persons (PAPs) in 8 batches with 40 candidates per batch. The project, initiated on 29th September 2020 and completed 8th August 2022, with an MOU between Coal India Limited and CIPET, focused on training PAPs as Machine Operators in Plastic Processing and Injection moulding. This project was implemented in F.Y. 2020-22 of project cost INR 2, 24, 00,000.

Central Institute of Plastics Engineering & Technology (CIPET) was established in 1968 by Government of India with the assistance of United Nations Development Programme (UNDP) at Chennai. The main objective of setting up of the institute was to develop manpower in different disciplines of Plastics Engineering & Technology as no similar institute was in existence in the country. Today CIPET is a premier national institution under the Ministry of Chemicals & Fertilizers, Govt. of India fully devoted to Skill Development, Technology Support Services, Academic and Research (STAR) in all the domains of plastics viz:- Design, CAD/CAM/CAE, Tooling & Mould Manufacturing, Plastics processing, Testing and Quality Assurance. CIPET operates from various locations spread across the country catering the needs of Polymer and allied industries.

The objectives of this CSR initiative were:

- To empower rural youth/PAPs through capacity building in order to increase their productivity and self-sustainability by getting employment anywhere in India.
- The main objective is to develop manpower in different disciplines of Plastics Engineering & Technology to meet demand of human resource for the plastics and allied industries across the globe.
- To create opportunities, space and scope for development of talent in unemployed rural youth/PAPs, thereby leading to income generation.
- To imbibe self-confidence and promote self-employment/entrepreneurship in a sustainable manner.
- To promote greater and active involvement of private partners/industries for a strong symbiotic partnership between job seekers and job providers.

Project Documents

The following documents were available for TERI to review:

- MoU signed between CIPET, Ranchi and CCL
- Project proposal

- List of all the 320 Beneficiaries with their contact information
- Project completion and outcome report
- Utilization Certificate

Project Duration

The project had a timeline of 2 years in F.Y. 2020-2022.

Funding Amount

The project's allocated budget stands at INR 2.24 Cr, for the year 2021-22.

Location

Central Institute of Plastic Engineering and Technology, Ranchi

Beneficiaries

The project aimed to benefit to 320 unemployed rural youth/PAPs. The sessions took place in 8 batches and each batch consisted of 40 PAPs.

Sample size

As outlined in the request for proposal, the project initially specified a sample size of 32 PAPs. However, to ensure greater accuracy and reliability of the results and due to few gaps identified in the project, the team had to conduct personal interviews of all the 320 PAPs via telephonic conversation, wherein, only **33 PAPs** agreed for the survey of the project.

4.4.2 Key thematic areas

The project was focused on training and skill development which is in alignment with CCL's CSR policy.

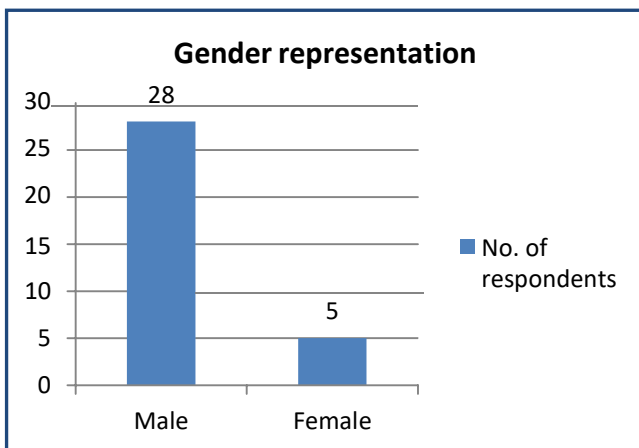
The following impact map was developed for this project as part of the study.

Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> • Financial Resources by CCL • Human resources and training resources by CIPET 	<ul style="list-style-type: none"> • Provide 2 years training in suitable batches at the CIPET campus. • Purchase and procure goods needed for the project • Provide placement including self-employment/wage employment to at least 70% of the candidates. 	<ul style="list-style-type: none"> • Successfully enrolled and train 320 candidates as Machine Operator-Plastic Processing & Injection Moulding for two years. • Successful acquisition of necessary training equipment, materials, and 	<ul style="list-style-type: none"> • Trainees acquired industry-relevant skills and knowledge, enhancing their employability in the plastics engineering and technology sector. • Enhanced quality of 	<ul style="list-style-type: none"> • Enhanced Employment Opportunities • Sustainable Training Environment and long-term positive impact on the community development

		<p>machinery practical session to support the training program.</p> <ul style="list-style-type: none"> At least 70% of the trained candidates secured employment or self-employment opportunities within a specified period after completing the training. 	<p>training due to the availability of up-to-date equipment and resources, leading to a more effective learning experience for trainees.</p> <ul style="list-style-type: none"> Better livelihoods and financial independence 	
--	--	---	--	--

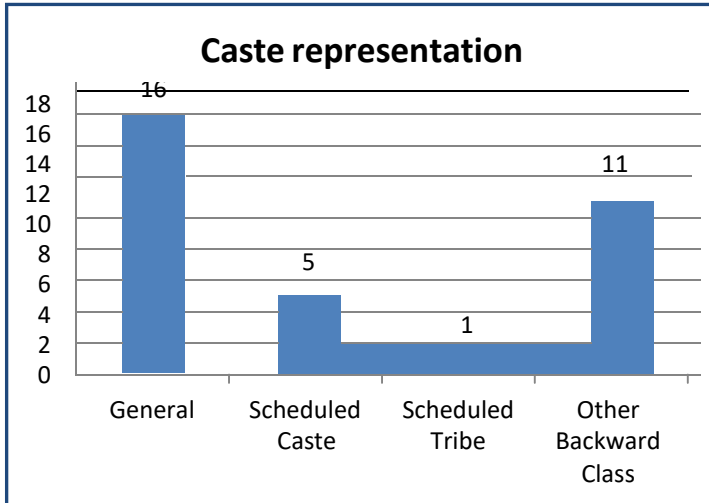
4.4.3 Profiling of Stakeholders and field observations

The TERI team visited the CIPET campus twice, first visit was regarding the understanding of the project and meeting the trainers and second visit was conducted for primary data collection. However, the CIPET officials informed the team about the unavailability of the beneficiaries due to completion of batch and the team was asked to conduct the survey, telephonically. All the details of the trainees were provided by the CIPET officials along with the contact and placement information.

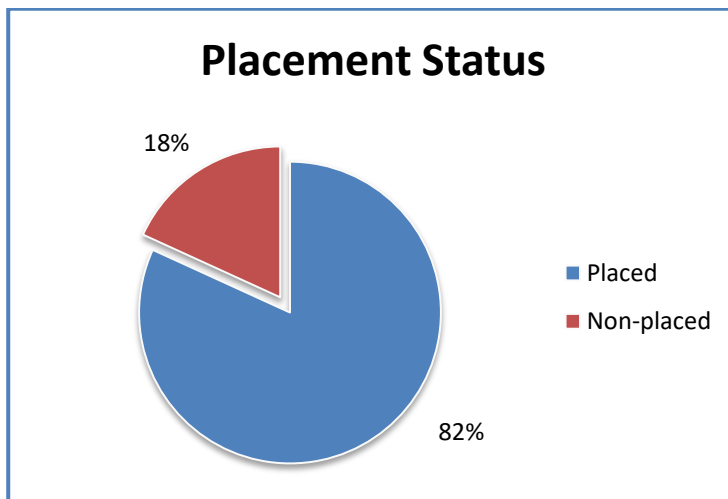


The project aimed to benefit 320 PAPs (8 batches with 40 candidates per batch) residing in and around its command areas were trained. The telephonic interview was conducted for 33 PAPs wherein all the trainees submitted the form to CIPET as a part of enrolment for the free-of-cost course. They were trained for the processing of plastic, machine operation, market skills,

methods and process of moulding, etc. Out of the total respondents, 15% were female and 85% of them were male respondents Regarding caste, most respondents belonged to general category (16 trainees), while 11 trainees were from the OBC category. Very few cadets were from the SC and ST categories.



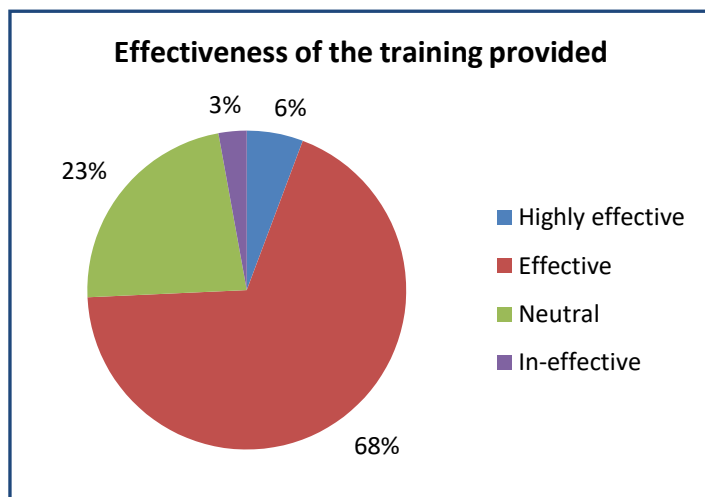
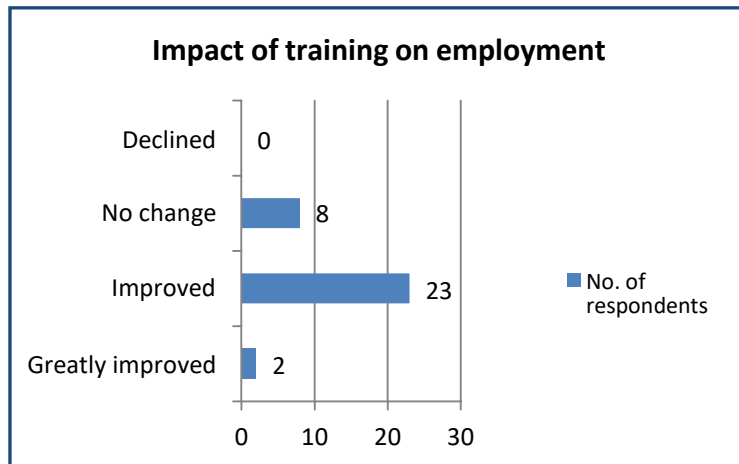
Placement status of the respondents



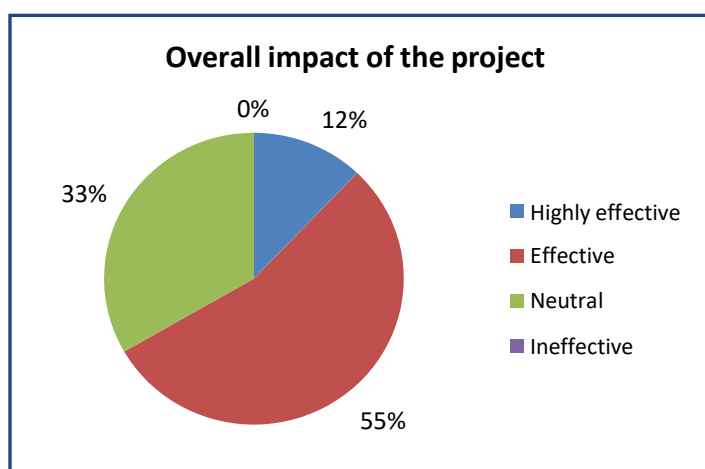
According to official placement records provided by CIPET, around 83% of the total trainees were successfully placed in various organizations. To gain further insights, telephonic interviews were conducted with a sample size of 33 trainees. These interviews reflect a high placement rate similar to the official record, i.e. 82% of the 33 trainees interviewed were successfully placed, while 18% were not placed after completing the training, as depicted in the above graph. Additionally, the survey highlighted that a significant number of trainees who were placed by CIPET left their positions within a month, primarily due to personal reasons or interests. This finding suggests that while the placement rate is high, retention within the first month poses a challenge, indicating a potential area for further investigation and support for the trainees.

Effectiveness and Impact of training on the respondents

On the basis of personal interviews, most of the trainees (23 out of 33) were of the view that the skill development training program at CIPET, Ranchi has improved rather greatly improved the employment opportunities for the PAPs. None of the respondents were very dissatisfied with the initiative.



Out of the total 33 respondents, 68% of them have rated the project for effectiveness of the training provided by CIPET Ranchi in enhancing the skills and capabilities of the participants. This shows that the project has been an effective CSR initiative of CCL and may be continued further with a fresh new set of trainees.



Overall, 55% of the respondents think that the project with the above-mentioned objectives has a positive impact on the PAPs. However, 33% of them had a neutral view-point with the impact of the project.



Figure 8: Glimpses of site visit to CIPET, Ranchi


4.4.4 Analysis and Findings

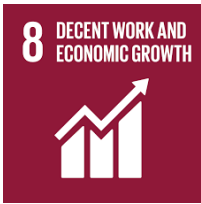

The section below showcases the observations as perceived during the evaluation of the project. The methodology used, ensures that the OECD-DAC evaluation criteria are followed to provide our findings and implementable recommendations.

Evaluation criterion 1: Relevance

Project is aligned to CCL’s CSR policy which prioritizes and supports the country’s development agenda on various issues such as rural development, environmental protection, skill development, etc. with the aim of reaching and empowering a wide spectrum of beneficiaries. The project is also aligned with the **National Skill Development Mission**.

The Sustainable Development targets for 2030 call for guaranteeing equal access to quality technical and vocational education for everyone. CIPET’s project contributes to the following SDG goals:

SDGs	SDG Targets	How is it aligned?
<p data-bbox="188 835 534 869">SDG 4: Quality Education</p> 	<ul style="list-style-type: none"> <li data-bbox="600 835 994 1093"> <p>• Target 4.3 — Ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university</p> <li data-bbox="600 1133 994 1429"> <p>• Target 4.4 — Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</p> <li data-bbox="600 1469 994 1832"> <p>• Target 4.5 — Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous people, and children in vulnerable situations</p> 	<p data-bbox="1016 835 1406 1055">The project ensured that vocational education is available for all the beneficiaries so that they are able to seek employment or be self-employed.</p>

<p>SDG 8: Decent Work and Economic Growth</p> 	<ul style="list-style-type: none"> • Target 8.2 — Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high value added and labor-intensive sectors. • Target 8.3 — Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. • Target 8.5 — Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. • Target 8.6 — By 2020, substantially reduce the proportion of youth not in employment, education, or training. 	<p>The project focuses on ensuring that the beneficiaries are trained in such a manner that they are able to seek employment and have the sufficient skill set to sustain themselves in the work force and support themselves financially.</p>
<p>SDG 9: Industry, innovation and infrastructure</p> 	<ul style="list-style-type: none"> • Target 9.2 — Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries 	<p>The project aimed to train beneficiaries who are marginalized in order to make them contribute to the workforce and economy.</p>

Evaluation criterion 2: Effectiveness

Out of a target goal of 320 candidates, the project successfully trained all 320 candidates i.e. 100% of the candidates across skill development courses of Plastic Processing & Injection

Moulding. Out of 320 passed out candidates, 33 were personally interviewed telephonically as the batch was passed out of the centre and were available at their posted locations only. About half of the respondents were placed after the completion of training within the timeframe, however, many resigned after few months due to their personal reasons or family issues. Moreover, after training completion, 83% of the candidates were placed, as per available record. As per the MoU, more than 70% of candidates were placed, thereby ensuring effectiveness of the training. Overall this CSR project is effective.

Evaluation criterion 3: Efficiency

Factors such as budget utilization and timelines have been reviewed.

- **Utilization of budget:**

CCL had committed a budget of INR 2.24 Cr. towards the project, for a time-period of 2 years, in FY 2020-22.

- **Project execution as per timelines**

Project activities were timely executed as per the MoU and/or within the approved timelines.

The program proved to be efficient with the support of various stakeholders.

Evaluation criterion 4: Impact

This CSR initiative by CCL, aligned with their CSR policy and the National Skill Development Mission, made significant strides in skill development, training all 320 targeted candidates in Plastic Processing & Injection Moulding, thus contributing to SDGs 4, 8, and 9. Despite achieving full training completion, only about half of the candidates secured employment, and many resigned shortly after due to personal reasons, falling short of the committed 70% placement rate. With a substantial investment of INR 2.24 Cr. over two years, the project was efficiently executed within the approved timelines with strong stakeholder support, indicating effective project management and partial success in its employment outcomes.

Therefore, the project had a significant impact in terms of training and initial employment, but there is room for improvement in sustained employment and meeting placement commitments. The support from stakeholders and the alignment with broader development goals underscore its strategic value and partial success.

Evaluation criterion 5: Sustainability

The sustainability of this CSR initiative by CCL hinges on its strong alignment with national development agendas and SDGs, its efficient execution, and the comprehensive training of all targeted candidates. The project succeeded in providing employment to 82% of the trainees (as per sample interviewed), the high resignation rate shortly after placement indicates a need for improved support systems to enhance job retention. The initiative's future sustainability will depend on addressing these retention issues and ensuring long-term employment stability for the trainees. The continued support from stakeholders and adherence to strategic

development goals may provide a robust foundation for the project's sustained impact, but further efforts are required to meet placement commitments and ensure lasting benefits for the beneficiaries.

4.4.5 Summary

This CSR initiative of providing residential skill development training to 320 Project Affected Persons (PAPs) through CIPET (Central Institute of Plastic Engineering and Technology), Ranchi proved to be a successful project. Total 320 PAPs (8 batches with 40 candidates per batch) residing in and around its command areas were trained through CIPET Ranchi for a period of two years, as Machine Operator (Plastic Processing/Injection Moulding). Through this intervention, the project created a positive impact on several indicators such as household income and savings, quality of life, as well as other socio-economic indicators. Overall beneficiaries have responded to satisfactory remarks for the project.

The summary of OECD-DAC parameters is as follows:

S. No.	Evaluation Criteria	Remarks
1	Relevance	Project is aligned to CCL's CSR policy and with the National Skill Development Mission. The project also contributes towards SDG 4, 8 and 9. Therefore, the project is relevant as a CSR initiative.
2	Effectiveness & Uniqueness	After completion of course, 83% of trainees (320 PAPs) were placed as per official record thereby fulfilling the 70% placement criteria as per MOU. As per survey, 82% of the 33 trainees interviewed were successfully placed, while 18% were not placed after completing the training, they preferred to resign and explore different avenues, due to either personal reasons or family issues. Hence, this statistic doesn't dilute the effectiveness of this initiative, but it lacked providing sustained employment opportunities.
3	Efficiency	Project activities were timely executed as per the MoU and/or within the approved timelines. Therefore, the program proved to be efficient.
4	Impact	The project had a significant impact in terms of training and initial employment, but there is room for improvement in sustained employment and meeting placement commitments. The support from stakeholders and the alignment with broader development goals underscore its strategic value and partial success.
5	Sustainability	The continued support from stakeholders and adherence to strategic development goals may provide a robust foundation for the project's sustained impact, but further efforts are required to meet placement commitments and ensure lasting benefits for the beneficiaries

4.4.6 Identified Gaps

Field observations and data collection/feedback as per the respondents revealed the following gaps that need attention:

- 1) Candidates expressed a need for better placement opportunities, preferably near their local areas or families.
- 2) Candidates seek for better salary structures.
- 3) Candidates expressed a desire for more courses or diverse topics within the designated course structure.

4.4.7 Recommendations for improvement/scaling-up of skill development project

Based on the observations from the primary survey of candidates, here are several detailed recommendations for improvement of the skill development project at CIPET:

- 1) CCL may suggest the implementing partner to strengthen placement support services, including job fairs, networking events, and local employment drives to connect trainees with nearby employers.
- 2) CCL may suggest the implementing partner to collaborate with industry partners to ensure better competitive salary packages for trainees, reflecting their skills and qualifications.
- 3) CCL may suggest the implementing partner to provide workshops on salary negotiation and career counselling to help candidates secure better pay.
- 4) CCL may suggest the implementing partner to conduct regular market analysis to stay updated on industry salary trends and adjust training programs to align with high-demand, high-paying skills.
- 5) CCL may suggest the implementing partner to expand the curriculum to include a wider range of courses and topics that align with current industry trends and emerging technologies.
- 6) CCL may suggest the implementing partner to introduce specialization tracks within existing programs to cater to niche areas and advanced skills in plastic engineering and technology.

4.5 Project 5: Installation of 200 LPM PSA Oxygen Generation Plants and manifold with Oxygen pipeline system for dedicated COVID Care Units at 2 nos. CHCs in Ranchi District

4.5.1 About the Project

During the second wave of the pandemic, the district office requested CCL to provide funds for oxygen plants in the Ranchi district. A Financial Contribution of Rs.1.126 crore was provided to Ranchi District Administration for installing 200 LPM PSA Oxygen Generation Plants and manifold with Oxygen pipeline systems for dedicated COVID Care Units at 2 Community Health Centres (CHC) in Ranchi District. The revised cost proposal from the district administration identified CHC Sonahatu and CHC Ormanjhi as the installation points. The project had four primary objectives:

- Increasing the number of oxygenated beds for COVID -19 treatment
- Increasing the accessibility of healthcare services to rural and underserved areas.
- Reducing the mortality rate by providing critical care at an early stage.
- Strengthening the rural healthcare infrastructure to tackle the caseload of the third wave.

Timeline

The project had a timeline of one year from the date of fund transfer. The MoU was signed between Civil Surgeon, Ranchi (a representative of DC, Ranchi) and CCL on 13th August 2021.

Project Locations

The district administration identified CHC Sonahatu and CHC Ormanjhi as points of installation. The Ormanjhi CHC is at a distance of about 30 Km from the CCL block headquarters. The other point of installation, CHC Sonahatu, is located about 56 Km from the CCL Headquarters.



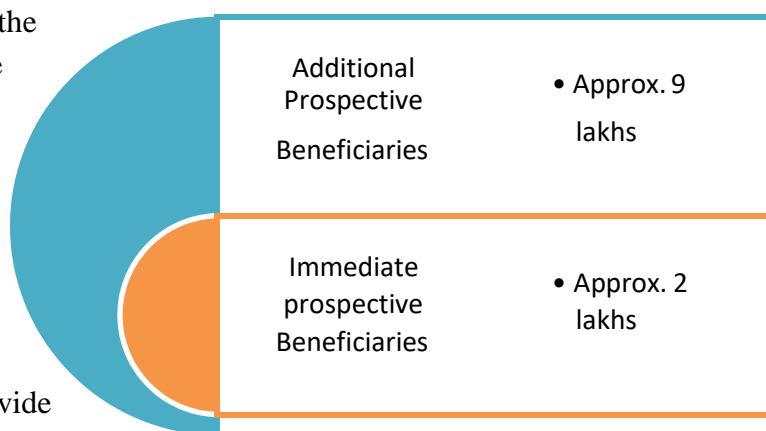
Location (Lat-Long) of CHC Sonahatu and CHC Ormanjhi



Figure 9: Glimpses of field visit for installation of oxygen plant project

4.5.2 Proposed beneficiaries

The primary beneficiaries are the population falling under the jurisdiction of the CHCs, which was estimated to be around 2 lakhs at the time of proposal preparation. However, this project was not restricted by the geographical boundaries. The CHCs are open for health treatments for all. The residents from the adjoining blocks may also visit the CHCs. The project was initiated during the second wave of COVID 19. The objective was to provide immediate treatment in the vicinity for the rural population and restrict long-distance travel for treatment.



Sample size

The estimated number of beneficiaries was 2,00,000 people, as per funding agency's record. The project was originally designed to address the Covid situation in the region but was implemented after the pandemic had ended. Due to the nature of the floating population, tracking individual beneficiaries/sample was not feasible. Therefore, the sample size was limited to 200 (including personal interviews and FGDs) comprising staffs of CHC, PHC, sub centers, village leaders and community members/villagers who represent the larger population and is sufficient to capture the direct impact/feedback.

Project Documents

The following documents were available for TERI to review:

- Proposed project proposal
- Memorandum of Understanding
- List of CHCs and PHCs near-by the facility

Funding Amount

Details	Amount
Setting up of 2 units of 200 LPM PSA Oxygen Generator Plant @ Rs.48.30 Lakhs each	Rs. 96.60 Lakh
Installation of manifold with oxygen pipeline System @ Rs.8.00 lakhs each	Rs. 16.00 Lakhs

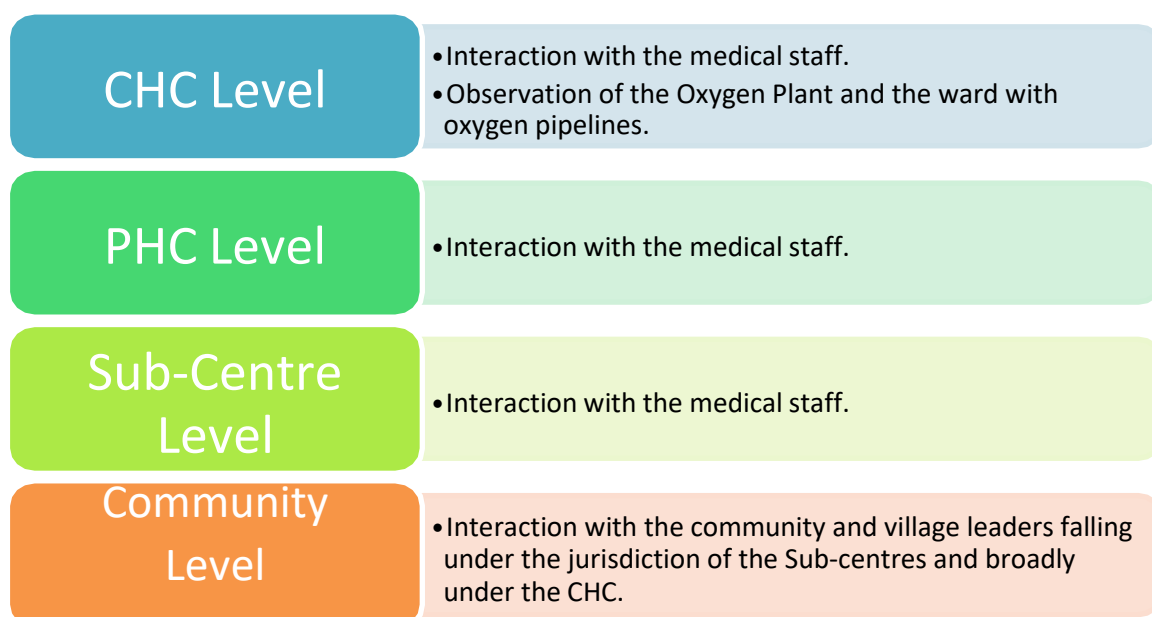
Total Cost of the project

Rs. 1.126 Cr.
(Rupees One Crore Twelve Lakhs Sixty Thousand only)

4.5.3 Key thematic areas

The country was going through the second wave of the pandemic when the proposal was conceptualized. The following impact map was perceived at the time of proposal preparation.

Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> Financial Resources by CCL to the District Administration. Implementation of the project by the District Administration using their human resources and existing health infrastructure. 	<ul style="list-style-type: none"> Procurement of 2 units of 200 LPM PSA Oxygen Generator Plants and manifold with oxygen pipeline System Installation of the 2 units of 200 LPM PSA Oxygen Generator Plant and manifold with oxygen pipeline 	<ul style="list-style-type: none"> Installed 2 200 LPM PSA Oxygen Generator Plant units and manifold with oxygen pipeline System in CHC Ormanjhi and CHC Sonahatu. Development of 15 bedded wards with oxygen pipelines in CHC Sonahatu and CHC Ormanjhi. 	<ul style="list-style-type: none"> Improved preparedness for COVID and related illnesses by improving the existing rural health infrastructure. Improved state of art health infrastructure in rural areas. 	<ul style="list-style-type: none"> The second wave of COVID ended almost immediately after the installation. In such a scenario, it is difficult to estimate the impact.

4.5.4 Field Assessment Methodology

The Ormanjhi CHC covers two PHCs and 36 Subcentres. Each Subcentre covers about two to four villages. The assessment covers structured interviews with the PHC and Subcentre staff. To understand the overall impact on the coverage population, the assessment also considers closed-ended interviews with the Village representatives of the Villages near the Subcentres. A similar assessment was conducted for CHC Sonahatu. There are 2 PHCs and 24 sub-centres linked to CHC Sonahatu. The CHC covers the population of about 167 Villages. Interactions were conducted with the medical staff of both the PHCs, 9 subcentres, and the community.

4.5.5 Analysis and Findings

The analysis and findings are primarily based on the observations and interactions. The interactions with the CHC, PHC, and Sub-Centre staff were conducted using a semi-structured schedule. A narrative analysis method is used to understand the impact of the project in terms of the five evaluation criteria provided by the CCL.


Evaluation criterion 1: Relevance

The Covid-19 toll in Ranchi crossed 1,000 in May 2021 and the state capital was the worst-hit among all 24 districts in Jharkhand. The financial support for the project was provided to the District Office based on their request to fight the COVID casualties. Oxygen Plant was a necessity to save lives then. The installation of the Oxygen Plant addresses a critical health situation of that time. The project is of high relevance in the scenario of the second wave of COVID.

The project also aligns with the CCL's CSR agenda of health, rural development, and infrastructure development. The project location is beyond 25 KM radius of command areas of CCL but fulfils the criterion of 'the rest 20% within the state of operation', i.e. Jharkhand.

The survey indicates that the majority of the Subcentre and PHC staff is aware of the Oxygen Plant installed in the CHC Ormanjhi and CHC Sonahatu. The Subcentre and PHC staff refers their patients to CHC if required. However, the respondents in the PHCs and Subcentres were unable to comment on the need for oxygen for the patients they referred to CHC. The majority of the village residents are not aware of the Oxygen Plant installed in the CHCs, and it's utility. Only 5% of the respondents from the community mentioned that they are aware of the Oxygen Generation Plant installed in CHCs. The information about installing oxygen plants in the CHC reached the community through word of mouth or interactions. However, the inhabitants falling in the jurisdiction of the CHC Ormanjhi visit the CHC as and when required. All the PHCs and Sub Centre medical staff agreed that the oxygen plants have increased the readiness for COVID-related illness. In all, the Oxygen plant enhanced the preparedness to combat COVID in both blocks.

The above project evaluated is relevant to contribute towards following Sustainable Development targets:

SDG	SDG Targets	How is it aligned?
<p data-bbox="188 324 534 392">SDG 3: Good Health and Well Being</p> 	<ul style="list-style-type: none"> <li data-bbox="590 295 975 795"> <p>• Target 3.8:</p> <ul style="list-style-type: none"> <li data-bbox="643 362 975 795">- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. <li data-bbox="590 840 975 1272"> <p>• Target 3.D:</p> <ul style="list-style-type: none"> <li data-bbox="643 913 975 1272">- Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks. 	<p data-bbox="997 295 1375 533">The project installed oxygen plants in the rural health centres at the crucial time of pandemic when there were COVID related deaths and casualties.</p> <p data-bbox="997 586 1375 788">The initiative has enhanced the access to quality health coverage for the residents of villages in Sonahatu and Ormanjhi blocks.</p> <p data-bbox="997 842 1375 1043">The project has strengthened the capacity of India's rural health infrastructure to combat and manage further waves of pandemic.</p>

Evaluation criterion 2: Effectiveness

The Oxygen Plant in CHC Ormanjhi was installed in June 2021. The manifold with an oxygen pipeline system was provided for 15 beds in the nearby room, which was converted to a COVID care unit. During COVID, 15 beds were placed in the COVID Care Room. Each bed had an oxygen outlet point attached to it. However, no patient was admitted to the CHC after the installation of the oxygen plant. As per the medical staff, the second wave of COVID-19 was at its peak from March to May 2021 and the oxygen plant was installed in June. The training on the operation and maintenance of the oxygen plant is perceived as 'not adequate' by the CHC staff. There is no technician appointed to the CHC Ormanjhi. The absence of a technician limited the use of the oxygen plant. After a few rounds of correspondence, a technician was assigned to impart training to the CHC Ormanjhi staff. The CHC Ormanjhi staff perceived that the technician's knowledge and capabilities were inadequate to impart the training. The training was terminated by the CHC on the grounds of inadequate proficiency of the trainer. On the day of the visit, the CHC staff tried to start the Oxygen Plant. The plant was not operational and there was no oxygen supply in the pipeline. The 15-bed COVID Care Room with the oxygen pipeline system is now converted to a meeting room. On the day of the visit, there were no beds in the Covid Care ward.

The Oxygen plant in CHC Sonahatu was installed in June 2021, during the second wave of the pandemic. The plant was functional on the day of the visit. However, the second wave ended immediately after the installation. Due to the positive turn of the pandemic, the oxygen plant was not used in the CHC for treatments. The doctors in the CHC have the technical understanding of switching on and switching off the oxygen plant. The oxygen pipeline is connected to the ICU Room. However, the ICU Room is under construction now.

The project achieved three out of four listed objectives: (1) Increasing the number of oxygenated beds for COVID-19 treatment, (2) Increasing the accessibility of healthcare services to rural and underserved areas, and (3) Strengthening rural healthcare infrastructure to tackle the caseload of the third wave. The Objective, 'Reduction in the mortality rate by providing critical care at an early stage' is not achieved due to the end of the second wave of COVID-19 immediately after installation. The Oxygen plants were not utilized post-Covid as the District administration supplies oxygen cylinders for OT and Labour Rooms.

Evaluation criterion 3: Efficiency

The primary objective of the Oxygen Plant, to enhance preparedness for critical patients, was achieved. The reason for not reaching the expected impact may be the end of the COVID second wave by the time of the installation of the Oxygen Plant. The end of the second wave was not predicted, and the district proceeded with the project to equip the rural health centre to address the critical COVID cases. However, the inadequacy in the training aspect and the limited functionality of the Oxygen Plant from the beginning indicate the scope for enhancing the effectiveness of monitoring and reporting mechanisms.

- **Utilization of budget**

The project had the scope for transfer of Rs 1.126 crore for Setting up of 2 units of 200 LPM PSA Oxygen Generator Plant and manifold with oxygen pipeline System in two identified CHCs.

- **Project execution as per timelines**

The project was implemented by the District Administration within One year.

Evaluation criterion 4: Impact

The project presented output and outcome. However, due to the end of the second wave of COVID by the time of installation, it is difficult to report the impact in quantitative and qualitative terms.

Almost all the residents of the nearby villages visit the CHCs for medical treatment. The Rural Health Centres provide the first line of health treatment in rural locations. Strong infrastructure and services translate into trust and confidence in the three-tier Rural Health System.

Evaluation criterion 5: Sustainability

The project aligned with the central and state government's initiative to combat COVID. However, in its present course, the project may not be sustainable due to a lack of optimal utilization of the resource, i.e. the Oxygen Plant.

The plant may be shifted to district hospitals with a higher number of in-house patients with critical health conditions. The other way is to connect the Oxygen plant to the OT and labour room of the CHCs. However, the functionality of the plant is to be ensured before connecting the plant to OT or the labour room to avoid any criticality.

4.5.6 Summary

The project has a unique concept of decentralizing the healthcare facilities and providing oxygen supply in the rural health centres to address the most critical issue of that time: reducing COVID-related deaths. Considering the intensity of the second wave of the pandemic, providing oxygen in the maximum possible health centres was necessary. In response to the request from the District Administration, CCL disbursed the agreed funds to the District Administration. The District Administration installed the Oxygen Generation Plants and oxygen pipelines in two identified CHCs. Due to a positive turn in the pandemic, the second wave ended almost immediately after installing the Oxygen Plants. The infrastructure exists in both CHCs. An optimal utilization of the infrastructure may further strengthen the rural health infrastructure.

The summary of OECD-DAC parameters is as follows:

S. No.	Evaluation Criteria	Remarks
1	Relevance	The project is highly significant considering the scenario of the second wave of the pandemic in Ranchi District. Both CHCs cover more than 300 villages through its PHCs and Sub-centres. The project had the potential to save many lives in rural areas of the district.
2	Effectiveness & Uniqueness	The primary project output is achieved. However, the outcomes listed in the project proposal were not relevant as the critical stage of the pandemic ended by the time the plant was installed. As informed by the funding agency, post commissioning, operational training was given to nodal persons of CHC. It was noted at site that the oxygen supply is halted, however, the operator is available on call. The project was unique at the time of conceptualization as it prepared the rural health infrastructure to fight the pandemic and its casualties. The project is a model for strengthening the rural health infrastructure and decentralization of the Pandemic Care Units. It has the potential for replication with few adjustments.
3	Efficiency	The District Administration timely executed the project activities.
4	Impact	The project created infrastructure to combat COVID through decentralization of health services which may be further strengthened to achieve its ultimate goal.
5	Sustainability	The project may be redesigned to suit the existing health challenges to ensure long term sustainability. The plants should be pressed into service by connecting to beds/OT/labour room. Quarterly monitoring may be done to ensure the facility is being utilized effectively.

4.5.7 Identified Gaps

The disbursement of funds by CCL and the installation of the oxygen plants by the District Administration are effective in terms of the timeline and tangible deliverables mentioned in the proposal document. The gap is observed in the space of monitoring. The oxygen plants remained unutilized post-installation due to the absence of technicians and fixing of oxygen pipelines in the appropriate locations. Regular monitoring would have identified the issue earlier.

4.5.8 Recommendations for improvement/scaling-up of this CSR project

The scenario and context have changed in the case of the present project. The recommendations here are to utilize the existing infrastructure optimally.

1) **Linking the Oxygen Generating Plants to the OT, Labour Rooms and ICUs**

- a. The CHCs use oxygen cylinders in OT and Labour Rooms. The existing Oxygen Plants are not in use. Linking Oxygen plants to OT and labour rooms may optimally use the Oxygen Plants.
- b. The CHCs presently lack ICUs. An ICU connected with the Oxygen Plant in the CHCs has a strong potential to create infrastructure for critical healthcare in rural locations.

2) **Appointment of technicians**

Infrastructure without the services has limited or no utility. A technician trained in operating the oxygen plants enhances the utility of the infrastructure by manifolds.

3) **Specialized pandemic care centres**

There are possibilities for developing future-ready specialized pandemic care structures in rural areas. The Oxygen Generating Plants may be linked to critical care wards ready to address pandemic issues in the future.

4) **Shifting the Oxygen Generating Plants in the District Hospitals**

A feasibility study may indicate the potential for optimal utilization of the Oxygen Plants in the CHCs or in any other state hospitals. If the feasibility study indicates poor utilization of the Oxygen Plants in the existing scenario, the CCL along with the District Administration may consider shifting the Oxygen Plants to any other state health Centres with more potential to utilize the infrastructure.

5) **Regular Joint Monitoring**

Joint monitoring by funding and the implementing agency is recommended to be added in the MoUs to avoid situations where the resources remain unutilized. A structured mechanism is recommended for regular monitoring, either monthly or quarterly, to ensure the long term sustainability. This monitoring should also verify that the plant is properly connected to the operating theaters and labor room.

Chapter V: Conclusion

The report evaluates five strategic activities undertaken by CCL to enhance healthcare, sports, skill development, livelihood, and rural infrastructure development. By applying the OECD DAC framework meticulously, the assessment sheds light on the impact of these initiatives on the communities they serve.

All the projects are one of its kinds and have been proven to be effective and impactful for the target beneficiaries in one way or the other. These projects are in accordance with multiple Sustainable Development Goals (SDGs) along with planned activities for the audience. According to the impact assessment done for these projects, it has been proven that these projects are absolutely essential and relevant for the designated geographical areas in the state of Jharkhand and can be scaled-up/replicated in other areas to benefit larger communities. All the beneficiaries of these projects realize the necessity of these activities.

Overall, the projects have linkages to 4 out of 17 SDGs that are Goal 3 – Good Health and Well Being, Goal 4 – Quality Education, Goal 8 - Decent work and economic growth and Goal 9 – Industry, innovation and infrastructure. Apart from the beneficiaries, the indirect stakeholders involved in these projects are in coordination for the efficiency of the projects and their underlined activities. Overall, since the inceptions of all the four projects, there have been qualitative and quantitative improvements in the lives of beneficiaries.

The project-wise suggestive measures provided in this report, there is a need to have a comprehensive project format for CSR activities at CCL. This will ensure the availability of detailed data from pre-project stage (baseline/need assessment), inception to implementation of the project which will in turn lead to a systematic impact assessment (as applicable). In addition to this, designing of the further CSR activities at CCL may continue to be in accordance with the Sustainable Development Goals (SDGs) so that the CCL CSR activities form a part of the roadmap for achieving the same.
