



# Deloitte.

Impact assessment of FY 2024-2025 CSR grants

Bank of America N.A. India

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## Overview of the assessment by Deloitte

### Objective of the assessment

In compliance with the robust governance protocols of Corporate Social Responsibility (CSR) at Bank of America N.A. (BANA) India, and regulatory requirement to conduct third-party assessments of CSR projects over INR 10,000,000, Deloitte was assigned by BANA for conducting impact assessments of projects funded from the CSR grant for FY 2024-25.

The assessment for fourteen eligible projects was conducted using a mixed research design. Data for the impact assessment was collected through document review and customised data collection tools used during interactions with key stakeholders and beneficiaries. Primary data was collected through an optimal mix of field visits and surveys. The data collection phase was followed by an analysis and documentation phase, during which key observations and findings were recorded and assessed. The details of projects covered under the impact assessments are summarised below:

| Strategic Pillar*     | Implementation Partner                            | Grant Amount   | Project Name                                                                  | Alignment with Schedule VII                                                                                                                                                                                                                                                                                                                                         |
|-----------------------|---------------------------------------------------|----------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workforce Development | Quest Alliance                                    | INR 30,000,000 | Supporting skills training of young women and a STEM programme for girls      | (ii) Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects;                                                                                                                                                            |
|                       | YUVA Unstoppable                                  | INR 60,000,000 | Supporting smart classrooms in public schools                                 | (ii) Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects.                                                                                                                                                            |
|                       | Industree Crafts Foundation                       | INR 17,500,000 | Support for capacity building of artisanal producer groups                    | (ii) Improvement in education which includes special education and employment strengthening vocation skills among children, women, elderly and the differently abled and livelihood enhancement projects                                                                                                                                                            |
|                       | Indian Institute of Management - Ahmedabad (IIMA) | INR 20,000,000 | Continued support for activities of IIM-A's Centre for Digital Transformation | (x) Contributions to public funded Universities, IITs, National Laboratories and autonomous bodies established under DAE, DBT, DST, Department of Pharmaceuticals, Ministry of AYUSH, Ministry of Electronics and Information Technology and other bodies, namely DRDO, ICAR, ICMR and CSIR, engaged in conducting research in science, technology, engineering and |

\*Categorisation of the strategic pillars are as per the pillars considered at the time of approvals in FY 2024-25

# Impact assessment of FY 2024-25 CSR grants

|             |                                                            |                |                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                        |
|-------------|------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             |                                                            |                |                                                                                                                                                                                             | medicine aimed at promoting Sustainable Development Goals (SDGs)                                                                                                                                                                                                                                                                       |
|             | EnAble India                                               | INR 36,200,000 | Support for skill development of persons with disabilities through employability trainings, and capacity building of trainers                                                               | (ii) Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects;                                                                                                                               |
|             | Muskaan-PAEPID                                             | INR 12,000,000 | Support for training and livelihood opportunities for youth with intellectual disabilities                                                                                                  | (ii) Improvement in education which includes special education and employment strengthening vocation skills among children, women, elderly and the differently abled and livelihood enhancement projects.                                                                                                                              |
|             | International Foundation for Research and Education (IFRE) | INR 32,000,000 | Support for students with special needs through the University's Office of Learning Support and creation of supportive spaces for mental wellbeing through the Ashoka Centre for Well-being | (ii) Improvement in education which includes special education and employment strengthening vocation skills among children, women, elderly and the differently abled and livelihood enhancement projects.                                                                                                                              |
| Basic Needs | Gramalaya Trust                                            | INR 25,500,000 | Support to enhance access to safe drinking water as well as awareness on sanitation and hygiene practices                                                                                   | (iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water; (i) eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation |

Impact assessment of FY 2024-25 CSR grants

|                              |                                                         |                |                                                                                                                                                                                  |                                                                                                                                                                                                                                                       |
|------------------------------|---------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environmental Sustainability | Professional Assistance for Development Action (PRADAN) | INR 75,000,000 | Support for micro-grids, micro-irrigation systems and net sheds to benefit low-income households; capacity building for farmers to enhance sustainable livelihoods               | (iii) Promoting gender equality, empowering women, (iv) ensuring environmental sustainability, (x) Rural Development Projects                                                                                                                         |
|                              | Society for Development Alternatives                    | INR 28,100,000 | Support for solar energy-based enterprise centres owned and managed by women entrepreneurs and for building women run enterprises                                                | (iii) Promoting gender equality, empowering women, (iv) ensuring environmental sustainability, (x) Rural Development Projects                                                                                                                         |
|                              | End Poverty                                             | INR 20,000,000 | Support for sustainable crop residue management initiative                                                                                                                       | (iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water                                         |
|                              | Wildlife Research and Conservation Society (WRCS)       | INR 10,000,000 | Support for biodiversity conservation through native tree plantation                                                                                                             | (ii) livelihood enhancement projects<br>(iv) ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water |
| Arts & Culture               | Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS)  | INR 22,500,000 | Continued support for the Children's Museum; support for conservation of a rare 16th century manuscript as well as the creation of a digital library for Mumbai's built heritage | (v) Protection of National Heritage, art and culture including restoration of buildings and sites of historical importance and works of art; promotion and development of traditional arts and handicrafts;                                           |

## Impact assessment of FY 2024-25 CSR grants

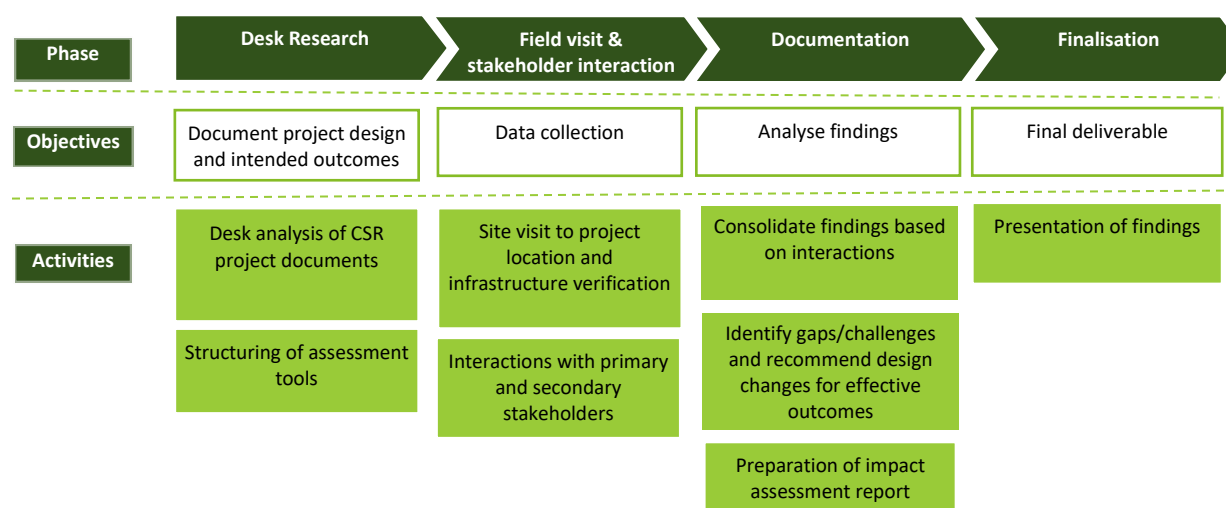
|  |                                   |                |                                                                                                                                        |                                                                                                                                                                                                            |
|--|-----------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Museum of Art & Photography (MAP) | INR 60,000,000 | Continued support for the Museum's digitisation projects as well as on-going research and conservation along with relevant exhibitions | (v) Protection of National Heritage, art and culture including restoration of buildings and sites of historical importance and works of art; promotion and development of traditional arts and handicrafts |
|--|-----------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Approach and methodology

The evaluation exercise assessed the impact of these projects in line with the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) principles (2019):

1. **Desk review and secondary research**- Preliminary project documents were studied. This includes review of project documents such as project proposal, budget, quarterly progress reports, monitoring reports, project MIS, etc.
2. **Stakeholder mapping**- Initial calls with Implementing partners to identify the primary and secondary stakeholders for the project were held.
3. **Sampling plan**- A sample was selected across different types of stakeholders to base the results of this study. This sample was covered through research tools like Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), observations, surveys, knowledge checks, infrastructure checklists, etc. For this study, Deloitte has employed various sampling techniques to select sample stakeholders.

The programmatic review and impact assessment of the CSR initiatives was then executed in a phased manner. Deloitte conducted impact assessments of 14 eligible projects in FY 2025-26. The programmatic field visits, data collection, research and preparation of the report were undertaken in the third and fourth quarters of FY 2025-26. The four main phases are outlined below:



Findings from the impact assessment are presented in the following section. Detailed impact reports for individual projects are available for management consumption.

# Workforce Development

## Relevance of intervention

Workforce Development addresses critical and interconnected challenges across India's education, skilling, employment, entrepreneurship, and inclusion ecosystems. While access to education and vocational training has improved over the years, significant gaps persist in learning quality, employability, digital readiness, workforce participation, and inclusion of marginalised groups.

As digital transformation increasingly influences economic growth and employment opportunities, the portfolio addresses the need for institutions and systems to adapt to emerging technological realities. Support towards IIM Ahmedabad addresses the growing need for evidence-based approaches to digital transformation by fostering collaboration between academia, industry, and policymakers. The initiative contributes valuable research and practical insights that can guide the responsible, inclusive, and sustainable adoption of emerging technologies and data-driven systems.

Further, the focus area responds to persistent gaps in quality education and workforce preparedness. According to a report by NITI Aayog, there is a gap between technical training and industry requirements, which is further compounded by social and structural barriers affecting women's workforce participation.<sup>1</sup> Quest Alliance addresses this by integrating employability skills within vocational education systems, while also promoting experiential STEM learning among school students. Students in government and government-aided schools, particularly in remote areas, often have limited access to quality, experiential learning opportunities<sup>2</sup>. In this context, access to digital education is critical to improving learning outcomes and reducing educational inequities in India. Although the integration of smart classroom infrastructure has increased in recent years, adoption remains limited. Beyond infrastructure, limited teacher capacity to effectively use digital tools and inadequate investments in training constrain the impact of smart classrooms.<sup>3</sup> YUVA addresses these gaps by strengthening digital learning infrastructure and building teacher capacity.

The portfolio also recognises the need to improve livelihood opportunities and economic participation among underserved populations. Over 80% of India's workforce is employed in the informal sector, including artisans and small-scale producers who often face barriers such as limited market access, low financial literacy, and weak bargaining power.<sup>4</sup> By strengthening producer collectives through IndusTree and facilitating market linkages, and supporting enterprise development, the intervention enables greater income security and economic resilience among vulnerable communities.

A key strength is its emphasis on inclusion. India has the world's largest population of persons with disabilities, yet awareness and support for their capabilities remain limited. UNESCO (2019) reported that 75% of students with disabilities drop out before completing secondary education, and those who enter higher education often face inadequate accommodation and support.<sup>5</sup> Interventions led by EnAble India, Muskaan, and IFRE address these barriers that often result in low educational attainment, limited workforce participation, and reduced access to support systems. Through inclusive skilling

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<sup>1</sup> NITI Aayog. (2025). *Final report of the sub-group on skill development*. Government of India. <https://niti.gov.in/sites/default/files/2025-06/Final-report-of-Sub-Group-Report-on-Skill-Development.pdf>

<sup>2</sup> World Bank. (2018). *World development report 2018: Learning to realise education's promise*. <https://www.worldbank.org/en/publication/wdr2018>

<sup>3</sup> Concept of smart classrooms in India & its present status: Analysis based on & UDISEPlus 2023-24 Data | Education for All in India.

<sup>4</sup> International Labour Organization, & Institute for Human Development. (2024). *India employment report 2024: Youth employment, education and skills*.

<sup>5</sup> UNESCO, *State of the Education Report for India 2019: Children with Disabilities* (Paris: UNESCO, 2019)

Impact assessment of FY 2024-25 CSR grants programmes, livelihood support, special education services, disability-inclusive institutional practices, and student wellbeing initiatives, these interventions promote greater accessibility, independence, and participation in education and employment.

The portfolio’s interventions are therefore highly relevant in addressing these systemic barriers and strengthening pathways from education to sustainable livelihoods.

## Findings from the impact assessment

### Quest Alliance | Supporting skills training of young women and a STEM programme for girls

| Grant amount              | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Project location                                                                                                                                                                                                                                                                                                              |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------|------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INR 30,000,000            | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Assam: Kamrup Metropolitan, Nalbari, Tinsukia, and Udalguri<br>Gujarat: Aravalli, Banaskantha, Dahod, Kheda, and Sabarkantha<br>Jharkhand: Deoghar and Dumka<br>Kerala: Alappuzha, Ernakulam, Kannur, Kasaragod, Kollam, Kottayam, Kozhikode, Malappuram, Palakkad, Pathanamthitta, Thiruvananthapuram, Thrissur, and Wayanad |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |
| Project overview          | In FY 2024-25, BANA supported Quest Alliance for the following activities under the two programmes:<br>Women in Workforce <ol style="list-style-type: none"><li>To provide employability skill training to 2,500 learners in various ITIs/VTIs and enable placement for 60% of them</li><li>To train and equip learners on green mindsets to access climate sustainable careers</li></ol> Anandshala <ol style="list-style-type: none"><li>Instil STEM mindset among 11,950 students through in-school model</li><li>Provide life skill training to 1,500 girls through setting up 30 youth clubs</li></ol>                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                               |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |
| Methodology               | <ul style="list-style-type: none"><li>Based on OECD DAC principles</li><li>KPIs developed using UNDP’s Results-Based Framework for programmatic review</li><li>Mapped and covered primary and secondary stakeholders across locations</li><li>Used representative sampling across stakeholder groups with varied sampling techniques to inform results</li></ul> <table><tr><th></th><th>Stakeholders</th><th>Tools used</th></tr><tr><td>Primary</td><td><ul style="list-style-type: none"><li>Trainees</li><li>Partner institution placement officers</li><li>Students</li><li>Teachers</li><li>Girl champions</li></ul></td><td rowspan="2">Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey</td></tr><tr><td>Secondary</td><td><ul style="list-style-type: none"><li>Implementing partner</li><li>Parents</li><li>Placement partners</li><li>Women in Workforce &amp; Green Careers team</li><li>Community members</li></ul></td></tr></table> |                                                                                                                                                                                                                                                                                                                               |  | Stakeholders | Tools used | Primary | <ul style="list-style-type: none"><li>Trainees</li><li>Partner institution placement officers</li><li>Students</li><li>Teachers</li><li>Girl champions</li></ul> | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey | Secondary | <ul style="list-style-type: none"><li>Implementing partner</li><li>Parents</li><li>Placement partners</li><li>Women in Workforce &amp; Green Careers team</li><li>Community members</li></ul> |
|                           | Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Tools used                                                                                                                                                                                                                                                                                                                    |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |
| Primary                   | <ul style="list-style-type: none"><li>Trainees</li><li>Partner institution placement officers</li><li>Students</li><li>Teachers</li><li>Girl champions</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey                                                                                                                                                                                                                                                       |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |
| Secondary                 | <ul style="list-style-type: none"><li>Implementing partner</li><li>Parents</li><li>Placement partners</li><li>Women in Workforce &amp; Green Careers team</li><li>Community members</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                               |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |
| Achievements <sup>6</sup> | Women in Workforce: <ul style="list-style-type: none"><li>2,507 learners completed ITI training</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                               |  |              |            |         |                                                                                                                                                                  |                                                                         |           |                                                                                                                                                                                               |

<sup>6</sup> Project achievement numbers reported by Quest Alliance as of March 2025

- 1,678 ITI learners employed across tech-based and tech-enabled sectors (925 employed full-time, 353 placed into internships and 400 were self-employed)
- 710 learners opted for higher studies
- 23 Institutional (ITIs) partners
- 5 Employability skill clubs established
- 16 Training of Trainers (ToTs) conducted with 57 participants attending the training sessions

**Anandshala:**

- 20,753 students (11,185 girls, 9,568 boys) across 178 schools reached, as part of the in-school programme
- 1,285 students participated in Hackathons & Ideathons as part of the STEM Mindset and classroom programme
- 2,928 schoolgirls were part of the out-of-school programme through 30 youth clubs set up by Girl Champions
- 3,873 community members/parents reached through the intervention

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**Impact created**

**Women in Workforce programme**

**Improved digital & self-learning capabilities**

- As a part of the programme, 5 Employability Labs were established across three states to bridge the digital divide and ensure Quest App access to the enrolled students. **96% of respondents reported downloading the Quest application and 74% reported completion of the modules**
- All surveyed respondents mentioned using artificial intelligence tools like ChatGPT, Gemini etc. to prepare resumes, project reports etc.

**Strengthened industry readiness**

- All placed learners reported that, prior to the training, they had little or no understanding of a formal workplace environment. They stated that the industry visits and guest lecture sessions conducted as part of the training significantly enhanced their workplace readiness and helped them adapt more effectively to professional work settings
- Women learners demonstrated significant improvement in communication skills, interview preparedness, and workplace awareness. This progress was supported by digital learning through the Quest App and exposure to industry interactions, with all learners reporting a better understanding of formal workplace environments and professional expectations
- As reported by the respondents, the hands-on learning experience supported by the **'My Quest'** app helped them sharpen their employability and work readiness skills. 74% reported completing the assessments on 'My Quest' app; **98% found the application user-friendly**, and engaging and **74% found training materials helpful** and easy to understand

**Increased access to employment opportunities and enhanced entrepreneurial mindset**

- The programme strengthened employment opportunities for women through structured placement support, employer engagement, and market-linked training approaches
- Collaboration with placement partners and industry stakeholders facilitated job matching based on candidate skills and employer requirements, helping bridge the gap between training and employment
- During the interaction, **all the trainers** mentioned that the programme has helped them to reach out to employers by conducting **job-fairs, interview preparation**, that

results in improved recruitment processes and enhanced opportunities of securing employment

- In addition to the employment pathways, a **specialised module on self-employment** was provided to the students who opted for courses such as – beautician, fashion designer, sewing machine operator, computer operator etc. The curriculum covered essential topics such as **market analysis, project preparation, financial and digital literacy, customer acquisition, and tracking business performance**, strengthening entrepreneurial aspirations of women and contributed to stronger economic resilience among them.

#### Improved income and financial well-being

- The programme enabled **67% of learners to secure livelihoods** (37% employed full-time, 15% self-employed, 14% employed part-time). Women learners reported securing employment across diverse sectors, including **manufacturing, engineering, electronics, retail, and services**, with placements in reputed companies such as **Schneider Electric, Tata Electronics**, and other private sector organizations. All employed respondents stated that they had remained employed for nearly one year following completion of the training programme, indicating sustained employment outcomes
- These employment and self-employment outcomes translated into improved economic well-being, with the **average family income** of beneficiaries **increasing by more than 80%**, indicating a substantial enhancement in household economic outcomes

#### Anandshala programme

##### A. In – school programme

#### Strengthened life skills, confidence, and decision-making

- Most students showed improved **emotional awareness (84%), confidence (74%)**, and clarity in career aspirations, along with **increased motivation for higher education (91%) and employment (88%)**. Interactions with students on field indicated **improvement in their confidence, communication, and critical thinking abilities**, equipping them to **interact effectively with stakeholders**, make informed decisions, and pursue career opportunities with greater independence

#### Enhanced problem-solving and computational thinking

- **Students** demonstrated **strong critical thinking (72%) and logical reasoning (81%)**, with the ability to **clearly define and articulate a problem**, before attempting to solve it, and build solutions through structured STEM processes (problem → ideation → hackathon (prototype)). Students used these skills to develop practical prototypes such as **remote-controlled vehicles, sensor-based smart dustbins, buzz-wire games**, and other problem-solving models using materials including lithium batteries, wires, sensors, and electronic components

#### Increased STEM interest and supportive social change

- **70% of students** developed **interest in STEM careers**, while the programme also drove social awareness- improving perceptions around child marriage (94%), reproductive health awareness (100%), and community engagement

##### B. Out - of - school programme

#### Improved awareness and informed decision-making

- All youth club members demonstrated strong awareness of key social issues such as education rights, child marriage, and early pregnancy, enabling them to make informed life choices through interactive, peer-led sessions

## Impact assessment of FY 2024-25 CSR grants

- Youth-led outreach, along with involvement of mothers' groups and local stakeholders, has positively influenced community attitudes toward girls' education, early marriage, and has fostered strong local ownership for sustained programme impact

### Enhanced leadership, aspirations, and livelihood orientation

- Youth exhibited high confidence and leadership, actively motivating peers to continue education, with all aspiring for higher studies and employment, alongside growing interest in entrepreneurship through hands-on activities.

### Pictures from the field



*Students using the Quest app*



*Students from Anandshala intervention demonstrated projects prepared by them during an interaction*

## YUVA Unstoppable | Supporting smart classrooms in public schools

| Grant amount            | Project period                                                                                                                                                                                                                                                                                                                                                                | Project location                                                                                                                                                                               |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INR 60,000,000          | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                       | Gujarat: Ahmedabad, Amreli, Anand, Aravalli, Bharuch, Bhavnagar, Gandhinagar, Gir Somnath, Jamnagar, Junagadh, Kheda, Patan, Porbandar, Rajkot, Sabarkantha, Surat, Surendranagar and Vadodara |
| <b>Project overview</b> | In FY 2024-25, BANA supported YUVA Unstoppable in undertaking the following activities: <ul style="list-style-type: none"> <li>1. Content enabled classrooms</li> <li>2. Continued support for FY 2023-24 schools through the deployment of technical instructors in 132 schools</li> </ul>                                                                                   |                                                                                                                                                                                                |
| <b>Methodology</b>      | <ul style="list-style-type: none"> <li>- Based on OECD DAC principles</li> <li>- KPIs developed using UNDP's Results-Based Framework for programmatic review</li> <li>- Mapped and covered primary and secondary stakeholders across locations</li> <li>- Used representative sampling across stakeholder groups with varied sampling techniques to inform results</li> </ul> |                                                                                                                                                                                                |

## Impact assessment of FY 2024-25 CSR grants

|           | Stakeholders                                                                                                            | Tools used                                                                                     |
|-----------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Primary   | <ul style="list-style-type: none"> <li>Student beneficiaries</li> </ul>                                                 | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey, Document verification |
| Secondary | <ul style="list-style-type: none"> <li>Instructors</li> <li>School administration</li> <li>Implementing team</li> </ul> |                                                                                                |

### Achievement<sup>7</sup>

- **Classrooms across 156 schools** were digitised with KYAN smart boards
- **1,538 teachers** were trained in smart classroom usage
- **Continued instructor support** was provided across **132 schools** through the recruitment, training, and deployment of **123 instructors** in the supported schools
- **34,680 students** were reached through support of smart classrooms and continued trainer support in public schools
- **100%** of schools integrated smart boards into their daily activities, **33 weekly hours** of smart board usage (avg.) reported by schools. The devices are primarily utilised for daily classes, revisions, assessments, and extracurricular activities

### Impact created

#### Strengthened digital learning infrastructure at supported schools

- **156 schools** were equipped with smart classroom infrastructure, with functional KYAN boards that were reported to be used on all school days
- Field observations indicate that schools have gradually transitioned from **occasional use of smart boards to routine integration within daily teaching schedules**, indicating successful adoption of technology
- Field visits indicated that the introduction of smart boards has **improved the overall classroom environment**, making learning spaces visually stimulating, and conducive to interactive learning
- As per the verification conducted during the end term visit, **smart boards recorded average weekly usage of 33 hours**
- **27%** of the schools surveyed integrated additional devices (tablets/Chromebooks), with the KYAN board, and among these, **33%** had received the devices from the Implementing Partner (IP) under previous grants
- The smart boards are actively supporting STEM classes provided by YUVA in FY 2025-26. The STEM curriculum **concepts, and lessons are demonstrated using smart boards**
- Students in KYAN-only schools largely reported **engaging with digital content as viewers**, whereas students in **KYAN + STEM schools actively use demonstrations on the smart boards as guides for developing and completing STEM projects**, leading to greater participation and hands-on learning
- **School principals appreciated** the classroom renovations (painted walls, flooring and benches). These improvements have contributed to a more conducive learning ecosystem by strengthening the schools' physical infrastructure
- 67% of the school staff surveyed, rated the infrastructure conditions as good to excellent and reported that the facilities were being properly maintained

#### Improved pedagogical practices through digital integration

- 1,538 teachers were trained in smart classroom usage, **strengthening teaching capacity**.
- Smart boards strengthened teaching across core subjects (Mathematics, Science, English, Languages).
- According to the teachers, smart boards were increasingly being used for **revision sessions before examinations (such as algebra, geometry, fractions, force and motion, the human body, and environmental science)**, allowing students to revisit key concepts through visual demonstrations and interactive exercises.

<sup>7</sup> Project achievement numbers reported by YUVA as of March 2025

- Teachers observed that smart boards helped address **varying learning needs by reinforcing concepts for slower learners while providing advanced learners with opportunities to engage** in problem-solving activities.
- Teachers highlighted that the ability to switch between videos, diagrams, and practice questions within the same lesson has helped them **deliver multi-format instruction**, catering to different learning styles among students.
- As per the findings of an Impact Assessment conducted by YUVA, **84%** of the students surveyed reported that teachers always allow interaction with digital content through quizzes, activities, or participation-based learning.

#### Enhanced student engagement and learning outcomes

- 34,680 students were reached through support of smart classrooms and continued trainer support in public schools.
- As reported by teachers, students demonstrated **higher attentiveness during lessons delivered through audio-visual content**, as compared to traditional blackboard teaching methods. **Increased student engagement** was reported across subjects along with an increase in attendance.
- Students reported improved understanding, particularly in Mathematics and Science, as **smart classroom lessons and live demonstrations made complex concepts and previously challenging topics easier to understand**.
- The impact assessment conducted by YUVA, highlights this positive change in learning outcomes, as well. With **88% of surveyed students reporting improved understanding of difficult concepts, 96% expressing greater confidence in answering classroom questions, and 89% finding homework and practice exercises easier to solve**; these improvements were particularly evident in Mathematics and Science, while 71% of students reported that smart classroom lessons made learning easier across all subjects.
- The availability of offline G-Shala content on smart boards ensured **uninterrupted learning despite connectivity challenges**, while integration with platforms such as **ShalaMitra and YouTube** enhanced content delivery, enabling consistent use and a more engaging classroom experience.
- The initiative provided first-time digital exposure for many students and improved digital confidence and readiness with ownership on the mindful usage of smart boards.
- Smart boards enhanced **understanding of complex concepts**, especially for rural students with limited exposure. Teachers observed that visualizing concepts such as algebraic equations, fractions, maps, scientific experiments, and environmental processes made lessons easier to comprehend and increased student participation in classroom discussions.
- Smart classroom features **supported various academic activities**, including preparation for School of Excellence examinations, practice for competitive exams such as NMMS (National Means-cum-Merit Scholarship) and BSE (Boards of Secondary Education) related tests, and conducting other practice tests.

#### Trainer support and capacity building

- All the surveyed schools had **dedicated technical instructors** who supported teachers and students in using smart boards effectively and troubleshooting technical issues.
- As highlighted by school administration, instructors played a **key role in bridging the digital skills gap among teachers, particularly for educators** who had limited prior exposure to technology-enabled teaching tools.
- Teachers reported that instructors provided **hands-on demonstrations and practical guidance**, enabling them to confidently operate smart boards.
- Teachers also mentioned that trainer support has helped them **experiment with new teaching approaches**, including interactive quizzes, animated lessons, and collaborative learning activities.

## Impact assessment of FY 2024-25 CSR grants

- Trainers supported **student-led activities**, encouraging students to explore smart board functions and present their work digitally.
- School administrators appreciated the availability of trainers for **quick troubleshooting**, which has minimised disruptions during classroom sessions.
- School administrators identified trainer support as a critical factor in the successful implementation and adoption of digital learning solutions, with **74% reporting a high level of effectiveness**.

### Pictures from the field



Use of KYAN smart boards in classrooms at one of the supported schools



Students in renovated classrooms at supported schools in Ahmedabad

## Industree Crafts Foundation | Support for capacity building of artisanal producer groups

| Grant amount   | Project period          | Project location                                                                                                                                                                                                                                                                                                               |
|----------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INR 17,500,000 | April 2024 - March 2025 | Andhra Pradesh: Anantapur and Sri Sathya Sai<br>Bihar: Darbhanga, Muzaffarpur<br>Chandigarh<br>Delhi<br>Gujarat: Kutch<br>Himachal Pradesh: Chamba<br>Karnataka: Bidar and Bengaluru<br>Nagaland: Dimapur<br>Rajasthan: Jaipur, Ajmer and Jodhpur<br>Uttar Pradesh: Bijnor<br>Uttarakhand: Champawat<br>West Bengal: Medinipur |

### Project overview

In FY 2024-25, BANA supported Industree for the following activities:

1. Supporting 60 producer groups, including onboarding of 50 new producer groups and ongoing capacity-building for 10 existing producer groups
2. Design intervention training sessions, catalogue shoots, branding workshops and one-on-one mentoring sessions provided for 10 producer groups
3. Onboarding 20 producer groups onto different marketing networks to showcase their products, and platform for sales

## 4. Facilitating participation of producer groups in 6 offline events and exhibitions

**Methodology**

- Based on OECD DAC principles
- KPIs developed using UNDP's Results-Based Framework for programmatic review
- Mapped and covered primary and secondary stakeholders across locations
- Used representative sampling across stakeholder groups with varied sampling techniques to inform results

|                  | Stakeholders                                                                                                                                                 | Tools used                                                                                     |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Primary</b>   | <ul style="list-style-type: none"> <li>• Producer group members</li> </ul>                                                                                   | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey, Document verification |
| <b>Secondary</b> | <ul style="list-style-type: none"> <li>• Families of producer groups members</li> <li>• Trainers and coordinators</li> <li>• Implementing partner</li> </ul> |                                                                                                |

**Achievement<sup>8</sup>**

- Onboarded **50** producer groups and continued support provided to **10** existing producer groups
- Developed **50** product catalogues
- Organised **13** design intervention training sessions with a total of **36** participants
- **20** producer groups connected with offline artisanal marketing networks
- **12** producer groups provided with technology support
- **40** producer groups provided with one-on-one mentoring sessions
- **6** offline events organised with participation from **18** producer groups

**Impact created****Expanding inclusive access to livelihood opportunities for vulnerable artisan communities**

- Mobilisation efforts were conducted through partnerships with grassroots organisations, self-help groups, and community leaders, enabling the identification of artisans with limited exposure to formal markets or institutional support
- During 2024–25, the programme deepened its outreach to underserved artisan communities, onboarding and supporting **50 new producer groups across 12 states & UTs**
- The programme reached a highly vulnerable demographic, with **85% women participants** and approximately **56% from economically disadvantaged households (BPL or equivalent categories)**
- By expanding geographic coverage to include representation across the country, the project has helped extend livelihood opportunities to communities that remain largely excluded from mainstream value chains

**Strengthening enterprise capabilities, design innovation, and market readiness**

- Enhancing product innovation and market relevance remained central to the programme's strategy. During the year, **11** producer groups received targeted design interventions aimed at improving product aesthetics, functionality, and alignment with evolving consumer preferences
- To build long-term in-house design capabilities, **13** structured design training workshops were conducted, engaging **36** producer groups. These sessions focused on contemporary design adaptation, quality refinement, and diversification of product lines while preserving the authenticity of traditional crafts
- These efforts enabled producer groups to transition from production-led operations to professionally positioned micro-enterprises. Field visit interactions with producer groups highlighted that the workshops resulted in greater confidence in engaging with buyers, stronger brand visibility, and improved opportunities to secure repeat orders

<sup>8</sup> Project achievement numbers reported by IndusTree Crafts Foundation as of March 2025

and access new market segments, contributing to more sustainable livelihood opportunities

#### Reviving and repositioning traditional crafts at risk of decline

- A central focus of the support this year was the revitalisation of traditional art forms at risk of decline due to shrinking demand, limited innovation, and inadequate market access. Producer groups engaged in **7** heritage crafts including **handloom weaving, traditional embroidery, bamboo and cane craft, natural fibre work, beadwork, block printing, and indigenous textile techniques** received targeted support to adapt their practices for contemporary markets
- Through collaborative design processes and market research, producer groups explored new product applications, contemporary aesthetics, and functional adaptations while preserving the cultural integrity of their craft traditions
- Traditional techniques were extended into new product categories including home décor, apparel, accessories, and lifestyle products, significantly expanding their commercial relevance and consumer appeal
- By restoring both visibility and value to these practices, the programme contributed to preventing the erosion of cultural knowledge and strengthening the transmission of skills to younger generations

#### Expanding market access through curated offline events

- During the year, producer groups participated in **6 curated exhibitions** across key urban markets, with **18** producer groups directly showcasing their products to consumers, retailers, and institutional buyers
- Several groups reported establishing new business relationships and securing repeat orders following these engagements, demonstrating the longer-term value of strategic market placement
- **16** existing producer groups were supported in refining and expanding their sales and distribution networks, enabling access to more consistent and diversified channels
- In parallel, **50** newly onboarded groups received foundational guidance in identifying buyer networks, improving supply chain coordination, and strengthening product accessibility across geographies

#### Advancing digital readiness and online market integration

- To strengthen producer groups' ability to participate in scalable online marketplaces, the programme conducted **6 readiness workshops** on **Open Network for Digital Commerce (ONDC)** focused on building awareness of onboarding requirements, compliance processes, and marketplace operations
- Through structured training and handholding support, 50 producer groups were oriented on digital commerce systems, resulting in **25 producer groups successfully onboarding onto the ONDC platform** and others being supported to access alternative platforms such as Industree's in-house platform, Flourish, and other digital channels better aligned with their operational capacities
- Beyond marketplace integration, the programme invested in strengthening digital visibility and brand presentation. Targeted digital marketing assistance was extended to both emerging and established groups, with **16** existing producer groups and **50** newly onboarded groups receiving structured support to enhance their online visibility and customer outreach
- Producer groups reported increased digital confidence, improved online discoverability, and expanded access to diversified customer markets, positioning them for more resilient and scalable revenue pathways

Strengthening income security and socio-economic outcomes for producer groups through diversified market channels

- The programme has strengthened livelihood security by embedding producer groups within both digital and physical market ecosystems, laying the foundation for more resilient, community-led economic growth
- During the reporting period, participating producer groups generated a cumulative INR 11,100,000 in online sales, with an **average annual online revenue of approximately INR 398,000 per group**. This indicates meaningful digital market integration and revenue diversification beyond traditional channels
- In addition, participation in 6 curated offline exhibitions across Bangalore, Chandigarh, and Mumbai **generated INR 760,000 in sales**, with an **average of INR 126,000 per event**
- Combined offline and online channels generated nearly INR 11,900,000 in sales during the reporting period, demonstrating the effectiveness of a hybrid market strategy in strengthening income streams and reducing dependence on a single sales channel
- During stakeholder interactions, producer groups reported an average **20% increase in revenue** post intervention support, and attributed **40% of total sales to the digital channel**

Pictures from the field



Artisan doing traditional Rogan art from Gujarat

Indian Institute of Management - Ahmedabad (IIMA) | Continued support for activities of IIM-A's Centre for Digital Transformation

| Grant amount     | Project period                                                                                                                                                                     | Project location   |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| INR 20,000,000   | April 2024 - March 2025                                                                                                                                                            | Gujarat: Ahmedabad |
| Project overview | In FY 2024-25, BANA supported IIMA for the following activities:                                                                                                                   |                    |
|                  | <ol style="list-style-type: none"><li>1. Enabling high-impact research on responsible digital transformation</li><li>2. Funding the onboarding of skilled research staff</li></ol> |                    |

3. Facilitating industry collaborations and expanding public awareness through research publications, seminars, and media engagement

## Methodology

- Based on OECD DAC principles
- KPIs developed using UNDP's Results-Based Framework for programmatic review
- Mapped and covered primary and secondary stakeholders across locations
- Used representative sampling across stakeholder groups with varied sampling techniques to inform results

|                  | Stakeholders                                                                                                       | Tools used                                                                                     |
|------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Primary</b>   | Research team, users of online course content, attendees of digital immersive events                               | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey, Document verification |
| <b>Secondary</b> | Industry interface representatives, implementing partner, founding chair – Centre for Digital Transformation (CDT) |                                                                                                |

## Achievement<sup>9</sup>

- **13 members onboarded** onto the CDT research team
- Organised **6 research webinars**, engaging **154** participants across academia, industry, and government
- **3 research papers** completed and published by CDT
- **3 research conferences hosted by CDT** reaching a total of **306** people
- **Online course on "Digital Transformation: Theory and Applications" offered on SWAYAM portal**, recorded a cumulative **20,318** subscriptions/registrations<sup>10</sup>
- **2 case studies published by CDT**

## Impact created

### Strengthened research capacity and institutional capability

- During FY 2024–25, the grant continued to play a critical role in strengthening the Centre for Digital Transformation's (CDT) institutional research ecosystem by supporting the recruitment, retention, and deployment of a multidisciplinary research team
- The Centre engaged **13 research personnel in the form of Research Assistants and Associates (RAs)**, enabling CDT to sustain and expand a diverse portfolio of projects focused on responsible digital transformation, artificial intelligence, digital inclusion, and organisational digital readiness
- The expanded research team significantly enhanced CDT's ability to undertake interdisciplinary and practice-oriented research while simultaneously strengthening operational coordination, stakeholder engagement, and knowledge dissemination efforts
- Through sustained investment in human capital, CDT has created a strong pipeline of emerging scholars and practitioners working at the intersection of technology, management, and societal impact

### Advanced research and knowledge creation on digital transformation

- Building on its strengthened institutional capacity, CDT generated significant research outputs during FY 2024–25 across emerging areas such as **Responsible AI, digital leadership, organisational transformation, digital inclusion, and platform ecosystems**. The Centre continued to produce academically rigorous and industry-relevant research that contributes to evidence-based policymaking and informed decision-making among businesses, governments, industry associations and other stakeholders engaged in the research and development of digital transformation

<sup>9</sup> Project achievement numbers reported by IIMA as of March 2025

<sup>10</sup> Registrations as of May 2025, as reported by the IP

- Multiple research initiatives were undertaken at CDT during the year, including a **pilot study for the Digital Leadership and Capability Assessment Report**, while the survey phase for the full-scale report remained ongoing. The Centre also continued work on a **Responsible AI Report for technology providers**, aimed at developing actionable insights on ethical AI adoption and governance frameworks within organisations
- The Centre's research efforts resulted in the publication of **3 research papers**, alongside several peer-reviewed conference contributions and academic outputs. Notable outputs published in leading international journals such as *Information Systems Research* included *Opening First-Party App Resources: Empirical Evidence of Free-Riding* by Franck Soh, Pankaj Setia, and Varun Grover, as well as *Does David Make a Goliath? Impact of Rival's Expertise Signals on Online User Engagement* by Ayushi Tandon and co-authors. In addition, research on *Emergent Creativity in Human-AI Collaboration* contributed to growing academic conversations on AI-enabled innovation and collaborative intelligence
- CDT researchers also contributed to global academic discourse through conference presentations at internationally recognised platforms. A notable example was the presentation at the **INFORMS Annual Meeting 2024 in Seattle, Washington**, which examined the effects of digital commitment contracts on educational engagement among underprivileged children through a field experiment-based approach

### Strengthened collaboration between academia, industry, and policy stakeholders

- During FY 2024–25, CDT further strengthened its role as a bridge between academia, industry, and public systems through large-scale conferences, collaborative research forums, and stakeholder engagement platforms
- A major milestone during the year was CDT's co-organisation of the inaugural **India Management Research Conference (IMRC 2024)** at the IIM Ahmedabad campus. The conference attracted **827 participants** and featured keynote addresses by nationally and internationally recognised experts, including India's Chief Economic Advisor and leading global scholars. The event also included panel discussions, thematic paper presentations, poster sessions, and networking forums, providing a comprehensive platform for academic exchange
- CDT also organised the inaugural **Conference on Technology for Disabled Persons (CTDP 2025)**, reaffirming its commitment to inclusive and socially responsive digital innovation. The conference attracted **105 participants** and provided a platform for engaging discussions on accessibility, assistive technologies, and digital inclusion. By combining academic dialogue with real-world technology demonstrations, CTDP 2025 positioned CDT as a catalyst for advancing inclusive digital transformation in India and the Global South
- Further strengthening its academic engagement, CDT collaborated in organising the inaugural **India Conference on Information Systems (InCIS 2025)** at IIM Calcutta, which brought together **185 scholars and practitioners** to explore the evolving role of information systems in shaping organisations and society

### Promoted dialogue through seminars, webinars, and knowledge events

- The Centre conducted **6 webinars**, engaging approximately **154 participants** from academia, industry, government, and civil society. These events created opportunities for interdisciplinary dialogue on emerging technological trends, governance challenges, and innovation pathways
- The webinar series featured globally recognised scholars and experts from institutions including Georgia State University, the University of Arkansas, the Indian School of Business, the University of Minnesota, the University of South Florida, and Virginia Tech
- Discussions covered a wide range of themes, including **the role of ChatGPT in business education, the future of information systems theory in a digital world, democratisation of technology production, human–AI complementarity in future**

**workplaces, contextualisation in scientific research, and advances in business and economics research methodologies**

**Expanded access to education and capacity building in digital transformation**

- A major area of impact during FY 2024–25 was CDT’s continued effort to democratise access to high-quality education and build digital transformation capabilities among diverse learner groups
- Through online learning platforms such as **SWAYAM**, CDT delivered accessible educational content to students, professionals, and lifelong learners across geographies. The Centre offered the Hindi-language course “*Digital Transformation: Theory and Applications*” on the SWAYAM platform, making advanced management and digital transformation concepts accessible to a wider regional-language audience
- During the year, CDT’s online educational initiatives recorded **20,318 enrolments**, reflecting strong demand for accessible, industry-relevant learning on digital transformation. These initiatives have contributed to workforce readiness, leadership development, and digital capability building among learners from diverse professional and academic backgrounds

**Increased public awareness and outreach on responsible digital transformation**

- Through strategic dissemination of research, active participation in conferences and public forums, and increased engagement with media and industry stakeholders, CDT continued to position itself as a credible thought leader shaping discourse on digital transformation in India
- As part of its outreach and advocacy efforts, CDT drafted **1 policy brief**, published **1 media article**, and received coverage across **5 newspaper and media features**, helping translate academic research into accessible and actionable insights for wider audiences
- In addition, CDT members participated in **8 national and industry speaking engagements**, contributing expert perspectives on themes such as digital transformation, organisational resilience, AI adoption, and technology-enabled societal change
- The Centre also published **2 case studies** through the IIMA Case Centre, including *Indian MSMEs Navigating the Digital Landscape* and *David versus Goliath: National Restaurants Association of India and Online Food Delivery Platforms*, both of which explored emerging digital challenges and strategic responses within the Indian context
- CDT further advanced public discourse through the publication of a policy brief on “**Purpose Driven AI**” in March 2025, contributing to ongoing conversations around ethical and human-centric AI adoption

**Pictures from the field**



*Glimpses from Indian Management Research Conference (IMRC) 2024*

| Grant amount   | Project period          | Project location                                                                                                                                                                           |
|----------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INR 36,200,000 | April 2024 - March 2025 | Karnataka: Mysore, Bangalore, Mandya<br>Tamil Nadu: Chennai<br>Delhi<br>Telangana: Hyderabad, Secunderabad<br>Uttar Pradesh: Gorakhpur, Basti, Lucknow<br>Kerala: Thrissur<br>Bihar: Patna |

#### Project overview

In FY 2024-25, BANA supported EnAble India for following activities:

1. Skill development training to 1,500 PwDs including visually impaired, hearing impaired, candidates with physical disability and candidates with other disabilities.
2. Train and equip 550 PwD candidates under domain specific need-based training.
3. Creation of dignified employment and livelihood opportunities for 250 PwD candidates.
4. Build capacity of 97 trainers through Train the Trainers (ToTs) programme to support and scale employability and livelihoods for PwD communities.

#### Methodology

- Based on OECD DAC principles
- KPIs developed using UNDP's Results-Based Framework for programmatic review
- Mapped and covered primary and secondary stakeholders across locations
- Used representative sampling across stakeholder groups with varied sampling techniques to inform results

|                  | Stakeholders                                                                                                           | Tools used                                                         |
|------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| <b>Primary</b>   | <ul style="list-style-type: none"> <li>• Trainees</li> <li>• ToT participants</li> </ul>                               | Focus Group Discussions (FGDs),<br>Key Informant Interviews (KIIs) |
| <b>Secondary</b> | <ul style="list-style-type: none"> <li>• Parents</li> <li>• Placement partners</li> <li>• Implementing team</li> </ul> |                                                                    |

#### Achievement<sup>11</sup>

- **1,500** PwD candidates with diverse disabilities were trained in employability skills under pre-skilling interventions
- **550** candidates were provided with employability and need-based, domain-specific training
- **309** candidates were placed, with an average retention rate of **80%** (within the first **6 months**), across reputed organisations; among those placed, **67** were from **previous grant cycles**
- **97** trainers completed Train the Trainers (ToT) programme

#### Impact created

##### Enhancing career readiness through the pre-skilling intervention

- **71%** found experiential learning and practice-based exercises effective, and **77%** of participants reported improved knowledge and understanding
- **79%** of candidates reported increased **self-confidence**, **highlighting the role of pre-skilling in building self-awareness, communication, and workplace readiness before entering employment pathways**
- Through interactions with employers and **industry stakeholders**, **exposure visits**, **job-readiness sessions**, and **upskilling on foundational aspects such as resume writing, email**

<sup>11</sup> Project achievement numbers reported by EnAble India as of March 2025

**etiquette, self-advocacy, and professional communication**, candidates developed the confidence and capabilities needed to navigate the world of work effectively

- **Career guidance, assessments, workshops, and mentoring helped participants identify pathways aligned with their aspirations, interests, and capabilities**, enabling a more structured transition toward future opportunities

#### Strengthening workforce readiness through domain-specific training

- **94% of trainers** reported that the courses are in demand among both candidates and employers and are well aligned with current market needs. They also confirmed that the training effectively addresses the needs of candidates across different types of disabilities.
- Candidates reported **gaining technical skills (with better understanding of advanced Excel), soft skills (importance of communication, teamwork), and job-specific skills**. This was supported by mock interviews, role-plays, mobility training, and use of assistive tools such as Blimey for visually impaired candidates
- For many participants, this was their first structured exposure to career preparation. **More than 55% felt better prepared for interviews, while 34% attributed their successful job placement to the skills and confidence gained through the programme**, underscoring the importance of pre-skilling as a bridge to employment
- Employers rated candidates positively on **training quality, technical knowledge, work ethic, adaptability to workplace culture, and on-the-job performance**, indicating the effectiveness of the training

#### Enhanced employment and income through placement support

- Basis sample interactions, of the 30 candidates placed, **70% secured full-time employment, while 10% started their own ventures (including computer centres and digital printing businesses)**, demonstrating increased self-reliance and entrepreneurship, while the rest continued with their studies, or were still looking for job opportunities
- Candidates were placed across diverse sectors such as information technology, **FMCG, e-commerce, NGOs, and the service industry**, indicating strong industry acceptance and demand for trained candidates
- Starting annual salaries ranged from **INR 186,000 to INR 264,000**, with average monthly salaries ranging between **INR 17,000 - INR 18,000**. As a result, **90% of candidates reported an increase in household income**, with average income levels rising by **20 to 30%**, enabling them to support their families independently
- **51% of respondents indicated that EnAble India's training supported their adaptation to workplace culture, and strong job performance post-training**. Continued mentoring support and employer sensitisation initiatives further contributed to improved workplace accessibility and safety for PwD candidates
- **36% of placed candidates reported that they would not have secured employment without EnAble India's training programme, while 48% attributed their compensation and benefits to the skills acquired through the programme**
- **90% of the employers offered permanent roles and expressed openness to continued collaboration with EnAble India to expand employment opportunities for PwDs**

#### Driving disability inclusion through trainer development and system strengthening

- All trainers reported that the five-day Train the Trainers (ToT) programme **improved their facilitation and delivery skills**. This also strengthened their ability to engage with employers, resulting in better alignment between the job skills of PwD trainees and employer requirements
- 50% of trainers reported **collaborating with NGOs and Community-Based Organisations (CBOs) to further cascade their learnings after completing the programme**, helping expand the reach of inclusive training practices

## Impact assessment of FY 2024-25 CSR grants

- Through these trainings, the trainers were familiarised with **inclusive teaching-learning methods such as screen readers, visually compatible digital materials, and multi-sensory approaches** (combining visual and auditory techniques) to support inclusive skill development
- Partner organisations employing project candidates were **sensitised to disability inclusion and are now providing disability awareness training as well as mentorship and support programmes**, fostering a more inclusive and supportive workplace environment for candidates placed through the initiative

### Pictures from the field



Career Awareness sessions for Hearing impaired (HI) candidates at JSS polytechnic in Mysore, Karnataka



Exposure visit conducted at Death by Dosa

## Muskaan - PAEPID | Support for training and livelihood opportunities for youth with intellectual disabilities

| Grant amount            | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Project location |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| INR 12,000,000          | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Delhi            |
| <b>Project overview</b> | <p>In FY 2024-25, BANA supported Muskaan-PAEPID in providing vocational and life skills training and support with regular work opportunities for adults with Intellectual and Developmental Disabilities (IDD).</p> <p>The objective of the programme includes:</p> <ol style="list-style-type: none"> <li>1. Holistic development through vocational and life-skills training</li> <li>2. Provision of employment linkages</li> <li>3. Continued support beyond training &amp; placements</li> </ol> |                  |
| <b>Methodology</b>      | <ul style="list-style-type: none"> <li>- Based on OECD DAC principles</li> <li>- KPIs developed using UNDP's Results-Based Framework for programmatic review</li> <li>- Mapped and covered primary and secondary stakeholders across locations</li> <li>- Used representative sampling across stakeholder groups with varied sampling techniques to inform results</li> </ul>                                                                                                                         |                  |

## Impact assessment of FY 2024-25 CSR grants

|                  | Stakeholders                                                            | Tools used                                                                                     |
|------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Primary</b>   | Adults with Intellectual and Developmental Disabilities (IDD), families | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey, Document verification |
| <b>Secondary</b> | Instructors/trainers, implementing partner                              |                                                                                                |

### Achievement<sup>12</sup>

- **102** adults with Intellectual and Developmental Disabilities (IDD) were enrolled in the implementing year
- **3,156** sessions conducted, including **576** under Work Readiness Programme (WRP), **1,940** under Supported Work Centre (SWC), and **640** under Arts & Activity Centre
- **6** teacher training sessions/workshops conducted on enhancing communication, fine motor, and cognitive skills through digital learning mediums
- **65** adults were supported in employment facilitated through placements after vocational training: **62** adults were engaged within the Supported Work Centre (including 34 trained in FY 2023–2024) and **3** adults took up self-employment
- **11** assessments conducted, including **8** for SWC, **2** for Handicrafts Unit, and **1** for WRP
- **165** families engaged through support sessions and workshops

### Impact created

#### Expanded access to structured skill development and vocational progression

- During 2024–25, Muskaan supported **102 adults with IDDs** across the Work Readiness Programme (WRP), Supported Work Centre (SWC), and Arts & Activity Centre. Of these, **33 individuals were enrolled in WRP, 62 in the SWC, and 7 in the Arts & Activity Centre. 3,156 structured sessions** were conducted during the year, including 576 sessions under WRP, 1,940 sessions under the SWC, and 640 sessions under the Arts & Activity Centre
- The programme's structured progression model enabled beneficiaries to gradually transition from foundational life skills and pre-vocational learning to more advanced vocational training and production-linked responsibilities

#### Improved functional independence and behavioural regulation

- Life-skills development was embedded across the **3,156 structured sessions**, including personal hygiene, communication, social interaction, time management, and physical coordination. **These gains enabled beneficiaries to engage more effectively in vocational activities, interact more confidently with peers and facilitators, improve behavioural regulation, and navigate day-to-day routines with increasing independence**
- **11** formal assessments were conducted across programme units, enabling tailored goal setting and progress tracking. Regular assessments and continuous individual support enabled training approaches to be tailored to each beneficiary's evolving needs, resulting in steady progress across functional, behavioural, and vocational domains
- Recognising the central role of families in long-term independence, Muskaan continued family engagement throughout the year. **165 families** were engaged through parent-teacher meetings and counselling sessions enabling them to provide more consistent support beyond the centre.

#### Enhanced socio-emotional well-being through creative and therapeutic interventions

- Creative engagement remained a core component of Muskaan's intervention model. The **640 sessions conducted under the Arts & Activity Centre**, along with integrated art-based and expressive activities across units, supported emotional expression and peer interaction.

<sup>12</sup> Project achievement numbers reported by Muskaan as of March 2025

- Activities such as stringing, stencil painting, paper mâché, flower drying, and craft-based-production enabled participants to engage in structured yet expressive work environments
- Participation in creative and tactile activities enabled improved self-expression among verbal and non-verbal individuals, greater peer engagement and collaborative participation, increased self-confidence and willingness to present or facilitate small tasks

### Strengthened employment pathways and market linkages

- Muskaan continued to build structured bridges between skill development and real-world employment. During 2024–25, **65 individuals engaged in employment facilitated through placements after vocational training**: 62 engaged within the SWC (including 34 trained in FY 2023–2024) and 3 individuals took up self-employment
- Through stipend-linked work opportunities, beneficiaries were able to earn an **average monthly income of INR 655**, reinforcing the value of productive engagement
- The Supported Work Centre functioned as a simulated workplace environment, operating with defined production benchmarks, quality checks, hygiene protocols, and time-bound targets. Individuals transitioned into stipend-linked roles in a phased manner, gradually increasing their working hours as stamina and reliability improved
- Collaborations with external organisations gave individuals the opportunity to work on products such as candles and decorative items for customer orders. This strengthened their understanding of quality standards, production timelines and workplace responsibilities

### Pictures from the field



*Quality control training in the Food Processing unit, SWC*



*Work readiness training in progress*

## Impact assessment of FY 2024-25 CSR grants

**International Foundation for Research and Education (IFRE) | Support for students with special needs through the University's Office of Learning Support and creation of supportive spaces for mental wellbeing through the Ashoka Centre for Well-being**

| Grant amount   | Project period          | Project location |
|----------------|-------------------------|------------------|
| INR 32,000,000 | April 2024 - March 2025 | Haryana: Sonapat |

### Project overview

The project aims to advance inclusive education and mental well-being across higher education institutions. The grant supports the development, demonstration and validation of a replicable model through the Office of Learning Support (OLS) and the Ashoka Centre for Well-Being (ACWB). In FY 2024–25, BANA supported IFRE to validate an inclusive education model by:

1. **Strengthen pathways to higher education** through the College Readiness Programme (CRP) by addressing systemic barriers that limit the transition of students with disabilities into higher education.
2. **Strengthening inclusive education** through OLS by providing individualized academic accommodations, accessible learning materials, assistive technologies, and other support systems to enable students with disabilities to participate equitably in higher education.
3. **Promoting mental well-being** through ACWB by providing counselling, preventive and awareness initiatives, and onboarding 7 mental health professionals to strengthen institutional capacity for responsive and preventive mental health support.
4. **Fostering an inclusive residential environment** by supporting 42 Resident Assistants to facilitate students' transition into residential life and strengthen peer-based support and well-being.

### Methodology

- Based on OECD DAC principles
- KPIs developed using UNDP's Results-Based Framework for programmatic review
- Mapped and covered primary and secondary stakeholders across locations
- Used representative sampling across stakeholder groups with varied sampling techniques to inform results

|                  | Stakeholders                                                                                                                                                   | Tools used                                                                                     |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Primary</b>   | <ul style="list-style-type: none"> <li>Physical and/or learning disability students,</li> <li>Resident Assistants,</li> <li>Ashoka University staff</li> </ul> | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey, Document verification |
| <b>Secondary</b> | <ul style="list-style-type: none"> <li>ACWB counselling professionals,</li> <li>OLS trainers,</li> <li>Implementing partner</li> </ul>                         |                                                                                                |

### Achievement<sup>13</sup>

- **27** physical disability students, **82** learning disability students and **39** students without disabilities seeking academic assistance supported by OLS
- **11,325** pages of curriculum content converted into accessible formats
- **14** assistive technology devices procured
- **9** module-based training courses developed for College Readiness Programme (CRP), covering **39** hours of sessions
- **185** schools and pre-university institutions conducted outreach to as part of CRP
- **1,412** students attended **3,807** counselling sessions conducted by ACWB

<sup>13</sup> Project achievement numbers reported by IFRE as of March 2025

|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                | 57 awareness sessions conducted by ACWB on mental health services, with <b>4,136</b> participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Impact created | <p><b>Strengthened academic inclusion and accessibility</b></p> <ul style="list-style-type: none"> <li>• IFRE has been able to validate the inclusive education model <b>through integrated academic accommodations, assistive technologies, and personalised learning support systems</b>. OLS provided comprehensive accommodation planning and learning support to <b>27</b> physical disability students and <b>82</b> learning disability students, enabling equitable participation in coursework, assessments, and campus activities</li> <li>• <b>11,325</b> pages of academic content were converted into accessible formats, including braille, audio formats and magnified prints as per student needs. Conversion of academic materials into accessible formats significantly <b>reduced learning barriers and improved academic engagement for students with diverse needs</b></li> <li>• Availability of assistive technologies and tailored accommodations enabled students to participate more effectively in classroom discussions, assignments, and examinations</li> </ul> <p><b>Strengthened pathways to higher education</b></p> <ul style="list-style-type: none"> <li>• Through the College Readiness Programme (CRP), OLS continued targeted outreach to <b>185</b> schools and pre-university institutions across <b>21</b> cities, <b>improving awareness of higher education opportunities among students with disabilities</b></li> <li>• OLS developed <b>9</b> module-based training courses for CRP during the reporting period, covering <b>39</b> hours of sessions. Preparatory sessions focusing on academic expectations, self-advocacy, and transition planning enhanced students' confidence to apply to competitive universities</li> <li>• <b>71</b> participants attended CRP modules, gaining practical skills to navigate university systems, request accommodations, and manage independent learning environments with greater confidence</li> <li>• During the reporting period, <b>254 applications from students with disabilities were received for UG and PG programmes at Ashoka University</b>, reflecting continued demand for accessible higher education opportunities. The CRP's outreach and preparedness activities complement these broader institutional efforts by helping prospective students better understand and navigate the transition to higher education</li> </ul> <p><b>Expanded mental health awareness and residential support systems</b></p> <ul style="list-style-type: none"> <li>• ACWB delivered comprehensive mental health and wellbeing support through counselling services, crisis interventions, and preventive outreach, benefitting <b>1,412</b> students through <b>3,807</b> counselling sessions during the reporting period</li> <li>• ACWB conducted <b>57</b> awareness campaigns and group sessions on mental health services to normalise conversations around mental health, encourage timely help-seeking behaviour and reduce associated stigma</li> <li>• Capacity-building programmes for <b>163</b> faculty and residential staff <b>strengthened early identification of psychological distress and referral pathways</b></li> <li>• Gatekeeper training and peer support structures contributed to quicker responses to emerging concerns and reduced escalation to crisis situations</li> <li>• <b>42</b> RAs are being supported by the BANA grant. Training of Resident Assistants and residence staff fostered a more responsive and empathetic living environment, particularly for first-year students adjusting to university life. These <b>peer networks served as accessible first points of contact for students facing academic, social, or emotional challenges</b>, facilitating early identification of concerns and referrals to professional services</li> <li>• Preventive wellbeing initiatives strengthened community belonging and reduced social isolation</li> <li>• There is improved accessibility across academic buildings, residences and common spaces because of the intervention. Installation of <b>824 braille signages</b>, tactile maps</li> </ul> |

and digital navigation tools enabled fuller participation in academic and residential life for visually impaired and mobility-impaired students. These interventions reduced reliance on peers and staff for everyday mobility, promoting greater independence and dignity

### Enhanced inclusive employment and sector influence

- OLS sensitized **172** corporates through outreach, consultations, toolkit dissemination and inclusive hiring dialogues, expanding employer capacity to implement accessible recruitment practices and contributing to **13 students** with disabilities securing placements during the reporting period
- In collaboration with V-Shesh Learning Services and Spandan, OLS launched the **Corporate Diversity Hiring Toolkit**, providing practical resources including an inclusive hiring checklist, reasonable accommodation request forms, digital accessibility guidance, resources on disability etiquette and a playbook aligned with the Rights of Persons with Disabilities Act
- Engagement with Ernst & Young (EY) resulted in a structured collaboration to explore internship and placement opportunities through its Diversity & Inclusion hiring initiatives, helping institutionalize inclusive recruitment pathways
- OLS strengthened the capacity of **134 higher education institutions (HEIs)** through workshops, technical consultations and peer-learning platforms, encouraging wider adoption of inclusive policies and practices
- Multi-stakeholder forums brought together academic leaders, disability practitioners and policymakers to share best practices and develop scalable models for inclusive campuses

### Strengthened Culture of Inclusion and Wellbeing

- Combined academic support, accessibility initiatives, and mental health services have fostered a campus culture that normalises help-seeking behaviour and values diversity in learning needs
- Advocacy and sensitisation efforts increased awareness of disability inclusion among faculty, staff, and students, contributing to a more empathetic campus environment
- Stakeholders reported that inclusion is increasingly viewed not as a special provision but as a core institutional responsibility

### Pictures from the field



*Resident Assistant training sessions*

# Basic Needs

## Relevance of intervention

Basic Needs focus area addresses necessities that affect health, well-being, dignity, and quality of life of vulnerable communities. Access to safe drinking water continues to be a critical global challenge, particularly in rural and water-scarce regions where communities often depend on distant or unhygienic sources, which impact households severely. Improved access to safe and nearby water sources not only reduces health risks but also enhances productivity and school attendance (World Health Organization [WHO], 2023)<sup>14</sup>. The use of unsafe and inadequate water supply contributes to waterborne diseases and places a financial and time burden on households, particularly for women and children (World Health Organization [WHO], 2022; WHO, 2023)<sup>15</sup>. In this context, decentralised interventions such as rainwater harvesting and community water systems are highly relevant for improving water security, affordability, and overall well-being. Improved access to safe water also contributes to broader developmental outcomes by enhancing productivity, reducing household vulnerabilities, and supporting educational participation.

Through these interventions, with support towards Gramalaya Trust, the area of focus contributes to healthier, more resilient communities in rural Tamil Nadu while advancing equity, dignity, and inclusion for vulnerable populations.

# Findings from the impact assessment

## Gramalaya Trust | Support to enhance access to safe drinking water as well as creating awareness on sanitation and hygiene practices

| Grant amount     | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Project location       |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| INR 25,500,000   | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Tamil Nadu: Pudukottai |
| Project overview | In FY 2024-25, BANA supported Gramalaya for the following activities:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                        |
|                  | <ol style="list-style-type: none"><li>1. Providing <b>Rainwater Harvesting Systems (RWH)</b> for <b>250 families</b> in drought-prone areas, addressing water scarcity and enhancing water sustainability</li><li>2. Construction of <b>30 drinking water stations (DWS)</b> in government schools to ensure clean and safe drinking water for students</li><li>3. Conservation of <b>8 natural water bodies (pond/MI tank)</b> to provide access to safe and clean potable water for community people</li><li>4. Improving the health of adolescent girls’ and women in the rural areas by MHM and nutrition education</li></ol> |                        |
| Methodology      | <ul style="list-style-type: none"><li>- Based on OECD DAC principles</li><li>- KPIs developed using UNDP’s Results-Based Framework for programmatic review</li><li>- Mapped and covered primary and secondary stakeholders across locations</li><li>- Used representative sampling across stakeholder groups with varied sampling techniques to inform results</li></ul>                                                                                                                                                                                                                                                          |                        |

<sup>14</sup> World Health Organization. (2023, September 13). Drinking-water. <https://www.who.int/en/news-room/fact-sheets/detail/drinking-water>

<sup>15</sup>World Health Organization, & United Nations Children’s Fund. (2019, June 17). Progress on household drinking water, sanitation and hygiene, 2000–2017: Special focus on inequalities. UNICEF Data. <https://data.unicef.org/resources/progress-drinking-water-sanitation-hygiene-2019/>

## Impact assessment of FY 2024-25 CSR grants

|                  | Stakeholders                                                                                                                                                                                                                                                      | Tools used                                                              |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| <b>Primary</b>   | <ul style="list-style-type: none"> <li>• RWH beneficiaries</li> <li>• DWS beneficiaries</li> <li>• Pond beneficiaries</li> <li>• MHMN beneficiaries</li> <li>• School students and teachers</li> <li>• WASHMAN volunteers</li> <li>• Panchayat members</li> </ul> | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey |
| <b>Secondary</b> | <ul style="list-style-type: none"> <li>• Block coordinators</li> <li>• Technical officers</li> <li>• Implementing partner</li> <li>• Vendors</li> <li>• Block development officer</li> </ul>                                                                      |                                                                         |

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Achievement<sup>16</sup></b> | <ul style="list-style-type: none"> <li>• <b>Rainwater Harvesting (RWH) structures</b> installed at <b>250 households</b>; <b>average savings of INR 4,800 - 6,000</b> per household otherwise spent on water procurement</li> <li>• <b>30 drinking water stations</b> constructed; 30 School Health Water Management Committees established</li> <li>• <b>8 community ponds desilted and renovated</b> to provide potable drinking water to the community</li> <li>• <b>141,581 individuals</b> participated in WASH awareness sessions through indirect education</li> <li>• <b>30,565 women and adolescent girls</b> were educated through Menstrual Hygiene Management and Nutrition (MHMN) awareness sessions conducted across <b>552 schools</b></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Impact created</b>           | <p><b>Strengthened household water security through installation of Rainwater Harvesting system (RWH)</b></p> <ul style="list-style-type: none"> <li>• Gramalaya has supported <b>1,130 individuals</b> by providing <b>safe drinking water through rainwater harvesting structures installed in 250 households</b>. During interactions, <b>all interviewed households reported</b> access to clean drinking water <b>post installation</b>, with the ability to store and use rainwater <b>post monsoons too</b>, reducing year-round <b>dependence</b> on external water sources</li> <li>• 85% of the households surveyed reported a 60% reduction in water expenditure, saving approximately <b>INR 4,800 - 6,000</b> over <b>4 - 5 months</b> due to <b>decreased reliance</b> on purchased water</li> <li>• 95% of beneficiaries highlighted improved water security, while all women reported reduced drudgery, as they <b>no longer travel long</b> distances to fetch water, enabling better use of time for <b>productive</b> activities such as working in their <b>paddy fields, kitchen gardens, poultry farming</b> etc.</li> </ul> <p><b>Improved access to safe water through establishment of Drinking Water Stations (DWS)</b></p> <ul style="list-style-type: none"> <li>• Gramalaya constructed <b>30 drinking water stations</b> at <b>government schools</b> in <b>Pudukottai district</b>. The installation of <b>2,000-litre drinking water stations</b> addressed water shortages, with all school stakeholders confirming improved availability. Further, repurposing of installed Syntex water tanks for non-drinking water needs improved the efficiency and utilisation of existing infrastructure</li> <li>• <b>School Water Management Committees</b> strengthened <b>ownership</b>, with <b>students</b> actively <b>involved in monitoring</b> usage, maintenance, along with assisting younger students in accessing water responsibly, eventually leading to improved accountability and hygiene standards in schools</li> </ul> |

<sup>16</sup> Project achievement numbers reported by Gramalaya as of March 2025

- All students reported access to **safe and covered drinking water**, reducing unsafe storage practices and ensuring improved water quality within school premises

#### Community pond renovation for improved water security

- The project strengthened community water security through renovation of **8 community ponds that had been under maintenance** or renovation for nearly **25 years**. The comprehensive restoration of these water bodies has revived critical local water resources and increased water capacity by about **29,900,000 litres** improving water access for **30,004 community members**
- Following the completion of renovation activities, the water bodies were formally handed over to the community members and the Village Development Water Management Committee (VDWMC)
- The VDWMC members supported the overall **operation and maintenance** in collaboration with the community members, panchayat members and government officials at district level, thus ensuring long term sustainability and community-led management
- Renovation activities improved water quality, groundwater recharge, and local ecology, with strong community ownership demonstrated through active participation in maintenance and monitoring
- All beneficiaries reported year-round access to potable water, with **reduced dependency on external sources and improved availability of a reliable natural water source**
- **75% of women respondents** reported that they have observed a **reduction of approximately 80–90%** in water expenditure, while **85% of the women** from the community shared that **their travel time for collecting potable drinking water had been reduced considerably**

#### Holistic improvement in menstrual hygiene, nutrition awareness and community well-being

- The menstrual hygiene and nutrition awareness campaign reached **30,000+ women and adolescent girls** through sessions and special events in communities, schools, and panchayat meetings
- Gramalaya highlighted that the Akkachipatti village in Neppugai panchayat has been declared as **menstrual waste free village at MHM India summit held in Delhi at Bharat Mandapam**
- **All surveyed primary stakeholders reported using reusable cloth pads**, with **80%** stating that the **low-cost and reusable nature of the pads has reduced their annual expenditure on menstrual hygiene products by approximately INR 600 - 700 per year**
- **Approximately 40% of regular reusable cloth pad users reported reductions in urinary tract infections (UTIs), itching, skin irritation, and rashes**, along with greater comfort and ease during menstruation. These improvements have contributed positively to the physical well-being and confidence of women and adolescent girls
- **85% of the beneficiaries** interviewed reported better understanding of nutrition to be obtained from locally available vegetables, grains, fruits; **increased awareness helped them include these in their regular diets**
- **60% of teachers reported increased attendance among girls**. The teachers cited the transformation as a result of the education and awareness sessions conducted using pictorial, customised IEC materials and the distribution of cloth pads in schools. The teachers also stated that **improved access to menstrual hygiene solutions not only reduced absenteeism but also led to lower stigma during menstrual cycles**



*School students participating in an awareness session conducted by Gramalaya*



*A woman utilises the household rainwater harvesting system*



*An adolescent girl shared her experiences during a menstrual hygiene session*

## Environmental Sustainability

### Relevance of intervention

Environmental sustainability remains a critical development priority in India, where climate change, natural resource degradation, biodiversity loss and unsustainable production practices increasingly threaten rural livelihoods and ecological resilience. Rural communities, which are heavily dependent on natural resources for agriculture and income generation, are particularly vulnerable to challenges such as unreliable access to energy, water scarcity, land degradation, air pollution from agricultural practices, and the fragmentation of critical ecosystems. Addressing these interconnected challenges requires integrated interventions that simultaneously strengthen environmental conservation, promote climate-resilient livelihoods, and enhance community participation in sustainable natural resource management.

Energy is a key enabler and catalyst for development, a role also recognised in SDG 7, which emphasises access to affordable, reliable and sustainable energy. Although India has made notable progress in household electrification, access to reliable electricity remains a challenge in rural sectors such as health, education, agriculture and livelihoods. India has made significant advances in household level electrification, achieving near universal coverage. However, energy poverty remains a key concern<sup>17</sup>. This limits productivity across agriculture, livelihoods, education and local enterprises. At the same time, increasing climate variability, including prolonged dry spells and declining water availability, has intensified pressure on agricultural systems, affecting crop productivity and farmer incomes. Interventions that promote renewable energy solutions, strengthen water security and irrigation systems, and support sustainable livelihood opportunities can reduce dependence on conventional energy sources, enhance resilience to climate-related risks and contribute to more sustainable rural economies. Such efforts are being advanced through initiatives focused on renewable energy access and climate-resilient agricultural systems implemented by PRADAN.

Sustainable agricultural practices are equally important in addressing environmental challenges. Conventional approaches such as crop residue burning continue to be a major contributor to air pollution and greenhouse gas emissions, particularly across northern India. In India's northern regions, farmers often burn rice stubble due to the short time interval between rice harvest and wheat sowing. This practice contributes significantly to air pollution, releasing hazardous greenhouse gases. Lack of awareness about alternative techniques leads to this common yet harmful method of stubble burning<sup>18</sup>. Haryana and Punjab produce 28.1 million tonnes of paddy straw (2018 estimates), with 40% (11.3 million tonnes) burned on the fields and 60% handled through soil incorporation and other techniques. These two Indian states were responsible for 12% and 88% of the straw burning, respectively<sup>19</sup>. Promoting alternative residue management practices through End Poverty, increasing awareness among farming communities and facilitating access to sustainable technologies can help reduce emissions, improve soil productivity and support the transition towards climate-smart agriculture.

Environmental sustainability is also closely linked to inclusive economic development. Rural entrepreneurs, particularly women, often face barriers in accessing resources, technical skills and

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<sup>17</sup> Sonia Akter, Kaushambi Bagchi, Is off-grid residential solar power inclusive? Solar power adoption, energy poverty, and social inequality in India, *Energy Research & Social Science*, Volume 82, 2021, 102314, ISSN 2214-6296. Retrieved from <https://doi.org/10.1016/j.erss.2021.102314>.

<sup>18</sup> Effects of agriculture crop residue burning on aerosol properties and long-range transport over northern India: A study using satellite data and model simulations-ScienceDirect

<sup>19</sup> DACFW. Report of the Committee: Review of the Scheme Promotion of Agricultural Mechanisation for in-situ Management of Crop Residue in States of Punjab, Haryana, Uttar Pradesh and NCT of Delhi. New Delhi: Department of Agriculture, Cooperation and Farmers Welfare, Krishi Bhawan; 2019

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sustainable technologies that can improve the viability of their enterprises. Business and technical training equip women to expand and diversify their enterprises, boosting local economies and creating jobs.<sup>20</sup> Supporting community-based businesses that adopt environmentally responsible practices, including renewable energy-powered solutions and resource-efficient production systems, can generate local employment while advancing sustainability goals. Such approaches by the Society for Development Alternatives contribute to stronger local economies that are both environmentally responsible and economically resilient.

Alongside sustainable livelihoods and agriculture, the conservation and restoration of natural ecosystems are essential for maintaining biodiversity, strengthening ecosystem services and enhancing climate resilience. Ecologically significant landscapes such as the Western Ghats are increasingly affected by habitat degradation and fragmentation, undermining wildlife movement and ecosystem functionality. Restoration of degraded landscapes, sustainable management of private forest lands and community-led conservation efforts offer significant opportunities to improve ecological connectivity, protect biodiversity and safeguard critical natural assets for future generations.

Recognising the multifaceted nature of environmental challenges, this area of focus supports a range of interventions that collectively advance environmental sustainability through clean energy access, climate-resilient agriculture, sustainable livelihoods, pollution reduction, natural resource conservation and biodiversity restoration with Implementing partner such as PRADAN, DA, End Poverty and WRCS.

## Findings from the impact assessment

**Professional Assistance for Development Action (PRADAN)|Support for micro-grids, micro-irrigation systems and net sheds to benefit low-income households; capacity building for farmers to enhance sustainable livelihoods**

| Grant amount            | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Project location                                                                                                                              |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| INR 75,000,000          | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Jharkhand: Gumla, Khunti, West Singhbhum, Lohardaga, Hazaribagh, Bokaro and Dumka<br>Odisha: Keonjhar and Mayurbhanj<br>West Bengal: Jhargram |
| <b>Project overview</b> | In FY 2024-25, BANA supported PRADAN for the following activities:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                               |
|                         | <ol style="list-style-type: none"> <li>1. Installation of 30 Solar Lift Irrigation (SLI) and 12 Solar Micro Irrigation (SMI) systems at select sites, along with 80 shade nets to improve crop quality and enable cultivation of diverse, high-value crops</li> <li>2. Setting up of 20 micro-enterprises to harness excess solar energy generated by the irrigation systems, creating additional livelihood opportunities</li> <li>3. Establishment of 80 Rural Retail Marts and supporting 7 FPOs to improve farmers’ access to markets and income opportunities</li> <li>4. Enhancing agricultural productivity and strengthening livelihoods and overall supporting 15,000 farmers under Farmer Producer Organisations (FPOs) support towards operation and forward and backward linkages</li> </ol> |                                                                                                                                               |

<sup>20</sup> Jain et. Al (2015), Measuring Energy Access in India, CEEW

## Methodology

- Based on OECD DAC principles
- KPIs developed using UNDP's Results-Based Framework for programmatic review
- Mapped and covered primary and secondary stakeholders across locations
- Used representative sampling across stakeholder groups with varied sampling techniques to inform results

|                  | Stakeholders                                                                                                                                                                       | Tools used                                                       |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Primary</b>   | <ul style="list-style-type: none"> <li>• SLI beneficiaries</li> <li>• SMI beneficiaries</li> <li>• RRM beneficiaries</li> <li>• Net Shed farmers</li> <li>• FPO members</li> </ul> | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), |
| <b>Secondary</b> | <ul style="list-style-type: none"> <li>• Implementing partner team</li> <li>• Technical Partners</li> <li>• Vendors</li> </ul>                                                     |                                                                  |

## Achievement<sup>21</sup>

- **39,158** farmers reached during the intervention period across different stakeholder groups
- **30** Solar Lift Irrigation (SLI) systems installed, **12** Solar Micro Irrigation (SMI) systems installed, irrigating **409 acres** of land
- **80** shade nets installed
- **20** solar micro enterprises set up
- **7** Farmer Producer Organisations (FPOs) supported
- **6,150** capacity building sessions **conducted** across **28 villages in 3 states**, focusing on operations and maintenance (O&M) of SLIs and SMIs, strengthening FPOs and modern technology for agriculture
- **80** Rural Retails Marts (RRMs) set up

## Impact created

### Strengthened women capacities through knowledge, skills, and technology

- **Women farmers were empowered through a range of capacity-building initiatives** that strengthened their **knowledge, skills, and access to appropriate technologies**, enabling them to improve agricultural productivity and livelihoods
- **168 capacity-building sessions** were also conducted on **the operation and maintenance (O&M)** of SMI and SLIs, reaching **2,634 individuals**. In addition, **exposure visits** were organised in which **189 farmers** participated. These visits **focused on enhancing awareness and training farmers** on the **benefits and advantages of solar lift irrigation** and the operation and maintenance of these irrigation systems
- All the farmers interacted with **found these sessions helpful**, reporting that they **gained valuable knowledge on the advantages, operation and maintenance of irrigation systems**, which **enhanced their skills and confidence** in setting up and **managing these systems effectively**
- **1,385 capacity-building sessions** were also **organised for FPOs, benefiting 21,350 women farmers**, fostering a business-oriented mindset

### Livelihood enhancement

- The project optimised solar energy use, integrated production with processing, and linked farmers to markets, **generating sustainable livelihoods, increased incomes, and strengthened rural economies**
- Excess energy from the Solar Lift Irrigation units was harnessed to power **20 micro-enterprises** involving **20 farmers**, transforming what would otherwise have been

<sup>21</sup> Project achievement numbers reported by PRADAN as of March 2025

- wasted energy into **income-generating opportunities** and **expanding local livelihoods**, generating an average **annual revenue of INR 1,55,000 per farmer**
- Alongside these, **4 large-scale FPO-led agro-processing units** were supported under the project for millet, turmeric, and other crops. These units processed a **total of 80 metric tonnes of produce annually** and generated a **turnover of approximately INR 3,600,000**. The units employed 4 operators and created local employment for around 16 individuals. This led to **boosted rural incomes**, and promoted year-round livelihood opportunities in the community
- Overall, the infrastructure sites visited were **largely functional and were being used for income-generating activities**, with their long-term sustainability depending on continued market linkages, regular maintenance, and enterprise viability
- 80 RRM**s were established to support the sale of agricultural produce. These marts strengthened rural supply chains, promoted locally produced goods, and contributed to the local economy. Each mart generated an **average annual profit of approximately INR 36,000–40,000**

#### Increased irrigation access, crop cycles and agricultural production

- Before the installation of Solar Lift Irrigation (SLI) systems, agriculture in these **regions was largely rain-fed**, with cultivation **mainly during the monsoon season**. While some farmers also used diesel powered irrigation pumps, the high cost of fuel meant that irrigation was limited, especially for small and marginal farmers. As a result, much of the **land remained fallow after the monsoon, restricting crop diversity and income opportunities**. Hence, the introduction of SLI systems provided a **reliable and low-cost source of irrigation** for farmers
- After SLI installations, **each system now irrigates approximately 13 acres per cycle and enables 2-3 crop cycles per year**. This transformation allowed farmers to **diversify into high-value crops** like watermelon, cauliflower, cabbage, and tomato, **significantly increasing annual incomes**. SLIs set up in FY 2024-25 **yielded around 1,530 metric tonnes from 409 acres of irrigated land** while **reducing an estimated 10,873 kg CO<sub>2</sub>e emissions through reduced diesel consumption**
- Micro-irrigation** was implemented on **60 acres**, enhancing productivity of crops such as watermelon, bitter melon, and brinjal, and **reducing water usage by 40%**
- More than **INR 2,100,000 community contribution** was collected for the establishment of SLI and SMI to ensure **ownership on the part of the community** and to **facilitate the repair and maintenance of the equipment if needed**
- 80 shade-net structures** were installed to enable the protected cultivation. The net sheds produced an overall annual yield of approximately 30 metric tonnes, with farmers earning an average profit of around INR 25,000 per crop cycle
- Overall, **FPO-led annual production reached 32,200 metric tonnes** generating **annual revenue of INR 113,100,000**, demonstrating the project's transformative impact on agricultural productivity, farmer incomes, and rural livelihoods

#### Women empowerment

- The project directly strengthened **women's leadership and participation in rural communities**. Women took active roles **from community engagement to Samiti meetings shaping decisions and guiding resource use**. They served as operators, bookkeepers, mobilisers, and local representatives, ensuring infrastructure was well-maintained and efficiently utilised
- During interactions, women reported **greater agency, increased confidence, and enhanced decision-making abilities**, reflecting the project's tangible impact on **women's financial autonomy and empowerment**
- 7 FPOs** supported by PRADAN were **women-led, serving as strong institutional platforms where women actively planned, coordinated, and executed agricultural and livelihood activities**. As a result, **14,077 women** were collectivised, marking a

**significant scale of women's economic empowerment and ownership in agriculture-based livelihoods**

**Value addition and market linkages**

- 13 FPOs were linked to a Nodal FPO, which facilitated both backward and forward market linkages through three key channels: **bulk procurement of agricultural inputs and produce, Farm-to-Plate (F2P) marketing, and Rural Retail Marts (RRMs)**
- The **Nodal FPO production increased from 21,700 MT to 32,200 MT**, a rise of approximately **48%**, while **annual profit increased from INR 280,000 to INR 1,400,000**, indicating **improved aggregation efficiency and market performance**
- Under the project, Farm-to-Plate (F2P) **continued to be supported to expand market access** for FPO products in urban areas. It evolved from a simple online portal into a recognised brand, catering to urban consumers through a **digital platform and to rural markets through 80 RRM**s. As a result, **annual turnover increased from INR 2,400,000 to INR 15,000,000 reflecting strong growth in market reach and business scale**
- To boost **employment and livelihood opportunities at SLI sites**, complementary interventions were implemented, including **80 shade-net structures, 12 SMI**s, and **20 micro agro-processing units**. The SMI systems improved irrigation efficiency, leading to higher productivity and better-quality produce. The micro agro-processing units enabled primary value addition, generated additional income and seasonal employment, and strengthened FPO-linked value chains through improved marketable surplus. Shade-net structures protected crops from climatic stress, resulting in improved crop quality, higher yields, and increased farmer incomes

**Increased income and savings**

- The project interventions **led to significant increases in farmers' incomes**, while also reducing production costs, diversifying agricultural systems, and strengthening local entrepreneurship—thereby contributing to more sustainable rural livelihoods
- Installation of **SLIs enabled a shift away from diesel-based irrigation**, resulting in **savings of approximately INR 5,000 per acre per cropping cycle**. This **reduced production costs and greenhouse gas emissions**, while also **improving equitable and reliable access to irrigation**
- Across various locations, farmers reported **higher incomes driven by increased cropping cycles and improved yields per cycle** due to the SLI system. For instance, farmers with 2–3 acres of land saw their **average annual income per acre increase from INR 37,500 to INR 87,500, representing an increase of more than 130%**. They also diversified their cropping patterns for self-consumption, enhancing household food security
- Farmers who adopted micro-irrigation techniques achieved average annual **savings of INR 3,000 per acre in irrigation costs** and generated an **additional annual income of INR 15,000 per acre** due to improved productivity. As a result, their average annual income per acre increased to INR 55,500, representing an **increase of approximately 48%**
- Farmers engaged in shade-net cultivation experienced an **average income increase of INR 25,000 per crop cycle** and were able to undertake 2–3 cropping cycles per year, compared to one crop cycle previously, significantly enhancing their annual returns

### Pictures from the field



*Irrigation through SLI in Kheriyarata, West Bengal*



*Woman farmer with her agricultural produce*

**Society for Development Alternatives | Support for solar energy-based enterprise centres owned and managed by women entrepreneurs and for building/creation of women run enterprises**

| Grant amount     | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Project location                                                    |              |            |         |                                                                                                                                                                                   |                                                                     |           |                                                                                                                                   |  |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|--------------|------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------|--|
| INR 28,100,000   | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Uttar Pradesh: Jhansi                                               |              |            |         |                                                                                                                                                                                   |                                                                     |           |                                                                                                                                   |  |
| Project overview | In FY 2024-25, BANA supported DA for following activities:<br><br><div><div>1.</div><div>Mobilisation of 500 women through KBBL and other campaigns</div></div> <div><div>2.</div><div>Strengthening 1 existing Shakti Samuday, Shakti Kendra and Shakti Mart</div></div> <div><div>3.</div><div>Setting up 2 Shakti Samudays and 2 Shakti Kendras</div></div> <div><div>4.</div><div>Setting up 110 women led non-traditional enterprises</div></div>                                                                                                  |                                                                     |              |            |         |                                                                                                                                                                                   |                                                                     |           |                                                                                                                                   |  |
| Methodology      | <div><div>-</div><div>Based on OECD DAC principles</div></div> <div><div>-</div><div>KPIs developed using UNDP’s Results-Based Framework for programmatic review</div></div> <div><div>-</div><div>Mapped and covered primary and secondary stakeholders across locations</div></div> <div><div>-</div><div>Used representative sampling across stakeholder groups with varied sampling techniques to inform results</div></div>                                                                                                                        |                                                                     |              |            |         |                                                                                                                                                                                   |                                                                     |           |                                                                                                                                   |  |
|                  | <table><tr><th></th><th>Stakeholders</th><th>Tools used</th></tr><tr><td>Primary</td><td><div><div>•</div><div>CLF members</div></div><div><div>•</div><div>Shakti Samuday members</div></div><div><div>•</div><div>Non-traditional enterprise beneficiaries</div></div></td><td rowspan="2">Focus Group Discussions (FGDs),<br/>Key Informant Interviews (KIIs),</td></tr><tr><td>Secondary</td><td><div><div>•</div><div>Implementing partner</div></div><div><div>•</div><div>UPSRLM and other government stakeholders</div></div></td></tr></table> |                                                                     | Stakeholders | Tools used | Primary | <div><div>•</div><div>CLF members</div></div> <div><div>•</div><div>Shakti Samuday members</div></div> <div><div>•</div><div>Non-traditional enterprise beneficiaries</div></div> | Focus Group Discussions (FGDs),<br>Key Informant Interviews (KIIs), | Secondary | <div><div>•</div><div>Implementing partner</div></div> <div><div>•</div><div>UPSRLM and other government stakeholders</div></div> |  |
|                  | Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tools used                                                          |              |            |         |                                                                                                                                                                                   |                                                                     |           |                                                                                                                                   |  |
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| Secondary        | <div><div>•</div><div>Implementing partner</div></div> <div><div>•</div><div>UPSRLM and other government stakeholders</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                     |              |            |         |                                                                                                                                                                                   |                                                                     |           |                                                                                                                                   |  |

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Achievement<sup>22</sup></b> | <ul style="list-style-type: none"> <li>• <b>26,504<sup>23</sup> women</b> engaged through various interventions</li> <li>• <b>3 Shakti Samudays</b> set up, and <b>1 Shakti Samuday</b> strengthened</li> <li>• <b>2 Shakti Kendras</b> set up, and <b>1 Shakti Kendra</b> strengthened</li> <li>• <b>1 Shakti Mart</b> strengthened</li> <li>• <b>89,568 kWh<sup>24</sup></b> annual power generation at <b>3 Shakti Kendras</b></li> <li>• <b>15,300 kWh</b> annual power generation at <b>1 Shakti Mart</b></li> <li>• <b>2,639 women</b> engaged through FGDs, Comic workshop and KBBL campaigns</li> <li>• <b>417 women</b> trained</li> <li>• <b>93 new, women-led Non-Traditional Enterprises (NTEs)</b> set up, and <b>39 women-led NTEs</b> strengthened</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Impact created</b>           | <p><b>Strengthened women-led enterprise development</b></p> <ul style="list-style-type: none"> <li>• <b>Shakti Kendras and Shakti Mart support 12 production and service units</b>, including dona-pattal (disposable crockery) manufacturing, slipper production, an oil expeller unit, an RO filtration unit, a tent house, an e-rickshaw charging station, audio equipment rental services, brick retail, a groundnut thresher, and biomass pelletisation units</li> <li>• The project <b>strengthened entrepreneurial capacities</b> among women-led enterprises through training sessions on <b>business planning, enterprise management, marketing, and financial management</b>. Participatory approaches, including <b>vision-building exercises and scenario-based learning</b>, enabled women to identify <b>entrepreneurial opportunities</b> aligned with their aspirations and local demand, strengthening informed decision-making and agency. During FY 2024–25, 11 training sessions were conducted benefitting 417 women entrepreneurs</li> <li>• The <b>udyaME Kiosks</b> were established as <b>one-stop centres</b> offering <b>13 essential enterprise support services</b>. Through these kiosks, entrepreneurs accessed services such as <b>Udyam registration, loan facilitation, financial linkages, and market support, strengthening enterprise formalisation</b> and enabling women entrepreneurs to <b>address key business needs across different stages of enterprise development</b></li> <li>• <b>UdyaME Mela</b> was also organised in <b>collaboration with the Uttar Pradesh State Rural Livelihood Mission (UPSRLM)</b>, which connected women entrepreneurs with <b>finance, technology, markets, and business support services under one platform</b>. The mela showcased 43 women-led enterprises and attracted over 1,000 visitors, <b>enhancing enterprise visibility, strengthening market and financial linkages, and creating new opportunities for business growth and collaboration</b></li> <li>• In addition, existing <b>Shakti Samudays, Shakti Kendra, and Shakti Mart</b> were further strengthened through continuous handholding, operational support, and capacity building. This included support for market linkages, financial planning, and enterprise operations to ensure their effective functioning and long-term sustainability</li> </ul> <p><b>Access to clean and renewable energy</b></p> <ul style="list-style-type: none"> <li>• The <b>integration of solar power at the Shakti Kendras and Shakti Mart</b> enabled women-led enterprises to <b>access clean and renewable energy</b>, while also <b>reducing electricity expenditure</b>. During the field visit, women beneficiaries associated with Shakti Kendras and Shakti Mart <b>reported average savings of INR 12,000–15,000 per month, strengthening the long-term sustainability of their enterprises. Annual solar power generation averaged 89,568 kWh and 15,300 kWh across 3 Shakti Kendras and 1 Shakti Mart, respectively</b></li> </ul> |

<sup>22</sup> Project achievement numbers reported by the Society for Development Alternatives as of March 2025

<sup>23</sup> Breakdown of beneficiaries reported by implementation partner is as follows: 26,452 members of 11 Cluster Level Federations engaged in Shakti Kendra, Shakti Mart, Shakti Samuday and Non-Traditional Enterprises; and 52 women (not associated with CLF) engaged in non-traditional enterprises

<sup>24</sup> 89,568 kWh includes annual solar power generation of 46,800 kWh from the existing Shakti Kendra and 42,768 kWh from two newly established Shakti Kendras

- **Prior to the installation** of solar power systems, enterprises **often faced unreliable electricity supply**. Access to stable and uninterrupted solar power **improved energy reliability** and **strengthened the operational efficiency** of women-led enterprises.
- Surveyed beneficiaries stated that reliable solar energy has **minimised disruptions caused by power outages, ensuring continuity in manufacturing and processing activities**.
- The transition to solar power **reduced dependence on non-renewable energy, lowered carbon emissions, and promoted environmentally sustainable enterprise development**. Overall, the infrastructure sites visited were largely functional and were being used for income-generating activities, with their long-term sustainability depending on continued market linkages, regular maintenance, and enterprise viability

#### Enhanced income and employment opportunities

- Shakti Kendras and Shakti Mart centres directly **engaged 39 women**, providing meaningful **income generating opportunities** to them. Field interactions indicated that participation in the project **helped women expand their roles beyond household responsibilities**, enabling them to engage in enterprise operations, customer interaction, and market-facing activities
- Overall, all the 3 Shakti Kendras and 1 Shakti Mart generated an **average monthly income of INR 356,446**, strengthening the financial sustainability of the centres
- Under the project, **93 new non-traditional enterprises were established** and **39 were supported for growth and expansion**. Collectively, they generated an **average monthly income of over INR 10,000** and **created employment for 371 individuals**, contributing to improved livelihoods and **local economic development and empowerment**
- The project facilitated **credit linkages** for **72 women entrepreneurs**, mobilising more than **INR 5,700,000** through institutions such as Rang De, Ecofy, Metafin, and others. This **strengthened financial inclusion** and **enabled enterprise establishment, expansion, and improved access to working capital**

#### Women empowerment

- Women who **previously had limited economic opportunities** were **now engaged in managing enterprise operations, interacting with financial institutions and customers, participating in meetings with government officials, and taking on diverse roles within the enterprises**
- These experiences **built their self-confidence** and **strengthened decision-making skills**, leading to **increased participation in both household and enterprise-level decision-making**
- All women beneficiaries interacted with reported **enhanced recognition and respect from their families and community members**, driven by their economic contributions and engagement in entrepreneurial activities
- **Financial security**, if not complete financial independence, also emerged as a key outcome. Women reported that **greater control over financial resources enhanced their sense of empowerment**
- Many women emerged as **role models and mentors, inspiring entrepreneurship among other women**
- Overall, the intervention led to **women's empowerment**, with women not only earning livelihoods but also emerging as **decision-makers, leaders, and agents of change** at the community level

## Pictures from the field



*A session is being conducted with CLF members to understand their aspirations and to identify opportunities to strengthen their entrepreneurial potential*



*Members of Mandakini Mahila Udyog Samiti with the solar installation*

## End Poverty | Support for sustainable crop residue management initiative

| Grant amount            | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Project location                                                 |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------|------------|----------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--|
| INR 20,000,000          | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Haryana: Karnal and Kurukshetra                                  |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
| <b>Project overview</b> | In FY 2024-25, BANA supported End Poverty for following activities:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
|                         | <ol style="list-style-type: none"> <li>1. Reducing the harmful practice of stubble burning in 150 villages of Karnal and Kurukshetra districts of Haryana</li> <li>2. Conducting Information Education Communication (IEC) awareness campaigns at district, block and village level and reaching out to 20,000 farmers in Haryana</li> <li>3. Promotion of Krishi Yantra Saathi (KYS) App and linkages of farmers and CHCs to KYS App</li> <li>4. Bridging the gaps in CRM through leasing CRM equipment and providing stubble storage spaces</li> <li>5. Promoting crop diversification and Direct Seeded Rice (DSR) method</li> </ol> |                                                                  |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
| <b>Methodology</b>      | <ul style="list-style-type: none"> <li>- Based on OECD DAC principles</li> <li>- KPIs developed using UNDP's Results-Based Framework for programmatic review</li> <li>- Mapped and covered primary and secondary stakeholders across locations</li> <li>- Used representative sampling across stakeholder groups with varied sampling techniques to inform results</li> </ul>                                                                                                                                                                                                                                                           |                                                                  |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
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|                         | Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tools used                                                       |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
| <b>Primary</b>          | <ul style="list-style-type: none"> <li>• Farmers</li> <li>• CRM/CHCs vendors</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |
| <b>Secondary</b>        | <ul style="list-style-type: none"> <li>• Implementing partner</li> <li>• Government officials</li> <li>• Deloitte implementation team</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |              |            |                |                                                                                         |                                                                  |                  |                                                                                                                                                  |  |

## Achievement<sup>25</sup>

- **156 villages** across **2 districts of Haryana**
- **28,110 farmers** reached through Information, Education, and Communication (IEC) campaigns, access to storage facilities and Krishi Yantra Saathi (KYS) app linkages
- **108** district, block and village level IEC campaigns organised
- **57,367** door-to-door visits conducted
- **753 Custom Hiring Centres (CHCs) and Crop Residue Management (CRM) vendors** registered on KYS App
- **591,928 tonnes of stubble cleared** from **236,771 acres of land**
- **~828,699 tonnes of CO<sub>2</sub> emissions** prevented

## Impact created

### Behavioural change demonstrating greater awareness and lower reliance on stubble burning

- The **Information, Education, and Communication (IEC) campaigns** were a **key component of the project**, aimed at promoting paddy CRM and discouraging stubble burning. A total of **108 campaigns** at district, block, and village levels reached **3,895 farmers**, with an additional **57,367 door-to-door visits** conducted to raise farmers' awareness
- All farmers interacted with confirmed that they had participated in IEC campaigns. Through awareness campaigns, one-on-one interactions, and the distribution of IEC materials, the IEC initiatives led to **improvements in farmers' knowledge, attitudes, and practices (KAP), promoting the adoption of sustainable residue management practices**
- During field visits and stakeholder interactions, **all surveyed beneficiaries reported that they did not resort to stubble burning to clear their fields**, reflecting strong adoption of sustainable residue management practices
- Active Fire Locations decreased in Karnal, from 53 in FY 2023-24 to 35 in FY 2024-25, and in Kurukshetra, from 83 in FY 2023-24 to 38 in FY 2024-25. Overall, there **was a 46% reduction in AFLs from FY 2023-24 to FY 2024-25 across both districts**, reflecting the adoption of sustainable residue management practices
- Implemented in collaboration with the Government of Haryana, with support from Deloitte and funding support from Bank of America in two districts, the programme showcases how cross-sector partnerships can help accelerate the adoption of sustainable agricultural practices.

### Tech-enabled access and adoption of CRM services and machinery

- A key part of the intervention focused on **expanding access to Crop Residue Management (CRM) equipment**. The project enabled the leasing of CRM machines, **helping to ease the imbalance between strong demand for stubble management services and the limited supply of machinery** in the area. By improving access to these tools, the intervention helped remove practical constraints and **supported the shift toward more efficient and environmentally responsible stubble management practices**
- During field interactions, all surveyed beneficiaries reported that they found the intervention highly **useful**, as it provided **access to CRM machinery during the critical harvesting period** and **enabled efficient field clearance**
- The KYS app **registered 28,110 farmers** and **linked them to 753 CHCs and CRM vendors**, integrating technology for **providing CRM equipment access**
- By using the app, **farmers saved 2-5 days** that were previously spent **arranging equipment manually, reduced uncertainty regarding service availability, and ensured timely access to equipment during critical harvest period**, demonstrating significant gains in efficiency and reliability

<sup>25</sup> Project achievement numbers reported by End Poverty as of March 2025

- Field interactions revealed that 80% of farmers installed the app, 90% availed services through it, and **95% reported satisfaction with equipment quality and vendor support**
- Farmers reported **improved reliability, efficiency, and ease of access to CRM machinery**, while village coordinators supported older farmers, ensuring inclusive technology adoption
- **Two new storage facilities** (1 acre each) with capacity of 13,607 - 18,143 MT were also provisioned, which enabled 96 farmers to store stubble safely, **reducing pressure to burn and supporting on-time field clearance**

#### Environmental and economic outcomes delivered because of the intervention

- The project facilitated the **clearing of 591,928 tonnes of paddy stubble across 236,771 acres of land, preventing open-field burning and avoiding approximately 828,699 tonnes of CO<sub>2</sub> emissions**, thereby contributing to **cleaner air and significant climate benefits**
- Additionally, approximately **1,000 tonnes of collected stubble** were sold to **End User Industries (EUIs)** including **paper, oil, agriculture, liquor manufacturing and waste management sectors**, generating **INR 1,620,000 in revenue**. This created an additional income stream for vendors while promoting sustainable crop residue management
- 20 farmers were also **trained on Direct Seeded Rice (DSR) and crop diversification**, supported with **agricultural kits and hands-on guidance**
- During field interactions, all sample beneficiaries interacted with, reported positive outcomes: **DSR helped save 25-30% of water compared to traditional practices, while crop diversification enabled multiple cropping cycles per season, boosting productivity and income potential**
- During field interactions, farmers reported that DSR practices resulted in **average savings of INR 8,000-10,000 per acre per cycle**, in addition to a **subsidy of INR 4,500 per acre**, demonstrating clear **economic benefits alongside sustainable water and resource use**
- **Crop diversification enabled multiple cropping cycles and higher incomes**, with average net profits of INR 58,100 per acre for sugarcane and INR 198,000 per acre for vegetables

#### Pictures from the field



*Farmers attending the training on DSR and crop diversification*



*Training being held for farmers on CRM*

| Grant amount              | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Project location                                                                             |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--|--------------|------------|---------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------|
| INR 10,000,000            | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Maharashtra: Satara                                                                          |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |
| Project overview          | In FY 2024-25, BANA supported WRCS for following activities:<br><br><div><div>1.</div><div>Plant 42,550 saplings</div></div> <div><div>2.</div><div>50 hectares to be taken under plantation</div></div> <div><div>3.</div><div>100% fencing, fire lines &amp; irrigation</div></div> <div><div>4.</div><div>Aftercare of the plantation to be carried out regularly for a period of three years.</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                              |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |
| Methodology               | <div><div><div>-</div><div>Based on OECD DAC principles</div></div><div><div>-</div><div>KPIs developed using UNDP’s Results-Based Framework for programmatic review</div></div><div><div>-</div><div>Mapped and covered primary and secondary stakeholders across locations</div></div><div><div>-</div><div>Used representative sampling across stakeholder groups with varied sampling techniques to inform results</div></div></div> <table><tr><th></th><th>Stakeholders</th><th>Tools used</th></tr><tr><td>Primary</td><td><div><div>•</div><div>Landowners</div></div><div><div>•</div><div>Plantation workers</div></div></td><td rowspan="2">Focus Group Discussions (FGDs),<br/>Key Informant Interviews (KIIs),<br/>Document verification</td></tr><tr><td>Secondary</td><td><div><div>•</div><div>Project head</div></div><div><div>•</div><div>Implementation partner team</div></div></td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                              |  | Stakeholders | Tools used | Primary | <div><div>•</div><div>Landowners</div></div> <div><div>•</div><div>Plantation workers</div></div> | Focus Group Discussions (FGDs),<br>Key Informant Interviews (KIIs),<br>Document verification | Secondary | <div><div>•</div><div>Project head</div></div> <div><div>•</div><div>Implementation partner team</div></div> |
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| Primary                   | <div><div>•</div><div>Landowners</div></div> <div><div>•</div><div>Plantation workers</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Focus Group Discussions (FGDs),<br>Key Informant Interviews (KIIs),<br>Document verification |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |
| Secondary                 | <div><div>•</div><div>Project head</div></div> <div><div>•</div><div>Implementation partner team</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                              |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |
| Achievement <sup>26</sup> | <div><div>•</div><div>25 landowners reached</div></div> <div><div>•</div><div>40.9 hectares under plantation</div></div> <div><div>•</div><div>43,100 (101% of target) saplings planted</div></div> <div><div>•</div><div>3,000 plants replanted as part of FY 2024 aftercare</div></div> <div><div>•</div><div>294 plantation workers engaged in plantation</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                              |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |
| Impact created            | <div>Restoring ecologically significant community landscapes</div> <div><div>•</div><div>The plantation initiative has brought 40.9 hectares of degraded community-owned land under restoration, in the villages of Bopoli, Shivandeshwar, and Gokul Tarf Helwak, creating conditions that are expected to strengthen ecological integrity over time.</div></div> <div><div>•</div><div>An 85% survival rate indicates positive early signs of plantation establishment with prospective ecological restoration outcomes such as biodiversity recovery, habitat regeneration, and ecosystem connectivity.</div></div> <div><div>•</div><div>The planting of native species that are ecologically suitable for the region such as Jackfruit, Cinnamon, Teak, and Soap nut is expected to support ecological resilience and generate future NTFP (Non-Timber Forest Product)-based livelihood opportunities as the plantation matures.</div></div> <div><div>•</div><div>Sustainability was strengthened through a combination of protective fencing, low-cost gravity-fed irrigation, and systematic monitoring of plant survival.</div></div> <div><div>•</div><div>It was noted that the area surrounding the plantation had experienced forest fires multiple times in 2025. The maintenance of fire lines likely contributed to protection of plantation areas despite forest fires in surrounding landscapes.</div></div> <div><div>•</div><div>The contribution of villagers towards fencing costs at the Gokul site reflects strong community ownership and shared responsibility for resource protection.</div></div> |                                                                                              |  |              |            |         |                                                                                                   |                                                                                              |           |                                                                                                              |

<sup>26</sup> Project achievement numbers reported by WRCS as of March 2025

### Generating local livelihoods and inclusive economic benefits

- The project has delivered substantial livelihood benefits to marginalised communities, particularly households belonging to BPL and Scheduled Caste categories.
- Across phases, **294 workers were engaged, generating 8,336 person-days of employment and a combined income of INR 2,440,000.**
- Workers value the opportunity to earn within their villages, **reducing distress migration and enabling participation in local environmental conservation. 70% of surveyed workers reported that the project enabled them to work in their native villages.**
- The predictable bi-monthly payment structure has **strengthened saving habits and contributed to universal bank account ownership among surveyed workers, advancing financial inclusion.**
- WRCS also encouraged workers to manage their earnings **through formal banking systems and promoted awareness of savings and insurance products.**
- Approximately **70% of surveyed workers** reported applying for **formal financial services**, including Postal Life Insurance (PLI), indicating greater uptake of financial services beyond basic banking.
- This improved access provided households with life insurance cover and greater protection against income shocks arising from the loss of an earning member, **strengthening long-term financial resilience among rural families**

### Pictures from the field



*Fencing installed at Bopoli plantation*



*Workers at plantation site*

## Arts and Culture

### Relevance of intervention

Arts and culture play a vital role in preserving collective heritage, fostering creativity, strengthening cultural identity, and promoting inclusive learning. In an increasingly digital and globalised world, ensuring access to cultural resources and heritage remains essential for enabling individuals and communities to engage with history, traditions, and artistic expression. At the same time, cultural institutions face challenges related to accessibility, preservation, and audience engagement, particularly among younger generations and underserved communities. Strengthening access to arts and culture therefore contributes not only to heritage preservation but also to education, social inclusion, and lifelong learning.

Art is integral for children during early development periods as it can develop brain capacity by engaging senses and encouraging the development of cognitive, social-emotional, and multisensory skills<sup>27</sup>. However, access to interactive and child-centred cultural learning opportunities remains limited for many children, especially in urban environments where educational engagement with heritage and the arts may be constrained. Initiatives that create immersive and accessible cultural learning spaces can encourage children to explore history, art, and culture in engaging ways, contributing to their holistic development and fostering an appreciation of cultural heritage from an early age. These objectives are being advanced through efforts to expand access to museum-based learning experiences for children by Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS).

Alongside improving public engagement with arts and culture, the preservation of cultural heritage has become increasingly important in the face of physical deterioration, environmental risks, and limitations in access to collections. With only about 16% of the world's 1.1 billion cultural objects digitised, significant barriers to digitisation persist. By advancing digitisation and research, the programme safeguards fragile artefacts, expands global access, and strengthens research and knowledge creation.<sup>28</sup> These priorities are being addressed through initiatives focused on the digitisation, documentation, and dissemination of cultural heritage collections by the Museum of Art & Photography (MAP).

Recognising the importance of both cultural participation and heritage preservation, this area of focus supports interventions that promote access to arts and culture while safeguarding cultural assets for future generations. Through child-focused cultural education, enhanced public engagement with heritage, and the digitisation of cultural collections, these initiatives contribute to a more inclusive, accessible, and resilient cultural ecosystem.

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<sup>27</sup> 'Art- An opportunity to develop children's skills' – Pennsylvania State University

<sup>28</sup> MuseumNext. (2025, October 4). *A Decade of Digitization: How museums are saving the planet, one specimen at a time.*

# Findings from the impact assessment

## Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS) | Continued support for the Children's Museum

| Grant amount              | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Project location                                                                             |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--|--------------|------------|---------|----------------------------------|----------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------|
| INR 22,500,000            | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Maharashtra: Mumbai City                                                                     |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
| Project overview          | In FY 2024–25, BANA continued its support towards Children’s Museum at Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS), which caters to children aged 2–18 years and is designed to foster curiosity and enhance learning in art, history, and culture among children.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                              |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
| Methodology               | <div><div><div>- Based on OECD DAC principles</div><div>- KPIs developed using UNDP’s Results-Based Framework for programmatic review</div><div>- Mapped and covered primary and secondary stakeholders across locations</div><div>- Used representative sampling across stakeholder groups with varied sampling techniques to inform results</div></div><table><tr><th></th><th>Stakeholders</th><th>Tools used</th></tr><tr><td>Primary</td><td><div><div>• Children</div></div></td><td rowspan="2">Focus Group Discussions (FGDs),<br/>Key Informant Interviews (KIIs),<br/>Document verification</td></tr><tr><td>Secondary</td><td><div><div>• Other museum visitors</div><div>• Project head</div><div>• Implementing team</div></div></td></tr></table></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                              |  | Stakeholders | Tools used | Primary | <div><div>• Children</div></div> | Focus Group Discussions (FGDs),<br>Key Informant Interviews (KIIs),<br>Document verification | Secondary | <div><div>• Other museum visitors</div><div>• Project head</div><div>• Implementing team</div></div> |
|                           | Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Tools used                                                                                   |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
| Primary                   | <div><div>• Children</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Focus Group Discussions (FGDs),<br>Key Informant Interviews (KIIs),<br>Document verification |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
| Secondary                 | <div><div>• Other museum visitors</div><div>• Project head</div><div>• Implementing team</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                              |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
| Achievement <sup>29</sup> | <div><div><div>• 61 partnerships built with schools, colleges and NGOs</div><div>• 152,042 offline participants at Museum activities such as workshops, guided tours, open activities, and exhibitions</div><div>• 17,756 children reached through Trunk Museum</div><div>• 292,854 subscriber count across social media with 326,993 engagements (likes/shares/comments count)</div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                              |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |
| Impact created            | <div><div><div>Advancing interdisciplinary and curriculum-linked learning</div><div><div><div>• CSMVS strengthened its role as an educational partner by aligning museum-based learning with school curricula across boards.</div><div>• Through its Blended Learning Programme (BLP), the Museum integrated art, history, natural sciences, archaeology, and textile traditions into structured virtual and onsite sessions.</div><div>• Delivered as standalone modules or sustained engagements, these sessions were co-designed with educators, enabling a collaborative student–teacher–museum ecosystem.</div><div>• National collaborations with educator networks and cultural organisations enabled online sessions reaching 1,500-2,000 participants per session on average, significantly amplifying access beyond Mumbai. Multilingual delivery (English, Hindi, Marathi), structured teacher training programmes, and the Sustained Enrichment Programme (SEP) deepened institutional partnerships and strengthened classroom integration of museum resources.</div></div></div><div><div>Fostering creative confidence and socio-emotional learning</div><div><div>• The Young Curator’s Programme is an example of how the Museum enabled children to explore the vast CSMVS archives and select five artefacts of interest, thereby sharpening their creative thinking skills.</div></div></div></div></div> |                                                                                              |  |              |            |         |                                  |                                                                                              |           |                                                                                                      |

<sup>29</sup> Project achievement numbers reported by CSMVS as of March 2025

- The educators highlighted that the selections made by the children not only provided insights into their unique personalities and interests but also reflected what captures the interest of today's generation of children.
- The Children's Museum expanded beyond academic enrichment to **nurture creativity and emotional development**. Targeted workshops, such as textile-based craft sessions and art therapy engagements, encouraged **self-expression, mindfulness and cultural appreciation**.
- It further strengthened analytical and interpretive skills by enabling children (including those from NGOs and schools catering to children with disabilities) to **research, interpret, and publicly present selected artefacts**. These experiences broadened awareness of **cultural and museum careers and cultivated confidence, communication skills, and independent thinking**.
- Collectively, these interventions accelerated early exposure to culture among children and adolescents, contributing to **long-term mindset shifts toward heritage appreciation and creative exploration**.

#### Expanding equitable access to culture and history

- Through initiatives such as the **Trunk Museum Project**, CSMVS expanded outreach to schools and NGOs unable to physically access the museum. **Portable, curriculum-aligned learning "trunks"** on themes such as **ancient civilisations, coinage, miniature paintings, and stone tools** enabled immersive and hands-on engagement across diverse geographies in the Mumbai Metropolitan Region, including **Malad, Gorai, Dadar, Jogeshwari, Wadala, Govandi, Mankhurd, Andheri, Charni Road, Versova, Colaba, Mulund, Kalwa, and Thane**.
- Various workshops and sessions with schools and NGOs were delivered free of cost and adapted to beneficiary profiles, developmental stages, and special needs requirements, including customised and multilingual formats. **This ensured meaningful participation for children from varied socio-economic backgrounds, including Persons with Disabilities (PwDs)**.

#### Pictures from the field



*Students attending a puppet show at*



*Students at an exhibition walk-through led by a CSMVS educator*

**Museum of Art & Photography (MAP) | Continued support for the Museum's digitisation projects as well as on-going research and conservation along with relevant exhibitions**

| Grant amount              | Project period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Project location                                                        |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--|--------------|------------|---------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------|
| INR 60,000,000            | April 2024 - March 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Karnataka: Bengaluru Urban                                              |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
| Project overview          | In FY 2024-25, BANA supported MAP for following activities:<br><br><div><div>1.</div><div>Digitisation of 3,000 pop-culture objects in the MAP collection to be uploaded on MAP website for public access.</div></div> <div><div>2.</div><div>Creation of 40 holographic representations of places and events of cultural significance in India for view at MAP.</div></div> <div><div>3.</div><div>Conduct 4 exhibitions</div></div> <div><div>4.</div><div>Creation of 10 short films</div></div>                                                                                                                                                                                                                                                                                                                                                                                     |                                                                         |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
| Methodology               | <div><div><div>-</div><div>Based on OECD DAC principles</div></div><div><div>-</div><div>KPIs developed using UNDP’s Results-Based Framework for programmatic review</div></div><div><div>-</div><div>Mapped and covered primary and secondary stakeholders across locations</div></div><div><div>-</div><div>Used representative sampling across stakeholder groups with varied sampling techniques to inform results</div></div></div> <table><tr><td></td><td>Stakeholders</td><td>Tools used</td></tr><tr><td>Primary</td><td><div><div>•</div><div>Museum visitors</div></div><div><div>•</div><div>Participants</div></div></td><td rowspan="2">Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey</td></tr><tr><td>Secondary</td><td><div><div>•</div><div>Project head</div></div><div><div>•</div><div>Implementing partner</div></div></td></tr></table> |                                                                         |  | Stakeholders | Tools used | Primary | <div><div>•</div><div>Museum visitors</div></div> <div><div>•</div><div>Participants</div></div> | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey | Secondary | <div><div>•</div><div>Project head</div></div> <div><div>•</div><div>Implementing partner</div></div> |
|                           | Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tools used                                                              |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
| Primary                   | <div><div>•</div><div>Museum visitors</div></div> <div><div>•</div><div>Participants</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), Survey |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
| Secondary                 | <div><div>•</div><div>Project head</div></div> <div><div>•</div><div>Implementing partner</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                         |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
| Achievement <sup>30</sup> | <div><div>•</div><div>Conservation process completed for 5,897 objects in the ‘Film Ephemera’ collection</div></div> <div><div>•</div><div>4,960 objects digitised from ‘Film Ephemera’ collection</div></div> <div><div>•</div><div>2,075 textiles digitised from ‘Haveli’ collection</div></div> <div><div>•</div><div>6,668 objects uploaded online<sup>31</sup></div></div> <div><div>•</div><div>5 exhibitions organised with 9,711 visitors to these exhibitions</div></div> <div><div>•</div><div>40 immersive holographic videos created</div></div> <div><div>•</div><div>18,183 beneficiaries through events, MAP Digital experience and exhibitions<sup>32</sup></div></div> <div><div>•</div><div>189,612 digital impressions reached (72,905 unique impressions) on the MAP website</div></div>                                                                            |                                                                         |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |
| Impact created            | <div>Restoration and conservation of artefacts</div> <div><div>•</div><div>Conservation process completed for 5,897 objects in the ‘Film Ephemera’ collection, of which 4,960 objects were digitized</div></div> <div><div>•</div><div>2,075 textiles digitised from ‘Haveli’ collection</div></div> <div><div>•</div><div>Built a comprehensive timeline of Hindi cinema (1950s–2000s), with insights into regional histories.</div></div> <div><div>•</div><div>Preserved fragile materials (posters, booklets, ads) through large-scale conservation and digitisation.</div></div> <div><div>•</div><div>Established a structured, searchable archive via accessioning, metadata, and research.</div></div>                                                                                                                                                                          |                                                                         |  |              |            |         |                                                                                                  |                                                                         |           |                                                                                                       |

<sup>30</sup> Project achievement numbers reported by MAP as of March 2025

<sup>31</sup> 1,041 objects uploaded in FY 2024-25 and 4,727 objects uploaded in FY 2023-24.

<sup>32</sup> This figure excludes website users, digital impressions, and other online audiences. While unique museum visitors and website users may be reached through the programme, these beneficiaries are difficult to verify and track accurately, hence Indirect beneficiaries are not reported by IP.

- Enabled wider access through a dedicated **digital subdomain**.
- **Advanced thematic research and visual timelines**, deepening cultural insights.
- Strengthened **global textile preservation** through the 'Haveli Collection' (textiles, ephemera, swatches, design materials).
- Improved **long-term care** via systematic handling, documentation, and storage.
- Captured techniques and craftsmanship through **detailed metadata**.
- Expanded access for researchers and public, **sustaining relevance of traditional crafts**.

#### Digital preservation and access to cultural heritage

- Completed all **40 planned shoots**, digitising and publishing **40 cultural sites** across Karnataka.
- Enhanced **preservation and public access to regional heritage** through online dissemination.
- Produced **10 short films** documenting senior artists and traditional art forms.
- Captured rare insights into **artistic processes, preserving knowledge and narratives**.
- Covered diverse art traditions (**Phulkari, Kalamkari, Madhubani, Pichhwaai, etc.**).
- Collaborated with renowned filmmakers, strengthening **quality and authenticity**.

#### Advancing research-driven and immersive museum experiences

- Integrated **research-led documentation with digital archiving**, enriching interpretation and access.
- Conducted detailed **provenance and material research** to deepen cultural context.
- Delivered 5 **immersive exhibitions** with strong educational programming, **engaging 9,711 visitors**. These exhibitions were Krishna Reddy Exhibition, Textile Exhibition- Chay Reds, Ferrous Black, Textile Exhibition- Ticket Tika Chaap, Botanical Art Exhibition and Sasken exhibition on Diwakar Karkare.
- **95%** of surveyed visitors found the exhibitions interesting and informative.

##### Key exhibitions:

- ***Rhyme Unbroken***: Showcased Krishna Reddy's global practice and philosophical themes through 50 prints and a sculpture.
- ***Chay Reds, Ferrous Black***: Explored India–Sri Lanka textile histories through research-led curation.
- ***Ticket Tika Chaap***: Examined textile labels as early branding and their cultural-commercial impact.

#### Advancing accessibility and inclusive engagement

- Ensured **barrier-free physical access** through inclusive building design.
- Maintained open digital access; recorded **189,612 impressions and 72,905 unique users**.
- Enhanced inclusivity via **tactile displays, audio guides, and visual descriptions**.
- Developed **family-friendly interpretive tools** to engage younger audiences.
- Expanded reach through **holographic displays of heritage sites**, addressing geographic barriers.

## Pictures from the field



*Ticket Tika Chaap exhibition*



*Conserved and digitised movie poster part of the 'Film Ephemera' collection*



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