



LTIMindtree



**SUMMARY REPORT
IMPACT ASSESSMENT
CSR PROGRAMME
LTIMINDTREE
2024-25**

Prepared By



BIMTECH
BIRLA INSTITUTE
OF MANAGEMENT TECHNOLOGY



AACSB
ACCREDITED

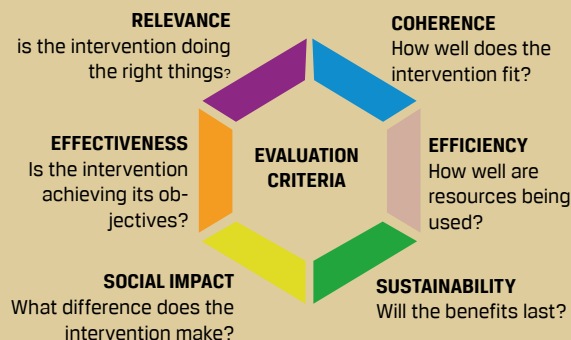
1. Object of the Impact Assessment Study

Assess the extent to which project activities were implemented and contributed to achieving project goals. The assessment focused on the quality of technical assistance, feedback mechanism, timeliness, and project completion. Identify good practices and gaps in the project implementation in order to provide recommendations for program quality improvement and future replication purposes. The time period for the project is 2022-23. Birla Institute of Management Technology (BIMTECH) was retained to conduct the assessment study.

2. Methodology

The Organization for Economic Cooperation and Development (OECD) criteria for project assessment was adapted for this study (Fig 1). The assessment team used a bouquet of techniques to elicit information and evidence to enable it to make a judgment on how an individual initiative has performed, which include (i) Semi Structured Interviews, (ii) Case Studies, (iii) Observation, (iv) Focus Group Discussion and (v) Secondary Data (where available). Based on the evidence and information, the team rated for each element in the framework (coherence, relevance, effectiveness, efficiency, impact, and sustainability) for a given project. To keep the biases at bay, a senior team member reviewed the field team assessment and the impressions triangulated. The scoring for each criteria was done as per the following scale

Fig 1: The Impact Assessment Framework



Rating Scale

Score	Category
0-2	Low
2-4	Moderate
4-5	High

Summary of Findings

Project	Partner NGO	Coherence	Relevance	Effectiveness	Efficiency	Impact	Sustainability	Overall
A. INCLUSION PROJECTS								
Inclusive Park, New Town, Kolkata	CBM	5	5	4.4	5	5	5	4.9
Bone Marrow Therapy for Thalassaemia patients	Narayana Hrudayalaya Hospital	5	5	5	4.4	5	5	4.95
B. EDUCATION PROJECTS								
Foundational Learning & Numeracy	Shiksana	5	5	5	5	5	5	5
Virtual Learning	eVidyaloka	5	5	3.6	4.2	3	3	3.96
Digital literacy for Students	Muskan Dream Creative Foundation	5	5	3.7	3.0	5	2.2	3.98
Introduction to Basic Technology	Vigyan Ashram	5	5	5	4	5	3.2	4.7
Scholarship to Students	Muskan Dream Creative Foundation	5	5	3.8	4.4	5	3.5	4.45
C. YOUTH EMPOWERMENT PROJECTS								
IT Skills Training	TATA Community Initiatives Trust	5	5	3.3	4.7	5	3.8	4.46
YUVA Jyoti - Vocational Training Programme for Rural Youth and Women	BEEM Rural Development Organisation	5	5	4.4	5	5	3.8	4.7
Certificate Program in IT	Edunet Foundation	4.5	5	4.3	4.9	5	4.4	4.68

Summary of Findings

Project	Partner NGO	Coherence	Relevance	Effectiveness	Efficiency	Impact	Sustainability	Overall
D. WOMEN EMPOWERMENT PROJECTS								
Integrated entrepreneurship program for ultra poor	The NUDGE Institute	5	5	4.4	5	5	5	4.9
The Women Artisan Skill Enhancement Project	TISSER	5	5	2.6	3.2	3.0	3.8	3.76
E. ENVIRONMENT PROJECTS								
Agro Forestry Project, Mirzapur District, UP	SGI Foundation	5	5	2.3	4.9	3	3	3.86
Mangrove Conservation	AERF	5	5	4.45	4.4	5	4.2	4.67
Green Revolution 2	Sankalptaru Foundation	5	5	5	5	5	5	5
Tree Plantation and Water Conservation for Drought Mitigation	Dilasa Janvikas Pratishthan	5	5	4.7	5	5	4.4	4.8
Tree Plantation	Haritika	5	5	4.6	4.6	5	5	4.87
Agroforestry Project	SAYTREES	5	5	4.9	5	5	5	4.98
F. DISASTER RELIEF & REHABILITATION								
Dignity of Work/RAHAT Project	GOONJ	5	5	2.0	2.0	5	3.5	3.75

3. Projectwise Summary of Findings

3.1 Inclusive Park, New Town, Kolkata (in partnership with CBM)

Inclusive Park is a one-of-a-kind facility in Kolkata and conforms with the Inclusive City Framework under the Smart City Mission. The park has received very high user ratings, evidenced by the rising visitor numbers. An inclusive park fosters a sense of belonging, promoting social integration and breaking down barriers between individuals of different abilities. However, the project park sees a very low footfall of children with disabilities, thereby reducing the project's **social impact** and **effectiveness** scores. The park maintenance remains a concern, and the facility already shows signs of wear and tear. The issue of poor maintenance has to be addressed urgently to prevent degradation of the facilities. Poor maintenance adversely impacts the **sustainability** of the project.

3.2 Bone Marrow Therapy for Thalassemia Patients (in partnership with Narayana Hrudayalaya Hospital)

The project has helped provide access to young thalassemia patients at one of India's foremost BMT centers. The high success rate, support for half HLA match patients for BMT treatment, support for low-income patients mostly from rural areas, and a national footprint make the project stand out. The project stands out in being more flexible than the existing Thalassemia support programs by not putting preconditions on the medical and HLA status of the patient and leaving the discretion with the treating physician. The **efficiency** score of the project has decreased due to the non-availability of branding of the project at the point of service delivery (BMT center at the hospital), while the same was observed for the Thalassemia program supported by Coal India.

3.3 Foundational Learning & Numeracy (in partnership with Shikshana)

The project has brought about a remarkable turnaround in students' Foundational Literacy and Numeracy skills learning outcomes. The project conforms to the Government of India's NIPUN Bharat FLN proficiency benchmarks. The project has a large footprint (729 schools catering to 45368 students, including presence in remote, hard-to-reach rural schools, which generally demonstrate poor FLN levels where targeted intervention is necessary. The teachers of the project schools have received the project intervention well, and the tools introduced under the project are being extensively used. The project presents a low-cost replicable model to improve FLN learning outcomes in rural government schools.

3.4 Virtual Learning, Uttarakhand/ Jharkhand (in partnership with eVidyaloka)

The project has established an elaborate system for ensuring regular virtual classes for students in under-resourced rural schools, which is by no means an easy task given the remoteness of the schools under the project. However, the project needs to improve in returning the desired learning outcomes, which brings down its score under the **effectiveness** criterion and limits the project's social impact. Also, concerns need to be addressed regarding its **sustainability** emanating from the inadequate availability of volunteers to meet project schools' demands and the need for more resources and expertise at the project schools to continue using the virtual classroom infrastructure.

3.5 Digital Literacy for Students (in partnership with Muskan Dream Creative Foundation)

The project has introduced coding in the project schools and upgraded computer infrastructure. However, concerns remain about the low student's learning outcomes, as assessed

through a test administered by the assessment team, thereby significantly lowering the **effectiveness** score. The project schools' lack of resources to fund maintenance of the computer lab set up under the project and hire computer teachers has negatively impacted the **sustainability** score. The **efficiency** scores have dropped because of the installation of unlicensed software in the computers funded under the project.

3.6 Introduction To Basic Technology (in partnership with Vigyan Ashram)

The project has helped generate interest in STEM, as evidenced by many students from IBT classes taking science or technical courses after their secondary schooling. The IBT students also reach out to the community with technology-based solutions. Another positive has been that the IBT schools and students have received recognition and awards for the science projects and prototypes developed in IBT classes. However, the IBT program has a recurring cost regarding the salary of IBT instructors, project consumables, and additional machinery for executing sophisticated prototypes. This cost will need to be borne by students or the school, which, in the case of schools catering to children from economically marginal backgrounds, would be challenging to meet. This weakness has reduced the project's **sustainability** score.

3.7 Scholarship to Students (in partnership with Muskan Dream Creative Foundation)

The project has helped the recipients in their quest for higher education after clearing their school leaving exam. The process for awarding the scholarship was reported to be transparent and robust. However, the majority of the scholarship recipients are confined to a select few districts, with some of the poor states losing out. The representation of students belonging to the Scheduled Tribes category is abysmally low. There is scope for outreach to reach out to potential candidates to be more streamlined. Further, the scholarship is nonrenewable; thereby, it cannot support the student through the entire period of college education, which can span over 3-4 years. These impact the **effectiveness**, **efficiency**, and **sustainability** scores.

3.8 IT Skills Training (in partnership with TATA Community Initiatives Trust)

The project is well structured and has received approbation from the students for the quality of content, excellent training facility, knowledgeable faculty, and academic rigour. The project has been able to recruit students for the course despite very stringent intake standards, given reduced universe of possible candidates for selection. However, the course falters in its inability to place students into the industry in sufficient numbers. Only 34% of the students could get placed. This has affected the **effectiveness** score adversely. Poor placement performance might impact the project's attractiveness and thereby a fall in **sustainability** scores.

3.9 YUVA JYOTI- Vocational Training Programme for Rural Youth and Women (in partnership with BEEM Rural Development Organisation)

The project has performed admirably well in ensuring a sustainable livelihood for the students. It has also ensured

a good learning environment at the center and ensured an industry-relevant curriculum, which has led to high rates of placement and self-employment. However, there are two faultlines that need to be addressed: (i) The syllabus does not include soft skills training, which is critical in their progression in their job, and also better customer interaction and business management for those who are self-employed. Given that most students come from rural backgrounds and have attended tier 2/3 level institutions, reinforcing soft skills becomes extremely important. The absence of a soft skill module has resulted in a drop in the **effectiveness** score of the project. (ii) Secondly, the project has been unable to develop alternate support streams and largely relies on LTIMindtree funding. Given that LTIMindtree funding is slated to end (as informed by the management of the implementation partner), there is an imminent threat to the sustenance of the program. One of the two operational centers (in Byalya village) has already been closed down due to a need for more resources. This has impacted the **sustainability** score of the project.

3.10 Certificate Program in IT (in partnership with Edunet Foundation)

The project is well structured and has depth in terms of technical skills imparted and is topical in terms of market orientation. The program also polishes the employability skills which prepares the student to fit the industry norms. The transformation that the program has been able to make in a tenth dropout to a market-acceptable IT professional is indeed remarkable. However, certain design issues remain that impact its efficacy. These include (i) While the project has been able to garner good placement rates, the fit of the job with the training is a concern; the acceptance of the students from the program remains low given that their educational qualification is X class and they are too young. As per industry norms, an entry-level coding job requires at least a senior school leaving certificate or, better still, a graduation degree. Thus, despite good technical skills, the students from the program are not able to land job roles that are in sync with their training. This issue is more pronounced for Full Stack Developer stream students. This faultline impacts the project's **effectiveness** and **sustainability** scores. The course also has a high dropout rate, impacting the effectiveness scores. The selection process of prospective students for the course requires a look-in. Further, while the New Education Policy (NEP) 2020 calls for compulsory education of all students up to class XII, the program does not explicitly encourage students to pursue their XII class studies through open school while concurrently attending the IT certification course. This impacts the **coherence** score of the project.

3.11 Integrated Entrepreneurship Program for Ultra Poor Using the Graduation Approach (in partnership with The Nudge Institute)

The project demonstrates significant progress in achieving its four key outcomes namely -

- i. **Food Security:** The establishment of a kitchen garden has improved access to green vegetables in daily diets. While the kitchen garden does not suffice for the whole year, the increased income sustained through the program has improved the affordability of nutritious food.
- ii. **Sustainable Livelihoods:** The beneficiaries have seen an increase in income and accumulation of productive assets through the highly successful goatery program.

- iii. **Social Protection:** A large percentage of the beneficiaries are linked to government entitlements.
- iv. **Social & Financial Inclusion:** An effort is being made to include all the beneficiaries in SHGs, and it is a work in progress.

While the program has led to a number of positive externalities, there are areas of concern that have affected the project's **effectiveness**. These include the fact that only one occupation (goatery) has been developed for the majority of the beneficiaries instead of the envisaged two, and only about 30% of the beneficiaries have been enrolled in SHG.

3.12 The Women Artisan Skill Enhancement Project *(in partnership with TISSER)*

The project has a pan-India coverage with a broad term of reference, possibly leading to some dilution of effort. The skill development component required much more interaction with artisans to develop new designs and improve finer skills than what was achieved. The enterprise development component aimed at improving the business processes saw the installation of accounting and inventory software which is a positive. However, similar streamlining at the producer group level could not be provided. The introduction of the technology-enabled market channel component did not roll out as planned, with none of the sampled clusters reporting access to the required platforms, tools, and training to sell their products online independently.

3.13 Agro Forestry Project, Mirzapur District, UP *(in partnership with SGI Foundation)*

The project has been able to achieve a sapling survival rate of 40% (after six months of planting), which is below the benchmark rates of 75-80%, leading to a low **effectiveness** score. The project faced many extrinsic challenges like high stray cattle menace, lack of irrigation facilities, and availability of labor with the farmers, ameliorating of which was beyond the project's resources. This has adversely affected the initiative's **sustainability** rating. The project introduced several processes to incentivize the farmers to take care of the saplings and has closely monitored progress, leading to a high **efficiency** score.

3.14 Mangrove Conservation, Raigad District, Maharashtra *(in partnership with AERF)*

The project is unique in its approach to engaging the Biodiversity Management Committees (BMC). No mangrove conservation program in Maharashtra has followed this route. BMCs are backed by enabling legislation (Biological Diversity Act, 2002), and therefore, they will continue to have a role to play in mangrove ecosystem conservation if they are activated and engaged. This has helped get the project a very high score in **sustainability**. A significant focus of the project has been the farmers whose paddy fields face the ingress of mangroves. In a first-of-its-kind initiative in the western ghats, the project introduced mangrove agro-forestry. It helped the farmers plant high salinity tolerant coconut and Karanj trees in farms where mangroves have crept in. The project's hallmark has been carbon sequestration through the mangrove conservation efforts. It is estimated that the project has been able to help sequester about 216,155 tonnes of carbon/year. The project has set up a wet waste processing

facility to check waste dumping, which tends to choke the mangroves. Establishing a desalination plant has been significant in ensuring potable drinking water for communities facing ingress of saline water. Both facilities will pay rich dividends when scaled up as planned; while there are some issues with desalination and wet waste management facilities, they are surmountable. Through conservation agreements, the project has brought 430 acres of private land under the management of the project.

3.15 Green Revolution 2 *(in partnership with Sankalptaru Foundation)*

The project has achieved very high survival rates for the saplings and, in turn, will help sequester a sizable amount of carbon in the coming years. In addition, the project will create a permanent income source for the gram panchayat, which can be used to fund developmental works in the village. The project has employed robust processes to ensure that the saplings survive and the land is quickly regenerated. The implementing agency has a long-term perspective (land lease for five years to be extended to ten years which will ensure the sustainability of the project).

3.16 Tree Plantation and Water Conservation for Drought Mitigation *(in partnership with Dilasa Janvikas Pratishthan)*

The project has made a substantial impact on the ground. The saplings distributed under the agroforestry initiatives have a high survival rate and can be expected to yield significant returns to the farmers once they start fruiting. The farm ponds have been able to transition the beneficiary farmers from low-remunerative cropping patterns of soybean, tur, and jowar to high-return onion, sugarcane, and lemon. The farmers in the vicinity of the check dam reported a rise in the water table and that their wells/borewells now have water until the month of April, enabling them to irrigate the summer crop. The only area of concern received from the beneficiaries was that the farm ponds provided under the project should have a bigger capacity to completely meet their water storage needs for irrigating their crops. This has impacted the project's **effectiveness** score. In addition, no explicit mechanism for maintenance of check dams was found to be in place. The check dams require periodic maintenance to maintain the design parameters. This has impacted the **sustainability** score of the project.

3.17 Tree Plantation *(in partnership with Haritika)*

The project has demonstrated very high survival rates of the saplings, which will, in turn, help sequester a sizeable amount of carbon in the coming years. The project has employed robust processes to ensure that the saplings survive and the land is quickly regenerated. The implementing agency has a long-term perspective, which will ensure the project's sustainability. However, the project has put relatively low emphasis on the agro-forestry component which has impacted its **effectiveness** scores. It also needs to reduce fire hazards from dense

undergrowth witnessed at the community plantation sites (there has been one instance of fire reported) and has influenced its **efficiency** score.

3.18 Agroforestry Project *(in partnership with SAYTREES)*

The project has performed admirably well in promoting agroforestry in resource-scarred conditions. It has introduced multi-layer agroforestry, which has much to recommend for itself in terms of sustained cash flows, high sapling density, and greater productivity. The project has achieved high survival rates in the challenging decentralized plantation model, where the survival rates depend on each individual farmer's performance. The project has also successfully promoted natural farming practices in managing the agroforestry plots. The regular training sessions, efficient farm extension, responsive advisory, and strategic partnership with local NGOs for efficient and timely project execution stand out. The limited success in promoting agroforestry through large land pools has decreased the **effectiveness** score.

3.19 Dignity of Work/RAHAT Project *(in partnership with GOONJ)*

The implementing agency could not show the projects in the field that were funded through LTIMindtree. Neither could a project completion report be provided. As a second-best solution, the assessment team had to serve similar projects funded through other donors as a proxy. This limited organizational memory of the projects funded has brought down the **effectiveness, efficiency, and sustainability** scores. The model linking the urban discarded goods to incentivize the mobilization and execution of rural infrastructure and services projects is commendable. Further, the provision of cloth-based reusable sanitary napkins has been a big step towards menstrual hygiene, as observed in the proxy projects.



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