एन एच पी सी
NHPC
एक नवरत्न कंपनी

IMPROVEMENT/EXTENSION & PROVIDING WATER SUPPLY TO VILLAGE KOTLA & THERU (RANSOO), DISTRICT REASI, JAMMU & KASHMIR

LOCATION: DISTRICT REASI (JAMMU & KASHMIR)
VILLAGES COVERED: KOTLA & THERU (RANSOO)

CENTRAL UNIVERSITY OF JAMMU जम्मू केंद्रीय विश्वविद्यालय
बुद्धिर्ज्ञानेन शुद्ध्यति

www.cujstec.in
CU Jammu
SITEC
Innovate with us...

IMPACT ASSESSMENT REPORT 2026

PROJECT SUMMARY

Particulars	Details
CSR Project Name	Improvement/Extension & Providing Water Supply to Village Kotla and Theru (Ransoo), District Reasi, Jammu & Kashmir
Executed By	PHE Department, Reasi (UT of Jammu & Kashmir)
Supported By	NHPC Limited
Total Expenditure	₹ 123.50 Lakh
Duration	15/01/2020 to 31/05/2024
Location	Kotla and Theru (Ransoo), District Reasi, Jammu & Kashmir
No. of beneficiaries	601

ACKNOWLEDGEMENTS

We are grateful to ALMIGHTY for providing us with the opportunity to undertake this Impact Assessment Study and for perseverance in completing it successfully. We express our sincere gratitude to Prof. Sanjeev Jain, Hon'ble Vice Chancellor, Central University of Jammu, for constant encouragement, and unwavering support towards the successful completion of the study. His abiding commitment to scholarship and academics has been an inspiring example, and we remain grateful for his guidance and mentorship. We are thankful to the District Administration, District Reasi, Jammu & Kashmir, for valuable cooperation and facilitation during fieldwork and data collection across the project locations.

We are sincerely grateful to officials of the Public Health Engineering (PHE) Department, Reasi, and all concerned line departments for extending logistical support, sharing project-related information, and providing useful inputs relevant to the CSR intervention on improvement/extension and provision of drinking water supply to Kotla and Theru (Ransoo) through a gravity-based system.

We owe our special thanks to the Office Bearers of NHPC CSR & SD Division, Faridabad, and NHPC officials across the participating locations for their time, openness, and valuable inputs about this project. Their dedication and first-hand experiences were central to understanding the real-world implications of the intervention.

We also sincerely thank the beneficiaries and community members who participated in the household surveys, focus group discussions, and stakeholder interactions. Their voices brought depth and context to our findings. We express our heartfelt gratitude to all those who contributed to the successful completion of this impact assessment study. This study would not have been possible without the support of NHPC and its implementing partner. Their commitment to strengthening basic service delivery in rural areas has laid the foundation for meaningful and measurable community impact. We acknowledge the tireless efforts of the data collection team and field coordinators who ensured rigorous data gathering under challenging field conditions. We are also grateful to Panchayati Raj Institutions (PRIs), local community leaders, and other stakeholders for their guidance and facilitation throughout the study period.

Finally, special thanks to Dr. Kavya Shree K.M, Senior Research Assistant and other team members who contributed to tool design, field supervision, data analysis, and report writing, and

helped to translate field evidence into actionable insights. We are indebted to Prof. Yashwant Singh, Registrar and the faculty members of the School of Business Studies, Central University of Jammu, who remained a constant source of encouragement and moral support for the timely completion of the study.

(Project Team)

PREFACE

In the pursuit of inclusive and sustainable development, Corporate Social Responsibility (CSR) has emerged as a transformative tool to address critical gaps in essential public service delivery. Among the most impactful areas of CSR engagement is the strengthening of rural drinking water infrastructure, which directly influences health outcomes, household well-being, hygiene practices, and overall quality of life especially in remote and underserved regions.

Recognizing this need, NHPC Limited supported the CSR initiative titled "Improvement/ Extension & Providing Water Supply to Village Kotla and Theru (Ransoo), District Reasi (Jammu & Kashmir) through a gravity-based water supply system." The intervention was implemented through the Public Health Engineering (PHE) Department, Reasi, with the aim of improving access to water, reducing dependence on seasonal sources, and easing the burden of water collection for households, particularly women and children.

This report presents an independent Impact Assessment of the above CSR intervention. The assessment examines how the project has influenced household water access and adequacy, service reliability, water quality perceptions, time savings, hygiene and health outcomes, and sustainability of the system after completion. The study also explores issues related to equity of access across hamlets, operational challenges, environmental considerations, and factors beyond NHPC's control that may affect long-term project performance.

Using a mixed-methods approach, the assessment integrates quantitative insights from structured household surveys with qualitative evidence gathered through stakeholder interactions, key informant interviews, focus group discussions, and field observations. The evaluation is aligned with the OECD-DAC framework and covers key dimensions such as relevance, effectiveness, efficiency, impact, sustainability, coherence, and perceived social value (SROI orientation).

The insights derived from this study aim to validate project outcomes, inform institutional learning, and recommend actionable strategies for strengthening implementation and sustainability of similar CSR-supported rural infrastructure initiatives. This report is intended to serve as a resource for CSR practitioners, public sector agencies, local governance institutions, and development stakeholders committed to improving rural service delivery and enhancing community well-being through socially responsible action.

PROJECT IMPACT ASSESSMENT TEAM MEMBERS

S. No	Name	Designation
1	Dr. Shahid Mushtaq	Project Director/s
2	Prof. Jaya Bhasin	
3	Dr. Shafia Saleem	Co-Project Director
4	Dr. Kavya Shree K.M	Senior Research Assistant
5	Mr. Mohd. Qasim	Project Fellow
6	Mr. Udit Mahajan	Technical Advisor

LIST OF ABBREVIATIONS

Abbreviations	Expressions
CSR	Corporate Social Responsibility
OECD-DAC	The Organisation for Economic Co-operation and Development-Development Assistance Committee.
SDG	Sustainable Development Goals
SROI	Social Return on Investment
UT	Union Territory
FGD	Focus Group Discussion
KII	Key Informant Interview

LIST OF TABLES

Table No.	Description	Page No.
Table 1	Objectives of the CSR Initiative	2
Table 2	Tools of Data Collection	7
Table 3	Snapshot of Research Methodology	10
Table 4	Summary of CSR Activity Details	11
Table 5	Demographic Profile of Respondents	14
Table 6	Access and coverage	15
Table 7	Relevance and Perceived Effectiveness of the CSR Project	17
Table 8	Service Reliability	19
Table 9	Water Quality and Safety	21
Table 10	Efficiency of CSR initiative	23
Table 11	Impact (Quality of Life, Health & Hygiene) of CSR Initiative	25
Table 12	Sustainability of CSR Initiative	27
Table 13	Awareness & Satisfaction	29
Table 14	Social Value / SROI	31
Table 15	Coherence & Recommendations	33
Table 16	Recommendations with Actionable Outcomes	36
Table 17	OECD-DAC Framework with Policy Linkages	39
Table 18	SDG Mapping Summary	39

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 1	Demographic Profile of Respondents	13
Figure 2	Access and coverage	14
Figure 3	Relevance and Effectiveness of the CSR project	16
Figure 4	Service Reliability	18
Figure 5	Water Quality and Safety	20
Figure 6	Efficiency of CSR initiative	22
Figure 7	Impact (Quality of Life, Health & Hygiene) of CSR Initiative	24
Figure 8	Sustainability of CSR Initiative	26
Figure 9	Awareness & Satisfaction	28
Figure 10	Social Value / SROI	30
Figure 11	Coherence & Recommendations	32

TABLE OF CONTENTS

	Page No.
Project Summary	I
Acknowledgements	II-III
Preface	IV
Project Impact Assessment Team Members	V
List of Abbreviations	VI
List of Tables	VII
List of Figures	VIII
Table of Contents	IX
Executive Summary	X-XV
1 INTRODUCTION	1-5
1.1 Context & Need for CSR in Rural Water Supply	1
1.2 Objectives of the CSR Initiative	2
1.3 About Central University of Jammu	2
1.4 About NHPC Limited	3
1.5 About Corporate Social Responsibility (CSR)	4
1.6 About NHPC's CSR Policy	4
1.7 About Impact Assessment	5
1.8 Project Background	5
2. APPROACH & METHODOLOGY	6-10
2.1 Assessment Objectives	6
2.2 Methodological Framework a) Stakeholder Mapping b) Sampling Design	6
2.3 Tools of Data Collection	7
2.4 Data Collection Process	7
2.5 Data Analysis Strategy	8
2.6 Measure of Sustainability	8
2.7 Social Return on Investment (SROI): Methodological Note	9
3. CSR ACTIVITY DETAILS	11-12
3.1 Alignment with NHPC CSR Policy	11
3.2 Role of Partner Institutions	12
4. DATA ANALYSIS & INTERPRETATION	13-33
5. SUMMARY OF FINDINGS & RECOMMENDATIONS	34-39
5.1 Findings	34
5.2 Priority Recommendations Framework	35
6. SUCCESS STORIES	40-44

EXECUTIVE SUMMARY

Access to safe and reliable water remains a critical development challenge in rural and hilly regions such as District Reasi, Jammu & Kashmir. In response, NHPC Limited supported a CSR intervention aimed at improving and extending water supply systems in the villages of Kotla and Theru (Ransoo) in District Reasi. The project was completed in May 2024 at a total expenditure of ₹ 123.50 Lakh and was expected to benefit over 600 beneficiaries. The project sought to enhance access, reduce the burden of water collection, and improve overall quality of life.

This impact assessment study was undertaken to evaluate the project's performance across key dimensions, including relevance, coherence, effectiveness, efficiency, impact, and sustainability, using a mixed-method and perception-based SROI approach. The study captures beneficiary perspectives to assess not only physical outputs but also social value creation.

The assessment was conducted using a structured survey across 194 households (Kotla: 98; Theru: 96), complemented by field insights and thematic analysis. The evaluation framework aligns with the OECD-DAC criteria and emphasizes perception-based social returns, focusing on dimensions such as access, service reliability, quality, implementation experience, and socio-economic impact.

Key Findings

- **Access and Coverage:** The project has achieved high levels of awareness and village-level coverage, with over 90–100% of respondents aware of the intervention and acknowledging improved access to water sources across their villages. However, access remains largely community-based rather than household-based. Most households continue to rely on shared sources such as springs.
- **Service Reliability (Critical opportunity area):** The system is operational and continues to provide essential water services to the community. At the same time, there is a clear opportunity to further strengthen service delivery by improving consistency in supply, including aspects such as timing, duration, and pressure. Addressing occasional disruptions and enhancing system reliability will help build on the existing foundation and ensure a more dependable and efficient water supply experience for all users.
- **Effectiveness and Utility:** The project has significantly improved water availability and convenience, with a large majority of respondents reporting a reduction in time spent on water collection, particularly benefiting women and children. Building on these gains, there

is an opportunity to further strengthen the system to ensure more consistent adequacy for daily needs, while gradually reducing reliance on supplementary sources such as tanker water.

- **Water Quality and Safety:** Water quality is one of the strongest dimensions of intervention. The majority of respondents rated the water as excellent, with almost no reported quality issues. High levels of household-level precaution, such as filtration, further indicate strong community confidence in water safety.
- **Implementation Efficiency:** The project is widely perceived as having been implemented efficiently, with high-quality infrastructure and effective community engagement. Beneficiaries reported minimal delays and acknowledged that community concerns were largely addressed during implementation, indicating a robust delivery mechanism.
- **Impact on Quality of Life, Health, and Hygiene:** The intervention has generated substantial social impact, including:
    - Significant reduction in the burden of water collection
    - Improved hygiene practices at the household level
    - Perceived reduction in water-related illnesses
    - Enhanced overall quality of life

  These outcomes highlight the project's ability to deliver multi-dimensional benefits beyond infrastructure.
- **Sustainability Focus Areas:** Beneficiaries express very strong confidence in the long-term sustainability of the system (90–99%), reflecting trust in the initiative and its institutional backing. At the same time, there is a clear opportunity to further strengthen operational effectiveness by moving toward more regularized maintenance practices and enhancing awareness of contact points for addressing system issues. These improvements can build on the existing foundation of institutional responsibility and help ensure even more responsive and efficient local service management.
- **Awareness and Satisfaction:** Awareness of NHPC's CSR contribution is high, particularly in Theru (Ransoo), reflecting strong visibility of the initiative. Overall satisfaction levels are generally moderate, with many respondents indicating neutral perceptions, suggesting a stable base with scope for further enhancement. Strengthening the consistency of water

supply presents a key opportunity to elevate user satisfaction and build on the positive awareness already established.

- **SROI:** The project is widely perceived as highly valuable, with most respondents affirming that:
  - The intervention has created significant value for the village
  - The expenditure is justified
  - Similar initiatives should be replicated in other villages

  This reflects strong perception-based social returns and community endorsement.
- **Policy Coherence:** The intervention is seen as being well aligned with government initiatives, particularly the Jal Jeevan Mission, indicating strong coherence with national development priorities.

Key Insights

- Strengths: Access, quality, implementation efficiency, and social impact
- Opportunity Area: Strengthening service reliability and operational systems to build on existing performance.
- Outcome: High awareness and value, with scope to further enhance overall user satisfaction.

The project has successfully delivered infrastructure and impact, but not yet consistent service reliability.

Future Focus Areas / Recommended Interventions for Next Phase

The findings suggest that the next phase of CSR interventions should prioritize:

- Ensuring regular and predictable water supply
- Expanding household-level water connectivity
- Strengthening operation and maintenance systems
- Establishing local accountability and grievance mechanisms
- Enhancing service adequacy to reduce tanker dependence

Conclusion and Way Forward

The CSR-supported water supply initiative by NHPC Limited has made a meaningful contribution to enhancing access to water, improving quality, and strengthening the overall quality of life in Kotla and Theru (Ransoo). The project reflects high relevance, efficient implementation, and

significant social impact, as affirmed by beneficiary perceptions. Building on this strong foundation, there is a valuable opportunity to further enhance service delivery by improving supply consistency, strengthening operational maintenance, and expanding access at the household level to ensure long-term sustainability and maximize social returns.

The initiative has successfully created access and generated substantial social value, and its impact can be further deepened as the system evolves toward more regular, reliable, and increasing household-level water supply.

The initiative demonstrates strong alignment with the United Nations Sustainable Development Goals (SDGs), particularly SDG 6 (Clean Water and Sanitation) by improving access to safe and reliable water in rural and hilly communities. It also contributes to SDG 3 (Good Health and Well-being) through enhanced hygiene practices and reduced water-related health risks, and SDG 5 (Gender Equality) by significantly reducing the burden of water collection, especially for women and girls. In addition, the project supports SDG 10 (Reduced Inequalities) by addressing service gaps in geographically disadvantaged regions. As the system is further strengthened, it also holds the potential to contribute to SDG 11 (Sustainable Communities) and SDG 13 (Climate Action) through improved resilience and sustainable water management practices, thereby reinforcing its role as a comprehensive and future-ready development intervention.

WATER SUPPLY IMPACT DASHBOARD

Kotla & Theru (Ransoo), Reasi | NHPC CSR Impact Assessment

HEADLINE KPIs (AT A GLANCE)

ACCESS COVERAGE	HOUSEHOLD TAP CONNECTIVITY	SUPPLY PATTERN	PERCEIVED SOCIAL VALUE (SROI)	OVERALL IMPACT
91–99%	**1–3%**	**≈90%**	**88–100%**	**~90%**
Villages covered (incl. far-end areas)	Extremely Low (Majority depend on shared sources)	Alternate-day supply dominant (Daily supply negligible)	High value, money justified, strong support for replication	Report improvement in time, health, hygiene & quality of life

Blue: Kotla Orange: Theru (Ransoo)

1. ACCESS & AWARENESS (STRONG)

- Awareness of Project: 91% | 100%
- Access across Village (incl. far-end): 91% | 99%
- Household Tap Connectivity: 1% | 3%

- High awareness & coverage
- Household-level access still very low

2. SERVICE RELIABILITY (KEY GAP)

- Supply Frequency: Alternate-day (88.8% | 92.7%)
- Irregular Supply (Issue): 11.2% | 5.2%
- Timing / Duration / Pressure: Mostly Neutral (~90%)
- Breakdowns Occur "Sometimes": (85.7% | 77.1%)

- Reliability is the biggest concern
- Irregular supply drives dissatisfaction

3. WATER QUALITY & SAFETY (VERY STRONG)

- Water Rated "Excellent": 85.7% | 90.6%
- No Water Quality Issues: ~99 – 100%
- Household Filtration Usage: 88.8% | 94.8%
- Aware of Testing Results: ~90%+

- Quality is highly trusted
- Continue monitoring & awareness

4. IMPLEMENTATION EFFICIENCY (VERY STRONG)

- Efficient Implementation (Strongly Agree): 83.7% | 88.5%
- Infrastructure Rated "Excellent": 87.8% | 91.7%
- Community Concerns Addressed: 88.8% | 96.9%

- Execution model is strong
- Replication-ready framework

5. IMPACT (QUALITY OF LIFE, HEALTH & HYGIENE)

- Burden Reduced (Women & Children): 88.8% | 92.7%
- Hygiene Improvement: 89.8% | 100%
- Reduction in Illness: 88.8% | 97.9%
- Quality of Life Improved: ~90%+ | ~90%+

Strong positive impact on time, health, hygiene & overall well-being

6. SUSTAINABILITY (MIXED)

- Long-term Sustainability Belief (3–5 Years): 89.8% | 99.0%
- Maintenance of System Mostly "Occasional": (~85%)
- Clear Contact Person Available (No / Not Sure): Kotla: 57% Not Sure; Theru: 58% No

Confidence high, but O&M systems & accountability need strengthening

7. AWARENESS & SATISFACTION

- Awareness of NHPC CSR: 88.8% | 99.0%
- Overall Satisfaction (Mostly Neutral): Kotla: 45.9%; Theru: 69.8%
- Biggest Issue Identified: Irregular Supply (≈90–96%)

Recognition is high, but satisfaction depends on reliable supply

8. SROI (SOCIAL VALUE / PERCEPTION-BASED)

- Project Created Significant Value (Highly Valuable): 87.8% | 91.7%
- Money Spent Justified: 87.8% | 92.7%
- Recommend Similar Projects: 89.8% | 100%

Very high perceived value & strong support for replication

#1 CORE ISSUE IDENTIFIED BY COMMUNITY

IRREGULAR WATER SUPPLY (≈90–96%)

Drives lower satisfaction, neutral perceptions, tanker dependence & maintenance gaps

TOP 5 PRIORITIES

1. **ENSURE REGULAR & PREDICTABLE SUPPLY** — Move from alternate-day to daily & continuous service
2. **STRENGTHEN O&M SYSTEMS** — Regular maintenance, rapid repairs & local accountability
3. **ESTABLISH CLEAR CONTACT MECHANISM** — Village-level operator & visible grievance redress system
4. **IMPROVE HOUSEHOLD-LEVEL CONNECTIVITY** — Expand tap connections & reduce dependency on shared sources
5. **SUSTAIN QUALITY & SOCIAL GAINS** — Maintain quality, continue hygiene awareness & health gains

ONE-LINE INSIGHT — The CSR intervention has delivered strong social value, improved access, and high community acceptance, but its long-term success now depends on ensuring regular and reliable water supply.

IMPACT DASHBOARD TABLE

Table: Cross-Theme KPI Dashboard for Analysis

Theme	Key Strength (KPI)	Key Gap (KPI)	Kotla vs Theru Insight	Implication Analysis
Access & Coverage	High awareness (91–100%) and village-wide access	Extremely low household tap connectivity (1–3%)	Theru slightly better in coverage	Expand household-level connections
Service Reliability	Established supply system (alternate day)	Irregular supply, neutral perception (~90%), breakdowns frequent	Kotla slightly more irregular	Ensure regular & predictable supply
Relevance & Effectiveness	Improved availability & reduced time burden (~80–90%)	Water adequacy unclear (mostly neutral), tanker dependence high (~90%)	Kotla stronger in time reduction, Theru in adequacy	Shift from access to water sufficiency
Water Quality & Safety	Excellent quality perception (86–91%), no issues (~100%)	Minor gap in household treatment (Kotla)	Theru slightly better overall	Sustain quality monitoring & trust
Implementation Efficiency	Strong execution (84–92%), high infrastructure quality	Minor dissatisfaction pockets (Kotla)	Theru more uniformly positive	Replicate implementation model
Impact (QoL, Health)	Strong social impact (~90% across indicators)	Small negative perception pockets (Kotla)	Theru more consistent impact	Maintain social outcome gains
Sustainability	High confidence in future (90–99%)	Maintenance irregular, no clear contact system	Theru worse on contact clarity	Strengthening O&M + grievance system
Awareness & Satisfaction	High NHPC recognition (89–99%)	Satisfaction mostly neutral (esp. Theru)	Kotla slightly higher satisfaction	Improving service experience leads to satisfaction
SROI (Social Value)	Very high perceived value (88–100%) and replication support	Minor negative perception (Kotla)	Theru more unanimous	Justifies CSR scaling & replication
Coherence & Recommendations	Strong alignment with govt schemes (~90%)	Dominant demand: regular supply	Same priority in both villages	Align CSR with service delivery reforms

1. Introduction

1.1. Context & Need for CSR in Rural Water Supply

Safe and reliable drinking water is a foundational requirement for health, hygiene, dignity, and overall quality of life. In rural and hilly regions of India, drinking water access continues to face persistent constraints due to uneven terrain, limited piped networks, seasonal variation in source availability, high operation and maintenance (O&M) burdens, and infrastructure gaps. These constraints disproportionately affect women, children, and elderly persons who often bear the time and physical burden of water collection, especially during lean seasons.

While government programmes such as the Jal Jeevan Mission (JJM) and state rural water supply schemes have expanded coverage, local-level service delivery gaps remain evident—particularly in remote hamlets, tail-end areas, and geographies vulnerable to weather disruptions and pipeline damage. These gaps are often reflected in irregular supply, low pressure, leakage, dependence on seasonal sources/tankers, and limited systems for timely repairs and grievance redressal.

In this context, Corporate Social Responsibility (CSR) has emerged as a valuable complementary force that can help strengthen critical rural infrastructure and service delivery. CSR can play a catalytic role in rural water systems by:

- Supporting the creation or extension of infrastructure (pipelines, storage, standposts/taps).
- Enabling improved household-level access and reducing dependence on unsafe or seasonal sources.
- Reducing time and drudgery of water collection, particularly for women and children.
- Improving hygiene and health practices by ensuring more regular water availability.
- Strengthening community welfare through durable, well-maintained public assets.

This study is positioned within this broader developmental framework—evaluating how NHPC's CSR-supported water supply intervention has contributed to improving service access, reliability, household well-being, and sustainability, while identifying implementation and O&M gaps and recommending steps for better future execution.

1.2. Objectives of the CSR Initiative

Table 1: Objectives of the CSR Initiative

Objective	Description
Improve household access to water	Extend/improve water supply infrastructure to enable easier access through household taps/standposts.
Enhance adequacy and reliability	Improve supply regularity, duration, timing predictability, and pressure/flow to meet daily needs.
Reduce drudgery and time cost	Reduce time spent on long-distance collection and burden on women/children, improving daily routines and productivity.
Improve hygiene and health outcomes	Enable improved hygiene practices and contribute to reduction in water-related illnesses (perceived).
Ensure sustainable service delivery	Strengthen O&M arrangements, repair responsiveness, and long-term usability of the system over 3–5 years.

1.3. About Central University of Jammu

The Central University of Jammu (CUJ), established under the Central Universities Act, 2009, is a premier institution of higher learning in the Union Territory of Jammu and Kashmir with a strong commitment to academic excellence, research, and societal engagement. Since its inception in 2011, the University has developed substantial teaching, research, and outreach capacity across multiple disciplines and has undertaken projects of national and regional relevance in collaboration with government agencies, funding bodies, and other institutions.

Through its academic schools, including the School of Business Studies, CUJ has built capabilities in research, consultancy, field engagement, and impact assessment, supported by externally funded projects, fellowships, and policy-oriented studies. The University's experience in evidence generation, programme evaluation, and development-focused research makes it well positioned to support public policy, welfare initiatives, and institutional partnerships. The University faculty has been awarded prestigious fellowships, project funding and recognition, and contributes to governmental and non-governmental sectors through research, consultancy and outreach activities.

1.4. About NHPC Limited

NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of solar & wind energy development.

NHPC was incorporated on November 7, 1975 as a Private Limited Company under the name "National Hydroelectric Power Corporation Private Ltd". The company was converted to Public limited company w.e.f. April, 2, 1986. The name of the company was changed to its present name "NHPC Limited" in 2008. NHPC was conferred Miniratna Status by Govt. of India in April, 2008 and became a listed company on NSE and BSE after successfully concluding its IPO in 2009. The company was conferred Navratna status in August, 2024.

NHPC has an authorized share capital of ₹ 17,500 crore, paid up share capital of ₹10,045.03 crores and an investment base (Assets) of ₹ 98463.90 Crore (standalone) as on 31.03.2026. As on 01.04.2026, NHPC's total installed capacity is 9082.90 MW including 1681.70 MW in Joint Venture, comprising 8521.20 MW from 24 Hydro Power Stations, 511.70 MW from Six Solar Power Projects and 50 MW from a Wind Power Project. Further, NHPC (including JVs/Subsidiaries) is engaged in the construction of hydro and solar power projects totalling 9454 MW. Hydro and Solar Power Projects aggregating to 10263 MW are awaiting clearance, with an additional 9830 MW of hydroelectric and pumped-storage projects under Survey & Investigation. Besides, numerous new initiatives are in the pipeline.

NHPC's VISION

To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

NHPC's MISSION

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management & innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential.
- To practice the best corporate governance and competent value-based management for a strong corporate identity and showing concern for employees, customer, environment and society.

- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management.

1.5. About Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) represents a company's initiative to assess and take responsibility for its effects on environmental and social well-being. As per the Companies (CSR Policy) Rules, CSR refers to activities undertaken by a company in pursuance of its statutory obligations under Section 135 of the Companies Act, 2013, in accordance with the provisions contained in these rules.

CSR provisions emphasise regulatory compliance and promote transparency and accountability in how companies contribute to social and environmental betterment. Schedule VII of the Act provides a list of eligible CSR areas including poverty alleviation, education, gender equality, health, environmental sustainability, and other approved areas. CSR is increasingly being linked to national priorities and global commitments such as the UN Sustainable Development Goals (SDGs), aligning corporate contributions with inclusive and sustainable development.

1.6. About NHPC's CSR Policy

Corporate Social Responsibility is integral to NHPC's commitment to addressing social, economic, and environmental concerns in the regions it serves. NHPC has a CSR & Sustainability Policy aligned with Section 135 of the Companies Act, 2013, the Companies (CSR Policy) Rules 2014, and relevant amendments issued by the Ministry of Corporate Affairs, Government of India. NHPC also aims to adhere to CSR guidelines issued by the Department of Public Enterprises (DPE).

NHPC has undertaken numerous CSR initiatives for communities residing in and around its projects, power stations, and units, focusing on healthcare, education, sanitation, rural development, skill development, environmental sustainability, women's empowerment, and other areas outlined in Schedule VII. These efforts aim to foster inclusive growth, support marginalized communities, and contribute to national development.

1.7. About Impact Assessment

The Ministry of Corporate Affairs (MCA) requires eligible companies to undertake impact assessments of selected CSR initiatives through the amended Companies (CSR Policy) Rules. Impact assessment serves as a vital tool to analyse the effectiveness, relevance, and sustainability of CSR projects. It highlights what has been achieved, how well the project aligns with community needs and CSR objectives, and what improvements are required for future initiatives.

Impact assessment helps generate evidence on:

- Whether the intervention has created measurable changes in service access and quality.
- Whether benefits are equitably distributed across target groups.
- Whether the project is sustainable post-completion through institutional ownership and maintenance systems.
- Whether the investment has created meaningful social value relative to the cost.

This study presents a third-party evaluation of NHPC's CSR-supported rural water supply intervention in District Reasi (J&K), combining quantitative household survey findings with qualitative stakeholder inputs and field observations.

1.8. Project Background

The CSR intervention relates to the improvement/extension and provision of water supply to the villages of Kotla and Theru (Ransoo), District Reasi, Jammu & Kashmir. The project was implemented during the period 15/01/2020 to 31/05/2024, with total expenditure of ₹123.50 lakh, executed through the PHE Department, Reasi.

The intervention is intended to address issues such as:

- Dependence on seasonal/alternative sources and the burden of water collection.
- Long walking distance to water sources and associated drudgery.
- Irregular supply patterns and inadequate household water availability.
- Barriers for far-end hamlets in receiving equitable service.
- Hygiene and health constraints due to insufficient water.

Given the nature of rural water services, project outcomes depend not only on infrastructure creation but also on operational systems timely repairs, clarity of O&M responsibility, and sustained community access. Hence, the impact assessment emphasizes both service performance and sustainability.

2. Approach & Methodology

The impact assessment of the NHPC CSR water supply initiative in District Reasi was-conducted using a mixed-method, multi-stakeholder approach to capture both quantitative outcomes and qualitative community perceptions. The approach ensures comprehensive assessment of the intervention's relevance, effectiveness, efficiency, impact and sustainability.

2.1. Assessment Objectives

The primary objectives of the impact assessment are:

- To evaluate the effectiveness of the gravity-based water supply intervention in improving water access, adequacy and service reliability for households.
- To examine the impact on household time savings, quality of life, hygiene practices and perceived health outcomes.
- To assess sustainability through evaluation of O&M systems, repair mechanisms, stakeholder roles and future usability prospects.
- To identify implementation gaps, equity issues across hamlets, and external factors beyond NHPC control affecting outcomes.
- To provide recommendations for strengthening design and execution of future CSR water supply initiatives.

2.2. Methodological Framework

The evaluation follows a structured methodology aligned with the OECD-DAC criteria, widely used to evaluate development interventions, including CSR projects:

1. Relevance - Is the intervention addressing real local needs?
2. Coherence - Is the intervention aligned with government priorities, local development needs, and other related programmes or initiatives?
3. Effectiveness - Is the intervention achieving intended service outcomes?
4. Efficiency - How well were resources utilized and implementation managed?
5. Impact - What changes occurred in quality of life, hygiene, and community outcomes?
6. Sustainability - Will the benefits last over 3–5 years with functioning O&M systems?

2.2.1. Stakeholder Mapping

The study involves key stakeholder groups:

- Household beneficiaries (users and non-users where relevant)

- Women (primary water managers)
- Far-end hamlet households
- Elderly households and youth/students
- PRI/community representatives
- PHE staff/operator responsible for operations and repairs

2.2.2. Sampling Design

A stratified approach was proposed to ensure representation across:

- Kotla vs Theru (Ransoo)
- Near-end vs far-end hamlets
- Women-headed/primary water management households
- Users' vs households with pending/limited access (if any)

A minimum sample of 194 household respondents (indicative) has been taken, supplemented by KII and FGD depending on feasibility, to capture diversity and comparability across villages and hamlets.

2.3. Tools of Data Collection

Table 2: Tools of Data Collection

Tool	Purpose
Structured bilingual questionnaire	To gather data on access, adequacy, reliability, quality, time savings, awareness, satisfaction, sustainability and environmental concerns.
Key Informant Interview (KII)	To obtain insights from PRI/PHE/local leaders on design, implementation, O&M systems, repairs, and constraints.
Focus Group Discussions (FGD)	To capture community perceptions, equity of access (far-end), gender impacts, and collective recommendations.
Observation & site visits	Physical verification of supply points/assets, visible issues (leakage/stagnation), and facility readiness.
Geotagged photographs	Visual evidence of infrastructure, usage, and gaps (privacy-safe).

2.4. Data Collection Process

Fieldwork was conducted across Kotla and Theru (Ransoo) villages. A trained field team administered the bilingual questionnaire and conducted KII/FGD under supervision. Enumerators

were given an orientation on ethical practices, including informed consent, confidentiality, and respectful engagement. Field protocols included systematic geo-tagged photo capture of assets (without identifiable faces, especially of children) and brief video recordings where consent was provided.

2.5. Data Analysis Strategy

The Collected data were cleaned, validated and analyzed using a combination of statistical and thematic methods:

- Descriptive statistics for service access, frequency, adequacy, satisfaction and awareness.
- Cross-tabulation by village/hamlet category and stakeholder group (women, far-end households).
- Textual/thematic analysis for open-ended responses and stakeholder narratives.

A combination of Excel/Jamovi/Python and qualitative synthesis methods was used for analysis and interpretation.

2.6. Measure of Sustainability

Sustainability was assessed through the following dimensions:

- Institutional Responsibility: clarity of O&M responsibility (PHE/PRI/operator), availability of contact mechanism for repairs.
- Operational Continuity: frequency and reliability of supply, breakdown occurrence, repair responsiveness.
- Maintenance Systems: perceived regular maintenance, availability of spares/tools, leak management.
- Stakeholder Engagement: awareness, satisfaction, community ownership, willingness to recommend similar projects.
- Environmental Sustainability: natural source condition (perception), reduced disturbance from long-distance collection, environmental concerns (erosion/stagnation).

These indicators contributed to a sustainability scorecard, which is discussed in later sections.

2.7. Social Return on Investment (SROI): Methodological Note

This impact assessment incorporates a qualitative, perception-based SROI methodology to evaluate the social value generated through NHPC's CSR water supply intervention in District Reasi, Jammu & Kashmir. The initiative emphasizes improved access to a basic service that directly enhances dignity, health, daily productivity and social well-being.

2.7.1. Theme-Based Assessment Approach

Data collected through structured surveys, KII, FGD and observations was analysed under the following dimensions:

- Relevance and Effectiveness (need-fit and improvements in access and reliability)
- Service Efficiency (implementation experience and functionality)
- Quality-of-life and health-hygiene impact (time savings, hygiene, perceived illness reduction)
- Sustainability (O&M systems, repair responsiveness)
- Environmental sustainability (concerns and co-benefits)
- Perceived value and replicability

2.7.2. Composite Value Indicators Considered

While this SROI is not monetized, it integrates composite indicators of social value such as:

- Reduction in time and drudgery of water collection (especially for women and children)
- Reduced dependence on seasonal sources/tankers
- Improved household hygiene practices
- Perceived reduction in water-related illnesses
- Increased confidence in public service delivery and community well-being

Stakeholder's view that the spending was justified and valuable.

2.7.3. Stakeholder-Centric Lens

The study gives primacy to experiential feedback:

- "Time saved for households, especially women."
- "Improved regularity and convenience of water access."
- "Better hygiene and reduced stress in daily routines."

2.7.4. Justification of Qualitative SROI

- The project is a public service-centric intervention where benefits relate to dignity, health and time savings.

- Monetizing such outcomes risks oversimplifying complex social value.
- A qualitative SROI is aligned with CSR evaluation norms and provides credible, human-centric evidence of value.

Snapshot of Research Methodology

Table 3: Snapshot of Research Methodology

Component	**Details**
Objective	To assess social, service-delivery, health-hygiene, environmental and quality-of-life impact of CSR-supported water supply project in Kotla & Theru (Ransoo), Reasi (J&K).
Scope	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, environmental sustainability, and perceived social value.
Study Area	Kotla and Theru (Ransoo), District Reasi, Jammu & Kashmir (including relevant hamlets).
Stakeholders	Household beneficiaries, women water managers, far-end households, PRI, PHE staff/operator, local stakeholders.
Research design	Mixed-method approach (Quantitative + Qualitative).
Data Collection	Primary (Surveys, KII, FGDs, observation, photo evidence, success stories); Secondary (PHE/PRI records if accessible).
Sampling Method	Stratified sampling (village/hamlet + stakeholder category), purposive sampling for key informants.
Sample Size	194 Respondents + 8 KII
Data Analysis	Descriptive statistics, crosstabs, thematic synthesis, dashboard reporting.
Evaluation Criteria	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, environmental sustainability, perception-based SROI.
Reporting	Comprehensive report with chapter-wise findings, case stories, and recommendations for strengthening future water interventions.

3. CSR Activity Details

The CSR intervention by NHPC Limited focused on improving and extending drinking water supply to the villages of Kotla and Theru (Ransoo), District Reasi, Jammu & Kashmir. The initiative aims to strengthen basic service delivery, reduce household water stress, and improve quality of life through improved access, reliability, and system sustainability.

Table 4: Summary of CSR Activity Details

Location	Activity description	Expenditure Incurred	Brief about Activity
District Reasi, Jammu & Kashmir (Kotla & Theru/Ransoo)	Improvement/ extension & providing of Water Supply to village Kotla and Theru (Ransoo)	₹123.50 lakh	The activity involves extension/improvement of a gravity-based water supply system to improve household access and service reliability. It aims to reduce dependence on seasonal sources/tankers, reduce time burden of water collection, and enable improved hygiene and well-being. Project implementation period: 15/01/2020 to 31/05/2024. Completion: 31/05/2024. Executing Agency: PHE Dept., Reasi (UT of J&K).

3.1. Alignment with NHPC CSR Policy

This initiative aligns with NHPC's CSR policy focus on rural development and essential public services that improve community well-being. By supporting reliable drinking water access, NHPC contributes to health, sanitation and quality-of-life outcomes and supports inclusive development in the project geography. The intervention also aligns with broader national priorities such as rural water security and public health improvement.

3.2. Role of Partner Institutions

The implementation and sustainability of the intervention involve coordination among:

- PHE Department, Reasi (execution, technical oversight, operations and maintenance systems)
- PRI/community representatives (community coordination, grievance communication, local support)
- Local operators/maintenance personnel (routine operation, minor repairs, field-level response)
- Community households/beneficiaries (service usage, feedback, local ownership and reporting issues)

These institutions collectively influenced not only infrastructure delivery but also long-term functionality, responsiveness to breakdowns, and the overall sustainability of outcomes.

4. Data Analysis & Interpretation

Figure 1: Demographic Profile of Respondents

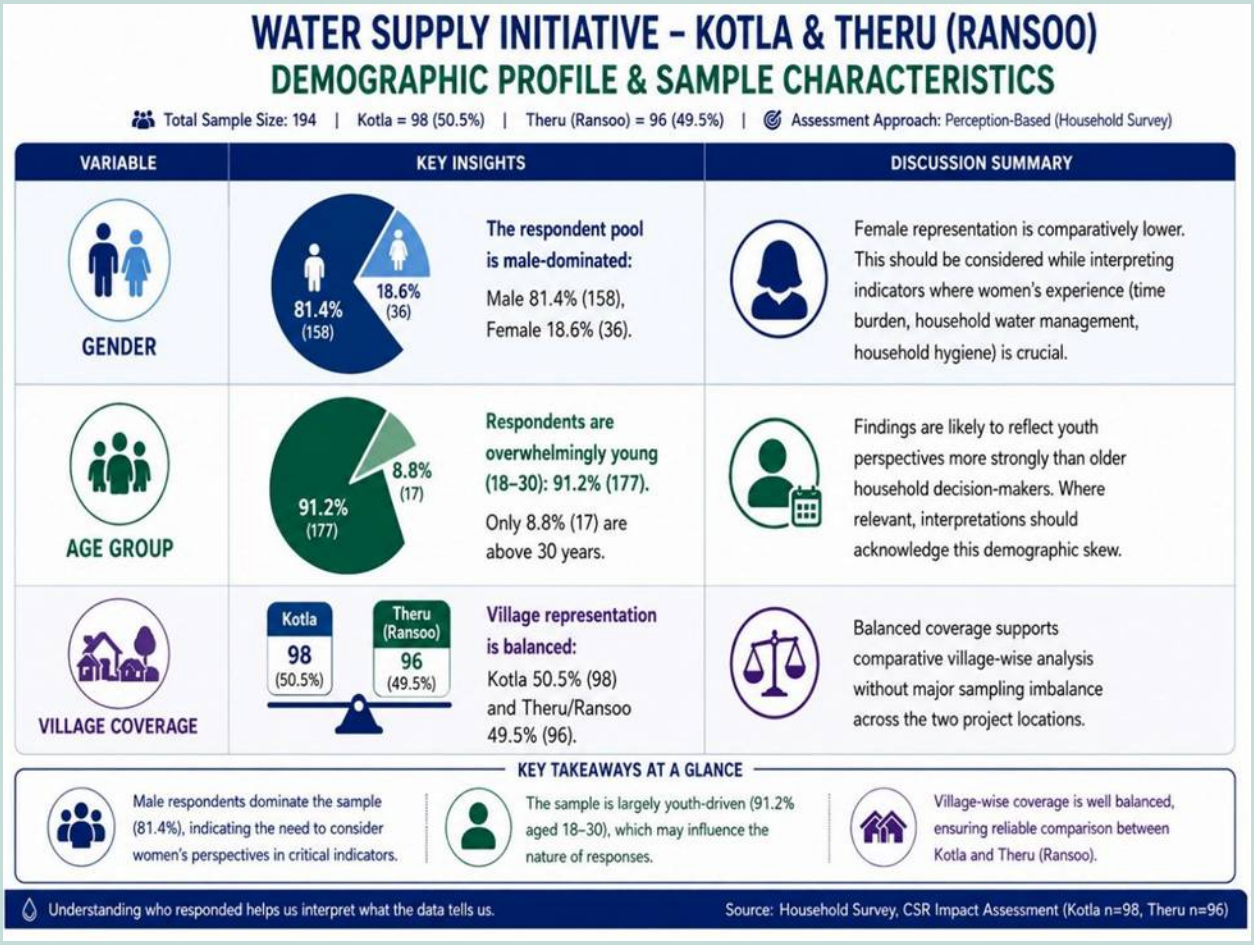


Table 5: Demographic Profile of Respondents

Variable	Key Insights	Discussion Summary
Gender	The respondent pool is male-dominated: Male 81.4% (158), Female 18.6% (36).	Female representation is comparatively lower. This should be considered while interpreting indicators where women's experience (time burden, household water management, household hygiene) is crucial.
Age Group	Respondents are overwhelmingly young (18-30): 91.2% (177). Only 8.8% (17) are above 30 years.	Findings are likely to reflect youth perspectives more strongly than older household decision-makers. Where relevant, interpretations should acknowledge this demographic skew.
Village Coverage	Village representation is balanced: Kotla 50.5% (98) and Theru/Ransoo 49.5% (96).	Balanced coverage supports comparative village-wise analysis without major sampling imbalance across the two project locations.

Figure 2: Access & Coverage

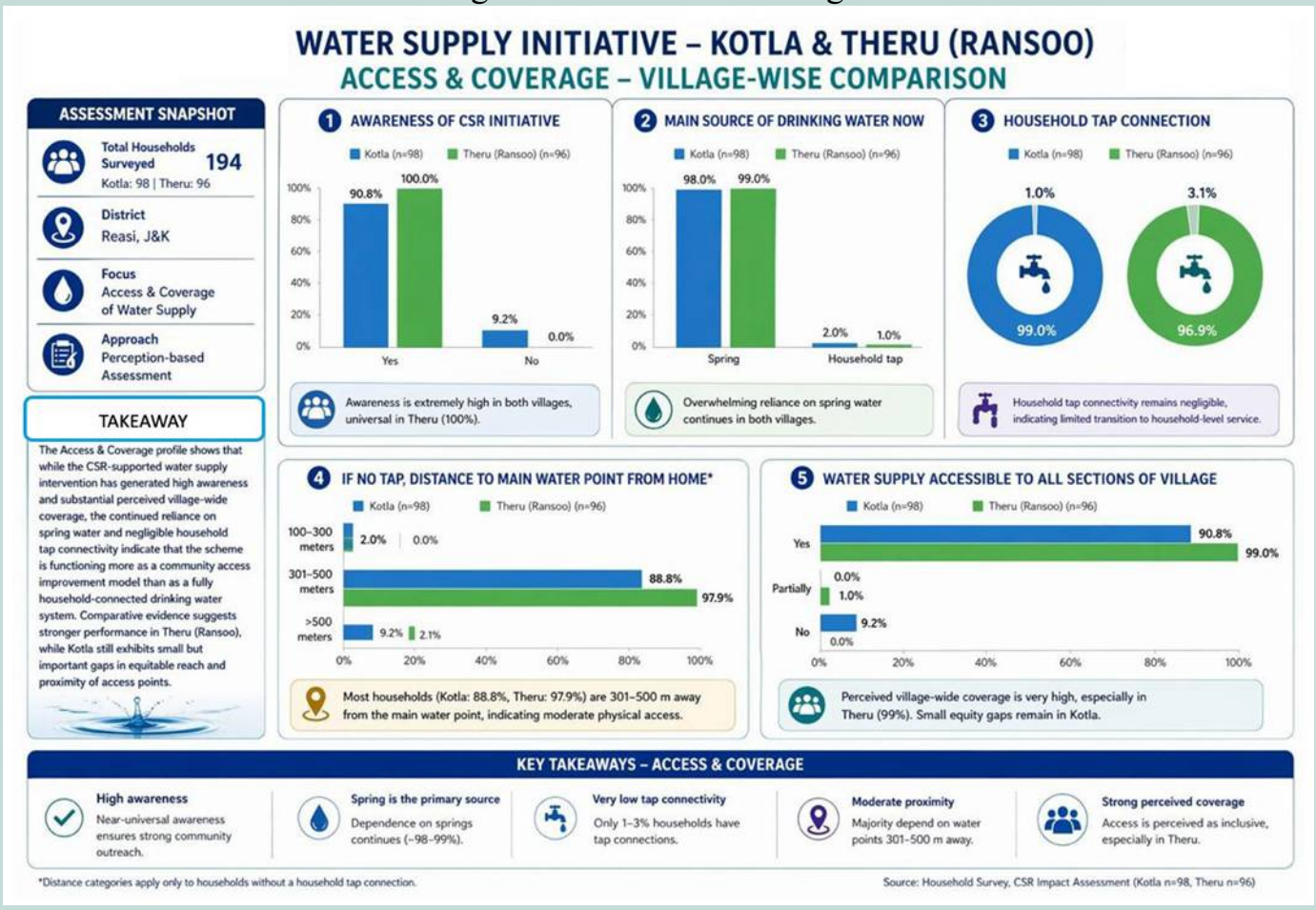


Table 6: Access & Coverage

Indicator	Key Insights (Village-wise evidence)	Discussion Summary / Interpretation
Awareness of CSR initiative	Awareness is very high in both villages: Theru (Ransoo) 100%, Kotla 90.8%. A small share in Kotla (9.2%) reported lack of awareness.	The intervention has achieved strong community visibility, especially in Theru. Kotla may need localized reinforcement/communication so that remaining households are fully aware of NHPC's CSR support and project provisions.
Main source of drinking water	Drinking water source remains spring-based for nearly all households: Kotla 98.0%, Theru (Ransoo) 99.0%. Household tap as main source is very limited (Kotla 2.0%; Theru 1.0%).	Despite the project, households continue to rely primarily on springs. This indicates that the current benefits may be more related to improved access/availability at water points, rather than a shift to household-level piped supply.
Household tap connection	Household tap connectivity is extremely low: Kotla 1.0%, Theru (Ransoo) 3.1% (overall ~2.1%).	The intervention has not translated into widespread in-house water connectivity. It suggests the system is functioning more as a community-level service (collection/standpost/spring-linked access) rather than universal household tap coverage.
Distance to main water point (No-tap households)	Majority report water point within 301–500 meters: Kotla 88.8%, Theru (Ransoo) 97.9%. Longer distance >500 is higher in Kotla (9.2%) than Theru (2.1%).	Physical access burden is comparatively higher in Kotla, indicating some households still face longer walks. Theru shows stronger proximity access, suggesting better spatial convenience for most households.
Access to all sections incl. far-end hamlets	"Yes" responses are high: Kotla 90.8%, Theru (Ransoo) 99.0%. However, Kotla 9.2% reported 'No', and Theru 1.0% reported 'Partially'.	Spatial coverage is perceived as better in Theru. Kotla shows remaining intra-village access gaps, likely affecting far-end hamlets or scattered households. Strengthening last-mile distribution and equity of access in Kotla is indicated.
Overall interpretation (Access & Coverage)	Theru performs slightly better than Kotla on awareness, spatial coverage, and reduced distance burden. Kotla shows more residual gaps in awareness and equitable last-mile access.	Overall, the CSR intervention demonstrates high visibility and broad perceived coverage, especially in Theru. However, continued dependence on springs and very low household tap connections indicate benefits are currently experienced more as improved community-level access rather than universal household piped delivery. Kotla may require additional strengthening for equitable last-mile access, particularly for remote/farther households.

Figure 3: Relevance & Effectiveness

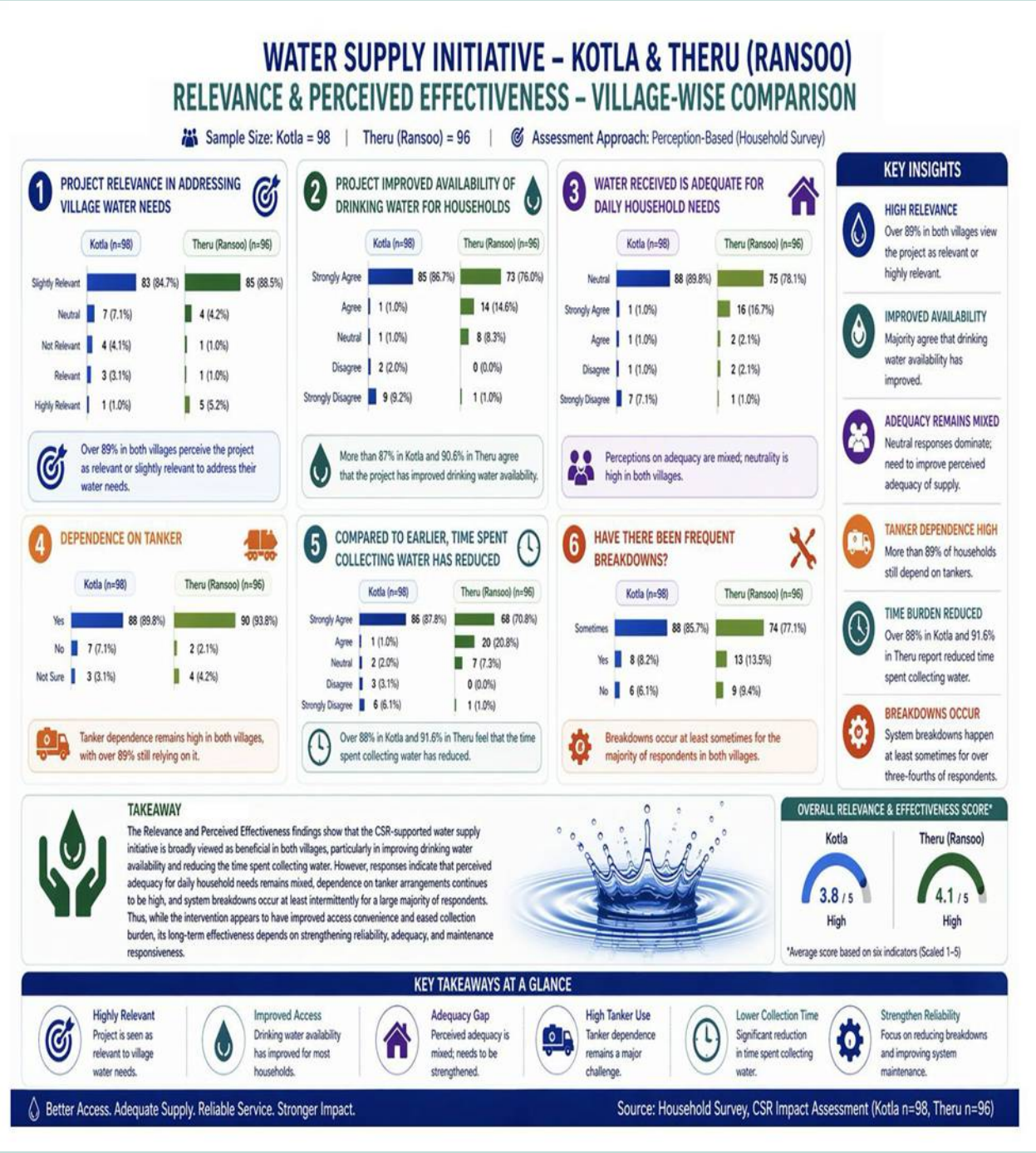


Table 7: Relevance & Perceived Effectiveness

Variable / Theme	**Key Insights (Village-wise)**	**Discussion Summary**
Overall Relevance of project	Majority rated the project "Slightly Relevant": Kotla 84.7%, Theru (Ransoo) 88.5%. "Highly relevant" is low: Kotla 1.0%, Theru 5.2%.	The intervention is widely seen as useful, but the intensity of relevance is moderate, indicating the project may not fully match community expectations of what "complete water solution" should look like.
Improved water availability	Very high Strongly Agree that availability improved: Kotla 86.7%, Theru 76.0%. Some negative responses exist, higher in Kotla (Strongly Disagree 9.2%) vs Theru (1.0%).	Availability improvement is a highly visible gain, though Kotla has a small, dissatisfied segment, suggesting uneven experience across households/hamlets.
Adequacy of water for daily needs	Responses concentrated in Neutral: Kotla 89.8%, Theru 78.1%. Strongly Agree: Theru 16.7%, Kotla 1.0%.	Adequacy is a weaker dimension—many respondents are hesitant to confirm that quantity is sufficient for full household needs; Theru reports comparatively stronger adequacy perception than Kotla.
Dependence on tanker / seasonal sources	A very high share answered "Yes": Kotla 89.8%, Theru 93.8%.	This is a critical red flag: suggests the intervention provides relief but may not have delivered complete water security, with continued reliance on external/alternative arrangements.
Reduction in time spent collecting water	Strongly Agree: Kotla 87.8%, Theru 70.8%; overall positive when Agree included.	Time reduction appears to be one of the strongest impact pathways, reflecting convenience gains and reduced drudgery. Kotla reports stronger time-saving perception.
Breakdowns / leakages affecting supply	Most report breakdowns occur "Sometimes": Kotla 85.7%, Theru 77.1%. "Yes" (frequent): Kotla 8.2%, Theru 13.5%.	Service continuity is not fully stable. Theru shows a higher share reporting frequent breakdowns, which can moderate effectiveness and require stronger O&M responsiveness.

Figure 4: Service Reliability

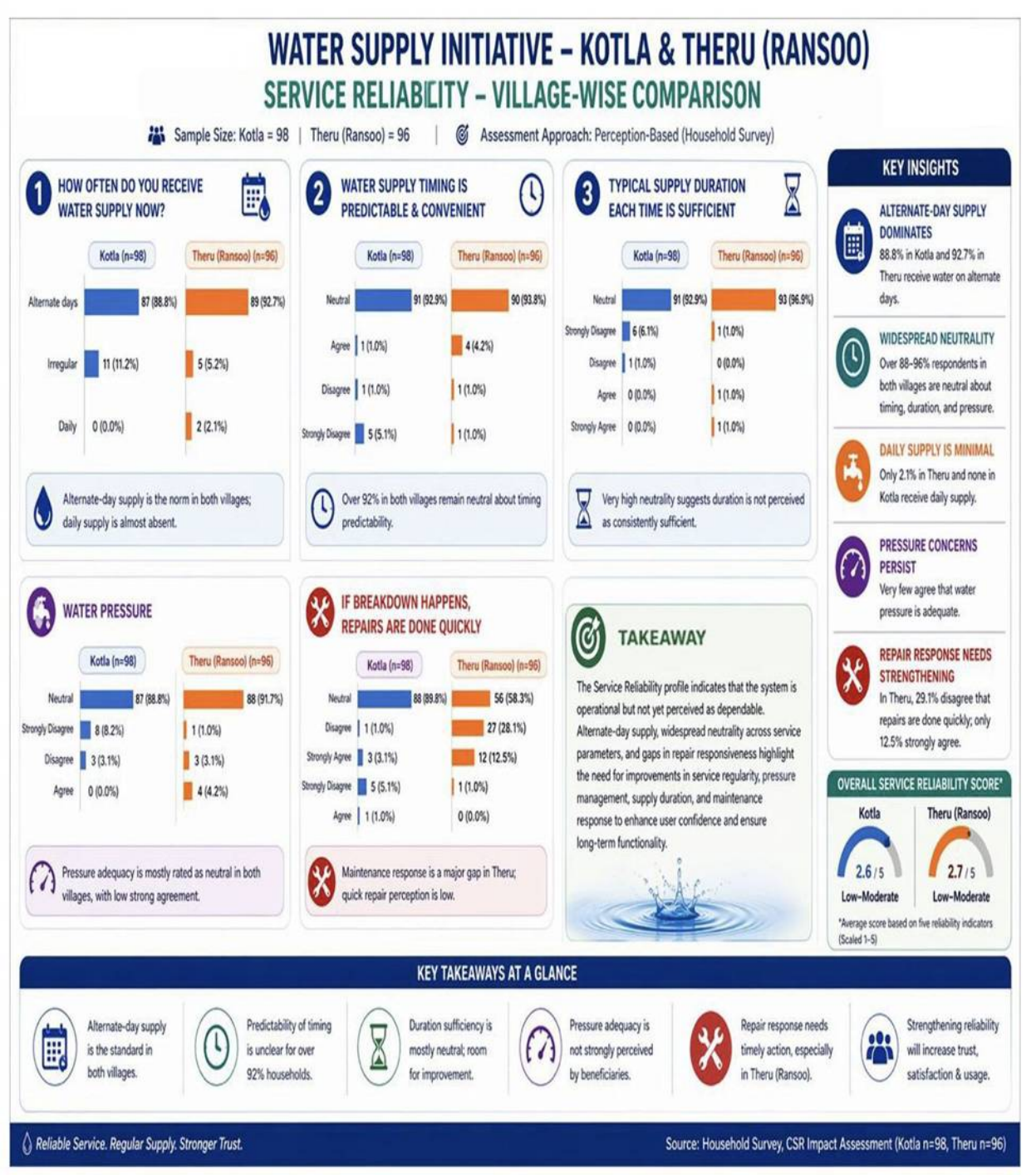


Table 8: Service Reliability

Variable / Theme	**Key Insights (Village-wise)**	**Discussion Summary / Interpretation**
Supply Frequency (Routine)	Supply is mainly on alternate days: Kotla 88.8%, Theru (Ransoo) 92.7%. Daily supply is negligible. Irregular supply is higher in Kotla (11.2%) than Theru (5.2%).	A routine pattern exists but continuity is limited. Kotla shows relatively less stability with a higher share reporting irregular supply.
Timing Predictability & Convenience	An overwhelming majority selected Neutral: Kotla 92.9%, Theru 93.8%. Positive responses are minimal. Strong disagreement is visible in Kotla (5.1%).	Respondents do not express strong confidence in timing. The high Neutral clustering suggests moderate acceptability/uncertainty, rather than clear satisfaction.
Supply Duration Sufficiency	Responses again cluster around Neutral: Kotla 92.9%, Theru 96.9%. Very few explicitly agreed. Some negative responses appear, more visible in Kotla.	Supply duration is not a strongly appreciated service attribute and may still fall short of clear adequacy from users' perspective.
Water Pressure / Flow	Neutral dominates: Kotla 88.8%, Theru 91.7%. However, Kotla has higher strong dissatisfaction (8.2%) vs Theru (1.0%).	Water Pressure concerns are comparatively higher in Kotla, suggesting uneven service and possible tail-end/technical issues.
Repair Responsiveness (when breakdown occurs)	Kotla: mostly Neutral (89.8%) with very limited differentiation. Theru: more mixed responses—Neutral 58.3%, Disagree 28.1%, Strongly Agree 12.5%.	Repair response is a more visible and contested issue in Theru, where experiences vary sharply. Kotla responses suggest either fewer strong experiences or lower visibility of repair systems.
Overall Interpretation (Service Reliability)	Both villages show a functioning routine but not strong service confidence; Theru performs slightly better on irregularity and pressure; Kotla shows more dissatisfaction on irregular supply/pressure; repair responsiveness is more debated in Theru.	Overall, system performance appears partially reliable—operational but not strongly dependable. Strengthening consistency, pressure management, and maintenance responsiveness is required for users to perceive the service as more reliable and user-friendly.

Figure 5: Water Quality & Safety

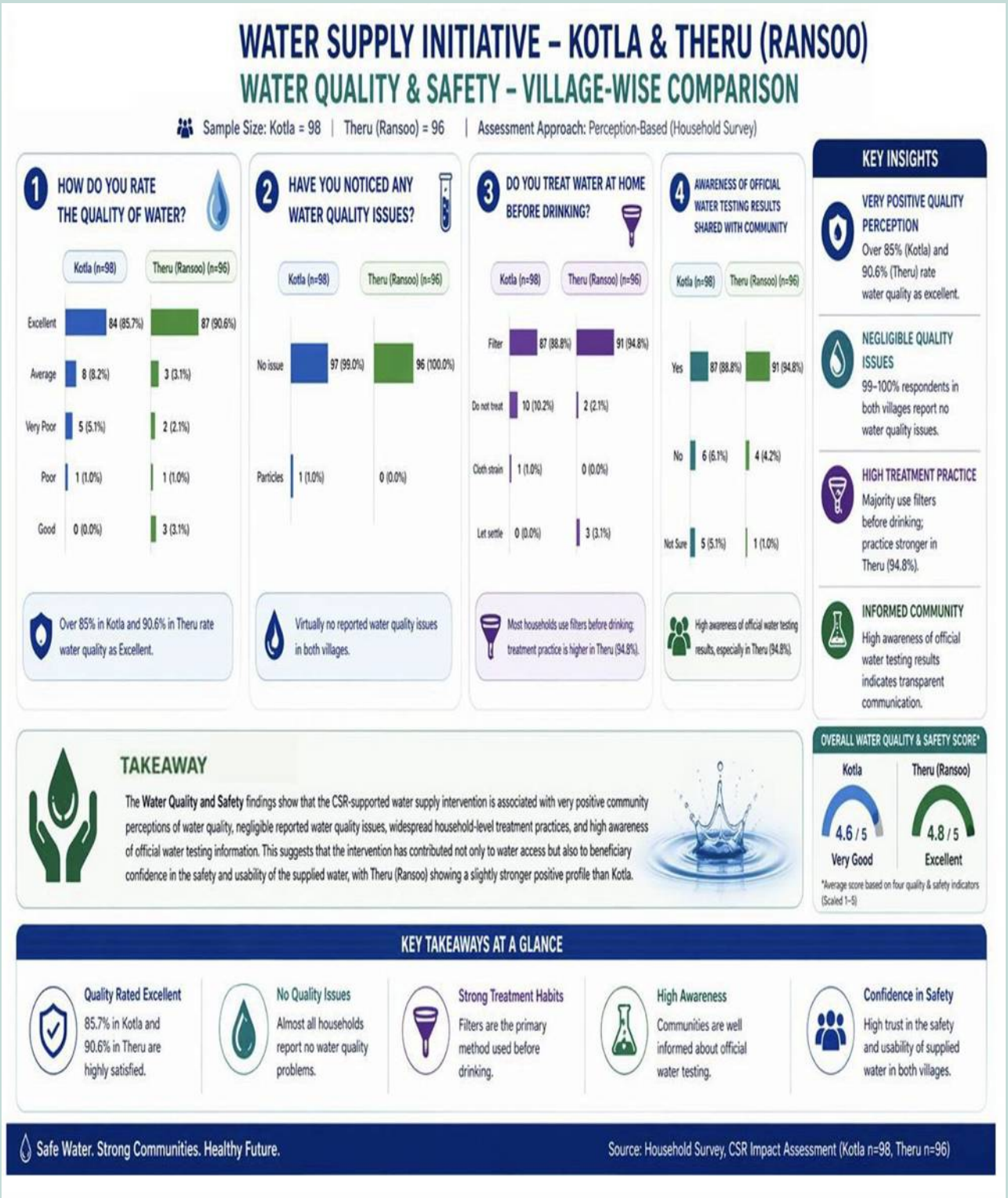


Table 9: Water Quality & Safety

Variable / Theme	Key Insights (Village-wise)	Discussion Summary / Interpretation
Perceived Water Quality (Rating)	Water quality is rated Excellent by a very high proportion: Kotla 85.7%, Theru (Ransoo) 90.6%. Only a small minority rated it average/poor/very poor.	Overall perception of water quality is strongly positive, indicating high user confidence in taste/odour/colour. Theru shows a marginally higher "excellent" perception.
Observed Water Quality Issues	Nearly all respondents reported No issue: Kotla 99.0%, Theru 100.0%. Only one respondent in Kotla reported particles.	Reported quality problems are negligible, suggesting broad acceptance of water as visibly clean and suitable for use.
Household Treatment Practices	Majority reported filtering water: Kotla 88.8%, Theru 94.8%. A higher share in Kotla reported no treatment (10.2%) vs Theru (2.1%).	Household safety behaviour is generally strong. Theru demonstrates slightly stronger precautionary practices, while Kotla has a small group that relies on untreated consumption.
Awareness of Official Water Testing Results	Awareness is high: Kotla 88.8%, Theru 94.8%. Only a small minority reported No/Not sure.	Indicates relatively good communication/visibility of safety monitoring. This strengthens trust and supports safe-use confidence.
Overall Interpretation (Water Quality & Safety)	Both villages show very positive quality perceptions, minimal issues, high household treatment, and high testing awareness. Theru performs slightly better on excellence ratings, filtering, and testing awareness.	The intervention appears to have supported not only access but also community confidence in water safety and usability. Kotla remains positive overall, but shows a slightly larger minority with lower ratings/no treatment suggesting scope for targeted awareness on safe handling/household treatment if needed.
Policy Significance	Quality trust is essential for meaningful water infrastructure outcomes.	In this case, evidence indicates the intervention is associated with high acceptability and trust, which is critical for sustained use and health/hygiene gains.

Figure 6: Efficiency of CSR Initiative

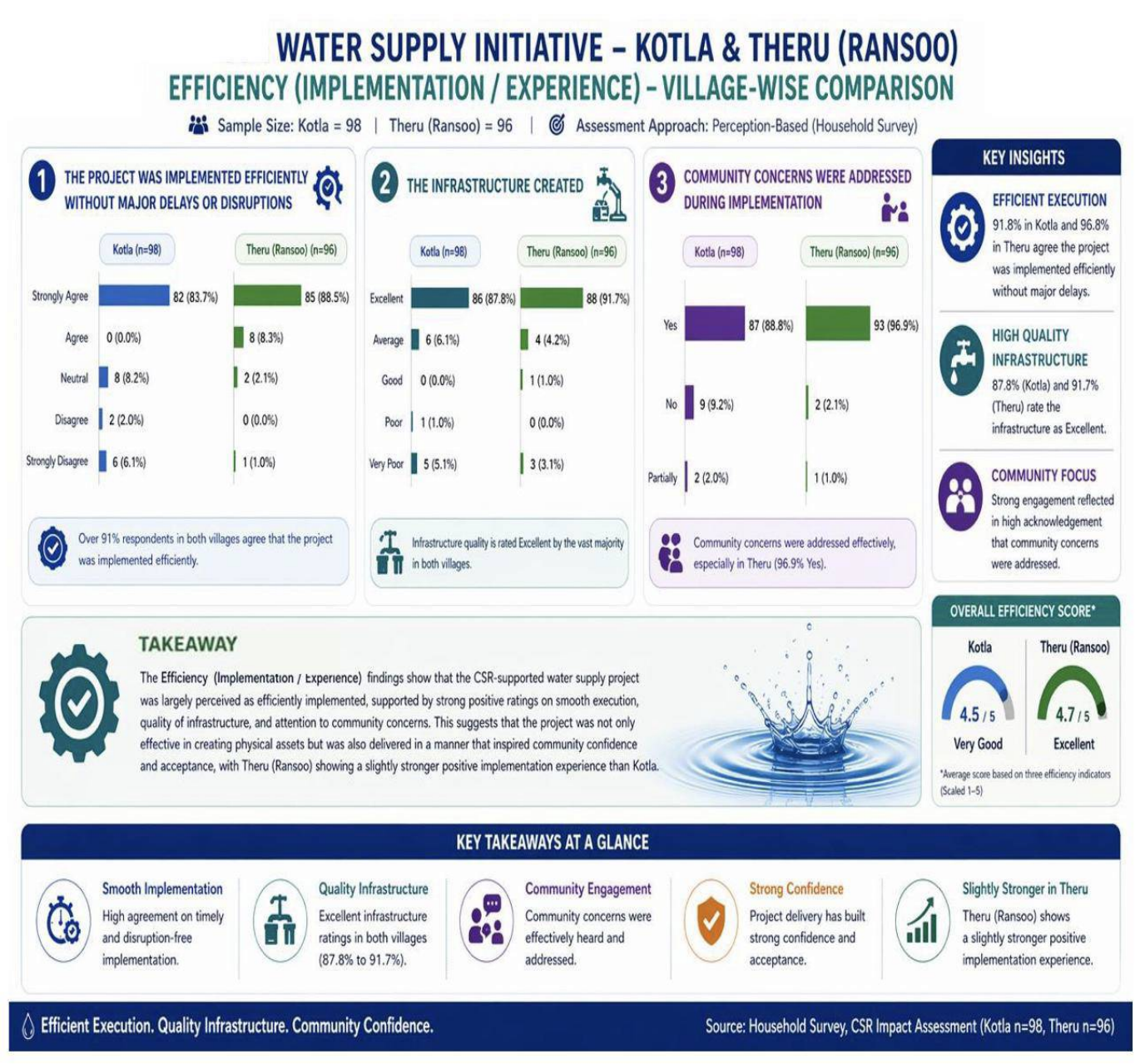


Table 10: Efficiency of CSR Initiative

Variable / Theme	Key Insights (Village-wise)	Discussion Summary / Interpretation
Implementation efficiency (timeliness / disruptions)	Strongly positive implementation experience in both villages: Strongly Agree – Kotla 83.7%, Theru (Ransoo) 88.5%. Theru also shows additional Agree – 8.3%. Negative responses are limited, slightly more visible in Kotla.	The project is widely perceived as being implemented smoothly and efficiently, with minimal delays/disruptions. Theru reflects a slightly stronger positive implementation experience, while Kotla has a small minority showing dissatisfaction.
Infrastructure quality (technical soundness / construction)	Most respondents rated infrastructure as Excellent: Kotla 87.8%, Theru (Ransoo) 91.7%. Only a very small minority rated it average/poor/very poor.	Physical assets created under the project are perceived as high quality and durable. Theru shows marginally more favorable perception, indicating more uniform satisfaction with workmanship/quality.
Responsiveness to community concerns	"Yes" responses are very high: Kotla 88.8%, Theru (Ransoo) 96.9%. A small minority in Kotla reported concerns were not/partly addressed; such responses are minimal in Theru.	Implementation is perceived as participatory and community-responsive, especially in Theru. Kotla shows minor scope to strengthen responsiveness mechanisms for the few dissatisfied households.
Overall interpretation (Efficiency)	Efficiency performance is strong on key process dimensions: timeliness, quality, and community responsiveness; Theru shows slightly more uniform positive pattern.	Findings indicate success not only in technical outputs but also in credible, community-sensitive delivery important for trust, acceptance, and long-term ownership. Kotla remains highly positive overall, with a slightly larger minority of lower ratings.

Figure 7: Impact (Quality of Life, Health & Hygiene) of CSR Initiative

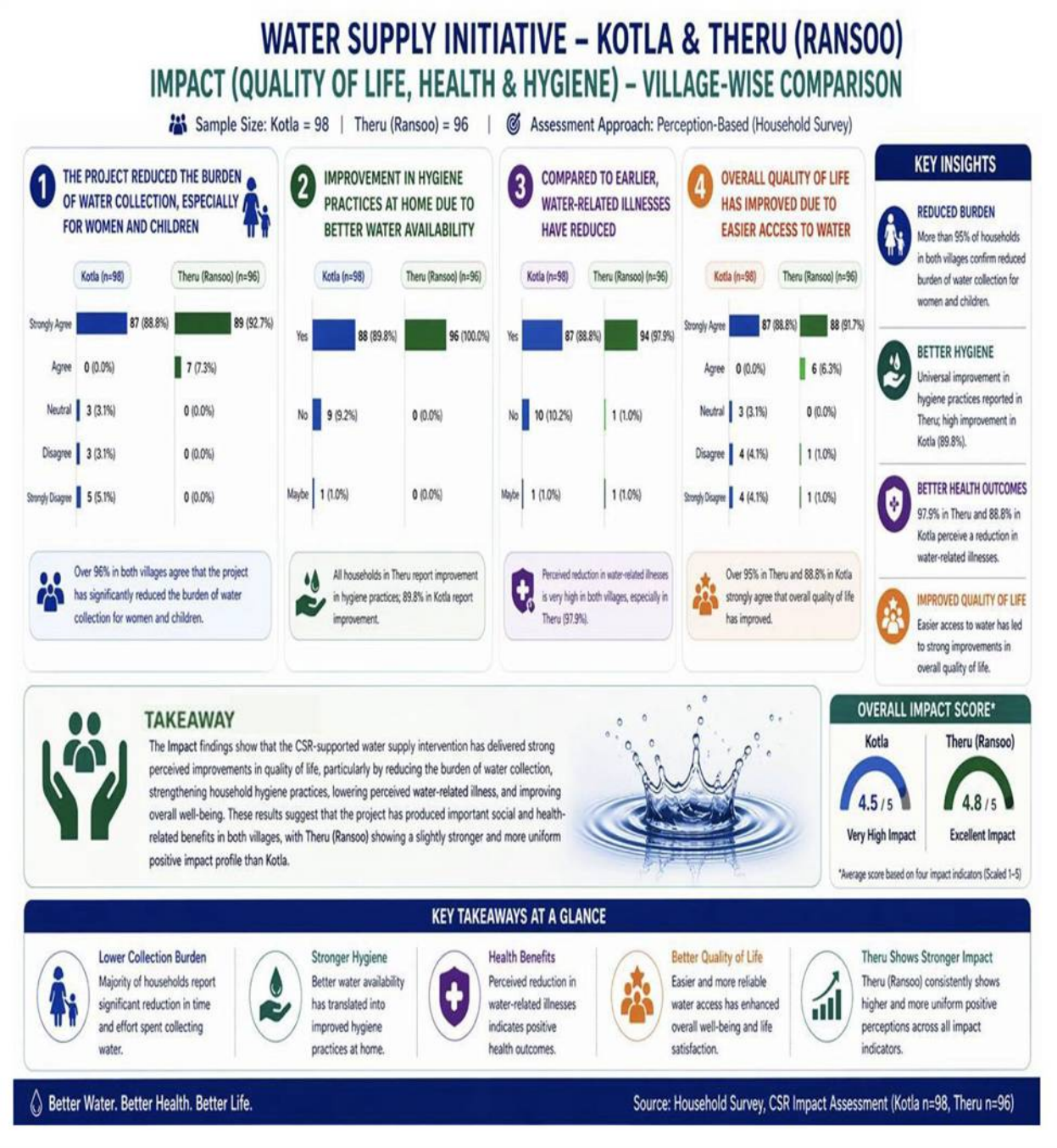


Table 11: Impact (Quality of Life, Health & Hygiene) of CSR Initiative

Variable / Theme	Key Insights (Village-wise)	Discussion / Interpretation
Reduced burden of water collection (women & children)	Very high Strongly Agree: Kotla 88.8%, Theru (Ransoo) 92.7%. Theru also shows additional Agree 7.3%, indicating near-universal recognition.	The most visible impact pathway is reduced drudgery and time burden, especially for women and children. This reflects strong practical value of the intervention in daily routines.
Improvement in household hygiene practices	Reported improvement: Kotla 89.8%, Theru 100.0%. Only a small minority in Kotla reported no/uncertain change.	Easier access to water appears to have translated into better hygiene behaviour, with Theru showing universal positive responses. Kotla is highly positive, but not fully uniform.
Reduction in water-related illnesses (perceived)	Reported reduction: Kotla 88.8%, Theru 97.9%. Negative responses are limited and mainly visible in Kotla.	Respondents associate improved access/quality with health benefits, suggesting social returns beyond convenience. Theru shows stronger consistency in perceived health gains.
Overall quality of life improvement	Strongly Agree: Kotla 88.8%, Theru 91.7%; Theru also shows Agree 6.3%. A small minority in Kotla reported neutrality/disagreement.	Improved water access is experienced as broader quality-of-life enhancement, influencing daily living conditions, comfort, and household functioning.
Overall Interpretation (Impact)	Strong positive social impact across both villages, strongest on burden reduction, hygiene, health perception, and QoL. Theru shows more uniform positivity; Kotla has a slightly larger minority reporting uncertainty/no improvement.	The intervention demonstrates multi-dimensional social returns, not limited to infrastructure outputs. Benefits appear strongest for vulnerable groups, particularly women and children. Theru performs marginally better across most indicators, while Kotla may need targeted strengthening to ensure benefits are more uniformly felt across all households/hamlets.

Figure 8: Sustainability of CSR Initiative

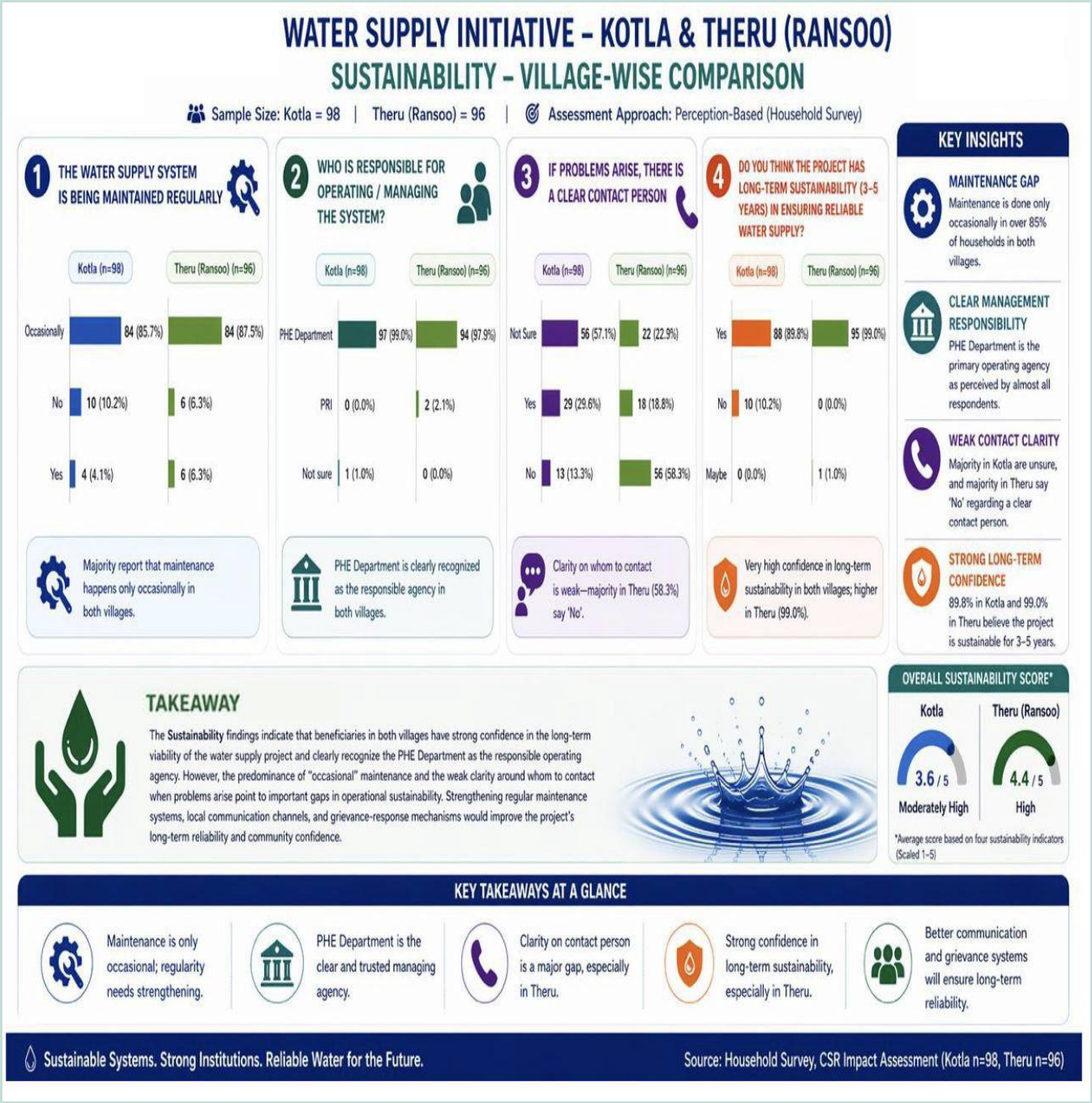


Table 12: Sustainability of CSR Initiative

Variable / Theme	Key Insights (Village-wise)	Discussion Summary / Interpretation
Regular Maintenance of System	The dominant response is "Occasionally": Kotla 85.7%, Theru (Ransoo) 87.5%. Only a small minority report regular maintenance; some report no maintenance.	Maintenance is perceived as present but not systematic. This suggests routine O&M exists, but not in a clearly visible or scheduled manner for beneficiaries.
Clarity on Responsible Agency (O&M ownership)	Institutional responsibility is clearly understood: PHE Department identified by Kotla 99.0%, Theru 97.9%.	Strong institutional clarity exists regarding who owns/operates the system. This supports institutional sustainability, with very little confusion among beneficiaries.
Clear Contact Person / Complaint Mechanism	Kotla: majority Not sure (57.1%); Yes 29.6%. Theru: majority No (58.3%); Not sure 22.9%.	A major gap exists in communication and grievance-response channels, especially in Theru where many explicitly report absence of a contact person. Kotla shows more uncertainty than outright dissatisfaction.
Perceived Long-term Sustainability (3–5 years)	Strong confidence: Yes – Kotla 89.8%, Theru 99.0%. Doubt is limited to Kotla 10.2%; Theru is nearly unanimous.	Beneficiaries express high confidence in continued functioning, even though day-to-day maintenance visibility and complaint mechanisms are weak. Theru shows stronger optimism.
Overall Interpretation (Sustainability)	Long-term confidence is high, institutional ownership is clear, but maintenance is largely "occasional" and contact/grievance clarity is weak-especially in Theru.	Sustainability appears technically/institutionally promising, but operational sustainability can be strengthened by making maintenance schedules, complaint channels, and local response persons more visible and accountable.
Policy / Program Implication	Need to bridge the "confidence–systems gap": confidence is high but local mechanisms are weak.	Strengthening regular O&M routines, local complaint/helpline visibility, and response accountability would improve trust, reliability perception, and long-term performance consistency.

Figure 9: Awareness & Satisfaction

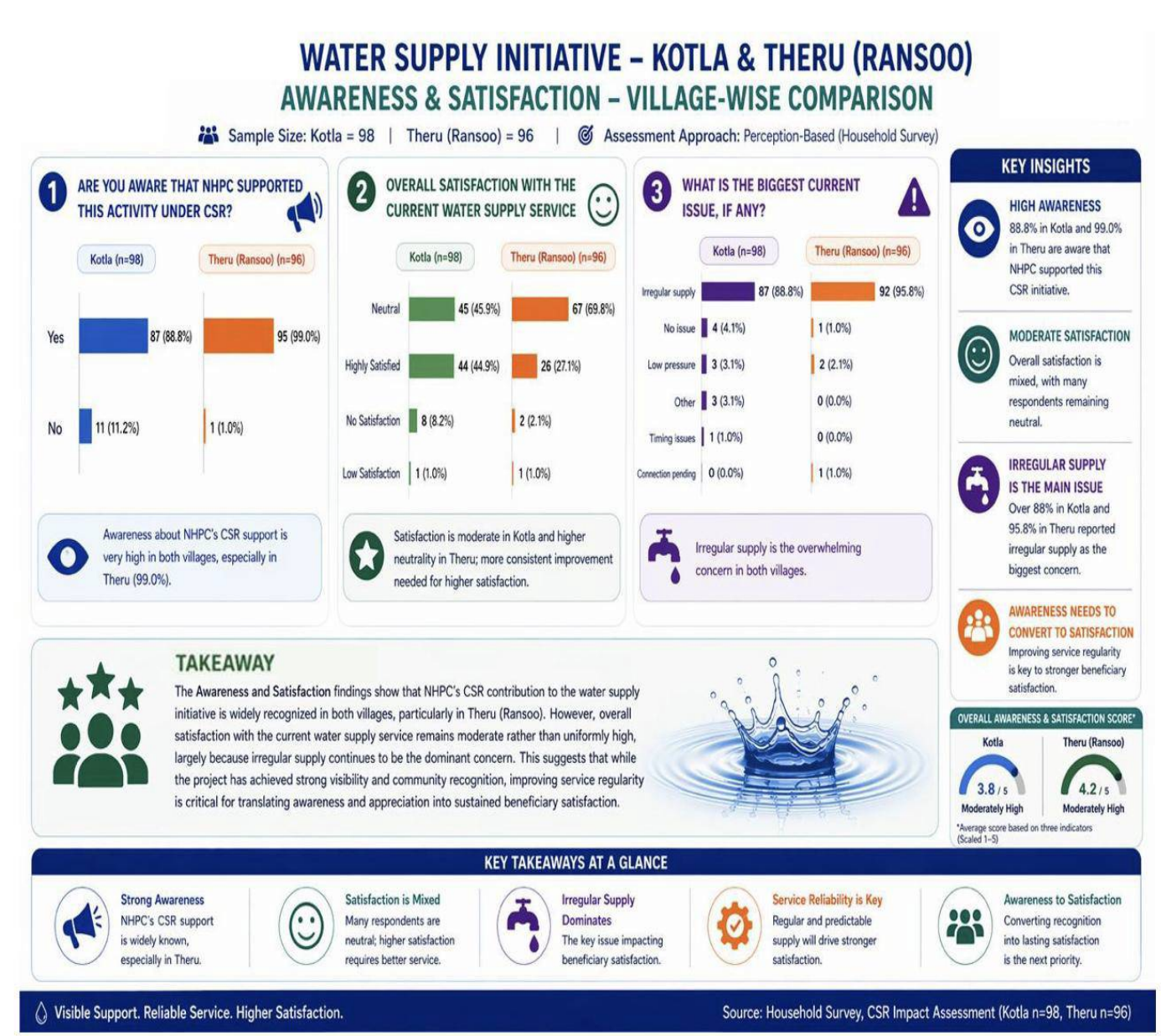


Table 13: Awareness & Satisfaction

Variable / Theme	Key Insights (Village-wise)	Discussion Summary / Interpretation
Awareness of NHPC CSR Support	Awareness is high in both villages: Kotla 88.8%, Theru (Ransoo) 99.0%. Unawareness is small but more visible in Kotla.	NHPC attribution is strong and visible, indicating effective community-level recognition of NHPC's CSR role. Kotla may need minor reinforcement for the remaining unaware households.
Overall Satisfaction with Current Service	Kotla: responses split between Neutral (45.9%) and Highly Satisfied (44.9%), with small dissatisfaction. Theru: Majority Neutral (69.8%), followed by Highly Satisfied (27.1%).	Satisfaction is mixed, with neutrality dominating-especially in Theru suggesting the service is seen as acceptable but not fully satisfactory. Strong satisfaction is not universal even with high awareness.
Biggest Current Issue	Irregular supply is overwhelmingly the top issue: Kotla 88.8%, Theru 95.8%. Other issues (pressure/ timing/ connection pending/other) are minor.	The main constraint limiting satisfaction is clearly service consistency/reliability, not awareness or acceptance of the intervention itself.
Overall Interpretation (Awareness vs Satisfaction)	High awareness does not fully translate into equally high satisfaction; many remain neutral, especially in Theru.	The project is recognized and valued, but irregular supply continues to restrict full beneficiary satisfaction and confidence in day-to-day functioning.
Village Comparison	Theru: stronger awareness, higher neutrality, and higher reporting of irregular supply. Kotla: slightly lower awareness but higher share of highly satisfied respondents.	Satisfaction appears shaped more by daily service experience than by awareness. Theru needs stronger service regularity; Kotla needs minor attribution/coverage strengthening.

Figure 10: Social Value / SROI

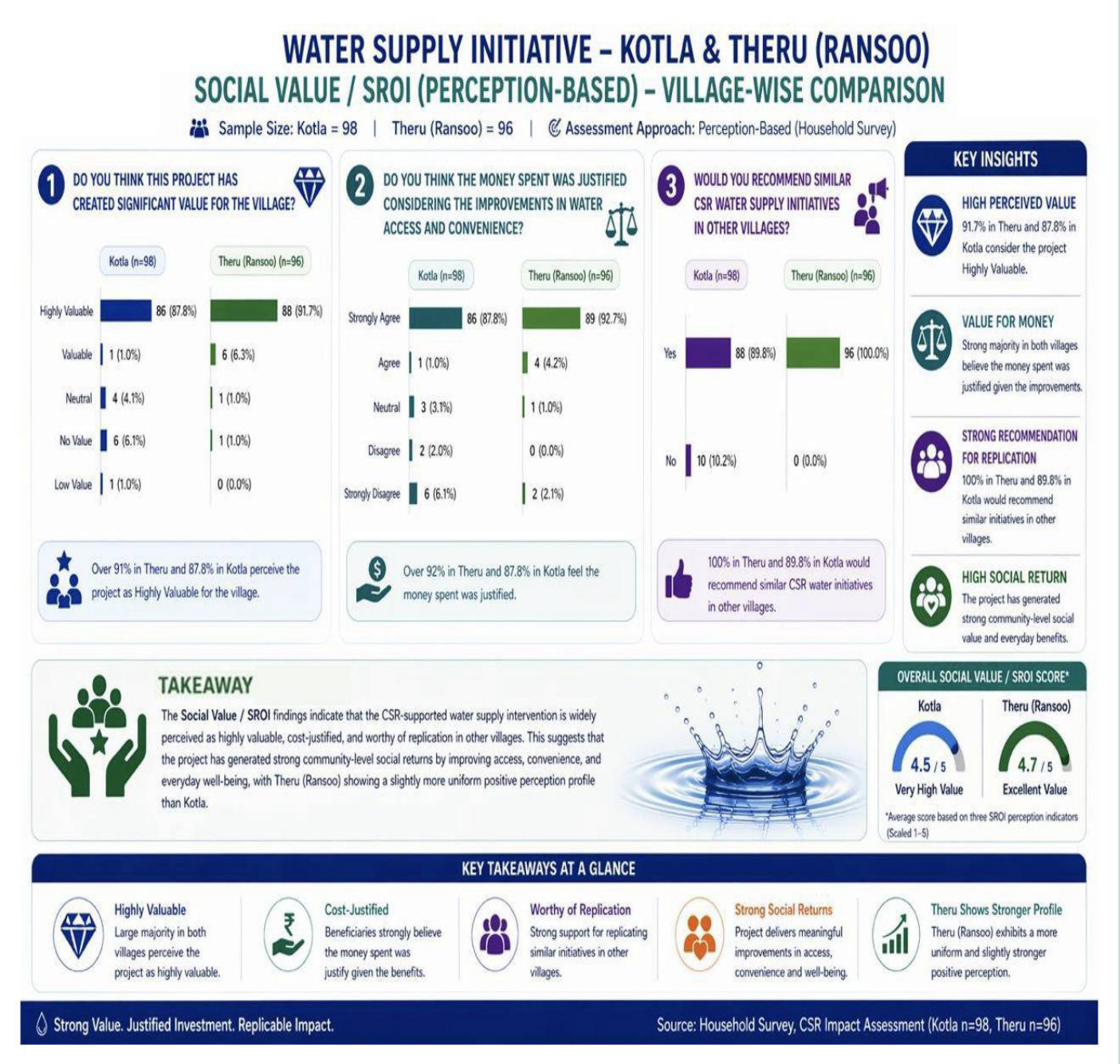


Table 14: Social Value / SROI

Variable / Theme	Key Insights (Village-wise)	Discussion Summary / Interpretation
Perceived Social Value of the Project	A large majority rated the project as Highly Valuable: Kotla 87.8%, Theru (Ransoo) 91.7%. Theru also shows Valuable 6.3%. Low/no value responses are negligible.	The intervention is widely perceived as socially meaningful and beneficial at community level. The perceived value is strong in both villages and marginally more unanimous in Theru.
Expenditure Justification (Value-for-money perception)	Strongly Agree that money spent was justified: Kotla 87.8%, Theru 92.7% (Agree adds further endorsement). Negative responses are limited, slightly more visible in Kotla.	Communities broadly endorse the project as worth the expenditure, indicating high perceived "value-for-money" and legitimacy of CSR investment in this area.
Recommendation for Replication	Nearly all respondents support replication: Yes – Kotla 89.8%, Theru 100.0%.	Very high willingness to recommend reflects strong acceptance and shows beneficiaries see the project as a model that should be extended to other villages.
Overall Interpretation (Perception-based SROI)	High value, strong expenditure justification, and very high recommendation for replication—more uniformly positive in Theru; Kotla has a slightly larger minority with neutral/negative views.	Findings indicate strong perceived social returns—not merely infrastructure creation, but meaningful improvement in daily convenience, reduced burden, and community welfare. This supports the case for sustained and expanded CSR investment in rural water infrastructure.

Figure 11: Coherence & Recommendations

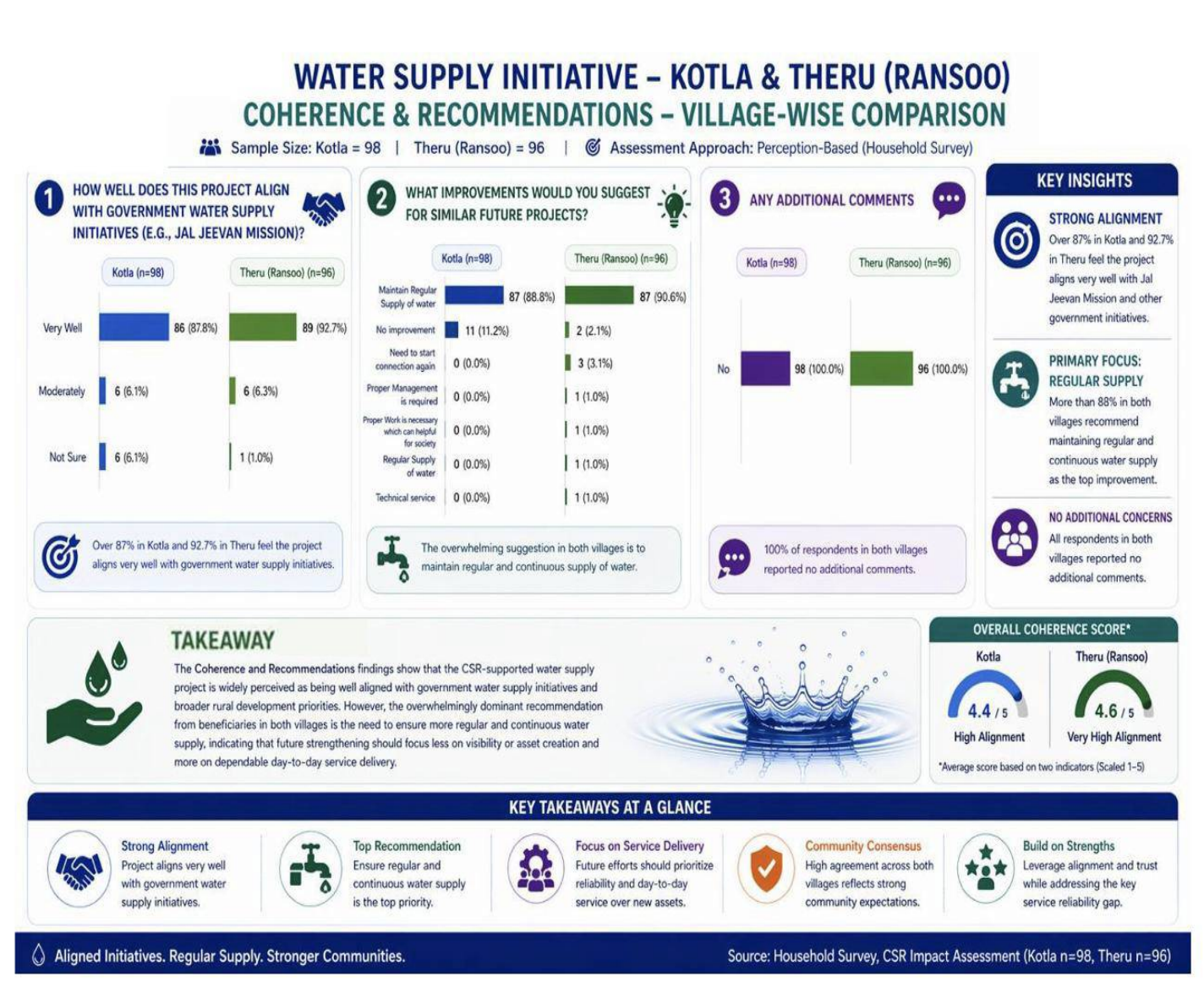


Table 15: Coherence & Recommendations

Variable / Theme	Key Insights (Village-wise)	Discussion Summary / Interpretation
Policy Alignment / Coherence (with Govt. initiatives like JJM)	A large majority reported alignment "Very Well": Kotla 87.8%, Theru (Ransoo) 92.7%. Only a small minority rated alignment as moderate/unsure.	The project is perceived as policy-coherent and complementary to government water supply initiatives, indicating it fits within the broader rural development framework rather than functioning as a standalone CSR action.
Top Recommendation for Future Projects	The dominant recommendation is ensuring regular/continuous water supply: Kotla 88.8%, Theru (Ransoo) 91.7% (grouped similar responses). Other suggestions are marginal (connections, management, technical support).	Community priorities are clearly operational: not just asset creation, but service continuity and reliability. This reinforces earlier findings where irregularity and reliability were repeatedly highlighted.
Additional Comments	No additional remarks reported by respondents in both villages.	This suggests structured items captured the main concerns; priorities are highly consolidated around regular supply rather than diverse new issues.
Overall Interpretation (Coherence & Recommendations)	Strong alignment with government initiatives and a consistent recommendation focus on regular supply in both villages; Theru shows slightly stronger positive alignment.	Findings show strong internal coherence across the report: awareness is high, impact is positive, infrastructure is appreciated, yet regularity of supply remains the key unresolved operational challenge. Strengthening service consistency would likely unlock higher satisfaction and stronger perceived effectiveness.

5. Summary of Findings & Recommendations

5.1. Findings

The impact assessment of the CSR-supported water supply project in Kotla and Theru (Ransoo) reveals a strong overall performance in access, implementation, quality, and social impact, alongside critical gaps in service reliability and operational sustainability.

At the outset, the project has achieved high awareness and near-universal coverage at the village level, with most households acknowledging improved access to water points. However, this improvement remains largely community-level rather than household-level, as reflected in the extremely low penetration of household tap connections (1–3%) and continued dependence on shared sources such as springs.

From a service delivery perspective, the system is operational but not fully reliable. Water supply is predominantly alternate-day, with negligible daily supply, and a notable proportion of households reporting irregular supply patterns. Across multiple indicators—timing, duration, and pressure—responses are overwhelmingly neutral, indicating that the service is perceived as functional but not dependable. This is further reinforced by the frequent occurrence of system breakdowns, which are reported as happening "sometimes" by a large majority.

Despite these limitations, the project performs strongly in terms of effectiveness and impact. Beneficiaries widely acknowledge improvements in water availability and a significant reduction in the time burden of water collection, particularly for women and children. This has translated into broader social benefits, including improved hygiene practices, perceived reduction in water-related illnesses, and enhanced quality of life. These findings highlight the project's ability to generate multi-dimensional social value beyond infrastructure provision.

The quality and safety of water emerge as one of the strongest dimensions of the intervention. Water is widely rated as "excellent," with almost no reported quality issues and high levels of household-level precaution through filtration. This indicates strong community trust in the safety of the supplied water. The implementation process is also rated highly, with respondents acknowledging efficient execution, high-quality infrastructure, and responsiveness to community concerns. This suggests that the project has been delivered through a robust and effective implementation model that is potentially replicable.

However, the sustainability dimension reveals important operational gaps. While beneficiaries express strong confidence in the long-term viability of the system, maintenance is perceived as occasional rather than regular, and there is significant uncertainty or absence of a clear contact person for addressing breakdowns. This indicates that while institutional responsibility (PHE Department) is well understood, local-level operational systems remain weak.

In terms of awareness and satisfaction, NHPC's role under CSR is widely recognized, especially in Theru (Ransoo). However, satisfaction levels remain moderate, with a large share of respondents reporting neutral satisfaction. The key reason for this emerges clearly: irregular water supply, which is overwhelmingly identified as the biggest current issue across both villages.

The perception-based SROI analysis strongly validates the project's social value. The majority of respondents consider the project highly valuable, believe that the expenditure is justified, and support replication of similar initiatives in other villages. This confirms that the project has generated high perceived social returns and legitimacy.

Finally, the project is seen as well aligned with government initiatives such as Jal Jeevan Mission, indicating strong policy coherence. However, the dominant recommendation from beneficiaries across both villages is consistent and unequivocal: Ensure regular and continuous water supply

5.2. Priority Recommendations Framework

The policy recommendations presented in this chapter have been derived from a comprehensive analysis of the CSR-supported water supply intervention in Kotla and Theru (Ransoo), based on both quantitative findings and perception-based insights from beneficiary households. The assessment highlights that while the project has been successful in improving access, water quality, and generating significant social benefits, certain operational and service delivery gaps continue to limit its full potential.

In particular, the findings point to a clear transition requirement—from infrastructure creation and access enhancement towards ensuring reliable, adequate, and sustainable water service delivery at the household level. Issues such as irregular water supply, limited household connectivity, gaps in maintenance systems, and weak local accountability mechanisms emerge consistently across themes, indicating priority areas for policy attention.

The recommendations are structured to address these gaps in a systematic manner, focusing on strengthening service reliability, enhancing operational sustainability, improving user experience, and deepening the social impact of the intervention. At the same time, they build on the project's

existing strengths such as high community acceptance, strong implementation efficiency, and positive health and quality-of-life outcomes to ensure that future CSR investments are both effective and scalable.

Overall, this framework aims to support a shift from asset-based interventions to service-oriented delivery models**,** thereby enabling long-term sustainability, improved beneficiary satisfaction, and stronger alignment with national rural water supply priorities.

Table 16: Recommendations with Actionable Outcomes

Key Insight	**Recommendation**	**Action Points**	**Measurable Outcomes (KPIs)**
Irregular water supply is the dominant issue (~90–96%)	Ensure regular and predictable water supply	- Move from alternate-day to daily/near-daily supply - Introduce supply scheduling system - Monitor distribution efficiency	- % households receiving daily supply - Reduction in "irregular supply" responses - Increase in satisfaction levels
Household tap connectivity extremely low (1–3%)	Expand household-level water connections	- Phase-wise household tap expansion - Target uncovered households - Integrate with Jal Jeevan Mission	- % increase in household tap coverage - Reduction in dependence on shared sources
Maintenance perceived as occasional (~85%)	Strengthen Operation & Maintenance (O&M) systems	- Establish fixed maintenance schedule - Allocate dedicated maintenance teams - Create preventive maintenance system	- % respondents reporting "regular maintenance" - Reduction in breakdown frequency
No clear contact person for grievance redressal	Establish local accountability and grievance system	- Appoint village-level operator/contact person - Display contact details publicly - Introduce complaint tracking mechanism	- % respondents aware of contact person - Reduction in unresolved complaints
High tanker dependence (~90%) despite improved access	Improve water sufficiency and system capacity	- Increase supply duration/volume - Optimize storage and distribution - Strengthen source sustainability	- Reduction in tanker usage - Increase in adequacy satisfaction levels
Neutral perception on adequacy, timing, pressure (~80–90%)	Improve service quality parameters	- Standardize supply timing - Improve pressure management - Ensure sufficient duration of supply	- Increase in "Agree/Strongly Agree" responses - Reduction in neutral responses

High social impact (time, hygiene, health improvements ~90%)	Sustain and deepen social impact gains	- Continue hygiene awareness programs - Integrate with health initiatives - Focus on women-centric outcomes	- Sustained hygiene improvement levels - Reduction in water-related illness reports
Strong water quality perception (~90% excellent)	Maintain water quality standards	- Regular water testing - Public disclosure of results - Strengthen filtration awareness	- % households confident in water quality - Continued low reporting of quality issues
High implementation efficiency (~85–92%)	Replicate successful implementation model	- Document best practices - Standardize CSR execution framework - Scale to similar regions	- Replication in new villages - Consistent performance across projects
High perceived SROI and recommendation for replication (~90–100%)	Scale CSR investments in rural water infrastructure	- Expand CSR coverage geographically - Focus on underserved areas - Align with national missions	- Number of new projects implemented - Increase in beneficiary coverage
Strong alignment with government schemes (~90%)	Integrate CSR with public water programs	- Align planning with Jal Jeevan Mission - Coordinate with PHE Department - Avoid duplication	- Improved convergence outcomes - Increased efficiency in resource use

Strategic Orientation

The CSR-supported water supply intervention in Kotla and Theru (Ransoo) shows strong performance in implementation quality, water quality, perceived social impact, and community value. However, findings consistently highlight a transition gap between infrastructure creation and reliable day-to-day service delivery. The central cross-cutting issue is irregular supply, which limits satisfaction and long-term operational confidence. The focus should therefore shift from visibility and asset creation to reliability, accountability, and household-level service delivery.

Recommendations

I. **Ensure regular and predictable supply (Core priority)**: Move towards daily/near-daily **supply**, publish fixed schedules, and improve distribution monitoring to raise reliability and satisfaction.

II. **Expand household-level connectivity**: Tap coverage remains extremely low; implement phased household tap expansion, prioritizing underserved and far-end households, and converge with Jal Jeevan Mission.

III. **Strengthen O&M systems**: Institutionalize preventive maintenance schedules, deploy local maintenance teams, and introduce maintenance tracking/audits to reduce breakdowns and improve longevity.

IV. **Establish grievance redressal & local accountability**: Appoint village-level operators'/contact persons, publicly display contacts, and implement simple complaint registration and response systems to improve responsiveness and trust.

V. **Improve adequacy and reduce tanker dependence**: Enhance supply duration/volume, strengthen storage, and plan for source sustainability to reduce tanker reliance and improve adequacy perceptions.

VI. **Sustain water quality and public health gains**: Continue regular testing, publicly share results, and promote household treatment practices to sustain hygiene and health benefits.

VII. **Institutionalize the model for replication**: Document best practices and develop a standard CSR water supply framework for replication in similar rural geographies, given high social acceptance.

VIII. **Strengthen convergence with government programs**: Integrate CSR planning with JJM and coordinate with PHE to avoid duplication and improve resource efficiency and outcomes.

Strategic Conclusion

The intervention has delivered meaningful improvements, but long-term success depends on shifting from infrastructure creation to reliable, accountable water service delivery, supported by strong O&M, grievance systems, and gradual household-level connectivity.

OECD-DAC ALIGNED SYNTHESIS (WITH SDGs)

Table 17: OECD-DAC Framework with Linkages

OECD-DAC Criterion	Key Finding	Key Insight	Recommended Action	SDG Link
Relevance	Strong alignment with community needs and govt schemes	Project addresses real water access gaps	Continue targeting underserved rural areas	SDG 6, SDG 11
Effectiveness	Improved access, reduced burden, high impact (~90%)	Outcomes achieved but not fully optimized	Improve supply adequacy and continuity	SDG 6, SDG 3
Efficiency	High implementation efficiency and quality infrastructure	Strong execution model	Replicate and standardize CSR delivery	SDG 9, SDG 17
Impact	Significant social benefits (time, hygiene, health, QoL)	Multi-dimensional social value created	Sustain and deepen impact interventions	SDG 3, SDG 5
Sustainability	High perceived long-term viability but weak O&M systems	Institutional strength but operational gaps	Strengthen maintenance and accountability systems	SDG 6, SDG 16

Table 18: SDG Mapping Summary

SDG	Relevance to Project
SDG 3 Good Health and Well-being	Improved water quality and availability support better hygiene practices and help reduce water-related health risks.
SDG 5 Gender Equality	Reduced time and physical burden of water collection, especially for women and girls.
SDG 6 Clean Water and Sanitation	Core objective: improving access to safe, reliable, and better-quality water supply in rural and hilly communities.
SDG 10 Reduced Inequalities	Addresses basic service gaps in geographically disadvantaged and underserved rural areas.
SDG 11 Sustainable Cities and Communities	Contributes to improved living conditions and stronger basic service infrastructure in rural communities.
SDG 13 Climate action	Has the potential to support resilience and more sustainable water management practices as the system is further strengthened.

The CSR water supply intervention demonstrates strong relevance, efficiency, and impact, but its long-term sustainability and effectiveness depend critically on strengthening service reliability, operational systems, and household-level access thereby enabling a shift from infrastructure provision to dependable water service delivery.

6. Success Stories

6.1. From Burden to Relief: A Woman's Experience in Theru (Ransoo)

Before (The Challenge)



In the village of Theru (Ransoo), daily life for many households revolved around the availability of water. For women like *Kamla Devi* (name indicative), accessing water meant walking several hundred meters to natural sources such as springs. This routine was physically demanding and time-consuming, often taking up a significant portion of the day. During periods of low availability, uncertainty added stress, and managing household hygiene and cooking needs became even more difficult.

Intervention (CSR Action): The situation began to improve when the CSR initiative supported by NHPC facilitated the improvement and extension of the village water supply system. With the installation of better distribution infrastructure and improved access points, water became more accessible within the village. Though not directly connected to individual households, the proximity and availability of water improved significantly.



After (Impact): The impact on daily life was immediate and meaningful. Women reported that the time spent on collecting water had reduced considerably, allowing them to focus on household responsibilities and family care. Access to water also improved hygiene practices, as water was more readily available for cleaning, cooking, and personal use. The sense of relief was not just physical but also psychological water was no longer an unpredictable daily struggle.

This aligns with broader findings from the study, where a large majority of respondents reported reduced time burden and improved hygiene practices, particularly in Theru (Ransoo), which showed a slightly stronger positive impact profile.

"Now we don't have to walk as far as before. It has made our daily work much easier," reflects a resident, capturing the shift in everyday experience.

Challenge (Reality Check): However, the improvement is not without its limitations. Water supply remains largely alternate-day and sometimes irregular, which affects planning an,d consistency in usage. At times, households still rely on stored water or alternative arrangements. Occasional system breakdowns further affect reliability, and the absence of a clearly defined local contact person makes it difficult to resolve issues quickly.



Insight: This story illustrates that while the CSR intervention has successfully reduced drudgery and improved access, the next stage of impact depends on strengthening service reliability, maintenance systems, and continuity of supply.

The shift from *"access improvement" to "reliable service delivery"* is essential to fully sustain and deepen the benefits experienced by rural households.

6.2. Between Access and Adequacy: A Household's Experience from Kotla Village, Reasi (J&K)



In Kotla village, the introduction of the improved water supply system brought visible relief to many households. For families like that of *Ramesh Kumar* (name indicative), the availability of water within closer reach marked a significant shift from earlier days, when accessing water meant walking long distances to natural springs and carefully rationing every drop for daily use.

With the CSR-supported intervention by NHPC Limited, water became more accessible within the village. The time and effort required to fetch water reduced, and households found it easier to manage cooking, cleaning, and basic hygiene. The improvement was especially felt during regular days, when the availability of water within the village reduced the uncertainty that earlier defined daily routines.

However, for Ramesh's family, the experience also highlights an important gap. Despite improved access, the water supply remains irregular and not always sufficient for daily needs. On days when supply is limited or delayed, the family still depends on stored water or tanker arrangements to meet essential requirements. Managing water continues to require planning and adjustment, particularly for larger households.



"Earlier, the problem was distance. Now the problem is that water doesn't always come regularly," he explains, capturing the shift in the nature of the challenge. This reflects a broader pattern observed in the study, where a large proportion of respondents reported high dependence on tanker supply and mixed perceptions of water adequacy, even though access and availability have improved. In conclusion, the experience from Kotla shows that the CSR initiative has successfully addressed the challenge of physical access to water, but the next stage of impact lies in ensuring consistent, adequate, and reliable supply. Strengthening supply regularity and reducing dependence on

alternative sources will be critical for translating improved access into sustained household-level water security.

Cleaner Homes, Healthier Habits: A Youth Perspective from Theru (Ransoo), Reasi (J&K)

In Theru (Ransoo), access to water has always shaped daily habits within households, especially among younger members. For *Rahul* (name indicative), a young resident of the village, water availability earlier meant careful and limited use- prioritizing drinking and cooking, often leaving little for regular cleaning or personal hygiene practices.



With the introduction of the improved water supply system under the CSR initiative of NHPC Limited, the situation began to change. Water became more accessible within the village, making it easier for households to use water not just for essential needs but also for maintaining cleanliness and hygiene.

For Rahul and others in his age group, this shift translated into more regular handwashing, improved personal hygiene, and cleaner household surroundings**.** Activities such as cleaning utensils, washing clothes, and maintaining sanitation within the home became more consistent. The availability of water also contributed to a greater awareness of hygiene practices, especially among younger residents who adapted quickly to these improved conditions.



"Now we can use water more freely at home. We keep things cleaner, and it feels better," Rahul shares, reflecting a subtle but meaningful shift in daily behaviour. This experience aligns with the study findings, where a large majority of

respondents reported improvement in household hygiene practices and a perceived reduction in water-related illnesses. Theru (Ransoo), in particular, showed a strong and consistent positive response across these indicators.

At the same time, the benefits are not uniform across all days. Irregular supply and alternate-day availability sometimes limit the consistency of these improved practices, especially during periods when water must again be conserved carefully.

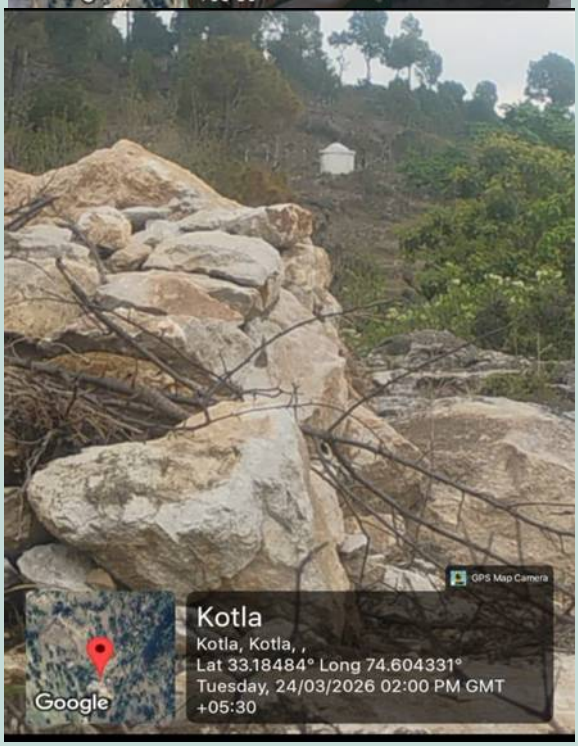
In conclusion, the CSR intervention has contributed not only to improved access but also to behavioral changes in hygiene and health practices, particularly among younger populations. Strengthening the regularity and adequacy of supply will further reinforce these positive habits and ensure sustained improvements in community health outcomes.

Geo-Tagged Photos Captured During Field Study





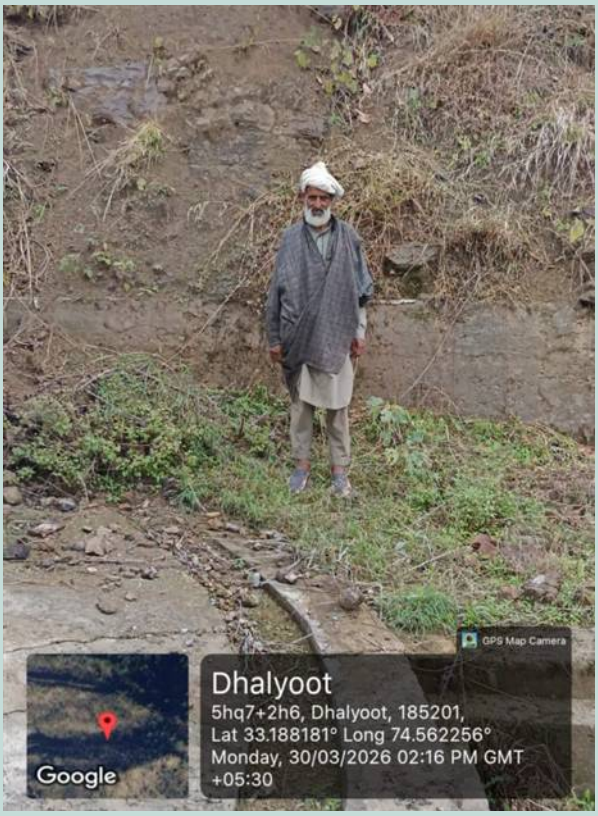


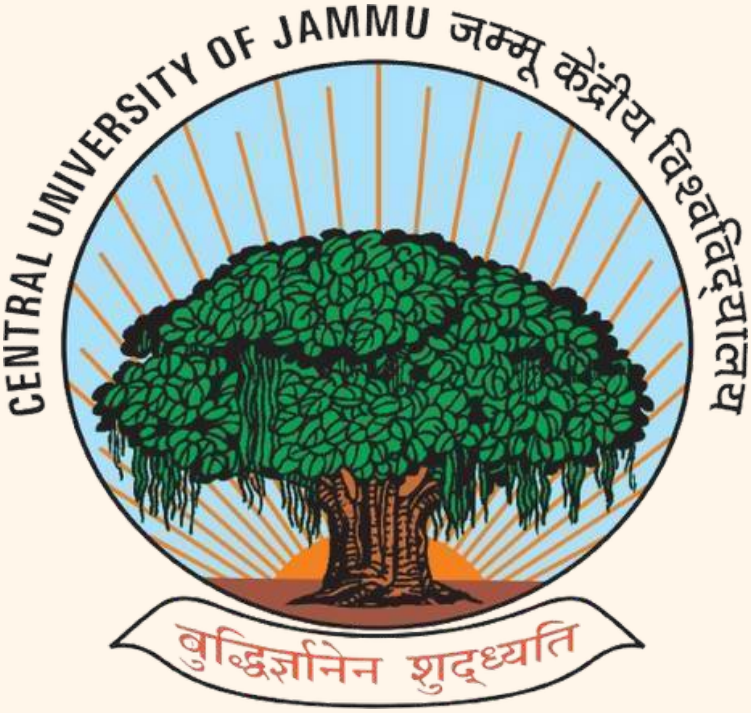



GPS Map Camera
Sodra
2fw9+pg5, Sodra, 185153,
Lat 33.047681° Long 74.468499°
Wednesday, 01/04/2026 11:44 AM GMT
+05:30
Google


11-Apr-2026 10:59:03 am


GPS Map Camera
Snarhian
5h57+xj3, Snarhian, 185203,
Lat 33.160329° Long 74.564314°
Wednesday, 01/04/2026 10:16 AM GMT
+05:30
Google


GPS Map Camera
Dhalyoot
5hq7+2h6, Dhalyoot, 185201,
Lat 33.188181° Long 74.562256°
Monday, 30/03/2026 02:16 PM GMT
+05:30
Google



CENTRAL UNIVERSITY OF JAMMU,
BAGLA (RAHYA SUCHANI),
DISTRICT SAMBA,
JAMMU & KASHMIR, 181143

एन एच पी सी
NHPC
एक नवरत्न कंपनी

MODERNIZATION OF HORTICULTURE NURSERIES AT KHAWAJA BAGH (BARAMULLA) & BAGHI SUNDARI (SOPORE) IN DISTRICT BARAMULLA, J&K

LOCATION: DISTRICT BARAMULLA (JAMMU & KASHMIR)
SITES COVERED: KHAWAJA BAGH (BARAMULLA) & BAGHI SUNDARI (SOPORE)

CENTRAL UNIVERSITY OF JAMMU जम्मू केंद्रीय विश्वविद्यालय
बुद्धिर्ज्ञानेन शुद्ध्यति

www.cujstec.in
CU Jammu
SITEC
Innovate with us...

IMPACT ASSESSMENT REPORT 2026

PROJECT SUMMARY

Particulars	Details
CSR Project Name	Modernization of Horticulture Nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore in District Baramulla, J&K
Executed By	District Administration, Baramulla
Supported By	NHPC Limited
Total Expenditure	₹ 142.75 Lakh
Duration	17/01/2020 to 23/01/2025
Location	Khawaja Bagh (Baramulla) and Baghi Sundari (Sopore), District Baramulla, Jammu & Kashmir
No. of Beneficiaries	362

ACKNOWLEDGEMENTS

We are grateful to ALMIGHTY for providing us the opportunity to undertake this Impact Assessment Study and for the perseverance to complete it successfully. We express our sincere gratitude to Prof. Sanjeev Jain, Hon'ble Vice Chancellor, Central University of Jammu, for constant encouragement, and unwavering support towards the successful completion of the study. His abiding commitment to scholarship and academics has been an inspiring example, and we remain grateful for his guidance and mentorship. We are thankful to the District Administration, District Baramulla, Jammu & Kashmir, for valuable cooperation and facilitation during fieldwork and data collection across the project locations.

We are sincerely grateful to the officials of the District Administration, Baramulla, and all concerned departments and field-level functionaries for extending logistical support, sharing project-related information, and providing useful inputs relevant to the CSR intervention on the modernization of horticulture nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore, District Baramulla (Jammu & Kashmir). We owe our special thanks to the Officials of the NHPC CSR & SD Division, Faridabad**,** and NHPC officials associated with the participating location for their time, openness, and valuable insights regarding this project. Their cooperation, commitment, and first-hand perspectives were central to understanding the practical significance and field-level outcomes of the intervention. We also sincerely thank the beneficiaries and community members who participated in the surveys, focus group discussions, and stakeholder interactions. Their voices brought depth and context to our findings. We express our heartfelt gratitude to all those who contributed to the successful completion of this impact assessment study. This study would not have been possible without the support of NHPC and its implementing partner. Their commitment to strengthening basic service delivery in rural areas has laid the foundation for meaningful and measurable community impact. We acknowledge the tireless efforts of the data collection team and field coordinators who ensured rigorous data gathering under challenging field conditions. We are also grateful to Panchayati Raj Institutions (PRIs), local community leaders, and other stakeholders for their guidance and facilitation throughout the study period.

Finally, special thanks to Dr. Kavyashree K. M, Senior Research Assistant and other team members who contributed to tool design, field supervision, data analysis, and report writing, and

helped to translate field evidence into actionable insights. We are indebted to Prof. Yashwant Singh, Registrar and the faculty members of the School of Business Studies, Central University of Jammu, who remained a constant source of encouragement and moral support for the timely completion of the study.

(Project Team)

PREFACE

In the pursuit of inclusive and sustainable rural development, Corporate Social Responsibility (CSR) has emerged as an important instrument for strengthening essential livelihood-support systems and addressing developmental gaps that directly affect community well-being. Among such areas, horticulture occupies a special place in regions like Jammu & Kashmir, where it supports income generation, local employment, agro-based enterprise, and long-term rural resilience. Within this ecosystem, nurseries play a foundational role by supplying quality planting material, promoting improved varieties, and enabling farmers to adopt more productive and sustainable horticulture practices.

Recognizing this need, NHPC Limited supported the CSR initiative titled "Modernization of Horticulture Nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore, District Baramulla (Jammu & Kashmir)". The intervention was implemented through the District Administration, Baramulla, with the objective of strengthening nursery infrastructure, improving the availability and quality of planting material, enhancing advisory support, and contributing to the broader development of the local horticulture ecosystem.

This report presents an independent Impact Assessment of the above CSR intervention. The assessment examines how the project has influenced nursery access and utilization, planting material quality, varietal availability, advisory and demonstration support, orchard productivity perceptions, livelihood benefits, environmental sustainability practices, and long-term service sustainability. The study also explores issues related to inclusion, institutional cooperation, coherence with horticulture development programmes, and factors that may affect the long-term effectiveness and replicability of the intervention.

Using a mixed-method approach, the assessment integrates quantitative insights from structured stakeholder surveys with qualitative evidence gathered through open-ended responses, stakeholder interactions, field observations, and perception-based narrative interpretation. The evaluation is aligned with the OECD-DAC framework and covers key dimensions such as relevance, effectiveness, efficiency, impact, sustainability, coherence, and SROI.

The insights derived from this study are intended to validate project outcomes, support institutional learning, and provide actionable recommendations for strengthening the implementation and sustainability of similar CSR-supported horticulture interventions. This

report is expected to serve as a useful resource for CSR practitioners, public sector agencies, horticulture departments, local governance institutions, and development stakeholders committed to promoting sustainable livelihood systems and improving rural prosperity through socially responsible action.

PROJECT IMPACT ASSESSMENT TEAM MEMBERS

S. No	Name	Designation
1	Dr. Shahid Mushtaq	Project Director/s
2	Prof. Jaya Bhasin	
3	Dr. Shafia Saleem	Co-Project Director
4	Dr. Sheeraz Tantray	Co-Project Director
5	Dr. Zubair Ahmed Dada	Co-Project Director
6	Dr. Kavya Shree K M	Senior Research Assistant
7	Adnan Bashir	Field Investigators
8	Sajad Ahmad Bhat	Field Investigators
9	Dania	Field Investigators
10	Mohammad Yousuf	Field Investigators
11	Shafqat Hussain	Field Investigators
12	Udit Mahajan	Technical Advisor

LIST OF ABBREVIATIONS

Abbreviations	Expressions
CSR	Corporate Social Responsibility
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC).
SDG	Sustainable Development Goals
SROI	Social Return on Investment
UT	Union Territory
FGD	Focus Group Discussion
KII	Key Informant Interview

LIST OF TABLES

Table No.	Description	Page No.
Table 1	Objectives of the CSR Initiative	2
Table 2	Tools of Data Collection	9
Table 3	Snapshot of Research Methodology	12
Table 4	Summary of CSR Activity Details	13
Table 5	Demographic Profile of Respondents	16
Table 6	Access and Utilization	18
Table 7	Relevance and Effectiveness of the CSR project	20
Table 8	Quality of Planting Material	23
Table 9	Advisory & Support Services	25
Table 10	Efficiency of CSR initiative	27
Table 11	Impact (Livelihood, Productivity & Adoption) of CSR Initiative	28
Table 12	Sustainability, Environment & Institutional Support	31
Table 13	Inclusion, Institutional support and long-term sustainability	32
Table 14	SROI	35
Table 15	Coherence & Recommendations	36
Table 16	Policy Recommendations with Actionable Outcomes	42
Table 17	OECD-DAC Framework with Linkages	45
Table 18	SDG Mapping Summary	46

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 1	Demographic Profile of Respondents	15
Figure 2	Access and Utilization	17
Figure 3	Relevance and Effectiveness of the CSR project	19
Figure 4	Quality of Planting Material	22
Figure 5	Advisory & Support Services	24
Figure 6	Efficiency of CSR initiative	26
Figure 7	Impact (Livelihood, Productivity & Adoption) of CSR Initiative	28
Figure 8	Sustainability, Environment & Institutional Support.	30
Figure 9	Inclusion, Institutional support and long-term sustainability	32
Figure 10	Social Value / SROI	34

TABLE OF CONTENTS

	Page No.
Project Summary	I
Acknowledgements	II-III
Preface	IV-V
Project Impact Assessment Team Members	VI
List of Abbreviations	VII
List of Tables	VIII
List of Figures	IX
Table of Contents	X
Executive Summary	XI -XIX
1 INTRODUCTION	1 – 6
1.1 Context & Need for CSR in Horticulture Support Infrastructure	1
1.2 Objectives of the CSR Initiative	2
1.3 About Central University of Jammu	2
1.4 About NHPC Limited	3
1.5 About Corporate Social Responsibility (CSR)	4
1.6 About NHPC's CSR Policy	4
1.7 About Impact Assessment	5
1.8 Project Background	5
2. APPROACH & METHODOLOGY	7 – 12
2.1 Assessment Objectives	7
2.2 Methodological Framework a) Stakeholder Mapping b) Sampling Design	7
2.3 Tools of Data Collection	9
2.4 Data Collection Process	9
2.5 Data Analysis Strategy	10
2.6 Measure of Sustainability	10
2.7 Social Return on Investment (SROI): Methodological Note	10
3. CSR ACTIVITY DETAILS	13 - 14
3.1 Alignment with NHPC CSR Policy	13
3.2 Role of Partner Institutions	13
4. DATA ANALYSIS & INTERPRETATION	15 – 37
5. SUMMARY OF FINDINGS, RECOMMENDATIONS & CONCLUSION	38 – 46
5.1 Summary of Findings	38
5.2 Recommendations Framework	42
6. SUCCESS STORIES	47 - 49

EXECUTIVE SUMMARY

Horticulture is a major livelihood source in District Baramulla, Jammu & Kashmir, and the performance of local nurseries plays an important role in strengthening orchard productivity, access to quality planting material, farmer knowledge, and long-term sectoral sustainability. In this context, NHPC Limited supported a CSR intervention for the modernization of horticulture nurseries at Khawaja Bagh, Baramulla, and Baghi Sundari, Sopore, in District Baramulla, UT of J&K, which was completed in January 2025 at an expenditure of ₹142.75 lakh, supporting 362 beneficiaries, with the objective of improving nursery infrastructure, enhancing service quality, ensuring the availability of planting material, and strengthening support to the horticulture ecosystem.

This impact assessment was undertaken to evaluate the project's performance across key dimensions including relevance, effectiveness, efficiency, impact, sustainability, coherence, and perceived social value, using a mixed-method and perception-based SROI approach.

The assessment was conducted using a structured survey covering 170 respondents across the two nursery locations and their stakeholder groups, including nursery users, non-users, staff, officials, and community-linked respondents. The analysis combines descriptive interpretation with thematic understanding and aligns with the OECD-DAC framework, while incorporating a qualitative, perception-based SROI lens to capture non-monetized social return.

Key Findings

- Access, Awareness and Utilization: The project has achieved very high awareness and strong recent utilization. Most respondents were aware of the nursery modernization initiative, and a large majority had visited or used nursery services in the previous year. However, visit frequency remained largely occasional, suggesting that while the nurseries are active and visible, repeat engagement can still be strengthened. Access was generally manageable, though many respondents gave neutral responses on ease of access, indicating scope to improve service convenience, last-mile communication, and seasonal accessibility.
- Relevance and Effectiveness: The intervention is broadly perceived as relevant to local horticulture needs, though relevance intensity is moderate rather than exceptionally high. In contrast, the effectiveness profile is much stronger. Respondents clearly acknowledged

improvements in overall nursery infrastructure, the availability of quality saplings, adequacy of varietal diversity, and timely seasonal supply. Timely availability emerged as one of the strongest findings, particularly in Baghi Sundari. These results indicate that the project has succeeded in improving the functional core of nursery services.

- Quality of Planting Material: Perceptions of planting material quality are positive overall. Most respondents rated the saplings as good or excellent, and a strong majority agreed that the material appears healthy and disease-free and that the survival rate of purchased saplings is satisfactory. These findings are important because they suggest that the intervention has strengthened not only infrastructure but also the practical quality of nursery outputs. However, there is scope to further enhance transparency in price, quality, and variety information, as reflected in the relatively higher share of neutral responses.
- Advisory and Support Services: The project is widely seen as providing guidance on planting and orchard management, and most respondents reported having received some form of training, demonstration, or advisory support from nursery or horticulture staff. This indicates that the nurseries are functioning as more than supply points. However, the usefulness of this support is rated more moderately than its reach. Many respondents considered it only slightly useful or remained neutral, suggesting that the next stage of strengthening should focus on making support more practical, targeted, and farmer-responsive.
- Implementation Efficiency: The modernization initiative is perceived as having been implemented in a generally satisfactory and orderly manner. Most respondents rated the quality of work as average to good, and a majority agreed that implementation took place without major operational disruption. Negative responses were very limited.
- Impact on Livelihood, Productivity and Adoption: The impact findings are strongly positive. Respondents widely reported that improved planting material helped enhance orchard performance/productivity, reduced the cost of procuring plants from distant markets, and contributed to better income from orchard produce. The initiative was also seen as benefiting small and marginal farmers, generating local employment opportunities, and contributing to the growth of horticulture-related economic activities in the region. In addition, respondents expressed strong confidence that improved nursery services would increase the long-term profitability of horticulture farming.

- Sustainability, Environment and Learning Support: The environmental and sustainability profile of the project is another strong area. Respondents reported widespread use of water-efficient irrigation systems, promotion of climate-resilient and disease-resistant varieties, existence of waste management/composting systems, and positive contribution to green cover and environmental quality. The nurseries are also perceived as local platforms for knowledge sharing, training and demonstration, and improved awareness of modern horticulture practices. This indicates that the modernization initiative has acquired a clear sustainability and extension dimension.
- Inclusion, Institutional Support and Long-Term Sustainability: A strong majority of respondents felt that the project encouraged participation of women farmers or farmer groups, strengthened cooperation between farmers and horticulture department staff, and ensured regular maintenance of the modernized infrastructure. Confidence in the long-term continuity of improved services over the next 3–5 years was also high. However, respondents highlighted maintenance funding as a key area for sustained focus, along with opportunities to further strengthen demand and awareness, staffing, irrigation systems, and pest and disease management to support long-term sustainability. Thus, while the project enjoys a favorable sustainability outlook, its long-term performance would depend on continued institutional and financial support.
- Coherence and Recommendations from Respondents: The intervention is perceived as broadly aligned with horticulture development programmes and schemes, though more strongly as moderately aligned than very strongly aligned. Open-ended responses suggest opportunities to further enhance awareness, guidance, availability, quality assurance, affordability, accessibility, and resource support for farmers. They also clearly articulated future needs: more training and demonstration, stronger advisory support, certification and labeling systems, better booking and delivery support, soil and water testing, improved communication, and stronger linkages with schemes and financial assistance.

- SROI: The perception-based SROI findings are highly favorable. A clear majority of respondents viewed the project as valuable or highly valuable for farmers and the horticulture ecosystem, most believed the money spent was justified, and an overwhelming majority stated that they would recommend similar nursery modernization initiatives in other districts. This indicates strong perceived social return and high public acceptability of the model.

Key Insights:

- Strengths: Infrastructure improvement, quality planting material, seasonal availability, livelihood impact, environmental sustainability, and perceived social value
- Opportunity Area: Advisory usefulness, information transparency, repeat engagement, and stronger service visibility
- Sustainability Focus Area: Maintenance funding and continued institutional support
- Overall Outcome: Strong functional and social value, but the next stage of success depends on deeper service integration

The project has successfully moved beyond simple asset creation and is increasingly functioning as a horticulture-support platform, though it has not yet fully matured into an integrated, highly responsive farmer-service system.

Implications: The findings suggest that the next phase of intervention should prioritize:

- strengthening quality assurance and certification systems for planting material
- deepening advisory usefulness through structured demonstrations and follow-up support
- improving transparency in price, quality, and variety information
- enhancing seasonal planning and timely supply systems
- making the nurseries stronger learning and extension centres
- improving accessibility through communication, booking, and outreach systems
- institutionalizing environmental sustainability functions
- strengthening inclusion of women and small/marginal farmers
- establishing clearer maintenance and sustainability support systems
- documenting the model for replication and convergence with horticulture programmes

Conclusion and Way Forward

The CSR-supported nursery modernization initiative by NHPC Limited has made a meaningful contribution to improving nursery infrastructure, planting material quality, farmer support, environmental sustainability, and horticulture-linked livelihood outcomes in Baramulla district.

The project demonstrates strong relevance, positive effectiveness, satisfactory efficiency, substantial impact, and high perceived social value. Most importantly, it is widely regarded as a model worth replicating.

However, the transition from modernized nursery infrastructure to a fully trusted, knowledge-rich, quality-assured, and sustainable horticulture support system is still evolving. Further strengthening areas such as advisory depth, service transparency, maintenance support, accessibility, and long-term institutional backing would help in fully realizing the project's long-term value.

The project has succeeded in creating infrastructure, utility, and social value, but its full impact would be realized only when nursery modernization is consistently translated into responsive, reliable, and farmer-centred horticulture support delivery.

The CSR-supported modernization of horticulture nurseries in Baramulla district demonstrates strong alignment with multiple United Nations Sustainable Development Goals (SDGs). The initiative contributes directly to SDG 2 (Zero Hunger) by strengthening access to quality planting material, improving orchard productivity, and supporting sustainable agricultural practices. It also supports SDG 8 (Decent Work and Economic Growth) by enhancing livelihood opportunities, promoting horticulture-based income generation, and stimulating local economic activity. Through improved access to modern nursery infrastructure, training, and advisory services, the project aligns with SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities) by benefiting small and marginal farmers and improving their productive capacity. The emphasis on climate-resilient varieties, water-efficient irrigation, and environmentally responsible practices contributes to SDG 13 (Climate Action) and SDG 15 (Life on Land). Overall, the initiative reflects a balanced integration of productivity enhancement, environmental sustainability, and inclusive rural development, in line with both national priorities and global sustainability frameworks.

CSR HORTICULTURE NURSERIES IMPACT DASHBOARD

Khawaja Bagh, Baramulla & Baghi Sundari, Sopore | NHPC CSR Impact Assessment

HEADLINE KPIs (AT A GLANCE)

PROJECT PERIOD	EXPENDITURE	EXECUTING AGENCY	RESPONDENTS SURVEYED	AWARENESS OF CSR INITIATIVE	RECOMMEND SIMILAR INITIATIVES
17/01/2020 – 23/01/2025	₹142.75 lakh	District Administration, Baramulla	170	97.1%	97.1%

1 ACCESS & UTILIZATION (STRONG)

- Visited / purchased in last 12 months: 88.2%
- CSR awareness is very high across both nursery locations
- Service speed satisfactory: 75.3%
- Most respondents are one-time or occasional users

Utilization is strong, but repeat engagement can improve.

2 RELEVANCE & EFFECTIVENESS (POSITIVE)

- Infrastructure improved: 84.7%
- Quality sapling availability improved: 79.4%
- Variety / diversity adequate: 75.3%
- Saplings available when needed: 91.8%

Service improvements are visible and seasonally reliable.

3 QUALITY OF PLANTING MATERIAL (STRONG)

- Good / excellent quality rating: 60.0%
- Healthy & disease-free perception: 72.4%
- Survival rate satisfactory: 75.3%
- Transparency on price / quality info: 65.3%

Quality perception is strong, though transparency can be enhanced.

4 ADVISORY & SUPPORT SERVICES (GOOD, BUT MODERATE DEPTH)

- Staff guidance rated useful: 74.7%
- Received training / demo / advisory support: 82.9%
- Useful / highly useful support: 34.1%
- Neutral or slightly useful responses remain substantial

Outreach is good, but advisory quality and depth need strengthening.

5 EFFICIENCY (MODERATE TO STRONG)

- Good / excellent execution quality: 50.0%
- Average rating also substantial: 48.2%
- Implemented efficiently without major disruption: 61.8%
- Very low negative feedback

Execution is broadly sound, though stronger quality visibility would help.

6 IMPACT (LIVELIHOOD / PRODUCTIVITY / ADOPTION)

- Positive effects reported on orchard productivity
- Reduced cost and effort in procurement
- Improved access to quality planting material
- Perceived support to local economic activity and employment

The intervention is contributing to livelihood and horticulture-system gains.

7 SUSTAINABILITY, ENVIRONMENT & INSTITUTIONAL SUPPORT (MIXED)

- Strong environmental orientation: irrigation efficiency, resilient varieties, composting, green cover
- Long-term sustainability seen as positive overall
- Key long-term risk: maintenance funding / upkeep
- Need stronger service integration and institutional convergence

Sustainability outlook is promising, but depends on maintenance and coordination.

8 SROI / SOCIAL VALUE (STRONG)

- Project seen as valuable / highly valuable: 65.3%
- Money spent justified: 74.1%
- Recommend replication in other districts: 97.1%
- High support for scaling similar nursery modernization initiatives

Perceived social value is high and replication potential is very strong.

#1 CROSS-CUTTING IMPROVEMENT AREA: STRENGTHEN ADVISORY DEPTH, INFORMATION TRANSPARENCY, AND LONG-TERM MAINTENANCE SUPPORT

These factors most strongly shape service usefulness, repeat engagement, and sustainability confidence.

TOP 5 PRIORITIES

1. Strengthen quality assurance & certification systems
2. Improve structured demonstrations and farmer advisory support
3. Enhance transparency in price, variety, and quality information
4. Improve seasonal inventory planning and timely supply
5. Strengthen maintenance and sustainability mechanisms

ONE-LINE INSIGHT: The CSR intervention has delivered meaningful gains in service quality, farmer support, and social value, but the next phase should strengthen advisory usefulness, transparency, and long-term sustainability systems.

Impact Dashboard Table

Table: Cross-Theme KPI Dashboard for Analysis

Theme	Key Strength (KPI)	Key Gap (KPI)	Khawaja Bagh vs Baghi Sundari Insight	Discussion Summary
Access & Utilization	Very high awareness of the CSR initiative (97.1%) and high visit/purchase engagement in the last 12 months (88.2%).	Access convenience remains moderate, with a large neutral segment on ease of access; usage is still largely occasional/need-based rather than frequent.	Baghi Sundari shows stronger awareness and recent visit rates, while Khawaja Bagh shows somewhat stronger repeat interaction.	Improve last-mile accessibility, transport convenience, and user outreach to convert awareness into deeper and more regular utilization.
Relevance & Effectiveness	Strong positive perception that modernization improved infrastructure (84.7%), improved quality planting material availability (79.4%), ensured adequate variety (75.3%), and enabled timely sapling availability (91.8%).	Perceived project relevance is positive but still somewhat moderate, with many respondents falling in the "neutral" or "slightly relevant" range rather than strongly positive categories.	Khawaja Bagh appears stronger on infrastructure improvement and stronger approval intensity, while Baghi Sundari is more positive on timely sapling availability.	Move beyond physical improvement toward stronger user-facing service outcomes and visible benefit communication.
Quality of Planting Material	Plant material is widely perceived as healthy/disease-free (72.4%) and survival rate is seen as satisfactory (75.3%).	Only 60.0% rated sapling quality as "Good/Excellent"; transparency on price, quality, and variety details is positive but not universal (65.3%).	Khawaja Bagh performs better on overall quality rating, while Baghi Sundari is slightly stronger on survival and health-related perceptions.	Strengthen quality assurance, certification, and transparent communication on quality, variety, and pricing.
Advisory & Support Services	A large majority report that nursery staff provide useful guidance (74.7%) and that they have received some	The perceived usefulness of advisory support is more moderate: only 34.1% rate it	Khawaja Bagh performs better on both reach and perceived usefulness of	Shift from basic advisory presence to more practical, farmer-

	training/demonstration/advisory support (82.9%).	as clearly "Useful/Highly Useful," while many rate it neutral or only slightly useful.	advisory services.	oriented, problem-solving extension support and demonstrations.
Efficiency	A majority perceive implementation as efficient (61.8% agree/strongly agree), and half rate modernization quality as "Good/Excellent" (50.0%).	A very large share still rates implementation quality as only "Average" (48.2%), indicating room for improvement in visible execution standards.	Khawaja Bagh is somewhat stronger than Baghi Sundari on both execution quality and implementation efficiency.	Focus on execution refinement, visible maintenance quality, and stronger communication of standards achieved.
Impact (Livelihood, Productivity, Adoption)	Improved planting material is perceived to enhance orchard productivity (78.8% agree/ strongly agree), reduce procurement cost from distant markets (89.4% yes), improve income (95.3% report increase), benefit small and marginal farmers (75.3% agree/ strongly agree), generate local employment (92.9% yes), and support long-term profitability (84.7% agree/strongly agree).	Some indicators still show a neutral segment, especially around productivity and equity benefits, suggesting that impact is strong but not yet uniformly internalized across all users.	Khawaja Bagh generally reports stronger perceived gains on productivity, income, equity, and employment creation.	Consolidate the nursery model as a livelihood-support system, not merely an input supply centre, with stronger farmer targeting and follow-up.
Sustainability, Environment & Institutional Support	Strong positive perception on environmentally sustainable horticulture promotion (80.0% agree/strongly agree), regular maintenance (78.8% yes), and confidence in long-term sustainability (81.8% yes).	Sustainability risks remain around maintenance continuity, institutional follow-up, and the possibility that gains may weaken without continued support and accountability.	Khawaja Bagh is slightly stronger on maintenance and long-term sustainability confidence, while both sites show broadly positive environmental orientation.	Strengthen post-project maintenance systems, institutional ownership, and continuous technical support for long-term sustainability.
SROI / Perceived Social Value	The project is perceived as valuable/highly valuable by 65.3%, expenditure is seen as justified by 74.1%, and there is overwhelming support for replication in other districts (97.1% yes).	A moderate neutral segment remains on value perception, indicating that benefits are visible but not equally	Khawaja Bagh is more positive on overall value and replication support, while Baghi	The project has strong legitimacy for scaling up; future CSR planning can treat nursery

		intense for all respondents.	Sundari is slightly stronger on expenditure justification.	modernization as a high-value replicable model.
Coherence & Recommendations	Very strong policy coherence: 98.3% rate alignment with horticulture development schemes as moderate-to-very good.	Open-ended responses highlight continuing issues: limited stock during peak season, insufficient variety, distance/transport barriers, price concerns, delayed information, and trust in planting material quality.	Coherence is strong across the intervention overall; key challenges appear more systemic than location-specific.	Improve convergence with horticulture schemes, strengthen seasonal planning, and address service bottlenecks identified by farmers.

1. Introduction

1.1. Context & Need for CSR in Horticulture Support Infrastructure

Horticulture is one of the most important livelihood sectors in Jammu & Kashmir, especially in districts such as Baramulla where orchard-based farming supports household income, seasonal employment, and allied economic activity. In such regions, the availability of quality planting material, improved saplings, rootstocks, and technical guidance is critical for sustaining orchard productivity and improving long-term returns to farmers. However, many horticulture-dependent communities continue to face barriers such as inadequate nursery infrastructure, irregular availability of quality planting material, limited varietal diversity, weak access to climate-resilient stock, insufficient technical support, and dependence on distant external sources for procurement. While the horticulture department and related public systems play an important role in providing nursery support, field-level infrastructure and service delivery often remain constrained by resource limitations, maintenance gaps, staffing issues, irrigation challenges, and uneven last-mile access. In such a context, nursery modernization can create value not only by improving physical infrastructure, but by strengthening a larger support ecosystem involving planting material supply, farmer outreach, demonstration value, and sustainable horticulture practices.

Corporate Social Responsibility (CSR) can play an important complementary role in this space by:

- Supporting modernization of nursery infrastructure and service readiness.
- Improving availability and quality of planting material for local farmers.
- Reducing the cost and effort of accessing saplings from distant markets.
- Promoting environment-friendly and climate-resilient horticulture practices.
- Strengthening technical support, farmer awareness, and long-term horticulture development.

The present impact assessment is positioned within this broader developmental context. It seeks to evaluate how NHPC's CSR-supported nursery modernization initiative has contributed to improving nursery functionality, farmer access, planting material quality, advisory support, environmental sustainability, and perceived livelihood value in the horticulture ecosystem of Baramulla district.

1.2. Objectives of the CSR Initiative

Table 1: Objectives of the CSR Initiative

Objective	Description
Improve access to quality planting material	Strengthen nursery systems so that farmers can access healthier, reliable, and timely planting material locally.
Modernize nursery infrastructure	Improve the physical and functional infrastructure of the nurseries for better service delivery and operational efficiency.
Promote sustainable horticulture practices	Encourage environmentally sound practices such as water-efficient irrigation, composting, and promotion of resilient varieties.
Support farmer productivity and livelihood improvement	Enable improved orchard productivity, reduced procurement cost, and better long-term returns to farmers.
Strengthen farmer support services	Enhance advisory, demonstration, and interaction mechanisms between farmers and horticulture support systems.
Improve long-term sustainability	Support maintenance, institutional responsibility, and continued service functionality beyond project completion.

1.3. About Central University of Jammu

The Central University of Jammu (CUJ), established under the Central Universities Act, 2009, is a premier institution of higher learning in the Union Territory of Jammu and Kashmir with a strong commitment to academic excellence, research, and societal engagement. Since its inception in 2011, the University has developed substantial teaching, research, and outreach capacity across multiple disciplines and has undertaken projects of national and regional relevance in collaboration with government agencies, funding bodies, and other institutions.

Through its academic schools, including the School of Business Studies, CUJ has built capabilities in research, consultancy, field engagement, and impact assessment, supported by externally funded projects, fellowships, and policy-oriented studies. The University's experience in evidence generation, programme evaluation, and development-focused research makes it well positioned to support public policy, welfare initiatives, and institutional partnerships.

The University faculty has been awarded prestigious fellowships, project funding and recognition, and contributes to governmental and non-governmental sectors through research, consultancy and outreach activities.

1.4. About NHPC Limited

NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of Solar & Wind energy development etc.

NHPC was incorporated on November 7, 1975 as a Private Limited Company under the name "National Hydroelectric Power Corporation Private Ltd". The company was converted to Public limited company w.e.f. April, 2, 1986. The name of the company was changed to its present name "NHPC Limited" in 2008. NHPC was conferred Miniratna Status by Govt. of India in April, 2008 and became a listed company on NSE and BSE after successfully concluding its IPO in 2009. The company was conferred Navratna status in August, 2024.

NHPC has an authorized share capital of ₹ 17,500 crore, paid up share capital of ₹10,045.03 crores and an investment base (Assets) of ₹ 98463.90 Crore (standalone) as on 31.03.2026. As on 01.04.2026, NHPC's total installed capacity is 9082.90 MW including 1681.70 MW in Joint Venture, comprising 8521.20 MW from 24 Hydro Power Stations, 511.70 MW from Six Solar Power Projects and 50 MW from a Wind Power Project. Further, NHPC (including JVs/Subsidiaries) is engaged in the construction of hydro and solar power projects totalling 9454 MW. Hydro and Solar Power Projects aggregating to 10263 MW are awaiting clearance, with an additional 9830 MW of hydroelectric and pumped-storage projects under Survey & Investigation. Besides, numerous new initiatives are in the pipeline.

NHPC's VISION

To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

NHPC's MISSION

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management & innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential.
- To practice the best corporate governance and competent value-based management for a strong corporate identity and showing concern for employees, customer, environment and society.

- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management

1.5. About Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) represents a company's initiative to assess and take responsibility for its effects on environmental and social well-being. As per the Companies (CSR Policy) Rules, CSR refers to activities undertaken by a company in pursuance of its statutory obligations under Section 135 of the Companies Act, 2013, in accordance with the provisions contained in these rules.

CSR provisions emphasize regulatory compliance and also promote transparency and accountability in how companies contribute to social and environmental betterment. Schedule VII of the Act provides a list of eligible CSR areas including poverty alleviation, education, gender equality, health, environmental sustainability, and other approved areas. CSR is increasingly being linked to national priorities and global commitments such as the UN Sustainable Development Goals (SDGs), aligning corporate contributions with inclusive and sustainable development.

1.6. About NHPC's CSR Policy

Corporate Social Responsibility is integral to NHPC's commitment to addressing social, economic, and environmental concerns in the regions it serves. NHPC has a CSR & Sustainability Policy aligned with Section 135 of the Companies Act, 2013, the Companies (CSR Policy) Rules 2014, and relevant amendments issued by the Ministry of Corporate Affairs, Government of India. NHPC also aims to adhere to CSR guidelines issued by the Department of Public Enterprises (DPE).

NHPC has undertaken numerous CSR initiatives for communities residing in and around its projects, power stations, and units, focusing on healthcare, education, sanitation, rural development, skill development, environmental sustainability, women empowerment, and other areas outlined in Schedule VII. These efforts aim to foster inclusive growth, support marginalized communities, and contribute to national development.

1.7. About Impact Assessment

The Ministry of Corporate Affairs (MCA) requires eligible companies to undertake impact assessments of selected CSR initiatives through the amended Companies (CSR Policy) Rules. Impact assessment serves as a vital tool to analyze the effectiveness, relevance, and sustainability of CSR projects. It highlights what has been achieved, how well the project aligns with community needs and CSR objectives, and what improvements are required for future initiatives.

Impact assessment helps generate evidence on:

- Whether the intervention has created measurable changes in service access and quality.
- Whether benefits are equitably distributed across target groups.
- Whether the project is sustainable post-completion through institutional ownership and maintenance systems.
- Whether the investment has created meaningful social value relative to the cost.

The present study is therefore designed as a third-party assessment of NHPC's CSR-supported nursery modernization initiative, combining quantitative survey evidence with qualitative stakeholder perspectives, field observation, and secondary records to present a balanced and evidence-based assessment of outcomes and sustainability.

1.8. Project Background

The CSR intervention under the present study relates to the modernization of horticulture nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore in District Baramulla, Jammu & Kashmir. The total expenditure incurred was ₹142.75 lakh, and the activity was completed on 23-01-2025. The project was implemented through the District Administration, Baramulla.

The intervention was intended to improve nursery infrastructure and service delivery for farmers and orchardists by strengthening the physical and functional capacity of the nurseries. In regions where horticulture plays a major livelihood role, nurseries are not merely physical sites for sapling production; they are also important support points for farmer access, varietal improvement, technical guidance, seasonal planning, and sustainable orchard development.

The project was expected to create value through a chain of outcomes beginning with improved infrastructure and better planting material availability, followed by stronger farmer utilization, advisory support, reduced cost and effort of procurement, enhanced confidence in public support systems, and longer-term gains in orchard productivity and horticulture development. At the same

time, final outcomes depend on contextual factors such as irrigation adequacy, maintenance systems, staffing, farmer demand, climatic conditions, disease incidence, and institutional continuity. The present impact assessment therefore examines both project performance and the broader conditions affecting the sustainability of outcomes.

2. Approach & Methodology

The impact assessment of the NHPC CSR-supported modernization of horticulture nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore was conducted using a mixed-method, multi-stakeholder approach to capture both quantitative outcomes and qualitative beneficiary perceptions. The approach ensures a comprehensive assessment of the intervention's relevance, effectiveness, efficiency, impact, and sustainability.

2.1. Assessment Objectives

The primary objectives of the impact assessment are:

- To evaluate the relevance of nursery modernization to the needs of farmers, orchardists, and the local horticulture ecosystem.
- To assess the effectiveness of the intervention in improving nursery infrastructure, planting material availability, service quality, and advisory support.
- To examine farmer-level outcomes in terms of access, reduced procurement burden, improved orchard practices, and perceived livelihood benefits.
- To assess environmental and sustainability dimensions such as irrigation efficiency, composting, waste management, resilient varieties, and maintenance systems.
- To evaluate inclusion of small and marginal farmers, women farmers, and underserved groups in the benefits of the intervention.
- To identify implementation gaps, operational bottlenecks, and external factors beyond NHPC's direct control that influence project outcomes.
- To generate recommendations for improving the design, delivery, outreach, and sustainability of future CSR-supported horticulture infrastructure initiatives.

2.2. Methodological Framework

The evaluation follows a structured methodology aligned with the OECD-DAC criteria, widely used to evaluate development interventions, including CSR projects:

1. Relevance – Is the intervention addressing real local needs?
2. Coherence – Is the intervention aligned with government priorities, local development needs, and other related programmes or initiatives?
3. Effectiveness – Is the intervention achieving intended service outcomes?

4. Efficiency – How well were resources utilized and implementation managed?
5. Impact -What significant changes occurred in livelihoods, productivity, service access, environmental practices, and community outcomes?
6. Sustainability -Will the benefits last over 3–5 years with functioning O&M systems?

2.2.1. Stakeholder Mapping

The study involved multiple stakeholder groups whose perspectives were necessary for a balanced assessment of project outcomes. These included:

- Farmer/orchardist users of the nurseries
- Farmer/orchardist non-users, where relevant
- Small and marginal farmers
- Women farmers and farmer groups
- Nursery staff and nursery in-charge personnel
- Horticulture department officials and extension workers
- PRI/community representatives and local stakeholders
- Other stakeholders with knowledge of nursery functioning, farmer outreach, or local horticulture development

These stakeholder groups contributed differently to the assessment, ranging from direct evidence on access and quality to institutional insights on operations, irrigation, maintenance, outreach, and long-term sustainability.

2.2.2. Sampling Design

A stratified purposive-cum-random sampling approach was used for the present study. Since the intervention covered two nursery locations and their respective beneficiary catchment areas, it was ensured that the sampling design should ensure both location-wise comparability and diversity of perspectives across stakeholder groups.

Within the selected study area, respondents were sampled to ensure diversity across:

- nursery location,
- gender,
- user and non-user category,
- stakeholder type,
- small/marginal farmer category,

- and where feasible, frequency of nursery use.

A target sample of 160 quantitative respondents was initially proposed; however, the final survey covered 170 respondents, supplemented by 8 Key Informant Interview and 2 Focus Group Discussions, subject to field feasibility.

2.3. Tools of Data Collection

Table 2: Tools of Data Collection

Tool	Purpose
Structured bilingual questionnaire	To gather data on access, adequacy, reliability, quality, time savings, awareness, satisfaction, sustainability and environmental concerns.
Key Informant Interviews (KII)	To obtain insights from PRI/PHE/local leaders on design, implementation, O&M systems, repairs, and constraints.
Focus Group Discussions (FGD)	To capture community perceptions, equity of access (far-end), gender impacts, and collective recommendations.
Observation & site visits	Physical verification of supply points/assets, visible issues (leakage/stagnation), and facility readiness.
Geotagged photographs	Visual evidence of infrastructure, usage, and gaps (privacy-safe).

2.4. Data Collection Process

Fieldwork was undertaken across the two nursery locations and their catchment beneficiaries. A trained field team administered the bilingual questionnaire and conducted KIIs and FGDs under supervision. Enumerators were oriented to ethical protocols, including informed consent, privacy, confidentiality, respectful engagement, and careful recording of field observations.

The field process involved respondent identification across stakeholder categories, scheduling interviews based on accessibility and feasibility, and triangulation of responses through nursery officials, field stakeholders, and available records. Wherever possible, field verification also included observation of nursery assets, irrigation systems, service counters, and any visible evidence of training/demonstration use. Success stories and qualitative narratives were documented with consent.

2.5. Data Analysis Strategy

The collected data were cleaned, validated and analyzed using a combination of statistical and thematic methods:

- Descriptive statistics for respondent profile, access, usage, planting material quality, satisfaction, and sustainability indicators.
- Cross-tabulation by nursery location, gender, stakeholder category, and user/non-user status.
- Textual/thematic analysis for open-ended responses and stakeholder narratives.

A combination of Excel/Jamovi/Python and qualitative synthesis methods was used for analysis and interpretation.

2.6. Measure of Sustainability

Sustainability was assessed through the following dimensions:

- Operational Continuity: whether the nurseries continue to function regularly with adequate service readiness.
- Maintenance Systems: whether infrastructure, irrigation systems, and related assets are maintained in usable condition.
- Input and Service Continuity: whether quality planting material, resilient varieties, and advisory support are likely to remain available.
- Environmental Sustainability: whether water conservation, composting, waste management, and sustainable horticulture practices are being promoted.
- Institutional Support: whether horticulture staff, management responsibility, and local coordination systems remain active and clear.
- Social Sustainability: whether farmers continue to trust, use, and benefit from the nurseries over time, including women and small farmers.

These indicators contributed to a sustainability scorecard, which is discussed in later sections.

2.7. Social Return on Investment (SROI): Methodological Note

This impact assessment study incorporates a qualitative, perception-based SROI approach to examine the social value generated through NHPC's CSR-supported nursery modernization initiative. The SROI framing is non-monetized and emphasizes social meaning, beneficiary experience, and composite value indicators rather than a financial return ratio.

2.7.1. Theme-Based Assessment Approach

Data collected through structured surveys, KIIs, FGDs, and observations were analyzed under the following dimensions:

- Relevance and need-fit of nursery modernization
- Access to quality planting material
- Farmer support and advisory value
- Livelihood and productivity-related benefit
- Environmental sustainability and resilient horticulture support
- Inclusion of small, marginal, and women farmers
- Long-term usability and sustainability
- Perceived value of expenditure and replicability

2.7.2. Composite Value Indicators Considered

While this SROI is not monetized, it integrates composite indicators of social value such as:

- Improved local access to healthier and more reliable planting material
- Reduced dependence on distant or uncertain sources
- Improved confidence in nursery-based public support systems
- Better awareness of improved horticulture practices
- Enhanced environmental and resilient horticulture practices
- Greater support to local horticulture and orchard development
- Stakeholder perception that the investment created meaningful value

2.7.3. Stakeholder-Centric Lens

The study gives primacy to experiential feedback:

- “Now good quality plants are available closer to us.”
- “The nursery has become more useful and better maintained.”
- “Farmers are getting more guidance and better varieties.”
- “This investment has strengthened horticulture support in the area.”

2.7.4. Justification of Qualitative SROI

- The intervention is infrastructure-plus-service oriented, where outcomes are partly material and partly social.
- Benefits such as confidence, convenience, environmental awareness, and institutional trust are not easily reducible to financial proxies.
- A qualitative SROI approach is more appropriate for preserving the developmental meaning of such outcomes.
- This approach aligns with broader CSR impact evaluation norms and provides credible, human-centered evidence of value creation.

Snapshot of Research Methodology

Table 3: Snapshot of Research Methodology

Component	Details
Objective	To assess the horticulture support, livelihood, environmental, service quality, and perceived value impact of NHPC's CSR-supported modernization of horticulture nurseries at Khawaja Bagh and Baghi Sundari.
Scope	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, inclusion, and perceived social value.
Study Area	Khawaja Bagh (Baramulla) and Baghi Sundari (Sopore), District Baramulla, Jammu & Kashmir.
Stakeholders	Farmers/orchardists, women farmers, nursery staff, horticulture officials, PRI/community stakeholders, and other relevant actors.
Research Design	Mixed-method approach (Quantitative + Qualitative).
Data Collection	Primary (surveys, KIIs, FGDs, observation, success stories); Secondary (nursery records, stock/maintenance/advisory records if accessible).
Sampling Method	Stratified purposive-cum-random sampling for beneficiaries; purposive sampling for key informants.
Sample Size	170 quantitative respondents + 8 KIIs +2 FGD
Data Analysis	Descriptive statistics, subgroup comparisons, thematic synthesis, and dashboard-style reporting.
Evaluation Criteria	Relevance, effectiveness, efficiency, impact, sustainability, inclusion, coherence, and perception-based SROI.
Reporting	Comprehensive report with chapter-wise findings, tables, case studies, conclusions, and recommendations.

3. CSR Activity Details

The CSR intervention by NHPC Limited focused on modernization of horticulture nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore, with the objective of strengthening nursery infrastructure, improving access to quality planting material, and supporting horticulture development and farmer benefit in the region.

The programme was intended not merely to upgrade physical assets, but to improve the overall utility of the nurseries as farmer-serving support institutions through better infrastructure, healthier planting material, stronger service readiness, improved environmental practices, and greater technical and developmental relevance to the horticulture ecosystem. This section captures both activity details and the role of implementing and ecosystem institutions.

Table 4: Summary of CSR Activity Details

Location	Activity description	Expenditure Incurred	Brief about Activity
Khawaja Bagh, Baramulla and Baghi Sundari, Sopore, District Baramulla, Jammu & Kashmir	Modernization of horticulture nurseries	₹142.75 lakh	The activity involved modernization of nursery infrastructure to improve quality planting material availability, farmer access, service readiness, environmental practices, and horticulture support. Completion date: 23-01-2025. Executing Agency: District Administration, Baramulla.

3.1. Alignment with NHPC CSR Policy

This initiative aligns with NHPC's CSR policy priorities relating to livelihood enhancement, rural support infrastructure, environmental sustainability, and inclusive community development. By supporting nursery modernization in a horticulture-dependent district, NHPC contributes to a key developmental objective: strengthening the support systems that local farmers rely on for orchard productivity, planting material quality, and sustainable horticulture practices.

3.2. Role of Partner Institutions

The implementation and outcome trajectory of the nursery modernization intervention depend on the coordinated functioning of multiple institutions and stakeholders. These include:

- District Administration, Baramulla: responsible for execution oversight and institutional coordination.
- Horticulture Department / Nursery Management: responsible for day-to-day functioning, service delivery, planting material, and maintenance.
- Nursery Staff and Extension Personnel: responsible for farmer interaction, guidance, technical support, and operational continuity.
- PRI / Community Stakeholders / Farmer Groups: responsible for local feedback, support, and linkage between community need and institutional functioning.
- Farmers / Orchardists: central actors in project outcomes through their utilization of nursery services, feedback, and adoption of planting material and practices.

These institutions collectively influenced not only infrastructure delivery but also final outcomes such as utilization, planting material quality, farmer trust, environmental practice adoption, and the overall sustainability of benefits.

4. Data Analysis & Interpretation

Figure 1: Demographic Profile of Respondents

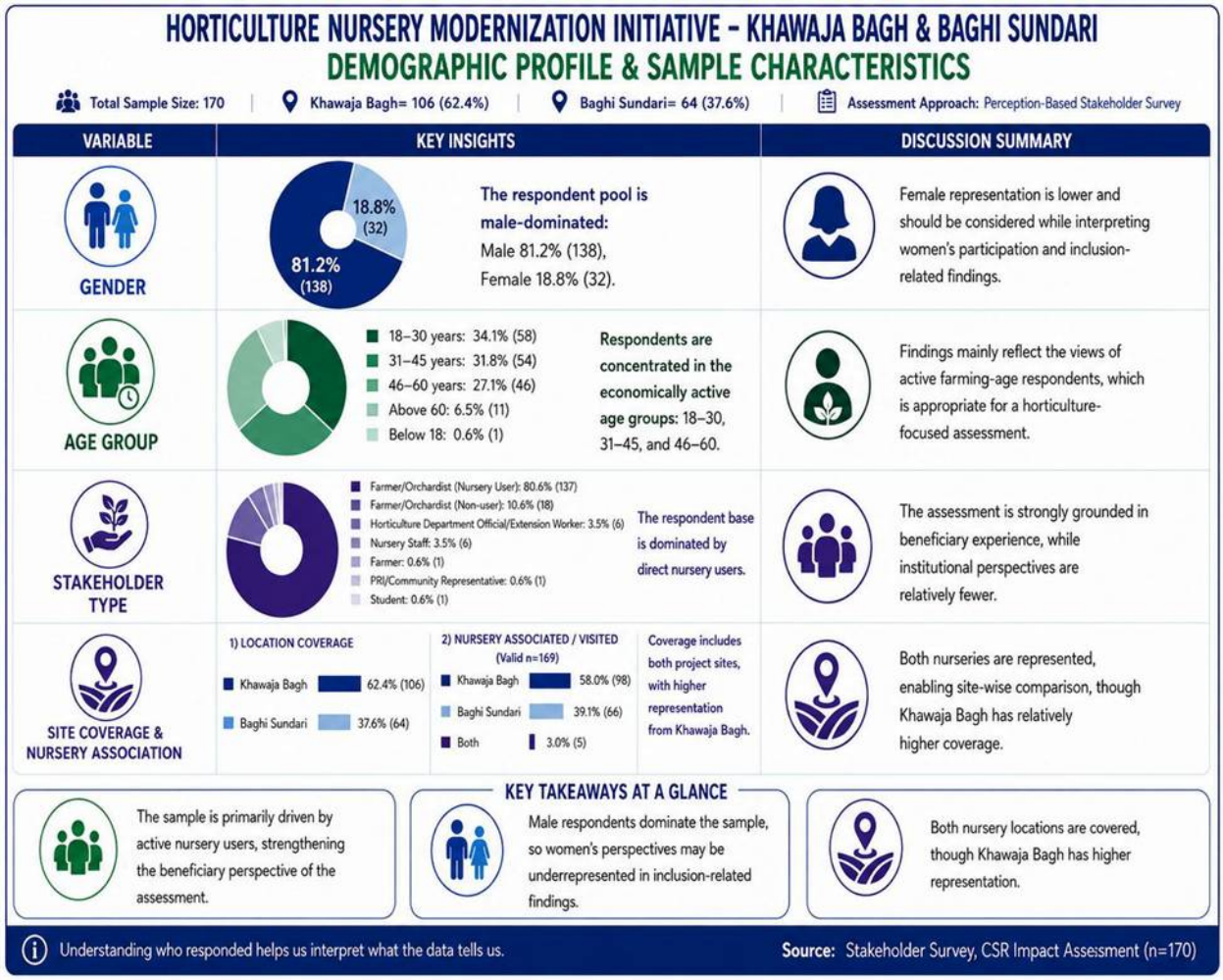


Table 5: Demographic Profile of Respondents

Variable	Key Insights	Discussion Summary
Gender	The respondent pool is male-dominated: Male 81.2% (138) and Female 18.8% (32).	Female representation is comparatively low. This should be kept in mind while interpreting indicators related to women's participation, women farmers' access, advisory support, and gender inclusion in nursery activities.
Age Group	The respondent profile is fairly concentrated in the economically active adult age groups: 18–30 years 34.1% (58), 31–45 years, 31.8% (54), and 46–60 years 27.1% (46). Very few respondents are below 18 or above 60.	The findings are likely to reflect the perceptions of active farmers, orchardists and working-age stakeholders more strongly than those of very young or elderly respondents. This is appropriate for a horticulture-focused study, as these age groups are more likely to be directly involved in nursery use, orchard decisions and livelihood activities.
Stakeholder Type	The sample was dominated by direct nursery users 80.6% (137), followed by non-users 10.6% (18). The remaining respondents comprised Horticulture Department Officials/Extension Workers 3.5% (6), Nursery Staff 3.5% (6), one Farmer 0.6%, one PRI/Community Representative 0.6%, and one Student 0.6%, giving a total sample of 170 respondents.	The profile is strongly user-oriented, which is useful because it grounds the findings in actual beneficiary experience. At the same time, non-user and institutional categories are relatively small, so interpretations related to management, official systems, and reasons for non-use should be treated as indicative rather than dominant.
Location Coverage	Coverage is somewhat higher in Khawaja Bagh (Baramulla) 62.4% (106) than in Baghi Sundari (Sopore) 37.6% (64).	The study includes both project sites, but the respondent distribution is somewhat tilted toward Khawaja Bagh. Comparative nursery-wise analysis is still possible, though the imbalance should be acknowledged while interpreting differences between the two sites.
Nursery Associated with/Visited	Nursery Association/Visited (Valid n=169): Khawaja Bagh 58.0% (98), Baghi Sundari 39.1% (66), and Both 3.0% (5). One respondent did not provide a valid response to this item.	This indicates that respondent perceptions are largely site-specific rather than cross-site. Therefore, nursery-wise comparisons can be meaningfully drawn, but the very small number of respondents familiar with both nurseries limits direct comparative judgment from the same individuals.

Overall Profile Pattern	The respondent profile is shaped mainly by male, working-age, direct nursery users, with greater representation from Khawaja Bagh.	Overall, the sample is well suited for assessing user experience, access, quality, and perceived outcomes of nursery modernization. However, findings on women's inclusion, institutional management, and non-user barriers should be interpreted with some caution due to their relatively smaller representation in the sample.

Figure 2: Access & Utilization

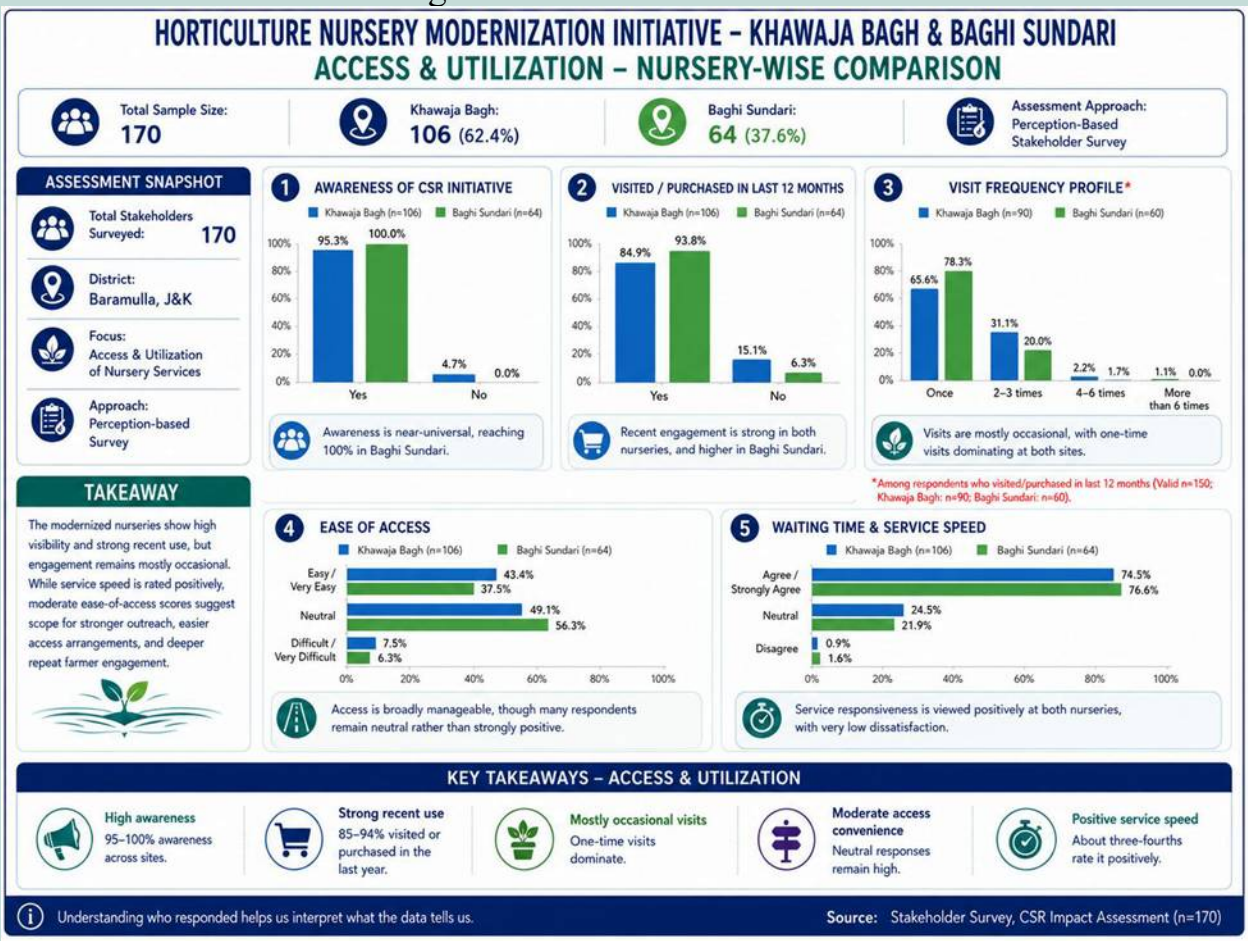


Table 6: Access & Utilization

Variable	Key Insights	Discussion Summary
Awareness of CSR Initiative	Awareness of the nursery modernization initiative is very high, with 97.1% (165) of respondents reporting awareness, while only 2.9% (5) reported that they were not aware. At the site level, all respondents from Baghi Sundari reported awareness, whereas a small share from Khawaja Bagh (5 respondents) reported lack of awareness.	The findings indicate that the CSR intervention has achieved strong visibility among respondents across both nursery locations. High awareness strengthens the credibility of subsequent perception-based findings, as most respondents appear to recognize the initiative and its purpose.
Visited / Purchased in Last 12 Months	A strong majority of respondents—88.2% (150)—reported that they had visited or purchased from the nursery in the last 12 months, while 11.8% (20) had not. Engagement is high in both locations, though non-visitation is somewhat higher in Khawaja Bagh (16) than in Baghi Sundari (4).	This suggests that the modernized nurseries are not only known to respondents but are also being actively used. High recent engagement indicates functional relevance of the nurseries and supports interpretation of later findings on service quality, planting material, and farmer benefit.
Visit Frequency	Nursery visits were predominantly occasional rather than frequent. Among respondents who reported visiting or purchasing from the nursery during the previous 12 months (valid n=150), one-time visits constituted the dominant pattern, followed by visits made 2–3 times. Only a very small proportion reported more frequent visits. This suggests that nursery engagement is largely need-based and seasonal rather than continuous. The frequency distribution was analysed only for valid recent users after excluding respondents who had not visited or purchased during the reference period.	This indicates that the nursery system has broad outreach, but repeat interaction remains limited. The dominant pattern of one-time or occasional visits may reflect the seasonal and need-based nature of nursery use, while also pointing to scope for stronger repeat engagement through advisory support, demonstration activities, or follow-up farmer services.
Ease of Access	Perceptions of accessibility are moderate overall. Only 41.2% (70) rated access as Easy/Very Easy, while the majority, 51.8% (88), remained Neutral. A smaller but important share, 7.1% (12), rated access as Difficult/Very Difficult.	The large neutral segment suggests that access is not seen as a major barrier for most respondents, but neither is it experienced as strongly convenient. This points to moderate accessibility, with potential room for improvement in transport convenience, distance, timing, or outreach arrangements.
Waiting Time & Service Speed	Waiting time and service speed are rated positively by most respondents. 75.3% (128) reported Agree/Strongly	These findings suggest that operational service delivery at the nursery level is functioning reasonably well. Positive perceptions of waiting time and service speed indicate that

	Agree, 23.5% (40) remained Neutral, and only 1.2% (2) expressed disagreement.	user experience is generally satisfactory, which is important for sustaining farmer trust and utilization.
Overall Access & Utilization Pattern	The combined evidence shows high awareness, strong recent usage, mostly occasional visits, moderate access convenience, and positive service-speed perception.	Taken together, the findings suggest that the modernized nurseries are visible, functionally utilized, and reasonably service-oriented. However, the moderate access profile and low repeat visit frequency indicate areas where deeper engagement and easier access could further strengthen project outcomes.

Figure 3: Relevance & Effectiveness of CSR Project

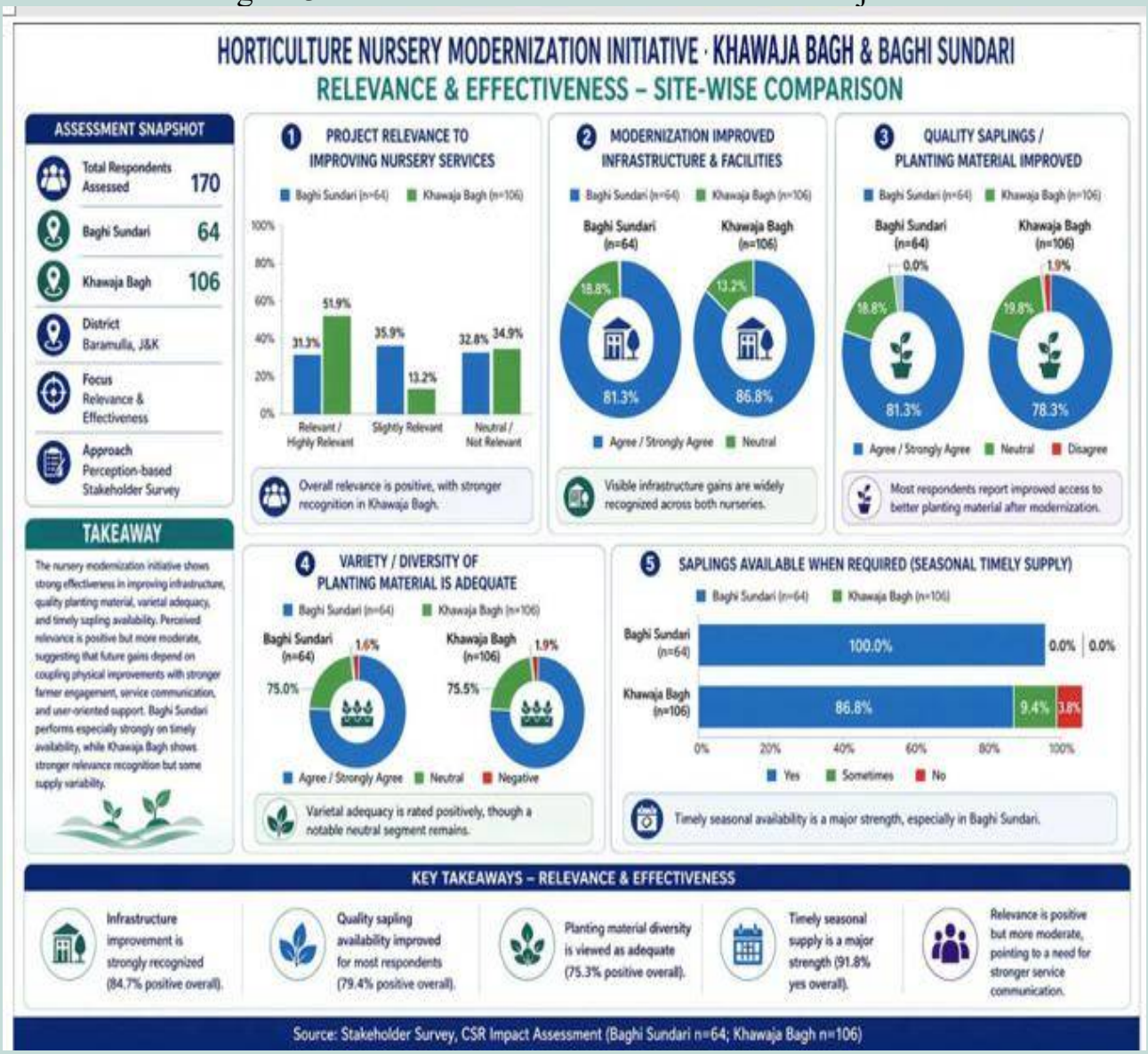


Table 7: Relevance & Effectiveness of CSR Project

Variable	Key Insights	Discussion Summary
Project Relevance to Improving Nursery Services	The project is viewed positively overall, with 44.1% (75) rating it as Relevant/Highly Relevant, while 21.8% (37) considered it Slightly Relevant and 32.9% (56) remained Neutral. Only 1.2% (2) considered it Not Relevant. Khawaja Bagh shows a stronger concentration in the "Relevant" category, while Baghi Sundari has a relatively higher share in "Slightly Relevant."	The intervention is broadly perceived as relevant, but the relatively large neutral and slightly relevant segments suggest that perceived relevance is not uniformly strong across all respondents. This may indicate that while modernization addressed a real need, its visible benefits or service significance may not yet be fully internalized by all stakeholder groups.
Modernization Improved Overall Nursery Infrastructure & Facilities	A very strong majority, 84.7% (144), reported Agree/Strongly Agree that modernization improved the overall nursery infrastructure and facilities, while 15.3% (26) remained neutral. No respondents reported disagreement.	This is one of the clearest positive findings in the section. It suggests that the intervention has achieved visible success at the infrastructure level, with respondents clearly recognizing physical and facility-related improvements in the nurseries.
Availability of Quality Saplings / Planting Material Improved	Most respondents, 79.4% (135), reported Agree/Strongly Agree that the availability of quality saplings or planting material improved after modernization. 19.4% (33) remained neutral and only 1.2% (2) disagreed.	The findings indicate that the modernization is perceived to have improved one of the most functionally important outputs of the nursery system—namely, access to better planting material. This is a critical effectiveness indicator because it connects infrastructure improvement to service utility for farmers.
Variety / Diversity of Planting Material is Adequate	A strong majority, 75.3% (128), reported Agree/Strongly Agree that the variety and diversity of planting material is adequate. 22.9% (39) remained neutral, while only 1.8% (3) expressed dissatisfaction in the form of disagreement or strong disagreement.	This suggests that the nurseries are generally meeting farmer expectations in terms of varietal diversity, though the sizeable neutral group may indicate that some respondents do not yet view diversity as fully sufficient or are unsure about the range available.

Saplings Generally Available When Required (Seasonal Timely Supply)	Seasonal timely supply is rated very positively, with 91.8% (156) reporting that saplings are generally available when required. Only 5.9% (10) said "Sometimes" and 2.4% (4) said "No." Notably, all negative or uncertain responses come from Khawaja Bagh, while Baghi Sundari shows uniformly positive reporting.	This is a particularly strong effectiveness finding. It suggests that the project is performing well in ensuring timely supply, which is essential in horticulture where seasonal timing matters greatly. However, the site-wise variation indicates that Khawaja Bagh may still face some gaps in supply consistency compared to Baghi Sundari.
Overall Relevance & Effectiveness Pattern	The combined pattern shows strong positive perception on infrastructure, planting material quality, diversity, and seasonal availability, with somewhat more moderate perceptions on overall project relevance.	Taken together, the results suggest that the nursery modernization has performed strongly on visible and functional service indicators, especially infrastructure and planting material supply. However, the more mixed pattern on perceived "project relevance" suggests that strengthening farmer awareness of the broader purpose and value of the intervention may further improve how the project is understood and appreciated.

Figure 4: Quality of Planting Material

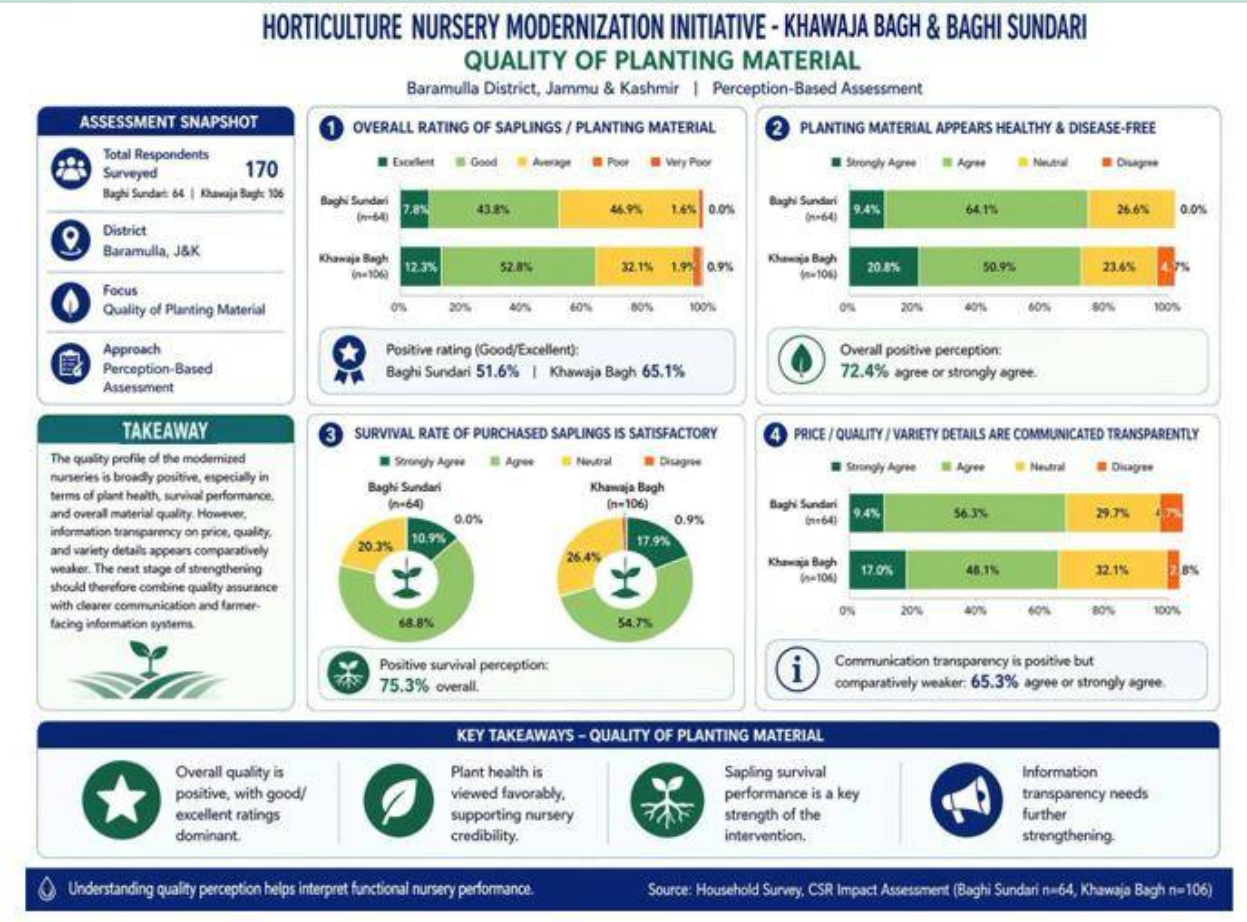


Table 8: Quality of Planting Material

Variable	Key Insights	Discussion Summary
Overall Rating of Saplings / Planting Material Quality	The overall rating of planting material quality is positive, with 60.0% (102) rating it as Good/Excellent. A substantial 37.6% (64) rated it as Average, while only 2.4% (4) rated it as Poor/Very Poor. Khawaja Bagh shows a somewhat stronger positive rating profile than Baghi Sundari.	This suggests that the nurseries are generally perceived to provide acceptable to good quality planting material, though the large "Average" segment indicates that quality perceptions are positive but not uniformly strong. There is scope to further strengthen consistency and farmer confidence in material quality.
Planting Material Appears Healthy and Disease-Free	A strong majority, 72.4% (123), reported Agree/Strongly Agree that the planting material appears healthy and disease-free. 24.7% (42) remained neutral, while only 2.9% (5) expressed disagreement.	This is a positive signal for nursery credibility, since visible plant health is one of the most immediate quality indicators for users. However, the notable neutral segment suggests that some respondents may not be fully confident in assessing plant health or may perceive variability in quality.
Survival Rate of Purchased Saplings is Satisfactory	Perception of survival performance is favorable, with 75.3% (128) reporting Agree/Strongly Agree that the survival rate of purchased saplings is satisfactory. 24.1% (41) remained neutral and only 0.6% (1) disagreed.	This is an important effectiveness indicator because it moves beyond appearance to post-purchase performance. The findings suggest that users generally experience satisfactory outcomes after procurement, strengthening the practical value of the nursery intervention.
Price Information and Quality / Variety Details are Communicated Transparently	Communication transparency is moderately positive, with 65.3% (111) reporting Agree/Strongly Agree. However, 31.2% (53) remained neutral and 3.5% (6) disagreed.	Compared to other quality-related indicators, this area appears somewhat less strongly rated. While most respondents find pricing and quality/variety information reasonably transparent, the sizable neutral group indicates room for improvement in information display, clarity, and communication practices.
Overall Quality Pattern	The combined pattern shows positive perceptions of quality, plant health, and sapling survival, while information transparency is positive but comparatively weaker.	Overall, the findings suggest that the nurseries are performing well on core quality-related aspects of planting material. The key area for strengthening appears to be clearer and more visible communication around price, quality, and variety details, which can further enhance user trust and informed decision-making.
	The overall rating of planting material quality is positive, with 60.0% (102) rating it as Good/Excellent. A substantial 37.6% (64) rated it as Average, while only 2.4% (4) rated it as Poor/Very Poor. Khawaja Bagh shows a somewhat stronger positive rating profile than Baghi Sundari.	This suggests that the nurseries are generally perceived to provide acceptable to good quality planting material, though the large "Average" segment indicates that quality perceptions are positive but not uniformly strong. There is scope to further strengthen consistency and farmer confidence in material quality.

Figure 5: Advisory & Support Services

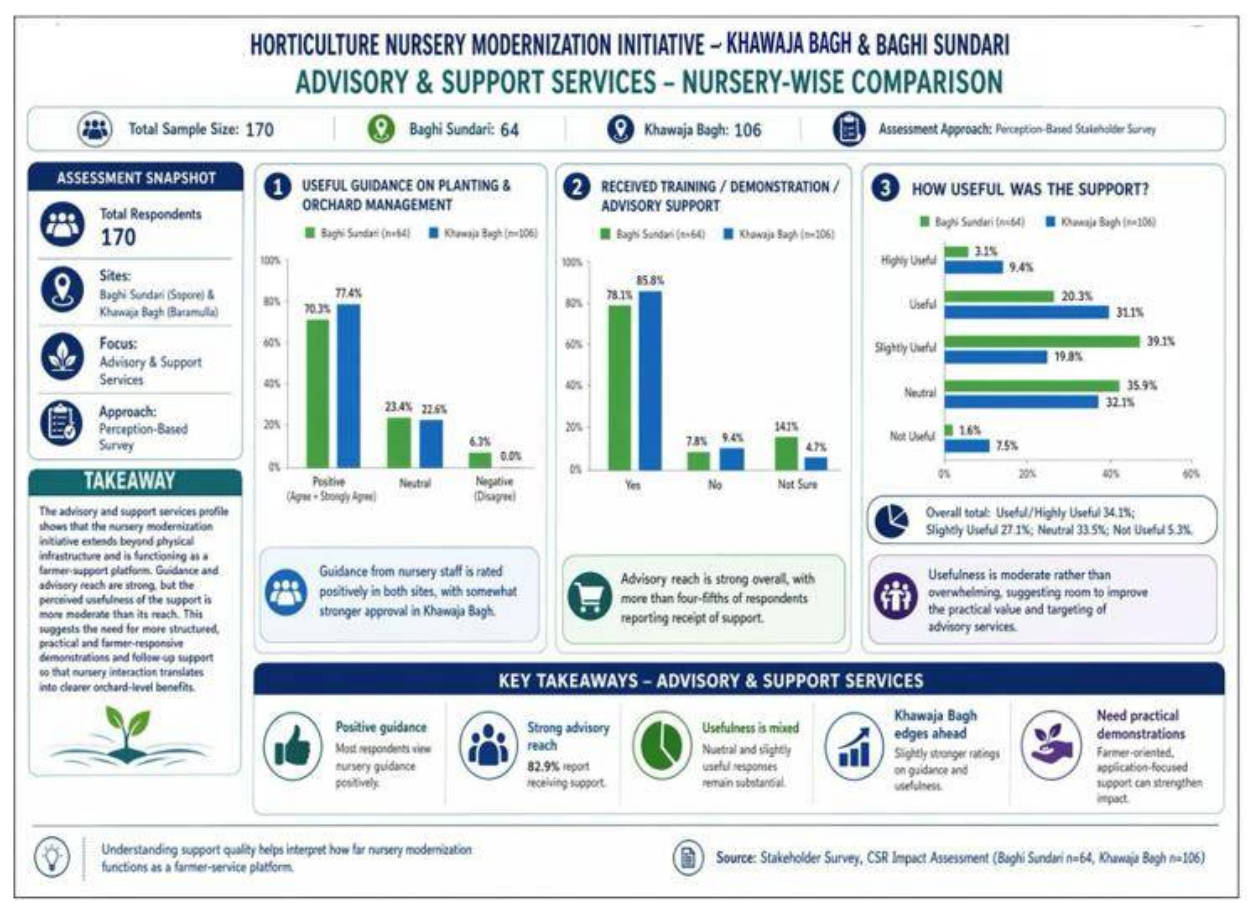


Table 9: Advisory & Support Services

Variable	Key Insights	Discussion Summary
Nursery Staff Provides Useful Guidance on Planting and Orchard Management	A substantial majority, 74.7% (127), reported Agree/Strongly Agree that nursery staff provides useful guidance on planting and orchard management. 22.9% (39) remained neutral, while only 2.4% (4) disagreed. Notably, all disagreement came from Baghi Sundari, while Khawaja Bagh showed a stronger concentration in the "Strongly Agree" category.	This indicates that advisory support from nursery staff is generally perceived positively and forms an important service dimension of the intervention. The findings suggest that the nurseries are functioning not only as supply points, but also as knowledge-support institutions.
Received Training / Demonstration / Advisory Support from Nursery / Horticulture Staff	A strong majority, 82.9% (141), reported that they had received some form of training, demonstration, or advisory support, while 8.8% (15) said no and 8.2% (14) were not sure. Khawaja Bagh shows a slightly stronger advisory reach in absolute terms.	This is a strong service-delivery finding. It suggests that the intervention is not confined to physical nursery modernization alone, but extends into farmer-facing support and outreach, which is critical for long-term horticulture improvement.
Usefulness of Training / Demonstration / Advisory Support	Perceived usefulness is moderate-to-positive rather than overwhelmingly strong. 34.1% (58) rated the support as Useful/Highly Useful, 27.1% (46) rated it Slightly Useful, 33.5% (57) remained Neutral, and 5.3% (9) considered it Not Useful.	While support is widely received, its perceived utility is more mixed. This suggests that farmers recognize the presence of advisory services, but the depth, clarity, or practical applicability of that support may vary. There is scope to improve the quality and relevance of demonstrations and guidance so that they translate more clearly into farmer value.
Overall Advisory & Support Pattern	The combined pattern shows strong availability of guidance and advisory reach, but more moderate ratings on usefulness.	Overall, the findings suggest that the nurseries are making a meaningful effort to engage farmers through guidance and advisory support. However, the intervention appears stronger on reach than on perceived depth of usefulness, indicating room for better customization, demonstration quality, and follow-up interaction.

Figure 6: Efficiency of CSR Initiative

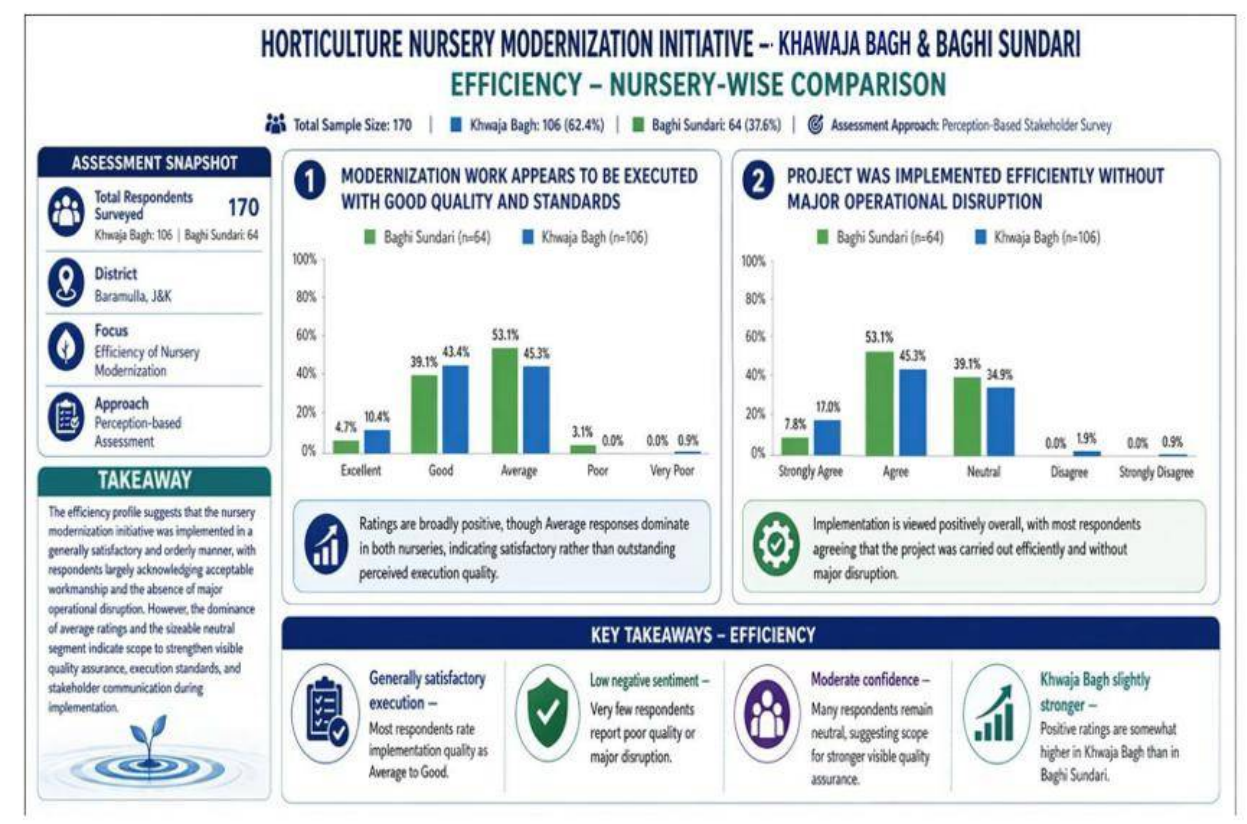


Table 10: Efficiency of CSR Initiative

Variable	Key Insights	Discussion Summary
Modernization Work Appears to be Executed with Good Quality and Standards	Perception of execution quality is broadly positive, with 50.0% (85) rating the work as Good/Excellent. A large 48.2% (82) rated it as Average, while only 1.8% (3) rated it as Poor/Very Poor. Khawaja Bagh shows a somewhat stronger positive quality profile than Baghi Sundari.	This indicates that respondents generally view the modernization work as acceptable to good in quality, but not overwhelmingly outstanding. The very small negative share is encouraging, yet the large "Average" segment suggests that the work is seen as reasonably sound rather than exceptionally strong.
Project Was Implemented Efficiently Without Major Operational Disruption	Most respondents, 61.8% (105), reported Agree/Strongly Agree that the project was implemented efficiently without major disruption. 36.5% (62) remained neutral, while only 1.8% (3) expressed disagreement.	This suggests that implementation was perceived as relatively smooth overall, with only minimal dissatisfaction. However, the sizeable neutral segment indicates that a considerable number of respondents may not have directly observed the implementation process closely or were unable to form a strong opinion on its efficiency.
Overall Efficiency Pattern	The combined evidence shows positive perceptions of implementation quality and operational efficiency, but also a substantial tendency toward moderate rather than strongly affirmative ratings.	Taken together, the efficiency profile suggests that the project was implemented in a generally satisfactory manner, with few signs of serious disruption or poor workmanship. However, the findings also point to scope for improving visible execution quality, communication during implementation, and perhaps stronger user confidence in project delivery standards.

Figure 7: Impact (Livelihood, Productivity & Adoption) of CSR Initiative

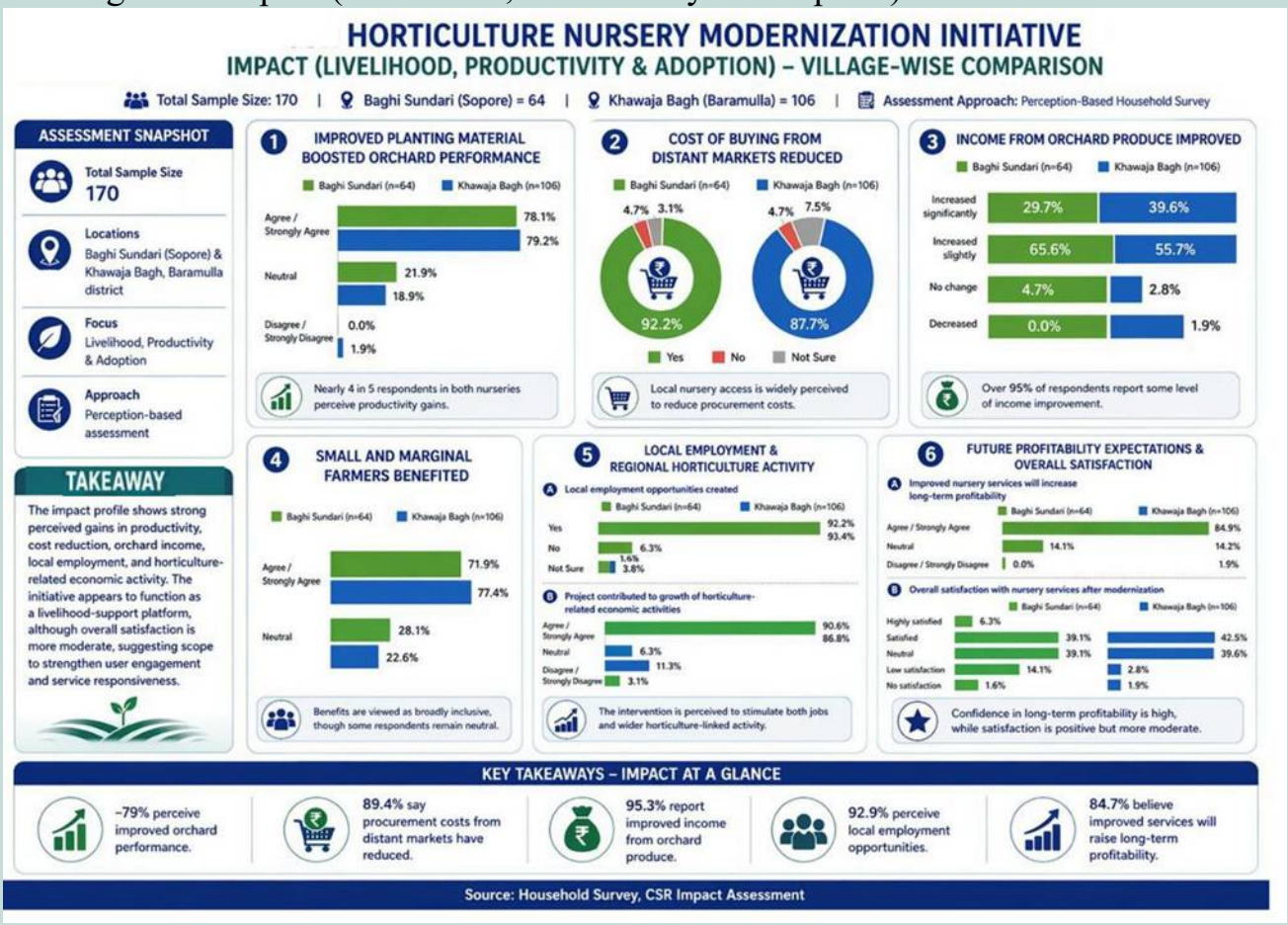


Table 11: Impact (Livelihood, Productivity & Adoption) of CSR Initiative

Variable	Key Insights	Discussion
Improved Planting Material Helped Improve Orchard Performance / Productivity	A strong majority, 78.8% (134), reported Agree/Strongly Agree that improved planting material helped improve orchard performance or productivity. 20.0% (34) remained neutral, while only 1.2% (2) expressed disagreement.	This suggests that the intervention is perceived to be contributing positively to on-farm horticulture outcomes. The finding is important because it links nursery modernization to actual productive value at the orchard level, not merely to infrastructure improvement.
Nursery Services Reduced the Cost of Procuring Planting Material from Distant Markets	Most respondents, 89.4% (152), reported that nursery services reduced the cost of procuring planting material from distant markets. Only 4.7% (8) said no, and 5.9% (10) were not sure.	This is a strong livelihood-support finding. It indicates that the nurseries are helping reduce market dependence and procurement burden, thereby making horticulture inputs more locally accessible and affordable.
Use of Improved Planting Material Contributed to	Perceived income effects are strongly positive. 95.3% (162) reported that income had increased either	This suggests that the intervention is seen not only as a support service but as a factor with actual economic

Better Income from Orchard Produce	significantly or slightly, while only 3.5% (6) reported no change and 1.2% (2) reported a decrease.	relevance to farmers. Although this is perception-based rather than measured income data, it indicates strong perceived return from improved planting material use.
Initiative Benefited Small and Marginal Farmers Equitably	A total of 75.3% (128) reported Agree/Strongly Agree that the initiative benefited small and marginal farmers equitably, while 24.7% (42) remained neutral. No respondents expressed disagreement.	This indicates that the project is broadly perceived as inclusive, though the sizeable neutral segment suggests that the equitable distribution of benefits may not be equally visible to all respondents.
Nursery Modernization Created Local Employment Opportunities	A very high share, 92.9% (158), reported that the nursery modernization created local employment opportunities. Only 4.1% (7) said no, while 2.9% (5) were not sure.	This is one of the strongest impact findings in the section. It indicates that the intervention is perceived to generate wider local economic effects beyond direct farmer benefit, including employment and service-linked opportunities.
Project Contributed to Growth of Horticulture-Related Economic Activities in the Region	A strong majority, 88.2% (150), reported Agree/Strongly Agree that the project contributed to growth of horticulture-related economic activities in the region. 9.4% (16) were neutral, and only 2.4% (4) disagreed.	This suggests that respondents see the intervention as contributing to the broader horticulture ecosystem, not merely individual user experience. The project is thus perceived as having regional developmental value.
Improved Nursery Services Will Increase Long-Term Profitability of Horticulture Farming	Most respondents, 84.7% (144), reported Agree/Strongly Agree that improved nursery services will increase the long-term profitability of horticulture farming. 14.1% (24) remained neutral, while only 1.2% (2) disagreed.	This indicates a strong future-oriented confidence in the intervention. It suggests that respondents see the nurseries as having continuing strategic value for horticulture growth and long-term farm returns.
Overall Satisfaction with Nursery Services after Modernization	Satisfaction is positive but not overwhelmingly high. 51.2% (87) reported being Satisfied/Highly Satisfied, 39.4% (67) remained neutral, and 8.9% (15) reported low or no satisfaction.	While the satisfaction profile is net positive, the large neutral segment suggests that many respondents recognize benefit without expressing very strong enthusiasm. This indicates room to deepen user experience, responsiveness, and visible service value.
Overall Impact Pattern	The combined evidence shows strong positive perceptions on productivity, cost reduction, income improvement, equity, employment generation, and wider horticulture-economic effects, with more	Taken together, the impact profile is clearly favorable and suggests that the nursery modernization initiative is perceived as generating livelihood, productivity, and ecosystem-level value. The main area for future

	moderate intensity on overall satisfaction.	strengthening lies not in impact absence, but in converting these gains into even stronger and more visible user satisfaction.

Figure 8: Sustainability, Environment & Institutional Support

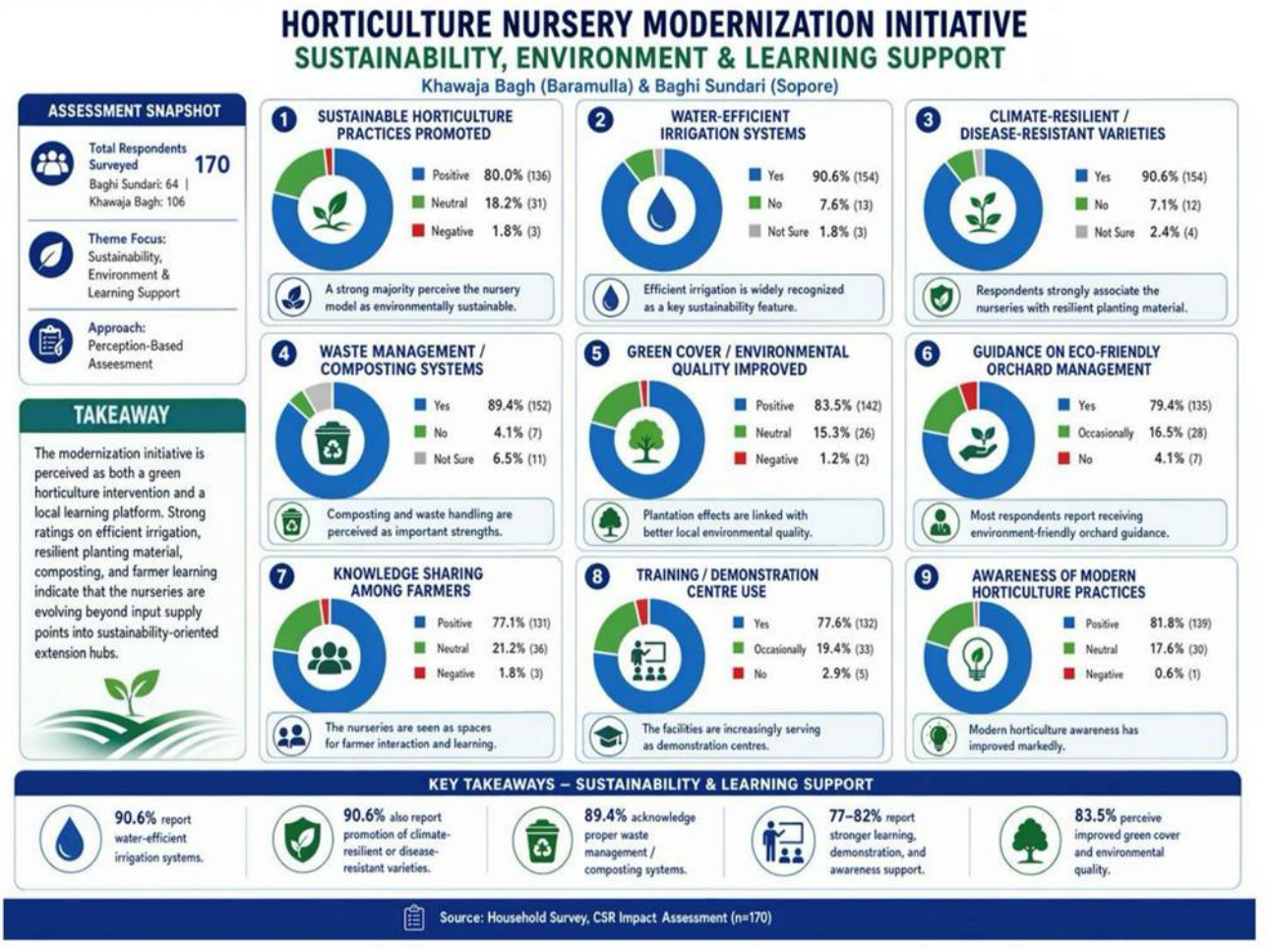


Table 12: Sustainability, Environment & Institutional Support

Variable / Theme	Key Insights	Discussion Summary
Environmental Sustainability Practices	The environmental sustainability profile is clearly positive. Around 80.0% reported that modernization promoted sustainable horticulture practices. Further, 90.6% confirmed the use of water-efficient irrigation systems, 90.6% reported promotion of climate-resilient/disease-resistant varieties, and 89.4% acknowledged proper waste management or composting systems. Additionally, 83.5% believed the project improved green cover and environmental quality.	These findings suggest that the nursery modernization initiative is perceived not merely as a physical infrastructure upgrade, but as an intervention that supports more sustainable and climate-responsive horticulture practices. The strong ratings across irrigation, resilient varieties, and waste management indicate a broad environmental value dimension.
Farmer Learning & Demonstration Value	Advisory and learning functions are also strong. About 79.4% reported receiving guidance on environment-friendly orchard management, 77.1% felt the nursery improved knowledge sharing among farmers, 77.6% said the nursery has been used as a training/demonstration center, and 81.8% believed the project improved awareness of modern horticulture practices.	This suggests that the nurseries are functioning not just as supply centers, but as local learning and extension platforms. The results indicate a meaningful contribution to farmer knowledge systems, though the presence of "occasionally" and "neutral" responses suggests there is still room to deepen the regularity and perceived usefulness of these knowledge-support functions.

Figure 9: Inclusion, Institutional Support & Long-term Sustainability

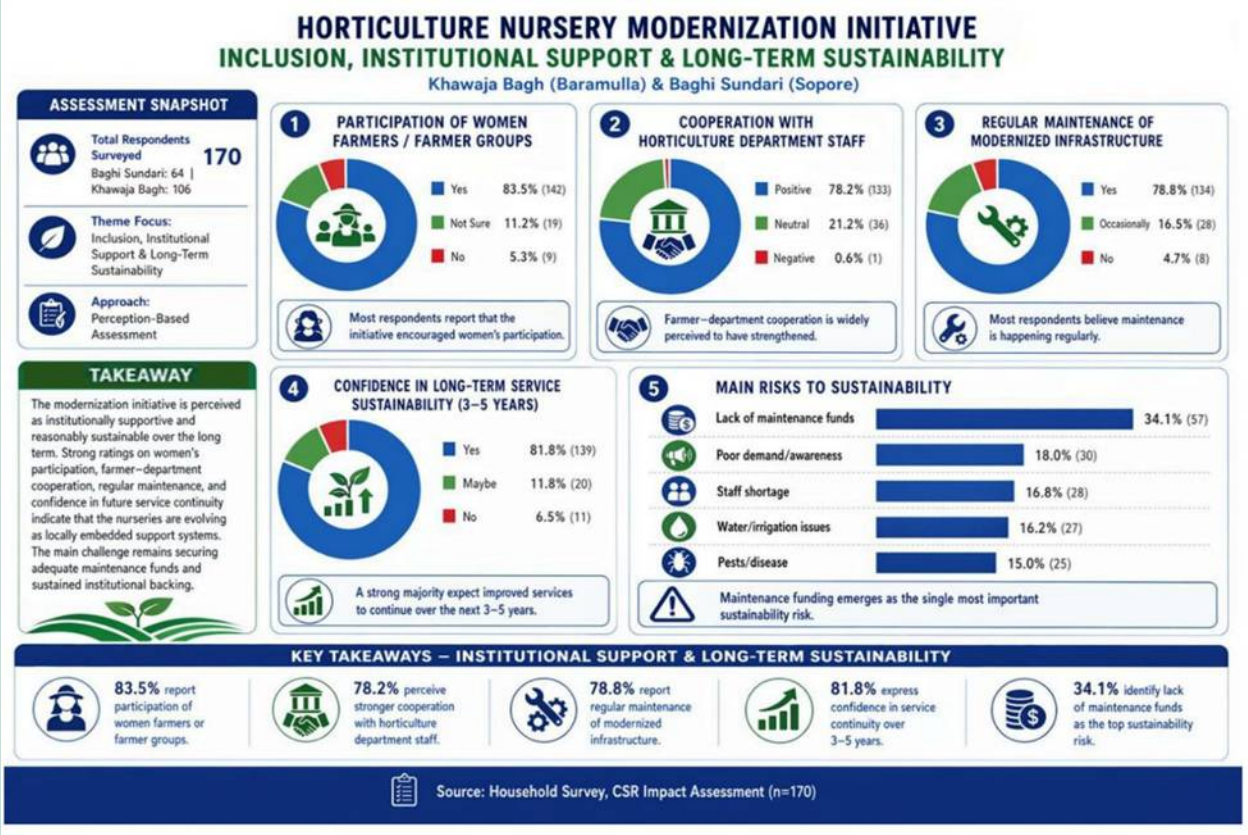


Table 13: Inclusion, Institutional Support & Long-term sustainability

Variable / Theme	**Key Insights**	**Discussion Summary**
Inclusion & Participation	A strong 83.5% reported that the project encouraged participation of women farmers or farmer groups, while only 5.3% said no and 11.2% were not sure.	This indicates that the intervention is perceived as reasonably inclusive and capable of drawing wider participation, including women and farmer collectives. However, given the relatively low proportion of female respondents in the overall sample, these findings should still be interpreted with some caution.
Institutional Support & Cooperation	About 78.2% reported that the project strengthened cooperation between farmers and horticulture department staff, while 21.2% remained neutral and only 0.6% disagreed.	This suggests that the modernization initiative has had a positive institutional effect by improving interaction between service providers and users. Stronger cooperation enhances extension potential, trust, and continuity of support, which are

		essential for sustained horticulture development.
Maintenance & Long-Term Sustainability	A substantial 78.8% (134) reported that the modernized infrastructure is being maintained regularly, while 16.5% (28) stated that maintenance takes place only occasionally and 4.7% (8) reported that it is not being maintained regularly. 81.8% expressed confidence that the nursery will sustain improved services over the next 3–5 years**.** Similarly, 81.8% (139) expressed confidence that the nursery would sustain improved services over the next 3–5 years, while 11.8% (20) remained uncertain and 6.5% (11) did not expect the improved services to be sustained over the long term.	These results indicate a broadly favorable sustainability outlook, but not without caution. Respondents generally believe the intervention can continue delivering benefits, yet the moderate "occasionally" and "maybe" responses suggest that future sustainability will depend on consistent maintenance arrangements, resources, and institutional follow-through.
Risk Outlook	The most cited sustainability risk is lack of maintenance funds (34.1%)**,** followed by poor demand/awareness (18.0%)**,** staff shortage (16.8%)**,** water/irrigation issues (16.2%)**,** and pests/disease (15.0%)**.**	This indicates that while present sustainability perceptions are strong, respondents also recognize practical risks that could weaken long-term outcomes. Financial support for upkeep emerges as the single most important risk factor, suggesting that post-project maintenance systems are central to sustained performance.

Figure 10: SROI

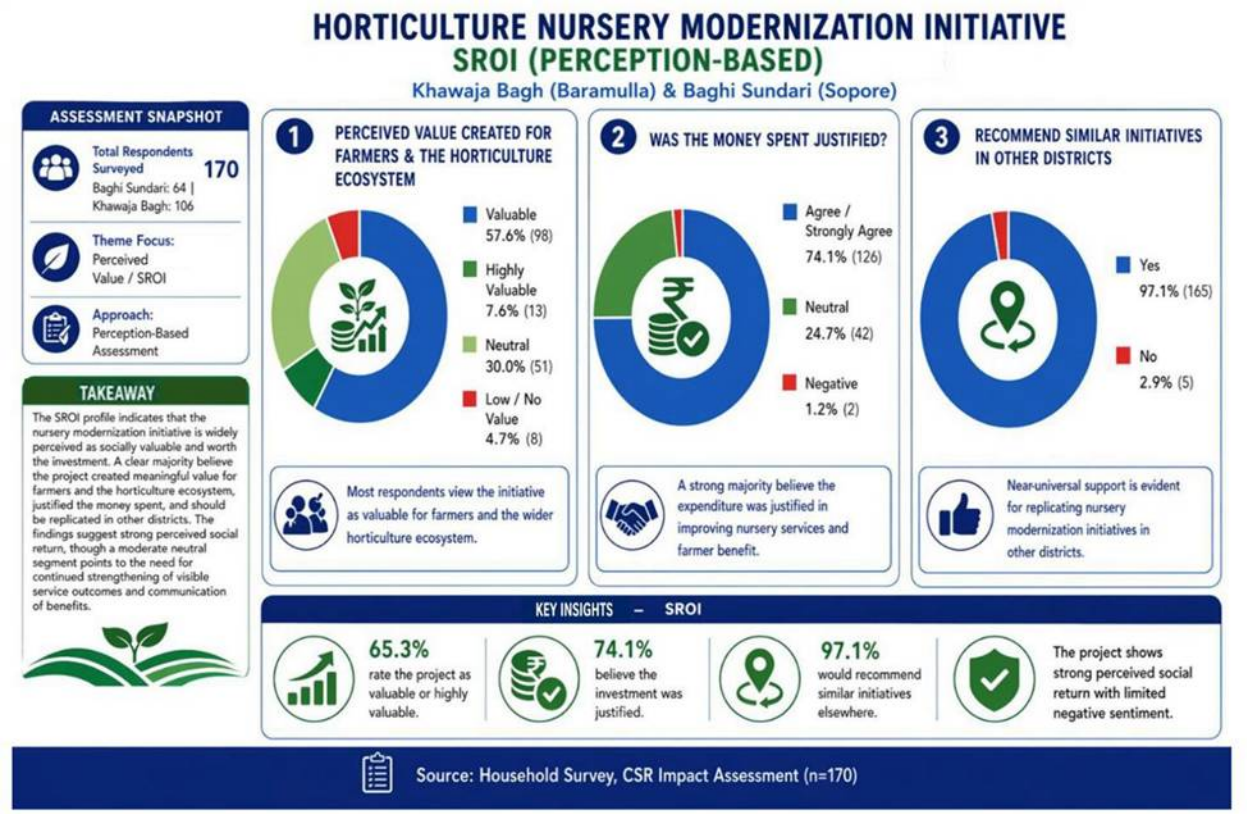


Table 14: SROI

Variable	Key Insights	Discussion Summary
Project created significant value for farmers and the horticulture ecosystem	A clear majority, 65.3% (111), rated the project as Valuable/Highly Valuable, while 30.0% (51) remained neutral and only 4.7% (8) rated it as low or no value. Khawaja Bagh shows somewhat stronger value recognition than Baghi Sundari.	This suggests that the nursery modernization initiative is widely perceived as having generated meaningful social and sectoral value. The project is not seen merely as an infrastructure asset, but as something that benefits both farmers and the broader horticulture ecosystem.
Money spent was justified in improving nursery services and farmer benefit	A strong 74.1% (126) reported Agree/Strongly Agree that the expenditure was justified. 24.7% (42) remained neutral, while only 1.2% (2) expressed strong disagreement.	This indicates that respondents broadly consider the investment worthwhile in relation to the improvements achieved. The positive view on expenditure justification strengthens the perception-based SROI case, even though some respondents remain cautious or neutral.
Would recommend similar nursery modernization initiatives in other districts	Support for replication is extremely strong, with 97.1% (165) saying Yes and only 2.9% (5) saying No.	This is one of the strongest endorsement indicators in the study. It suggests that respondents not only value the intervention locally, but also believe it is worthy of wider expansion and replication.
Overall SROI Pattern	The combined evidence shows strong perceived social value, strong expenditure justification, and near-universal support for replication.	Taken together, the perception-based SROI profile is highly favorable. The main qualification is the moderate neutral segment on value creation and expenditure justification, which suggests continued need to make project outcomes more visibly felt and clearly communicated to all stakeholders.

Table 15: Coherence & Recommendations

Variable / Theme	Key Insights	Discussion Summary
Alignment with horticulture development programmes/schemes	A large majority rated the project as aligned either Moderately (61.8%) or Very Well (36.5%) with horticulture development programmes and schemes. Only 1.8% felt the alignment was poor.	This indicates that the nursery modernization initiative is broadly seen as coherent with the wider policy and programme environment in horticulture. However, the fact that most responses cluster under "Moderately" rather than "Very Well" suggests that the project is viewed as relevant and supportive, but not yet fully integrated in the strongest possible way with existing horticulture schemes and extension systems.
Challenges: awareness and information gaps	A major cluster of open-ended responses highlights lack of awareness, poor knowledge, limited information, and weak communication as continuing barriers.	Even where infrastructure and services exist, farmers may not be benefiting fully if they do not receive timely, practical, and trustworthy information. This suggests that informational access remains one of the biggest non-physical barriers in the system.
Challenges: guidance, mentorship, and technical follow-up	Many respondents referred to lack of guidance, lack of mentorship, weak technical support, limited post-purchase advisory support, and weak horticulture department outreach.	Farmers appear to value the nursery not just as a plant source but as a knowledge-support platform. The persistence of this theme suggests that technical handholding remains an important unmet need, especially after plant purchase.
Challenges: availability, timing, and supply reliability	Open-ended responses repeatedly mention limited availability, seasonal shortage, demand-supply mismatch, and delays in supply during peak periods.	This indicates that nursery usefulness is partly constrained by operational and inventory issues. Even when modernization is appreciated, farmers still experience practical access problems when supply is not timely or matched to peak demand cycles.
Challenges: quality, authenticity, and trust	Farmers mentioned lack of certification, quality uncertainty, and low trust based on past experience.	This is a critical issue because nursery systems depend heavily on confidence. The challenge is not only about availability, but also about whether farmers believe the material is genuine, disease-free, and suitable.
Challenges: affordability, credit, and cost barriers	Several responses refer to high cost, affordability issues, lack of credit, transport cost, and general financial constraints.	Access is therefore shaped by both physical and economic factors. The nursery may reduce some burdens, but affordability remains a continuing barrier for a section of farmers, especially small and marginal users.

Challenges: access, transport, and remoteness	Respondents also pointed to distance, transport problems, poor connectivity, and difficulty accessing nurseries from remote areas.	This suggests that physical proximity and last-mile delivery still matter. In a horticulture support system, good services alone may not be enough if they are not easily reachable.
Challenges: input, irrigation, and ecosystem constraints	Responses also include water issues, irrigation problems, pests and disease, lack of pesticides/fertilizers, and mismatch with local conditions.	These indicate that nursery support is embedded in a larger farm ecosystem. Farmers' success depends not only on nursery quality, but also on post-purchase production conditions and support systems.
Recommended additions: training, demonstration, and advisory systems	Respondents strongly recommended training, awareness programmes, demonstration plots, workshops, farm visits, and stronger expert guidance.	This shows a clear demand to strengthen the nursery's extension role. Farmers want nurseries to evolve from input centres into active learning, advisory, and demonstration hubs.
Recommended additions: quality assurance and certification	Suggested improvements include certified planting material, proper labeling, quality checks, replacement guarantees, and stronger quality control systems.	This directly addresses the trust and authenticity concerns reflected in the challenges section. It indicates that visible quality assurance is central to strengthening farmer confidence.
Recommended additions: booking, delivery, and communication systems	Respondents recommended pre-booking, online booking, delivery systems, local distribution centres, helplines, SMS/app updates, and better communication on plant availability.	These responses point to the need for more responsive and accessible service design. Farmers want predictability, convenience, and timely information, especially during peak seasons.
Recommended additions: technology, soil-water support, and infrastructure	Farmers also suggested soil testing, water testing, irrigation support, orchard planning, polyhouses, plug-tray technology, automated irrigation, and storage/logistics facilities.	This indicates that respondents see value in deepening the nursery modernization model beyond basic infrastructure into a more technically advanced and service-integrated horticulture platform.
Recommended additions: affordability and linkage support	Suggestions also include subsidies, financial support, linkage with government schemes, and market linkages.	Farmers appear to want the nursery system to connect more clearly with the economics of horticulture production, not just the technical side. This widens the policy relevance of the intervention.
Overall Coherence & Recommendation Pattern	The combined pattern suggests that the project is broadly aligned with horticulture development priorities, but farmers continue to face barriers related to information, guidance, affordability, availability, quality assurance, and access. At the same time, they clearly articulate what an improved nursery support system should look like.	Overall, the coherence profile is positive, but the recommendations show that farmers expect a more integrated nursery model—one that combines supply, training, certification, communication, and local accessibility. This is a useful direction for future policy and programme strengthening.

5. Summary of Findings, Recommendations & Conclusion

5.1. Summary of Findings

The impact assessment study of the CSR-supported modernization of horticulture nurseries at Khawaja Bagh, Baramulla and Baghi Sundari, Sopore indicates that the intervention has generated broadly positive outcomes across multiple dimensions, including infrastructure improvement, quality planting material availability, advisory support, livelihood enhancement, environmental sustainability, institutional cooperation, and perceived social value. Overall, the project is viewed as a meaningful horticulture-support initiative that has moved beyond mere physical modernization and has begun to function as a useful support platform for farmers and orchardists.

- **Respondent Profile and Coverage**

The study covered 170 respondents, with higher representation from Khawaja Bagh (62.4%) than Baghi Sundari (37.6%). The respondent pool was dominated by male respondents and direct nursery users, with the majority drawn from the economically active age groups. This profile ensured that the findings were grounded largely in the perceptions of active users of nursery services, though women's perspectives and institutional stakeholder voices were comparatively less represented.

- **Access and Utilization**

The findings reveal very high awareness of the CSR nursery modernization initiative and strong recent engagement with nursery services. A large majority had visited or purchased from the nursery within the last 12 months, indicating active utilization of the intervention. However, visit frequency remained mostly occasional, suggesting that while the nurseries are widely used, they are not yet functioning as strongly recurring engagement platforms for most users. Access was generally manageable, but many respondents remained neutral regarding convenience, indicating scope for improvement in timing, communication, or last-mile accessibility. Waiting time and service speed were viewed positively, indicating satisfactory operational responsiveness.

- **Relevance and Effectiveness**

The project was widely perceived as relevant to local horticulture needs, though the strength of relevance perception was moderate rather than overwhelming. By contrast, the effectiveness profile was considerably stronger. Respondents clearly recognized improvements in nursery

infrastructure, quality saplings, varietal diversity, and seasonal availability of planting material. In particular, timely supply emerged as a strong positive outcome, especially in Baghi Sundari. These findings suggest that the project has been effective in strengthening the functional core of nursery services, though the broader value of the intervention may still need stronger communication and farmer-facing articulation.

- **Quality of Planting Material**

Perception of planting material quality was positive overall, with most respondents rating it as good or excellent, though a large proportion still rated it as average rather than highly satisfactory. Most respondents also agreed that the planting material appeared healthy and disease-free, and that the survival rate of purchased saplings was satisfactory. These are important findings because they suggest that the intervention is not only improving visible infrastructure but also strengthening the practical quality of the nursery's main output. The comparatively weaker area was transparency of price and quality/variety information, where a substantial neutral segment remained, indicating scope for improvement in communication practices.

- **Advisory and Support Services**

The nurseries were widely perceived to provide useful guidance on planting and orchard management, and a large majority reported having received some form of training, demonstration, or advisory support from nursery or horticulture staff. This suggests that the intervention is functioning not merely as an input supply system, but as a farmer-support platform. However, the perceived usefulness of this support was more moderate than its reach. Many respondents rated it as only slightly useful or remained neutral, suggesting that while advisory services are present, they may need to become more structured, targeted, practical, and follow-up-oriented in order to generate stronger farmer value.

- **Efficiency**

The efficiency profile suggests that the project was implemented in a generally satisfactory manner. Most respondents rated the modernization work as good or average, and a majority felt that the project had been implemented efficiently without major operational disruption. At the same time, strong excellence ratings were limited and the neutral share remained substantial. This indicates that implementation was broadly acceptable and orderly, but not perceived as outstanding by most respondents. Future execution could benefit from stronger visible quality assurance and clearer stakeholder communication during implementation.

- **Impact on Livelihood, Productivity, and Adoption**

The impact findings are among the strongest in the study. Most respondents reported that improved planting material helped improve orchard performance and productivity, reduced the cost of procurement from distant markets, and contributed to better income from orchard produce. The intervention was also widely seen as having benefited small and marginal farmers, created local employment opportunities, and contributed to the growth of horticulture-related economic activity in the region. Respondents also expressed strong confidence that improved nursery services would enhance the long-term profitability of horticulture farming. Overall satisfaction was positive, though more moderate than the impact indicators themselves, suggesting that perceived functional benefits are strong even if the service experience is not yet generating uniformly high satisfaction.

- **Sustainability, Environment, and Learning Support**

The sustainability and environment profile was distinctly positive. Respondents strongly acknowledged the use of water-efficient irrigation systems, promotion of climate-resilient and disease-resistant varieties, and existence of waste management/composting systems. The project was also seen as contributing to green cover and environmental quality, indicating that the nursery modernization has acquired an environmental sustainability dimension beyond basic input supply. In addition, the nurseries were perceived as supporting knowledge sharing, functioning as training or demonstration centres, and improving awareness of modern horticulture practices. These findings suggest that the nurseries are increasingly viewed as sustainability-oriented learning platforms.

- **Inclusion, Institutional Support, and Long-Term Sustainability**

A strong majority of respondents felt that the project had encouraged participation of women farmers or farmer groups, improved cooperation between farmers and horticulture department staff, and ensured regular maintenance of the modernized infrastructure. Confidence in the long-term continuity of improved services was also high. However, when asked about risks to sustainability, respondents most frequently identified lack of maintenance funds as the leading concern, followed by issues such as weak demand/awareness, staff shortage, irrigation problems, and pests/disease. This indicates that while current sustainability perception is positive, long-term success will depend heavily on operational support, resource continuity, and institutional maintenance systems.

- **Coherence and Farmer Suggestions**

The project was viewed as broadly aligned with horticulture development programmes and schemes, though the dominant response was moderate alignment rather than very strong alignment. Open-ended responses suggest that farmers continue to face barriers related to awareness, guidance, availability, timing of supply, quality assurance, accessibility, cost, and credit/resource constraints. At the same time, they offered a clear agenda for improvement, including training programmes, stronger technical guidance, certification systems, better communication, booking and delivery systems, soil and water testing support, improved technology, and stronger linkages with financial or government support systems. These responses indicate that future strengthening should move toward a more integrated and service-oriented nursery model.

- **SROI**

The perception-based SROI findings are highly positive. A clear majority of respondents viewed the intervention as valuable or highly valuable for farmers and the horticulture ecosystem. Most also believed that the money spent was justified in terms of improvements in nursery services and farmer benefit. Perhaps most importantly, an overwhelming majority said they would recommend similar nursery modernization initiatives in other districts, indicating strong social acceptability and replication potential. These findings suggest that the project has created substantial perceived social return, even though some respondents remain neutral on the intensity of value created.

Overall Summary

Taken together, the findings show that the CSR-supported nursery modernization initiative has delivered meaningful gains across service quality, livelihood support, sustainability, and perceived social value. Its strongest achievements lie in improved planting material availability and quality, strong livelihood-related outcomes, environmentally aligned horticulture support, and very high endorsement for replication. At the same time, the evidence also indicates that the next stage of strengthening should focus on quality assurance, service transparency, advisory usefulness, accessibility, and long-term maintenance support. In short, the project has moved successfully beyond asset creation, but its full potential will be realized when the nurseries function even more strongly as trusted, knowledge-rich, quality-assured, and sustainable horticulture support systems.

5.2. Recommendations Framework

Introduction to Recommendations

The findings of the impact assessment indicate that the modernization of horticulture nurseries at Khawaja Bagh and Baghi Sundari has generated broadly positive outcomes across relevance, effectiveness, advisory reach, quality of planting material, livelihood support, sustainability, and perceived social value. Respondents strongly acknowledged improvements in infrastructure, quality planting material, irrigation efficiency, varietal support, local employment, cost reduction, and horticulture-linked economic activity. The initiative is also viewed as socially valuable and worthy of replication.

At the same time, the analysis shows that the next phase of strengthening should move beyond infrastructure improvement alone and focus more clearly on service depth, farmer accessibility, technical guidance, quality assurance, long-term maintenance, and institutional support**.** A number of recurring gaps emerged across sections, particularly around awareness, advisory usefulness, availability during peak periods, trust in planting material quality, communication of price and variety details, and sustainability risks such as maintenance funding and staff/resource constraints. Accordingly, the following recommendations are designed to convert the project from a successful modernization intervention into a stronger and more integrated horticulture support ecosystem**.** The recommendations are framed in an actionable format so that future implementation, replication, and monitoring can be aligned with measurable outcomes.

Table 16: Policy Recommendations with Actionable Outcomes

Key Insight	Policy Recommendation	Action Points	Measurable Outcomes (KPIs)
Farmers perceive strong gains in planting material quality, but a large "average" and neutral segment remains in some quality-related indicators.	Strengthen quality assurance and certification systems for planting material	- Introduce visible certification and labeling systems for saplings and varieties. Display disease-free status, source details, and recommended use conditions. Establish regular plant health checks and quality monitoring protocols	- % of planting material with proper labels/certification. Reduction in complaints about quality/authenticity. Increase in Good/Excellent quality ratings
Advisory reach is strong, but the usefulness of support is more moderate than its reach.	Upgrade advisory support from general interaction to structured technical extension	- Conduct regular farmer training sessions and demonstration programmes. Provide crop-specific, season-specific, and orchard-stage-specific guidance.	- % farmers receiving structured advisory support. % farmers rating support as Useful/Highly Useful. Number of demonstrations/trainings conducted

		Introduce post-purchase advisory follow-up	
Most respondents visit the nursery only once or occasionally, indicating broad access but limited repeat engagement.	Deepen farmer engagement through demonstration-based and follow-up-oriented nursery services	- Develop recurring farmer contact programmes. Use demonstration plots and field days. Build nursery-farmer interaction calendars around planting seasons	- Increase in repeat visit frequency. Number of repeat users. Improvement in knowledge-sharing and awareness indicators
Access is manageable, but many respondents remain neutral on convenience, and some still report transport/distance constraints.	Improve physical and service accessibility of nursery support	- Introduce pre-booking and advance availability information. Explore delivery support, decentralized distribution points, or mobile nursery units. Improve seasonal communication on stock availability	- Reduction in neutral/difficult access responses. % farmers informed in advance about availability. Increase in timely procurement satisfaction
Timely seasonal availability is strong overall, but some variability remains, especially across sites.	Strengthen demand forecasting and seasonal inventory planning	- Match nursery production more closely with local planting cycles. Maintain seasonal stock plans for high-demand varieties. Track stock-out periods and farmer demand patterns	- % respondents reporting saplings available when required. Reduction in "sometimes/no" availability responses. Fewer seasonal stock shortages
Respondents want stronger trust in authenticity, quality, and suitability of planting material.	Improve transparency in price, variety, and suitability information	- Display clear rate lists and variety-wise information boards. Provide local soil/climate suitability notes. Make quality and pricing information available both at nursery and through outreach	- % respondents agreeing information is communicated transparently. Reduction in neutral responses on transparency. Increase in confidence in plant selection
The intervention is seen as promoting sustainable horticulture practices, irrigation efficiency, and resilient varieties.	Institutionalize the nurseries as sustainability-oriented horticulture support centres	- Expand demonstration on water-efficient irrigation, composting, and eco-friendly practices. Promote climate-resilient and disease-resistant varieties systematically. Integrate sustainability modules into farmer training	- % respondents reporting eco-friendly guidance. % respondents acknowledging resilient varieties and irrigation systems. Number of sustainability demonstrations conducted
The project is viewed positively in terms of women's participation and inclusive benefit, but stronger	Promote targeted inclusion of women farmers and small/marginal users	- Organize women-focused orientation sessions and farmer-group outreach. Ensure small and marginal farmers are informed about availability and support. Encourage women-led and	- % respondents reporting women's participation. Increase in women users / group participation. Improvement in equitable benefit perceptions

targeted inclusion can still be pursued.		group-based participation in demonstrations	
Respondents perceive positive cooperation with horticulture department staff, indicating institutional potential.	Strengthen farmer–department–nursery coordination systems	- Create regular interaction forums between nursery staff, farmers, and horticulture officials. Build feedback and response mechanisms. Link nursery support more visibly with horticulture department programmes	- % respondents reporting stronger cooperation. Number of joint meetings/outreach events. Improvement in coherence ratings
Maintenance and long-term continuity are rated positively, but maintenance funding is the top sustainability risk.	Establish a formal maintenance and sustainability support mechanism	- Create earmarked maintenance funds or annual upkeep plans. Define responsibility for repair, upkeep, and periodic review. Track infrastructure condition regularly	- % respondents reporting regular maintenance. Reduction in maintenance-related concerns. Availability of annual maintenance plan/fund
Staff/resource constraints and weak follow-up are visible risks to long-term service quality.	Improve operational capacity and staffing support where needed	- Assess staffing adequacy for service delivery and farmer interaction. Provide refresher training for nursery and support staff. Improve task clarity for advisory, quality control, and farmer support functions	- Reduction in staff shortage concerns. Number of staff trained/refreshed. Better service and advisory satisfaction levels
The project is strongly perceived as socially valuable and highly recommendable for replication.	Adopt nursery modernization as a replicable CSR model, but with stronger service integration	- Replicate the model in other districts with built-in advisory, certification, and maintenance components. Use this project as a template for integrated horticulture CSR interventions. Document best practices for scale-up	- % respondents recommending replication. Number of replication-ready design features documented. Adoption of improved model in future CSR projects

Strategic Conclusion

The intervention has delivered meaningful and multidimensional gains, but long-term success depends on shifting from nursery modernization as a one-time infrastructure improvement to nursery modernization as a reliable, knowledge-rich, quality-assured, and sustainable horticulture support system. Future success will depend on stronger advisory depth, better information transparency, improved maintenance and sustainability systems, and deeper integration with farmer needs and institutional support structures.

OECD-DAC ALIGNED SYNTHESIS (WITH SDGs)

Table 17: OECD-DAC Framework with Linkages

OECD-DAC Criterion	Key Finding	Policy Insight	Recommended Action	SDG Link
Relevance	The project is broadly aligned with farmer needs and horticulture development priorities.	Nursery modernization addresses real support gaps in planting material, local access, and horticulture services.	Continue targeting horticulture-support infrastructure in orchard-dependent regions.	SDG 2, SDG 8, SDG 12
Effectiveness	Strong gains are seen in infrastructure, quality saplings, varietal adequacy, and seasonal availability.	Functional outcomes are positive, but service integration can still improve.	Strengthen inventory planning, quality systems, and farmer-facing service delivery.	SDG 2, SDG 9
Efficiency	Implementation is viewed as generally satisfactory, with low negative sentiment but many moderate ratings.	Execution was orderly, but visible quality assurance and stakeholder confidence can be improved.	Improve execution standards, quality visibility, and communication during implementation.	SDG 9, SDG 16
Impact	Strong perceived effects are reported on orchard productivity, cost reduction, income improvement, employment, and horticulture-linked activity.	The project has generated livelihood and ecosystem value beyond infrastructure creation.	Consolidate productive gains through deeper service responsiveness and farmer engagement.	SDG 1, SDG 2, SDG 8

Sustainability	Respondents express confidence in long-term continuity, but maintenance funding remains the top risk.	Sustainability is promising, but depends on upkeep, staffing, and institutional support.	Establish formal maintenance systems and operational sustainability support.	SDG 9, SDG 12, SDG 16
Coherence	The project aligns with horticulture programmes, but mostly at a moderate level rather than a very strong one.	Greater convergence with schemes and institutional systems can improve long-term effectiveness.	Strengthen integration with horticulture department programmes, subsidies, and extension services.	SDG 17
Perceived Social Value / SROI	The project is widely seen as valuable, justified, and worthy of replication.	Social return is strong in perception terms and supports model replication.	Document and replicate the model with stronger service components.	SDG 8, SDG 17

Table 18: SDG Mapping Summary

SDG	Relevance to Project
SDG 1 – No Poverty	Supports small and marginal farmers through better access to planting material, reduced procurement burden, improved productivity, and perceived income gains from horticulture.
SDG 2 – Zero Hunger	Strengthens horticulture productivity and sustainable agricultural outcomes through timely access to quality saplings, varietal diversity, and improved orchard performance.
SDG 8 – Decent Work and Economic Growth	Contributes to livelihood enhancement, local employment opportunities, horticulture-related economic activity, and improved long-term profitability of farming.
SDG 10 – Reduced Inequalities	Benefits small and marginal farmers and supports more inclusive access to improved nursery services, planting material, and horticulture support systems.
SDG 13 – Climate Action	Promotes climate-resilient and disease-resistant varieties, water-efficient irrigation, and environmentally responsible nursery practices.
SDG 15 – Life on Land	Supports green cover, better plant health, environmentally sustainable nursery management, and long-term ecological strengthening of the horticulture system.
SDG 17 – Partnerships for the Goals	Reflects convergence between CSR support, horticulture department systems, nursery staff, and farming communities for sustained service delivery and replication.

6. Success Stories

Modernization of Horticulture Nurseries at Khawaja Bagh, Baramulla & Baghi Sundari, Sopore

From Uncertainty to Confidence: A Small Farmer's Shift to Quality Planting Material

For years, a small farmer in Baramulla depended on locally available, uncertified planting material, often facing poor crop performance, uneven growth, and recurring losses due to weak or diseased plants. Access to reliable nursery support was limited, and decisions were frequently made without proper technical guidance.



After the modernization of the nursery and improved access to better-quality planting material, the farmer shifted to certified and healthier nursery-grown plants. With better survival rates, more uniform growth, and reduced disease incidence, the farmer reported a visible improvement in crop performance within a single season. The improved quality of plants not only reduced earlier losses but also increased confidence in future orchard planning. This experience reflects how access to reliable nursery services can help farmers move away from uncertain input sources and toward more dependable, productive, and confidence-building horticulture practices.

Better Plants, Better Yield, Better Income One of the clearest stories emerging from the responses is that of farmers who adopted improved nursery-grown plants and began seeing the benefits in both yield and income. A respondent described how, after shifting to better-quality planting material from the nursery, crop growth became healthier, more uniform, and more marketable.

The use of improved seedlings helped reduce plant loss and contributed to better field performance. As survival improved and crop quality became more consistent, the farmer experienced higher returns from produce sales. In practical terms, the nursery's support translated into improved

orchard output and better economic returns within a short period. This story captures the livelihood dimension of the intervention: modernization of nursery services is not merely about infrastructure, but about creating real economic gains for farmers through better-quality inputs and more dependable horticulture outcomes.



A Group of Farmers Finds Strength in Improved Seedlings and Shared Learning

In one area, a small group of farmers adopted improved seedlings from a well-managed nursery and used them with greater confidence because they were accompanied by guidance and better information. Over one season, they observed healthier plant growth, better uniformity, and improved productivity compared with earlier experiences using uncertain sources of planting material.

What made this change significant was not only the improvement in individual fields, but also the collective effect it had on the farming community. As these farmers began seeing results, others in the area were encouraged to move toward quality planting material as well. The nursery thus acted not only as a supply point, but also as a demonstration and confidence-building centre. This experience shows how one successful adoption cycle can influence wider behavioral change, helping nurseries serve as local hubs for learning, trust, and gradual horticulture improvement.

Timely Supply and Proper Guidance Make the Difference

Several responses point to the importance of two things working together: timely supply and practical guidance**.** One farmer shared that receiving the right planting material at the right time, along with advice on planting and crop management, helped improve overall production. In the past, delays in availability and lack of proper guidance often led to poor timing, weak management, and lower yields.

With improved nursery services, the farmer was able to plan planting more efficiently, reduce uncertainty, and manage the crop more effectively. Guidance on irrigation, plant handling, and suitable practices contributed to better plant survival and lower avoidable losses. The farmer's experience became a reminder that good nursery services are not only about supplying plants, but about enabling farmers to use them well.

This story reflects the service value of the intervention: when access, timing, and advisory support come together, farmers are better positioned to achieve successful outcomes.

Improved Varieties Create New Hope for Market-Oriented Farming

Another recurring theme in the responses is the value of improved and suitable varieties. One farmer reported that after adopting improved nursery plants, crop quality improved and market demand for the produce also increased. Earlier, the farmer faced difficulty in getting reliable, suitable plants and often struggled with weak output and low returns. The switch to better planting material changed not only field performance but also the farmer's outlook. Better-quality produce, stronger plant growth, and improved market value made orchard activity feel more worthwhile and less risky. The experience helped build trust in the nursery system and encouraged continued use of improved varieties in future seasons. This story highlights the broader developmental value of the project: nursery modernization can strengthen market-linked horticulture by improving the quality base from which farmers begin their production cycle.

Geo-Tagged Photos Captured During Field Study








GPS Camera
Khawaja Bagh Baramulla
695C+RP, Khawaja Bagh, 193103
11:52 Sat, 11 Apr, 2026
10°C 69% 5 km/h 24 km
Lat: 34.20956
Long 74.37181




GPS Camera
Check In
7FW8+J99 Dangerpora Road
7FW8+J99, Dangerpora Rd, Ibrahim Colony, Sopore, 193201
22°C 30% 3 km/h
12:13
Wed, 15 Apr, 2026
Lat: 34.29655
Long 74.466


GPS Camera
Mazbugh Rd, Mazbugh Sopore
Mazbugh Rd, Mazbugh, Mazbugh, 193201
14:54 Wed, 15 Apr, 2026
24°C 21% 2 km/h 24 km
Lat: 34.2795
Long 74.42782


प्रशासनिक भवन, उड़ी पावर स्टेशन
ADMINISTRATIVE BUILDING, URI POWER STATION
GPS Map Camera
Ahangerpora
44h3+v3j Parking, Ahangerpora, 193123,
Lat 34.130043° Long 74.102614°
Friday, 17/04/2026 01:57 PM GMT
+05:30
Google


GPS Camera
Google
Lat: 34.26912
Long 74.45545
Seer Jaghir Sopore- 193201
7F94+J5V, Sopore, 193201
18:39 Sat, 11 Apr, 2026


GPS Camera
Google
Lat: 34.2088
Long 74.34288
Old Hospital Ln Hospital Road
Old Hospital Ln, Old, Hospital Rd, Baramulla, 193101
11:18 Sat, 11 Apr, 2026
10°C 71% 6 km/h 24 km

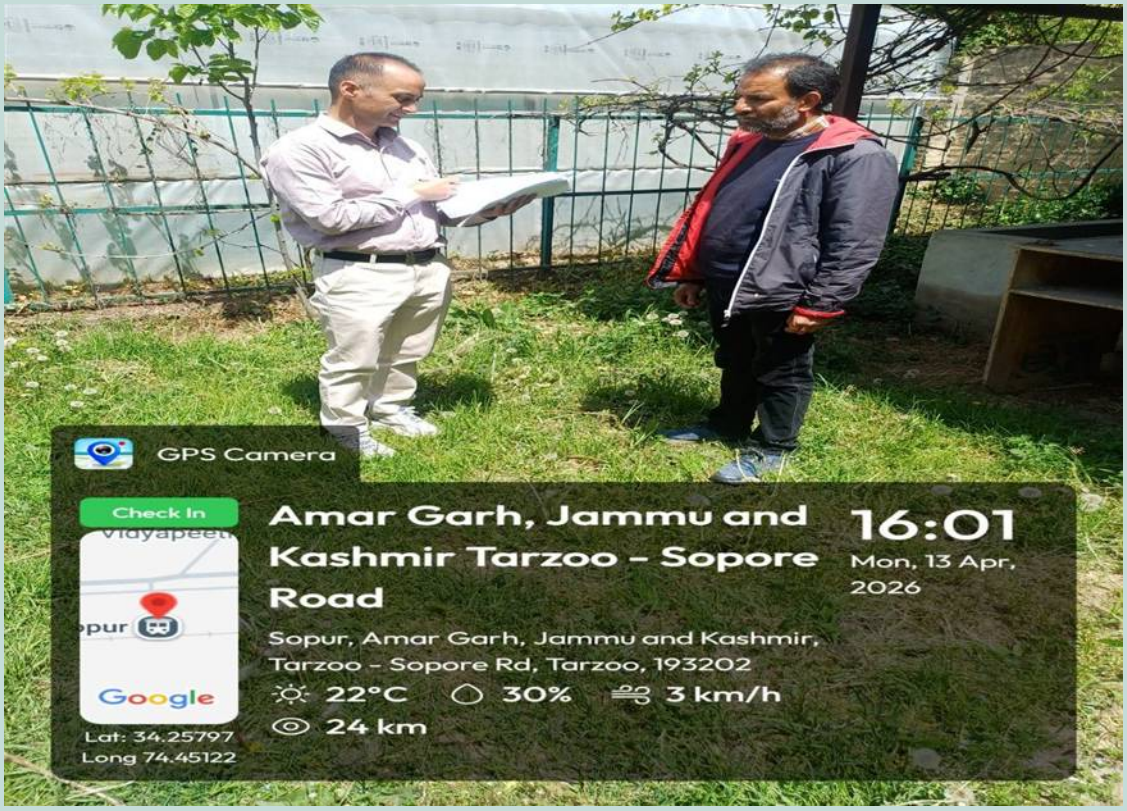

GPS Camera
Google
Lat: 34.21174
Long 74.37285
NH Road Khawaja Bagh
33, Flood Control Colony, Khawaja Bagh, 193103
15:21 Thu, 09 Apr, 2026
10°C 69% 5 km/h 24 km


GPS Camera
Baghe Sundari Sopore
7CQM+3V8, Nowpora Kalan, 193201
14:48 Sat, 11 Apr, 2026
Lat: 34.28767
Long 74.43468
12°C 53% 6 km/h 24 km


NASEER SHAFI BHAT
GPS Map Camera
Ahangerpora
44j3+37x, Ahangerpora, 193123,
Lat 34.130288° Long 74.10265°
Friday, 17/04/2026 01:44 PM GMT
+05:30
Google


एन एच पी सी
NHPC
GPS Map Camera
Ahangerpora
44h3+v3j Parking, Ahangerpora, 193123,
Lat 34.12998° Long 74.102589°
Friday, 17/04/2026 01:58 PM GMT
+05:30
Google


GPS Camera
Wantagh Baramulla
695C+RP, Khawaja Bagh, 193103
12:29 Sat, 11 Apr, 2026
Lat: 34.20956
Long 74.37181
10°C 69% 5 km/h 24 km


GPS Camera
Check In
Amar Garh, Jammu and Kashmir Tarzoo – Sopore Road
16:01
Mon, 13 Apr, 2026
Sopur, Amar Garh, Jammu and Kashmir, Tarzoo – Sopore Rd, Tarzoo, 193202
22°C 30% 3 km/h
24 km
Google
Lat: 34.25797
Long 74.45122


GPS Camera
Wantagh Baramulla
695C+RP, Khawaja Bagh, 193103
12:29 Sat, 11 Apr, 2026
10°C 69% 5 km/h 24 km
Google
Lat: 34.20956
Long 74.37181


GPS Map Camera
Nadi Gam
75, Killora, Nadi Gam, 192303,
Lat 33.732019° Long 74.875719°
शुक्रवार, 10/04/2026 07:04 PM GMT +05:30
Google


GPS Map Camera
WATERGAM HQ 32RR, Baramulla, Watergam, 193301
Lat 34.313652°Long 74.375043°
13/4/2026 07:03 PM GMT+05:30

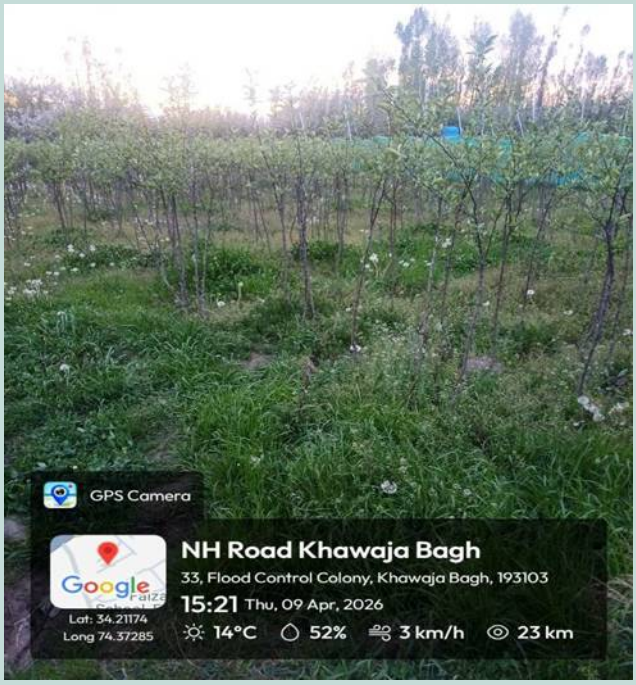

GPS Camera
Fateh Pora Khawaja Bagh
695C+RP, Khawaja Bagh, 193103
12:16 Sat, 11 Apr, 2026
Lat: 34.20956
Long 74.37181
10°C 69% 5 km/h 24 km

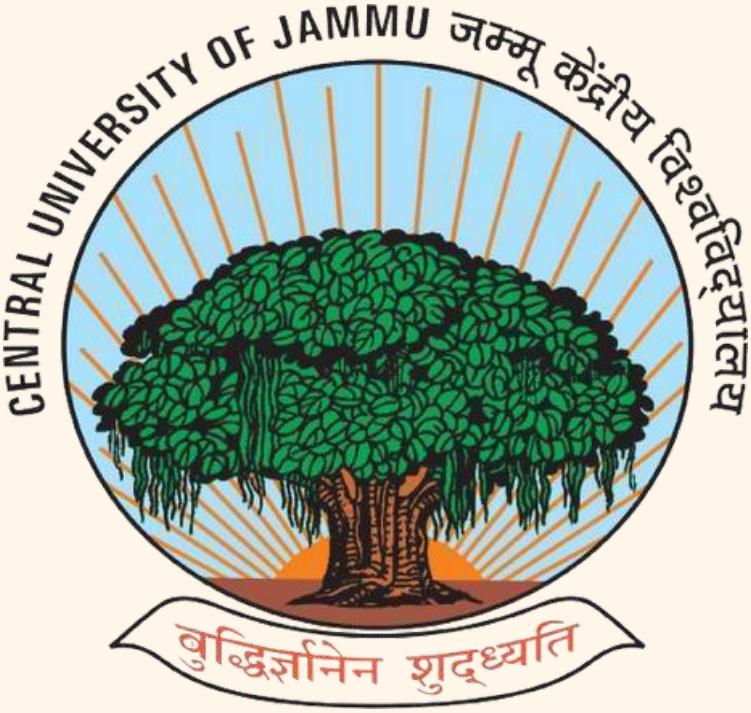

GPS Camera
Maharajpora Sopore
7FRC+MMW, Chinkipora, Sopore, 193201
14:16 Fri, 10 Apr, 2026
Lat: 34.29178
Long 74.47164
24°C 21% 2 km/h 24 km


GPS Camera
Fateh Pora Khawaja Bagh
695C+RP, Khawaja Bagh, 193103
12:16 Sat, 11 Apr, 2026
10°C 69% 5 km/h 24 km
Lat: 34.20956
Long 74.37181


GPS Camera
Check In
Batapora Sopore-193201
Government Degree College, Sopore, 193201
15:05
Mon, 13 Apr, 2026
Lat: 34.28369
Long 74.46253
21°C 28% 3 km/h


GPS Camera
Diary Farm Street Court Road
6943+PCM Diary Farm Street, Court Road, Dewan Bagh, Baramulla, 193101
14:17 Wed, 15 Apr, 2026
24°C 21% 2 km/h 24 km
Lat: 34.20684
Long 74.35354


GPS Camera
NH Road Khawaja Bagh
33, Flood Control Colony, Khawaja Bagh, 193103
15:21 Thu, 09 Apr, 2026
14°C 52% 3 km/h 23 km
Lat: 34.21174
Long 74.37285



CENTRAL UNIVERSITY OF JAMMU,
BAGLA (RAHYA SUCHANI),
DISTRICT SAMBA,
JAMMU & KASHMIR, 181143

एन एच पी सी
NHPC
एक नवरत्न कंपनी

IMPROVEMENT/EXTENSION & PROVIDING WATER SUPPLY TO VILLAGE KOTLA & THERU (RANSOO), DISTRICT REASI, JAMMU & KASHMIR

LOCATION: DISTRICT REASI (JAMMU & KASHMIR)
VILLAGES COVERED: KOTLA & THERU (RANSOO)

CENTRAL UNIVERSITY OF JAMMU जम्मू केंद्रीय विश्वविद्यालय
बुद्धिर्ज्ञानेन शुद्ध्यति

www.cujstec.in
CU Jammu
SITEC
Innovate with us...

IMPACT ASSESSMENT REPORT 2026

PROJECT SUMMARY

Particulars	Details
CSR Project Name	Construction of Balika Ashram at Chilli, Tehsil Tissa, District Chamba, Himachal Pradesh
Executed By	Gram Panchayat, Chilli, Tissa
Supported By	NHPC Limited
Total Expenditure	₹ 414.27 Lakh
Date of Completion	30/12/2024
Location	Chilli, Tehsil Tissa, District Chamba, Himachal Pradesh
No. of Beneficiaries	50

ACKNOWLEDGEMENTS

We are grateful to the ALMIGHTY for providing us the opportunity to undertake this Impact Assessment Study and for the perseverance to complete it successfully. We express our sincere gratitude to Prof. Sanjeev Jain, Hon'ble Vice Chancellor, Central University of Jammu, for constant encouragement, and unwavering support towards the successful completion of the study. His abiding commitment to scholarship and academics has been an inspiring example, and we remain grateful for his guidance and mentorship. We are thankful to the District Administration, District Chamba, Himachal Pradesh, for valuable cooperation and facilitation during fieldwork and data collection across the project locations.

We are sincerely grateful to the officials of all concerned institutions and field-level stakeholders associated with the Balika Ashram at Chilli, Tissa, District Chamba (Himachal Pradesh) for extending logistical support, sharing project-related information, and providing useful inputs relevant to the CSR intervention on the construction of the Balika Ashram. We owe our special thanks to the Office Bearers of the NHPC CSR & SD Division, Faridabad, and NHPC officials associated with the participating locations for their time, openness, and valuable insights regarding this project. Their cooperation, commitment, and first-hand perspectives were central to understanding the practical significance, institutional functioning, and field-level outcomes of the intervention.

We also sincerely thank the beneficiaries and community members who participated in the surveys, focus group discussions, and stakeholder interactions. Their voices brought depth and context to our findings. We express our heartfelt gratitude to all those who contributed to the successful completion of this impact assessment study. This study would not have been possible without the support of NHPC and its implementing partner. Their commitment to strengthening basic service delivery in rural areas has laid the foundation for meaningful and measurable community impact. We acknowledge the tireless efforts of the data collection team and field coordinators who ensured rigorous data gathering under challenging field conditions. We are also grateful to Panchayati Raj Institutions (PRIs), local community leaders, and other stakeholders for their guidance and facilitation throughout the study period.

Finally, special thanks to Dr. Kavya Shree K. M, Senior Research Assistant and other team members who contributed to tool design, field supervision, data analysis, and report writing, and

helped to translate field evidence into actionable insights. We are indebted to Prof. Yashwant Singh, Registrar and the faculty members of the School of Business Studies, Central University of Jammu, who remained a constant source of encouragement and moral support for the timely completion of the study.

(Project Team)

PREFACE

In the pursuit of inclusive and sustainable social development, Corporate Social Responsibility (CSR) has emerged as an important instrument for strengthening essential support systems and addressing developmental gaps that directly affect vulnerable communities. Among such areas, girls' education occupies a particularly significant place, especially in remote and hilly regions where access to schooling is often constrained by distance, terrain, safety concerns, transport limitations, and weak residential support. In such settings, safe and functional residential facilities can play a foundational role by enabling educational continuity, reducing dropout risk, improving daily study conditions, and supporting the dignity, confidence, and well-being of girls.

Recognizing this need, NHPC Limited supported the CSR initiative titled "Construction of Balika Ashram at Chilli, Tissa, District Chamba (Himachal Pradesh)". The intervention was undertaken with the objective of creating a safe and supportive residential facility for girls, strengthening access to education in a geographically difficult area, and contributing to broader social outcomes related to safety, inclusion, educational continuity, and personal development.

This report presents an independent Impact Assessment of the above CSR intervention. The assessment examines how the project has influenced educational continuity, attendance support, residential usability, safety and dignity, health and hygiene conditions, student confidence, developmental support, environmental sustainability practices, and long-term functionality of the facility. The study also explores issues related to inclusion, stakeholder awareness, institutional support, coherence with educational and social development priorities, and factors that may affect the long-term effectiveness and replicability of the intervention.

Using a mixed-method approach, the assessment integrates quantitative insights from structured stakeholder surveys with qualitative evidence gathered through open-ended responses, stakeholder interactions, field observations, and perception-based narrative interpretation. The evaluation is aligned with the OECD-DAC framework and covers key dimensions such as relevance, effectiveness, efficiency, impact, sustainability, coherence, and SROI.

The insights derived from this study are intended to validate project outcomes, support institutional learning, and provide actionable recommendations for strengthening the implementation and sustainability of similar CSR-supported girls' residential education interventions. This report is expected to serve as a useful resource for CSR practitioners, public sector agencies, educational

and child-support institutions, local governance bodies, and development stakeholders committed to promoting girls' education, safety, and empowerment through socially responsible action.

PROJECT IMPACT ASSESSMENT TEAM MEMBERS

S. No	Name	Designation
1	Dr. Shahid Mushtaq	Project Director/s
2	Prof. Jaya Bhasin	
3	Dr. Asif Ali	
4	Dr. Shafia Saleem	Co-Project Director
5	Dr. Vidushi Sharma	Project Coordinator
6	Dr. Kavya Shree K M	Senior Research Assistant
7	Mr. Kameshwar Jamwal	Project Fellow/s
8	Ms. Kanvi Choudhary	
9	Sh. Udit Mahajan	Technical Advisor

LIST OF ABBREVIATIONS

Abbreviations	Expressions
CSR	Corporate Social Responsibility
OECD-DAC	The Organisation for Economic Co-operation and Development-Development Assistance Committee.
SDG	Sustainable Development Goals
SROI	Social Return on Investment
FGD	Focus Group Discussion
KII	Key Informant Interview

LIST OF TABLES

Table No.	Description	Page No.
Table 1	Objectives of the CSR Initiative	2
Table 2	Tools of Data Collection	8
Table 3	Snapshot of Research Methodology	11
Table 4	Summary of CSR Activity Details	12
Table 5	Demographic Profile of Respondents	15
Table 6	Stakeholder-Specific Profile	16
Table 7	Relevance & Need	19
Table 8	Facilities & Basic Services	20
Table 9	Safety, Dignity & Grievance	23
Table 10	Education & Outcomes	25
Table 11	Efficiency, Sustainability & Values	27
Table 12	Social Value / SROI	29
Table 13	Environmental Sustainability & Risk	31
Table 14	Student Perspective on Learning Support, Participation, Empowerment & Priority Concerns	33
Table 15	Thematic Summary of Improvement Priorities and Suggestions	34
Table 16	Coherence, Improvement Priorities & Positive Change	35
Table 17	Recommendations with Actionable Outcomes	40
Table 18	OECD-DAC Framework with Policy Linkages	44
Table 19	SDG Mapping Summary	46

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 1	Demographic Profile of Respondents	14
Figure 2	Stakeholder-Specific Profile	16
Figure 3	Relevance & Need	18
Figure 4	Facilities & Basic Services	20
Figure 5	Safety, Dignity & Grievance	22
Figure 6	Education & Outcomes	24
Figure 7	Efficiency, Sustainability & Values	26
Figure 8	Social Value / SROI	28
Figure 9	Environmental Sustainability & Risk	30
Figure 10	Student Perspective on Learning Support, Participation, Empowerment & Priority Concerns	32

TABLE OF CONTENTS

	Page No.
Project Summary	I
Acknowledgements	II-III
Preface	IV-V
Project Impact Assessment Team Members	VI
List of Abbreviations	VII
List of Tables	VIII
List of Figures	IX
Table of Contents	X
Executive Summary	XI-XIX
1 INTRODUCTION	1 – 5
1.1 Context & Need for CSR in Girls' Residential Education Support	1
1.2 Objectives of the CSR Initiative	2
1.3 About Central University of Jammu	2
1.4 About NHPC Limited	3
1.5 About Corporate Social Responsibility (CSR)	4
1.6 About NHPC's CSR Policy	4
1.7 About Impact Assessment	4
1.8 Project Background	5
2. APPROACH & METHODOLOGY	6 – 11
2.1 Assessment Objectives	6
2.2 Methodological Framework	6
2.3 Tools of Data Collection	8
2.4 Data Collection Process	8
2.5 Data Analysis Strategy	8
2.6 Measure of Sustainability	9
2.7 Social Return on Investment (SROI): Methodological Note	9
3. CSR ACTIVITY DETAILS	12 – 13
3.1 Alignment with NHPC CSR Policy	12
3.2 Role of Partner Institutions	12
4. DATA ANALYSIS & INTERPRETATION	14 – 35
5. SUMMARY OF FINDINGS, RECOMMENDATIONS & CONCLUSION	36 – 46
5.1 Summary of Findings	36
5.2 Recommendations	39
5.3 Strategic Orientation	42
5.4 Strategic Conclusion	44
6. SUCCESS STORIES	47 - 53

EXECUTIVE SUMMARY

Girls' education in remote and hilly regions is often constrained by distance, safety concerns, harsh terrain, limited transport, and the absence of supportive residential infrastructure. In such contexts, access to education depends not only on the existence of schools but also on the availability of safe, stable, and enabling support systems that help girls continue learning with dignity and regularity. It is within this developmental context that NHPC Limited supported a CSR intervention involving the construction of a "Balika Ashram" at Chilli, Tissa, District Chamba, Himachal Pradesh. The project was completed in December 2024 at a total expenditure of ₹4.14 crore catering to 50 beneficiaries. The initiative aims to enhance girls' access to safe residential facilities, ensure continuity of education, and promote their overall well-being in a geographically challenging region.

This impact assessment was undertaken to evaluate the project's performance across key dimensions including relevance, effectiveness, efficiency, impact, sustainability, coherence, and perceived social value, using a mixed-method and perception-based SROI approach. The analysis aligns with the OECD-DAC framework and incorporates a qualitative, perception-based SROI lens to capture non-monetized educational and social return.

The assessment was conducted using a structured survey covering 92 respondents, dominated by student/ residents and supported by a smaller share of staff respondents. The analysis combines descriptive interpretation with thematic synthesis and is supplemented by stakeholder suggestions, student perspectives, and open-ended reflections on positive change and improvement needs.

Key Findings

- **Access, Relevance and Need:** The project is perceived as highly relevant to local needs. Respondents overwhelmingly agreed that the Balika Ashram addressed a genuine requirement for girls' educational support and was particularly important for girls from remote and hilly villages. Admission and selection processes were also widely viewed as fair and transparent, and the intervention was seen as supportive of girls from economically weaker sections. These findings indicate that the project enjoys strong local legitimacy and is seen as a meaningful response to educational-access barriers in the project geography.
- **Facilities and Basic Services:** The facilities profile is strongly positive. Respondents rated the overall building facilities, toilets, bathing arrangements, and electricity/lighting as

largely good or excellent. Drinking water availability and cleanliness/housekeeping received universal positive responses. Waste management, drainage, environmental cleanliness, and green surroundings were also viewed favorably. These findings show that the Balika Ashram is functioning not merely as a completed structure but as a usable and generally well-maintained residential facility.

- **Safety, Dignity and Grievance Systems:** One of the strongest result areas in the assessment relates to safety and dignity. Respondents reported very high confidence that girls feel safe within the premises, that their privacy and dignity are respected, that a clear grievance or complaint system exists, and that issues reported are responded to in a timely manner. This indicates that the Ashram is perceived not only as physically secure, but also as socially and institutionally supportive of girls' dignity and well-being.
- **Education and Outcomes:** The education and outcomes profile is highly positive. Respondents overwhelmingly agreed that the Ashram has improved regular school attendance, supported a structured learning environment, reduced dropout risk, and improved the overall quality of life and well-being of girls. These findings suggest that the intervention is functioning not merely as accommodation, but as a meaningful educational support mechanism that helps girls remain connected to schooling in a more stable and organized way.
- **Student Perspective: Learning, Participation and Empowerment:** The student module provides an especially valuable layer of evidence. Students reported very high levels of study space, academic guidance when facing difficulty, improved participation in school and extracurricular activities, life-skills exposure, and confidence-building. Among the most commonly reported positive changes were increased confidence, improved discipline, and greater activity participation. At the same time, when asked about the biggest current issue, students most frequently identified study support, followed by food/nutrition and safety/privacy. This indicates that the intervention has already created strong developmental gains, but student expectations are now shifting toward deeper academic and residential quality enhancement.
- **Efficiency, Usability and Sustainability:** The project is perceived as highly usable and sustainable in operational terms. Most respondents rated construction quality as good or excellent, and very high proportions reported that the facility is fully usable with basic utilities and furnishings, is being maintained regularly, and is likely to remain functional

and beneficial over the next 3–5 years. Negative responses were minimal. These findings indicate that the intervention has moved beyond asset creation and is functioning as an operationally stable and institutionally meaningful support system.

- **Environmental Sustainability and Risk:** The environmental sustainability profile is also positive. Respondents widely acknowledged the use of energy-efficient measures and the encouragement of environmental awareness among residents, including cleanliness and water conservation. At the same time, responses were more mixed regarding exposure to environmental risks such as extreme weather or terrain-related challenges. This indicates that while the Ashram appears environmentally responsible in internal functioning, long-term resilience planning remains important given the project's hilly context.
- **Coherence and Stakeholder Suggestions:** Open-ended responses from students, parents, and staff suggest a coherent and recurring improvement agenda. The strongest recommendations relate to library facilities, books, study material, and stronger study support, followed by food/nutrition and addressing safety related concerns. These recommendations are important because they do not signal dissatisfaction with the intervention itself; rather, they indicate that stakeholders now want the Ashram to evolve into a stronger educational-development environment. In this sense, the project is directionally successful, and stakeholder expectations are deepening in response to that success.
- **Positive Changes Reported by Respondents:** The most visible positive change reported by respondents is confidence-building among girls, followed by greater discipline and better participation in sports or activities. This is a particularly significant finding because it shows that the Balika Ashram is contributing not only to educational continuity but also to psychosocial strengthening, self-assurance, and personal development among resident girls.
- **SROI:** The perception-based SROI findings are mixed but meaningful. A smaller share directly described the project as "valuable," while a majority believed that the expenditure was justified. Most importantly, all respondents stated that they would recommend similar Balika Ashram initiatives in other remote areas. This indicates that the intervention has very strong practical acceptability and high replication potential, even if respondents are more cautious in assigning a strong abstract label to the scale of social value created.

Key Insights:

- **Strengths:** Strong relevance to local need, highly positive safety and dignity profile, good facilities and basic services, strong education-support outcomes, high maintenance perception, confidence-building among girls, and universal support for replication.
- **Opportunity Areas:** Need for stronger study support, better library and learning resources, improved food/nutrition, more visible safety reinforcement, and stronger articulation of social value.
- **Sustainability Focus Area:** Long-term success depends on continued maintenance, institutional responsibility, and environmental resilience planning.
- **Overall Outcome:** Strong functional and educational value is already visible, but the next stage of success depends on moving from residential infrastructure provision to a fuller educational-development support system.

The project has successfully moved beyond simple asset creation and is increasingly functioning as a girls' educational support platform, though it has not yet fully matured into an integrated, learning-rich, and development-oriented residential system.

Future Focus Areas / Recommended Interventions for Next Phase

The findings suggest that the next phase of intervention should prioritize:

- strengthening academic mentoring and supervised study systems
- establishing library and learning-resource facilities
- improving nutrition and food quality systems
- reinforcing visible safety and safeguarding infrastructure
- deepening the Ashram's role in life-skills, confidence-building, and student development
- institutionalizing grievance and support mechanisms further
- promoting environmental resilience alongside environmental awareness
- formalizing preventive maintenance and long-term upkeep systems
- reviewing operational concerns where relevant
- documenting the model for replication in similar remote and hilly areas

Conclusion and Way Forward

The CSR-supported Balika Ashram initiative by NHPC Limited has made a meaningful contribution to improving girls' educational continuity, residential support, safety, dignity, confidence, and overall well-being in Chamba district. The project demonstrates strong relevance,

high effectiveness, satisfactory efficiency, positive sustainability potential, and strong practical social value. Most importantly, it is universally regarded as a model worth replicating in other remote areas.

The project has successfully established a strong residential infrastructure, creating meaningful educational and social value for the community. Building on this foundation, there is a significant opportunity to further strengthen the initiative by enhancing academic support systems, learning resources, nutrition, safety measures, institutional maintenance, and environmental resilience. These enhancements will help unlock the project's full potential and ensure sustained benefits for the beneficiaries.

With its robust infrastructure in place, the initiative is well-positioned to evolve into a comprehensive, development-oriented educational support system for girls. By deepening academic engagement, fostering holistic student development, and ensuring consistent institutional care, the project can further advance long-term educational empowerment and create lasting positive impact.

The initiative also demonstrates strong alignment with the United Nations Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education) by promoting equitable access to education for girls in remote areas; SDG 5 (Gender Equality) by creating a safe and enabling environment for girls' empowerment; SDG 3 (Good Health and Well-being) through improved living conditions; and SDG 6 (Clean Water and Sanitation) through provision of adequate water, sanitation, and hygiene facilities. In addition, the project contributes to SDG 10 (Reduced Inequalities) by supporting girls from economically weaker and geographically disadvantaged backgrounds. As the initiative evolves further, its potential to contribute to SDG 13 (Climate Action) through enhanced environmental resilience in a hilly ecosystem can also be strengthened, thereby reinforcing its role as a holistic and sustainable development intervention.

CSR BALIKA ASHRAM IMPACT DASHBOARD

Chilli, Tissa, Chamba | NHPC CSR Impact Assessment

HEADLINE KPIs (AT A GLANCE)

PROJECT COMPLETION	EXPENDITURE	LOCATION	RESPONDENTS SURVEYED	AWARENESS OF CSR INITIATIVE	RECOMMEND SIMILAR INITIATIVES
30/12/2024	₹414.27 lakh	Chilli, Tissa, Chamba (H.P.)	92	95.7%	100%

1. RELEVANCE & NEED (VERY STRONG)

- Genuine need addressed: 97.8%
- Relevant for remote / hilly girls: 97.8%
- Admission fairness / transparency: 98.9%
- Inclusion of weaker sections: 98.9%

→ The Ashram is seen as highly relevant and inclusive.

2. FACILITIES & BASIC SERVICES (STRONG)

- Building facilities rated good / excellent: 87.0%
- Drinking water available consistently: 100%
- Toilets / bathing rated good / excellent: 90.2%
- Electricity / lighting rated good / excellent: 91.3%

→ Basic service delivery is strong and functional.

3. SAFETY, DIGNITY & GRIEVANCE (VERY STRONG)

- Residents feel safe: 98.9%
- Privacy and dignity respected: 100%
- Clear complaint / grievance system: 98.9%
- Timely response to issues: 98.9%

→ Safety and safeguarding systems are perceived positively.

4. EDUCATION & OUTCOMES (VERY STRONG)

- Attendance improvement: 98.9%
- Structured learning environment: 98.9%
- Dropout risk reduced: 98.9%
- Overall well-being improved: 98.9%

→ The facility functions as an education-enabling support space.

5. OPERATIONS, EFFICIENCY & USABILITY (POSITIVE)

- Construction quality good / excellent: 83.7%
- Facility fully usable: 94.6%
- Regular maintenance reported: 97.8%
- Functional for next 3–5 years: 98.9%

→ Operational readiness is strong, though quality assurance can be strengthened further.

6. ENVIRONMENT & SUSTAINABILITY PRACTICES (POSITIVE)

- Waste management practices followed: 96.7%
- Drainage / wastewater rated good / excellent: 92.4%
- Surrounding environment clean: 92.4%
- Green spaces / plantation present: 97.8%

→ Environmental upkeep is strong at the site.

7. ENERGY, AWARENESS & RISK CONTEXT (MIXED-POSITIVE)

- Energy-efficient measures used: 98.9%
- Environmental awareness encouraged: 97.8%
- No environmental risk reported: 50.5%
- Environmental risks reported: 36.3%

→ Good sustainability practices exist, but local climate / geographic risks remain relevant.

8. SOCIAL VALUE / SROI (MIXED, HIGH REPLICATION POTENTIAL)

- Project seen as valuable: 22.8%
- Money spent justified: 57.6%
- Neutral value perception remains substantial
- Recommend similar initiatives elsewhere: 100%

→ Replication support is universal, though value articulation can be strengthened.

#1 CROSS-CUTTING IMPROVEMENT AREA: STRENGTHEN QUALITY ASSURANCE, RISK PREPAREDNESS, AND DOCUMENTATION OF LONG-TERM EDUCATIONAL & SOCIAL VALUE

These factors most strongly shape sustainability confidence, resilience, and future replication quality.

TOP 5 PRIORITIES

1. Strengthen academic outcomes and structured study support
2. Institutionalize maintenance, quality checks & facility sustainability
3. Enhance life-skills, psychosocial and career guidance support
4. Develop climate & emergency preparedness and risk mitigation
5. Document outcomes and replicate the model in similar contexts

ONE-LINE INSIGHT: The CSR-Balika Ashram is perceived as relevant, safe, inclusive, and education-enabling. The next phase should deepen quality assurance and resilience planning to ensure long-term impact and replication.

IMPACT DASHBOARD

Cross-Theme KPI Dashboard for Analysis

Theme	Key Strength (KPI)	Key Gap (KPI)	Direct Beneficiary vs Institutional Insight	Discussion Summary
Relevance & Need	Very high relevance and inclusion perception **(**97.8–98.9% positive**)**	Almost no visible legitimacy gap, but continued need for strong operational delivery	Both resident and institutional responses strongly validate the intervention as need-based and locally appropriate	Sustain and replicate girls' residential support models in remote and hilly educationally vulnerable areas
Facilities & Basic Services	Strong infrastructure functionality: building adequacy (87.0% good/ excellent), sanitation (90.2% good/excellent), electricity (91.3% good/excellent), water and cleanliness (100% positive)	Quality is widely seen as "good," but fewer responses reach the "excellent" category	Residents affirm daily usability; institutional-side responses support basic service reliability	Shift from basic adequacy to continuous quality enhancement through upgrades, upkeep, and service monitoring
Safety, Dignity & Grievance	Very strong safeguarding profile: safety (98.9% positive), dignity (100% positive), grievance clarity (98.9% yes), timely response (98.9% positive)	Limited but important expectation for stronger visible protective arrangements	Students report high trust and comfort; institutional respondents reinforce support-system clarity	Institutionalize safeguarding through orientation, visible reporting systems, confidential complaint channels, and periodic safety audits
Education & Outcomes	Strong educational-support outcomes: attendance improvement, structured learning, dropout-risk	Educational gains are strong, but deeper academic support is needed to sustain quality outcomes	Beneficiary responses show clear educational value; institutional insights support continuity benefits	Strengthen academic mentoring, structured study schedules, and school-linked progress review mechanisms

	reduction, and well-being (all 98.9% positive)			
Student Perspective: Learning, Participation & Empowerment	High student-side gains: study space (95.6% positive), guidance (95.6% always/often), participation improvement (97.8% positive), life-skills exposure (96.7% yes), confidence-building (97.8% positive)	Study support emerges as the top student-reported issue (46.7%), followed by food/nutrition and safety/privacy	Students report strong developmental gains, but also rising expectations around academic depth	Move from residential support to deeper student-development programming with tutoring, mentoring, and study-resource support
Efficiency, Usability & Sustainability	Strong operational readiness: facility usability (94.6% yes), maintenance (97.8% yes), and 3–5-year sustainability confidence (98.9% yes)	Construction quality is positive overall, but includes a small weaker-rating segment and fewer excellence ratings	Residents affirm day-to-day usability; institutional responses support continuity and maintenance	Protect current strengths through preventive maintenance, facility audits, and clearly assigned upkeep responsibility
Environmental Sustainability & Risk	Strong environmental practices: energy-efficient measures (98.9% yes) and environmental awareness (97.8% yes)	Environmental risk remains contextually relevant: 36.3% report exposure, 13.2% are unsure	Internal environmental practice is strong, but external geographic/climatic vulnerability remains a live factor	Combine environmental responsibility with resilience planning, drainage review, and local contingency systems
Coherence & Stakeholder Suggestions	Clear convergence in stakeholder suggestions around academic enrichment and support quality	Repeated demand for library, books, study material, better nutrition, stronger safety features, and resolution of other related concerns	Students, parents, and staff broadly align on the same next-stage priorities	Treat the next phase as quality deepening: academic resources, nutrition improvement, safeguarding visibility and contextual operational review

Perceived Social Value / SROI	Very strong replication legitimacy: 100 % recommend similar initiatives; expenditure justification is moderately strong (57.6% positive)	Large neutral segment on direct value labeling (67.4%) suggests value is experienced more than strongly verbalized	Practical endorsement is stronger than abstract social-value expression	Improve outcome documentation and communication so educational and social value becomes more visible, reportable, and institutionally recognized

The Balika Ashram shows very strong relevance, safety, educational value, and sustainability confidence**,** while the next stage of strengthening should focus on academic depth, student-support resources, nutrition quality, visible safeguarding reinforcement, and resilience-oriented institutional systems**.**

1. Introduction

1.1. Context & Need for CSR in Girls' Residential Education Support

Education is a critical enabler of social mobility, gender inclusion, and long-term human development. However, access to education in remote, hilly, and geographically difficult regions continues to be constrained by a range of physical, social, and economic barriers. In such regions, girls are often disproportionately affected by long travel distances to school, unsafe commuting conditions, irregular transport availability, harsh seasonal conditions, household responsibilities, and family-level concerns regarding safety and supervision. These barriers can result in absenteeism, discontinuity in education, diminished academic engagement, and in some cases, early dropout.

The challenge is particularly acute in rural and mountainous geographies where physical access to educational institutions is not merely a matter of infrastructure availability, but also of distance, terrain, weather exposure, mobility support, and social acceptability of regular travel for girls. In these circumstances, residential education-support infrastructure becomes an important means of reducing access barriers and enabling educational continuity. A properly functioning Balika Ashram can provide a stable and secure living environment, reduce the burden of daily travel, improve access to study time, and offer supportive conditions for learning, discipline, hygiene, and overall well-being.

Although public policy and educational welfare programmes have improved school access in many areas, gaps continue to remain in residential support and enabling infrastructure for girls from remote and vulnerable households. These gaps are often reflected in irregular school attendance, safety-related concerns, limited study support at home, stress on families, and unequal educational opportunity across geographies. It is in this space that Corporate Social Responsibility (CSR) can play a meaningful complementary role.

CSR interventions in girls' residential infrastructure can contribute not only to educational support, but also to dignity, safety, confidence, and social inclusion. By creating a secure and functional facility for girls, such investments can strengthen educational access in hard-to-reach locations and contribute to wider developmental goals such as gender equity, quality education, and community well-being. The present impact assessment is situated within this broader developmental context and seeks to examine how NHPC's CSR-supported Balika Ashram intervention has contributed to

improving educational continuity, safety, and support conditions for girls in Chilli, Tissa, District Chamba, while also identifying implementation gaps, operational issues, and sustainability concerns for future improvement.

1.2. Objectives of the CSR Initiative

Table 1: Objectives of the CSR Initiative

Objective	Description
Improve access to education	To support girls from remote and hilly areas by providing residential infrastructure that facilitates continued schooling.
Strengthening safety and dignity	To provide a secure, supervised, and supportive living environment for girls.
Support educational continuity	To improve regular attendance, reduce dropout risk, and enable better academic routine and study discipline.
Improve residential living conditions	To ensure availability of basic facilities such as rooms, sanitation, water, electricity, and hygiene support.
Promote sustainable institutional functioning	To strengthen operational readiness, maintenance systems, staffing arrangements, and long-term usability of the facility.

1.3. About Central University of Jammu

The Central University of Jammu (CUJ), established under the Central Universities Act, 2009, is a premier institution of higher learning in the Union Territory of Jammu and Kashmir with a strong commitment to academic excellence, research, and societal engagement. Since its inception in 2011, the University has developed substantial teaching, research, and outreach capacity across multiple disciplines and has undertaken projects of national and regional relevance in collaboration with government agencies, funding bodies, and other institutions.

Through its academic schools, including the School of Business Studies, CUJ has built capabilities in research, consultancy, field engagement, and impact assessment, supported by externally funded projects, fellowships, and policy-oriented studies. The University's experience in evidence generation, programme evaluation, and development-focused research makes it well positioned to support public policy, welfare initiatives, and institutional partnerships. The University faculty has been awarded prestigious fellowships, project funding and recognition, and contributes to governmental and non-governmental sectors through research, consultancy and outreach activities.

1.4. About NHPC Limited

NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of Solar & Wind energy development etc.

NHPC was incorporated on November 7, 1975 as a Private Limited Company under the name "National Hydroelectric Power Corporation Private Ltd". The company was converted to Public limited company w.e.f. April, 2, 1986. The name of the company was changed to its present name "NHPC Limited" in 2008. NHPC was conferred Miniratna Status by Govt. of India in April, 2008 and became a listed company on NSE and BSE after successfully concluding its IPO in 2009. The company was conferred Navratna status in August, 2024.

NHPC has an authorized share capital of ₹ 17,500 crore, paid up share capital of ₹10,045.03 crores and an investment base (Assets) of ₹ 98463.90 Crore (standalone) as on 31.03.2026. As on 01.04.2026, NHPC's total installed capacity is 9082.90 MW including 1681.70 MW in Joint Venture, comprising 8521.20 MW from 24 Hydro Power Stations, 511.70 MW from Six Solar Power Projects and 50 MW from a Wind Power Project. Further, NHPC (including JVs/Subsidiaries) is engaged in the construction of hydro and solar power projects totalling 9454 MW. Hydro and Solar Power Projects aggregating to 10263 MW are awaiting clearance, with an additional 9830 MW of hydroelectric and pumped-storage projects under Survey & Investigation. Besides, numerous new initiatives are in the pipeline.

NHPC's VISION

To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

NHPC's MISSION

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management & innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential
- To practice the best corporate governance and competent value-based management for a strong corporate identity and showing concern for employees, customer, environment and society.
- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management.

1.5. About Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) represents a company's initiative to assess and take responsibility for its effects on environmental and social well-being. As per the Companies (CSR Policy) Rules, CSR refers to activities undertaken by a company in pursuance of its statutory obligations under Section 135 of the Companies Act, 2013, in accordance with the provisions contained in these rules.

CSR provisions emphasize regulatory compliance and also promote transparency and accountability in how companies contribute to social and environmental betterment. Schedule VII of the Act provides a list of eligible CSR areas including poverty alleviation, education, gender equality, health, environmental sustainability, and other approved areas. CSR is increasingly being linked to national priorities and global commitments such as the UN Sustainable Development Goals (SDGs), aligning corporate contributions with inclusive and sustainable development.

1.6. About NHPC's CSR Policy

Corporate Social Responsibility is integral to NHPC's commitment to addressing social, economic, and environmental concerns in the regions it serves. NHPC has a CSR & Sustainability Policy aligned with Section 135 of the Companies Act, 2013, the Companies (CSR Policy) Rules, and relevant amendments issued by the Ministry of Corporate Affairs, Government of India. NHPC also aims to adhere to CSR guidelines issued by the Department of Public Enterprises (DPE).

NHPC has undertaken numerous CSR initiatives for communities residing in and around its projects, power stations, and units, focusing on healthcare, education, sanitation, rural development, skill development, environmental sustainability, women empowerment, and other areas outlined in Schedule VII. These efforts aim to foster inclusive growth, support marginalized communities, and contribute to national development.

1.7. About Impact Assessment

The Ministry of Corporate Affairs (MCA) requires eligible companies to undertake impact assessments of selected CSR initiatives through the amended Companies (CSR Policy) Rules. Impact assessment serves as a vital tool to analyse the effectiveness, relevance, and sustainability of CSR projects. It highlights what has been achieved, how well the project aligns with community needs and CSR objectives, and what improvements are required for future initiatives.

Impact assessment helps generate evidence on:

- Whether the intervention has created measurable changes in service access and quality.
- Whether benefits are equitably distributed across target groups.
- Whether the project is sustainable post-completion through institutional ownership and maintenance systems.
- Whether the investment has created meaningful social value relative to the cost.

For the present study, impact assessment is particularly important because the Balika Ashram is not simply a construction project; it is an educational support intervention whose success depends on functionality, safety, inclusion, stakeholder confidence, and operational sustainability. Accordingly, the assessment seeks to generate evidence on both the direct outcomes and the broader support value of the intervention.

1.8. Project Background

The CSR intervention under the present study relates to the construction of "Balika Ashram" at Chilli, Tissa, District Chamba, Himachal Pradesh. The project was completed on 30-12-2024 with a total expenditure of ₹414.27 lakh.

The intervention addresses a context in which girls from remote and hilly localities may face substantial challenges in accessing schooling regularly. These challenges include physical distance, terrain-related difficulty, commuting-related safety concerns, seasonal disruption, and lack of suitable educational support environments near their place of residence. In such settings, a residential support facility can play a transformative role by enabling continuity in schooling and reducing the burden on both girls and their families.

The Balika Ashram is expected to function as a safe and supportive residential facility that improves girls' educational participation while also strengthening basic living conditions, study discipline, and well-being. However, the developmental value of such an intervention depends not only on the completion of construction but also on the quality of infrastructure, adequacy of services, safety arrangements, staffing, cleanliness, grievance systems, institutional ownership, and long-term usability. Therefore, the present assessment gives equal attention to both infrastructure readiness and post-completion functional sustainability.

2. Approach & Methodology

The impact assessment has been designed to evaluate the Balika Ashram intervention from a multi-dimensional perspective. The assessment seeks to determine whether the intervention has improved educational support conditions for girls in a meaningful and sustainable manner, and whether the facility is functioning in alignment with the intended objectives of the project.

2.1. Assessment Objectives

The specific objectives of the assessment are as follows:

- To examine the relevance of the Balika Ashram in addressing local barriers to girls' education, safety, and residential support.
- To assess the effectiveness of the facility in promoting attendance regularity, educational continuity, study discipline, and supportive living conditions.
- To evaluate perceived outcomes related to safety, dignity, confidence, hygiene, and quality of life.
- To assess the efficiency of implementation in terms of construction quality, infrastructure readiness, and usability.
- To examine sustainability in terms of operations, maintenance, staffing, management clarity, and long-term functionality.
- To identify implementation gaps, operational bottlenecks, and external factors beyond NHPC's control that affect outcomes.
- To generate actionable recommendations for strengthening future CSR-supported residential education interventions for girls.

2.2. Methodological Framework

The evaluation followed a structured methodology aligned with the OECD-DAC criteria, widely used to evaluate development interventions, including CSR projects:

- Relevance – Is the intervention addressing real local needs?
- Coherence – Is the intervention aligned with government priorities, local development needs, and other related programmes or initiatives?
- Effectiveness – Is the intervention achieving intended service outcomes?
- Efficiency – How well were resources utilized and implementation managed?
- Impact – What changes occurred in quality of life, hygiene, and community outcomes?

- Sustainability – Will the benefits last over 3–5 years with functioning O&M systems?

2.2.1. Stakeholder Mapping

A multi-stakeholder assessment design was adopted because the impact of the Balika Ashram cannot be fully understood from a single respondent category. Different stakeholders experience and interpret the facility in distinct ways.

The principal stakeholder groups included in the study are:

- Resident girls/students, who are the primary beneficiaries and direct users of the facility.
- Parents/guardians, who provide insights into educational continuity, safety assurance, and family-level benefits.
- Wardens/hostel staff, who are central to daily operations, supervision, and residential management.
- Teachers/school-linked staff, who can comment on educational continuity, discipline, and support.
- Principal/Head of Institution, who can provide institutional perspectives on functioning, design, and outcomes.
- SMC/PRI representatives and local stakeholders, who can provide contextual and governance-related insights.
- Local administration or associated institutional stakeholders, where relevant.

  This stakeholder mapping helps ensure that the assessment captures both user experience and institutional functionality.

2.2.2. Sampling Design

The study adopts a stratified and purposive sampling design to ensure adequate representation across respondent categories. Since this is a targeted institutional facility and not a universal household entitlement, the objective is not merely statistical generalization but balanced representation of all critical stakeholder voices.

The sample included resident girls/students, parents/guardians, staff and institutional respondents, selected community/governance stakeholders. Where the number of residents is manageable, broad or near-complete coverage may be attempted for the primary beneficiary category. Purposive inclusion is necessary for wardens, teachers, principal/HoI,

SMC/PRI representatives, and other key informants whose perspectives are essential for understanding operations, safety, and sustainability.

A quantitative sample of 92 respondents was considered appropriate for the nature of this project, supplemented by KII and FGD based on field feasibility.

2.3. Tools of Data Collection

Table 2: Tools of Data Collection

Tool	Purpose
Structured bilingual questionnaire	To collect data on relevance, facilities, safety, education support, well-being, awareness, satisfaction, environmental conditions and perceived value.
Key Informant Interviews (KII)	To understand implementation, operations, staffing, safety systems, O&M, and institutional issues.
Focus Group Discussions (FGD)	To capture collective perceptions of girls, parents, and community/institutional groups.
Observation and site visits	To physically verify facilities, services, safety arrangements, hygiene, and visible gaps.
Geotagged photographs	To document infrastructure and visible conditions as visual evidence.

2.4. Data Collection Process

Fieldwork for the study was undertaken in Chilli, Tissa, District Chamba, Himachal Pradesh. A trained field team administered the bilingual questionnaire and conducted KIIs and FGDs under appropriate supervision. Ethical principles such as informed consent, confidentiality, respectful engagement, and sensitivity while interacting with girl residents was strictly followed.

The field process included physical verification of the facility, observation of services and infrastructure, documentation of geo-tagged photographs, and collection of qualitative narratives including stakeholder feedback and success-story leads where feasible. Secondary records were also reviewed to supplement primary evidence.

2.5. Data Analysis Strategy

The study uses a combination of quantitative and qualitative analysis. Survey responses were cleaned, coded, and analyzed using descriptive statistics, cross-tabulations, and category-wise comparisons. Particular attention was given to stakeholder-wise patterns in relation to relevance, educational continuity, facilities, safety, satisfaction, and sustainability.

Qualitative material generated through KIIs, FGDs, open-ended survey responses, and field observations was analyzed thematically. These themes were used to deepen interpretation and explain patterns that emerged through the survey data. A combination of Excel, Jamovi, and Python, along with qualitative synthesis, was used for analysis and reporting.

2.6. Measure of Sustainability

Sustainability in the present project is not limited to physical durability of the building. It includes operational, institutional, environmental, and service-related dimensions that affect long-term usefulness.

The sustainability assessment considered the following:

- clarity of institutional responsibility,
- staffing adequacy,
- maintenance arrangements and responsiveness,
- utility continuity,
- grievance and supervision systems,
- stakeholder confidence in long-term functioning,
- environmental upkeep and risk exposure,
- overall usability of the facility over the next 3–5 years.

These dimensions supported a sustainability scorecard or narrative assessment within the findings section.

2.7. Social Return on Investment (SROI): Methodological Note

The present assessment includes a qualitative, non-monetized perception approach. This approach is intended to capture the social value generated by the Balika Ashram without reducing all outcomes to monetary terms. Since the intervention primarily affects educational continuity, safety, confidence, dignity, and family-level support, a non-monetized and stakeholder-centred value framework is more appropriate.

2.7.1. Theme-Based Assessment Approach

The study synthesized perceived social value under the following thematic areas:

- need relevance and educational support,
- residential usability and service quality,

- safety, dignity, and well-being,
- reduction in burden and improved continuity,
- sustainability and institutional functioning,
- stakeholder value perception and replicability.

2.7.2. Composite Value Indicators Considered

The study considered value dimensions such as:

- reduced travel burden and safety risk,
- improved continuity of schooling,
- increased parental assurance,
- better study environment,
- improved confidence and independence among girls,
- improved support conditions relative to earlier constraints,
- perception that the investment was justified.

2.7.3. Stakeholder-Centric Lens

The SROI orientation gives primacy to lived experience. Value was inferred from stakeholder statements such as:

- the facility made it easier for girls to continue education,
- girls now feel safer and more supported,
- parents feel less anxiety regarding daily travel and accommodation,
- the intervention created meaningful support for the community.

2.7.4. Justification of Qualitative SROI

A qualitative SROI is justified because:

- the benefits are primarily social, educational, and experiential,
- monetization may oversimplify the depth of outcomes,
- stakeholder-reported value is central to the project's purpose,
- the method aligns well with CSR impact assessment norms and policy-oriented reporting.

Snapshot of Research Methodology

Table 3: Snapshot of Research Methodology

Component	Details
Objective	To assess educational, social, residential, safety, environmental and quality-of-life impact of the CSR-supported Balika Ashram at Chilli, Tissa, Chamba (Himachal Pradesh).
Scope	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, environmental sustainability, and perceived social value.
Study Area	Chilli, Tissa, District Chamba, Himachal Pradesh.
Stakeholders	Resident girls, parents/guardians, hostel staff, teachers, principal/HoI, PRI/SMC and local stakeholders.
Research Design	Mixed-method approach (Quantitative + Qualitative).
Data Collection	Primary: Surveys, KIIs, FGDs, observation, photographs, success stories. Secondary: Institutional records if accessible.
Sampling Method	Stratified and purposive sampling by stakeholder category.
Sample Size	92 responses + 6 KII+ 2 FGD
Data Analysis	Descriptive statistics, cross-tabulation, thematic analysis, dashboard reporting.
Evaluation Criteria	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, environmental sustainability, perception-based SROI.
Reporting	Comprehensive report with findings, interpretation, case stories and recommendations.

3. CSR Activity Details

The CSR intervention under the present study pertains to the construction of "Balika Ashram" at Chilli, Tissa, District Chamba, Himachal Pradesh. The intervention represents a form of education-linked residential support infrastructure, intended to improve the educational participation, safety, and support environment of girls residing in a geographically difficult and remote area.

The activity reflects NHPC's commitment to supporting socially relevant community infrastructure with a direct bearing on educational inclusion and girls' welfare. Unlike purely physical infrastructure assets, the significance of this intervention lies in its expected long-term effect on human development outcomes. Its value is therefore linked not only to construction completion, but also to how effectively the facility supports educational continuity and institutional functioning over time.

Table 4: Summary of CSR Activity Details

Location	Activity description	Expenditure Incurred	Brief about Activity
Chamba, Himachal Pradesh (Chilli, Tissa)	Construction of "Balika Ashram" at Chilli, Tissa, in District Chamba, Himachal Pradesh	₹414.27 lakh	The intervention involves the construction of a residential support facility for girls in a remote hilly area to improve educational continuity, safety, and access. Completion date: 30-12-2024.

3.1. Alignment with NHPC CSR Policy

The Balika Ashram intervention is closely aligned with NHPC's CSR policy orientation towards education, community welfare, inclusion, and infrastructure support for vulnerable groups. By spending in residential educational support for girls, NHPC contributes to gender-responsive development and human capability enhancement in a difficult geographical context. The intervention also aligns with wider development priorities such as girls' education, inclusion, safe institutional support, and long-term social strengthening.

3.2. Role of Partner Institutions

The success and sustainability of the Balika Ashram intervention depend on the coordinated role of multiple institutional actors. These include operational staff responsible for supervision and residential management, school-linked personnel who influence educational support, local

stakeholders who contribute to oversight and community linkage, and family members whose confidence and participation shape utilization and support.

These actors influence not only the day-to-day functioning of the facility but also the long-term sustainability of the intervention. Their roles become particularly important in areas such as maintenance, discipline, safety, communication, grievance response, and institutional ownership. The assessment therefore places considerable importance on understanding the role and effectiveness of partner institutions and responsible stakeholders in the functioning of the Ashram.

4. Data Analysis & Interpretation

Figure 1: Demographic Profile of Respondents

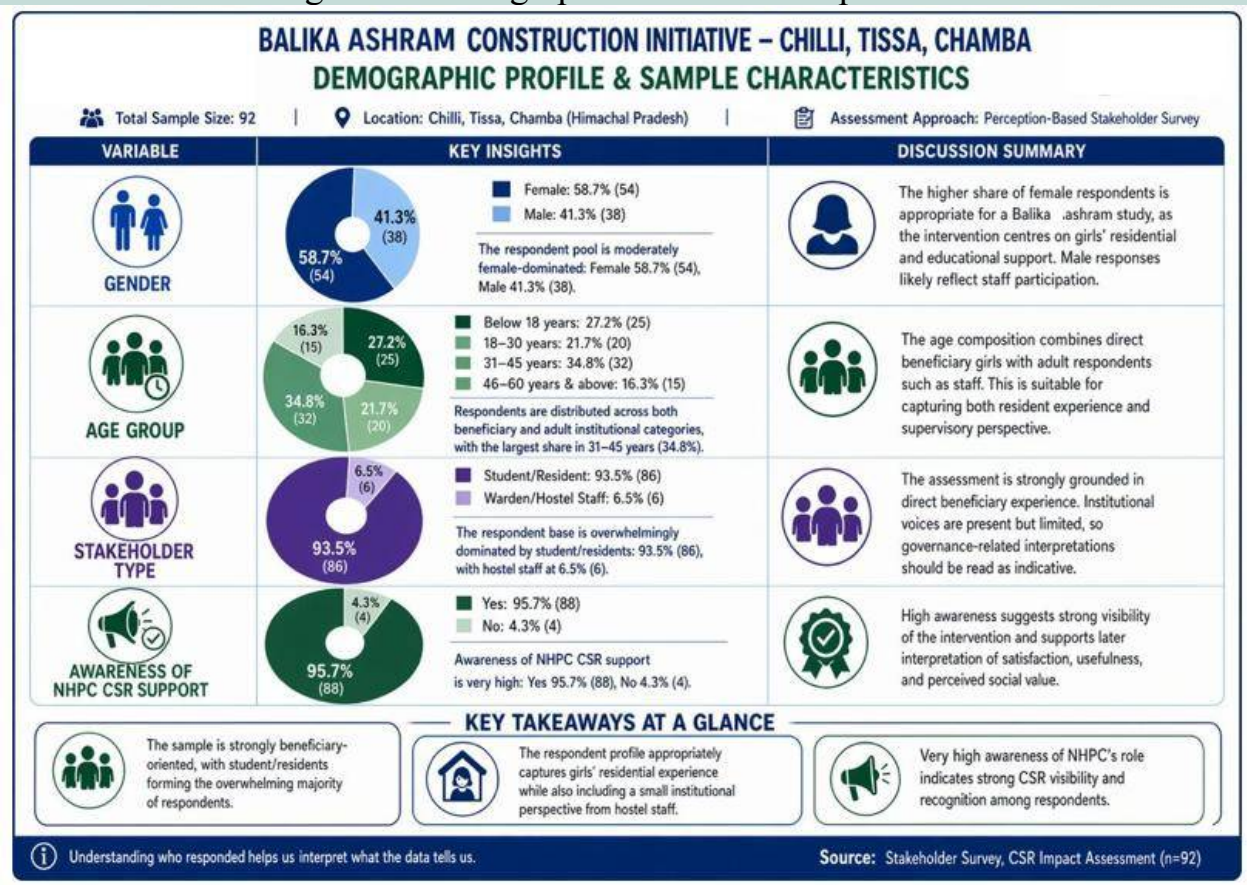


Table 5: Demographic Profile of Respondents

Variable	Key Insights	Discussion Summary
Gender	The respondent pool is moderately female-dominated: Female 58.7% (54) and Male 41.3% (38).	The higher share of female respondents is appropriate for this study because the Balika Ashram is primarily centred on girls' residential and educational support. At the same time, the male responses likely reflect staff participation rather than direct female beneficiary underrepresentation. This profile supports interpretation of user-side issues such as safety, study environment, hygiene, and residential experience with stronger relevance to the intended beneficiary group.
Age Group	The respondent profile is distributed across both beneficiary and adult institutional categories: 31–45 years 34.8% (32), Below 18 years 27.2% (25), 18–30 years 21.7% (20), and 46–60 years & above 16.3% (15).	The age composition suggests a mixed respondent base, combining direct beneficiary girls with adult respondents such as staff and other associated stakeholders. The presence of a substantial Below 18 category is particularly important because it reflects direct feedback from resident girls, while the adult age group strengthens the institutional and supervisory perspective. This spread is suitable for a residential education-support project, as it captures both lived beneficiary experience and management-related viewpoints.
Stakeholder Type	The respondent base is overwhelmingly dominated by Student/Resident respondents 93.5% (86), while Warden/Hostel Staff account for 6.5% (6).	The profile is strongly beneficiary-oriented, which is useful because it grounds the findings primarily in the direct experience of girls residing in the Balika Ashram. However, staff representation is limited, and other stakeholder categories such as parents, teachers, PRI/SMC members, and local administration are absent in this dataset. Therefore, interpretations related to institutional systems, governance, and external stakeholder perception should be treated as limited or indicative unless supplemented by KII/FGD evidence.
Awareness of NHPC CSR Support	Awareness of the project's CSR identity is very high: Yes 95.7% (88) and No 4.3% (4).	This indicates that the intervention has strong visibility among respondents and that most participants are aware of NHPC's role in supporting the Balika Ashram. High awareness is a positive sign because it reflects institutional recognition and can strengthen project ownership, recall, and perceived value. It also suggests that later findings on satisfaction, usefulness, and social value are being reported by respondents who largely understand the source of support behind the intervention.

Figure 2: Stakeholder-Specific Profile

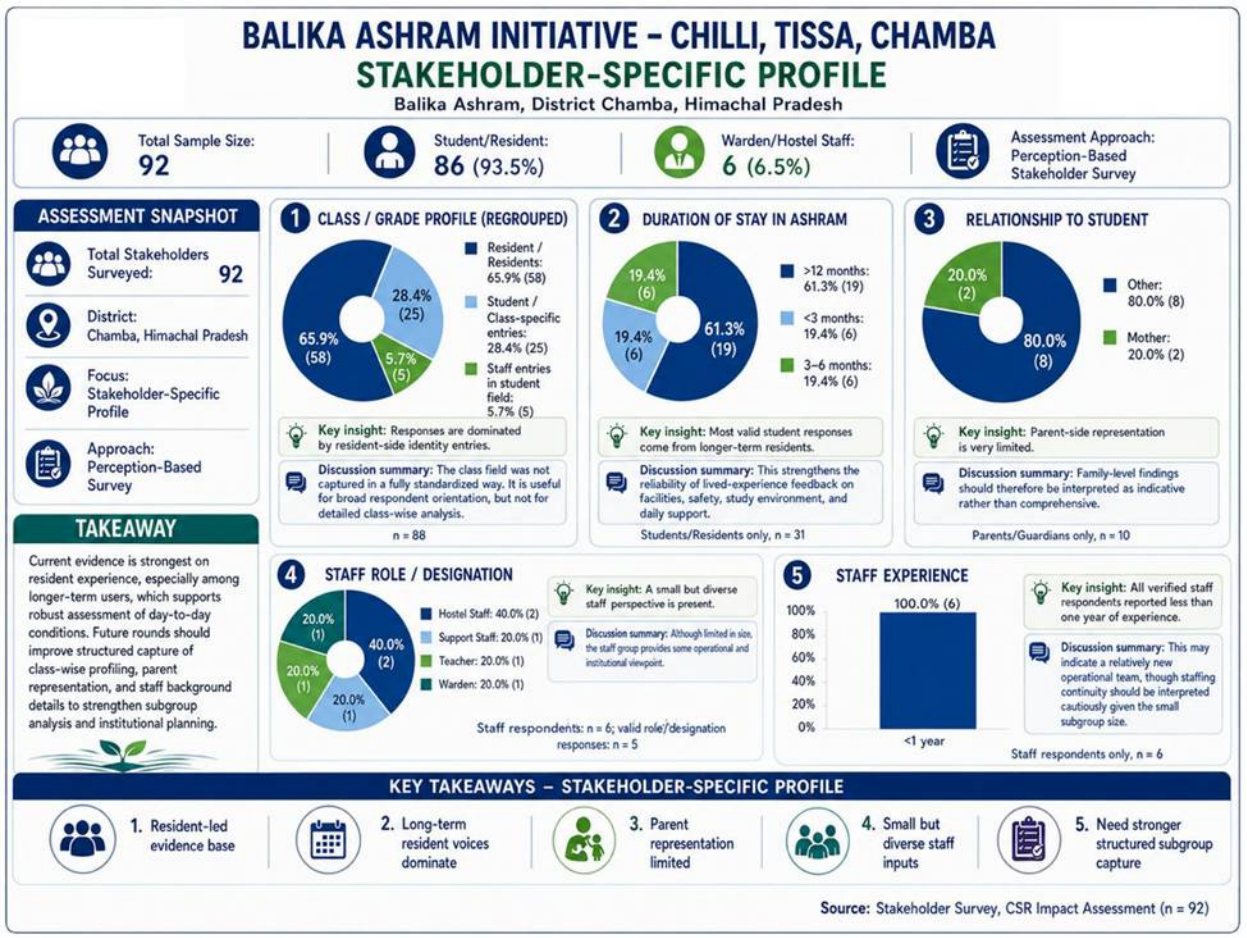


Table 6: Stakeholder-Specific Profile

Variable	Key Insights	Discussion Summary
Class/Grade Profile	The student-only profile field contains mixed open-ended entries and required regrouping. After cleaning, responses are dominated by Resident/Residents 65.9% (58), followed by Student/Class-specific entries 28.4% (25), while Staff entries mistakenly recorded in the student field account for 5.7% (5).	This indicates that the field was not captured in a fully standardized manner, with many respondents entering identity labels such as "Resident" or "Student" rather than a precise class/grade. A small number of staff also appear to have responded in the student-specific field. Therefore, this variable is more useful for understanding broad respondent orientation than for analyzing actual class-wise distribution. Any grade-specific interpretation should be treated cautiously.
Duration of Stay in Ashram	Among valid student/resident responses, the majority reported staying in the Ashram	The duration profile suggests that the respondent base includes a substantial proportion of relatively long-term residents. This is important because many respondents

	for more than 12 months: 61.3% (19), while less than 3 months: 19.4% (6) and 3–6 months: 19.4% (6).	have had sufficient exposure to comment meaningfully on the functioning, support systems, safety, study environment, and overall usefulness of the Ashram. At the same time, newer residents are also represented, providing some reflection of more recent user experience.
Relationship to Student	Parent/guardian-related responses are very limited, with only 10 recorded responses, of which other accounts for 80.0% (8) and Mother for 20.0% (2).	This confirms that parent-side representation in the dataset is very small and not sufficiently structured for strong family-category analysis. The dominance of the "Other" category further limits interpretive precision. Family-level conclusions based on this item should therefore be treated as indicative and preferably supported by qualitative evidence rather than survey proportions alone.
Role/Designation	Of the 6 respondents identified as Warden/Hostel Staff, 5 provided valid role/designation information. Among these, Hostel Staff accounted for 40.0% (2), while Support Staff 20.0% (1), Teacher 20.0% (1), and Warden 20.0% (1).	Although the staff subgroup is small, the valid responses reflect some diversity of institutional perspective rather than representing a single role alone. This provides a limited but useful operational view of supervision, support, and management. One staff respondent did not provide a valid role/designation entry; therefore, role-wise interpretations should remain cautious.
Years of Experience	Among the 6 respondents verified as Warden/Hostel Staff, 100.0% (6) reported having less than 1 year of experience.	The finding indicates that the staff respondents were relatively new in their current roles or association with the facility. This may reflect the recent operationalization of the Ashram and should be considered when interpreting institutional maturity, routine stabilization, and continuity of service systems. Given the small staff subgroup, however, the finding should not be generalized beyond the respondents surveyed.

Note: Staff-related variables were analyzed using stakeholder classification as the subgroup filter. of six verified staff respondents, five provided valid role/designation information. One additional "<1 year" entry recorded by a Student/Resident respondent was excluded from the staff-experience analysis.

Figure 3: Relevance & Need

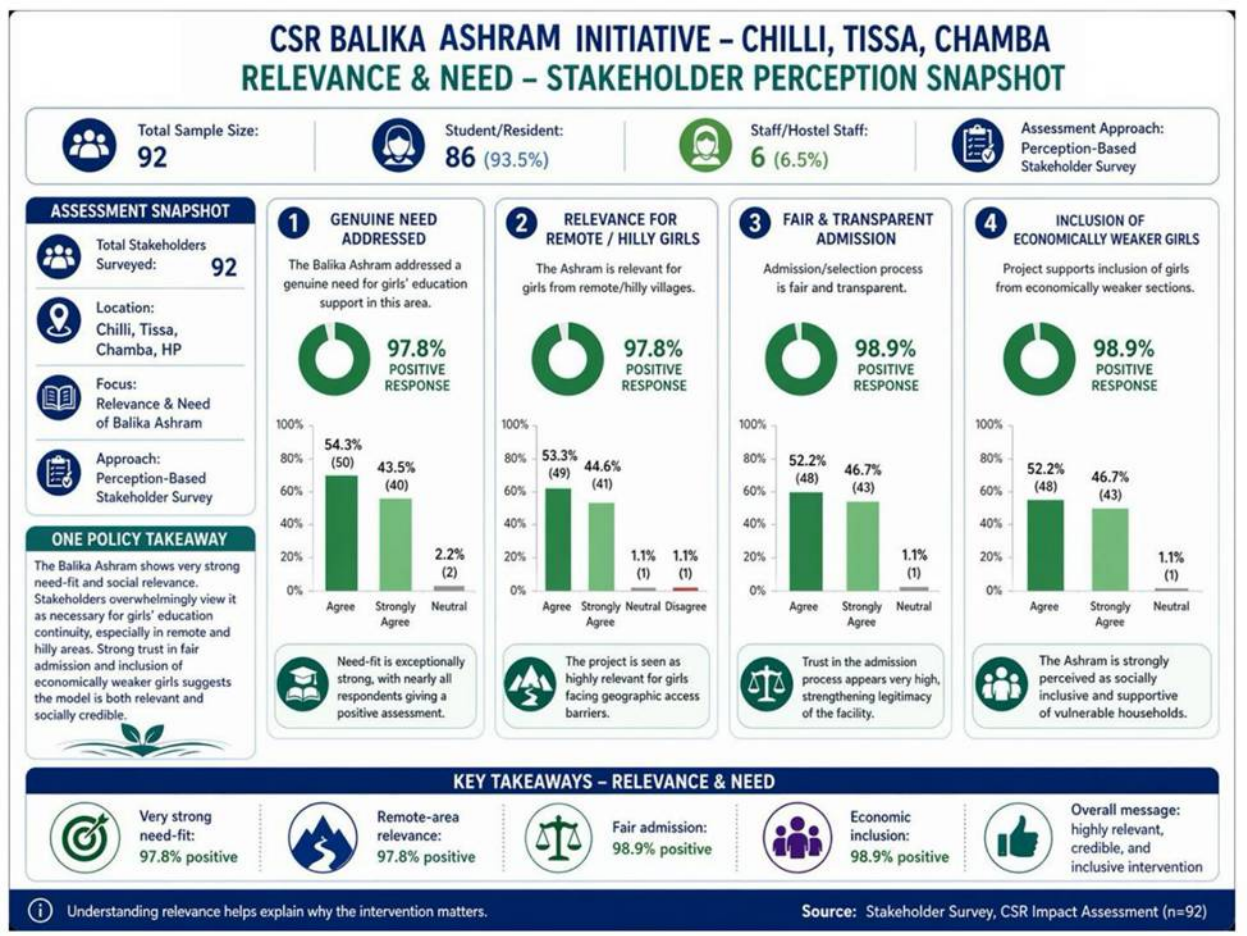


Table 7: Relevance & Need

Variable	Key Insights	Discussion Summary
Need for girls' education support	The response is overwhelmingly positive: 54.3% (50) respondents Agree and 43.5% (40) Strongly Agree that the Balika Ashram addressed a genuine need for girls' education support, with only 2.2% (2) remaining neutral.	This indicates a very strong perceived need-fit of the intervention. The near-unanimous positive response suggests that the Balika Ashram is not viewed as a peripheral or optional facility, but as a necessary support mechanism in the local context. It reflects that educational continuity for girls in this area likely faced real barriers prior to the intervention, and the project is seen as directly responding to those needs.
Relevance for girls from remote/hilly villages	A very high proportion of respondents view the Ashram as relevant for girls from remote and hilly areas: 53.3% (49) Agree and 44.6% (41) Strongly Agree, totaling 97.8% positive responses. Only 1.1% (1) disagreed and 1.1% (1) remained neutral.	This finding strongly reinforces the geographical relevance of the project. Since remote and hilly terrain often creates travel, safety, and access barriers for girl students, the Ashram appears to be fulfilling an important location-specific function. The negligible disagreement suggests very broad acceptance of the project's contextual appropriateness for difficult terrain and dispersed settlements.
Fairness and transparency of admission/selection	Respondents express very high confidence in the fairness of the admission/selection process: 52.2% (48) Agree and 46.7% (43) Strongly Agree, while only 1.1% (1) is neutral. There is no recorded disagreement.	This is a significant finding because perceived fairness is central to the legitimacy and acceptance of residential support facilities. The absence of disagreement suggests that the admission process is generally not seen as arbitrary or exclusionary. This strengthens trust in the functioning of the Ashram and reduces the likelihood of social dissatisfaction arising from perceived bias in access.
Inclusion of girls from economically weaker sections	The perception of inclusion is also highly positive: 52.2% (48) Agree and 46.7% (43) Strongly Agree, amounting to 98.9% positive responses, with only 1.1% (1) neutral.	This suggests that the project is perceived not only as relevant, but also as socially inclusive. The Ashram appears to be serving a socially meaningful role by supporting girls who may otherwise face financial or structural disadvantages in continuing education. This strengthens the project's equity orientation and indicates that it is being viewed as a supportive mechanism for vulnerable households.

Figure 4: Facilities & Basic Services

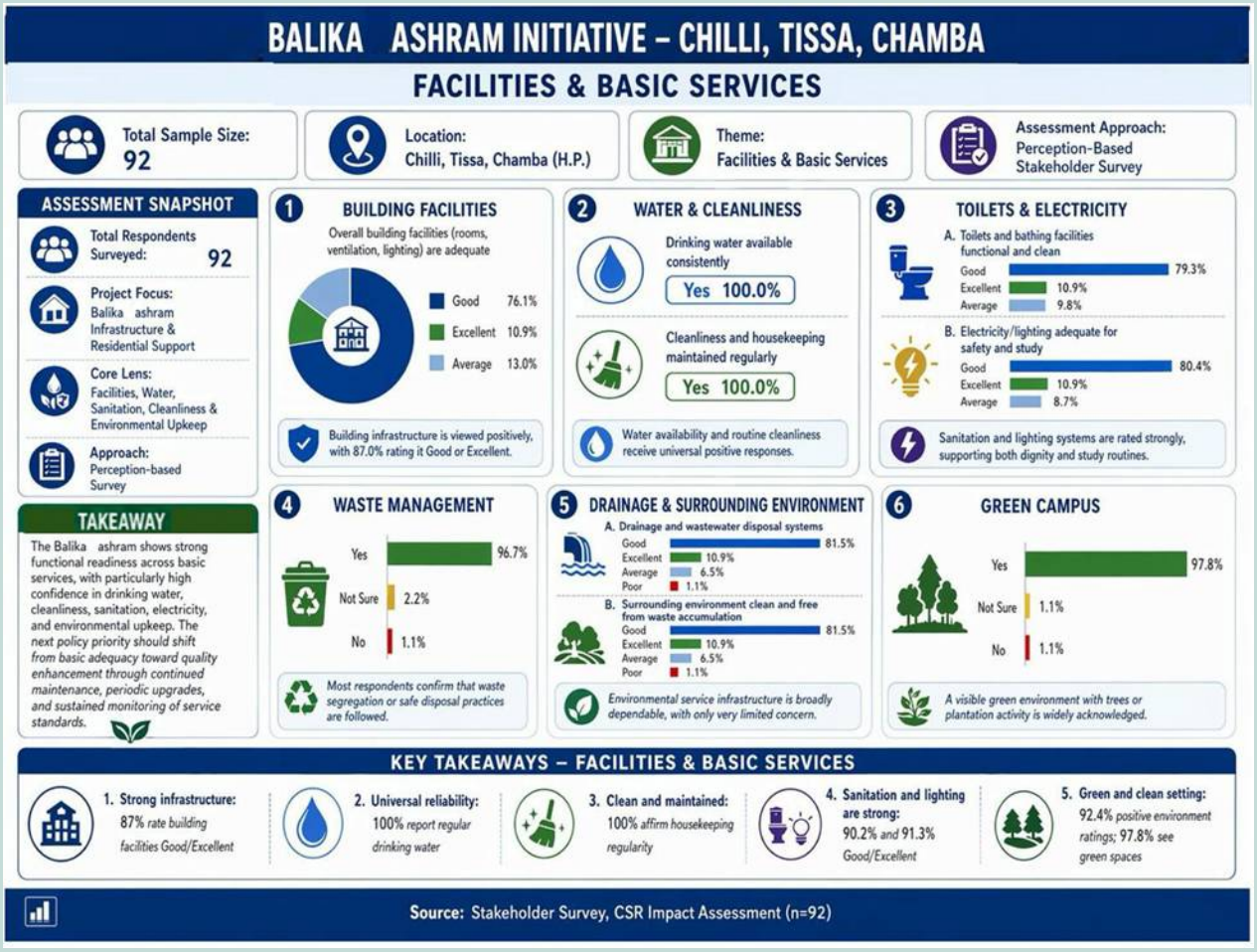


Table 8: Facilities & Basic Services

Variable	Key Insights	Discussion Summary
Overall building facilities	The overall building facilities are rated positively, with 76.1% (70) reporting Good and 10.9% (10) reporting Excellent, while 13.0% (12) rate them as Average.	This indicates that the core physical infrastructure of the Balika Ashram is generally perceived as adequate and functional. The dominance of "Good" rather than "Excellent" suggests that the facility is working well in practical terms, though there may still be scope for further improvement in comfort, ventilation, or room quality to move perceptions from satisfactory to exemplary.
Drinking water availability	Drinking water availability is reported as universally positive, with 100.0% (92) respondents stating that water is available consistently.	This is a very strong finding because water availability is a fundamental requirement in any residential facility, especially one meant for girls' safety, hygiene, and day-to-day living. The complete positive response suggests that this aspect of the infrastructure is functioning

		reliably and is not emerging as a constraint in the current assessment.
Toilets and bathing facilities	Toilets and bathing facilities are also rated strongly, with 79.3% (73) reporting Good and 10.9% (10) reporting Excellent, while 9.8% (9) report Average.	This suggests that sanitation-related infrastructure is broadly functional and acceptable to users. Given the importance of toilets and bathing facilities in girls' residential settings, the high positive rating is a significant strength of the intervention. However, the presence of some average ratings indicates that cleanliness, convenience, or maintenance may still need ongoing attention in certain respects.
Electricity and lighting	Electricity and lighting receive one of the strongest service ratings: 80.4% (74) report Good, 10.9% (10) report Excellent, and only 8.7% (8) report Average.	This indicates that the Ashram is performing well in providing safe and study-supportive lighting conditions. In a residential educational setting, adequate electricity is central not only for safety at night but also for learning continuity. The strong positive perception suggests that this service is effectively supporting both residential security and academic routine.
Cleanliness and housekeeping	Cleanliness and housekeeping are reported as regular by 100.0% (92) of respondents.	This is an exceptionally strong result and indicates that routine upkeep is highly visible to respondents. In a Balika Ashram context, cleanliness carries importance beyond aesthetics—it directly affects comfort, dignity, hygiene, and trust in the institution. The unanimous response suggests that housekeeping systems are functioning consistently and are recognized by residents and staff alike.
Waste management practices	A very high 96.7% (89) report that waste management practices are followed, with only 1.1% (1) saying No and 2.2% (2) remaining Not Sure.	This suggests that the Ashram has incorporated basic environmental management practices into its functioning. While not all respondents may be equally aware of technical practices such as segregation, the near-universal positive response indicates that disposal systems are visible enough to inspire confidence. This strengthens the environmental responsibility aspect of the facility.
Drainage and wastewater disposal	Drainage and wastewater systems are viewed positively, with 81.5% (75) rating them Good and 10.9% (10) Excellent. A smaller share reports Average 6.5% (6) and Poor 1.1% (1).	This shows that environmental service infrastructure is broadly functional, though not entirely free from minor concerns. The single poor response is not large enough to alter the overall pattern, but it signals that drainage should still be monitored to avoid future operational or hygiene-related problems. Overall, the systems appear dependable and adequate for present functioning.

Clean surrounding environment	The surrounding environment receives the same pattern of response as drainage: 81.5% (75) Good, 10.9% (10) Excellent, 6.5% (6) Average, and 1.1% (1) Poor.	This indicates that the physical campus environment is generally perceived as clean and free from visible waste accumulation or pollution. A clean surrounding environment contributes to the institutional image of the Ashram and supports the broader sense of safety and well-being. The overwhelmingly positive responses suggest that the intervention extends beyond the building interior to a reasonably well-maintained external environment.
Green spaces / plantation activity	Presence of green spaces or trees is reported by 97.8% (90) respondents, with only 1.1% (1) saying No and 1.1% (1) Not Sure.	This indicates that the Ashram environment is not perceived as barren or purely built-up, but rather includes a visible green component. Such features contribute positively to campus atmosphere, environmental quality, and the overall residential experience. In policy terms, this also reflects attention to livability and environmental aesthetics alongside basic infrastructure.

Figure 5: Safety, Dignity & Grievance

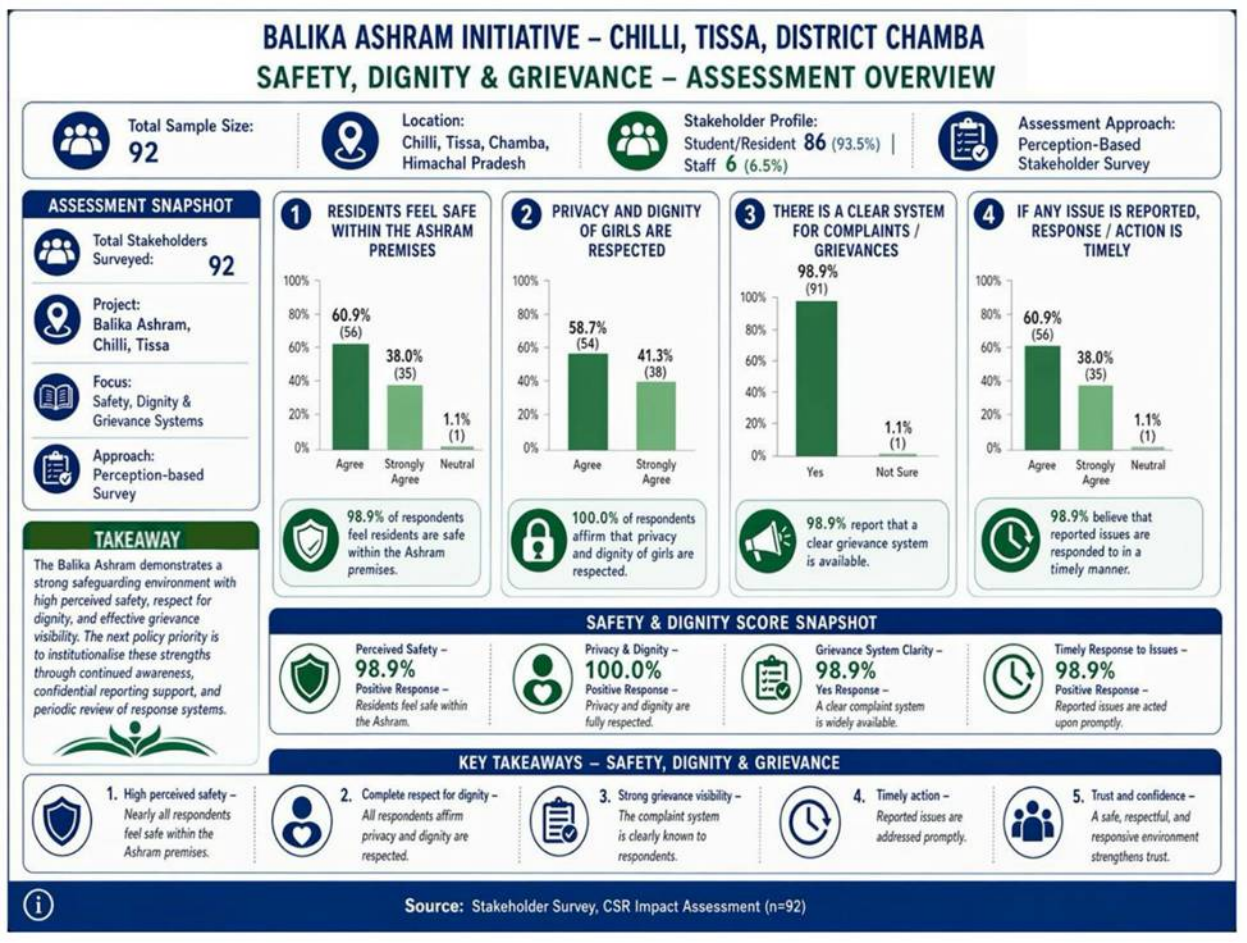


Table 9: Safety, Dignity & Grievance

Variable	Key Insights	Discussion Summary
Safety within the Ashram premises	Perceived safety is extremely strong: 60.9% (56) respondents Agree and 38.0% (35) Strongly Agree that residents feel safe within the Ashram premises, while only 1.1% (1) remains neutral.	This suggests that the Balika Ashram is functioning as a secure residential environment in the eyes of respondents. The near-universal positive response is especially important because safety is one of the central justifications for such an intervention in remote and hilly contexts. The negligible neutral response indicates that concerns about insecurity are not a significant issue in the present assessment.
Privacy and dignity of girls	The response is uniformly positive: 58.7% (54) respondents Agree and 41.3% (38) Strongly Agree that the privacy and dignity of girls are respected. There are no neutral or negative responses.	This is one of the strongest findings in the entire section. It indicates that the Ashram is not only providing physical accommodation, but is also perceived as upholding dignity-sensitive conditions for girls. In residential settings for female students, privacy and dignity are essential to trust, confidence, and continued usage, and the complete absence of negative response strengthens the social legitimacy of the facility.
Clear grievance / complaint system	Awareness of a grievance mechanism is very high: 98.9% (91) respondents report that a clear complaint/grievance system exists, while only 1.1% (1) is not sure.	This suggests that complaint visibility and grievance structure are well established or at least clearly perceived by most respondents. In institutional residential settings, awareness of a complaint mechanism is a key component of accountability and safeguarding. The finding indicates that respondents are not left uncertain about where concerns should be raised, which is a positive sign for institutional responsiveness.
Timely response / action on reported issues	Response to issues is also rated very positively: 60.9% (56) Agree and 38.0% (35) Strongly Agree that reported issues are responded to in a timely manner, while only 1.1% (1) remains neutral.	This suggests that the grievance system is not merely symbolic but is also seen as functional in practice. The strong positive response indicates confidence not only in complaint reporting channels but also in administrative responsiveness. This is important because an effective residential facility depends not just on rules and systems, but on timely action that sustains trust among residents and staff.

Figure 6: Education & Outcomes

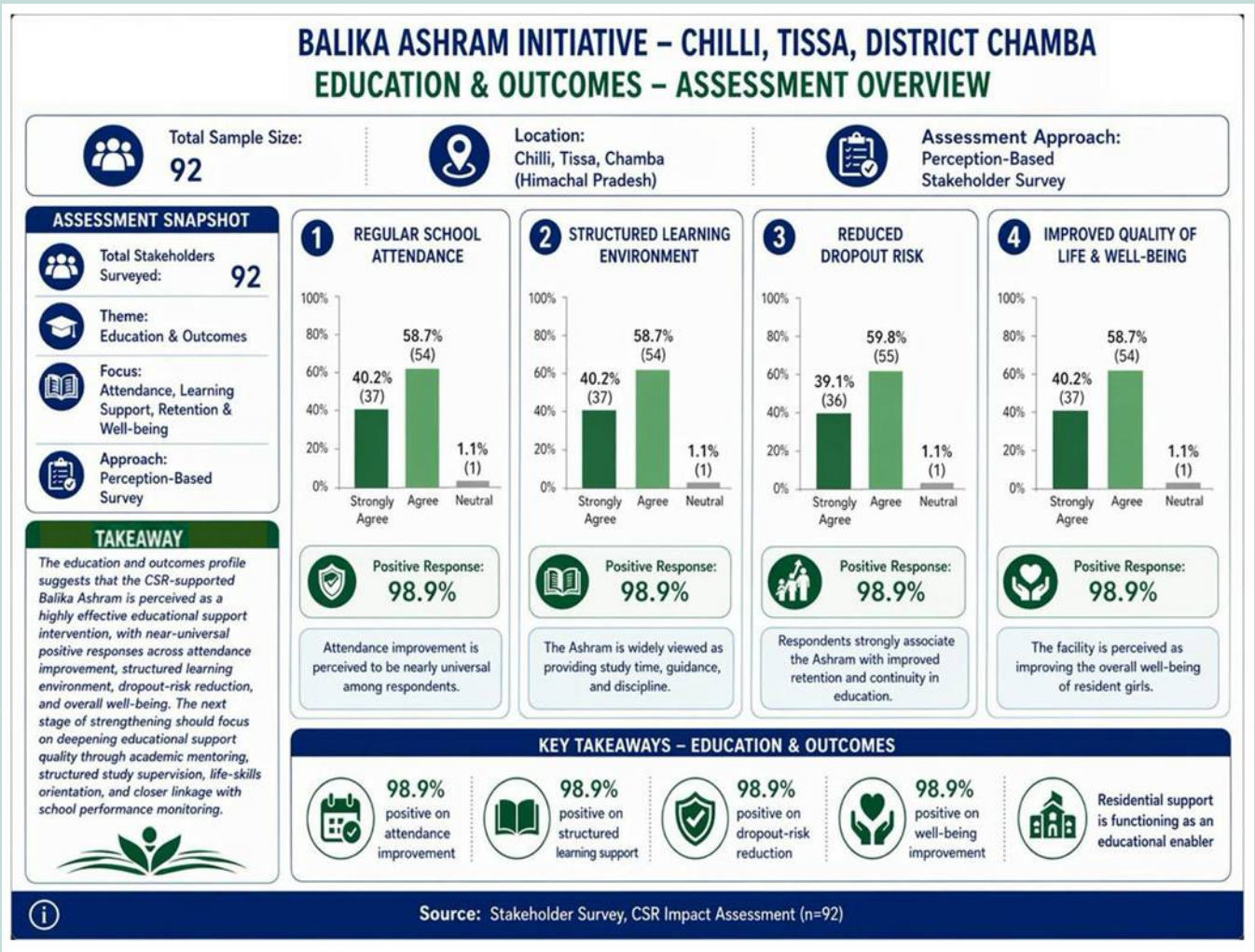


Table 10: Education & Outcomes

Variable	Key Insights	Discussion Summary
Perceived improvement in regular school attendance	The response is overwhelmingly positive: 58.7% (54) respondents agree and 40.2% (37) Strongly agree that the Ashram has improved regular school attendance for girls, while only 1.1% (1) remains neutral.	This indicates that the Balika Ashram is widely perceived as strengthening educational continuity in a very direct sense. Since attendance is one of the most immediate outcomes expected from a residential educational support intervention, the near-universal positive response suggests that the facility is helping reduce day-to-day barriers that would otherwise interrupt schooling.
Structured learning environment	The pattern is equally strong for structured learning support: 58.7% (54) Agree and 40.2% (37) Strongly Agree that the Ashram provides a structured study environment, with only 1.1% (1) neutral.	This suggests that the value of the Ashram goes beyond accommodation alone. Respondents perceive it as offering a disciplined and study-supportive environment through routine, guidance, and organized learning conditions. This is important because educational support facilities are more effective when they promote continuity of learning, not just physical stay.
Perceived reduction in dropout risk	Respondents also strongly believe that the Ashram has reduced dropout risk: 59.8% (55) Agree and 39.1% (36) Strongly Agree, with 1.1% (1) neutral.	This is a highly significant perception-based outcome. In geographically difficult and socially constrained contexts, dropout risk often arises from cumulative barriers such as distance, fatigue, insecurity, and lack of support. The strong positive response indicates that the Ashram is seen as buffering these risks and helping girls remain within the education system.
Perceived improvement in quality of life and well-being	On overall quality of life and well-being, 58.7% (54) respondents Agree and 40.2% (37) Strongly Agree, while only 1.1% (1) remains neutral.	This suggests that the intervention is not being experienced in narrow educational terms alone. Respondents appear to associate the facility with broader improvements in daily life, comfort, emotional support, and general well-being. This broadens the developmental significance of the Balika Ashram from an educational asset to a more holistic support environment for girls.

Figure 7: Efficiency, Sustainability & Value

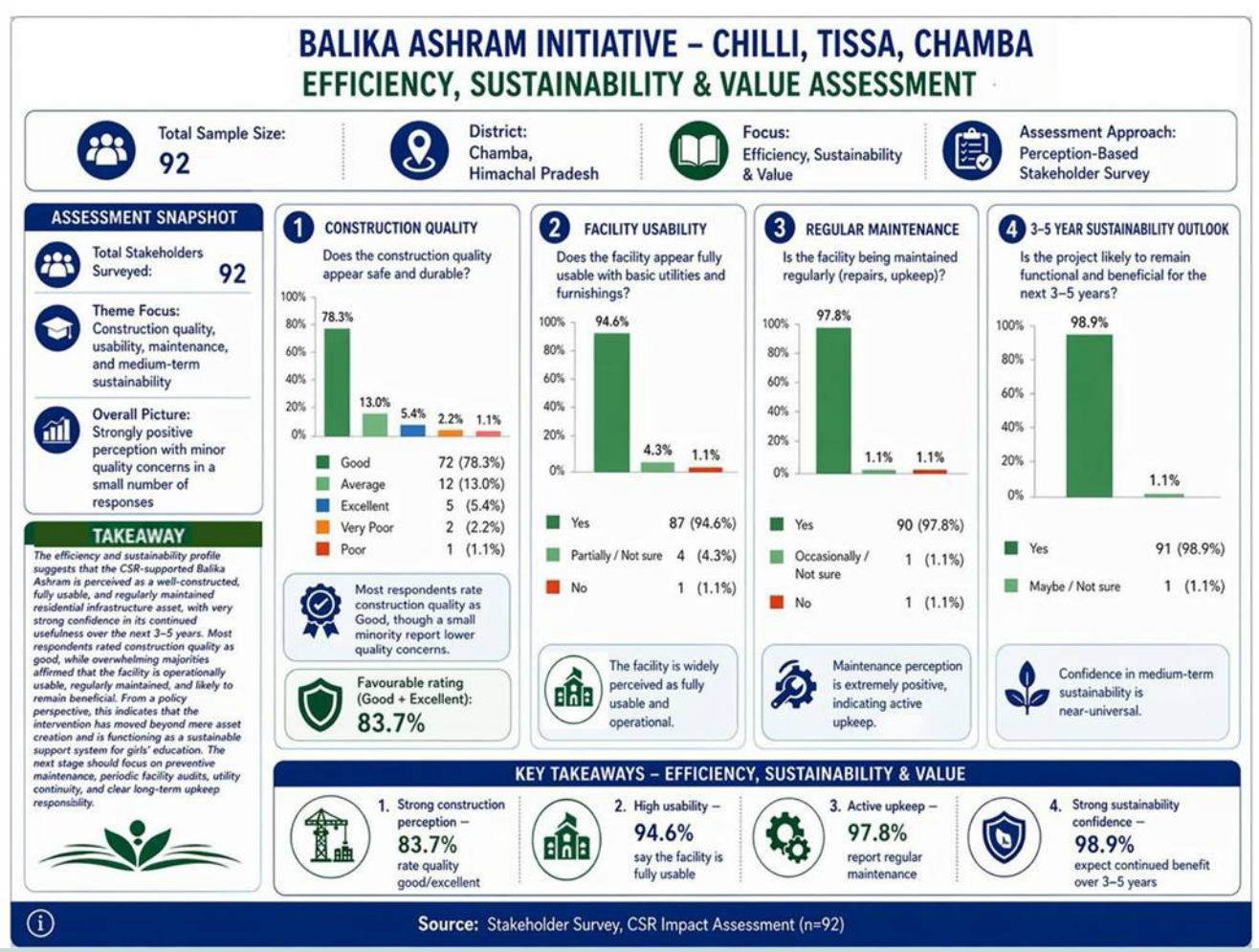


Table 11: Efficiency, Sustainability & Value

Variable	Key Insights	Discussion
Construction quality	Construction quality is rated positively by a large majority, with 78.3% (72) reporting Good and 5.4% (5) reporting Excellent, while 13.0% (12) rate it Average. A very small proportion report Poor 1.1% (1) and Very Poor 2.2% (2).	This indicates that the physical quality of the Balika Ashram is viewed as broadly safe and durable, though not without minor concerns. The concentration in the "Good" category suggests confidence in the built structure, but the presence of a small negative share means that construction quality is not perceived as uniformly outstanding. From an assessment perspective, the facility appears structurally acceptable and serviceable, but some respondents may still perceive scope for improvement in finishing quality, durability, or overall build confidence.
Facility usability with utilities and furnishings	The facility is perceived as fully usable by 94.6% (87) respondents, while 4.3% (4) say Partially / Not sure and only 1.1% (1) say No.	This suggests that the Ashram is not merely complete as a built asset, but is also functioning in practical terms with basic utilities and necessary support elements in place. The very high usability response is a strong indication that the facility has crossed the threshold from asset creation to operational utility. The small share of partial or uncertain responses may reflect minor gaps or user-specific expectations rather than a broad functional deficiency.
Regular maintenance and upkeep	Maintenance perception is extremely positive, with 97.8% (90) reporting that the facility is being maintained regularly. Only 1.1% (1) report No, and 1.1% (1) report Occasionally / Not sure.	This is a major strength of the intervention. In institutional residential facilities, maintenance is central to sustainability, usability, hygiene, and trust. The finding suggests that upkeep is not seen as neglected and that the facility is being actively cared for after completion. This strengthens the case that the project is being managed as a living institutional asset rather than a one-time construction output.
3–5 Year sustainability outlook	Confidence in future sustainability is nearly universal: 98.9% (91) believe the project is likely to remain functional and beneficial for the next 3–5 years, while only 1.1% (1) report Maybe / Not sure.	This indicates extremely strong confidence in the medium-term future of the Balika Ashram. Such a result suggests that respondents do not see the facility as short-lived or fragile, but as an asset likely to continue generating benefit over time. This perception likely reflects the combined effect of current usability, maintenance, and general confidence in the intervention. From a sustainability standpoint, this is one of the strongest validation signals in the dataset.

Figure 8: Social Value / SROI

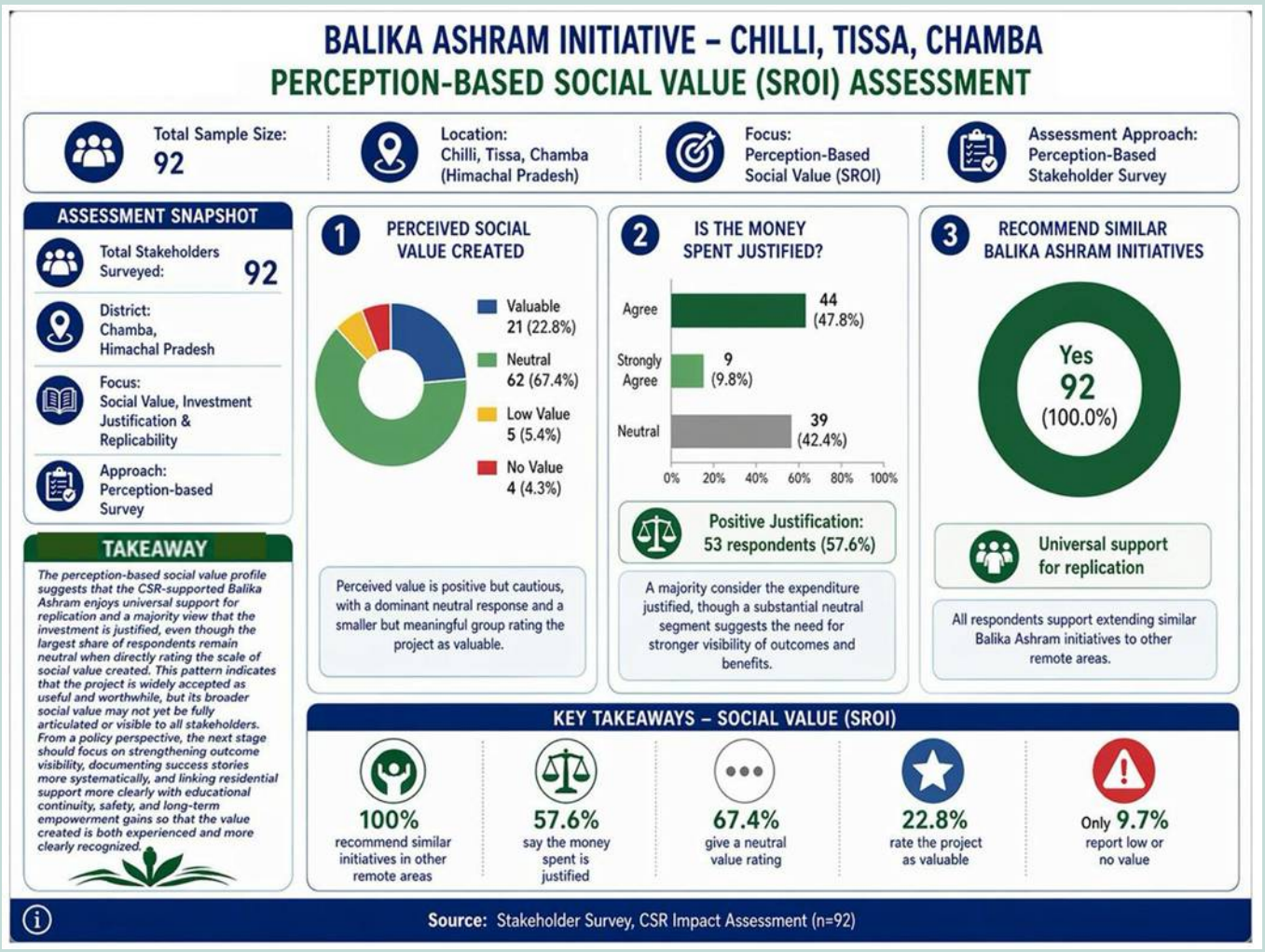


Table 12: Social Value / SROI

Variable	Key Insights	Discussion Summary
Perceived social value created	Responses on overall social value are mixed but not negative-dominant: 22.8% (21) rate the project as Valuable, while 67.4% (62) remain Neutral. A smaller share report Low Value 5.4% (5) and No Value 4.3% (4).	This suggests that while the intervention is not being rejected, many respondents are cautious or reserved in directly labeling its value as "significant." The large neutral segment indicates that social value may be experienced but not fully articulated in strong evaluative terms. In other words, respondents seem more confident about the facility's functioning and usefulness than about assigning it a high-value label in abstract terms.
Justification of money spent	A majority view the expenditure as justified: 47.8% (44) Agree and 9.8% (9) Strongly Agree, totaling 57.6% positive responses, while 42.4% (39) remain Neutral. There is no recorded disagreement.	This is an important finding because it shows that no active dissatisfaction is visible regarding the investment, but a substantial neutral segment remains. The project is therefore broadly accepted as worthwhile, though the perceived link between expenditure and outcomes may not yet be strongly internalized by all respondents. This may reflect limited outcome visibility, modest expectations, or the fact that benefits are seen as meaningful but not yet fully consolidated.
Recommendation for replication	Support for replication is unanimous: 100.0% (92) respondents recommend similar Balika Ashram initiatives in other remote areas.	This is one of the strongest findings in the entire study. Even though direct social value labeling is cautious and expenditure justification includes many neutral responses, all respondents support scaling similar interventions elsewhere. This suggests that the basic idea and public utility of the model are strongly validated. Respondents may be cautious in abstract valuation, but they clearly see the intervention type itself as desirable and replicable in comparable contexts.

Figure 9: Environmental Sustainability & Risk



Table 13: Environmental Sustainability & Risk

Variable	Key Insights	Discussion Summary
Use of energy-efficient measures	The response is almost unanimous: 98.9% (90) respondents report that energy-efficient measures such as LED lights or similar systems are used in the Ashram, while only 1.1% (1) is not sure.	This indicates that the facility is perceived as incorporating at least basic energy-efficient practices into its functioning. Even if respondents may not all be technically aware of the specific measures in place, the near-universal positive response suggests that such provisions are visible and recognizable. This adds to the institutional quality of the Ashram and supports its image as a reasonably modern and responsibly managed residential facility.
Encouragement of environmental awareness among residents	A very high 97.8% (88) report that residents are encouraged to practice environmental awareness such as cleanliness and water conservation, while 2.2% (2) say this happens only sometimes.	This suggests that environmental responsibility is not confined to infrastructure alone, but is also being carried into behavioural practice. In a residential setting, such encouragement is important because it builds habits around cleanliness, shared responsibility, and conservation. The strong positive response indicates that environmental awareness is likely embedded in day-to-day residential culture, even if some variation exists in how consistently it is emphasized.
Exposure to environmental risks affecting operations	Responses are more mixed on environmental risk: 50.5% (46) say the Ashram does not face such risks, 36.3% (33) say Yes, and 13.2% (12) are Not Sure.	This is the most differentiated indicator in the theme and reflects the contextual reality of a hilly region. Unlike the previous two items, this one does not measure internal institutional strength alone but the external vulnerability of the facility to geography and climate. The fact that over one-third acknowledge such risks indicates that environmental exposure cannot be ignored in future planning, even though the single largest group does not currently perceive it as a direct operational problem. The "Not Sure" share also suggests that environmental risk may not be equally visible or understood by all respondents.

Figure 10: Student Perspective on Learning Support, Participation, Empowerment & Priority Concerns

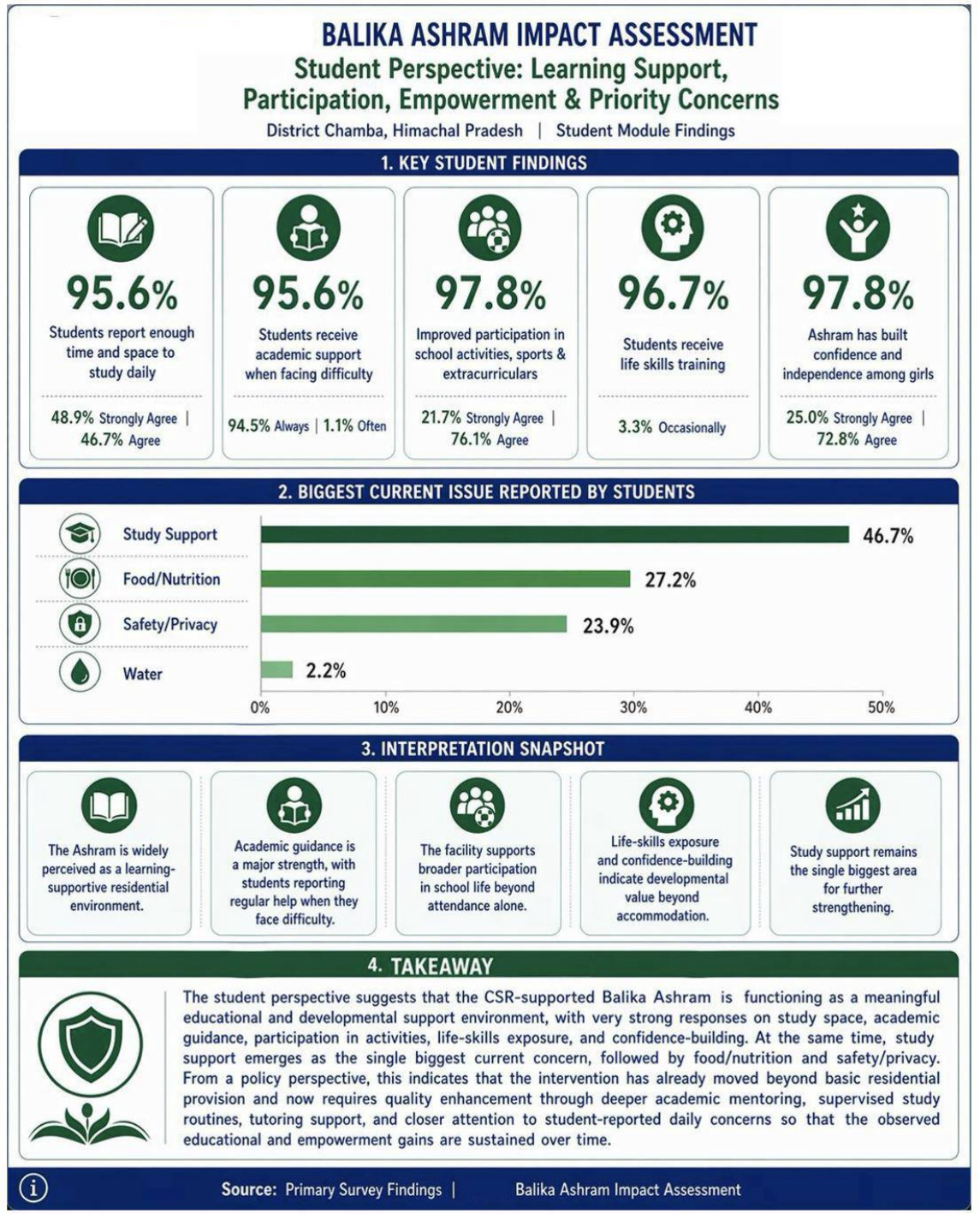


Table 14: Student Perspective on Learning Support, Participation, Empowerment & Priority Concerns

Variable	Key Insights	Discussion Summary
Study time and space	A very high 95.6% (88) report positive responses, with 48.9% (45) strongly agreeing and 46.7% (43) agreeing that they get enough time and space to study daily.	This suggests that the Ashram is functioning as a learning-supportive residential environment rather than merely a lodging space. Dedicated time and space for study appear to be available to most students, which is important for educational continuity and routine formation.
Academic guidance when facing difficulty	Support in studies is reported very strongly: 94.5% (86) say they always receive support, 1.1% (1) say often, 3.3% (3) say sometimes, and only 1.1% (1) say rarely.	This is one of the strongest student-side findings. It indicates that academic assistance is not seen as sporadic but as a regular support function of the Ashram. This strengthens the interpretation that the facility contributes to actual educational support, not just residential convenience.
Participation in school and extracurricular activities	97.8% (90) respond positively, with 76.1% (70) agreeing and 21.7% (20) strongly agreeing that participation in school activities, sports, or extracurricular activities has improved.	This suggests that the Ashram may be contributing to broader student engagement beyond classroom attendance alone. Improved participation reflects greater inclusion, confidence, and continuity in school life, which are important markers of holistic educational support.
Life skills training	96.7% (89) report that life skills training is received, while 3.3% (3) say it is provided only occasionally.	This indicates that the Ashram is perceived as supporting developmental learning in addition to formal schooling. Life-skills inputs such as communication and health awareness strengthen the value of the intervention by linking education with personal growth and practical preparedness.
Confidence and independence among girls	97.8% (90) respond positively, with 72.8% (67) agreeing and 25.0% (23) strongly agreeing that the Ashram has helped build confidence and independence.	This is a strong empowerment-oriented finding. It suggests that the intervention is contributing not only to educational continuity but also to psychosocial strengthening of girls. In policy terms, this is important because residential support becomes more meaningful when it helps girls become more self-assured and capable.
Biggest current issue faced by students	The most frequently reported current issue is Study Support 46.7% (43), followed by Food/Nutrition 27.2% (25), Safety/Privacy 23.9% (22), and Water 2.2% (2).	This is a crucial diagnostic result. Even though overall responses on learning and support are highly positive, students still identify study support as the single biggest unresolved issue. This suggests that expectations around academic help may be rising and that the next improvement gap is not basic access, but depth and quality of educational support. Food/nutrition and safety/privacy also remain notable concerns for a sizeable minority and should not be overlooked.

Table 15: Thematic Summary of Improvement Priorities & Suggestions

Theme	Illustrative Inputs from Respondents	Approx. Pattern / Strength of Recurrence	Interpretation Use
Library / books / study material	"Need library", "need library and books", "Study material", "study related material", "best tutor", "study environment"	Very high recurrence across student, parent, and staff suggestions	This is the strongest cross-cutting recommendation and clearly indicates that respondents want the Ashram to evolve from a residential support facility into a stronger academic-support environment.
Food / nutrition / balanced diet	"Food nutrition", "focus on food nutrition", "balance diet", "food must be nutrition related"	Moderate recurrence, especially in student responses	Indicates that nutrition is a meaningful quality-of-life concern and may need strengthening as part of residential well-being.
Safety / fencing / boundary / security features	"Safety must", "safety equipment", "safety wall", "fencing", "पुरुषों का इस आश्रम से दूर रखना"	Moderate recurrence	Suggests that although safety perceptions are highly positive overall, respondents still want stronger physical safeguards and visible protective arrangements.
Infrastructure strengthening	"Development of infrastructure", "new and strong infrastructure", "upgrade infrastructure"	Limited but meaningful recurrence	Indicates a smaller but clear expectation that infrastructure quality and physical expansion should continue.
Sports ground / activity space	"Need sports ground", "ground for playing"	Limited recurrence	Points to the desirability of more holistic development facilities beyond lodging and study.
No major change needed / all good	"सब सही है", "All good", "All is good for ours"	Present but limited	Suggests that a small group of respondents is broadly satisfied and does not seek major changes.

Table 16: Coherence, Improvement Priorities & Positive Change

Dimension	Key Insights	Discussion Summary
Alignment between needs and suggestions	The strongest repeated improvement demand relates to library, books, study material, and study environment, followed by food/nutrition, safety enhancements, and related concerns.	This shows that stakeholder expectations are now moving beyond basic infrastructure adequacy toward quality enhancement. The facility is being used and valued, but respondents clearly want stronger academic support and more enabling residential conditions.
Cross-stakeholder coherence of recommendations	Similar themes recur across student, parent, and staff suggestions especially library/study support	This is important because it indicates that the recommendations are not isolated or respondent-specific; they show convergence across stakeholder groups. Such convergence strengthens the credibility of these priorities for policy and management action.
Dominant positive change reported	The most visible reported positive change is confidence-building, followed by discipline/routine and sports/activity participation.	This suggests that the Balika Ashram is already generating developmental outcomes that go beyond accommodation. It is being perceived as a space that strengthens girls' personality, confidence, and engagement.
Nature of the intervention as perceived now	The pattern of responses suggests that the Ashram is seen as useful and meaningful, but stakeholders increasingly want it to function as a fuller educational-development environment, not just a residential facility.	This is a key interpretive insight. The project appears to have crossed the stage of basic acceptance; the next phase is expectation deepening. Stakeholders now want academic, developmental, nutritional, and safety-related strengthening.
Implication for coherence	The positive changes reported and the improvement suggestions are internally coherent: respondents acknowledge gains in confidence and discipline, while simultaneously asking for stronger study support, library access, and better enabling conditions.	This means the intervention is directionally successful, but stakeholder expectations are rising in response to that very success. That is a positive sign because it reflects trust in the model and desire for its strengthening rather than rejection of it.

5. Summary of Findings, Recommendations & Conclusion

5.1. Summary of Findings

The impact assessment of the CSR-supported construction of the Balika Ashram at Chilli, Tissa, District Chamba, Himachal Pradesh indicates that the intervention has generated strongly positive outcomes across multiple dimensions, including educational support, residential facilities, safety and dignity, institutional responsiveness, sustainability, environmental responsibility, student confidence, and perceived long-term usefulness. Overall, the project is viewed as a meaningful girls' education-support initiative that has moved beyond mere infrastructure creation and has begun to function as a supportive residential and developmental platform for girl students in a geographically difficult area.

- **Respondent Profile and Coverage**

  The study covered 92 respondents, with the respondent base heavily dominated by student/residents (93.5%), followed by a smaller share of warden/hostel staff (6.5%). Female respondents constituted the majority, and the age profile reflected both direct beneficiary girls and adult respondents associated with supervision and administration. Awareness of NHPC's CSR support was very high. This profile ensured that the findings were grounded primarily in direct resident experience, though parent and broader institutional/community perspectives were comparatively limited in the current dataset.

- **Relevance and Need**

  The project was perceived as highly relevant to local needs. Respondents overwhelmingly agreed that the Balika Ashram addressed a genuine need for girls' educational support and was especially relevant for girls from remote and hilly villages. Perceptions of fairness in admission/selection and support for girls from economically weaker sections were also very strong. These findings suggest that the intervention has high local legitimacy and is seen as an appropriate response to educational-access barriers in the region.

- **Facilities and Basic Services**

  The facilities profile was strongly positive. Most respondents rated overall building conditions, toilets, bathing facilities, and electricity as good or excellent. Drinking water availability and regular cleanliness/housekeeping received universal or near-universal positive responses. Waste management, drainage, environmental cleanliness, and green surroundings

were also viewed positively. These findings indicate that the facility is not merely present as a built structure but is functioning as a usable and reasonably well-maintained residential environment.

- **Safety, Dignity, and Grievance Systems**

  The Balika Ashram was perceived as a highly secure and dignity-sensitive environment. Respondents reported very high confidence that residents feel safe within the premises, that privacy and dignity are respected, that a clear grievance system exists, and that reported issues receive timely response. This is one of the strongest result areas in the assessment and suggests that the institution has succeeded in building trust, basic safeguarding confidence, and a supportive residential climate for girls.

- **Education and Development Outcomes**

  The educational support profile was also highly positive. Respondents overwhelmingly agreed that the Ashram has improved regular school attendance, supported a structured learning environment, reduced dropout risk, and improved the overall quality of life and well-being of girls. These findings indicate that the intervention is functioning not merely as accommodation, but as an enabling environment that supports educational continuity and stability in girls' daily lives.

- **Efficiency, Usability, and Sustainability**

  The efficiency and usability profile suggests that the Balika Ashram is viewed as a functionally usable and regularly maintained institutional asset. Most respondents rated construction quality as good or excellent, and very high proportions reported that the facility is fully usable, regularly maintained, and likely to remain beneficial over the next 3–5 years. While a small number of respondents expressed lower ratings on construction quality, the overall pattern remains strongly positive. These findings suggest that the intervention has moved successfully beyond asset creation and is functioning as an operationally sustainable support facility.

- **Environmental Sustainability and Risk**

  The environmental sustainability profile is positive, with near-universal recognition of energy-efficient measures and strong reporting that residents are encouraged to practice environmental awareness such as cleanliness and water conservation. However, responses on environmental risk were more mixed, with a notable share acknowledging exposure to terrain- or weather-related risks. This indicates that while the institution is environmentally responsible in internal

functioning, long-term resilience planning remains relevant given the hilly geographical context.

- **Student Perspective: Learning, Participation, and Empowerment**

  The student module adds an important depth to the findings. Students reported very high levels of study space, regular academic guidance, increased participation in school and extracurricular activities, life-skills exposure, and confidence-building. Among the most frequently reported positive changes were improved confidence, greater discipline, and better participation in activities. At the same time, when asked about the biggest current issue, students most frequently identified study support, followed by food/nutrition and safety/ privacy. This suggests that the project has already created strong developmental gains, but expectations are now shifting toward deeper academic and residential quality enhancement.

- **Coherence and Stakeholder Suggestions**

  Open-ended feedback across students, parents, and staff reveals a coherent improvement agenda. The strongest repeated suggestions relate to library facilities, books, study material, and stronger study support, followed by food/nutrition, safety strengthening, and other related concerns. The coherence between these suggestions and the positive outcomes is important: respondents are not rejecting the intervention, but rather asking for the next stage of strengthening. This indicates that the Balika Ashram is already seen as useful and meaningful, and stakeholders now want it to evolve into a more complete educational-support environment.

- **Positive Change Reported by Respondents**

  The most frequently reported positive change is confidence-building among girls, followed by improvements in discipline/routine and sports or activity participation. These findings are especially significant because they indicate that the intervention is generating psychosocial and developmental outcomes beyond basic accommodation. In effect, the Ashram is being experienced not only as a residential facility, but as a space that is helping girls become more self-assured, active, and socially engaged.

- **Social Value / SROI (Perception-Based)**

  The perception-based SROI findings are mixed but meaningful. While only a smaller share directly labeled the project as “valuable,” a majority felt that the money spent was justified, and all respondents recommended similar Balika Ashram initiatives in other remote areas. This pattern suggests that the intervention enjoys very strong acceptability and replication potential,

even if respondents are more cautious in abstractly labeling the intensity of social value created. In practical terms, the project appears to be trusted and endorsed more strongly than it is verbally valorized.

Overall Summary

Taken together, the findings show that the CSR-supported Balika Ashram initiative has delivered meaningful gains across educational continuity, safety, dignity, facilities, maintenance, environmental responsibility, and student confidence. Its strongest achievements lie in strong relevance to local need, highly positive residential and safeguarding conditions, strong educational support outcomes, and universal support for replication in other remote areas. At the same time, the evidence also indicates that the next stage of strengthening should focus on academic enrichment, library and study-support facilities, food and nutrition quality, visible safety reinforcement, and long-term resilience planning. In short, the project has moved successfully beyond asset creation, but its full potential will be realized when it functions even more strongly as a trusted, learning-rich, development-oriented, and sustainably managed residential support system for girls' education.

5.2. Recommendations

Introduction to Recommendations

The findings of the impact assessment indicate that the CSR-supported construction of the Balika Ashram at Chilli, Tissa, District Chamba has generated strongly positive outcomes across relevance, educational support, residential usability, safety and dignity, maintenance, environmental responsibility, student confidence, and perceived long-term sustainability. Respondents strongly acknowledged the need relevance of the intervention, the adequacy of facilities and basic services, the supportive and secure residential environment, improvement in school attendance and structured learning, and the contribution of the Ashram to confidence-building and girls' well-being. The intervention is also viewed as socially useful and strongly worthy of replication in other remote and hilly areas.

At the same time, the analysis shows that the next phase of strengthening should move beyond physical infrastructure provision alone and focus more clearly on academic depth, study support, library access, nutritional quality, visible safeguarding reinforcement, operational sustainability, and contextual resilience. A number of recurring gaps emerged across sections, particularly around study support, access to books and study material, food/nutrition and safety reinforcement.

In addition, while sustainability perception is highly positive, long-term success will depend on structured maintenance, institutional clarity, and preparedness for geographic and environmental vulnerability.

Accordingly, the following policy recommendations are designed to convert the project from a successful residential infrastructure intervention into a stronger and more integrated girls' educational support and empowerment ecosystem. The recommendations are framed in an actionable format so that future implementation, strengthening, replication, and monitoring can be aligned with measurable outcomes.

Table 17: Recommendations with Actionable Outcomes

Key Insight	Recommendation	Action Points	Measurable Outcomes (KPIs)
Respondents strongly value the Ashram, but students identify study support as the single biggest current concern.	Strengthen academic support and supervised study systems	- Introduce regular supervised study hours - Arrange subject-specific mentoring/remedial support - Link Ashram routines with school learning needs and progress review	- % students reporting adequate study support - Reduction in "study support" as top issue - Improvement in satisfaction with academic environment
Open-ended responses repeatedly call for library facilities, books, and study materials.	Establish library and learning-resource facilities	- Create a library/study resource room - Provide age-appropriate books, reference material, and basic study aids - Ensure periodic replenishment of learning materials	- Library/resource facility established - % students accessing books/study materials - Improvement in learning-support ratings
Food and nutrition emerge repeatedly as a quality concern in student suggestions.	Improve nutrition and food quality systems	- Introduce balanced menu planning - Periodically review food quality and nutritional adequacy - Establish feedback mechanism on meals and diet quality	- Reduction in food/nutrition as reported issue - % students satisfied with food quality - Improved well-being and daily-support ratings
Safety perceptions are highly positive, but some respondents still seek stronger visible safeguards such as fencing	Reinforce safety and safeguarding infrastructure	- Strengthen fencing/boundary protection where needed - Conduct periodic safety audits - Ensure visible reporting channels and safeguarding	- % students reporting strong sense of safety - Presence of documented safety review system - Reduction in safety-related concerns in open-ended responses

and protective arrangements.		orientation for students and staff	
The Ashram is already contributing to confidence, discipline, and participation, suggesting potential for wider developmental impact.	Deepen the Ashram's role as a developmental and empowerment environment	- Expand life-skills sessions, communication-building, and confidence-oriented activities - Encourage sports, co-curricular participation, and self-development modules - Integrate student development routines into the residential schedule	- % students reporting improvement in confidence/independence - % students reporting improved participation in activities - Number of development-oriented sessions conducted
High positive ratings on grievance clarity and response show strong foundations for support systems.	Institutionalize grievance and student-support mechanisms	- Display complaint procedures clearly - Orient all new residents on available support channels - Introduce confidential reporting options and periodic review of grievance response	- % students aware of grievance/support channels - Response time monitoring system established - Continued high satisfaction with institutional responsiveness
Environmental awareness and energy-efficient measures are widely recognized, but environmental risks remain relevant in a hilly setting.	Promote environmental resilience alongside environmental responsibility	- Maintain energy-efficient systems and cleanliness practices - Strengthen drainage and weather-sensitive maintenance planning - Develop local contingency arrangements for environmental risk	- % respondents reporting effective environmental practices - Reduced operational disruptions due to weather/terrain - Environmental preparedness mechanism in place
Maintenance and medium-term sustainability confidence are very strong, but long-term success requires formalization.	Institutionalize preventive maintenance and operational sustainability systems	- Define maintenance schedules and responsibilities - Conduct periodic infrastructure and utility reviews - Establish preventive maintenance rather than reactive repair systems	- % respondents reporting regular maintenance - Maintenance schedule/records in place - Continued confidence in 3–5 Year sustainability
Respondents universally recommend similar Balika Ashram initiatives	Document and replicate the model with strengthened service components	- Develop a replication framework for girls' residential education support in remote areas - Integrate lessons on study support, nutrition, safety,	- Replication model documented - Number of future sites adopting strengthened design features

in other remote areas.		and maintenance into future models - Align replication with district/state educational support systems	- Convergence with education/ governance systems

5.3. Strategic Orientation

The CSR-supported construction of the Balika Ashram at Chilli, Tissa, District Chamba demonstrates strong performance across relevance, residential infrastructure, educational continuity, safety and dignity, basic services, institutional responsiveness, environmental responsibility, and perceived long-term sustainability. The project is widely seen as beneficial not only for resident girls, but also for families and the broader local social context through improved access to girls' education, reduced travel-related burden, strengthened safety, improved study conditions, confidence-building, and stronger prospects for continued schooling in a remote and hilly setting.

However, the findings also reveal an important transition gap between the Balika Ashram as a completed residential asset and the Balika Ashram as a fully developed educational-support and empowerment system. While respondents clearly recognize the value of the facility and its contribution to safety, continuity, and well-being, the evidence also shows that users now expect deeper support in areas such as study material, library access, academic mentoring, nutrition, safety reinforcement, and institutional strengthening.

The central cross-cutting issue, therefore, is not the absence of impact, but the need to deepen institutional quality and developmental support. The focus should now shift from residential infrastructure provision alone to learning-oriented, child-sensitive, safety-assured, nutritionally supportive, and sustainably managed girls' residential education support. In other words, the next stage of policy strengthening should move the Balika Ashram from being a successful physical intervention to becoming a trusted, academically supportive, development-oriented, and resilient educational residential system for girls.

Thematic Recommendations

- **Strengthen academic support and supervised study systems**

  Since student responses identify study support as the single biggest current concern, the Ashram should strengthen supervised study hours, subject-wise academic help, mentoring support, and access to tutors or remedial learning assistance where needed.

- **Establish library and study-resource facilities**

  Repeated suggestions from students, parents, and staff point to the need for a library, books, and study materials. A dedicated academic resource corner or library space with age-appropriate books, reference material, and basic study support resources should be created.

- **Improve nutrition and food quality systems**

  Food and nutrition emerged as a recurring suggestion in open-ended responses. The intervention should therefore strengthen diet planning, meal quality monitoring, and nutrition-sensitive residential support so that educational continuity is supported by adequate physical well-being.

- **Reinforce visible safety and safeguarding systems**

  Although safety perceptions are highly positive, several respondents still suggested stronger safety measures such as fencing, wall strengthening, and added protective arrangements. Future strengthening should include visible safeguarding infrastructure, periodic safety audits, clear reporting channels, and continued student sensitization.

- **Deepen the Ashram's role as an educational-development environment**

  The findings show that the Ashram is already contributing to confidence, discipline, and participation. This developmental role should be institutionalized further through life-skills sessions, communication training, confidence-building activities, career exposure, and structured extracurricular engagement.

- **Strengthen institutional systems for grievance response and student support**

  Because grievance visibility and timely response are already strong, the next step should be to formalize and sustain these strengths through orientation for all new residents, visible complaint procedures, confidential reporting options, and periodic review of support systems.

- **Promote environmental responsibility alongside environmental resilience**

  The Ashram is positively viewed in terms of environmental awareness and energy-efficient practices, but environmental risk remains a contextual concern. Policy strengthening should therefore combine cleanliness and conservation with resilience planning, including weather-sensitive maintenance, drainage protection, and local contingency preparedness.

- **Institutionalize preventive maintenance and long-term upkeep systems**

  The facility is widely seen as usable and regularly maintained, which is a major strength. This should now be protected through formal upkeep schedules, maintenance responsibility clarity, periodic infrastructure review, and a preventive rather than reactive maintenance model.

- **Develop the model for replication in similar remote and hilly areas**

  Given the very high relevance perception and universal recommendation for similar interventions in other remote areas, the Balika Ashram model should be documented as a replicable CSR-supported girls' educational residential support framework. Future replication should integrate lessons on academic support, nutrition, safeguarding, maintenance, and local context suitability from the outset.

5.4. Strategic Conclusion

The intervention has delivered meaningful and multidimensional gains, but long-term success depends on shifting from the Balika Ashram as a completed residential asset to the Balika Ashram as a learning-rich, child-sensitive, safety-assured, and sustainably managed girls' educational support system. Future success will depend on stronger academic support, better access to learning resources, improved nutrition, sustained safeguarding mechanisms, preventive maintenance, and more structured integration with student development needs and institutional support arrangements.

OECD-DAC ALIGNED POLICY SYNTHESIS (WITH SDGs)

Table 18: OECD-DAC Framework with Linkages

OECD-DAC Criterion	Key Finding	Policy Insight	Recommended Action	SDG Link
Relevance	The project is strongly aligned with local needs related to girls' education access, safety, and residential support.	The Balika Ashram addresses real support gaps faced by girls in remote and hilly areas.	Continue targeting girls' residential education-support infrastructure in difficult geographies.	SDG 4, SDG 5, SDG 10
Effectiveness	Strong gains are seen in educational continuity, study environment, safety, dignity, and well-being.	Functional outcomes are positive, but academic and developmental depth can still improve.	Strengthen study support, learning resources, and developmental programming.	SDG 4, SDG 5
Efficiency	Implementation and usability are viewed	The intervention is functioning well, but	Strengthen quality assurance, facility	SDG 9, SDG 16

	positively, though construction quality is rated more "good" than "excellent."	visible quality enhancement can improve confidence further.	review, and service refinement mechanisms.	
Impact	Strong perceived effects are reported on attendance, dropout-risk reduction, confidence, discipline, and quality of life.	The project has generated educational and psychosocial value beyond infrastructure creation.	Consolidate gains through deeper academic mentoring, nutrition, and student-development support.	SDG 3, SDG 4, SDG 5
Sustainability	Respondents express very high confidence in long-term continuity, supported by strong maintenance perception.	Sustainability is promising, but depends on upkeep systems, institutional clarity, and resilience planning.	Establish formal maintenance and operational sustainability systems.	SDG 9, SDG 12, SDG 16
Coherence	The project is directionally successful, but stakeholders want it to evolve into a fuller educational-support environment.	Greater convergence with educational, nutritional, and student-support systems can improve long-term effectiveness.	Strengthen integration with learning support, safeguarding, and student-development structures.	SDG 4, SDG 5, SDG 17
Perceived Social Value / SROI	The project is strongly endorsed for replication, though abstract value labeling remains more moderate.	Social acceptability and replication potential are very strong in practical terms.	Document and replicate the model with stronger academic and support components.	SDG 5, SDG 17

Table 19: SDG Mapping Summary

SDG	Relevance to Project
SDG 3 – Good Health and Well-being	Supports safe living conditions, hygiene, residential well-being, and overall physical and psychosocial support for resident girls.
SDG 4 – Quality Education	Strengthens educational continuity, school attendance, structured learning environment, study support, and long-term educational access for girls in remote areas.
SDG 5 – Gender Equality	Directly supports girls' safety, dignity, confidence, participation, and empowerment through a secure and enabling residential setting.
SDG 10 – Reduced Inequalities	Helps girls from remote, hilly, and economically weaker backgrounds access educational support and continue schooling under safer and more stable conditions.
SDG 13 – Climate Action	Relevant through the need for environmental resilience planning in a terrain- and weather-sensitive location, alongside environmentally responsible institutional functioning.
SDG 16 – Peace, Justice and Strong Institutions	Reinforces grievance systems, safeguarding, accountability, timely response mechanisms, and institutional trust within the residential support environment.
SDG 17 – Partnerships for the Goals	Reflects convergence between CSR support and institutional/community support systems for girls' residential education and long-term sustainability.

The CSR-supported Balika Ashram initiative demonstrates strong relevance, effectiveness, impact, sustainability potential, and practical social value. Its next stage of success, however, depends on strengthening the transition from improved residential infrastructure to integrated girls' educational support delivery, supported by stronger academic systems, study resources, nutritional support, safeguarding reinforcement, operational sustainability, and institutional convergence.

6. Success Stories

A Safer Path to Learning: A Resident Perspective from Chilli, Tissa

Field interactions with resident girls highlighted how difficult it can be to sustain regular schooling from remote and hilly areas. For many girls, education is not simply a matter of willingness to study; it also depends on whether daily travel is manageable, safe, and predictable. Distance, terrain, timing, and uncertainty can make educational continuity fragile rather than routine.



Resident feedback suggests that before access to a structured residential setting, daily schooling could be affected by practical difficulties associated with travel and time. These conditions could influence regular attendance, concentration, and the ability to maintain a predictable study routine.

The Balika Ashram at Chilli, Tissa, constructed under NHPC's CSR initiative, appears to have reduced some of these uncertainties by providing accommodation, basic services, supervision, and a more organized daily environment. Residents commonly associated the facility with greater regularity in schooling and an improved ability to focus on their studies.

This pattern is consistent with the wider survey findings, where respondents reported strong perceived improvements in regular school attendance, reduced dropout risk, and a more structured learning environment. The significance of the intervention therefore lies not only in providing a place to stay, but also in creating conditions that respondents perceive as making education more stable and continuous.

At the same time, resident feedback points toward the next stage of strengthening. Once the immediate barrier of regular and safer access is reduced, expectations shift toward better study support, books, library facilities, and stronger academic guidance. The Ashram has therefore created an important base, while further educational inputs could help translate residential stability into stronger long-term learning opportunities.

Growing Confidence, Not Just Attendance: A Resident perspective on Personal Change

Field discussions suggest that the perceived value of the Balika Ashram extends beyond school attendance. A recurring theme among resident girls was a growing sense of confidence, participation, and self-belief.



For some residents, earlier schooling appears to have been shaped by hesitation, limited exposure, and fewer opportunities to participate in a structured and supportive environment. The absence of a stable residential setting may also have affected confidence in interacting with others and taking part in school-related activities.

Residents commonly associated life in the Ashram with greater routine, peer interaction, supervision, and opportunities to participate. These features appear to have contributed to a more supportive environment in which girls report feeling more confident, more willing to participate, and less hesitant in everyday interactions.

This pattern is reflected in the broader assessment findings, where confidence-building, discipline, participation, and involvement in school and extracurricular activities emerged as important perceived outcomes. These responses suggest that the Ashram is being experienced not only as a residential facility but also as an environment that may support psychosocial development.

Such progress also creates a new set of expectations. Growing confidence can be further strengthened through life-skills programmes, academic mentoring, leadership opportunities, and structured developmental activities. The next stage of support should therefore build on the confidence already perceived by residents and help convert it into sustained empowerment and educational aspiration.

Dignity and Safety in Daily Living: A Residential Experience from the Ashram

Interactions with resident girls consistently emphasized that educational continuity is closely connected to the quality of the residential environment. For girls living away from home, safety, privacy, sanitation, cleanliness, respectful treatment, and access to someone who can respond when problems arise are central to whether the facility feels supportive.



Resident feedback indicates that the Balika Ashram is generally perceived as providing a stable and secure environment. Access to water, sanitation, electricity, supervision, and a structured residential setting appears to have strengthened residents' sense of safety and institutional trust.

This perception is consistent with the wider survey findings, where respondents reported very high levels of satisfaction with safety, dignity, privacy, and the availability of grievance-support mechanisms. These findings point to a strong level of perceived trust in the residential environment.

At the same time, safety should not be interpreted as a completed or static outcome. Some respondents continued to identify safety/privacy reinforcement, stronger boundary arrangements, fencing, and continued safeguarding attention as areas for improvement. These responses do not necessarily contradict the high overall safety ratings; rather, they suggest that once a basic sense of security is established, expectations shift toward further strengthening and institutionalization of protective measures. The policy implication is therefore to sustain existing strengths in safety and dignity while continuing to invest in visible safeguarding, privacy protection, and grievance responsiveness.

From Residence to Learning Support: A Resident view on What Comes Next?



Resident feedback suggests that the Balika Ashram is valued not only because it reduces travel-related difficulty, but also because it creates a more stable environment for study. For many girls, one of the important perceived changes is the possibility of organizing learning around a more predictable daily routine. Before access to a structured residential environment, balancing travel, school, and self-study was difficult. Even where schooling continued, concentration and study time could remain uneven because learning had to be managed around everyday logistical constraints.

The Ashram appears to have improved these conditions by providing residents with a more predictable daily setting, basic support, and designated time and space for study. Survey responses indicate that residents generally perceive themselves as having sufficient study time and space, guidance when difficulties arise, and greater opportunities to participate in school and extracurricular activities.

These findings suggest that the Ashram is beginning to function as more than a place of residence. It is increasingly perceived as part of the wider learning-support environment surrounding the girls.

However, the same feedback also identifies the most important next-stage priority. Study support emerged as the largest current improvement priority reported by students, alongside food and nutrition and additional safety/privacy reinforcement. Residents also expressed interest in books, library facilities, and more structured academic assistance. The next stage of development should therefore deepen the Ashram's educational-support role and strengthen its transition from residential provision to a richer learning environment.



Parental Reassurance: Reduced Worry and Greater Confidence in Educational Continuity

Although parent-side representation in the survey is limited, available family-related feedback suggests that the Balika Ashram is also valued for the reassurance it provides to families concerned about girls' access, safety, and continuity in schooling. For families in remote and hilly areas, the challenge is not necessarily whether they want their daughters to continue education, but whether schooling can be sustained under difficult travel conditions. Concerns about distance, timing, weather, safety, and daily uncertainty can influence household decisions and create continuing anxiety. The availability of a structured residential facility appears to reduce some of this uncertainty by providing an environment where girls can stay, study, and receive basic supervision. Parent-side feedback therefore suggests that the perceived value of the Ashram extends beyond the resident herself and may also strengthen family confidence in continued education. This interpretation is consistent with the wider assessment findings on perceived improvements in attendance, reduced dropout risk, safety, and educational continuity. However, given the small and

weakly structured parent/guardian subgroup in the dataset, these family-level observations should be treated as indicative rather than representative. The feedback nevertheless points to an important next-stage expectation. Once families are reassured about continuity and safety, attention appears to shift toward the quality of study support, nutrition, and educational advancement. Sustaining parental confidence will therefore require continued strengthening of both academic and residential support systems.

From Building to Support System: A Staff Perspective on the Ashram's Emerging Role

Available staff feedback suggests that one of the most important features of the Balika Ashram is its emergence as a more structured institutional environment for supporting girls from remote



areas.

From an operational perspective, the challenge is not simply the absence of physical infrastructure. Regularity, supervision, discipline, study support, and continuity all depend on having an organized system around the residents. The Ashram is therefore perceived not merely as a completed building, but as a framework within which residential and educational support can be provided more systematically. Staff-side responses indicate perceived improvements in routine, discipline, participation, and confidence among residents. These perceptions are broadly consistent with the wider survey findings on structured learning, confidence-building, and participation. At

the same time, the staff perspective should be interpreted cautiously because the staff subgroup is small and all verified staff respondents reported less than one year of experience in their current roles or association with the facility. Their observations are therefore useful as an emerging operational perspective, but should not be treated as evidence of long-term institutional performance.

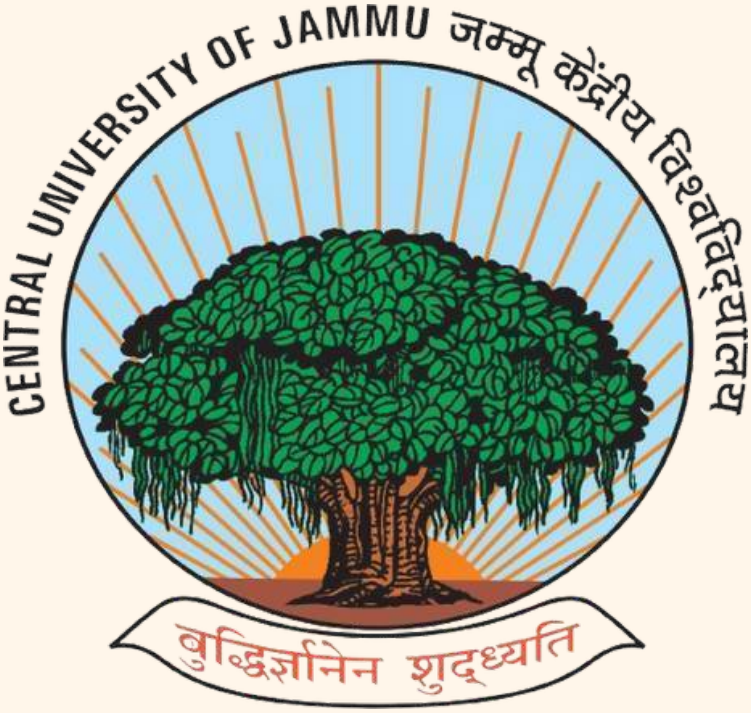
Staff-related suggestions nevertheless point toward clear areas for further development, including stronger study resources, library access, infrastructure strengthening, and continued attention to operational systems.

Taken together, the available evidence suggests that the Balika Ashram is beginning to function as more than a physical asset. It is emerging as a residential support system for girls' education and development. The next stage is to strengthen this institutional role through improved academic support, student resources, staff continuity, and operational consolidation.

GEO-TAGGED PHOTOS CAPTURED DURING FIELD STUDY







CENTRAL UNIVERSITY OF JAMMU,
BAGLA (RAHYA SUCHANI),
DISTRICT SAMBA,
JAMMU & KASHMIR, 181143

एनएचपीसी
NHPC
एक नवरत्न कंपनी

EMPLOYMENT ORIENTED VOCATIONAL TRAINING OF 4000 YOUTH

LOCATION: MULTIPLE STATES/UTS – JAMMU & KASHMIR, LADAKH, SIKKIM, HIMACHAL PRADESH, ASSAM, WEST BENGAL, UTTARAKHAND, MANIPUR, ARUNACHAL PRADESH

SITES COVERED: BARAMULLA, RAJOURI, JAMMU, BANDIPORA, GUREZ-BANDIPORA, REASI, KATHUA, KISHTWAR (DRABSHALA), RAMBAN; LEH-LADAKH, DRAS, KARGIL; EAST, WEST & SOUTH DISTRICTS (SIKKIM); KULLU & CHAMBA; DHEMAJI & LAKHIMPUR; DARJEELING & JALPAIGURI; PITHORAGARH; BISHNUPUR; LOWER SIANG

CENTRAL UNIVERSITY OF JAMMU जम्मू केंद्रीय विश्वविद्यालय
बुद्धिर्ज्ञानेन शुद्ध्यति

www.cujstec.in
CU Jammu
STEC
Innovate with us...

IMPACT ASSESSMENT REPORT 2026

PROJECT SUMMARY

Particulars	Details
CSR Project Name	Employment Oriented Vocational Training of 4000 Youth
Executed By	NSDC & NSDF
Supported By	NHPC Limited
Total Expenditure	₹ 796.92 Lakh
Date of Completion	06/04/2024
Location	Jammu & Kashmir, Ladakh, Sikkim, Himachal Pradesh, Assam, West Bengal, Uttarakhand, Manipur, Arunachal Pradesh
No. of Beneficiaries	4000 Youth

ACKNOWLEDGEMENTS

We are grateful to ALMIGHTY for providing us the opportunity to undertake this Impact Assessment Study and for the perseverance to complete it successfully. We express our sincere gratitude to Prof. Sanjeev Jain, Hon'ble Vice Chancellor, Central University of Jammu, for constant encouragement, and unwavering support towards the successful completion of the study. His abiding commitment to scholarship and academics has been an inspiring example, and we remain grateful for his guidance and mentorship. We are thankful to the District Administration, District Reasi, Jammu & Kashmir, for valuable cooperation and facilitation during fieldwork and data collection across the project locations.

We are sincerely grateful to the officials of all concerned institutions and field-level stakeholders associated with the CSR-supported employment-oriented vocational training initiative implemented across the participating locations in Jammu & Kashmir, Ladakh, Sikkim, Himachal Pradesh, Assam, West Bengal, Uttarakhand, Manipur, and Arunachal Pradesh for extending logistical support, sharing project-related information, and providing useful inputs relevant to the intervention. We owe our special thanks to the Office Bearers of the NHPC CSR & SD Division, Faridabad, and the representatives of NSDC/NSDF, training partners, Centre-level functionaries, and other stakeholders associated with the participating locations for their time, openness, and valuable insights regarding this project. Their cooperation, commitment, and first-hand perspectives were central to understanding the practical significance, implementation experience, livelihood relevance, and field-level outcomes of the intervention.

We also sincerely thank the beneficiaries and community members who participated in the surveys, focus group discussions, and stakeholder interactions. Their voices brought depth and context to our findings. We express our heartfelt gratitude to all those who contributed to the successful completion of this impact assessment study. This study would not have been possible without the support of NHPC and its implementing partner. We acknowledge the tireless efforts of the data collection team and field coordinators who ensured rigorous data gathering under challenging field conditions. We are also grateful to Panchayati Raj Institutions (PRIs), local community leaders, and other stakeholders for their guidance and facilitation throughout the study period.

Finally, special thanks to Dr. Kavya Shree K. M, Senior Research Assistant and other team members who contributed to tool design, field supervision, data analysis, and report writing, and helped to translate field evidence into actionable insights. We are indebted to Prof. Yashwant Singh, Registrar and the faculty members of the School of Business Studies, Central University of Jammu, who remained a constant source of encouragement and moral support for the timely completion of the study.

(Project Team)

PREFACE

In the pursuit of inclusive and sustainable social development, Corporate Social Responsibility (CSR) has emerged as an important instrument for strengthening livelihood opportunities, enhancing employability, and addressing developmental gaps that directly affect vulnerable communities. Among such areas, skill development and employment-oriented vocational training occupy a particularly significant place, especially in geographically dispersed, remote, and economically constrained regions where youth often face barriers such as limited market exposure, weak industry linkage, restricted local job opportunities, financial vulnerability, and inadequate access to structured training support. In such settings, well-designed vocational training interventions can play a transformative role by improving employability, strengthening self-confidence, enabling self-employment, and supporting socio-economic mobility.

Recognizing this need, NHPC Limited supported the CSR initiative titled "Employment Oriented Vocational Training of 4000 Youth". The intervention was undertaken with the objective of providing market-oriented skill development opportunities to youth across multiple states and Union Territories, strengthening pathways to wage employment, self-employment, and livelihood improvement, and contributing to broader social outcomes related to inclusion, financial independence, confidence, and community-level acceptance of skill-based work.

This report presents an independent Impact Assessment of the above CSR intervention. The assessment examines how the project has influenced skill acquisition, employability, workplace readiness, certification, employment and self-employment outcomes, income improvement, social confidence, inclusion of women and disadvantaged groups, sustainability of livelihood outcomes, and broader community-level value creation. The study also explores issues related to training relevance, implementation efficiency, placement support, entrepreneurship assistance, coherence with government skill development priorities, and the factors that may affect the long-term effectiveness and replicability of the intervention.

Using a mixed-method approach, the assessment integrates quantitative insights from structured stakeholder surveys with qualitative evidence gathered through open-ended responses, stakeholder interactions, field observations, and perception-based narrative interpretation. The evaluation is aligned with the OECD-DAC framework and covers key dimensions such as relevance, coherence, effectiveness, efficiency, impact, sustainability, and SROI**.**

The insights derived from this study are intended to validate project outcomes, support institutional learning, and provide actionable recommendations for strengthening the implementation and sustainability of similar CSR-supported skill development and livelihood interventions. This report is expected to serve as a useful resource for CSR practitioners, public sector agencies, training institutions, livelihood promotion bodies, local governance institutions, and development stakeholders committed to promoting youth employability, inclusion, and sustainable livelihood development through socially responsible action.

PROJECT IMPACT ASSESSMENT TEAM MEMBERS

S. No	Name	Designation
1	Dr. Shahid Mushtaq	Project Director(s)
2	Prof. Jaya Bhasin	
3	Dr. Asif Ali	
4	Dr. Shafia Saleem	Co-Project Director/s
5	Dr. Zubair Ahmed Dada	
6	Dr. Sankar Thappa	Project Coordinator, Assam & Arunachal Pradesh
7	Dr. Amit Kumar Singh	Project Coordinator, Sikkim
8	Dr. Yangchan Dolma	Project Coordinator, Leh
9	Dr. Obaidur Rahman	Project Coordinator, Uttarakhand
10	Dr. Kishore Kumar	Project Coordinator, Himachal Pradesh
11	Dr Manik Batra	Project Coordinator, Manipur
12	Dr Sablu Khan	Project Coordinator, West Bengal
13	Dr. Sheeraz Ahmad Tantry	Project Coordinator, Kashmir
14	Dr. Kavya Shree K M	Senior Research Assistant
15	Mohd Qasim	Project Fellow
16	Aamir Shafi	Field Investigator
17	Irfan Hameed	Field Investigator
18	Irshad Ahmad	Field Investigator
19	Afreen Janawari	Field Investigator
20	Hashim Ali	Field Investigator
21	Adil Ahmad	Field Investigator
22	Adnan Ahmad Raja	Field Investigator
23	Mamoon Langoo	Field Investigator
24	Tasaduq Ali	Field Investigator
25	Atif Hassan	Field Investigator
26	Tuiba	Field Investigator
27	Madeeha	Field Investigator
28	Mohammad Yousuf	Field Investigator
29	Naseem Mongral	Field Investigator
30	Owais Ahmad Shah	Field Investigator
31	Mohammad Arib Dagga	Field Investigator
32	Zahid Hussan	Field Investigator
33	Hafsa Mumtaz	Field Investigator
34	Ms Marpi Zirdo	Field Investigator
35	Mr Anupol Dutta	Field Investigator
36	Mr Prantosh Dangi	Field Investigator

37	Mr Deepak Thapa	Field Investigator
38	Mr Kamyadeep Kaundilya	Field Investigator
39	Ms Kritem Thapa	Field Investigator
40	Mr. Lemnon Hussain	Field Investigator
41	Sh. Udit Mahajan	Technical Advisor

LIST OF ABBREVIATIONS

Abbreviations	Expressions
CSR	Corporate Social Responsibility
OECD-DAC	Organization for Economic Co-operation and Development- Development Assistance Committee.
SDG	Sustainable Development Goals
SROI	Social Return on Investment
UT	Union Territory
FGD	Focus Group Discussion
KII	Key Informant Interview

LIST OF TABLES

Table No.	Description	Page No.
Table 1	Objectives of the CSR Initiative	2
Table 2	Tools of Data Collection	10
Table 3	Snapshot of Research Methodology	14
Table 4	Summary of CSR Activity Details	15
Table 5	Demographic Profile of Respondents	18
Table 6	Training Details	21
Table 7	Relevance & Training Effectiveness	23
Table 8	Training Quality	25
Table 9	Certification & Assessment	27
Table 10	Employment, Placement & Livelihood Outcomes	29
Table 11	Major Challenges Faced After Training While Searching for Employment or Starting Work	32
Table 12	Self-Employment, Entrepreneurial Support & Post-Training Challenges	33
Table 13	Impact (Quality of Life, Social, Confidence & Community Outcomes)	35
Table 14	Equity & Inclusion	37
Table 15	Efficiency	38
Table 16	Sustainability	39
Table 17	Social Value / SROI	41
Table 18	Coherence & Stakeholder Recommendations	41
Table 19	Recommendations with Actionable Outcomes	47
Table 20	OECD-DAC Framework with Linkages	52
Table 21	SDG Mapping Summary	53

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 1	Demographic Profile of Respondents	17
Figure 2	Training Details	20
Figure 3	Relevance & Training Effectiveness	22
Figure 4	Training Quality	24
Figure 5	Certification & Assessment	26
Figure 6	Employment, Placement & Livelihood Outcomes	28
Figure 7	Self-Employment, Entrepreneurial Support & Post-Training Challenges	31
Figure 8	Impact (Quality of Life, Social, Confidence & Community Outcomes)	34
Figure 9	Equity & Inclusion	36
Figure 10	Efficiency	38
Figure 11	Sustainability	39
Figure 12	Social Value / SROI	40

TABLE OF CONTENTS

	Page No.
Project Summary	I
Acknowledgements	II -III
Preface	IV -V
Project Impact Assessment Team Members	VI - VII
List of Abbreviations	VIII
List of Tables	IX
List of Figures	X
Table of Contents	XI
Executive Summary	XII -XX
1 INTRODUCTION	1 – 6
1.1 Context & Need for CSR in Employment-Oriented Vocational Training	1
1.2 Objectives of the CSR Initiative	2
1.3 About Central University of Jammu	2
1.4 About NHPC Limited	3
1.5 About Corporate Social Responsibility (CSR)	4
1.6 About NHPC's CSR Policy	4
1.7 About Impact Assessment	4
1.8 Project Background	5
2. APPROACH & METHODOLOGY	7 – 14
2.1 Assessment Objectives	7
2.2 Methodological Framework a) Stakeholder Mapping b) Sampling Design	8
2.3 Tools of Data Collection	10
2.4 Data Collection Timeline & Process	10
2.5 Data Analysis Strategy	11
2.6 Measure of Sustainability	11
2.7 Social Return on Investment (SROI): Methodological Note	12
3. CSR ACTIVITY DETAILS	15 – 16
3.1 Alignment with NHPC CSR Policy	15
3.2 Role of Partner Institutions	16
4. DATA ANALYSIS	17 – 42
5. SUMMARY OF FINDINGS, RECOMMENDATIONS & CONCLUSION	43 – 53
5.1 Summary of Findings	43
5.2 Recommendations Framework	46
6. SUCCESS STORIES	54 – 55

EXECUTIVE SUMMARY

Employment-oriented vocational training has emerged as an important CSR intervention for improving youth employability, supporting livelihood diversification, and enhancing socio-economic inclusion in geographically dispersed and opportunity-constrained regions. In this context, NHPC Limited supported a CSR initiative relating to Employment Oriented Vocational Training for 4000 youth through NSDC/NSDF for promoting skill development, implemented across locations in Jammu & Kashmir, Ladakh, Sikkim, Himachal Pradesh, Assam, West Bengal, Uttarakhand, Manipur, and Arunachal Pradesh. The project was completed in 2024 with a total expenditure of ₹796.92 lakh and 4000 youth beneficiaries.

This impact assessment study was undertaken to evaluate the project's performance across key dimensions including relevance, coherence, effectiveness, efficiency, impact, and sustainability, using a mixed-method and perception-based SROI approach. The assessment captures beneficiary experience not only in terms of training delivery, but also in relation to employability, self-employment, livelihood improvement, inclusion, and perceived social value. The evaluation framework is aligned with the OECD-DAC criteria and emphasizes perception-based social returns, focusing on dimensions such as training relevance, skill improvement, training quality, placement and self-employment outcomes, income change, community value, and long-term sustainability.

The assessment was conducted using a structured survey covering 643 respondents, supported by regrouped thematic interpretation of open-ended responses and policy-oriented analysis. The respondent profile indicates that the programme largely reached its intended beneficiary base of youth, with the sample dominated by the 18–30 age group and school-educated participants. Gender representation was moderately balanced, and the sample was heavily concentrated in Jammu & Kashmir and Ladakh, reflecting the broader project spread.

Key Findings

- **Training Reach, Structure and Completion:** The programme achieved broad trade coverage, with major concentration in IT-ITeS, Apparel, and Electronics, and most trainees undergoing short- to medium-duration training. Training completion levels were very high, indicating strong participation continuity and programme retention. However, among the

relatively small dropout segment, financial constraints emerged as the main reason for discontinuation, highlighting the economic vulnerability of some beneficiaries.

- **Relevance and Training Effectiveness:** A majority of respondents viewed the training as relevant to local job opportunities. Training effectiveness was rated strongly across multiple dimensions. Most respondents reported improvement in job-related skills, confidence, workplace readiness, and communication, teamwork, and workplace behavior. A large majority also felt that the training met its intended objectives effectively. These findings suggest that the intervention contributed not only to technical learning but also to behavioral and employability-oriented preparation.
- **Training Quality:** Training quality emerged as a major strength of the programme. Respondents reported high satisfaction with trainer quality and teaching methods, practical exposure, support services, and environment-friendly practices encouraged during training. Training facilities and equipment were generally rated positively, though a notable share of respondents still rated facilities as only average, suggesting some variation across Centers. Overall, the programme appears to have performed strongly in training delivery, with some scope for standardizing quality across locations.
- **Certification and Assessment:** Most respondents reported appearing for formal assessment and receiving certification, indicating that the programme successfully moved trainees through structured evaluation and certification processes. Certification was also perceived as improving job prospects by a majority of respondents. However, a sizeable neutral segment suggests that certification alone did not guarantee livelihood conversion in every case, pointing to the importance of stronger linkage between certification and labour-market opportunities.
- **Employment, Placement and Livelihood Outcomes:** One of the strongest findings of the assessment is the substantial level of post-training livelihood engagement. A large majority of respondents reported either wage employment or self-employment after training, indicating that the programme contributed meaningfully to livelihood generation through more than one pathway. Most respondents also reported some degree of increase in household income compared to the pre-training period.

  At the same time, some notable concerns remain visible. Formal placement support was reported by only a minority of respondents, and trade-to-job alignment was only moderate, with a significant share, working outside their training domain. Income levels were concentrated largely in lower to mid-level bands, and job satisfaction was more often neutral

than strongly positive. This suggests that while the programme succeeded in enabling work entry, it was less consistent in ensuring stronger job quality, higher incomes, or direct trade-specific placement.

- **Self-Employment and Enterprise Support:** Self-employment emerged as a major pathway, with many respondents reporting that the programme helped them reduce dependence on seasonal or informal work and enabled them to start a business or self-employment activity. However, entrepreneurship support in the form of toolkits, credit linkage, or business guidance was reported by only a minority. This suggests that self-employment outcomes were achieved despite relatively limited enterprise-enabling support, pointing to an opportunity area in the post-training ecosystem.
- **Impact on Quality of Life, Community and Social Outcomes:** Beyond livelihood entry, the programme appears to have generated broader social benefits. A majority of respondents reported improved financial independence, stronger ability to support their family, and enhanced social confidence and community standing. Respondents also perceived the programme as contributing to reduction in youth unemployment, improvement in community perception towards skill-based employment, and creation of local livelihood opportunities. A large majority believed that local employers and businesses benefited from the availability of trained youth. Respondents perceived the intervention as creating value not only at the individual level, but also at the community and local economy level.
- **Equity and Inclusion:** The programme was broadly perceived as inclusive. Most respondents believed that women and disadvantaged youth were able to participate effectively, that the programme contributed positively to gender equality and women's opportunities, and that it encouraged the participation of marginalized and economically weaker groups. However, several participation barriers remained visible, especially distance/transport, lack of awareness, costs, family restrictions, course timing, and safety concerns. This indicates that while the programme was inclusive in design and perception, access constraints were not fully eliminated.
- **Efficiency:** The programme was generally perceived as having been implemented efficiently in terms of mobilization, scheduling, and coordination. Most respondents believed that implementation quality was strong and that no major delays affected outcomes. However, a sizeable minority did indicate that delays or issues had affected the training experience, suggesting that efficiency was high overall but not completely uniform across all locations.

- **Sustainability:** The sustainability findings present a mixed but promising picture. More than half of respondents felt that they were likely to continue working or earning using these skills over the next 1–2 years. However, a sizeable group remained uncertain, and many identified the need for continued support in the form of placement follow-up, advanced training, toolkit/equipment support, market linkages, and credit support. This suggests that while the programme created a positive foundation, long-term sustainability depends on stronger post-training support systems.
- **SROI:** The programme was widely perceived as socially valuable. A majority of respondents viewed the project as valuable or highly valuable for youth and the community, most believed that the money spent was justified in terms of employability and livelihood improvement, and an overwhelming majority said they would recommend similar skill training initiatives in other areas. This reflects strong perceived social value and high acceptability of intervention.
- **Coherence and Stakeholder Recommendations:** The programme was strongly perceived as being aligned with broader government skill development initiatives such as Skill India and PMKVY. At the same time, stakeholder suggestions indicate clear expectations for future strengthening. The most prominent needs were better placement support, financial support/credit linkage, advanced training, toolkits/equipment support, practical exposure, and accessible training arrangements. This suggests that future programme design should focus more strongly on employability conversion and post-training ecosystem support rather than training delivery alone.

Key Insights

- **Strengths:** training quality, completion, skill gain, social value, and substantial livelihood engagement
- **Opportunity Area:** placement support, trade-to-job alignment, entrepreneurship assistance, and post-training follow-up
- **Outcome:** strong training performance and visible livelihood gains, but uneven quality and sustainability of post-training outcomes

The programme has effectively facilitated training, participation, and perceived social value, and presents a strong foundation for further strengthening a more integrated and consistently supported employability ecosystem.

Implications

The findings suggest that the next phase of CSR-supported vocational training should prioritize:

- strengthening placement systems and employer linkage
- improving trade-to-market alignment
- creating structured self-employment and enterprise support pathways
- expanding advanced training and skill-upgradation opportunities
- increasing practical exposure and real-world learning
- institutionalizing post-training follow-up and sustainability support

Conclusion and Way Forward

The CSR-supported vocational training initiative by NHPC Limited is associated with positive outcomes in skill access, employability, self-employment opportunities, and social confidence among participating youth across diverse regions. Survey findings indicate that respondents generally perceived the programme as relevant, effectively delivered, and socially valuable.

At the same time, there is an opportunity to further strengthen the progression from training completion to sustained and quality livelihood outcomes. Continued focus on areas such as placement facilitation, alignment of trades with market needs, entrepreneurship support, and structured post-training engagement can help deepen the programme's potential long-term contribution and enhance the effectiveness of future CSR investments in skill development.

Overall, the programme appears to have expanded access to vocational training and generated positive self-reported social and livelihood-related benefits among participants. These outcomes could be further strengthened through sustained efforts that support smoother transitions into stable, relevant, and rewarding livelihood pathways.

This initiative also aligns well with several United Nations Sustainable Development Goals (SDGs). It primarily supports SDG 4 (Quality Education) by providing vocational training aimed at enhancing professional skills. In addition, it contributes to SDG 5 (Gender Equality) by empowering women through skill development, and SDG 8 (Decent Work and Economic Growth) by aiming to foster sustainable employment. The initiative also supports SDG 17 (Partnerships for the Goals) by building industry partnerships, emphasizing the importance of collabourative efforts to achieve these objectives.

VOCATIONAL TRAINING IMPACT DASHBOARD

4000 Youth through NSDC/NSDF | NHPC CSR Impact Assessment

Multi-State / UT Vocational Training Initiative

HEADLINE KPIs (AT A GLANCE)

TRAINING COMPLETION	CERTIFICATION RECEIVED	EMPLOYMENT / SELF-EMPLOYMENT	PLACEMENT SUPPORT	RECOMMEND SIMILAR PROGRAMMES
93.5%	89.1%	87.5%	33.3%	94.1%
High completion across centres	Formal assessment-to-certification pathway strong	46.3% employed | 41.2% self-employed	Key gap: formal linkage support remains low	Strong support for replication

1. TRAINING REACH & COMPLETION (STRONG)

Major Trades:	
IT-ITeS	29.9%
Apparel	12.0%
Electronics	9.2%
Training Duration:	
1–3 months	71.2%
3–6 months	22.7%
Completion:	93.5%
Dropout:	6.5%

- Wide trade coverage and strong retention
- Financial constraints were the main dropout reason

2. RELEVANCE & EFFECTIVENESS (STRONG)

Training Relevant / Highly Relevant:	55.9%
Job-related Skills Improved:	71.7%
Confidence & Workplace Readiness:	74.5%
Communication / Teamwork Improved:	75.2%
Objectives Met Effectively:	87.2%

- Skill and confidence gains are strong
- Trade-to-market relevance can be improved further

3. TRAINING QUALITY (VERY STRONG)

Trainer Quality Satisfactory:	77.2%
Hands-on Learning Adequate:	77.2%
Facilities Good / Excellent:	63.1%
Support Services Helpful:	75.9%
Eco-friendly Practices Encouraged:	80.5%

- Delivery quality is a major programme strength
- Some centre-level variation remains

4. CERTIFICATION & ASSESSMENT (STRONG)

Appeared for Assessment:	92.4%
Received Certification:	89.1%
Certification Improved Job Prospects:	62.0%
Neutral on Job Prospect Value:	25.0%

- Assessment and certification pipeline is strong
- Certification-to-employment linkage should deepen

5. EMPLOYMENT & LIVELIHOOD OUTCOMES (STRONG)

Current Status:
Employed 46.3% | Self-employed 41.2%

Studying Further:	5.9% |
Unemployed / Seeking Work:	6.4%
Started Work Within 6 Months:	76.5%
Job Related to Training Trade (Yes / Partial):	65.6%
Household Income Increased:	68.6%

- Livelihood conversion is substantial
- Formal placement support remains weak

6. COMMUNITY IMPACT & INCLUSION (POSITIVE)

Financial Independence / Family Support Improved:	63.9%
Social Confidence / Status Improved:	65.9%
Reduced Youth Unemployment (perceived):	60.3%
Community Perception of Skill-based Work Improved:	62.5%
Employers / Local Businesses Benefited:	78.5%
Women & Disadvantaged Youth Participated Effectively:	69.4%
Gender Equality / Women's Opportunities Improved:	71.1%
Marginalized / Weaker Youth Encouraged:	84.4%

- The programme generated visible social and community gains
- Inclusion outcomes are positive but not barrier-free

7. EFFICIENCY & SUSTAINABILITY (MIXED)

Implemented Efficiently:	77.2%
No Major Delays / Issues:	58.6%
Likely to Continue Working with Skills (1–2 years):	56.3%
Not Sure About Continuity:	28.9%
Top Support Needed:	
Placement Follow-up	29.8%
Advanced Training	21.9%
Toolkit Support	14.2%

- Implementation quality is strong
- Long-term sustainability depends on follow-up support

8. SOCIAL VALUE / SROI (HIGH)

Project Valuable / Highly Valuable:	63.7%
Money Spent Justified:	71.4%
Recommend Similar Projects:	94.1%

Strong policy coherence with skilling agenda

- Very high perceived social value
- Strong support for replication and scale-up

#1 CORE ISSUE IDENTIFIED BY BENEFICIARIES

WEAK POST-TRAINING SUPPORT & PLACEMENT LINKAGE

Drives moderate trade-job mismatch, lower formal placement support, and uncertainty in long-term livelihood continuity

TOP 5 PRIORITIES

1. **STRENGTHEN PLACEMENT & EMPLOYER LINKAGE** — Job fairs, employer tie-ups, interview support
2. **IMPROVE TRADE-TO-MARKET ALIGNMENT** — Match courses to local demand and realistic pathways
3. **BUILD SELF-EMPLOYMENT SUPPORT** — Toolkits, credit linkage, market support
4. **EXPAND ADVANCED TRAINING & PRACTICAL EXPOSURE** — Refresher modules, field exposure, work readiness
5. **INSTITUTIONALIZE POST-TRAINING FOLLOW-UP** — Alumni tracking, mentorship, sustainability support

ONE-LINE INSIGHT: The CSR vocational training initiative has delivered strong completion, skill gains, and livelihood engagement, but its long-term success now depends on stronger placement, market linkage, and post-training support.

Impact Dashboard Table

Table: Cross-Theme KPI Dashboard for Analysis –Vocational Training

Theme	Key Strength (KPI)	Key Gap (KPI)	Programme-Level Insight	Discussion Summary
Training Reach & Completion	High completion rate 93.5%	Dropout 6.5%, with financial constraints emerging as a major reason	The programme successfully retained most trainees, indicating strong basic delivery and participation continuity	Protect vulnerable trainees through financial and counselling support
Relevance & Effectiveness	Training objectives met effectively: 87.2% Yes; skill improvement: 71.7 % positive	Course relevance to local jobs only 55.9% Relevant/Highly Relevant; 26.7% Neutral	Training delivery was effective, but market relevance was not equally strong across all trades and locations	Improve trade-to-market alignment through local labour demand mapping
Training Quality	Trainer quality positive 77.2%; practical exposure positive 77.2%; eco-friendly practices encouraged 80.5%	Facilities/equipment rated only 63.1% Good/Excellent, with 29.7% Average	Training quality is a major strength, though centre-level infrastructure quality appears uneven	Standardize facility quality and strengthen practical learning infrastructure
Certification & Assessment	Appeared for assessment 92.4%; received certification 89.1%	Certification improved job prospects only 62.0% positive, with 25.0% Neutral	Certification systems worked well, but certification alone did not ensure strong labour-market conversion for all trainees	Strengthen certification-to-placement linkage and employer recognition
Employment / Livelihood Outcomes	Strong livelihood engagement: 46.3 % wage employed + 41.2% self-employed	Placement support only 33.3%; trade-related jobs only 57.4%	The programme enabled work entry through both employment and self-employment, but formal placement systems remained weak	Strengthen placement support, employer linkage, and trade-to-job matching
Income & Job Quality	Household income increased	54.3% earn below ₹10,000/mo	Livelihood gains are visible, but	Shift focus from work entry alone

	for 68.6% of respondents	nth; job satisfaction only 34.5% High/Very High	quality of employment and income levels remain modest	to job quality, income progression, and retention
Quality of Life, Community & Social Outcomes	Financial independence improved 63.9% positive; social confidence improved 65.9% positive; employers benefited 78.5% Yes	Neutral responses remain sizeable across community outcomes (~25–32%)	The programme created broader social and community values beyond training completion	Sustain community-level gains through stronger local livelihood ecosystems
Equity & Inclusion	Effective participation of women/disadvantaged youth 69.4% positive; marginalized participation encouraged 84.4% Yes	Main barriers: distance/transport 26.1%, lack of awareness 24.4%, costs 14.0%	Inclusion outcomes are strong in perception, but access barriers remain significant	Improve outreach, accessibility, transport support, and women-friendly arrangements
Efficiency	Efficient implementation 77.2% positive; no major delays reported by 58.6%	30.0% reported delays/issues affecting outcomes	The implementation model is broadly strong, but delivery consistency was not uniform across all centres	Standardize scheduling, coordination, and centre-level operational monitoring
Sustainability	Likely to continue using skills in next 1–2 years: 56.3% Yes	28.9% Maybe and 14.8% No; biggest support need: placement follow-up 29.8%	Post-training continuity is promising but uncertain for a large segment without support	Institutionalize alumni follow-up, advanced training, and post-training support systems
Social Value / SROI	Project seen as valuable/highly valuable by 63.7%; money justified 71.4% positive; replication support 94.1% Yes	Neutral perception remains notable: 29.1% on value and 24.4% on expenditure justification	The programme has strong perceived social legitimacy and strong support for replication	Build on high social value with stronger outcome-oriented and sustainability-focused design

The CSR-supported vocational training initiative shows strong performance in training delivery, completion, and perceived social value, but its long-term policy strength now depends on improving placement systems, trade relevance, livelihood quality, and post-training sustainability support.

1. Introduction

1.1. Context & Need for CSR in Employment-Oriented Vocational Training

Employment-oriented vocational training has become an increasingly important development intervention in India, particularly for youth residing in remote, economically constrained, and socially vulnerable regions. In many such areas, formal education alone does not automatically translate into gainful employment, as young people often face barriers such as limited local job opportunities, weak industry linkages, inadequate practical exposure, low awareness of career pathways, and a mismatch between available skills and labour market demand. These challenges are often sharper in geographies characterized by difficult terrain, seasonal livelihoods, migration pressures, gender-based constraints, and lower exposure to structured skilling ecosystems.

While national-level initiatives such as Skill India, PMKVY, and other state-supported skill development programmes have expanded the focus on employability, many Youth continue to struggle in converting training opportunities into stable livelihoods. The need is therefore not only to provide training, but to ensure that such training is relevant, accessible, market-linked, inclusive, and capable of supporting sustainable livelihood transitions. Well-designed vocational training programmes can improve technical and employability skills, increase confidence and workplace readiness, facilitate certification, support entry into employment or self-employment, and strengthen the income-generating capacities of young people and their households.In this context, Corporate Social Responsibility (CSR) has emerged as an important complementary mechanism for addressing skill deficits and employability gaps in underserved and project-affected geographies. CSR interventions in vocational training can play a catalytic role by:

- Supporting access to structured skill development for youth beyond the immediate project periphery.
- Building practical and market-oriented competencies in trades relevant to local and regional demand.
- Improving workplace readiness through communication, discipline, teamwork, and industry exposure.
- Supporting certification, placements, entrepreneurship, and livelihood diversification.
- Enhancing confidence, financial independence, and social mobility, especially among women and disadvantaged groups.

The present impact assessment is positioned within this broader developmental context. It seeks to evaluate how NHPC's CSR-supported vocational training initiative, implemented through NSDC/NSDF, has contributed to improving employability, livelihood opportunities, and perceived quality of life among youth across multiple states and Union Territories. The assessment also examines implementation quality, inclusion, placement outcomes, sustainability of benefits, and the factors beyond NHPC's direct control that influence the eventual outcomes of training.

1.2. Objectives of the CSR Initiative

Table 1: Objectives of the CSR Initiative

Objective	Description
Improve employability of youth	Provide employment-oriented vocational training to enhance skills, certification, and readiness for wage employment, apprenticeships, or self-employment.
Promote market-relevant skilling	Align training courses and trades with local and regional livelihood opportunities and labour market demand.
Enhance workplace readiness	Strengthen communication, teamwork, behavioural competencies, and professional confidence among trainees.
Support livelihood improvement	Enable improved income opportunities, financial independence, and reduced dependence on informal or seasonal work.
Promote inclusion and access	Improve participation of women, remote-area youth, and disadvantaged or economically weaker groups in skill development opportunities.
Strengthen long-term livelihood sustainability	Facilitate pathways for continued employment, advanced skilling, entrepreneurship, and future income generation.

1.3. About Central University of Jammu

The Central University of Jammu (CUJ), established under the Central Universities Act, 2009, is a premier institution of higher learning in the Union Territory of Jammu and Kashmir with a strong commitment to academic excellence, research, and societal engagement. Since its inception in 2011, the University has developed substantial teaching, research, and outreach capacity across multiple disciplines and has undertaken projects of national and regional relevance in collaboration with government agencies, funding bodies, and other institutions.

Through its academic schools, including the School of Business Studies, CUJ has built capabilities in research, consultancy, field engagement, and impact assessment, supported by externally funded projects, fellowships, and policy-oriented studies. The University's experience in evidence generation, programme evaluation, and development-focused research makes it well positioned to

support public policy, welfare initiatives, and institutional partnerships. The University faculty has been awarded prestigious fellowships, project funding and recognition, and contributes to governmental and non-governmental sectors through research, consultancy and outreach activities.

1.4. About NHPC Limited

NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of Solar & Wind energy development etc. NHPC was incorporated on November 7, 1975 as a Private Limited Company under the name "National Hydroelectric Power Corporation Private Ltd". The company was converted to Public limited company w.e.f. April, 2, 1986. The name of the company was changed to its present name "NHPC Limited" in 2008. NHPC was conferred Miniratna Status by Govt. of India in April, 2008 and became a listed company on NSE and BSE after successfully concluding its IPO in 2009. The company was conferred Navratna status in August, 2024.

Further, NHPC (including JVs/Subsidiaries) is engaged in the construction of hydro and solar power projects totalling 9454 MW. Hydro and Solar Power Projects aggregating to 10263 MW are awaiting clearance, with an additional 9830 MW of hydroelectric and pumped-storage projects under Survey & Investigation. Besides, numerous new initiatives are in the pipeline.

NHPC's VISION

To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

NHPC's MISSION

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management & innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential.
- To practice the best corporate governance and competent value-based management for a strong corporate identity and showing concern for employees, customer, environment and society.
- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management.

1.5. About Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) represents a company's initiative to assess and take responsibility for its effects on environmental and social well-being. As per the Companies (CSR Policy) Rules, CSR refers to activities undertaken by a company in pursuance of its statutory obligations under Section 135 of the Companies Act, 2013, in accordance with the provisions contained in these rules.

CSR provisions emphasize regulatory compliance and promote transparency and accountability in how companies contribute to social and environmental betterment. Schedule VII of the Act provides a list of eligible CSR areas including poverty alleviation, education, gender equality, health, environmental sustainability, and other approved areas. CSR is increasingly being linked to national priorities and global commitments such as the UN Sustainable Development Goals (SDGs), aligning corporate contributions with inclusive and sustainable development.

1.6. About NHPC's CSR Policy

Corporate Social Responsibility is integral to NHPC's commitment to addressing social, economic, and environmental concerns in the regions it serves. NHPC has a CSR & Sustainability Policy aligned with Section 135 of the Companies Act, 2013, the Companies (CSR Policy) Rules, and relevant amendments issued by the Ministry of Corporate Affairs, Government of India. NHPC also aims to adhere to CSR guidelines issued by the Department of Public Enterprises (DPE).

NHPC has undertaken numerous CSR initiatives for communities residing in and around its projects, power stations, and units, focusing on healthcare, education, sanitation, rural development, skill development, environmental sustainability, women empowerment, and other areas outlined in Schedule VII. These efforts aim to foster inclusive growth, support marginalized communities, and contribute to national development.

1.7. About Impact Assessment

The Ministry of Corporate Affairs has introduced provisions requiring eligible companies to undertake impact assessments of selected CSR projects through independent agencies. Impact assessment serves as a critical tool for understanding the actual outcomes of CSR interventions,

the extent to which project objectives have been achieved, the sustainability of benefits, and the areas where course correction or future strengthening may be needed.

In the context of skill development and livelihood programmes, impact assessment is particularly important because outputs such as enrolment or training completion do not automatically guarantee improved employment or livelihood outcomes. A meaningful assessment must therefore go beyond activity completion and examine questions such as:

- Whether the training was relevant to local opportunities and beneficiary aspirations.
- Whether trainees actually acquired usable skills and certification.
- Whether employment, self-employment, or income opportunities improved.
- Whether benefits were equitably distributed across women, disadvantaged youth, and remote geographies.
- Whether the programme created meaningful and sustainable social value relative to the investment made.

The present study is thus designed as a third-party assessment of NHPC's CSR-supported vocational training initiative, combining quantitative survey evidence with qualitative stakeholder perspectives which is a evidence-based assessment of outcomes and sustainability.

1.8. Project Background

The CSR intervention under the present study relates to Employment Oriented Vocational Training of 4000 youth through NSDC/NSDF for promoting skill development. The project was implemented across multiple locations, namely Baramulla, Rajouri, Jammu, Bandipora, Gurez-Bandipora, Reasi, Kathua, Kishtwar (Drabshala), and Ramban in Jammu & Kashmir; Leh-Ladakh, Dras, and Kargil in Ladakh; East, West and South Districts in Sikkim; Kullu and Chamba in Himachal Pradesh; Dhemaji and Lakhimpur in Assam; Darjeeling and Jalpaiguri in West Bengal; Pithoragarh in Uttarakhand; Bishnupur in Manipur; and Lower Siang in Arunachal Pradesh. The total expenditure incurred was ₹796.92 lakh, and the activity was completed on 06-04-2024.

The project was implemented through NSDC and NSDF and was intended to promote skill development and improve livelihood opportunities for youth residing beyond the immediate project periphery. The intervention recognized that in many of these regions, young people face structural barriers such as limited industrial exposure, weak local job markets, low employability

skills, gender-based restrictions, inadequate access to career-oriented training, and dependence on informal or seasonal livelihoods.

The programme therefore aimed to create value through a chain of outcomes beginning with mobilization and enrolment, followed by training, practical learning, assessment and certification, and eventually transitioning into employment, apprenticeships, self-employment, or improved livelihood prospects. Given the nature of skill development interventions, however, final outcomes depend not only on the quality of training delivery but also on labour market conditions, social norms, mobility constraints, employer demand, and follow-up support systems. Accordingly, the present impact assessment examines both programme performance and the broader contextual conditions that shape the sustainability of outcomes.

2. Approach & Methodology

The impact assessment of NHPC's CSR-supported vocational training initiative is conducted using a mixed-method, multi-stakeholder approach that captures both measurable livelihood outcomes and the experiential perspectives of beneficiaries and stakeholders. Since employment-oriented training programmes are shaped by multiple interlinked factors—such as training relevance, instructional quality, certification, placement support, local job demand, socio-cultural constraints, and post-training follow-up - the methodology was designed to evaluate outcomes in a holistic and evidence-based manner.

The approach ensured comprehensive assessment of the intervention's relevance, effectiveness, efficiency, impact, sustainability, and perceived social value. It combined primary data from beneficiary surveys and qualitative interactions with secondary programme records to generate a balanced understanding of both achievements and limitations.

2.1. Assessment Objectives

The primary objectives of the impact assessment are:

- To evaluate the relevance of the selected trades and courses to youth aspirations and local or regional labour market demand.
- To assess the effectiveness of the training programme in improving skills, workplace readiness, completion, certification, and livelihood outcomes.
- To examine employment, apprenticeship, and self-employment outcomes among trainees and their perceived income and livelihood changes.
- To assess the inclusion of women, disadvantaged groups, and remote-area youth in the training process and outcomes.
- To evaluate training quality, implementation efficiency, support systems, placement assistance, and coordination mechanisms.
- To assess sustainability through continued use of skills, employment continuity, self-employment potential, and scope for advanced skilling or ecosystem support.
- To identify gaps, bottlenecks, and external factors beyond NHPC's direct control that influence the outcomes of the programme.
- To generate recommendations for improving the design, delivery, and follow-up of future CSR skill development interventions.

2.2. Methodological Framework

The assessment followed a structured framework aligned with the OECD-DAC criteria, which are widely used for evaluating development interventions, including CSR-supported programmes.

1. Relevance – Whether the programme addressed real livelihood needs and aligned with youth aspirations and labour market opportunities.
2. Effectiveness – Whether the programme achieved intended results in terms of skill gain, certification, workplace readiness, and employment-related outcomes.
3. Efficiency – How well resources, delivery systems, infrastructure, trainers, and support services contributed to implementation quality.
4. Impact – What changes were experienced in employability, income opportunities, confidence, financial independence, social status, and livelihood trajectories.
5. Sustainability – Whether the skills and opportunities created are likely to endure over time through continued work, further skilling, entrepreneurship, or support linkages.
6. Coherence – Is the intervention aligned with government priorities, local development needs, and other related programmes or initiatives?

2.2.1. Stakeholder Mapping

The study involved multiple stakeholder groups whose perspectives were necessary for a balanced assessment of programme outcomes. These included:

- Trainee beneficiaries (completed, ongoing, and where feasible, dropout cases)
- Employed, self-employed, and unemployed/job-seeking trainees
- Women trainees and trainees from disadvantaged or economically weaker backgrounds
- Training center staff and trainers
- Placement coordinators and training partner representatives
- Local employers or placement partners, where feasible
- Parents/guardians and community representatives, where relevant
- PRI or local stakeholders with knowledge of programme outreach and community-level effects.

These stakeholder groups contributed differently to the assessment, ranging from direct evidence on skill and livelihood outcomes to institutional insights on delivery quality, placement constraints, and programme sustainability.

2.2.2. Sampling Design

A multi-stage stratified sampling approach was used for the present study. Since the intervention spans multiple states/UTs and the available participant database indicates unequal concentration across geographies, a hybrid sampling design was considered most appropriate. Under this approach, all major project-covered geographies were retained in the sampling frame, while actual respondent selection was guided by both the participant base and the need for minimum regional representation.

Within each selected geography, respondents were sampled to ensure diversity across:

- gender,
- broad sector/trade category,
- training status,
- employment/self-employment status,
- and regional/district spread.

The participant database indicated that a large share of trainees were concentrated in Jammu & Kashmir, followed by Himachal Pradesh, Assam, Ladakh, Arunachal Pradesh, Manipur, Sikkim, West Bengal, and Uttarakhand. A purely proportionate sample would over-concentrate the study in larger clusters and underrepresent smaller but important regions. Hence, a hybrid sample allocation was used to balance representativeness, diversity, and field feasibility. A sample of 643 quantitative respondents was considered appropriate for the present study, supplemented by 8 Key Informant Interviews and 2 Focus Group Discussions.

2.3. Tools of Data Collection

Table 2: Tools of Data Collection

Tool	Purpose
Structured bilingual questionnaire	To gather data on training relevance, training quality, completion, certification, placement support, employment/self-employment outcomes, income change, sustainability, inclusion, and perceived value.
Key Informant Interview (KII)	To obtain insights from trainers, training partners, placement coordinators, employers, PRI/community stakeholders, and officials on implementation quality, relevance, gaps, and sustainability.
Focus Group Discussion (FGD)	To capture trainee perspectives on training experience, employability, inclusion, confidence, livelihood change, challenges, and recommendations.
Observation / field verification	To note training environment, infrastructure, equipment, records, and visible evidence of training-related assets or follow-up support where feasible.
Secondary record review	To review enrolment, attendance, completion, certification, placement, and trade-wise programme data.
Geotagged photographs and case documentation	To generate visual and narrative evidence, success stories, and field-based validation where appropriate and ethically permissible.

2.4. Data Collection Timeline & Process

Fieldwork was undertaken across the project-covered geographies represented in the final survey sample, namely Jammu & Kashmir, Ladakh, Assam, Himachal Pradesh, West Bengal, Arunachal Pradesh, Sikkim, and Uttarakhand. Within these regions, data collection covered locations such as Bandipora/Gurez, Baramulla, Kathua, Reasi, Jammu, Kishtwar, Ramban, Rajouri, Leh-Ladakh, Kargil, Dras, Lakhimpur, Kullu, Chamba, Darjeeling, Jalpaiguri, Lower Siang, Singtam/Jorethang, and Pithoragarh, among others. A trained field team administered the bilingual questionnaire and conducted KIIs and FGDs under supervision.

Enumerators were oriented to ethical protocols, including informed consent, respondent privacy, confidentiality, respectful engagement, and non-disclosure of personally sensitive information.

The field process involved beneficiary tracing through the available database, scheduling interviews based on accessibility and feasibility, and triangulation of responses through training Centers, field stakeholders, and available records. Wherever possible, field verification included interactions with employers or local placement-linked stakeholders to understand the employment side of programme outcomes. Success stories and qualitative narratives were documented with due consent.

2.5. Data Analysis Strategy

Collected data was cleaned, validated, coded, and analysed using a combination of statistical and thematic methods. Since the study included both structured survey data and qualitative insights, the analysis strategy combined descriptive statistics, subgroup comparisons, and narrative synthesis.

The data analysis included:

- Descriptive statistics for respondent profile, training status, certification, employment status, income range, and perception variables.
- Cross-tabulation by state/UT, gender, trade/course type, completion status, and employment status.
- Thematic analysis of open-ended responses, KIIs, FGDs, and success stories.
- Identification of patterns in placement support, barriers to employment, inclusion challenges, and sustainability perceptions.
- Dashboard-style presentation of key indicators for executive reporting and interpretive analysis.

A combination of Excel, Jamovi, Python, and qualitative synthesis methods were used for analysis and interpretation.

2.6. Measure of Sustainability

Sustainability in the present study refers to the likelihood that the benefits of training will continue beyond the immediate completion period. Since vocational training outcomes do not depend only on training delivery but also on ecosystem support and livelihood continuity, sustainability was assessed through the following dimensions:

- **Skill Continuity:** whether trainees are likely to continue using their acquired skills over the next 1–2 years.
- **Employment Continuity:** whether wage employment, self-employment, apprenticeships, or livelihood engagement are likely to be sustained.
- **Progression Potential:** whether trainees have opportunities for advanced skilling, improved job roles, or entrepreneurship.
- **Support Systems:** whether placement follow-up, mentoring, credit linkages, toolkits, market linkages, or institutional support are available.

- **Social Sustainability:** whether confidence, women's participation, and acceptance of skill-based livelihoods have strengthened over time.
- **Contextual Feasibility:** whether local labour demand, transport, migration, and socio-cultural factors support or hinder sustainability.

These indicators contributed to a sustainability interpretation and later fed into the sustainability scorecard section of the report.

2.7. Social Return on Investment (SROI): Methodological Note

This impact assessment incorporates a **qualitative, perception-based SROI approach** to examine the social value generated through NHPC's CSR-supported vocational training initiative. Since the project deals with skill development, employability, confidence, and livelihood transitions, many of the most meaningful outcomes are social and developmental in nature and are not always suitable for simplistic financial monetization.

2.7.1. Theme-Based Assessment Approach

The study analysed evidence under the following broad value dimensions:

- Relevance and need-fit of training
- Skill acquisition and workplace readiness
- Employment, self-employment, and livelihood improvement
- Confidence, social mobility, and financial independence
- Inclusion of women and disadvantaged youth
- Sustainability of income and skill utilization
- Perceived value of expenditure and willingness to recommend similar initiatives

2.7.2. Composite Value Indicators Considered

While the SROI approach here is non-monetized, it considered composite value indicators such as:

- Improved access to market-oriented skill development
- Increased confidence, communication ability, and workplace readiness
- Improved job prospects and livelihood diversification
- Reduced dependence on seasonal or informal work
- Improved income contribution or financial independence
- Enhanced opportunities for women and marginalized youth

- Community-level acceptance of skill-based employment
- Stakeholder perception that the investment created meaningful value

2.7.3. Stakeholder-Centric Lens

The study gives primacy to beneficiary and stakeholder experience. Typical value expressions emerged included:

- "The training gave me confidence to apply for jobs."
- "I now have a skill that can help me earn."
- "Women in our area got a chance to learn and work."
- "The programme improved the value of skill-based employment in the community."

2.7.4. Justification for Qualitative SROI

- The intervention is livelihood- and opportunity-oriented, where outcomes are partly material and partly social.
- Benefits such as confidence, behavioral readiness, gender inclusion, and dignity are not easily reducible to financial proxies.
- A qualitative SROI approach is more appropriate for preserving the social meaning of such outcomes.
- This approach aligns with the broader norms of CSR impact evaluation and provides credible, human-centered evidence of value creation.

Snapshot of Research Methodology

Table 3: Snapshot of Research Methodology

Component	Details
Objective	To assess the employability, livelihood, inclusion, implementation quality, and perceived value impact of NHPC's CSR-supported vocational training initiative for 4000 youth through NSDC/NSDF.
Scope	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, inclusion, and perceived social value.
Study Area	Selected locations across Jammu & Kashmir, Ladakh, Sikkim, Himachal Pradesh, Assam, West Bengal, Uttarakhand, Manipur, and Arunachal Pradesh.
Stakeholders	Trainees, trainers, centre staff, placement coordinators, employers, parents/community stakeholders, and local representatives where relevant.
Research Design	Mixed-method approach (Quantitative + Qualitative).
Data Collection	Primary (surveys, KIIs, FGDs, observation, success stories); Secondary (training records, completion/certification/placement data if accessible).
Sampling Method	Multi-stage stratified sampling for beneficiaries; purposive sampling for key informants.
Sample Size	643 respondents + 8 KII + 2 FGD.
Data Analysis	Descriptive statistics, subgroup comparisons, thematic synthesis, and dashboard-style reporting.
Evaluation Criteria	Relevance, effectiveness, efficiency, impact, sustainability, inclusion, coherence, and perception-based SROI.
Reporting	Comprehensive report with chapter-wise findings, tables, case studies, conclusions, and recommendations.

3. CSR Activity Details

The CSR intervention by NHPC Limited focused on employment-oriented vocational training for 4000 youth, with the objective of promoting skill development and enhancing employability and livelihood outcomes. The initiative covered multiple states and Union Territories and sought to create training-linked opportunities for youth in regions that often face structural disadvantages in accessing employment-oriented skill development.

The programme was intended not merely to impart training, but to facilitate a pathway from skill acquisition to livelihood enhancement through improved confidence, workplace behaviour, certification, placement support, and self-employment readiness. As a multi-location intervention, its performance depends on both programme design and local contextual conditions, making it important to document not only the activity details but also the role of implementing and ecosystem institutions.

Table 4: Summary of CSR Activity Details

Location	**Activity description**	**Expenditure Incurred**	**Brief about Activity**
Baramulla, Rajouri, Jammu, Bandipora, Gurez-Bandipora, Reasi, Kathua, Kishtwar (Drabshala), Ramban (J&K); Leh-Ladakh, Dras, Kargil (Ladakh); East, West & South Districts (Sikkim); Kullu & Chamba (Himachal Pradesh); Dhemaji & Lakhimpur (Assam); Darjeeling & Jalpaiguri (West Bengal); Pithoragarh (Uttarakhand); Bishnupur (Manipur); Lower Siang (Arunachal Pradesh)	Employment Oriented Vocational Training of 4000 Youth through NSDC/NSDF for promoting skill development	₹796.92 lakh	The activity involved mobilization and vocational training of youth across multiple locations to improve employability, certification, livelihood options, and access to wage or self-employment opportunities. The project aimed to strengthen practical skills, workplace readiness, and inclusion of youth from underserved geographies. Completion date: 06-04-2024. Executing Agency: NSDC & NSDF.

3.1. Alignment with NHPC CSR Policy

This initiative aligns with NHPC's CSR policy priorities relating to skill development, livelihood enhancement, and inclusive community development. By supporting employment-oriented vocational training for youth in and around project geographies, NHPC contributes to a key developmental objective: improving the capability of local youth to access dignified, skill-based, and potentially more stable livelihood opportunities.

The intervention also aligns with broader national priorities linked to youth employment, entrepreneurship, women's participation, and human capital development. In addition, by extending the reach of training beyond the immediate project periphery, the programme supports wider community inclusion and addresses employability gaps in underserved areas.

3.2. Role of Partner Institutions

The implementation and outcome trajectory of the vocational training intervention depends on the coordinated functioning of multiple institutions and stakeholders. These include:

- **NSDC / NSDF / Training Partners:** responsible for training delivery, mobilization, course administration, trainer deployment, assessment facilitation, and programme coordination.
- **Training Centre Staff and Trainers:** responsible for teaching quality, practical exposure, learner guidance, and day-to-day support.
- **Placement Coordinators / Industry Linkages:** responsible for job-related support, employer contact, interviews, and placement facilitation.
- **Local Employers / Businesses:** responsible for absorption, hiring, apprenticeship opportunities, and feedback on skill relevance.
- **Community Stakeholders / PRI / Families:** responsible for social support, encouragement, and acceptance of training and employment transitions, especially for women.
- **Beneficiaries / Trainees:** central actors in programme outcomes through their participation, completion, effort, and continued use of skills.

These institutions collectively influenced not only training delivery but also final outcomes such as certification, employment transition, self-employment prospects, and sustainability of benefits.

4. Data Analysis

Figure 1: Demographic Profile of Respondents

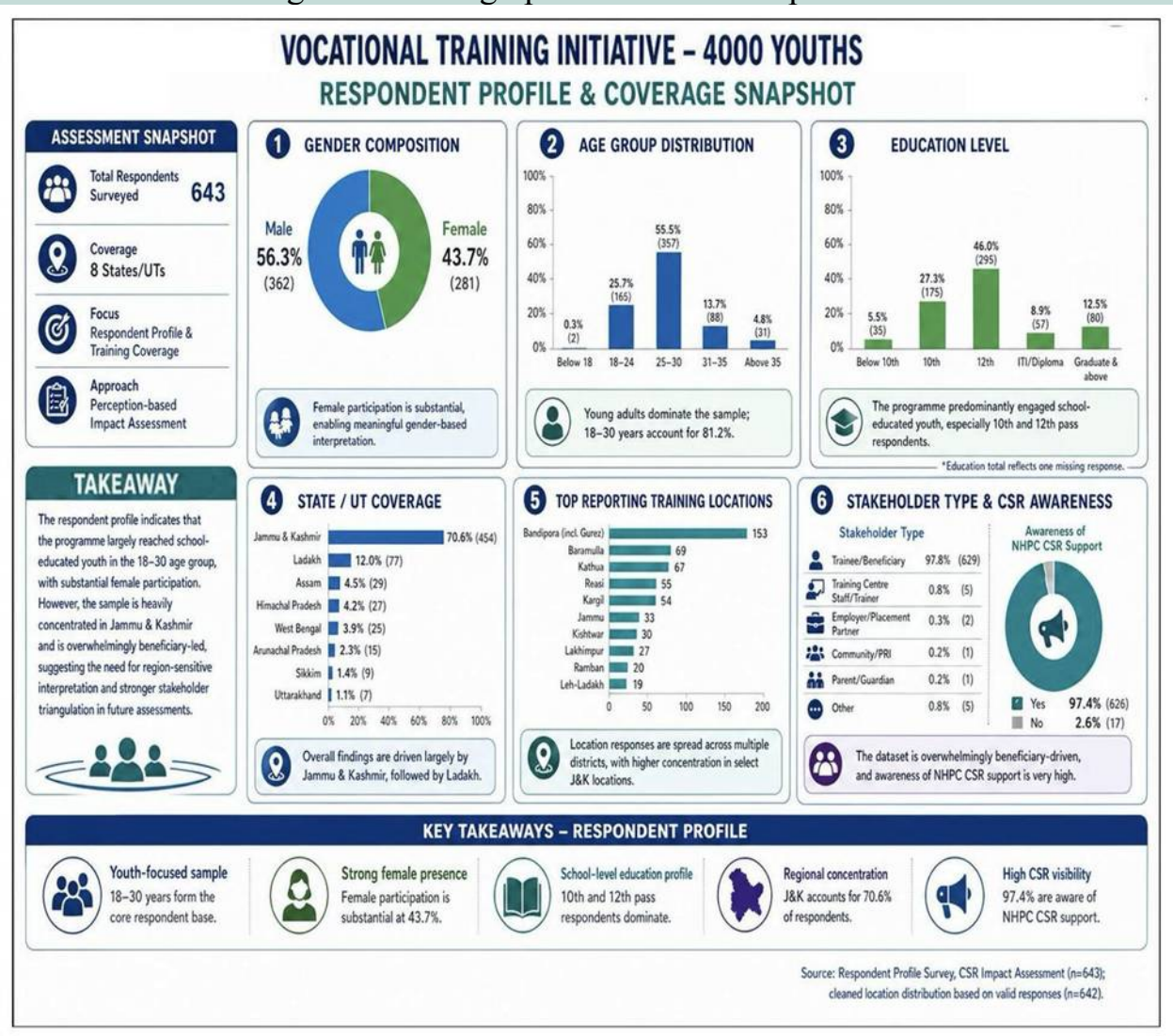


Table 5: Demographic Profile of Respondents

Variable	Key Insights	Discussion Summary
Gender	The respondent pool is moderately male dominated: Male 56.3 % (362) and Female 43.7% (281).	Although male respondents form the larger share, female participation is also substantial. This improves the usefulness of the data for interpreting gendered experiences of training access, mobility barriers, livelihood transition, confidence-building, and women's participation in skill development. At the same time, male voices remain somewhat more dominant in the sample, which should be kept in mind while interpreting programme outcomes at the aggregate level.
Age Group	Respondents are overwhelmingly concentrated in the younger working-age groups: 18–24 years: 25.7% (165) and 25–30 years: 55.5% (357). Together, these account for 81.2% (522) of the sample. Respondents aged 31 years and above account for 18.5% (119), comprising 31–35 years: 13.7% (88) and above 35 years: 4.8% (31). A very small proportion, 0.3% (2), were below 18 years.	The findings primarily reflected the experience of young adult trainees, which is consistent with the youth-oriented skill development initiative. This suggests that the programme largely reached its intended age cohort of employable youth. However, the relatively smaller representation of older respondents means that interpretations on mature workers, second-career entrants, or older household-level livelihood strategies should be made cautiously.
Education Level	The sample is concentrated in middle-level schooling categories: 12th pass 46.0% (295) and 10th pass 27.3% (175). Together, these account for 73.3% of respondents. Smaller shares are reported for ITI/Diploma 8.9% (57), Graduate & above 12.5% (80), and Below 10th 5.5% (35).	This indicates that the programme predominantly engaged youth with school-level educational backgrounds rather than highly educated or very low-literacy groups. Such a profile is consistent with many vocational training ecosystems, where 10th and 12th pass youth form the core target group. The findings may therefore be interpreted as especially relevant for school-educated but not necessarily college-trained youth seeking employability and livelihood pathways.
State/UT Coverage	The respondent distribution is heavily concentrated in Jammu & Kashmir 70.6% (454), followed by Ladakh 12.0% (77). All other states/UTs together account for a relatively smaller share: Assam 4.5%, Himachal Pradesh 4.2%, West Bengal 3.9%, Arunachal Pradesh 2.3%, Sikkim 1.4%, and Uttarakhand 1.1%.	The sample reflects a strong regional concentration in Jammu & Kashmir and Ladakh, which means that overall findings are likely to be driven more strongly by these geographies than by the smaller state clusters. This should be acknowledged while drawing general conclusions for the entire project. At the same time, the presence of responses from other states/UTs still provides useful indicative insight into the wider geographical spread of the intervention.

Stakeholder Type	The respondent pool consists almost entirely of direct beneficiaries: Trainee/Beneficiary 97.8% (629). Other categories such as Training Centre Staff/ Trainer 0.8% (5), Employer/ Placement Partner 0.3% (2), Community/PRI 0.2% (1), Parent/Guardian 0.2% (1), and Other 0.8% (5) are very limited.	The quantitative dataset is overwhelmingly beneficiary-driven, with trainees/beneficiaries accounting for 97.8% (629) of respondents, while all other stakeholder categories together account for only 2.2% (14). The survey findings therefore provide a strong representation of trainee perceptions and experiences but should not be interpreted as equally representative of employer, training-institution, community, or other ecosystem perspectives. Wherever relevant, interpretation of implementation quality, placement support, institutional functioning, and sustainability is therefore triangulated with qualitative evidence obtained through KIIs, FGDs, stakeholder interactions, and field observations. Conclusions relating specifically to institutional or employer perspectives are presented cautiously in view of their limited representation in the quantitative sample.
Awareness of NHPC CSR Support	Awareness of NHPC CSR support is very high: Yes 97.4% (626) and No 2.6% (17).	This suggests that the programme had strong visibility among respondents, and most trainees were aware that the intervention was supported under NHPC CSR. High awareness strengthens the credibility of respondent feedback regarding the programme and indicates that communication, or training-centre-level awareness was reasonably effective. It may further suggest that beneficiaries were not participating in the programme in an entirely anonymous or institutionally disconnected manner.

Figure 2: Training Details

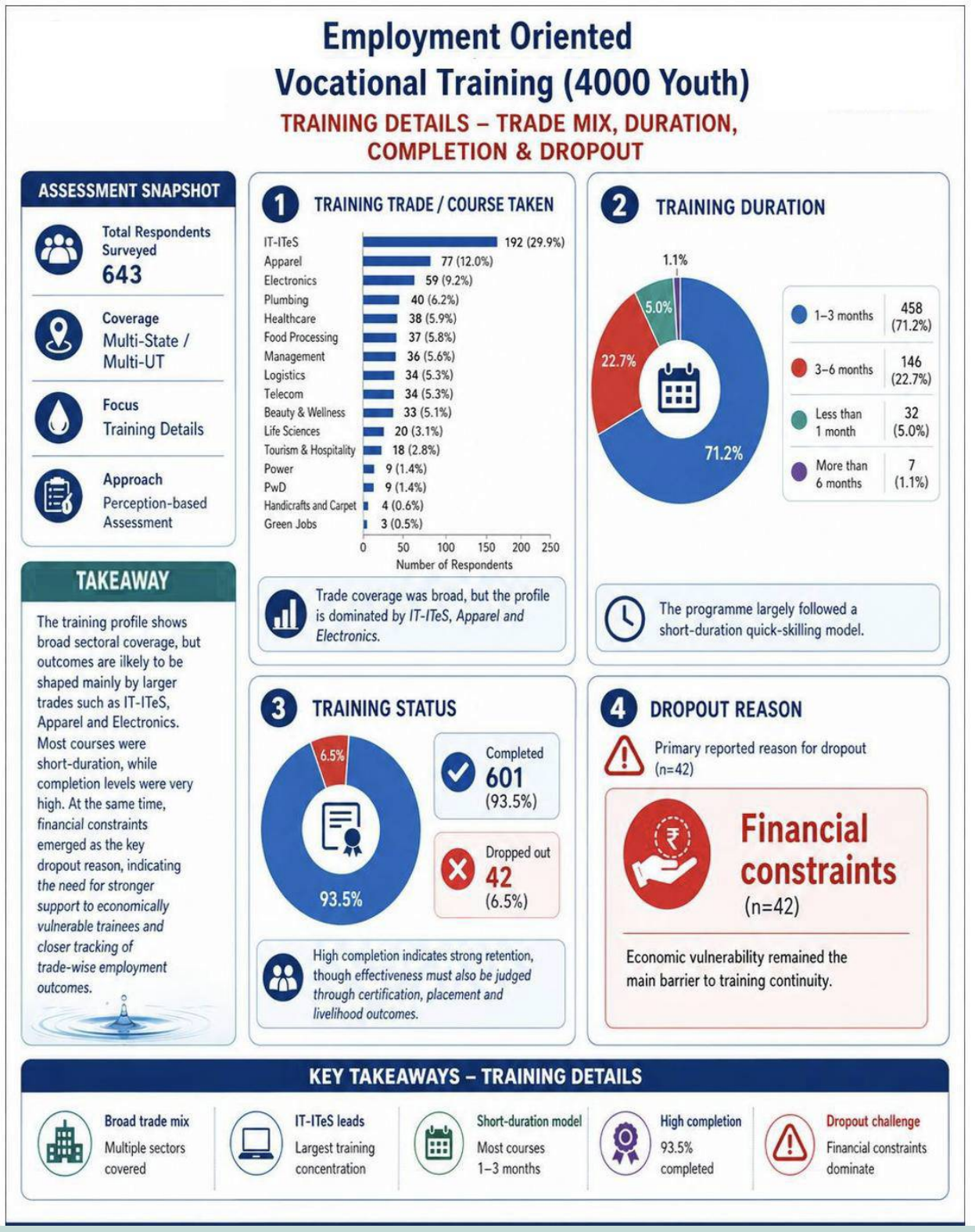


Table 6: Training Details

Variable	Key Insights	Discussion Summary
Training Trade / Course Taken	The training portfolio is diverse, but participation is concentrated in a few sectors. IT-ITeS 29.9% (192) is the dominant trade, followed by Apparel 12.0% (77) and Electronics 9.2% (59).	The programme covered multiple trades, but overall findings are likely to be influenced mainly by the larger sectors, especially IT-ITeS, Apparel, and Electronics. Smaller trades have limited representation and should be interpreted cautiously.
Training Duration	Most respondents underwent short- to medium-duration training: 1–3 months 71.2% (458) and 3–6 months 22.7% (146). Very few reported training beyond 6 months.	The programme was largely delivered through short-duration courses, indicating a quick-skilling model. This is useful for faster outreach, but later findings should assess whether the duration was sufficient for strong skill retention and employability.
Training Status	A very high share of respondents reported completing the training: 93.5% (601), while 6.5% (42) reported dropout.	The high completion rate suggests good retention and stable delivery programme. However, completion should be read together with certification, placement, and livelihood outcomes before judging programme effectiveness fully.
Main Reason for Dropout	Among dropout respondents, the main reported reason was financial constraints.	This indicates that economic vulnerability remains an important barrier to continuity. Dropout appears linked not only to programme issues but also to the financial fragility of beneficiaries.

Figure 3: Relevance & Training Effectiveness

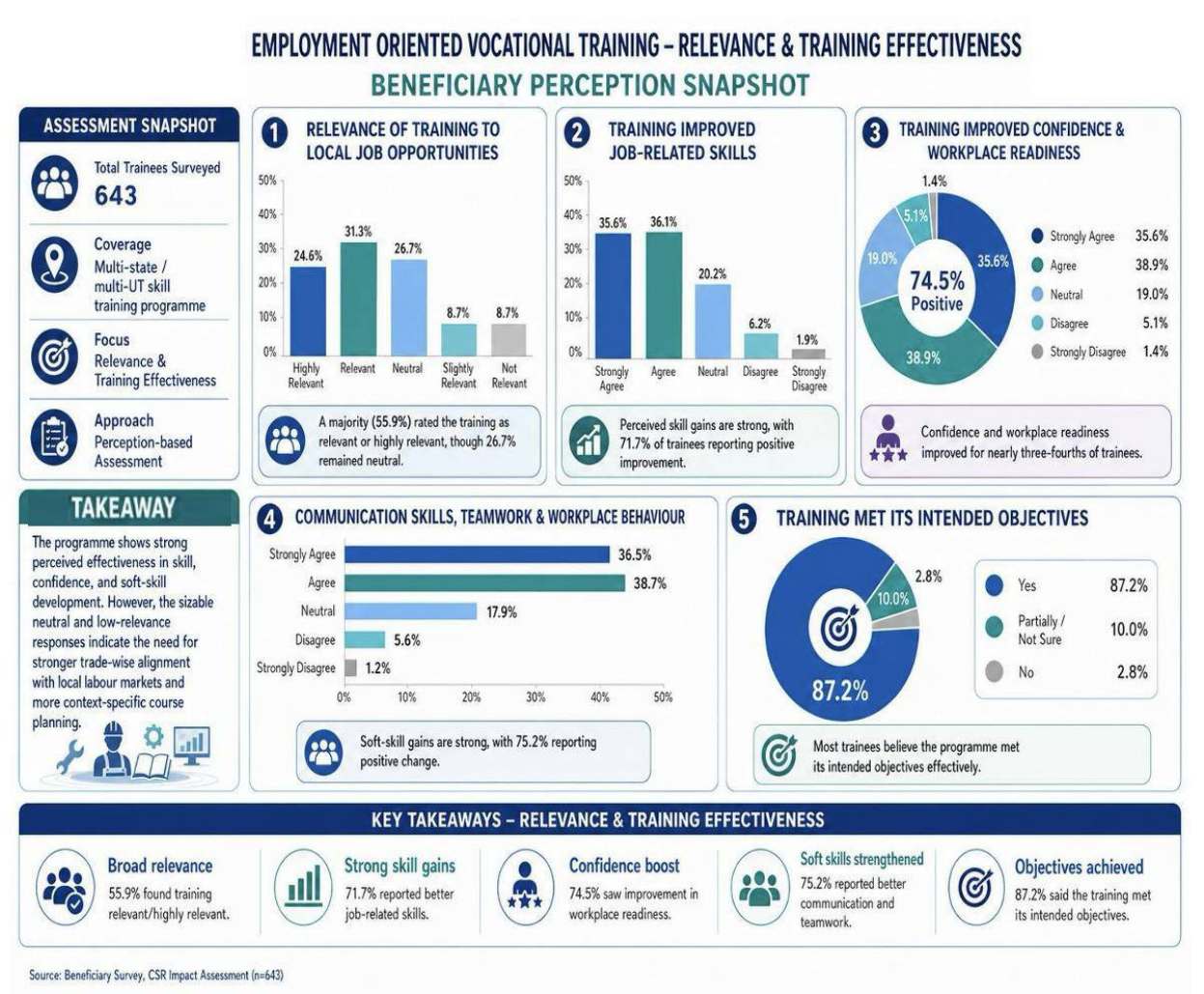


Table 7: Relevance & Training Effectiveness

Variable	Key Insights	Discussion Summary
Relevance of Training Trade/Course to Local Job Opportunities	A majority viewed the training as relevant: Relevant 31.3% (201) and Highly Relevant 24.6% (158), together accounting for 55.9% (359). However, 26.7% (172) remained neutral, while 17.4% (112) viewed it as only slightly relevant or not relevant.	The training appears broadly relevant to local job opportunities, but the sizable neutral and low-relevance group suggests that course-market alignment was not equally strong across all respondents or locations.
Training Improved Job-Related Skills	Positive responses are high: Agree 36.1% (232) and Strongly Agree 35.6% (229), together forming 71.7% (461). Neutral responses account for 20.2% (130), while negative responses remain limited at 8.1% (52).	The findings indicate a strong perceived improvement in job-related skills, suggesting that the programme was effective in delivering core employability-oriented learning for most trainees.
Training Improved Confidence and Workplace Readiness	A clear majority reported positive change: Agree 38.9% (250) and Strongly Agree 35.6% (229), together accounting for 74.5% (479). Neutral responses were 19.0% (122) and negative responses 6.5% (42).	The programme appears to have contributed meaningfully to confidence-building and workplace readiness, indicating value beyond technical skill acquisition alone.
Training Improved Communication Skills, Teamwork, and Workplace Behaviour	Positive responses are again strong: Agree 38.7% (249) and Strongly Agree 36.5% (235), together accounting for 75.2% (484). Neutral responses stand at 17.9% (115) and negative responses at 6.8% (44).	This suggests that the training was perceived as effective not only in technical preparation but also in strengthening soft skills and workplace behaviour, which are critical for employability.
Training Met Intended Objectives Effectively	A very large majority responded Yes 87.2% (561), while 10.0% (64) reported partial/not sure and only 2.8% (18) responded no.	Overall, the programme is perceived to have met its intended objectives effectively, reflecting a strong positive assessment from the respondent base.

Figure 4: Training Quality



Table 8: Training Quality

Variable	Key Insights	Discussion Summary
Trainer Quality and Teaching Methods were Satisfactory	Positive responses are very high: Strongly Agree 40.3% (259) and Agree 36.9% (237), together accounting for 77.2% (496). Neutral responses account for 18.7% (120), while negative responses are very limited at 4.2% (27).	The findings suggest that trainer quality and teaching methods were viewed positively by a large majority of respondents, indicating good instructional delivery.
Practical Exposure / Hands-on Learning was Adequate	Positive responses are strong: Strongly Agree 38.6% (248) and Agree 38.6% (248), together accounting for 77.2% (496). Neutral responses stand at 16.6% (107), while negative responses remain low at 6.3% (40).	The programme appears to have provided adequate practical exposure for most respondents, which is an important strength for vocational training effectiveness.
Training Facilities / Equipment were Adequate	Facility ratings are largely favourable: Good 38.1% (245) and Excellent 25.0% (161), together accounting for 63.1% (406). A further 29.7% (191) rated facilities as average, while only 7.2% (46) rated them poor or very poor.	Infrastructure and equipment were generally viewed as adequate, though a sizeable average-rating group suggests room for improvement in quality or consistency across centres.
Support Services (Attendance Tracking, Counselling, Guidance) were Helpful	Positive responses are high: Strongly Agree 37.3% (240) and Agree 38.6% (248), together accounting for 75.9% (488). Neutral responses are 17.6% (113) and negative responses 6.5% (42).	Support services were perceived as useful by most trainees, indicating that programme delivery was supported by helpful guidance and administrative assistance.
Environment-friendly Practices were Encouraged During Training	Positive responses are especially strong: Strongly Agree 39.0% (251) and Agree 41.5% (267), together accounting for 80.5% (518). Neutral responses stand at 15.9% (102), while negative responses are minimal at 3.6% (23).	The findings suggest that environmentally friendly practices were visibly encouraged during training, reflecting a positive integration of sustainability-oriented behaviour into the training environment.

Figure 5: Certification & Assessment

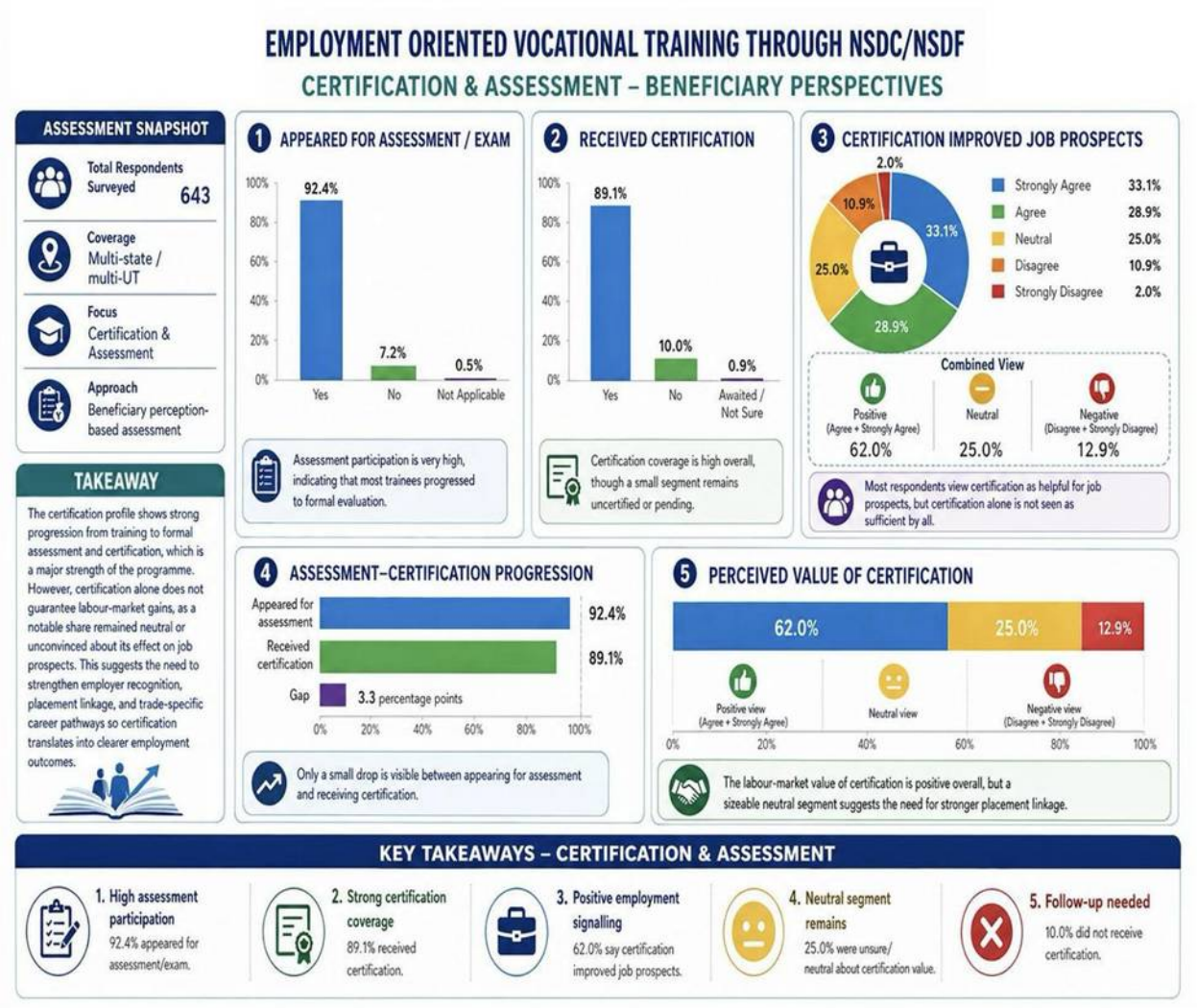


Table 9: Certification & Assessment

Variable	Key Insights	Discussion Summary
Appeared for Assessment / Exam	A very large majority of respondents reported appearing for the assessment/exam: Yes 92.4% (594). Only 7.2% (46) reported not appearing, while 0.5% (3) marked not applicable. Percentages may total approximately 100% due to rounding.	The programme appears to have achieved strong assessment participation, indicating that most trainees progressed beyond training attendance into formal evaluation.
Received Certification	Most respondents reported receiving certification: Yes 89.1% (573). However, 10.0% (64) did not receive certification, and 0.9% (6) were unsure or awaiting it.	Certification coverage is high overall, but the non-certified segment remains important because it may weaken the conversion of training into labour-market advantage.
Certification Helped Improve Job Prospects	Positive responses are moderate to strong: Strongly Agree 33.1% (213) and Agree 28.9% (186), together accounting for 62.0% (399). Neutral responses are 25.0% (161), while negative responses total 12.9% (83).	Certification is perceived as useful for job prospects by a majority, though a sizeable neutral segment suggests that certification alone may not guarantee employment advantage in all locations or sectors.

Figure 6: Employment, Placement & Livelihood Outcomes

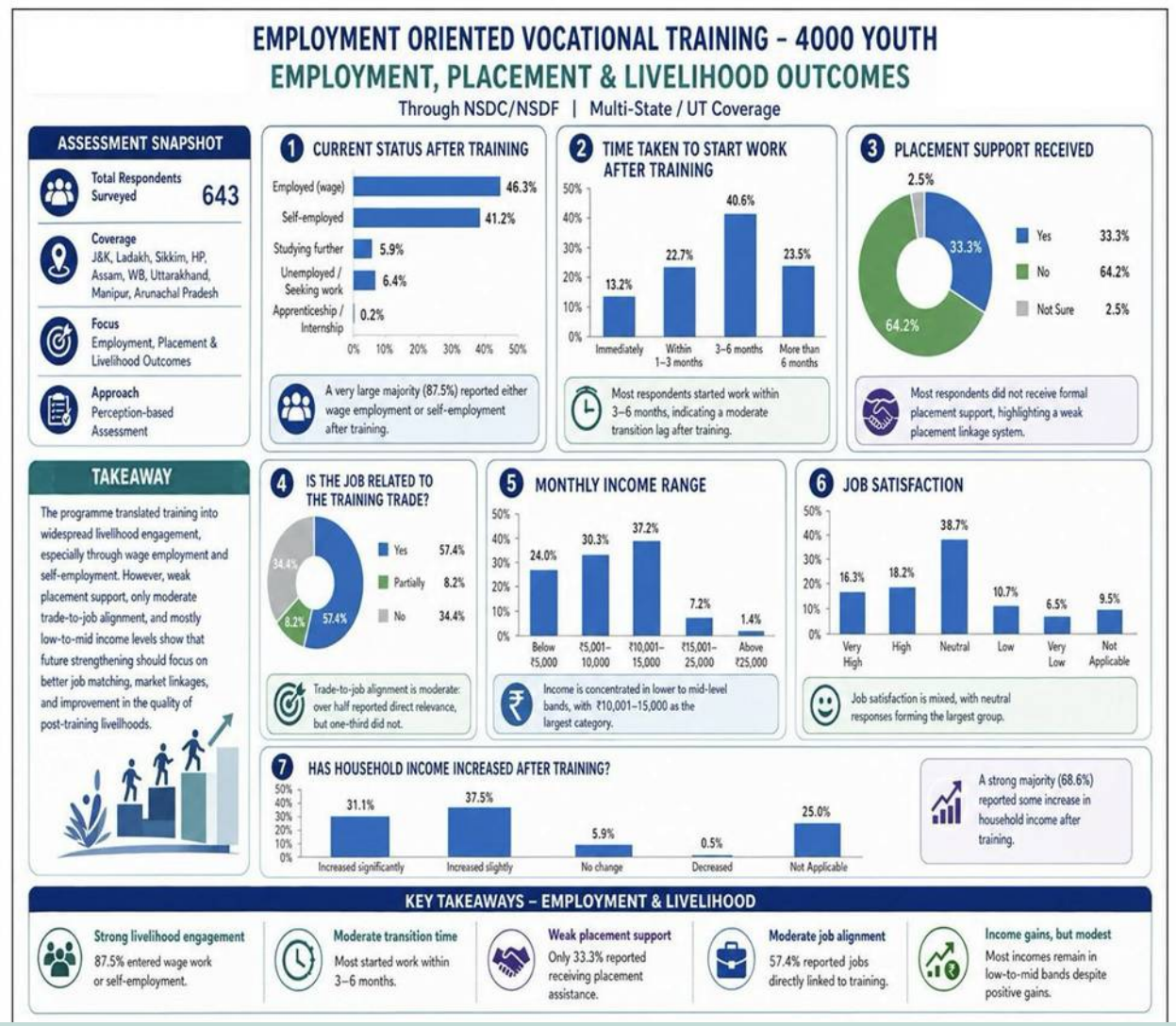


Table 10: Employment, Placement & Livelihood Outcomes

Variable	Key Insights	Discussion Summary
Current Status after Training	A large majority reported livelihood engagement after training: Employed 46.3% (298) and Self-employed 41.2% (265), together accounting for 87.5% (563). Only 6.4% (41) reported being unemployed/seeking work, while very small shares reported further study or apprenticeship.	The findings suggest strong post-training livelihood engagement, with both wage employment and self-employment emerging as major outcome pathways.
Time Taken to Start Work after Training	Most respondents reported starting work within a medium time frame: 3–6 months 40.6% (261) is the largest group, followed by 1–3 months 22.7% (146). Smaller shares started immediately (13.2%) or after more than 6 months (23.5%).	The transition from training to work appears positive overall, but not immediate for most trainees, indicating a moderate lag between training completion and livelihood absorption.
Received Placement Support	A majority reported not receiving placement support 64.2% (413), while only 33.3% (214) said they did receive such support.	This suggests that employment and self-employment outcomes may have been achieved more through individual effort, local opportunity, or informal pathways rather than through strong formal placement systems.
Job Related to Training Trade	More than half reported that their work was related to the training trade: Yes 57.4% (369), while 8.2% (53) said partially and 34.4% (221) said no.	The programme shows moderate trade-to-job alignment, though a sizeable mismatch remains, indicating that not all trainees were able to convert their training directly into trade-specific work.
Monthly Income Range	The income profile is concentrated in lower to mid-level bands: ₹10,001–15,000 37.2% (239) is the largest category, followed by ₹5,001–10,000 30.3% (195) and Below ₹5,000 24.0% (154). Very few reported income above ₹15,000.	The earnings profile suggests that while livelihood outcomes are visible, most respondents remain in lower or modest income brackets, indicating partial rather than high-value economic transition.

Job Satisfaction	Job satisfaction is mixed: Neutral 38.7% (249) is the largest category, while High + Very High = 34.5% (222). Lower satisfaction categories together account for 17.2% (111), with 9.5% (61) marked not applicable.	This suggests that employment outcomes are visible, but the quality of work experience may be moderate rather than strongly positive for many respondents.
Household Income Increased Compared to Before Training	respondents reported an increase A majority reported income improvement: Increased slightly 37.5% (241) and increased significantly 31.1% (200), together accounting for 68.6% (441). Only 5.9% (38) reported no change and 0.5% (3) reported a decrease.	The programme appears to have contributed positively to household income for a large share of respondents, suggesting meaningful livelihood gains, though the extent of increase varies.

Note: Employment, self-employment, income, job-relatedness, placement support, and other livelihood outcomes presented in this section are based on respondents' self-reported survey responses. These outcomes were not independently verified through employer records, placement databases, salary records, or other administrative documentation and should therefore be interpreted as perceived/reported post-training outcomes rather than verified project-level employment results.

Figure 7: Self-Employment, Entrepreneurial Support & Post-training Challenges

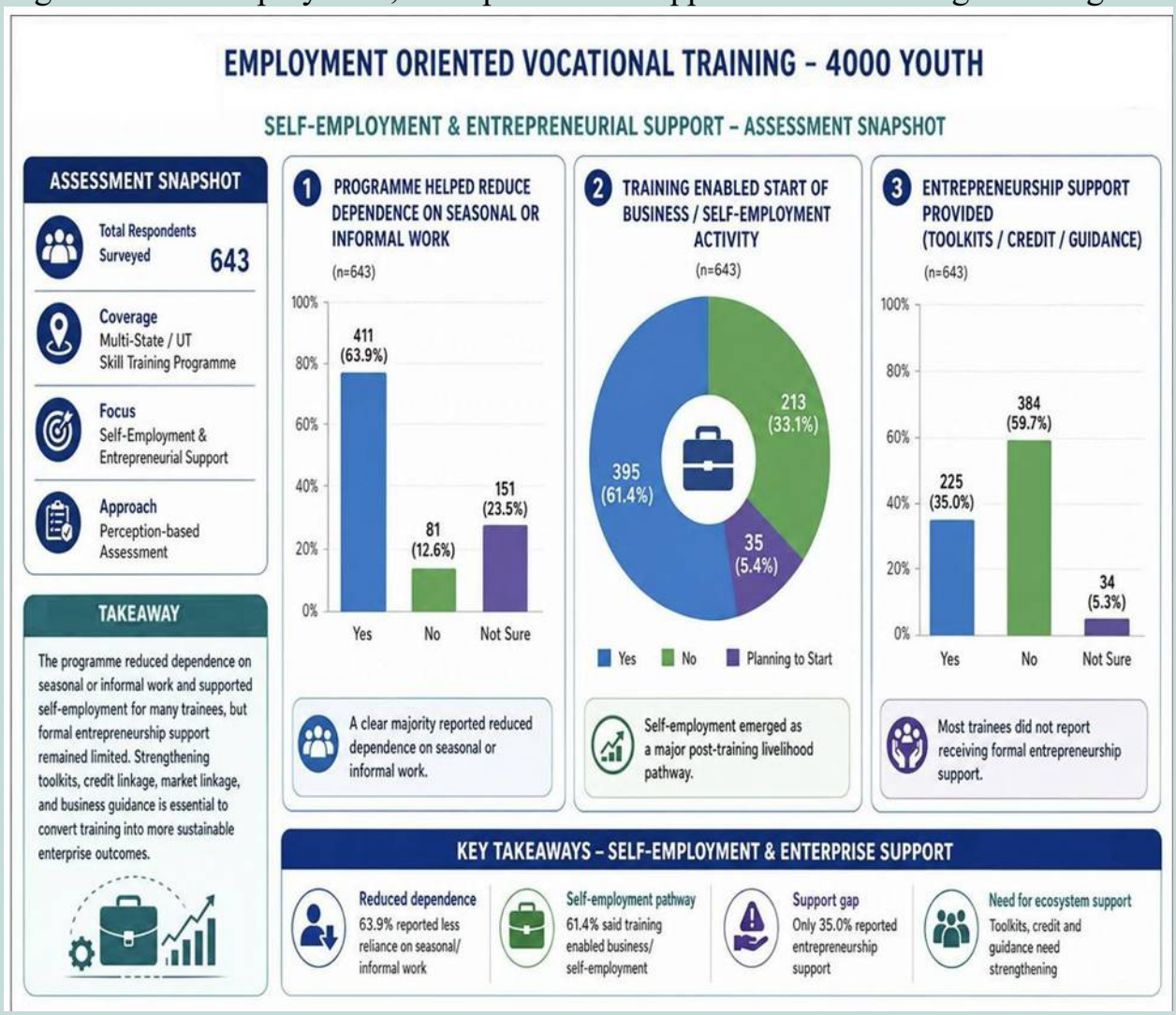


Table 11: Major Challenges Faced After Training While Searching for Employment or Starting Work

Regrouped Challenge Theme	Illustrative Raw Responses Included
Lack of Job Opportunities / Vacancy Constraints	No job available, job not available, limited job opportunities, limited opportunities, no work availability, no job openings, unavailability of job vacancies, not finding a job, difficulty getting first job, hard to find relevant job
Weak Placement / Employer Linkages	No placements offered, lack of placement, placement issue, placement problem, no job placement support, no support for campus placement, to search for a job since there was no placement
Market Competition / Local Competition	Competition in market, market competition, high market competition, strong competition in market, high local competition, high competition and limited opportunities
Skill Gap / Lack of Experience / Limited Exposure	Lack of experience, no experience, lack of practical experience, no practical experience, lack of field experience, limited practical exposure, lack of exposure, skill gap, technical skill gap, computer skill gap, communication skill gap, English communication skill, weakness in English
Need for Advanced Skills / Additional Training	Lack of advanced skill, lack of advanced skills, lack of advanced skills and technology, advanced training, they asked for advanced training certificate, certificate not helpful, certificate not received till date
Financial Constraints / Lack of Start-up Capital	Financial problems, financial issues, financial challenges, lack of finance to start work, financial challenge for starting a business, hard to find fund/investment, lack of financial support, finance and getting customers, financial
Low Income / Low Incentives / Unstable Earnings	Low initial earnings, low starting salary, low earning, low incentive, low incentives, irregular income flow, unstable income, unstable income flow
Business / Market / Customer Network Constraints	Limited customer base, low customer base, low client base initially, low client network, difficulty getting clients, lack of marketing skills, no marketing skills, lack of business knowledge, less business knowledge, no business management knowledge, lack of market resources, lack of market support
Transport / Distance / Mobility Issues	Frequent travel requirements, travel, travel issues, transportation issues, transport related constraints, distance, long distance, travelling, have to go out of town, center was away
Family / Personal / Social Constraints	Family restrictions, family pressure, family issues, due to family issues staying at home, early motherhood, married decline, time management issues, mental stress, safety risk issues
Work Conditions / Job Quality Concerns	Long working hours, workload pressure, high workload pressure, repetitive work stress, job insecurity concerns, limited growth opportunities, did not find good working environment, high accuracy requirement

Course / Training Not Completed	Training not completed, incomplete course training, course not completed, not completed training, dropped out, not applicable since dropped out
Infrastructure / Equipment / Institutional Constraints	Lack of infrastructure, lack of staff, lack of proper equipment, no proper tools, lack of proper equipment, limited office exposure
No Major Challenge / No Response / Not Applicable	Nothing, nil, no issue, no challenges, no such challenge, no such challenges faced, not applicable, NA, not sure, no, yes, good, employed, still studying

Table 12: Self-Employment, Entrepreneurial Support & Post-training Challenges

Variable	Key Insights	Discussion
Programme Helped Reduce Dependence on Seasonal or Informal Work	A clear majority reported reduced dependence on seasonal or informal work: Yes 63.9% (411). However, 23.5% (151) were not sure and 12.6% (81) said no.	The programme appears to have supported a meaningful shift away from unstable or informal livelihood dependence for many respondents, though the effect was not uniform across all beneficiaries.
Training Enabled Start of Business / Self-Employment Activity	A majority stated that the training enabled them to start a business or self-employment activity: Yes 61.4% (395). A further 5.4% (35) were planning to start, while 33.1% (213) said no.	Self-employment emerges as an important outcome pathway, suggesting that the programme supported livelihood generation not only through wage work but also through entrepreneurial activity.
Entrepreneurship Support Provided (Toolkits / Credit / Guidance)	Most respondents reported that they did not receive entrepreneurship support 59.7% (384), while only 35.0% (225) said yes and 5.3% (34) were unsure.	This indicates that self-employment outcomes may have occurred despite limited formal entrepreneurial support, pointing to a gap between training completion and enterprise-enabling assistance.
Major Challenges Faced After Training	The open-ended responses cluster around a few recurring barriers: lack of job opportunities, weak placement support, market competition, skill/ experience gaps, financial constraints, customer/ business network challenges, transport/distance issues, and family or personal constraints. A smaller set of responses also points to training not completed, infrastructure tool limitations, and work condition concerns.	The challenge profile shows that post-training livelihood transition was shaped not only by skill acquisition, but also by labour market limitations, financial vulnerability, weak market linkage, and local ecosystem constraints.

Figure 8: Impact (Quality of Life, Social, Confidence & Community Outcomes)



Table 13: Impact (Quality of Life, Social, Confidence & Community Outcomes)

Variable	Key Insights	Discussion Summary
Training Improved Financial Independence and Ability to Support Family	Positive responses are substantial: Strongly Agree 32.2% (207) and Agree 31.7% (204), together accounting for 63.9% (411). Neutral responses are 24.9% (160), while negative responses total 11.2% (72).	The findings suggest that the programme contributed meaningfully to financial independence and household support capacity for a majority of respondents.
Training Improved Social Confidence / Status in the Community	Positive responses are strong: Strongly Agree 32.8% (211) and Agree 33.1% (213), together accounting for 65.9% (424). Neutral responses stand at 25.7% (165), while negative responses remain limited at 8.4% (54).	The programme appears to have generated important social and psychological gains, especially in terms of confidence and community standing.
Respondents' Perception that Training Helped Reduce Unemployment among Youth in the Community	Positive responses together account for 60.3% (388), with 30.8% (198) agreeing and 29.5% (190) strongly agreeing. However, 31.9% (205) remained neutral.	Respondents broadly perceive the programme as contributing to reduction in youth unemployment, though the large neutral segment suggests that this effect may not be equally visible across all areas.
Programme Improved Community Perception towards Skill-Based Employment	Positive responses total 62.5% (402), while 29.7% (191) remain neutral and only 7.8% (50) are negative.	The programme appears to have helped improve social acceptance and legitimacy of skill-based employment within the community.
Programme Contributed to Local Economic Development / New Livelihood Opportunities	Positive responses total 62.2% (400), while 30.2% (194) are neutral and 7.6% (49) are negative.	The programme is perceived as contributing to local livelihood expansion and economic activity, though the strength of this effect seems moderate rather than universal.
Perceived Benefit of Trained Youth to Employers / Local Businesses	A large majority responded Yes 78.5% (505), while 17.1% (110) were not sure and only 4.4% (28) said no.	The finding indicates a strong respondent perception that the availability of trained youth generated value for local employers and businesses. However, this should be interpreted as a perception-based outcome rather than direct employer-verified evidence.

Figure 9: Equity & Inclusion

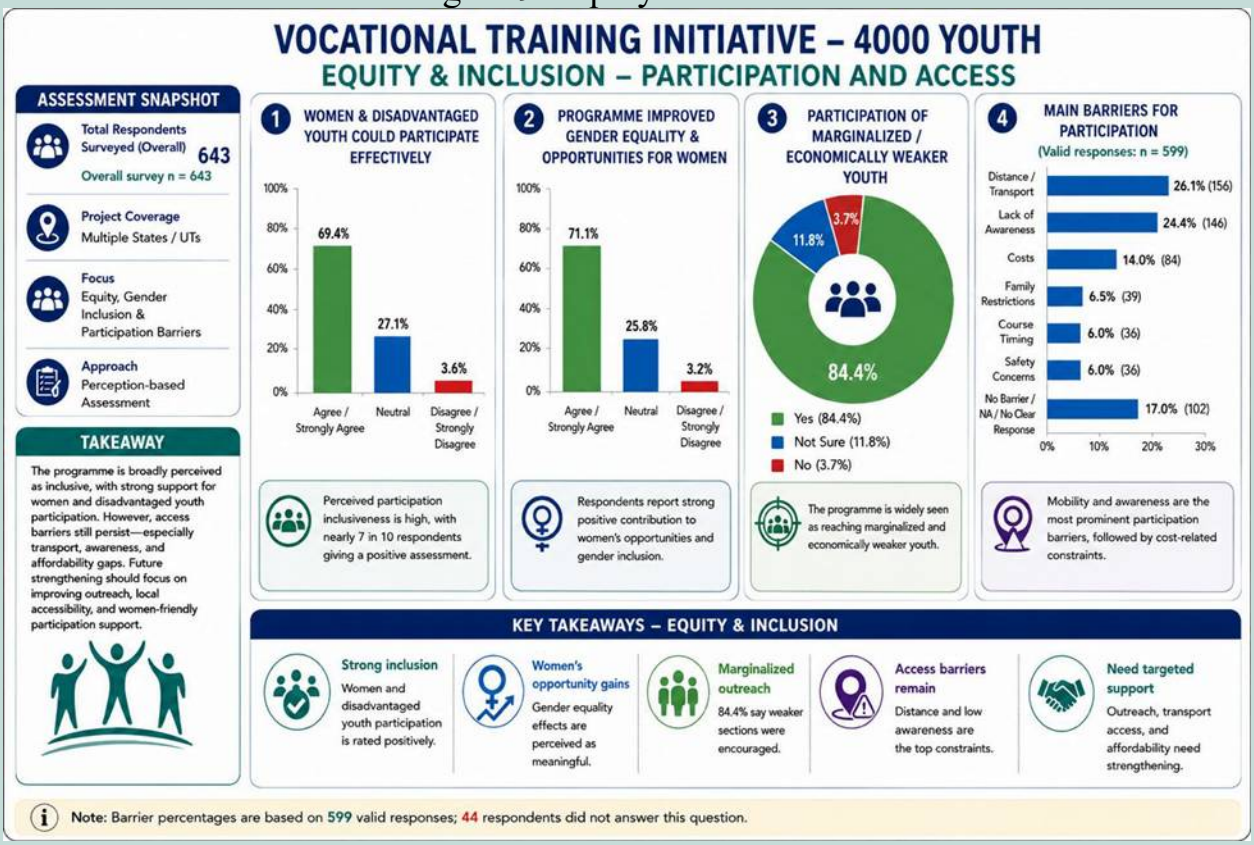


Table 14: Equity & Inclusion

Variable	Key Insights	Discussion Summary
Women and Disadvantaged Youth were Able to Participate Effectively	Positive responses are high: Strongly Agree 34.1% (219) and Agree 35.3% (227), together accounting for 69.4% (446). Neutral responses are 27.1% (174), while negative responses are very limited at 3.6% (23).	The findings suggest that the programme was broadly perceived as inclusive in enabling participation of women and disadvantaged youth.
Participation Improved Gender Equality and Opportunities for Women	Positive responses are again strong: Strongly Agree 33.9% (218) and Agree 37.2% (239), together accounting for 71.1% (457). Neutral responses stand at 25.8% (166), while negative responses are minimal at 3.2% (20).	The programme appears to have contributed positively to women's opportunities and gender inclusion, at least in the perception of respondents.
Programme Encouraged Participation of Marginalized / Economically Weaker Youth	A very large majority responded Yes 84.4% (543), while 11.8% (76) were not sure and only 3.7% (24) said no.	This indicates strong perceived outreach toward marginalized and economically weaker youth, which is an important inclusion strength of the intervention.
Main Barrier for Participation	Among the 599 respondents who provided a valid response, the most frequently reported barriers were Distance/Transport 26.1% (156) and Lack of Awareness 24.4% (146), followed by Costs 14.0% (84). Other reported barriers included Family Restrictions 6.5% (39), Course Timing 6.0% (36), and Safety Concerns 6.0% (36). A further 17.0% (102) fell under No Barrier / Not Applicable / No Clear Response. Forty-four respondents did not provide a response to this question.	Among respondents who answered the question, access-related and informational constraints emerged as the most prominent participation barriers. Mobility, awareness, and affordability appear to be the principal inclusion challenges, while family restrictions, course timing, and safety concerns were reported less frequently.

Note: Barrier percentages are based on 599 valid responses; 44 respondents did not answer this question. Percentages may vary marginally due to rounding.

Figure 10: Efficiency

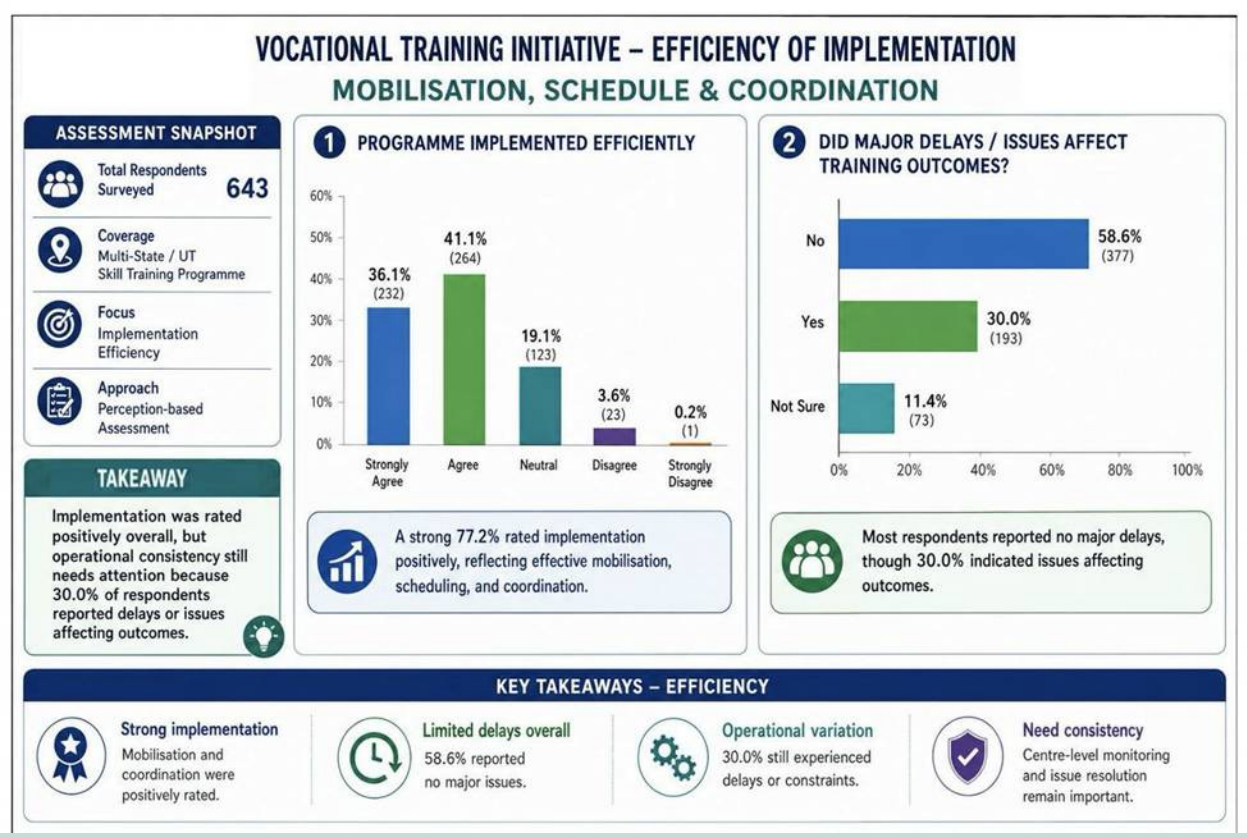


Table 15: Efficiency

Variable	Key Insights	Discussion Summary
Programme was Implemented Efficiently (mobilization, schedule, coordination)	Positive responses are very high: Strongly Agree 36.1% (232) and Agree 41.1% (264), together accounting for 77.2% (496). Neutral responses stand at 19.1% (123), while negative responses are minimal at 3.7% (24).	The findings suggest that the programme was generally perceived as being implemented efficiently, with strong ratings on mobilization, scheduling, and coordination.
Any Major Delays / Issues Affected Training Outcomes	The majority reported that no major delays or issues affected outcomes: No 58.6% (377). However, 30.0% (193) said yes, and 11.4% (73) were not sure.	While implementation appears efficient overall, the presence of a sizeable group reporting delays or issues suggests that programme delivery was not equally smooth across all respondents or locations.

Figure 11: Sustainability

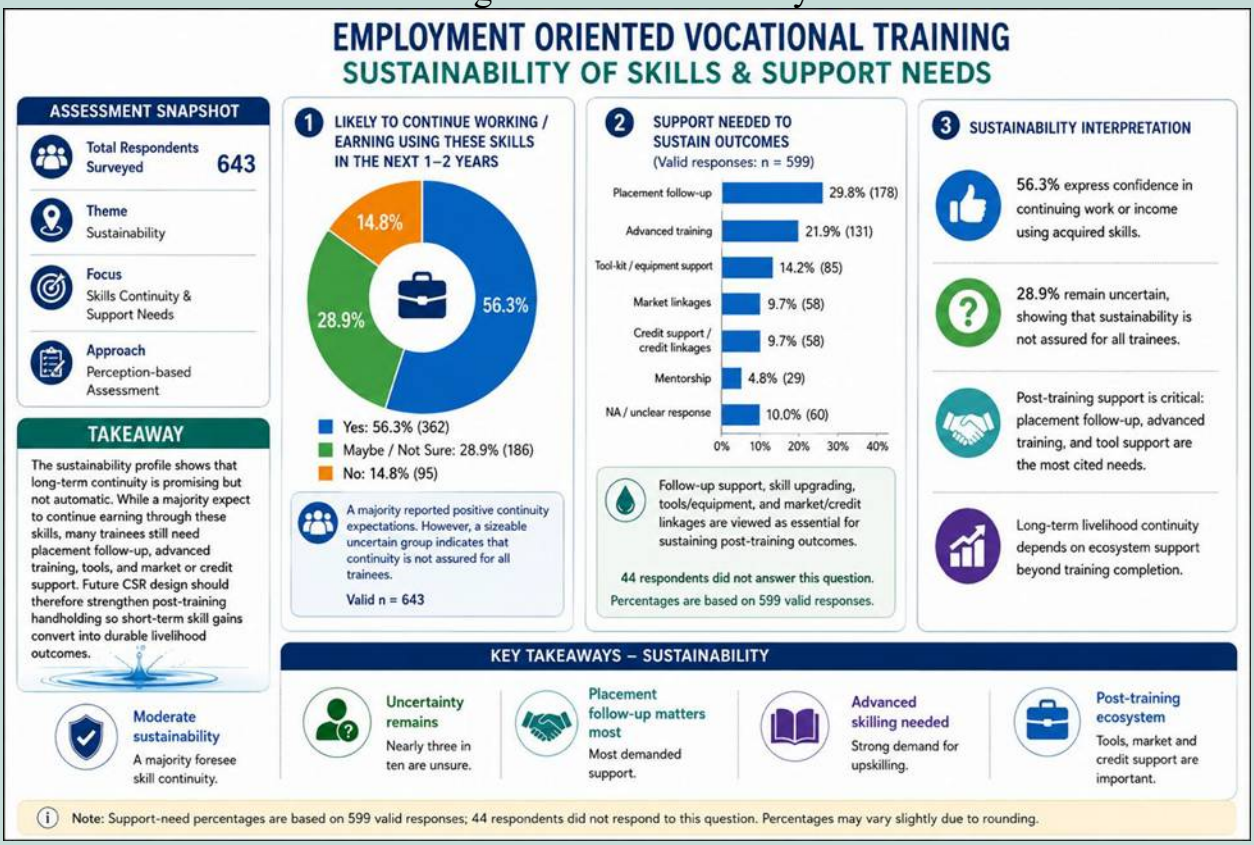


Table 16: Sustainability

Variable	Key Insights	Discussion Summary
Likely to Continue Working / Earning Using These Skills for the Next 1–2 Years	A majority reported positive continuity expectations: Yes 56.3% (362). However, 28.9% (186) were unsure and 14.8% (95) said no.	The findings suggest moderate-to-strong sustainability potential, though a sizeable uncertain group indicates that continuity of work or earnings is not assured for all trainees.
Support Needed to Sustain Outcomes	Among the 599 respondents who provided a valid response, the most frequently cited support need was Placement follow-up 29.8% (178), followed by Advanced training 21.9% (131) and Tool-kit/equipment support 14.2% (85). Other needs included Market linkages 9.7% (58), Credit support/credit linkages 9.7% (58) and Mentorship 4.8% (29). A further 10.0% (60) provided NA, unclear, or non-specific responses. Forty-four respondents did not provide a response to this question.	The sustainability profile suggests that respondents do not view training completion alone as sufficient for long-term livelihood continuity. Among those who responded, placement follow-up, advanced training, tools/equipment, and market or credit linkages emerged as the principal forms of support considered important for sustaining livelihood outcomes.

Figure 12: Social Value / SROI

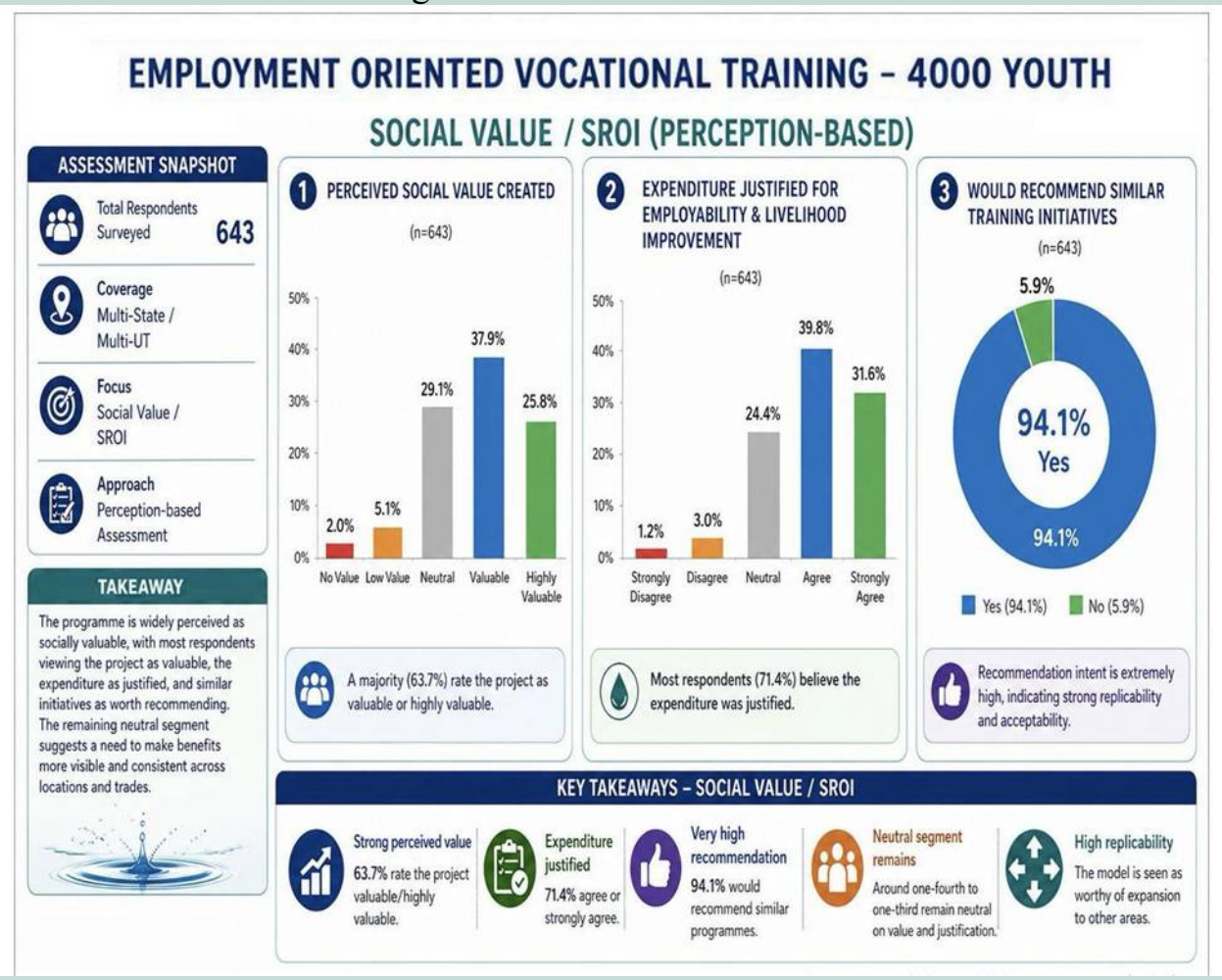


Table 17: Social Value / SROI

Variable	Key Insights	Discussion Summary
Project Created Significant Value for Youth and the Community	Positive responses are substantial: Valuable 37.9% (244) and Highly Valuable 25.8% (166), together accounting for 63.7% (410). Neutral responses stand at 29.1% (187), while only 7.1% (46) viewed the project as having low or no value.	The project is broadly perceived as socially valuable for both youth and the wider community, though the sizeable neutral segment suggests that the intensity of perceived value is not equally strong for all respondents.
Money Spent was Justified in Terms of Employability and Livelihood Improvement	Positive responses are high: Agree 39.8% (256) and Strongly Agree 31.6% (203), together accounting for 71.4% (459). Neutral responses account for 24.4% (157), while negative responses remain limited at 4.2% (27).	Respondents largely perceived the expenditure as justified in relation to employability and livelihood gains, indicating a strong perception of value-for-investment among respondents.
Would Recommend Similar Skill Training Initiatives in Other Areas	An overwhelming majority responded Yes 94.1% (605), while only 5.9% (38) said no.	The very high willingness to recommend similar initiatives indicate strong respondent acceptability and perceived social value of the intervention. However, recommendation intention should not be interpreted as direct evidence of programme impact, effectiveness, or replicability.

Table 18: Coherence & Stakeholder Recommendations

Variable	Key Insights	Discussion Summary
Programme Alignment with Government Skill Initiatives	A majority viewed the programme as aligned with government skill initiatives: Very Well 52.1% (335) and Moderately 40.9% (263), together accounting for 93.0% (598). Only 2.8% (18) rated the alignment poorly, while 4.2% (27) were not sure.	The programme is strongly perceived as being in coherence with broader government skilling priorities such as Skill India and PMKVY, indicating good policy alignment and institutional fit.
Additional Support Needed from NHPC / Training Partner to Improve Employment Outcomes	The most prominent regrouped support needs are Placement support / job opportunities (19.4%), Financial support / credit linkage (14.4%), Toolkits / equipment / machinery support (6.3%), and Advanced training / skill upgrading (6.0%). A sizeable share falls under No suggestion / NA / vague response (27.4%).	Stakeholder suggestions indicate that employment outcomes require stronger post-training support systems, especially around placement linkage, financial assistance, enterprise support, and continued skill development.

Suggested Improvements for Future Training Programmes	The most frequently regrouped improvement themes are Advanced training / updated courses (37.6%), Better placement support / job linkages (8.3%), and more practical / field / industry exposure (7.2%). Other recurring themes include communication/soft skills, technical strengthening, better access / nearby Centers, and trainer support.	Respondents are not only asking for continuation of training, but for stronger quality, relevance, and employability orientation through advanced content, practical exposure, better placement systems, and more accessible delivery.

The programme is strongly perceived as aligned with national skill development priorities, which strengthens its policy relevance and legitimacy. At the same time, stakeholder recommendations clearly show that alignment alone is not enough; respondents expect stronger outcome-oriented support beyond training delivery. The repeated demand for placement linkage, financial assistance, advanced training, practical exposure, and accessible Centers indicates that future programme strengthening should focus on improving transition support and labour-market connection rather than only expanding training coverage. From a policy perspective, the next phase should therefore move toward a more ecosystem-based skill development model in which training, placement, enterprise support, and follow-up are integrated more systematically.

5. Summary of Findings, Recommendations & Conclusion

5.1. Summary of Findings

The impact assessment of the CSR-supported employment-oriented vocational training initiative indicates that the programme has generated broadly positive outcomes across multiple dimensions of employability, livelihood enhancement, inclusion, training quality, and perceived social value. The evidence suggests that the intervention was successful in reaching a predominantly youth-oriented beneficiary base and was able to create a meaningful training-to-livelihood pathway for a substantial proportion of respondents. At the same time, the analysis also reveals important gaps in placement support, trade-to-job alignment, post-training ecosystem support, and consistency of long-term outcomes across locations and respondent groups.

- The respondent profile shows that the beneficiary base was largely composed of young adults in the 18–30 age group, with a relatively balanced gender composition compared to many skill development programmes. Most respondents had school-level educational backgrounds, especially 10th and 12th pass qualifications, indicating that the programme was aligned with the educational profile of youth typically seeking early employability support. The sample was, however, regionally concentrated in Jammu & Kashmir and beneficiary-led in composition, which means that overall findings reflect direct trainee experience more strongly than institutional or employer-side perspectives.
- In terms of training structure, the programme demonstrated broad trade coverage, though participation was concentrated in a limited number of sectors, especially IT-ITeS, Apparel, and Electronics. Most respondents underwent short-duration training, indicating a quick-skilling model. Completion rates were very high, which is a positive sign of programme continuity and retention. However, dropout analysis suggests that financial constraints remained an important reason for discontinuation, pointing to the underlying socio-economic vulnerability of the beneficiary base.
- The findings on relevance and training effectiveness are largely positive. A majority of respondents considered the training relevant to local job opportunities, and a large proportion reported that the programme improved job-related skills, workplace readiness, communication skills, teamwork, and overall behavioral preparedness for employment. Most respondents also believed that the training met its intended objectives effectively. These findings indicate that

the programme was not limited to technical instruction alone but also contributed to soft-skill development and confidence building, which are important determinants of employability.

- Training quality was also rated positively across key dimensions. Respondents reported high satisfaction with trainer quality and teaching methods, practical exposure, support services, and the encouragement of environment-friendly practices during training. Training facilities and equipment were generally rated as good or adequate, though the sizeable "average" response segment suggests that infrastructure quality may not have been equally strong across all centers. Overall, the training-quality profile suggests that the programme performed well operationally but still has room for center-level strengthening and standardization.
- Certification and assessment outcomes were also encouraging. A very large majority of respondents reported appearing for assessment and receiving certification, indicating that the programme successfully moved trainees through formal evaluation processes. Certification was also viewed positively in terms of improving job prospects, although a sizeable neutral segment remained. This suggests that certification was valued but not always seen as sufficient in itself to guarantee labour-market gains. In other words, certification appears to have been necessary, but not always enough, particularly where placement systems and market linkage remained weak.
- The employment and livelihood outcome profile is one of the strongest findings of the study. A substantial majority of respondents reported either wage employment or self-employment after training, suggesting that the intervention generated visible livelihood engagement through multiple pathways. Many respondents also reported increased household income compared to the pre-training period. However, the quality of these outcomes appears mixed. Placement support was reported by only a minority, trade-to-job alignment was moderate rather than universal, most income levels remained in lower to mid-level bands, and job satisfaction was more neutral than strongly positive. This suggests that the programme was more successful in generating livelihood entry than in ensuring high-quality or strongly aligned employment outcomes.
- The self-employment and entrepreneurship-related findings are particularly important. A majority of respondents reported that the programme helped reduce dependence on seasonal or informal work, and many indicated that training enabled them to start a business or self-employment activity. At the same time, most respondents did not report receiving formal entrepreneurship support in the form of toolkits, credit linkage, or business guidance. This

suggests that self-employment outcomes often emerged despite limited enterprise support, rather than because of a strong post-training entrepreneurship ecosystem.

- The broader impact profile is also positive. Respondents reported gains in financial independence, family support, social confidence, and community-level acceptance of skill-based employment. The programme was also perceived to have contributed to local livelihood opportunities and to have created benefits for employers and local businesses through the availability of trained youth. However, neutral responses remain sizeable in several of these indicators, suggesting that the intensity and visibility of community-level benefits were not equally strong across all regions and trades.
- The equity and inclusion findings are encouraging. A clear majority of respondents believed that women, disadvantaged youth, and marginalized or economically weaker groups were able to participate effectively. The programme was also seen as contributing positively to gender equality and women's opportunities. At the same time, participation barriers were still visible, especially in the form of distance/transport problems, lack of awareness, cost constraints, family restrictions, course timing, and safety concerns. This indicates that while the programme was broadly inclusive in design and perception, access barriers were not fully eliminated.
- On efficiency, the programme was generally rated positively in terms of mobilization, scheduling, and coordination. Most respondents believed that implementation was efficient, and a majority also reported that no major delays or issues affected outcomes. However, a significant minority did indicate that delays or implementation issues did affect the training experience. This suggests that while overall delivery quality was strong, operational consistency varied across locations.
- The sustainability findings present a mixed but broadly promising picture. More than half of respondents reported that they were likely to continue working or earning using the acquired skills over the next one to two years. However, a sizeable uncertain segment remained, and respondents clearly indicated that continued outcomes would require post-training support, especially placement follow-up, advanced training, tools/equipment, market linkages, and credit support. This shows that sustainability depends not only on the initial training, but on continued ecosystem support beyond the training period.

- The social value and SROI findings are strongly positive. A majority viewed the programme as valuable or highly valuable for youth and the community, most respondents believed that the money spent was justified in terms of employability and livelihood improvement, and an overwhelming majority said they would recommend similar initiatives in other areas. These findings suggest that the intervention enjoys high perceived legitimacy and replicability, even though the benefits are not uniformly distributed in strength across all respondents.

Finally, the coherence findings show that the programme is strongly aligned with broader government skill development initiatives such as Skill India and PMKVY. At the same time, stakeholder recommendations indicate that future strengthening should focus on better placement linkage, financial and entrepreneurial support, advanced and updated training, stronger practical exposure, and more accessible training arrangements. This shows that the next stage of programme design should move beyond skill delivery alone and toward a more integrated employability and livelihood support model.

5.2. Recommendations Framework

The policy recommendations presented in this chapter have been derived from a comprehensive analysis of the CSR-supported employment-oriented vocational training initiative implemented through NSDC/NSDF across multiple states and Union Territories. The assessment indicates that while the project has been successful in improving access to skill development, strengthening training quality, supporting employability, and generating meaningful livelihood and social outcomes, certain gaps continue to limit the full realization of long-term and high-quality employment benefits.

In particular, the findings point to a clear transition requirement—from training delivery and completion orientation towards a stronger livelihood conversion and post-training support model. While respondents reported high completion rates, positive skill gains, improved confidence, and substantial engagement in wage employment and self-employment, the analysis also highlights recurring gaps in formal placement support, moderate trade-to-job alignment, limited entrepreneurship assistance, uneven sustainability of outcomes, and continued access barriers for some groups. These patterns suggest that training alone is not sufficient; stronger ecosystem

support is required to convert skills into stable, better-quality, and more sustainable livelihood outcomes.

The recommendations are therefore structured to address these gaps systematically, with a focus on improving labour-market alignment, strengthening placement and enterprise support, deepening inclusion, enhancing post-training continuity, and improving the overall quality and relevance of skill interventions. At the same time, the recommendations build on the existing strengths of the programme such as strong completion levels, positive trainee perceptions, high social value, broad community acceptance, and perceived policy coherence to ensure that future CSR investments are more effective, outcome-oriented, and scalable.

Overall, this framework aims to support a shift from **t**raining-centric delivery models to integrated employability and livelihood support systems, thereby enabling stronger labour-market outcomes, improved beneficiary satisfaction, and more durable social and economic returns from CSR-supported skill development programmes.

Table 19: Recommendations with Actionable Outcomes

Key Insight	Recommendation	Action Points	Measurable Outcomes (KPIs)
Training was broadly relevant, but a notable segment remained neutral or viewed it as weakly linked to local jobs.	Strengthen trade-to-market alignment through local labour mapping	- Conduct district/location-specific labour market scans before finalizing trades - Align course offerings with local industry, services, and self-employment demand - Review trade baskets periodically based on placement and livelihood trends	- % trainees reporting training as relevant/highly relevant - % improvement in trade-to-job alignment - Reduction in low-relevance responses
High completion and skill-gain levels were reported, but training duration was mostly short and depth may vary by trade.	Improve training depth and progression pathways	- Introduce advanced modules / refresher courses - Create level-based training pathways for high-demand trades - Provide bridge training for skill upgrading after course completion	- % trainees accessing advanced / follow-up training - % trainees reporting improved technical competence - Increase in higher-skilled job placement outcomes
Placement support was	Build stronger formal placement	- Establish structured placement cells and follow-	- % trainees receiving placement support

reported by only a minority, despite substantial livelihood engagement.	and employer linkage systems	up systems - Organize employer tie-ups, job fairs, interview camps, and local job linkage platforms - Track trainees for 6–12 months post training	- % placed within 3 months - Number of employer partnerships - Reduction in unemployment / job-seeking responses
Only moderate trade-to-job alignment was observed, and many trainees entered work outside their training domain.	Improve job matching and career counselling	- Provide pre-training counselling on realistic job pathways - Match trainees with trade-specific openings - Offer post-training job guidance and mobility support where needed	- % jobs aligned to training trade - % trainees receiving counselling - Reduction in mismatch between training and work outcomes
Self-employment emerged as a major pathway, but most respondents did not receive structured entrepreneurship support.	Create a dedicated entrepreneurship and self-employment support track	- Provide toolkits, basic machinery, and starter kits in relevant trades - Link trainees to credit, government schemes, local markets, and contractor networks - Provide business planning and startup guidance	- % trainees receiving entrepreneurship support - % self-employed trainees sustained after 6–12 months - Number of toolkit / credit / market linkage cases
Financial constraints were a major reason for dropout and a barrier to continuity.	Support economically vulnerable trainees through enabling measures	- Consider travel support, stipends, flexible schedules, and localized training center - Identify vulnerable beneficiaries early for targeted retention support - Improve counselling and follow-up for at-risk trainees	- Reduction in dropout due to financial reasons - % trainees from vulnerable groups completing the course - Improved retention rates
Women and disadvantaged youth were perceived to have participated, but barriers such as distance, costs, family restrictions, and safety remained visible.	Deepen inclusion through barrier-sensitive programme design	- Expand outreach in underserved areas - Improve awareness campaigns for women and marginalized groups - Use safe, accessible locations and flexible timings - Strengthen gender-sensitive mobilization and counselling	- % female participation - % participation of marginalized/economically weaker youth - Reduction in reported distance/awareness/safety barriers
Job satisfaction and income gains	Focus on quality of livelihood	- Encourage access to better-paying placements	- % trainees above baseline income

were positive but not uniformly strong, with most earnings concentrated in lower to mid-level bands.	outcomes, not only employment entry	- Provide progression pathways for trainees in low-income roles - Track job retention, salary growth, and satisfaction over time	bands - Job retention rate after 6–12 months - % reporting high/very high job satisfaction
More than half expected to continue earning with the acquired skills, but many remained uncertain and demanded follow-up support.	Institutionalizing post-training sustainability support	- Create alumni tracking and follow-up systems - Offer placement follow-up, mentorship, market linkage, and advanced skilling support - Build local support ecosystems around training centres	- % trainees continuing to work/earn after 1–2 years - % trainees accessing follow-up support - Reduction in "not sure" sustainability responses
Respondents rated the programme as socially valuable and strongly recommended replication.	Scale future CSR skill initiatives through an outcome-oriented model	- Replicate successful models in similar geographies - Prioritize trades with stronger livelihood conversion - Use outcome data to refine scale-up decisions - Integrate social value indicators in future monitoring	- % recommending similar programmes - % respondents rating programme as valuable/highly valuable - Number of improved/replicated training interventions
The programme was perceived as aligned with government skilling initiatives, but stakeholders demanded stronger outcome support.	Align CSR training more closely with public skilling and livelihood ecosystems	- Link training with Skill India / PMKVY / local livelihood schemes where relevant - Integrate certification, placement, and entrepreneurship linkage with existing public systems - Improve coordination with district-level skilling and employment institutions	- % respondents rating programme as very well/moderately aligned - Number of institutional convergences established - Increase in trainees linked to government schemes or platforms

Strategic Orientation

The CSR-supported vocational training initiative through NSDC/NSDF shows strong performance in training completion, skill development, training quality, perceived social value, and post-training livelihood engagement. However, the findings consistently highlight a transition gap

between training completion and stable, well-supported livelihood outcomes. The central cross-cutting issue is weak post-training support, particularly in placement linkage, trade-to-job alignment, entrepreneurship assistance, and long-term livelihood continuity. The focus should therefore shift from training delivery and completion alone to stronger employability conversion, follow-up support, and ecosystem-based livelihood assistance.

Recommendations

I. **Strengthen placement and job linkage systems (Core Priority):** A major gap emerging from the findings is weak formal placement support despite substantial employment and self-employment outcomes. Future interventions should move beyond training completion and build stronger employer linkage, interview support, job fairs, and follow-up placement systems so that trainees are better connected to real labour-market opportunities.

II. **Improve trade-to-market alignment:** Although the programme was broadly perceived as relevant, trade-to-job alignment was only moderate and a notable neutral segment remained on relevance. Future training should be based on district- and region-specific labour demand, local enterprise opportunities, and realistic employment pathways so that training translates more directly into relevant work.

III. **Build a structured self-employment support pathway:** Self-employment emerged as a major livelihood outcome, but entrepreneurship support was limited. Future CSR skill initiatives should include toolkits, equipment support, credit linkage, startup guidance, market linkage, and business mentoring so that trainees pursuing self-employment are not left unsupported after course completion.

IV. **Expand advanced training and skill upgradation opportunities:** A recurring demand from respondents was for advanced training, updated content, and skill progression. Since most courses were short-duration, future programmes should include advanced modules, refresher training, and progression pathways to improve long-term employability and competitiveness.

V. **Increase practical exposure and field-based learning:** While training quality was rated positively, respondents also highlighted the need for more real-world exposure. Future programmes should strengthen hands-on learning, live assignments, internships, field visits, and workplace simulation so that skill acquisition is better aligned with actual work conditions.

VI. **Improve inclusion through barrier-sensitive delivery:** The programme was generally viewed as inclusive, but barriers such as distance, transport, lack of awareness, costs, and family restrictions continued to affect participation. Future training should therefore focus on accessible centers, stronger mobilization, safer arrangements, flexible timing, and targeted outreach for women and disadvantaged youth.

VII. **Reduce dropout through targeted support for vulnerable trainees:** Financial constraints emerged as a key reason for dropout and also affected post-training continuity. Future interventions should consider support mechanisms such as local access, travel support, flexible schedules, and better counselling for economically vulnerable trainees in order to improve retention.

VIII. **Focus on quality of livelihood outcomes, not only entry into work:** The programme achieved high livelihood engagement, but income levels remained concentrated in lower and mid-level bands and job satisfaction was often moderate. Future programme monitoring should therefore focus not only on whether trainees got work, but also on earnings, job quality, role relevance, and retention.

IX. **Institutionalize post-training follow-up and sustainability support:** Many respondents indicated that continued work over the next 1–2 years would require placement follow-up, advanced training, market support, and toolkit or credit assistance. Future CSR skill interventions should include alumni tracking, follow-up support, and livelihood continuity systems to improve sustainability of outcomes.

X. **Build on strong social value and policy coherence for future scale-up:** The programme was widely seen as valuable, expenditure was largely viewed as justified, and respondents strongly recommended similar initiatives in other areas. Future CSR skilling investments should therefore scale stronger-performing models, but with a sharper focus on outcome quality, support systems, and region-specific design.

Strategic Conclusion

The intervention has delivered meaningful improvements in skill development, employability, self-employment, and perceived social value. However, long-term success depends on strengthening placement systems, improving trade-to-job alignment, and building stronger post-training support mechanisms. The next phase of policy attention should therefore move from

training completion alone to sustained livelihood conversion, follow-up support, and ecosystem-based employability strengthening.

OECD-DAC ALIGNED SYNTHESIS (WITH SDGs)

Table 20: OECD-DAC Framework with Linkages

OECD-DAC Criterion	Key Finding	Insight	Recommended Action	SDG Link
Relevance	Training was broadly relevant to youth aspirations and local livelihood needs, though relevance was not equally strong across all trades and locations.	The programme addressed genuine employability and livelihood gaps, but trade-market alignment requires further strengthening.	Continue targeting underserved youth, but base future trade selection on stronger local labour-market mapping and region-specific demand.	SDG 4, SDG 8, SDG 10
Effectiveness	High completion, strong perceived skill gain, improved confidence, and substantial post-training engagement in wage employment and self-employment were reported.	The programme achieved important training and livelihood outcomes, but conversion into quality employment can be strengthened further.	Improve placement systems, trade-to-job matching, and post-training guidance so that skill gains translate into stronger livelihood outcomes.	SDG 4, SDG 8, SDG 1
Efficiency	Training quality, trainer performance, practical exposure, and programme coordination were rated positively, though some respondents still reported delays or Centre-level limitations.	The programme reflects a reasonably strong implementation model, but delivery consistency across Centers can be improved.	Standardize implementation quality, strengthen monitoring, and improve centre-level operational consistency.	SDG 9, SDG 17
Impact	The programme contributed to financial independence, social confidence, household support, community acceptance of skill-based work, and local livelihood opportunities.	The intervention generated multi-dimensional social and economic value beyond training completion alone.	Sustain and deepen impact by strengthening placement, self-employment, and community-level livelihood linkage.	SDG 1, SDG 5, SDG 8, SDG 10
Sustainability	More than half of respondents expected to continue working with acquired skills, but many highlighted the need for	The programme created a useful base, but long-term sustainability depends on stronger	Institutionalize alumni follow-up, advanced skilling, toolkit support, placement tracking,	SDG 8, SDG 9, SDG 16

	follow-up support, advanced training, tools, and market or credit linkage.	post-training ecosystem support.	and enterprise linkage systems.	
Coherence	The programme was strongly perceived as aligned with broader government skill development initiatives such as Skill India and PMKVY. At the same time, respondents highlighted the need for better placement support, credit linkage, advanced training, toolkits/equipment support, practical exposure, and accessible training arrangements.	The intervention fits well within the broader public skilling ecosystem, but stronger convergence is needed between training delivery and post-training employability support.	Strengthen convergence with government skilling systems and labour-market institutions through better placement linkage, enterprise support, advanced skilling pathways, and post-training ecosystem support.	SDG 4, SDG 8, SDG 17

Table 21: SDG Mapping Summary

SDG	Relevance to Project
SDG 1: No Poverty	Supports livelihood generation, income improvement, wage employment, and self-employment pathways among participating youth.
SDG 4: Quality Education	Promotes skill-oriented learning, practical vocational training, certification, and employability enhancement.
SDG 5: Gender Equality	Supports women's participation, confidence, and access to skill development and livelihood opportunities.
SDG 8: Decent Work and Economic Growth	Directly relates to employability, wage employment, self-employment, workplace readiness, and sustainable livelihood development.
SDG 9: Industry, Innovation and Infrastructure	Supports development of industry-relevant technical skills and strengthens linkages between vocational training, productive employment, and enterprise-oriented capabilities.
SDG 10: Reduced Inequalities	Promotes access to skill development among youth from disadvantaged, marginalized, remote, and economically weaker backgrounds.
SDG 16: Peace, Justice and Strong Institutions	Relates to strengthening institutional follow-up, accountability, monitoring, and transparent post-training support systems for sustained programme outcomes.
SDG 17: Partnerships for the Goals	Reflects collaboration among NHPC, NSDC/NSDF, training partners, communities, and public skill-development systems.

6. Success Stories

Monu Roy



Monu now runs his own cyber enterprise after completing vocational training under NHPC's CSR initiative in 2022. He shared that even before the training, he had the ambition to start his own enterprise. However, during the training, he received valuable support and guidance, which helped him build the confidence needed to turn his idea into reality. Today, he is happy to be self-employed and reports that his household income has increased compared to the period before he underwent the training.

Mithun Nag



Mithun is working in a hotel in Dhupguri, West Bengal. He shared that through the vocational training program under NHPC's CSR initiative in 2022, he was able to secure a job, as placement support was provided to him. He says that he is now financially independent and is able to support his family.

Sanjib Roy



Sanjib is currently working in a restaurant in Dhupguri, West Bengal. He shared that after completing vocational training under NHPC's CSR initiative in 2022, he developed greater confidence and improved his communication skills. With the help of the placement support provided during the training, he was able to secure his current job. He is now financially independent.

Neha Sah



Neha worked as a beautician after completing her vocational training. Currently, she is engaged in various fields, including news reporting and office work. She shared that the training helped her build confidence and interact effectively with different types of people. She says this

experience has made her self-reliant and financially independent, while also improving her standing in the community.

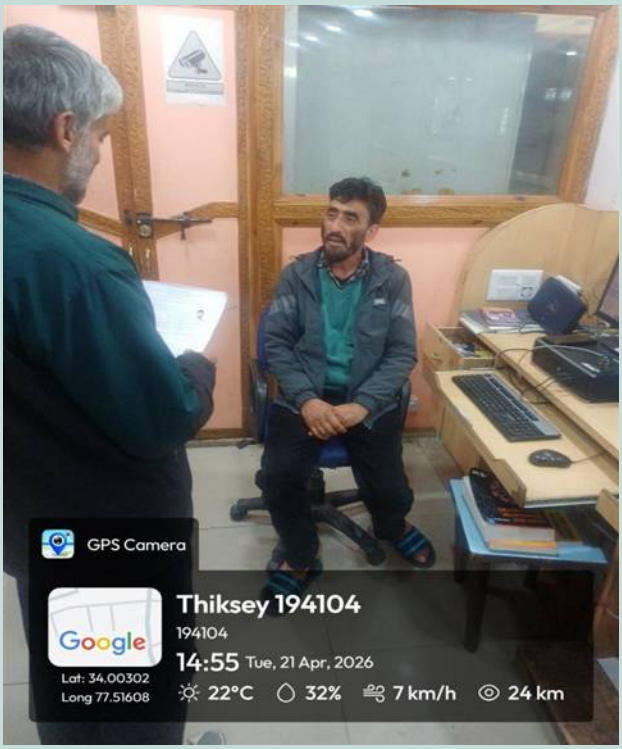
Geo-Tagged Photos Captured During Field Study










GPS Camera
Thiksey 194104
194104
14:55 Tue, 21 Apr, 2026
Lat: 34.00302
Long 77.51608
22°C 32% 7 km/h 24 km


GPS Camera
Janwas Kishtwar
Unnamed Road, Janwas, 182204
09:57 Sun, 26 Apr, 2026
Lat: 33.28519
Long 75.78878
23°C 30% 6 km/h 28 km


GPS Map Camera
Baramulla
6938+97p, Kanth Bagh, Baramulla, 193101,
Lat 34.203522° Long 74.365426°
Monday, 30/03/2026 10:18 AM GMT +05:30
Google


GPS Map Camera
Singtam, Sikkim, India
6gm2+7cf, Singtam, Sikkim 737134, India
Lat 27.23327° Long 88.501173°
Sunday, 22/03/2026 04:49 PM GMT +05:30
Google


GPS Map Camera
Singtam, Sikkim, India
6fjw+jp4, Singtam, Sikkim 737134, India
Lat 27.231498° Long 88.496902°
Sunday, 22/03/2026 02:48 PM GMT +05:30
Google


GPS Map Camera
Singtam, Sikkim, India
6fjw+jp4, Singtam, Sikkim 737134, India
Lat 27.231513° Long 88.496848°
Sunday, 22/03/2026 02:53 PM GMT +05:30
Google


GPS Map Camera
Ranipool, Sikkim, India
Lower, 7hwh+ppj, Chinze, Ranipool, Sikkim 737135, India
Lat 27.298179° Long 88.579576°
Sunday, 22/03/2026 01:03 PM GMT +05:30
Google


GPS Map Camera
Dhupguri, West Bengal, India
Icici Bank Atm, Ground Floor, Madhyapara, Ward No. 12, Dhupguri, West Bengal 735210, India
Lat 26.586879° Long 89.005707°
Monday, 13/04/2026 02:15 PM GMT +05:30
Google


Be Empowered...
Orion Edutech
GPS Map Camera
Dhupguri, West Bengal, India
Icici Bank Atm, Ground Floor, Madhyapara, Ward No. 12, Dhupguri, West Bengal 735210, India
Lat 26.586885° Long 89.005685°
Monday, 13/04/2026 01:42 PM GMT +05:30
Google


GPS Map Camera
Dhupguri, West Bengal, India
Icici Bank Atm, Ground Floor, Madhyapara, Ward No. 12, Dhupguri, West Bengal 735210, India
Lat 26.586877° Long 89.005781°
Monday, 13/04/2026 05:28 PM GMT +05:30
Google


GPS Map Camera
01:15 PM | 29 Apr 2026
Wednesday
Bishnupur, Manipur, India
12, Bishnupur, Manipur 795126, India
Lat 24.631442° Long 93.75206°




GPS Map Camera
Ranipool, Sikkim, India
Lower, 7hwh+ppj, Chinze, Ranipool, Sikkim
737135, India
Lat 27.298179° Long 88.579576°
Sunday, 22/03/2026 12:38:36 PM GMT +05:30
Google


Be Empowered...
Orion Edutech
GPS Map Camera
Dhupguri, West Bengal, India
Icici Bank Atm, Ground Floor, Madhyapara, Ward
No. 12, Dhupguri, West Bengal 735210, India
Lat 26.586885° Long 89.005685°
Monday, 13/04/2026 01:42 PM GMT +05:30
Google


13-Apr-2026 12:50:08 pm


GPS Map Camera
Dhupguri, West Bengal, India
Icici Bank Atm, Ground Floor, Madhyapara, Ward No. 12, Dhupguri, West Bengal 735210, India
Lat 26.586898° Long 89.005693°
Monday, 13/04/2026 05:06 PM GMT +05:30
Google


Siliguri, West Bengal, India
123/351, Ward 44, Janta Nagar , Siliguri , West Bengal , India , 734001
Lat 26.7278157 Long 88.425138
Plus Code : 7MRCPCHG+43
Thursday, 02/04/2026 12:58 PM
+0530
2.13 m/s
1008 hpa
33.38 °C
133.9° SE
46.86 µT
Bazaar Rd
Google


GPS Map Camera
Gran Bayotran
Reasi Bridge, Gran Bayotran, 182301,
Lat 33.072409° Long 74.835178°
Tuesday, 31/03/2026 12:21 PM GMT +05:30
Google


GPS Map Camera
Gran Bayotran
Reasi Bridge, Gran Bayotran, 182301,
Lat 33.072409° Long 74.835178°
Tuesday, 31/03/2026 11:53 AM GMT +05:30
Google


GPS Map Camera
Gran Bayotran
Reasi Bridge, Gran Bayotran, 182301,
Lat 33.072409° Long 74.835178°
Tuesday, 31/03/2026 11:46 AM GMT +05:30
Google


13-Apr-2026 12:50:08 pm


GPS Map Camera
Gran Bayotran
Reasi Bridge, Gran Bayotran, 182301,
Lat 33.072409° Long 74.835178°
Tuesday, 31/03/2026 12:00 PM GMT +05:30
Google


GPS Map Camera
Gran Bayotran
Reasi Bridge, Gran Bayotran, 182301,
Lat 33.072409° Long 74.835178°
Tuesday, 31/03/2026 11:57 AM GMT +05:30
Google



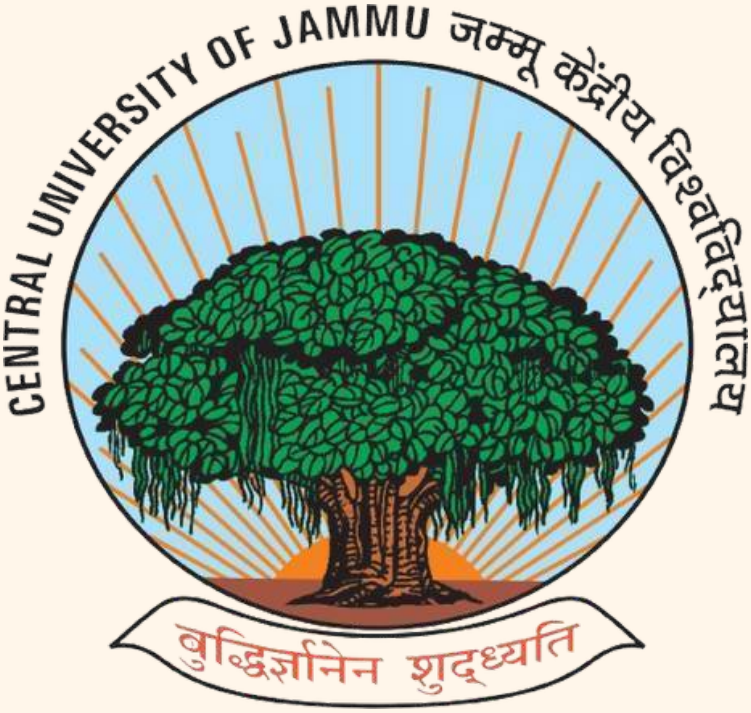

GPS Camera Location
Ramban, null, null
Opposed, Shop no. 11, Chinar galli, BUS STAND, near Masjid Markit, Ramban, 182144
Lat 33.240675° Long 75.237805°
01/04/2026 04:14 PM GMT +05:30
Google


LIFESTYLE
GPS Map Camera
Lakhimpur,Assam,India
N Lakhimpur Bypass, North Lakhimpur, Lakhimpur, Assam 787031, India
Lat 27.278763, Long 94.094814
Tuesday, 31/03/2026 10:39 AM GMT+05:30
Note : Captured by GPS Map Camera


GPS Camera
Main Bazar Kargil
H43P+H27, Main Bazar, near Islamia School, Thang, Kargil, 194103
13:03 Wed, 22 Apr, 2026
15°C 33% 4 km/h 24 km
Lat: 34.55386
Long 76.13514


GPS Camera
Hawal Kistiwar
JX9V+F8J Kishtwar National Park, Forest Block, 182204
12:54 Wed, 22 Apr, 2026
13°C 46% 13 km/h
Lat: 33.61871
Long 75.99326


GPS Map Camera
Lakhimpur,Assam,India
N Lakhimpur Bypass, North Lakhimpur, Lakhimpur, Assam 787031, India
Lat 27.278768, Long 94.094793
Tuesday, 31/03/2026 11:42 AM GMT+05:30
Note : Captured by GPS Map Camera



CENTRAL UNIVERSITY OF JAMMU,
BAGLA (RAHYA SUCHANI),
DISTRICT SAMBA,
JAMMU & KASHMIR, 181143

एन एच पी सी
NHPC
एक नवरत्न कंपनी

CONSTRUCTION OF FIFTH FLOOR OF LAGHU UDYOG BHARATI MULTI SKILL DEVELOPMENT CENTRE, JAIPUR, RAJASTHAN

LOCATION: JAIPUR, RAJASTHAN
SITE COVERED: LAGHU UDYOG BHARATI MULTI SKILL DEVELOPMENT CENTRE, JAIPUR

CENTRAL UNIVERSITY OF JAMMU जम्मू केंद्रीय विश्वविद्यालय
बुद्धिर्ज्ञानेन शुद्ध्यति

www.cujsitec.in
CU Jammu
SITEC
Innovate with us...

IMPACT ASSESSMENT REPORT 2026

PROJECT SUMMARY

Particulars	Details
CSR Project Name	Construction of 5th Floor of Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, Rajasthan
Executed By	Laghu Udyog Bharati
Supported By	NHPC Limited
Total Expenditure	₹ 112.58 Lakh
Date of Completion	01/06/2024
Location	Jaipur, Rajasthan
No. of beneficiaries	1000

ACKNOWLEDGEMENTS

We are grateful to the ALMIGHTY for providing us the opportunity to undertake this Impact Assessment Study and for the perseverance to complete it successfully. We express our sincere gratitude to Prof. Sanjeev Jain, Hon'ble Vice Chancellor, Central University of Jammu, for constant encouragement, and unwavering support towards the successful completion of the study. His abiding commitment to scholarship and academics has been an inspiring example, and we remain grateful for his guidance and mentorship. We are thankful to the Office bearers of Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, Rajasthan for valuable cooperation and facilitation during fieldwork and data collection from stakeholders.

We are sincerely grateful to the officials of all concerned institutions and field-level stakeholders associated with the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur (Rajasthan), for extending logistical support, sharing project-related information, and providing useful inputs relevant to the CSR intervention on the construction of the 5th floor of the Centre. We owe our special thanks to the Office Bearers of the NHPC CSR & SD Division, Faridabad for their time, openness, and valuable insights regarding this project. Their cooperation, commitment, and first-hand perspectives were central to understanding the practical significance, institutional functioning, and field-level outcomes of the intervention.

We also sincerely thank the beneficiaries and community members who participated in the surveys, focus group discussions, and stakeholder interactions. Their voices brought depth and context to our findings. We express our heartfelt gratitude to all those who contributed to the successful completion of this impact assessment study. This study would not have been possible without the support of NHPC and its implementing partner. Their commitment to strengthening basic service delivery in rural areas has laid the foundation for meaningful and measurable community impact. We acknowledge the tireless efforts of the data collection team and field coordinators who ensured rigorous data gathering under challenging field conditions. We are also grateful to local community leaders, and other stakeholders for their guidance and facilitation throughout the study period.

Finally, special thanks to Dr. Kavya Shree K. M, Senior Research Assistant and other team members who contributed to tool design, field supervision, data analysis, and report writing, and helped to translate field evidence into actionable insights. We are indebted to Prof. Yashwant

Singh, Registrar and the faculty members of the School of Business Studies, Central University of Jammu, who remained a constant source of encouragement and moral support for the timely completion of the study.

(Project Team)

PREFACE

In the pursuit of inclusive and sustainable social development, Corporate Social Responsibility (CSR) has emerged as an important instrument for strengthening essential institutional systems and addressing developmental gaps that directly affect opportunities for youth, learners, and local communities. Among such areas, skill development infrastructure occupies a particularly significant place, especially in contexts where employability, vocational learning, and livelihood enhancement depend not only on the availability of training programmes, but also on the presence of functional, adequate, and learner-supportive institutional spaces. In such settings, well-planned training infrastructure can play a foundational role by improving learning conditions, increasing institutional capacity, enabling course diversification, supporting regular participation, and strengthening the overall ecosystem for skill development.

Recognizing this need, NHPC Limited supported the CSR initiative titled **"**Construction of 5th Floor of Laghu Udyog Bharati Multi Skill Development Centre, Jaipur (Rajasthan)". The intervention was undertaken with the objective of expanding and strengthening the infrastructure of the centre, improving space availability for training and related activities, and contributing to broader institutional outcomes linked to training quality, learner experience, employability support, and long-term utility of the created asset.

This report presents an independent Impact Assessment of the above CSR intervention. The assessment examines how the project has influenced infrastructure adequacy, training environment quality, institutional usability, implementation readiness, learner experience, course diversification, employability-oriented support, environmental management practices, and long-term sustainability of the facility. The study also explores issues related to stakeholder awareness, institutional ownership, coherence with national skill development priorities, and the factors that may affect the long-term effectiveness and replicability of the intervention.

Using a mixed-method approach, the assessment integrates quantitative insights from structured stakeholder surveys with qualitative evidence drawn from open-ended responses, stakeholder suggestions, field observations, and perception-based narrative interpretation. The evaluation is aligned with the OECD-DAC framework and covers key dimensions such as relevance, effectiveness, efficiency, impact, sustainability, coherence, and SROI.

The insights derived from this study are intended to validate project outcomes, support institutional learning, and provide actionable recommendations for strengthening the implementation and sustainability of similar CSR-supported skill development infrastructure interventions. This report is expected to serve as a useful resource for CSR practitioners, public sector agencies, training institutions, skill development bodies, local governance and support institutions, and development stakeholders committed to promoting employability, institutional capacity, and inclusive skill development through socially responsible action.

PROJECT IMPACT ASSESSMENT TEAM MEMBERS

S. No	Name	Designation
1	Dr. Shahid Mushtaq	Project Director/s
2	Prof. Jaya Bhasin	
3	Dr. Shafia Saleem	Co-Project Director
4	Dr. Asif Ali	
5	Mr. Fateh Lal Bheel	Project Coordinator
6	Dr. Kavya Shree K M	Senior Research Assistant
7	Mr. Hemant Panchal	Project Fellow/s
8	Mr. Roshan Ojha	
9	Mr. Udit Mahajan	Technical Advisor

LIST OF ABBREVIATIONS

Abbreviations	Expressions
CSR	Corporate Social Responsibility
OECD-DAC	The Organisation for Economic Co-operation and Development-Development Assistance Committee.
SDG	Sustainable Development Goals
SROI	Social Return on Investment
FGD	Focus Group Discussion
KII	Key Informant Interview

LIST OF TABLES

Table No.	Description	Page No.
Table 1	Objectives of the CSR Initiative	2
Table 2	Tools of Data Collection	9
Table 3	Snapshot of Research Methodology	13
Table 4	Summary of CSR Activity Details	14
Table 5	Demographic Profile of Respondents	17
Table 6	Relevance and Effectiveness	19
Table 7	Training Environment (Facility Quality)	21
Table 8	Efficiency (Implementation Quality)	23
Table 9	Outcomes Enabled	25
Table 10	Sustainability & Environmental Management	27
Table 11	Sustainability	28
Table 12	Social Value/ SROI	30
Table 13	Thematic Summary of Coherence & Recommendations	30
Table 14	Coherence and Recommendations	31
Table 15	Recommendations with Actionable Outcomes	38
Table 16	OECD-DAC Framework with Linkages	42
Table 17	SDG Mapping Summary	43

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 1	Demographic Profile of Respondents	16
Figure 2	Relevance and Effectiveness	18
Figure 3	Training Environment (Facility Quality)	20
Figure 4	Efficiency (Implementation Quality)	22
Figure 5	Outcomes Enabled	24
Figure 6	Sustainability & Environmental Management	26
Figure 7	Sustainability	28
Figure 8	Social value/ SROI	29

TABLE OF CONTENTS

	Page No.
Project Summary	I
Acknowledgements	II-III
Preface	IV-V
Project Impact Assessment Team Members	VI
List of Abbreviations	VII
List of Tables	VIII
List of Figures	IX
Table of Contents	X
Executive Summary	XI-XVIII
1 INTRODUCTION	1 – 6
1.1 Context & Need for CSR in Skill Development Infrastructure	1
1.2 Objectives of the CSR Initiative	2
1.3 About Central University of Jammu	3
1.4 About NHPC Limited	3
1.5 About Corporate Social Responsibility (CSR)	4
1.6 About NHPC's CSR Policy	5
1.7 About Impact Assessment	5
1.8 Project Background	6
2. APPROACH & METHODOLOGY	7 – 13
2.1 Assessment Objectives	7
2.2 Methodological Framework a) Stakeholder Mapping b) Sampling Design	8
2.3 Tools of Data Collection	9
2.4 Data Collection Timeline & Process	10
2.5 Data Analysis Strategy	10
2.6 Measure of Sustainability	11
2.7 Social Return on Investment (SROI): Methodological Note	11
3. CSR ACTIVITY DETAILS	14 – 15
3.1 Alignment with NHPC CSR Policy	14
3.2 Role of Partner Institutions	15
4. DATA ANALYSIS	16 – 32
5. SUMMARY OF FINDINGS, RECOMMENDATIONS & CONCLUSION	33 – 43
5.1 Summary of Findings	33
5.2 Recommendations Framework	37
5.3 Strategic Orientation	39
6. SUCCESS STORIES	44 - 47

EXECUTIVE SUMMARY

Skill development infrastructure plays a critical role in improving access to training, strengthening institutional capacity, and supporting employability-oriented learning. In many contexts, the effectiveness of skilling initiatives depends not only on course delivery but also on the availability of adequate space, usable classrooms and labs, basic utilities, learner comfort, and supportive institutional systems. It is within this broader developmental context that NHPC Limited supported a CSR intervention for the construction of the fifth floor of the Laghu Udyog Bharati Multi Skill Development Centre in Jaipur, Rajasthan, at an expenditure of ₹112.58 lakh, supporting 1000 beneficiaries, with the objective of strengthening training infrastructure, enhancing institutional capacity, and improving the overall quality of the learning environment.

This impact assessment was undertaken to evaluate the project's performance across key dimensions including relevance, effectiveness, efficiency, sustainability, coherence, and perceived social value, using a mixed-method and perception-based approach. The analysis is aligned with the OECD-DAC framework and incorporates a qualitative, perception-based SROI lens to capture non-monetized value in terms of institutional strengthening, learner experience, and support to future employability.

The assessment was conducted using a structured survey covering 175 respondents, dominated by trainees/ students (96.0%), with a smaller share of trainers/faculty and Centre Management/Staff. The respondent base was strongly female-dominated and heavily concentrated in the 18–30 years category, indicating that the findings are grounded mainly in the perceptions of young direct users of the expanded facility. The course profile reflected both traditional and emerging skill domains, led by Fashion, Garment & Design, followed by Digital Marketing, Advanced Excel / Office Applications, and AI / Basic AI. Awareness of NHPC's CSR support was moderate to high.

Key Findings

- **Access, Relevance and Need:** The infrastructure expansion is widely perceived as relevant to the needs of the Centre and its users. A clear majority of respondents considered the intervention relevant or highly relevant for improving skill training facilities in Jaipur. Positive responses were especially strong regarding improvement in overall infrastructure and space availability, increased training capacity, and regular functional use of the 5th

floor. These findings suggest that the project addressed a genuine institutional need and enjoys strong functional legitimacy among users.

- **Training Environment and Facility Quality:** The facility-quality profile is broadly positive. Respondents rated classrooms, labs, and workspaces, as well as lighting, ventilation, seating, cleanliness, toilets, drinking water, safety provisions, and equipment adequacy largely as good or excellent. The strongest responses were recorded for cleanliness, basic services, and safety provisions. At the same time, a meaningful "average" segment was visible across several indicators, indicating that while the facility is clearly functional and appreciated, users now expect further improvement in comfort, refinement, and course-specific support.
- **Efficiency, Usability and Operational Readiness:** The implementation quality profile is also positive. Most respondents rated construction quality as durable and in line with standards, and a majority felt that the facility was completed and made usable without major delays or disruption. Perceptions of utility readiness-such as electricity, water, and furnishings—were particularly strong. These results indicate that the intervention has moved successfully beyond construction completion and is functioning as a usable institutional asset. However, the sizeable average-rated group on construction quality and completion readiness suggests that operational refinement and user confidence can still be improved.
- **Outcomes Enabled:** One of the strongest result areas in the assessment relates to outcomes enabled by the infrastructure. Respondents overwhelmingly agreed that the improved facility has enhanced training quality and learner experience, strengthened the centre's ability to offer more diverse courses and trades, and contributed to better employability support through placement guidance, counselling, and exposure. This indicates that the 5th floor is being experienced not merely as added built-up area, but as a platform that improves the functional capability of the institution.
- **Sustainability and Environmental Management:** The sustainability and environmental management profile is exceptionally strong. Very high proportions of respondents confirmed the availability of waste management systems and the use of energy-efficient practices such as LED lighting and related measures. Similarly, large majorities perceived the project as creating positive social value, positive economic value, and positive environmental value through cleaner, better-managed, and more resource-efficient

infrastructure. This suggests that the project is viewed as responsible not only in physical terms but also in social and environmental terms.

- **Sustainability, Ownership and Long-Term Continuity:** The longer-term sustainability outlook is highly positive. Nearly all respondents reported that the new infrastructure is being maintained regularly, and most identified Centre management as the primary body responsible for upkeep. Confidence in the facility remaining functional and well-maintained over the next 3–5 years is also very high. These findings indicate that institutional ownership is reasonably well established and that the project has moved beyond asset creation toward operational continuity. At the same time, long-term success will depend on translating these positive perceptions into documented maintenance systems and preventive upkeep arrangements.
- **Coherence and Stakeholder Suggestions:** The project is widely perceived as aligned with broader government skill development initiatives such as Skill India and related missions. Most respondents rated this alignment as moderate or very good. Open-ended responses reveal a practical and coherent next-stage strengthening agenda. The most repeated suggestions relate to transportation and public access, more courses and batches, longer course duration, stronger publicity and outreach, better internet and digital infrastructure, learner amenities such as library/cafeteria/hostel support, and stronger practical and placement-linked support. These suggestions do not reflect rejection of the project; rather, they indicate that stakeholders now want the Centre to evolve into a more complete and better-supported skilling ecosystem.
- **SROI:** The perception-based SROI findings are strongly positive. A large majority of respondents considered the project valuable or highly valuable for trainees and the local skill ecosystem. An even larger share believed that the expenditure was justified in terms of improved infrastructure and outcomes. Most importantly, an overwhelming majority recommended similar CSR support for skill infrastructure in other locations. This indicates strong practical acceptability, high perceived public value, and significant replication potential.

Key Insights:

- **Strengths:** Strong infrastructure relevance, positive facility quality, high training-capacity enhancement, strong learner experience, high usability, very positive sustainability

perception, strong environmental management image, and overwhelming support for replication.

- **Opportunity Area:** Need for better transport support, stronger outreach and admissions mobilization, wider course offerings, longer practical exposure, improved internet/software readiness, learner amenities such as library/cafeteria/hostel support, and stronger placement-linked systems.
- **Sustainability Focus Area:** Long-term success depends on formalized maintenance systems, continued Centre-level ownership, operational planning, and consistent utilization of the expanded facility.
- **Overall Outcome:** The project has successfully moved beyond asset creation and is increasingly functioning as an institutional support platform for training quality, learner comfort, course diversification, and employability-oriented service delivery. However, it has not yet fully matured into a fully integrated, access-sensitive, digitally supported, learner-centered skilling ecosystem.

Implications

The findings suggest that the next phase of strengthening should prioritize:

- improving transport and accessibility support for trainees,
- expanding course offerings, batches, and duration where needed,
- strengthening internet, software, and digital infrastructure,
- developing library and learner-support facilities,
- improving practical learning and faculty support,
- deepening placement, counselling, and employability linkage systems,
- increasing outreach, visibility, and admissions mobilization,
- formalizing preventive maintenance and facility management systems,
- sustaining environmental responsibility as an operating norm, and
- documenting the model for replication in similar Centers.

Conclusion and Way Forward

The CSR-supported 5th floor expansion initiative by NHPC Limited has made a meaningful contribution to improving training infrastructure, learner experience, institutional capacity, course diversification, sustainability perception, and broader skill ecosystem value in Jaipur. The project demonstrates strong relevance, high effectiveness, satisfactory efficiency, strong sustainability

potential, and clear perception-based social value. Most importantly, it is very widely regarded as a model worth supporting in other locations.

While the project has successfully expanded infrastructure and created meaningful institutional and learner-oriented value, there remains significant scope to further strengthen its evolution into a more integrated, learner-centered, digitally enabled, and access-responsive skilling ecosystem. Continued attention to aspects such as transport facilitation, digital readiness, learner amenities, course diversification, practical training support, outreach, and structured maintenance will help maximize its long-term effectiveness.

The initiative has laid a strong foundation in terms of infrastructure, utility, and institutional value. Its overall impact can be further enhanced through more consistent utilization of the expanded facility, deeper learner support systems, stronger employability linkages, and sustained focus on long-term management and operational efficiency.

The CSR-supported expansion of the Laghu Udyog Bharati Multi Skill Development Centre aligns strongly with several United Nations Sustainable Development Goals (SDGs). The initiative directly contributes to SDG 4 (Quality Education) by strengthening training infrastructure, improving the quality of learning environments, and enabling access to skill-based education for youth. It also supports SDG 8 (Decent Work and Economic Growth) by enhancing employability, promoting skill development in emerging sectors, and facilitating pathways to livelihood opportunities. By improving access for a diverse learner base, including women and young trainees, the project contributes to SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities). The incorporation of energy-efficient practices and environmentally responsible infrastructure aligns with SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action). Overall, the initiative reflects a strong alignment with national skilling priorities and global sustainability goals, contributing to inclusive, sustainable, and employment-oriented development.

LAGHU UDYOG MULTI SKILL DEVELOPMENT CENTRE IMPACT DASHBOARD

Jaipur, Rajasthan | NHPC CSR Impact Assessment

HEADLINE KPIs (AT A GLANCE)

1. PROJECT COMPLETION	2. EXPENDITURE	3. LOCATION	4. RESPONDENTS SURVEYED	5. AWARENESS OF CSR INITIATIVE	6. RECOMMEND SIMILAR INITIATIVES
01/06/2024	₹112.58 lakh	Jaipur, Rajasthan	175	64.0%	98.3%

1 RELEVANCE & EFFECTIVENESS (VERY STRONG)

- Infrastructure relevant / highly relevant: 71.4%
- Improved infrastructure & space availability: 96.0%
- Training capacity increased: 99.4%
- 5th floor functional and regularly used: 89.7%

The expansion clearly addressed a real training-space need.

2 TRAINING ENVIRONMENT & FACILITY QUALITY (STRONG)

- Learning spaces good / excellent: 68.0%
- Lighting, ventilation & seating good / excellent: 73.7%
- WASH & cleanliness good / excellent: 79.4%
- Safety provisions good / excellent: 77.1%
- Equipment adequacy good / excellent: 70.9%

A supportive learning environment is in place, with some room for refinement.

3 EFFICIENCY, USABILITY & READINESS (POSITIVE)

- Construction quality good / excellent: 72.6%
- Completion & usability rated good / excellent: 69.1%
- Utilities and readiness adequate: 86.9%
- Facility is operational and usable

Implementation is satisfactory and the asset is functionally ready.

4 OUTCOMES ENABLED (VERY STRONG)

- Training quality & learner experience improved: 92.6%
- Capacity for diverse courses / trades improved: 96.0%
- Employability support improved: 93.7%
- Infrastructure generates value beyond built space

The facility is strengthening institutional performance and learner outcomes.

5 SUSTAINABILITY & ENVIRONMENTAL MANAGEMENT (VERY STRONG)

- Waste management arrangements available: 97.1%
- Energy-efficient measures used: 97.7%
- Positive social value perceived: 95.4%
- Positive economic value perceived: 96.0%
- Environmental sustainability supported: 95.4%

The facility is seen as socially useful, economically meaningful, and environmentally responsible.

6 LONG-TERM SUSTAINABILITY & OWNERSHIP (VERY STRONG)

- Regular maintenance reported: 99.4%
- Centre management seen as responsible: 91.4%
- Confidence in 3–5 year functionality: 92.6%
- Strong institutional ownership perception

Long-term continuity appears promising, backed by centre-level ownership.

7 COHERENCE & STRATEGIC FIT (STRONG)

- Aligned moderately / very well with government skill initiatives: 96.6%
- Strong fit with Skill India / NSDC orientation
- Main suggestions: transport access, more courses & batches, better publicity
- Digital readiness, learner amenities, and practical exposure need strengthening

The project fits broader skilling priorities, but the next phase should focus on ecosystem support.

8 SOCIAL VALUE / SROI (STRONG, HIGH REPLICATION POTENTIAL)

- Project seen as valuable / highly valuable: 77.7%
- Money spent justified: 89.7%
- Recommend similar support elsewhere: 98.3%
- Some neutral value perception remains: 18.9%

Replication support is extremely high, indicating strong public value.

#1 CROSS-CUTTING IMPROVEMENT AREA: STRENGTHEN ACCESS, DIGITAL READINESS, AND LEARNER-SUPPORT ECOSYSTEMS

These factors will most strongly shape fuller utilisation, stronger employability outcomes, and future replication quality.

TOP 5 PRIORITIES

1. Improve transport & accessibility support
2. Expand courses, batches & fuller space utilisation
3. Strengthen digital infrastructure & software readiness
4. Deepen practical learning, placement & faculty support
5. Institutionalise preventive maintenance & learner amenities

ONE-LINE INSIGHT: The CSR-supported 5th floor expansion is widely perceived as relevant, useful, and sustainable; the next phase should deepen access support, digital readiness, and learner-centred ecosystem strengthening.

IMPACT DASHBOARD TABLE

Table: Cross-Theme KPI Dashboard for Analysis

Theme	Key Strength (KPI)	Key Gap (KPI)	Centre-Level Insight	Discussion Summary
Relevance & Effectiveness	Strong improvement in infrastructure and space availability (96.0%); training capacity perceived to have increased (99.4%); 5th floor seen as functional and regularly used (89.7%)	Overall relevance is positive but not universal: only 71.4% rated the intervention as relevant/highly relevant, while 28.5% remained neutral/slightly positive	Stakeholders clearly value the functional benefit of added space, but broader strategic relevance is not equally articulated by all respondents	Improve communication of project purpose, utilization benefits, and long-term institutional value
Training Environment & Facility Quality	WASH and cleanliness rated good/excellent (79.4%); safety provisions (77.1%); lighting/ ventilation/seating (73.7%)	Learning spaces rated good/excellent by 68.0% and equipment adequacy by 70.9%, indicating room for quality enhancement	The training environment is broadly supportive, but course-specific facility refinement is still needed	Upgrade classroom/lab comfort, improve equipment adequacy, and strengthen learner amenities
Efficiency, Usability & Readiness	Utilities and readiness rated adequate by 86.9%; construction quality rated good/excellent by 72.6%	Completion/usability rated good/excellent by 69.1%; a small but visible segment reported neutral/negative views on readiness and construction quality	The facility is operational and usable, but implementation quality can be strengthened further	Institutionalise readiness audits, quality checks, and post-construction usability review
Outcomes Enabled	Strong perceived gains in course diversity (96.0%), employability support (93.7%), and training quality/learner experience (92.6%)	A small neutral/disagreeing segment remains across outcome indicators, indicating that not all users experienced the benefits equally	The infrastructure is seen as generating value beyond built space, especially in supporting learning and employability	Deepen placement support, counselling, exposure, and practical learning systems
Sustainability & Environmental Management	Waste management arrangements available (97.1%); energy-efficient measures used (97.7%); positive economic value perceived (96.0%)	Environmental management is perceived strongly, but systematic documentation and visible integration of sustainability practices may still be limited	The project is viewed as socially useful, economically meaningful, and environmentally responsible	Sustain environmental practices through visible protocols, signage, and resource-efficiency systems

Long-Term Sustainability & Ownership	Regular maintenance reported by 99.4%; center management identified as responsible by 91.4%; 92.6% expect functionality for the next 3–5 years	8.0% were unsure about maintenance responsibility and 7.4% were uncertain about long-term continuity	Ownership perception is strong, suggesting a good base for long-term sustainability	Formalize maintenance schedules, responsibility systems, and preventive upkeep mechanisms
Coherence & Strategic Fit	Strong alignment with government skill initiatives such as Skill India/NSDC (96.6% positive alignment)	Open-ended suggestions point to gaps in transport, publicity, digital readiness, learner support, more courses/batches, and practical exposure	The project fits the broader skilling agenda, but ecosystem support gaps may limit fuller utilization	Strengthen convergence with skilling ecosystems and improve access, outreach, and digital support
Social Value / SROI	Similar interventions recommended by 98.3%; money spent considered justified by 89.7%	Only 77.7% rated the project as valuable/ highly valuable, while 18.9% remained neutral and 3.4% perceived low value	Replication support is extremely high, though perceived value articulation is somewhat more moderate than recommendation levels	Improve outcome tracking and communication of benefits to strengthen perceived social return

Overall Policy Reading

The dashboard suggests that the intervention performs strongly across infrastructure relevance, facility quality, outcomes enabled, sustainability, and social value, but the next phase should focus on access support, digital readiness, learner-support amenities, quality refinement, and institutionalized maintenance systems.

1. Introduction

1.1. Context & Need for CSR in Skill Development Infrastructure

Skill development infrastructure has become an increasingly important component of inclusive development in India, particularly in contexts where employability, vocational capacity, and livelihood diversification are closely linked to the availability of quality training spaces and institutional support systems. In many regions, especially among economically weaker and socially constrained populations, youth aspirations for skill-based employment often remain unmet not only because of limited job opportunities, but also because of inadequate access to functional training infrastructure, insufficient classroom and workshop space, weak practical learning environments, and a lack of institutional capacity to run diverse and quality training programmes. In the contemporary skilling ecosystem, it is not enough merely to enroll learners into courses; training must be supported by adequate classrooms, labs, workshops, utilities, sanitation, safety, and learner-friendly infrastructure. Without such physical and functional infrastructure, training institutions may struggle with overcrowding, limited batch sizes, poor scheduling flexibility, inadequate practical exposure, weak learner engagement, and reduced capacity to expand course offerings. As a result, even where there is demand for vocational or employability-oriented learning, institutional constraints can become a major barrier to effective service delivery.

National initiatives such as Skill India, PMKVY and state-level skill missions have emphasized employability and youth development. However, the quality and reach of skill development programmes continue to depend significantly on the capacity of local institutions to provide a functional learning environment. Training Centres that lack adequate infrastructure may face operational bottlenecks that affect not only enrolment and delivery, but also learner experience, retention, confidence, and long-term employability outcomes.

In this context, Corporate Social Responsibility (CSR) has emerged as an important complementary mechanism for strengthening institutional infrastructure that supports human capital development. CSR interventions in skill development infrastructure can play a catalytic role by:

- Supporting the creation or expansion of training spaces such as classrooms, labs, workshops, and common learning facilities.

- Enhancing the capacity of institutions to accommodate more learners and run more batches efficiently.
- Improving the physical environment of training, including lighting, ventilation, sanitation, safety, and learner comfort.
- Strengthening the quality, dignity, and credibility of skill training institutions.
- Supporting broader employability and livelihood pathways by enabling better quality training delivery and institutional readiness.

The present impact assessment is positioned within this broader developmental context. It seeks to evaluate how NHPC's CSR-supported intervention relating to the construction of the 5th floor of the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, has contributed to strengthening institutional capacity, improving the training environment, enhancing utilization and functionality, and generating perceived social, economic, and environmental value. The study also examines implementation quality, maintenance arrangements, energy efficiency and waste management practices, sustainability of the created asset, and the contextual factors beyond NHPC's direct control that influence the eventual utility and outcomes of the infrastructure.

1.2. Objectives of the CSR Initiative

Table 1: Objectives of the CSR Initiative

Objective	Description
Expand training infrastructure capacity	To create additional physical space in the Multi Skill Development Centre for conducting training, learner engagement, and skill-related activities.
Improve quality of training environment	To strengthen the physical learning environment through improved classroom/workspace availability, better ventilation, lighting, seating, sanitation, and overall usability.
Strengthen institutional readiness for skill delivery	To improve the Centre's ability to function as a more effective skill development institution with better operational support and infrastructure adequacy.
Support long-term employability ecosystem development	To contribute indirectly to improved training quality, learner experience, and employability support by strengthening the infrastructure backbone of the institution.
Promote sustainable asset creation	To create a durable and maintainable institutional asset that remains functional, useful, and resource-efficient over the medium to long term.

1.3. About Central University of Jammu

The Central University of Jammu (CUJ), established under the Central Universities Act, 2009, is a premier institution of higher learning in the Union Territory of Jammu and Kashmir with a strong commitment to academic excellence, research, and societal engagement. Since its inception in 2011, the University has developed substantial teaching, research, and outreach capacity across multiple disciplines and has undertaken projects of national and regional relevance in collaboration with government agencies, funding bodies, and other institutions.

Through its academic schools, including the School of Business Studies, CUJ has built capabilities in research, consultancy, field engagement, and impact assessment, supported by externally funded projects, fellowships, and policy-oriented studies. The University's experience in evidence generation, programme evaluation, and development-focused research makes it well positioned to support public policy, welfare initiatives, and institutional partnerships. The University faculty has been awarded prestigious fellowships, project funding and recognition, and contributes to governmental and non-governmental sectors through research, consultancy and outreach activities.

1.4. About NHPC Limited

NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of Solar & Wind energy development etc.

NHPC was incorporated on November 7, 1975 as a Private Limited Company under the name "National Hydroelectric Power Corporation Private Ltd". The company was converted to Public limited company w.e.f. April, 2, 1986. The name of the company was changed to its present name "NHPC Limited" in 2008. NHPC was conferred Miniratna Status by Govt. of India in April, 2008 and became a listed company on NSE and BSE after successfully concluding its IPO in 2009. The company was conferred Navratna status in August, 2024.

NHPC has an authorized share capital of ₹ 17,500 crore, paid up share capital of ₹10,045.03 crores and an investment base (Assets) of ₹ 98463.90 Crore (standalone) as on 31.03.2026. As on 01.04.2026, NHPC's total installed capacity is 9082.90 MW including 1681.70 MW in Joint Venture, comprising 8521.20 MW from 24 Hydro Power Stations, 511.70 MW from Six Solar Power Projects and 50 MW from a Wind Power Project. Further, NHPC (including JVs/Subsidiaries) is engaged in the construction of hydro and solar power projects totalling 9454

MW. Hydro and Solar Power Projects aggregating to 10263 MW are awaiting clearance, with an additional 9830 MW of hydroelectric and pumped-storage projects under Survey & Investigation. Besides, numerous new initiatives are in the pipeline.

NHPC's Vision

To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

NHPC's Mission

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management & innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential.
- To practice the best corporate governance and competent value-based management for a strong corporate identity and showing concern for employees, customer, environment and society.
- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management.

1.5. About Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) represents a company's initiative to assess and take responsibility for its effects on environmental and social well-being. As per the Companies (CSR Policy) Rules, CSR refers to activities undertaken by a company in pursuance of its statutory obligations under Section 135 of the Companies Act, 2013, in accordance with the provisions contained in these rules.

CSR provisions emphasize regulatory compliance and promote transparency and accountability in how companies contribute to social and environmental betterment. Schedule VII of the Act provides a list of eligible CSR areas including poverty alleviation, education, gender equality, health, environmental sustainability, and other approved areas. CSR is increasingly being linked to national priorities and global commitments such as the UN Sustainable Development Goals (SDGs), aligning corporate contributions with inclusive and sustainable development.

1.6. About NHPC's CSR Policy

Corporate Social Responsibility is integral to NHPC's commitment to addressing social, economic, and environmental concerns in the regions it serves. NHPC has a CSR & Sustainability Policy aligned with Section 135 of the Companies Act, 2013, the Companies (CSR Policy) Rules 2014, and relevant amendments issued by the Ministry of Corporate Affairs, Government of India. NHPC also aims to adhere to CSR guidelines issued by the Department of Public Enterprises (DPE).

NHPC has undertaken numerous CSR initiatives for communities residing in and around its projects, power stations, and units, focusing on healthcare, education, sanitation, rural development, skill development, environmental sustainability, women empowerment, and other areas outlined in Schedule VII. These efforts aim to foster inclusive growth, support marginalized communities, and contribute to national development.

1.7. About Impact Assessment

The Ministry of Corporate Affairs has introduced provisions requiring eligible companies to undertake impact assessment of selected CSR projects through independent agencies. Impact assessment serves as a critical tool for understanding the actual outcomes of CSR interventions, the extent to which project objectives have been achieved, the sustainability of benefits, and the areas where course correction or future strengthening may be needed.

In the context of infrastructure-led skill development interventions, impact assessment is particularly important because the creation of a physical asset does not automatically guarantee developmental benefit unless the asset is functional, used effectively, maintained adequately, and linked to improved institutional performance. A meaningful assessment must therefore go beyond construction completion and examine questions such as:

- Whether the infrastructure addressed a real institutional need.
- Whether it improved the quality and capacity of training delivery.
- Whether the facility is functional, used, and properly maintained.
- Whether the created asset supports social, economic, and environmental value.
- Whether the investment created meaningful utility relative to the cost incurred.

The present study is thus designed as a third-party assessment of NHPC's CSR-supported infrastructure intervention at the Laghu Udyog Bharati Multi Skill Development Centre,

combining structured stakeholder evidence with qualitative perspectives, field observation, and available institutional records in order to present a balanced and evidence-based assessment of outcomes and sustainability.

1.8. Project Background

The CSR intervention under the present study relates to the construction of the 5th floor of the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur (Rajasthan). The project was undertaken with a total expenditure of ₹112.58 lakh and was completed on 01-06-2024. The activity was implemented through Laghu Udyog Bharati.

The intervention was intended to strengthen the institutional infrastructure of the centre by expanding built-up training space and improving its ability to support skill development activities. Prior to such infrastructure expansion, many training institutions typically face constraints such as insufficient classrooms or practical workspaces, scheduling limitations, crowding, inadequate separation of activities, lack of flexibility in running multiple batches, and pressure on common facilities. These constraints can affect not only learner intake but also the overall quality and comfort of the training environment.

The construction of the additional floor was therefore expected to create value through a chain of institutional and learner-level improvements beginning with enhanced infrastructure availability, followed by improved space adequacy, better learning conditions, increased training capacity, stronger institutional functionality, and indirect support to employability-oriented outcomes. As with other infrastructure-led interventions, however, the eventual developmental value depends not only on construction quality but also on occupancy, operational readiness, utility provision, maintenance systems, equipment adequacy, safety compliance, and sustained institutional usage.

Accordingly, the present impact assessment examines both the physical and functional dimensions of the project. It seeks to understand whether the newly created floor has become a useful and sustainable training asset, whether it has improved Centre-level functioning and stakeholder experience, and whether it reflects good value in social, economic, and environmental terms.

2. Approach & Methodology

The impact assessment of NHPC's CSR-supported infrastructure intervention at the Laghu Udyog Bharati Multi Skill Development Centre was conducted using a mixed-method, multi-stakeholder approach that captures both measurable institutional outcomes and the experiential perspectives of users and stakeholders. Since the utility of training infrastructure depends on multiple interlinked factors such as actual use, space adequacy, training environment quality, course delivery, facility readiness, maintenance arrangements, environmental management, and stakeholder satisfaction—the methodology was designed to evaluate outcomes in a holistic and evidence-based manner.

The approach ensures comprehensive assessment of the intervention's relevance, effectiveness, efficiency, impact, sustainability, and perceived social value. It combines primary data from stakeholder surveys and qualitative interactions with secondary institutional records and field verification to generate a balanced understanding of both achievements and limitations.

2.1 Assessment Objectives

The primary objectives of the impact assessment are:

- To evaluate the relevance of the 5th floor addition to the skill development needs and infrastructural requirements of the Centre.
- To assess the effectiveness of the project in improving training space, physical learning environment, utility readiness, and perceived institutional capacity.
- To examine whether the facility has contributed to improved utilization, better scheduling, more batches, more learners, or diversified training activity.
- To assess efficiency in terms of construction quality, usability, timeliness, and readiness of the facility for training-related use.
- To evaluate sustainability through maintenance systems, institutional responsibility, long-term functionality, waste management practices, and energy efficiency measures.
- To identify gaps, bottlenecks, and external factors beyond NHPC's direct control that may limit full utilization and impact.
- To assess the perceived social, economic, and environmental value created by the intervention.
- To generate recommendations for improving the use, maintenance, and long-term performance of similar CSR-supported institutional infrastructure projects.

2.2 Methodological Framework

The assessment followed a structured framework aligned with the OECD-DAC criteria, which are widely used for evaluating development interventions, including CSR-supported projects.

I. **Relevance** – Whether the infrastructure expansion addressed a genuine institutional need and aligned with skill development requirements.

II. **Effectiveness** – Whether the project improved training space, physical conditions, usability, and institutional functionality as intended.

III. **Efficiency** – How well the infrastructure was delivered in terms of quality, readiness, usability, and resource use.

IV. **Impact** – What changes were experienced in centre functioning, learner environment, training quality perception, and broader institutional value.

V. **Sustainability** – Whether the facility is likely to remain functional, maintained, resource-efficient, and useful over time.

VI. **Coherence** – Whether the intervention aligns with NHPC CSR priorities, skill development goals, and broader public development priorities.

2.2.1. Stakeholder Mapping

The study involves multiple stakeholder groups whose perspectives are necessary for a balanced assessment of infrastructure utility and institutional value. These include:

- Trainee beneficiaries using the Centre
- Trainers and faculty using the training spaces
- Centre management and administrative staff
- Maintenance or operational support staff, where relevant
- Industry or placement-linked stakeholders, where feasible
- Community or local institutional stakeholders with knowledge of the Centre's role

These stakeholder groups contributed differently to the assessment, ranging from direct evidence on learner experience and training environment to institutional insights on utilization, maintenance, operational readiness, and long-term functionality.

2.2.2. Sampling Design

A stratified purposive-cum-random sampling approach was used for the present study. Since the intervention is focused on a single institutional site but involves multiple categories of

users and stakeholders, it was ensured that the sample was designed to ensure representation across the principal groups associated with the facility and its functioning.

Within the Centre ecosystem, respondents were sampled to ensure diversity across:

- stakeholder category,
- gender,
- course/trade category,
- extent of use of the 5th floor,
- and institutional role.

A proposed quantitative sample of 175 respondents is considered appropriate for the present study, supplemented by 8-12 Key Informant Interviews and 2–3 Focus Group Discussions/ interactions, subject to field feasibility. This sample size is considered adequate to generate meaningful evidence on stakeholder perception, infrastructure utility, satisfaction, sustainability, and implementation gaps.

2.3. Tools of Data Collection

Table 2: Tools of Data Collection

Tool	Purpose
Structured bilingual questionnaire	To gather data on infrastructure relevance, training environment quality, utilization, safety, maintenance, waste management, energy efficiency, sustainability, awareness, and perceived value.
Key Informant Interviews (KII)	To obtain insights from Centre management, trainers, staff, industry/placement-linked stakeholders, and other relevant respondents on implementation quality, utility, gaps, and sustainability.
Focus Group Discussions (FGD)	To capture collective perceptions of trainees/users regarding infrastructure change, usability, comfort, access, maintenance, and recommendations.
Observation / field verification	To note physical condition of the 5th floor, classrooms, labs, utilities, cleanliness, safety measures, signage, waste management, and visible operational readiness.
Secondary record review	To review available records relating to enrolment, course scheduling, batch use, institutional usage, maintenance, and other relevant internal documents.
Geotagged photographs and case documentation	To generate visual and narrative evidence, document facility condition, and support success-story-based interpretation where feasible and ethically permissible.

2.4. Data Collection Timeline & Process

Fieldwork was undertaken at the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, based on the approved tools and sampling framework. A trained field team administered the bilingual questionnaire and conducted KIIs and FGDs under supervision. Enumerators were oriented to ethical protocols, including informed consent, respondent privacy, confidentiality, respectful engagement, and non-disclosure of sensitive institutional or personal information.

The field process involved respondent identification through the Centre and associated stakeholders, scheduling interactions based on availability and feasibility, and triangulation of responses through management, trainers, users, observation, and accessible records. Field verification included direct inspection of the 5th floor and its training-related spaces to assess current use, readiness, cleanliness, safety, and infrastructural adequacy. Success stories and qualitative narratives were documented with due consent.

2.5. Data Analysis Strategy

Collected data were cleaned, validated, coded, and analysed using a combination of statistical and thematic methods. Since the study included both structured survey data and qualitative insights, the analysis strategy combined descriptive statistics, subgroup comparisons, and narrative synthesis.

The data analysis included:

- Descriptive statistics for respondent profile, stakeholder category, awareness, satisfaction, and key infrastructure perception variables.
- Cross-tabulation by stakeholder type, gender, course/trade, and extent of facility usage where relevant.
- Thematic analysis of open-ended responses, KIIs, FGDs, and observational notes.
- Identification of patterns relating to infrastructure utility, underutilization, maintenance gaps, safety issues, waste management, and energy efficiency.
- Dashboard-style presentation of key indicators for executive reporting and interpretive analysis.

A combination of Excel, Jamovi, Python, and qualitative synthesis methods were used for analysis and interpretation.

2.6. Measure of Sustainability

Sustainability in the present study refers to the likelihood that the created infrastructure will continue to function effectively and generate value over the medium term. Since infrastructure outcomes depend not only on construction completion but also on management systems and actual usage, sustainability was assessed through the following dimensions:

- **Functional Continuity:** whether the 5th floor remains in regular and purposeful use.
- **Maintenance Systems:** whether cleaning, repairs, upkeep, and safety checks are carried out regularly.
- **Institutional Responsibility:** whether responsibility for operation and maintenance is clear and supported.
- **Utility Readiness:** whether electricity, water, sanitation, furnishings, and related facilities remain adequate.
- **Environmental Sustainability:** whether waste management, cleanliness, and energy-efficient practices are visible and functional.
- **Usage Sustainability:** whether the infrastructure continues to support batches, learner activities, course expansion, and institutional functioning.
- **Contextual Feasibility:** whether staffing, equipment, funding, and demand conditions support long-term use.

These indicators contributed to a sustainability interpretation and later fed into the sustainability scorecard section of the report.

2.7. Social Return on Investment (SROI): Methodological Note

This impact assessment incorporates a qualitative, perception-based SROI approach to examine the social value generated through NHPC's CSR-supported skill development infrastructure intervention. Since the project deals with institutional capacity, learning environment, training access, utility, and indirect employability support, many of the most meaningful outcomes are social, developmental, and institutional in nature and are not always suitable for simplistic financial monetization.

2.7.1. Theme-Based Assessment Approach

The study analysed evidence under the following broad value dimensions:

- Relevance and institutional need-fit of infrastructure expansion

- Improvement in training space and learning environment
- Institutional capacity and utilization enhancement
- Support to learner comfort, training quality, and Centre functioning
- Social, economic, and environmental sustainability
- Perceived value of expenditure and willingness to recommend similar initiatives

2.7.2. Composite Value Indicators Considered

While the SROI approach here is non-monetized, it considered composite value indicators such as:

- Improved access to better quality training infrastructure
- Increased institutional capacity to run skill development activities
- Improved learner comfort, safety, and usability of space
- Enhanced credibility and functionality of the training centre
- Improved support to future employability ecosystem development
- Cleaner, better-managed, and more resource-efficient infrastructure
- Stakeholder perception that the investment created meaningful value

2.7.3. Stakeholder-Centric Lens

The study gives primacy to beneficiary and stakeholder experience. Typical value expressions include:

- “The additional floor made training more organized and comfortable.”
- “The centre now has more space to accommodate learners.”
- “The improved infrastructure has strengthened the institution.”
- “This investment has created a useful long-term asset for skill development.”

2.7.4. Justification of Qualitative SROI

- The intervention is infrastructure- and institution-oriented, where outcomes are partly functional and partly social.
- Benefits such as comfort, dignity, improved learning environment, institutional credibility, and better utilization are not easily reducible to financial proxies.

- A qualitative SROI approach is more appropriate for preserving the broader social and institutional meaning of such outcomes.
- This approach aligns with broader CSR impact evaluation norms and provides credible, human-centered evidence of value creation.

Snapshot of Research Methodology

Table 3: Snapshot of Research Methodology

Component	Details
Objective	To assess the institutional, functional, sustainability, and perceived value impact of NHPC's CSR-supported construction of the 5th floor of Laghu Udyog Bharati Multi Skill Development Centre, Jaipur.
Scope	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, environmental sustainability, and perceived social value.
Study Area	Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, Rajasthan.
Stakeholders	Trainees, trainers, centre staff, management, industry/placement-linked stakeholders, and other relevant local/institutional representatives.
Research Design	Mixed-method approach (Quantitative + Qualitative).
Data Collection	Primary (surveys, KIIs, FGDs, observation, success stories); Secondary (centre records, utilization and maintenance records if accessible).
Sampling Method	Stratified purposive-cum-random sampling for respondents; purposive sampling for key informants.
Sample Size	175 respondents + 6 KII + 2 FGD/interactions
Data Analysis	Descriptive statistics, subgroup comparisons, thematic synthesis, and dashboard-style reporting.
Evaluation Criteria	Relevance, effectiveness, efficiency, impact, sustainability, coherence, environmental sustainability, and perception-based SROI.
Reporting	Comprehensive report with chapter-wise findings, tables, case studies, conclusions, and recommendations.

3. CSR Activity Details

The CSR intervention by NHPC Limited focused on the construction of the 5th floor of the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, Rajasthan, with the objective of strengthening institutional infrastructure for skill development and enhancing the Centre's capacity to support training-related activities. The intervention sought to create an enabling physical asset that could improve the quality and reach of skill development services by expanding available space for learning, practical engagement, and institutional functioning.

The project was intended not merely to add built-up area, but to facilitate a pathway from infrastructure expansion to improved institutional performance through better space utilization, improved training environment, enhanced learner comfort, stronger operational readiness, and long-term sustainability of the Centre as a skill development asset. As an institutional infrastructure intervention, its performance depends on both construction quality and the capacity of the Centre to operationalize, maintain, and meaningfully utilize the created facility.

Table 4: Summary of CSR Activity Details

Location	Activity description	Expenditure Incurred	Brief about Activity
Jaipur, Rajasthan	Construction of 5th Floor of Laghu Udyog Bharati Multi Skill Development Centre	₹112.58 lakh	The activity involved construction of an additional floor to strengthen the training infrastructure of the centre. The intervention aimed to improve space availability, support better training delivery conditions, enhance institutional capacity, and contribute to the broader skill development and employability ecosystem. Completion date: 01-06-2024. Executing Agency: Laghu Udyog Bharati.

3.1. Alignment with NHPC CSR Policy

This initiative aligns with NHPC's CSR policy priorities relating to skill development, livelihood enhancement, and inclusive community development. By supporting institutional infrastructure for vocational and skill-oriented learning, NHPC contributes to a key developmental objective:

strengthening the capacity of local institutions to provide better access to structured and potentially employability-oriented training opportunities.

The intervention also aligns with broader national priorities linked to youth skilling, institutional capacity building, human capital development, and long-term livelihood support. By improving the infrastructure base of a skill development centre, the project supports a foundational component of the skilling ecosystem and contributes to more durable and potentially scalable social infrastructure.

3.2 Role of Partner Institutions

The implementation and outcome trajectory of the infrastructure intervention depends on the coordinated functioning of multiple institutions and stakeholders. These include:

- **Laghu Udyog Bharati / Centre Management:** responsible for execution coordination, facility operationalization, institutional use, upkeep, and long-term maintenance.
- **Training Centre Staff and Trainers:** responsible for functional use of the created infrastructure and integration into training delivery.
- **Administrative and Support Staff:** responsible for day-to-day facility management, cleanliness, utility upkeep, and operational continuity.
- **Industry / Placement-Linked Stakeholders:** relevant where the facility supports improved training delivery and employability-oriented institutional functioning.
- **Beneficiaries / Trainees:** central users of the infrastructure whose experience reflects the asset's utility, comfort, safety, and relevance.

These institutions collectively influence not only whether the infrastructure exists, but whether it becomes a functional, sustained, and developmentally valuable asset.

4. Data Analysis

Figure 1: Demographic Profile of Respondents



Table 5: Demographic Profile of Respondents

Variable	Key Insights	Discussion Summary
Gender	The respondent pool is strongly female-dominated: Female 77.1% (135) and Male 22.9% (40).	The higher female share suggests that the Centre is reaching a predominantly women-oriented trainee base. This makes the findings especially relevant for understanding women's training access, comfort, and infrastructure use.
Age Group	The respondent profile is overwhelmingly concentrated in the young adult category: 18–30 years 98.3% (172), while only 1.7% (3) belong to the 31–45 years group.	The age pattern shows that the project mainly serves young adult learners, which fits well with the employability and skill development focus of the Centre.
Stakeholder Type	The respondent base is overwhelmingly trainee-driven: Trainee/Student 96.0% (168), Trainer/Faculty 3.4% (6), and Centre Management/Staff 0.6% (1).	The findings mainly reflect direct user experience of the infrastructure. Institutional views are limited in the survey and should be supported through KIIs and observation.
Course/Trade	The training profile is led by Fashion, Garment & Design 37.1% (65), followed by Digital Marketing 22.9% (40), Advanced Excel / Office Applications 16.6% (29), AI / Basic AI 10.3% (18), Jewellery / Artificial Jewellery 5.7% (10), IT Support / Computer Applications 4.6% (8), and Others 2.9% (5).	The course mix shows that the Centre supports both traditional livelihood-oriented training and emerging digital skills, indicating a diversified institutional role.
Awareness of NHPC CSR Support	Awareness of NHPC's CSR support is moderate to high: Yes 64.0% (112), No 36.0% (63).	Most respondents are aware of NHPC's support, but the remaining unaware group suggests scope for better visibility and communication within the Centre.

Figure 2: Relevance & Effectiveness

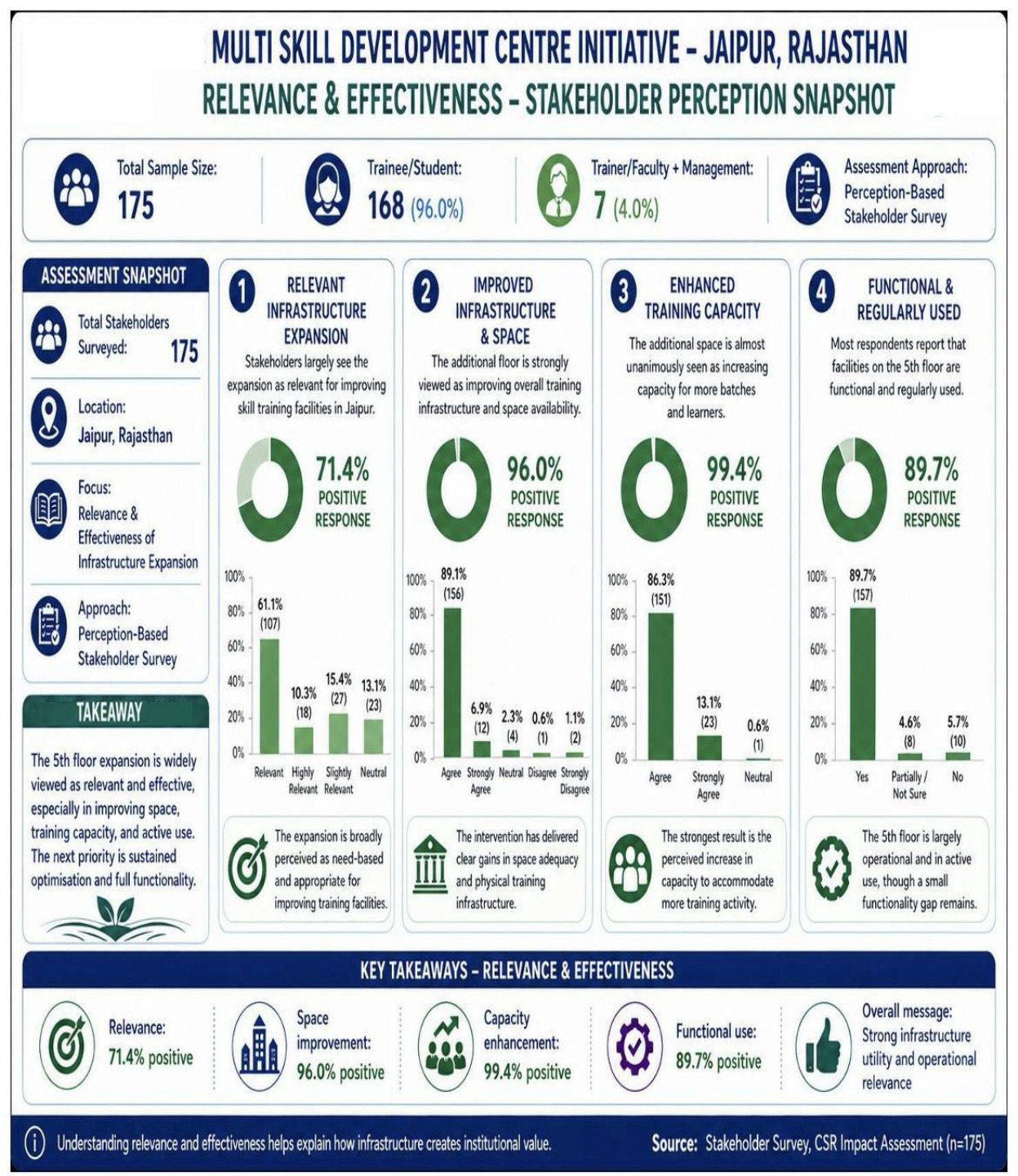


Table 6: Relevance & Effectiveness

Variable	Key Insights	Discussion Summary
Relevance of infrastructure expansion for improving skill training facilities	A clear majority viewed the intervention positively, with 71.4% (125) rating it as Relevant or Highly Relevant, while 15.4% (27) considered it Slightly Relevant and 13.1% (23) remained Neutral.	The results show that the infrastructure expansion was largely seen as appropriate and need-based for improving skill training facilities.
Additional floor improved overall training infrastructure and space availability	Positive perception was extremely strong, with 96.0% (168) either Agreeing or Strongly Agreeing that the additional floor improved training infrastructure and space availability. Negative responses were minimal, with only 1.7% (3) disagreeing or strongly disagreeing.	This indicates that the intervention has delivered visible improvement in physical infrastructure and space adequacy.
Additional space helped increase training capacity (more batches/learners)	Almost unanimous support was observed, with 99.4% (174) either Agreeing or Strongly Agreeing that the additional space helped increase training capacity. Only 0.6% (1) remained Neutral.	The findings strongly suggest that the created infrastructure has enhanced the Centre's capacity to accommodate more learners and training activity.
Facilities on the 5th floor are functional and regularly used	A large majority, 89.7% (157), reported that the facilities are functional and regularly used, while 4.6% (8) were uncertain and 5.7% (10) said No.	This shows that the facility is not only created but also operational and actively used, though a small gap in full functionality or awareness remains.

Figure 3: Training Environment (Facility Quality)

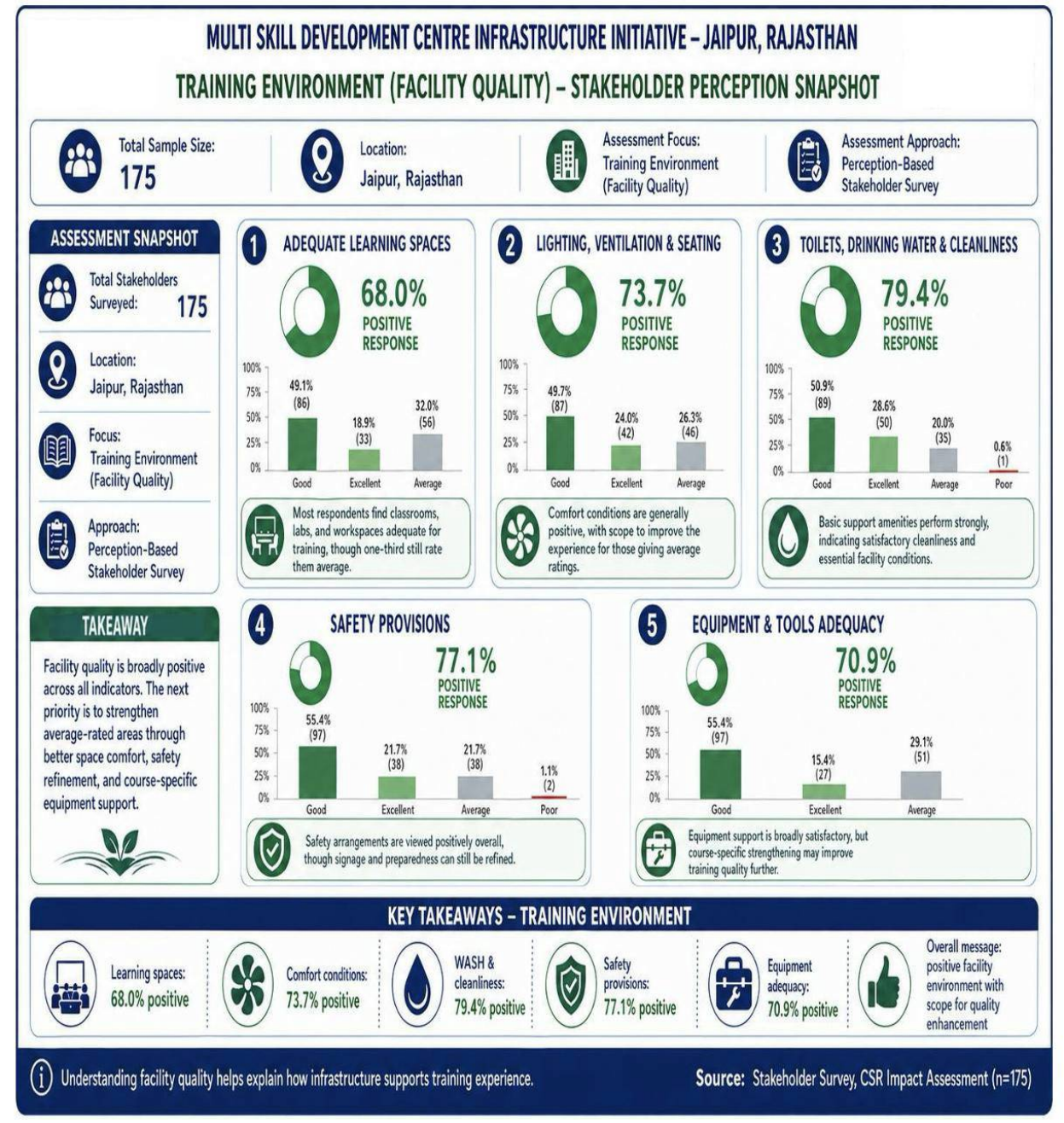


Table 7: Training Environment (Facility Quality)

Variable	Key Insights	Discussion Summary
Classrooms/labs/workspaces on the 5th floor are adequate for learning/training	A positive assessment was recorded from 68.0% (119), including 49.1% (86) rating the spaces as Good and 18.9% (33) as Excellent, while 32.0% (56) rated them Average.	The results suggest that most respondents find the learning spaces adequate, though a sizeable Average segment indicates some scope for further improvement in space comfort or suitability.
Lighting, ventilation, and seating arrangements are comfortable	Nearly three-fourths of respondents gave a positive rating, with 49.7% (87) rating this aspect Good and 24.0% (42) Excellent, while 26.3% (46) rated it Average.	This shows that the physical learning environment is generally comfortable, with room to improve overall user experience for a smaller but notable group of respondents.
Toilets, drinking water, and cleanliness in the facility are satisfactory	This indicator shows strong performance, with 79.4 % (139) rating it Good or Excellent, 20.0% (35) rating it Average, and only 0.6% (1) rating it Poor.	Basic facility support services appear to be functioning well, indicating that cleanliness and essential amenities are largely satisfactory for users.
Safety provisions (staircase/railings/fire safety/signage) are adequate	Safety-related perception is also strong, with 77.1% (135) rating provisions Good or Excellent, 21.7% (38) rating them Average, and 1.1% (2) rating them Poor.	The findings indicate generally positive confidence in safety arrangements, though a limited share of average and poor responses suggests the value of continued attention to signage and safety preparedness.
The 5th floor has adequate equipment/tools as per course requirements	Equipment adequacy received a positive rating from 70.9% (124), including 55.4% (97) Good and 15.4% (27) Excellent, while 29.1% (51) rated it Average.	The results suggest that equipment availability is broadly satisfactory, but the relatively large Average share indicates potential need for strengthening tools or course-specific equipment support.

Figure 4: Efficiency (Implementation Quality)

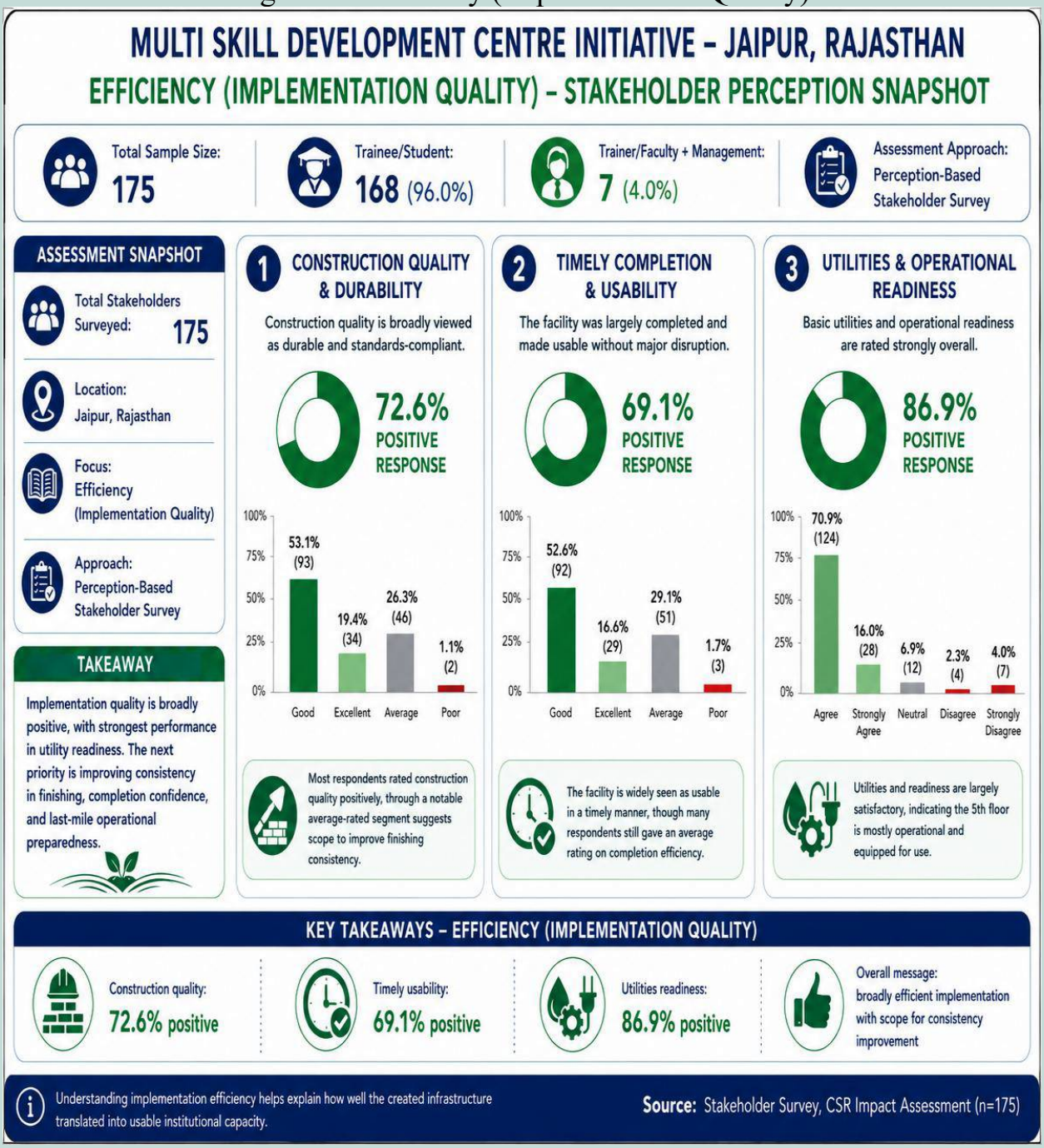


Table 8: Efficiency (Implementation Quality)

Variable	Key Insights	Discussion Summary
Construction quality appears durable and as per standards	A strong positive assessment was recorded, with 72.6 % (127) rating construction quality as Good or Excellent, while 26.3% (46) rated it Average and only 1.1% (2) rated it Poor.	The findings suggest that the constructed facility is generally perceived as durable and of acceptable quality, though a notable Average segment points to scope for refinement in finish or perceived standards.
The facility was completed and made usable without major delays/disruptions	A clear majority, 69.1 % (121), rated this aspect Good or Excellent, while 29.1% (51) rated it Average and 1.7% (3) rated it Poor.	This indicates that implementation was broadly smooth and the facility became usable in a timely manner, although some respondents appear to perceive moderate gaps in completion readiness or rollout efficiency.
Basic utilities and readiness (electricity, water, furnishings) are adequate	Positive perception is high, with 86.9% (152) either Agreeing or Strongly Agreeing that utilities and readiness are adequate. However, 6.9% (12) remained Neutral and 6.3% (11) expressed disagreement.	The results show that operational readiness is largely satisfactory, but a small group of respondents points to the need for closer attention to utility adequacy and readiness consistency.

Figure 5: Outcomes Enabled

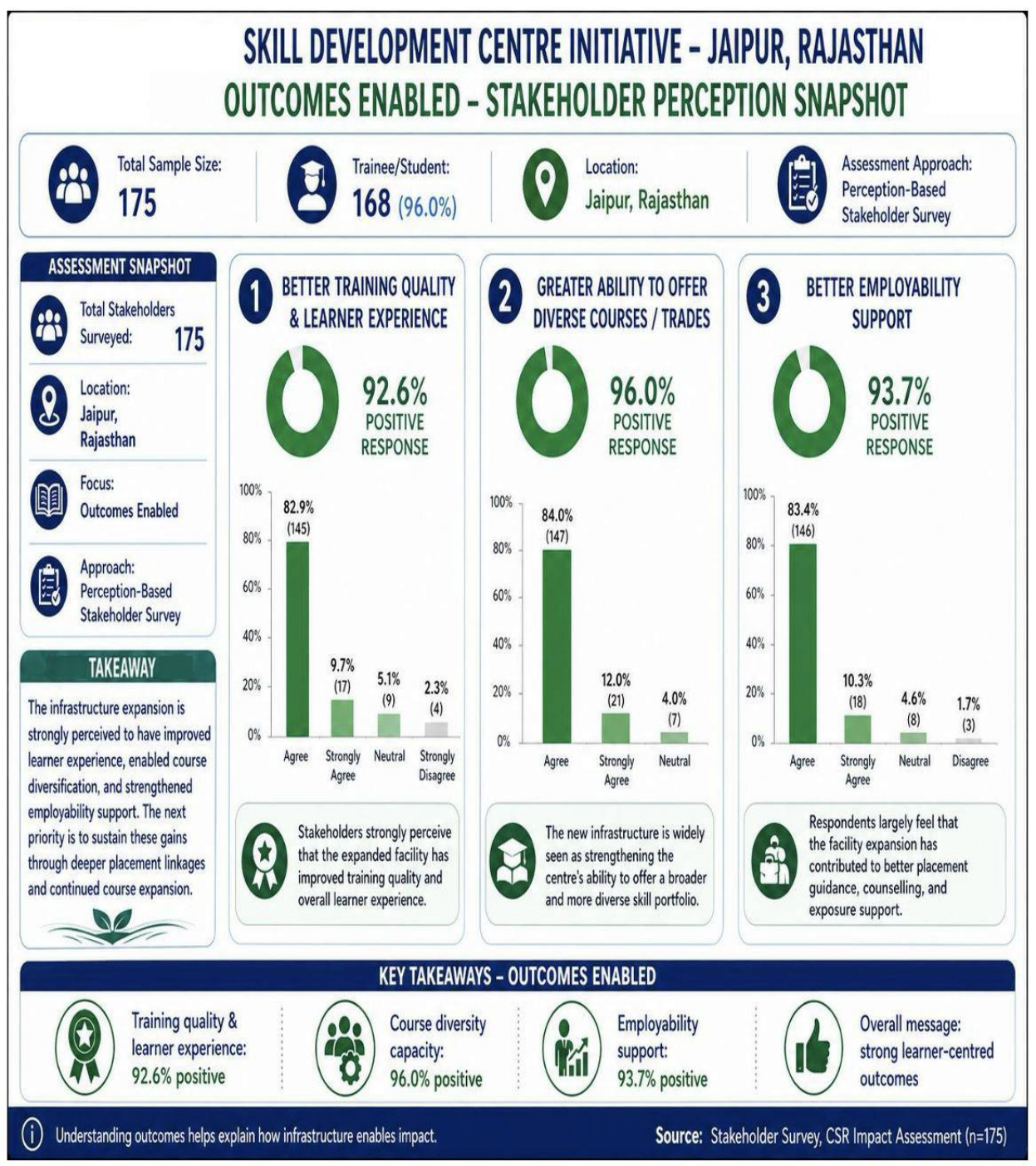


Table 9: Outcomes Enabled

Variable	Key Insights	Discussion Summary
The improved facility helped improve training quality and learner experience	A very strong positive perception was recorded, with 92.6% (162) either Agreeing or Strongly Agreeing, while 5.1% (9) remained Neutral and 2.3% (4) strongly disagreed.	The findings suggest that the new facility has substantially improved the training environment and overall learner experience.
The Centre now has better ability to offer diverse courses/trades (as perceived)	This indicator received one of the strongest responses, with 96.0% (168) either Agreeing or Strongly Agreeing and only 4.0% (7) remaining Neutral.	The results indicate that the infrastructure expansion has significantly strengthened the centre's capacity to diversify its course offerings.
The facility expansion contributed to better employability support (placement guidance, counselling, exposure)	Positive response remains high, with 93.7% (164) either Agreeing or Strongly Agreeing, while 4.6% (8) were Neutral and 1.7% (3) Disagreed.	The expansion is widely perceived to have improved employability-related support services for trainees.

Figure 6: Sustainability & Environmental Management

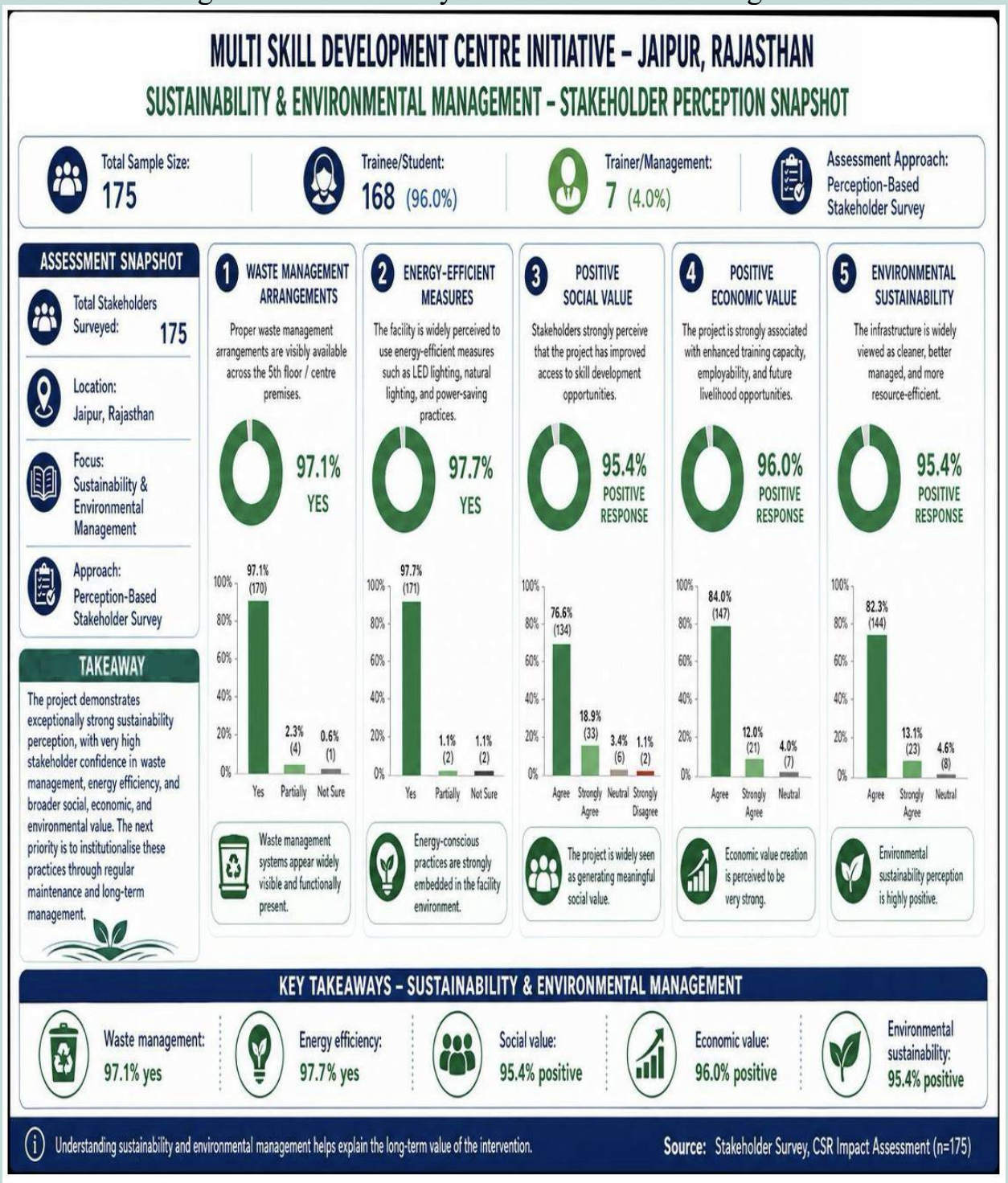


Table 10: Sustainability & Environmental Management

Variable	Key Insights	Discussion Summary
Proper waste management arrangements are available on the 5th floor /Centre premises	An overwhelming majority, 97.1% (170), confirmed the availability of waste management arrangements, while only 2.3% (4) reported partial availability and 0.6% (1) were unsure.	This indicates that waste management systems are widely visible and functionally present in the facility.
The facility uses energy-efficient measures such as LED lighting, natural lighting, or power-saving practices	A very high 97.7% (171) reported the use of energy-efficient measures, while only 1.1% (2) each reported partial presence or uncertainty.	The results suggest strong adoption of energy-efficient practices within the facility environment.
The project has created positive social value by improving access to skill development opportunities	A strong 95.4% (167) either Agreed or Strongly Agreed, while 3.4% (6) were Neutral and 1.1% (2) Strongly Disagreed.	The project is widely perceived as generating meaningful social value through improved access to skill development.
The project has created positive economic value by strengthening training capacity, employability, and livelihood opportunities	A very high 96.0% (168) either Agreed or Strongly Agreed, while 4.0% (7) remained Neutral.	Respondents strongly associate the project with economic value creation and future livelihood enhancement.
The project supports environmental sustainability through cleaner, better-managed, and resource-efficient infrastructure	Positive perception is again high, with 95.4% (167) either Agreed or Strongly Agreed, while 4.6% (8) remained Neutral.	The infrastructure is widely seen as supporting environmental sustainability through better management and resource efficiency.

Figure 7: Sustainability

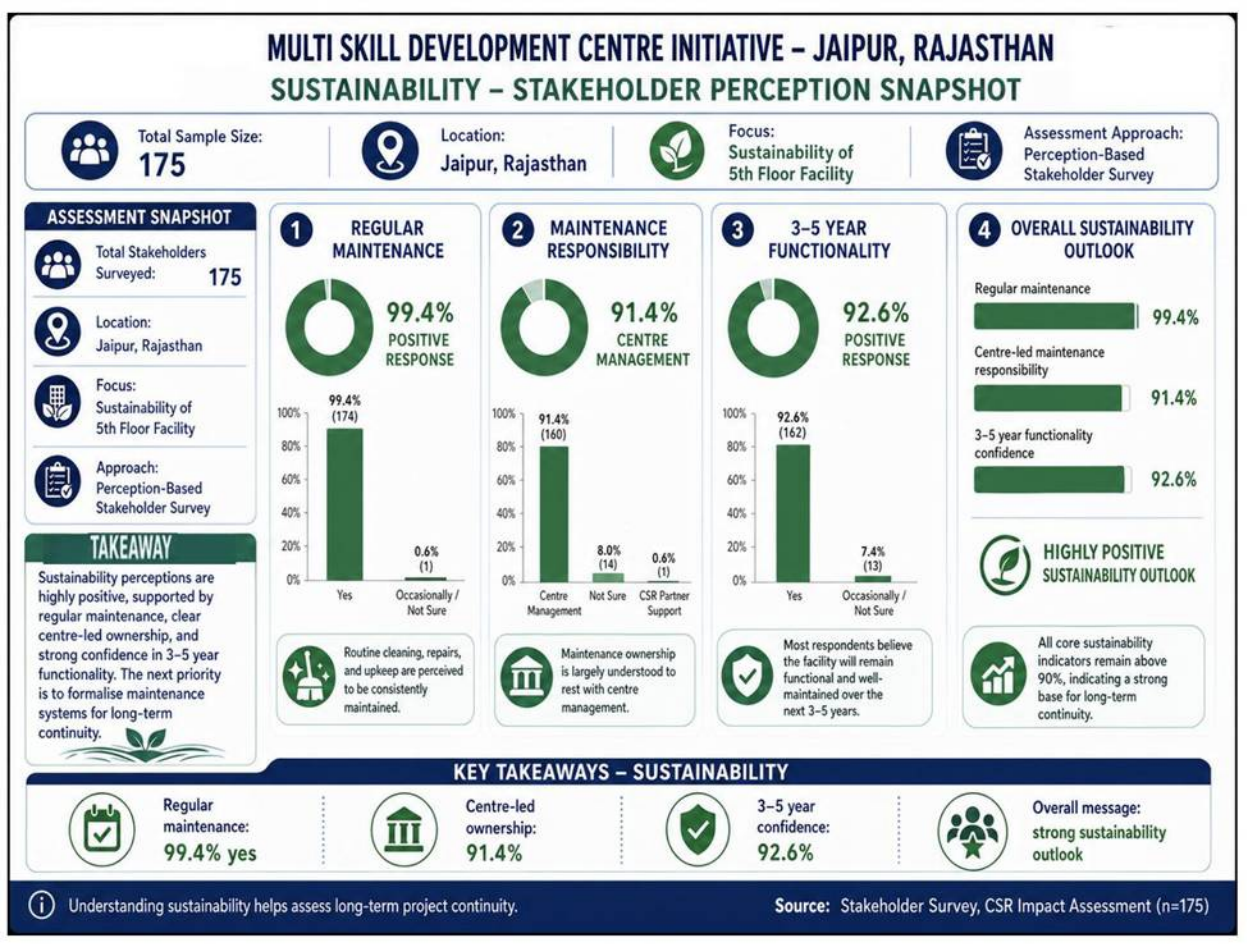


Table 11: Sustainability

Variable	Key Insights	Discussion
The new infrastructure is being maintained regularly (cleaning, repairs, upkeep)	An almost unanimous 99.4% (174) reported that the infrastructure is being maintained regularly, while only 0.6% (1) expressed occasional or uncertain maintenance.	The findings indicate very strong confidence in the regular upkeep and routine maintenance of the facility.
Who is responsible for maintenance of the 5th floor facility?	A very large majority, 91.4% (160), identified Centre Management as responsible for maintenance, while 8.0% (14) were unsure and only 0.6% (1) mentioned CSR Partner Support.	This suggests that maintenance responsibility is largely understood as institution-led, which is a positive indicator for post-project ownership and sustainability.
Do you think the facility will remain functional and well-maintained for the next 3–5 years?	A strong 92.6% (162) believe the facility will remain functional and well-maintained over the next 3–5 years, while 7.4% (13) were uncertain.	The long-term sustainability outlook is highly positive, with most respondents expressing confidence in continued functionality and upkeep.

Figure 8: Social Value / SROI

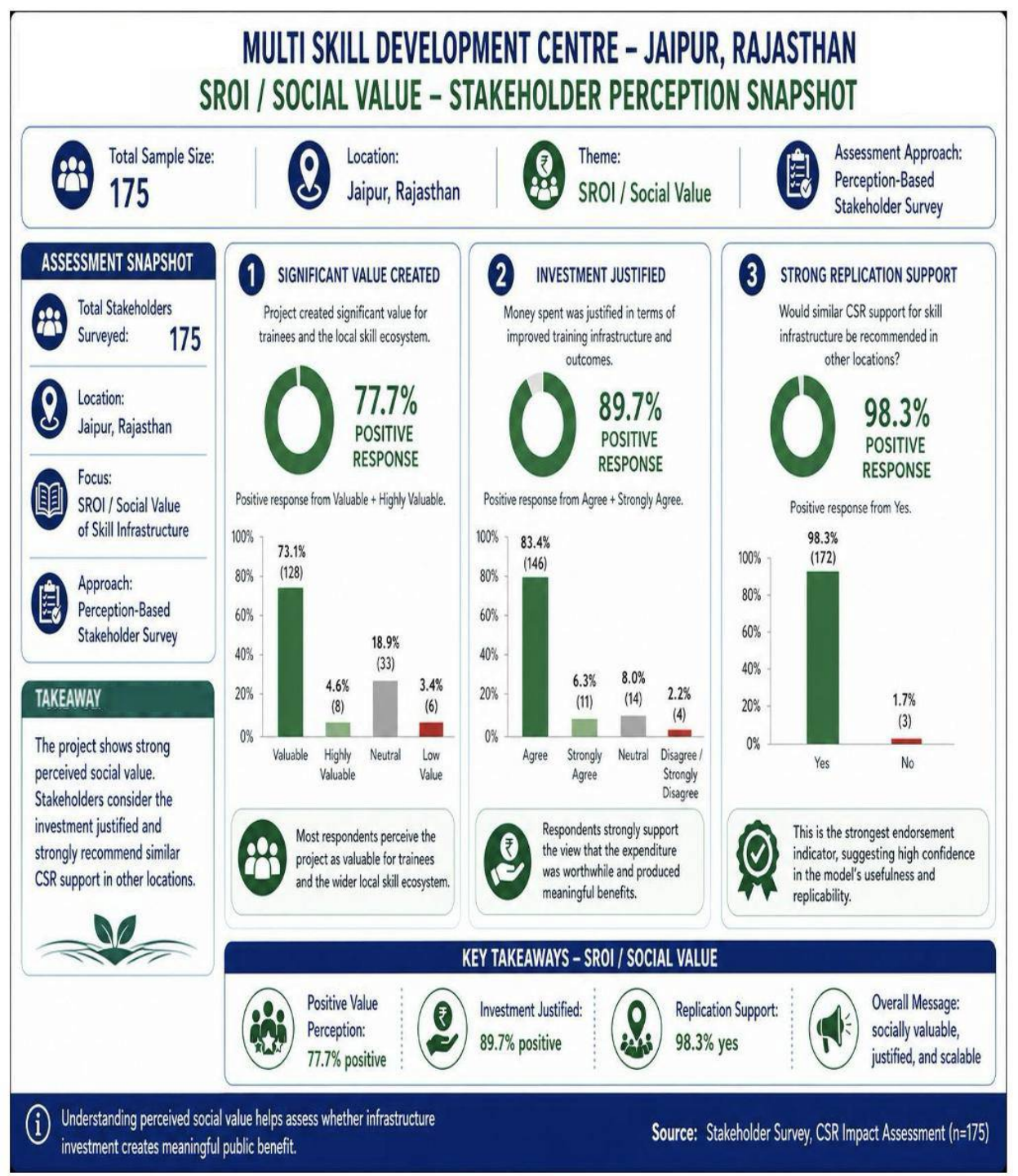


Table 12: Social Value / SROI

Variable	Key Insights	Discussion
Project created significant value for trainees and the local skill ecosystem	A positive value perception was reported by 77.7% (136), including 73.1% (128) rating the project as Valuable and 4.6% (8) as Highly Valuable. Meanwhile, 18.9% (33) remained Neutral and 3.4% (6) perceived Low Value.	The findings show that the project is widely viewed as socially valuable, though a moderate neutral segment suggests that perceived value is strong but not entirely uniform across respondents.
Money spent was justified in terms of improved training infrastructure and outcomes	A very high 89.7% (157) either Agreed or Strongly Agreed that the expenditure was justified, while 8.0% (14) were Neutral and only 2.2% (4) expressed disagreement.	This indicates strong support for the view that the investment was worthwhile and produced meaningful infrastructure and training-related benefits.
Recommendation for similar CSR support in other locations	An overwhelming 98.3% (172) recommended similar CSR support for skill infrastructure in other locations, while only 1.7% (3) did not.	This is the strongest endorsement indicator in the SROI block, suggesting very high confidence in the replicability and usefulness of such CSR investments.

Table 13: Thematic Summary of Coherence & Recommendations

Theme	Illustrative Issues / Suggestions Reflected in Responses	Interpretation
Transportation and access support	Public transportation, transport facility, bus facility for girls, vehicle issues, safer access	Transport is the most recurring practical constraint affecting both utilization and sustainability.
More courses, batches, and longer duration	Add more courses, start multiple batches, extend course duration, add skill/language/hospitality/beautician/ electricity-related courses	Respondents want the facility to be used more intensively through course expansion and deeper training exposure.
Publicity, outreach, and admissions mobilization	Publicity, promotion, advertisement, social marketing, refer friends, increase admissions, open more branches/locations	Respondents see stronger visibility and outreach as important for maximizing utilization of the expanded facility.
Internet, Wi-Fi, software, and technical readiness	Internet issues, network issues, hardware issues, premium software, paid MS Office, electricity-related issues	Digital infrastructure is a clear operational concern, especially for computer- and office-based courses.
Learning support facilities and student amenities	Library, cafeteria/canteen, sitting area, hostel/affordable hostel, mess support	Users expect the Centre to evolve beyond training rooms into a more learner-supportive environment.
Faculty, teaching quality, and practical exposure	Teachers not available on time, faculty improvement, more experienced faculty, practical learning, learn properly	Respondents want better instructional consistency and stronger hands-on learning support.

Placement and institutional expansion	Placement drives, more branches/Centers, more institutes in other locations	Some suggestions move beyond the current facility and point toward scaling and stronger outcome linkage.
No major improvement suggested / satisfied responses	NA, No, No issues, everything is fine, No improvement required, All good	A substantial share of respondents did not identify major gaps, suggesting overall satisfaction with the facility.

Table 14: Coherence and Recommendations

Variable	Category	Count	%
Alignment with government skill development initiatives (Skill India / State Skill Mission)	Very Well	66	37.7
	Moderately	103	58.9
	Not Sure	4	2.3
	Poorly	2	1.1
	Total	175	100.0

Variable / Theme	Key Insights	Discussion Summary
Alignment with government skill development initiatives	A large majority perceived alignment positively, with 96.6% (169) rating the project as either moderately aligned or Very Well aligned; only 1.1% (2) rated it Poorly aligned.	The project is widely seen as consistent with broader government skilling priorities, though stronger programme visibility and strategic positioning could shift more respondents from “Moderate” to “Very Well” alignment.
Transportation and access-related suggestions	Transport-related concerns appeared repeatedly across both recommendation questions.	Accessibility remains one of the main practical barriers to fuller utilization and sustained participation, especially for women and regular commuters.
Course expansion, batches, and duration	Respondents repeatedly asked for more courses, more batches, and longer duration.	The infrastructure appears under pressure to support broader and deeper programming, indicating demand for stronger academic and skill utilization of the facility.
Publicity and outreach	Multiple responses referred to publicity, promotion, social marketing, and increasing admissions.	The centre is seen as useful, but respondents believe awareness-building can further improve occupancy and impact.
Internet and technical infrastructure	Internet, Wi-Fi, network, software, and hardware issues emerged as a recurring operational theme.	These are not major structural failures, but they matter for course effectiveness, especially in digital and office-based trades.
Student support amenities	Library, cafeteria, hostel, mess, and sitting space were recurring suggestions.	Respondents expect the facility to support a more complete learner

		ecosystem, not just classroom delivery.
Faculty and practical training quality	Some suggestions focused on teacher availability, more experienced faculty, and stronger practical exposure.	Facility expansion alone is not enough; sustained impact also depends on teaching quality and hands-on training support.
Overall pattern of recommendations	A notable share of responses indicated no major changes or no issues.	This suggests overall satisfaction, but the recurring practical themes still point to clear areas for quality enhancement.

5. Summary of Findings, Recommendations & Conclusion

5.1 Summary of Findings

The impact assessment of the CSR-supported construction of the 5th floor of the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur, Rajasthan indicates that the intervention has generated strongly positive outcomes across multiple dimensions, including infrastructure relevance, training environment quality, implementation efficiency, institutional usability, learner experience, course diversification, employability support, sustainability, environmental management, and perceived social value. Overall, the project is viewed as a meaningful skill development infrastructure initiative that has moved beyond mere physical expansion and has begun to function as a supportive institutional platform for training, learner engagement, and skill ecosystem strengthening.

- **Respondent Profile and Coverage**

  The study covered 175 respondents, with the respondent base overwhelmingly dominated by trainees/students (96.0%), followed by a small share of trainers/faculty (3.4%) and Centre management/staff (0.6%). Female respondents formed a strong majority (77.1%), and the age profile was heavily concentrated in the 18–30 years category, indicating that the study largely reflects the experience of young direct beneficiaries. The course profile was led by Fashion, Garment & Design, followed by Digital Marketing, Advanced Excel/Office Applications, and AI/Basic AI, suggesting a mix of traditional livelihood-oriented and emerging digital skill pathways. Awareness of NHPC's CSR support was moderate to high. This respondent profile ensures that the findings are grounded primarily in the direct user experience of the newly expanded facility, while institutional and management views remain more limited in the survey base.

- **Relevance and Need**

  The project was perceived as highly relevant to local institutional and training needs. A clear majority of respondents rated the infrastructure expansion as either relevant or highly relevant for improving skill training facilities in Jaipur. Positive responses were especially strong regarding improvement in overall infrastructure and space availability, increased training capacity, and regular functional use of the 5th floor. These findings suggest that the intervention

addressed a genuine and visible infrastructural requirement of the Centre and is viewed as a need-based and useful investment rather than a merely symbolic physical addition.

- **Training Environment and Facility Quality**

  The facility-quality profile was broadly positive. Most respondents rated classrooms, labs, and workspaces as good or excellent, and similarly positive patterns were observed for lighting, ventilation, seating arrangements, toilets, drinking water, cleanliness, safety provisions, and equipment adequacy. The strongest responses were recorded for cleanliness, basic amenities, and safety-related provisions. At the same time, across several indicators a notable share of respondents selected "Average," suggesting that while the facility is clearly functional and appreciated, there remains scope for improvement in comfort, refinement, and course-specific infrastructure support. Overall, the results show that the 5th floor is functioning as a usable and supportive learning environment.

- **Implementation of Quality and Readiness**

  The efficiency profile suggests that the intervention has been implemented satisfactorily and translated into a usable institutional asset. Most respondents rated construction quality as durable and in line with acceptable standards, while a majority also felt that the facility was completed and made usable without major disruption. Perceptions of basic utility readiness—such as electricity, water, and furnishings—were also strongly positive. Although a meaningful minority gave average ratings on construction quality and completion readiness, the broader pattern remains clearly favorable. These findings suggest that the infrastructure creation process has resulted in a largely operational and functionally ready training asset.

- **Outcomes Enabled: Training Quality, Course Diversity and Employability Support**

  The outcome-enabled profile is one of the strongest result areas in the study. Respondents overwhelmingly agreed that the improved facility has enhanced training quality and learner experience, strengthened the Centre's ability to offer more diverse courses and trades, and contributed to better employability support through placement guidance, counselling, and exposure. Among these, the strongest result emerged for diversification capacity, indicating that respondents see the new infrastructure as expanding the functional scope of the institution. Taken together, these findings indicate that the intervention is not being experienced merely as a space addition, but as a contributor to better institutional performance and stronger learner-facing outcomes.

- **Sustainability and Environmental Management**

  The sustainability and environmental management profile is exceptionally positive. Very high proportions of respondents reported the visible availability of waste management arrangements and the use of energy-efficient measures such as LED lighting, natural lighting, or related resource-saving practices. Respondents also strongly agreed that the project has created positive social value by improving access to skill development opportunities, positive economic value by strengthening training capacity and employability potential, and positive environmental value through cleaner and better-managed infrastructure. These results indicate that the facility is perceived not only as physically useful, but also as environmentally responsible and socially meaningful in its functioning.

- **Sustainability, Ownership and Long-Term Continuity**

  The long-term sustainability profile is highly favorable. Nearly all respondents reported that the new infrastructure is being maintained regularly through cleaning, repairs, and upkeep. A very large majority identified Centre management as the primary body responsible for maintenance, indicating a clear sense of institutional ownership. Confidence in 3–5-year functionality and continued maintenance was also very strong. These findings are important because they suggest that the project has successfully moved from the stage of asset creation to one of post-project usability and local institutional responsibility. The next logical step is to translate this positive perception into more formalized maintenance systems and documented upkeep practices.

- **Coherence and Stakeholder Suggestions**

  The coherence profile is positive, with the project widely perceived as aligned with broader government skill development initiatives such as Skill India and related missions. Most respondents rated this alignment as moderate or very good, with very few expressing uncertainty or poor alignment. Open-ended feedback reveals a practical next-stage improvement agenda. The most frequently repeated suggestions relate to transportation and access support, more courses and batches, longer course duration, greater publicity and outreach, stronger internet and digital infrastructure, better learner amenities such as library/cafeteria/hostel support, and improvements in faculty and practical exposure. Importantly, these suggestions do not reject the project; rather, they indicate that

respondents now want the Centre to evolve from a good infrastructure base into a more complete skill-development ecosystem.

- **Positive Change Reported Through Institutional Outcomes**

  Across the findings, the most visible positive changes relate to improved space availability, enhanced training capacity, better learner comfort, stronger ability to run diverse courses, and improved employability-related support. These changes indicate that the intervention is creating institutional value beyond simple construction outcomes. The facility is increasingly being experienced as a better-organized, more capable, and more learner-supportive training environment. In that sense, the 5th floor is not merely an extension of space built, but a platform that strengthens the Centre's overall role in skill development.

- **Social Value / SROI (Perception-Based)**

  The perception-based SROI profile is strongly positive. A large majority of respondents considered the project valuable or highly valuable for trainees and the local skill ecosystem. An even higher share agreed that the money spent was justified in terms of improved infrastructure and related outcomes. The strongest result in this block was the near-universal recommendation that similar CSR support for skill infrastructure should be extended to other locations. This pattern is especially meaningful: even where some respondents remain moderate in describing intensity of value, the project is overwhelmingly endorsed as worthwhile, justified, and replicable. In practical terms, the intervention enjoys high social acceptability and strong perceived public value.

Overall Summary

Taken together, the findings show that the CSR-supported 5th floor construction initiative has delivered meaningful gains across infrastructure relevance, training environment quality, implementation readiness, usability, course diversification, employability support, sustainability, environmental management, and perception-based social value. Its strongest achievements lie in high institutional relevance, improved space and infrastructure adequacy, strong enhancement of training capacity, very positive sustainability perception, and near-universal support for replication of similar interventions elsewhere. At the same time, the evidence also suggests that the next stage of strengthening should focus on transport access, stronger outreach and admissions mobilization, digital and internet infrastructure, learner amenities such as library and cafeteria support, faculty/practical training improvements, and formalized maintenance systems. In short, the project

has successfully moved beyond asset creation, but its full potential will be realized when the expanded infrastructure is leveraged even more strongly as a well-connected, learner-centered, digitally supported, and sustainably managed skill development ecosystem.

5.2. Recommendations Framework

Introduction to Recommendations

The findings of the impact assessment indicate that the CSR-supported construction of the 5th floor of the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur has generated strongly positive outcomes across relevance, infrastructure adequacy, training environment quality, implementation efficiency, training capacity enhancement, course diversification, employability support, sustainability, environmental responsibility, and perception-based social value. Respondents strongly acknowledged the relevance of the infrastructure expansion, the improvement in training space and learning conditions, the increased ability of the centre to accommodate more learners and activities, and the contribution of the intervention to stronger learner experience and broader institutional functioning. The project is also perceived as socially useful, economically meaningful, environmentally responsible, and strongly worthy of replication in other locations.

At the same time, the analysis suggests that the next stage of strengthening should move beyond infrastructure creation alone and focus more clearly on fuller utilization, learner-support systems, digital and technical readiness, transport and accessibility support, course expansion, institutional visibility, and formalized long-term maintenance. Recurring gaps emerged particularly around transportation, publicity and outreach, internet and software-related issues, the need for more courses and longer training duration, library/cafeteria/hostel-type learner amenities, and stronger practical or placement-linked support. In addition, while sustainability perception is highly positive, long-term institutional value will depend on structured maintenance systems, clearer operational planning, and continued alignment between infrastructure use and training outcomes.

Accordingly, the following recommendations are designed to convert the project from a successful infrastructure expansion initiative into a more integrated, learner-centered, digitally supported, and sustainably managed skill development ecosystem. The recommendations are framed in an actionable format so that future strengthening, replication, operational planning, and monitoring can be aligned with measurable outcomes.

Table 15: Recommendations with Actionable Outcomes

Key Insight	Recommendation	Action Points	Measurable Outcomes (KPIs)
Respondents strongly value the infrastructure expansion, but open-ended responses repeatedly point to transport and access issues as a practical barrier to fuller use.	Strengthen transport and accessibility support for trainees	- Explore transport linkage or shuttle/bus support, especially for women trainees - Coordinate with local transport providers for improved route access - Provide better information on safe and affordable commuting options	- Reduction in transport-related complaints - % respondents reporting improved accessibility - Improved attendance and utilization of the facility
The new floor is seen as expanding capacity, but respondents also repeatedly ask for more courses, more batches, and longer training duration.	Improve utilization of the expanded facility through programme diversification	- Introduce additional market-relevant courses - Run more batches and optimize time-slot utilization - Review course duration for trades requiring deeper practical exposure	- Increase in number of courses offered - Increase in batch utilization rate - % respondents satisfied with adequacy of course options and duration
Several responses indicate internet, software, and technical issues, especially relevant for digital and computer-based courses.	Strengthen digital infrastructure and technical readiness	- Improve internet/Wi-Fi reliability across the facility - Upgrade hardware and licensed software where needed - Establish periodic technical maintenance and support mechanisms	- Reduction in internet/software-related complaints - % respondents rating digital readiness positively - Improved satisfaction in computer-based and digital courses
Respondents suggest the need for library, cafeteria, sitting space, and other learner-support amenities.	Develop learner-support facilities beyond classrooms	- Create or strengthen library/study resource space - Provide cafeteria/canteen or basic refreshment support - Develop sitting/self-study areas and supportive student spaces	- Availability of library/resource support - % respondents satisfied with learner amenities - Improvement in overall learner experience ratings
Facility expansion has improved training quality, but some respondents still seek better faculty effectiveness and stronger practical training.	Strengthening instructional quality and practical learning support	- Improve trainer availability and teaching consistency - Increase hands-on/practical components in relevant trades - Introduce periodic faculty development and learner feedback systems	- % trainees satisfied with teaching quality - Reduction in faculty/practical-training complaints - Improvement in perceived training quality ratings
Employability support is rated positively, but	Deepen placement, counselling, and	- Conduct periodic placement drives and employer interaction events	- Number of placement/career events held

respondents also point toward stronger placement linkage and exposure support as the next step.	employability linkage systems	- Strengthen counselling and career guidance services - Build structured linkages with industry and employers	- % trainees reporting placement support - Improvement in employability-support ratings
Awareness of NHPC's CSR support is moderate but not universal, and several responses call for greater publicity and outreach.	Improve institutional visibility, outreach, and admissions mobilization	- Strengthen institutional publicity and local outreach - Use signage, communication material, and social media for visibility - Conduct mobilization campaigns for new admissions and awareness	- Increase in awareness of NHPC CSR support - Increase in admissions/enrolment enquiries - Improved utilization of expanded infrastructure
Sustainability indicators are highly positive, but long-term continuity depends on moving from perception to system-based maintenance.	Formalize maintenance and facility management systems	- Develop a written maintenance schedule for cleaning, repairs, and utilities - Clarify responsibility for upkeep and monitoring - Maintain periodic review of safety, functionality, and infrastructure condition	- Documented maintenance system in place - % respondents reporting regular upkeep - Sustained functionality over 3–5 years
Environmental management perception is strong, especially on waste management and energy efficiency.	Institutionalize green facility practices as a permanent operating norm	- Maintain dustbins, disposal systems, and cleanliness monitoring - Continue use of LED/natural lighting and energy-saving practices - Integrate environmental awareness into institutional culture	- Sustained positive ratings on waste and energy indicators - Visible environmental practices maintained - Improvement in resource-efficiency perception
The project is widely recommended for replication, indicating strong acceptability and model potential.	Use the project as a scalable model for future CSR-supported skill infrastructure	- Document lessons learned and good practices from this intervention - Identify other centres/locations with similar infrastructure needs - Use replication planning linked with demand, access, and employability context	

5.3. Strategic Orientation

The CSR-supported construction of the 5th floor of the Laghu Udyog Bharati Multi Skill Development Centre, Jaipur demonstrates strong performance across relevance, infrastructure adequacy, training environment quality, implementation readiness, training capacity enhancement,

course diversification, employability support, sustainability, environmental responsibility, and perceived long-term usefulness. The project is widely seen as beneficial not only for direct trainees, but also for the broader local skill ecosystem through improved access to training space, better learning conditions, increased institutional capacity, enhanced course diversity, stronger learner experience, and improved prospects for employability-oriented support.

However, the findings also reveal an important transition gap between the 5th floor as a completed infrastructure asset and the 5th floor as a fully optimized skill development ecosystem. While respondents clearly recognize the usefulness of the facility and its contribution to training quality, institutional capacity, and sustainability, the evidence also shows that users now expect deeper support in areas such as transportation access, broader course offerings, stronger practical exposure, improved digital infrastructure, learner amenities, publicity and outreach, and stronger placement-linked support. In addition, a notable share of suggestions reflects concern about operational issues such as internet connectivity, software access, library support, cafeteria/student facilities, and course duration.

The central cross-cutting issue, therefore, is not the absence of impact, but the need to deepen institutional quality and utilization. The focus should now shift from infrastructure expansion alone to learner-centered, digitally supported, access-sensitive, placement-linked, and sustainably managed skill development support. In other words, the next stage of policy strengthening should move the Centre from being a successful physical expansion intervention to becoming a more fully integrated, well-utilized, and development-oriented training ecosystem.

Thematic Recommendations

- **Strengthen transport and accessibility support**

  Since transportation and public access issues appear repeatedly in open-ended responses, the institution should explore solutions such as improved transport linkage, safe commuting support for female trainees, coordination with local transport providers, or communication on affordable access routes.

- **Expand course offerings and optimize use of space**

  Respondents repeatedly suggest more courses, more batches, and longer course duration. The Centre should therefore use the expanded infrastructure to increase programme diversification, optimize batch scheduling, and extend course duration where deeper practical learning is needed.

- **Improve digital infrastructure and technical readiness**

  Open-ended responses frequently mention internet, Wi-Fi, software, and hardware-related issues. The next phase of strengthening should therefore focus on stable connectivity, upgraded digital tools, licensed software where required, and routine technical support.
- **Develop library and learner-support facilities**

  Several respondents called for library facilities, study materials, cafeteria support, and seating/self-study space. The expanded center should gradually evolve into a more complete learner-support environment by providing academic resource corners, reading spaces, and basic learner amenities.
- **Strengthen practical learning and instructional quality**

  The findings indicate generally positive perceptions of training quality, but respondents also point to the need for more practical training, improved trainer effectiveness, and stronger hands-on learning. Institutional strengthening should therefore include more practical exposure, regular trainer feedback, and improved instructional support systems.
- **Deepen employability support and placement linkage**

  Although employability support is already positively perceived, the next stage should include more structured placement drives, counselling, employer interaction, and career guidance so that infrastructure gains translate more visibly into livelihood outcomes.
- **Improve visibility, outreach, and admissions mobilization**

  Because several responses point to publicity, promotion, social marketing, and the need for more admissions, the center should strengthen outreach and awareness-building. Greater visibility will help improve occupancy, course uptake, and recognition of NHPC's CSR support.
- **Institutionalize preventive maintenance and long-term upkeep systems**

  The facility is widely seen as regularly maintained, which is a major strength. This should now be protected through formal maintenance schedules, documented responsibility, periodic review of utilities and equipment, and a preventive rather than reactive maintenance model.
- **Sustain environmental responsibility alongside operational efficiency**

  Waste management and energy efficiency are strongly recognized by respondents. These strengths should be institutionalized through regular cleanliness monitoring, continued use

of energy-saving measures, better disposal systems, and integration of environmental responsibility into daily institutional practices.

- **Develop the model for replication in similar urban/peri-urban skill Centres**

  Given the very high recommendation for similar CSR support in other locations, the 5th floor expansion model should be documented as a replicable CSR-supported skill infrastructure framework. Future replication should integrate lessons on transport, digital readiness, course relevance, learner amenities, and employability linkage from the outset.

OECD-DAC ALIGNED SYNTHESIS (WITH SDGs)

Table 16: OECD-DAC Framework with Linkages

OECD-DAC Criterion	Key Finding	Policy Insight	Recommended Action	SDG Link
Relevance	The project is strongly aligned with local needs related to skill infrastructure, training space, and institutional capacity.	The intervention addresses real infrastructure gaps affecting learner access and training delivery.	Continue prioritizing CSR support for skill infrastructure where institutional demand is high.	SDG 4, SDG 8, SDG 9
Effectiveness	Strong gains are seen in training environment quality, space adequacy, course diversification capacity, and learner experience.	Functional outcomes are clearly positive, but broader learner support and deeper utilization can still improve.	Strengthen course expansion, learner amenities, and practical learning systems.	SDG 4, SDG 8
Efficiency	Construction quality, usability, and utility readiness are positively rated, though some respondents still report average perceptions and operational issues.	The intervention is functioning well, but operational refinement can improve user confidence further.	Strengthen digital readiness, finishing consistency, utility review, and service-support systems.	SDG 9, SDG 16
Impact	Strong perceived effects are reported on training quality, learner experience, course diversity, employability support, and institutional usefulness.	The project has generated institutional and learner-level value beyond physical infrastructure creation.	Consolidate gains through stronger placement linkage, faculty support, and practical training depth.	SDG 4, SDG 8, SDG 10

Sustainability	Respondents express very high confidence in maintenance, Centre-led ownership, and 3–5 Year continuity.	Sustainability is promising, but depends on formal upkeep systems, operational planning, and continued utilization.	Establish formal maintenance, asset management, and long-term utilization systems.	SDG 9, SDG 12, SDG 16

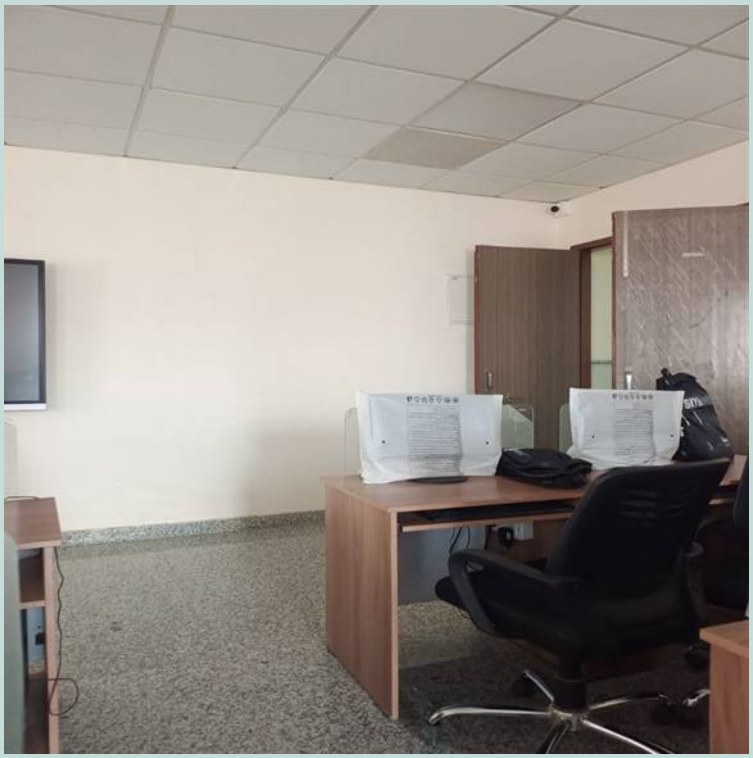
Table 17: SDG Mapping Summary

SDG	Relevance to Project
SDG 4 – Quality Education	Strengthens training environment, learning conditions, and access to skill development opportunities
SDG 5 – Gender Equality	Supports women's participation in skill development and improves access for a strongly female trainee base
SDG 8 – Decent Work and Economic Growth	Supports employability, vocational training, and livelihood-oriented capacity building
SDG 9 – Industry, Innovation and Infrastructure	Creates and strengthens institutional training infrastructure for skill development
SDG 10 – Reduced Inequalities	Expands access to training opportunities for youth and diverse learner groups
SDG 12 – Responsible Consumption and Production	Encourages waste management, energy efficiency, and responsible facility use
SDG 13 – Climate Action	Supports energy-efficient practices and environmentally responsible infrastructure management

The CSR-supported 5th floor expansion initiative demonstrates strong relevance, effectiveness, impact, sustainability potential, and practical social value. Its next stage of success, however, depends on strengthening the transition from improved physical infrastructure to integrated skill development delivery, supported by stronger access systems, digital readiness, broader course offerings, learner amenities, employability linkage, operational sustainability, and institutional convergence.

6. Success Stories

From Learning to Livelihood: A Trainee's Journey into Professional Work



One of the most meaningful stories emerging from the field responses is that of a trainee who described a clear shift from limited understanding at the beginning of the course to becoming a working professional afterward. In the response, the trainee explained that before joining the course, even basic concepts were difficult to understand. However, with continued support from faculty and structured learning, the trainee gradually gained confidence, clarity, and job-oriented skills.What stands out in this account is the role of the institutional environment in making learning more accessible. The respondent specifically noted that the faculty were highly supportive and that this guidance played an important role in making the learning process easier and more effective. As the trainee indicated, the experience did not stop at classroom understanding; it eventually translated into professional engagement and work. This individual experience reflects the broader pattern observed in the assessment, where large majorities agreed that the improved facility has enhanced training quality, learner experience, and employability support. The story suggests that the expanded infrastructure is not merely creating more space, but is also helping the institution function in a way that supports learner transition from training to work. At the same time, the story also reinforces the importance of sustaining this momentum through strong faculty support, practical learning, and placement linkage. It shows that when infrastructure, teaching, and learner support work together, the project can contribute meaningfully to employability outcomes.

Learning that Leads to Enterprise: A Small Business Story



A particularly valuable field response suggested that one former learner, after gaining exposure and learning through the institution, was able to start a business of his own. Another response similarly stated that much of what was learned at Laghu Udyog Bharati later became the basis for starting a business. Although the responses are brief, they point to an important pathway of impact: the movement from training participation to self-initiated livelihood activity.

The significance of such stories lies in the fact that skill development outcomes are not always limited to wage employment. For some learners, the more important result is the confidence and capability to begin something independently. In this case, the training Centre appears to have acted as a platform that helped learners acquire practical understanding, exposure, and enough confidence to convert learning into enterprise activity.

This narrative aligns closely with the survey findings, where respondents strongly associated the infrastructure expansion with enhanced training capacity, better learner experience, and positive economic value. It also strengthens the perception-based SROI findings, which suggest that the project is seen not just as a physical asset, but as an investment that can support future livelihood pathways. The broader policy implication is that such infrastructure should increasingly be linked with entrepreneurship support, business mentoring, and practical post-training guidance, so that more learners can move from training into self-employment or micro-enterprise development.

A Book Business Built on Skill Exposure

One of the more specific open-ended responses referred to Agamdeep, described as a learner who performed well and is now running his own book business. Even though the response is brief, it represents an important example of how training support can contribute to real-world initiative and

self-reliance. This story is significant because it shows that the value of a training institution lies not only in formal course completion, but also in the way it supports learner confidence, initiative, and applied use of knowledge. The move from being a student to running a business, however small, reflects a transition from passive learning to active economic participation. In this sense, the Centre is not only a place for attending classes, but also a space that can encourage entrepreneurial action.The story also resonates with the broader findings of the study, especially the very strong perception that the Centre now has better ability to offer diverse courses and support employability-related outcomes. Even when the direct causal pathway cannot be fully documented through one short response, such cases indicate that the institutional ecosystem can support growth beyond the classroom. This account suggests the importance of building structured mechanisms to identify, document, and nurture such entrepreneurial success stories in future. If tracked properly, they can become strong evidence of the social and economic value created by CSR-supported skill infrastructure.

Women's Learning Supporting Household Enterprise



Another response indicated that a learner's sister started her own business, while a similar response referred to Vilpa Parmar starting an enterprise of her own. Though brief, these responses are especially important because they point toward women's entrepreneurship and household-level livelihood strengthening. In the context of this study, where female respondents form most of the survey base, such stories carry particular significance. They suggest that the Centre may be contributing not only to individual learning, but also to broader confidence-building and economic participation among women. The training environment, improved infrastructure, and course opportunities appear to be creating a setting in which women are able to imagine and pursue income-generating pathways. This reflects a broader pattern visible in the data: the Centre is dominated by young female trainees, and respondents strongly perceived the project as creating positive social and economic value. When viewed together, these findings suggest that the infrastructure may be serving as a supportive platform for

women-oriented skill participation and livelihood mobility. Such stories also indicate the need for stronger follow-up on women learners, enterprise support, and business incubation pathways. If strengthened, the project can play a more visible role in linking skill infrastructure with women's economic empowerment.

Improved Communication Skills and Personal Growth



Not all success stories in skill development are immediately visible as jobs or enterprises. One response stated that learners had gained a lot from the institution and had improved greatly in communication skills, while another simply noted an overall good experience in the field. Although modest, such comments capture an important dimension of project value: personal capability development.

In many skill development settings, especially for young learners, communication ability, self-expression, confidence, and interaction skills are central to later employability and social mobility. The importance of these skills often becomes visible before formal employment does. In this case, the institution appears to have provided not only technical learning, but also an environment in which learners could develop soft skills and improve their ability to communicate more effectively. This aligns with the wider findings of the assessment, where respondents strongly agreed that the improved facility contributed to better training quality, learner experience, and social value. It also supports the idea that the infrastructure is generating developmental outcomes that are not purely physical or technical, but also behavioral and confidence-related.The policy relevance of such a story is clear: future strengthening of the Centre should not focus only on physical infrastructure or course expansion, but also on communication training, soft skills, confidence-building, and structured learner development inputs that make skill education more holistic.

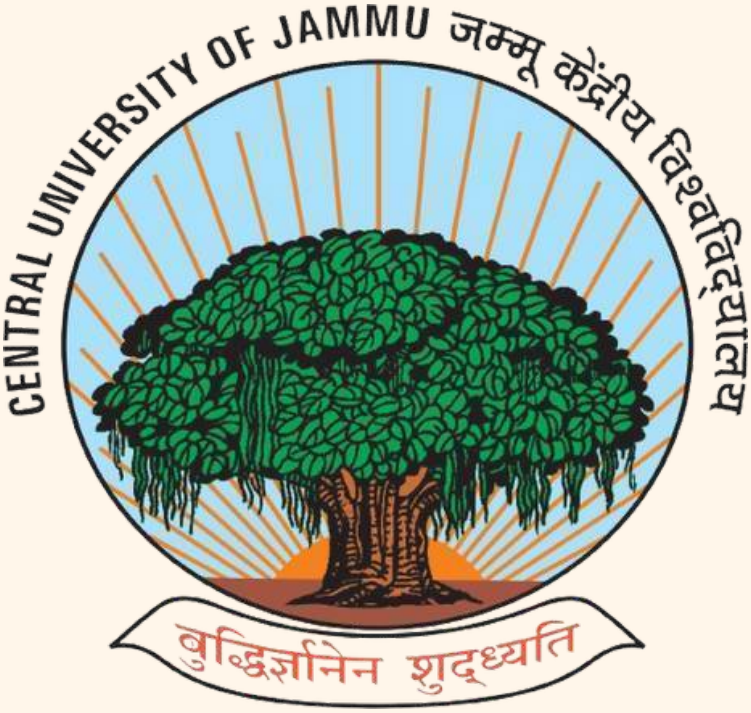
Geo-Tagged Photos Captured During Field Study




Machine Filling Stitch
GPS Map Camera
Jaipur, Rajasthan, भारत 🇮🇳
Auric Fashion Studio, Gr. Floor, Plot No-76, Mahaveer Nagar Ext, Flyover, Opp. Selfie Restaurent, Near Riico, Tirupathi Balaji Nagar, Sanganer, Jaipur, Rajasthan 302029, भारत
Lat 26.824442° Long 75.780148°
शुक्रवार, 10/04/2026 12:15 PM GMT +05:30
Google


GPS Map Camera
Shri Kishanpura, Rajasthan, भारत
नियर बोम्बे अस्पताल, 200, फुट महल रोड, Sitapura Industrial Area, Sitapura, Jaipur, Shri Kishanpura, Rajasthan 302022, भारत
Lat 26.786395° Long 75.861247°
मंगलवार, 07/04/2026 02:34 PM GMT +05:30
Google


GPS Map Camera
Shri Kishanpura, Rajasthan, भारत
नियर बोम्बे अस्पताल, 200, फुट महल रोड, Sitapura Industrial Area, Sitapura, Jaipur, Shri Kishanpura, Rajasthan 302022, भारत
Lat 26.78678° Long 75.86093°
बुधवार, 08/04/2026 12:00 PM GMT +05:30
Google



CENTRAL UNIVERSITY OF JAMMU,
BAGLA (RAHYA SUCHANI),
DISTRICT SAMBA,
JAMMU & KASHMIR, 181143

एनएचपीसी
NHPC
एक नवरत्न कंपनी

CONSTRUCTION OF COMMUNITY HALLS IN THREE VILLAGES OF KRISHNA DISTRICT, ANDHRA PRADESH

LOCATION: KRISHNA DISTRICT, ANDHRA PRADESH
SITE COVERED: ANGALURU, TARAKATURU, AND THOTLAVALLURU

CENTRAL UNIVERSITY OF JAMMU जम्मू केंद्रीय विश्वविद्यालय
बुद्धिर्ज्ञानेन शुद्ध्यति

www.cujstec.in
CU Jammu
STEC
Innovate with us...

IMPACT ASSESSMENT REPORT 2026

PROJECT SUMMARY

Particulars	Details
CSR Project Name	Construction of Community Halls in Three Villages of Krishna District, Andhra Pradesh
Executed By	Krishna District Collectorate
Supported By	NHPC Limited
Total Expenditure	₹ 135.58 Lakh
Date of Completion	26/12/2024
Location	Angaluru, Tarakaturu, and Thotlavalluru, Krishna District, Andhra Pradesh
No. of beneficiaries	7843

ACKNOWLEDGEMENTS

We are grateful to ALMIGHTY for providing us the opportunity to undertake this Impact Assessment Study and for the perseverance to complete it successfully. We express our sincere gratitude to Prof. Sanjeev Jain, Hon'ble Vice Chancellor, Central University of Jammu, for constant encouragement, and unwavering support towards the successful completion of the study. His abiding commitment to scholarship and academics has been an inspiring example, and we remain grateful for his guidance and mentorship.

We are sincerely grateful to the officials of Krishna District Administration, Gram Panchayat/PRI institutions and all concerned institutions and field-level stakeholders associated with the Community Hall Construction Initiative in Krishna District, Andhra Pradesh, for extending their support, providing useful inputs relevant to the CSR intervention on the construction of community halls in the selected villages. We owe our special thanks to the Office Bearers of the NHPC CSR & SD Division, Faridabad, and NHPC officials associated with the participating locations for their time, openness, and valuable insights regarding this project. Their cooperation, commitment, and first-hand perspectives were central to understanding the practical significance, local functioning, and field-level outcomes of the intervention.

We also sincerely thank the beneficiaries and community members who participated in the surveys, focus group discussions, and stakeholder interactions. Their voices brought depth and context to our findings. We express our heartfelt gratitude to all those who contributed to the successful completion of this impact assessment study. This study would not have been possible without the support of NHPC and its implementing partner. Their commitment to strengthening basic service delivery in rural areas has laid the foundation for meaningful and measurable community impact. We acknowledge the tireless efforts of the data collection team and field coordinators who ensured rigorous data gathering under challenging field conditions. We are also grateful to Panchayati Raj Institutions (PRIs), local community leaders, and other stakeholders for their guidance and facilitation throughout the study period.

Finally, special thanks to Dr. Kavyashree K. M, Senior Research Assistant and other team members who contributed to tool design, field supervision, data analysis, and report writing, and helped to translate field evidence into actionable insights. We are indebted to Prof. Yashwant Singh, Registrar and the faculty members of the School of Business Studies, Central University

of Jammu, who remained a constant source of encouragement and moral support for the timely completion of the study.

(Project Team)

PREFACE

In the pursuit of inclusive and sustainable rural development, Corporate Social Responsibility (CSR) has emerged as an important instrument for strengthening local infrastructure, improving access to public-use facilities, and addressing developmental gaps that directly affect community life. Among such areas, shared village infrastructure occupies a particularly significant place, especially in rural settings where the absence of common public spaces can limit community participation, weaken local coordination, constrain access to meetings and programmes, and reduce the effectiveness of collective development initiatives. In such contexts, community halls can play a foundational role by providing safe, functional, and accessible spaces for village meetings, social and cultural functions, trainings, awareness programmes, public service delivery, and collective decision-making.

Recognizing this need, NHPC Limited supported the CSR initiative relating to the Construction of Community Halls in Krishna District, Andhra Pradesh. The intervention was undertaken with the objective of creating shared village-level public infrastructure, strengthening access to common community space, supporting local governance and social interaction, and contributing to broader developmental outcomes related to participation, inclusion, usability, and community well-being.

This report presents an independent Impact Assessment of the above CSR intervention. The assessment examines how the project has influenced community participation, access to shared public infrastructure, conduct of meetings and programmes, local service support, infrastructure usability, maintenance systems, environmental responsibility, extended community value, and the long-term functionality of the halls. The study also explores issues related to fairness of access, stakeholder awareness, institutional support, coherence with local governance and community development priorities, and the factors that may shape the long-term effectiveness and replicability of the intervention.

Using a mixed-method approach, the assessment integrates quantitative insights from structured stakeholder surveys with qualitative evidence gathered through open-ended responses, stakeholder interactions, field observations, and perception-based narrative interpretation. The evaluation is aligned with the OECD-DAC framework and covers key dimensions such as relevance, effectiveness, efficiency, impact, sustainability, coherence, and SROI.

The insights derived from this study are intended to validate project outcomes, support institutional learning, and provide actionable recommendations for strengthening the implementation, usability, and sustainability of similar CSR-supported community infrastructure interventions. This report is expected to serve as a useful resource for CSR practitioners, public sector agencies, rural development institutions, local governance bodies, and development stakeholders committed to promoting inclusive community participation, village-level service support, and socially responsible local infrastructure development through sustained and accountable action.

PROJECT IMPACT ASSESSMENT TEAM MEMBERS

S. No	Name	Designation
1	Dr. Shahid Mushtaq	Project Director/s
2	Prof. Jaya Bhasin	
3	Dr. Shafia Saleem	Co-Project Director
4	Dr. Shaik Mohammad Rafi	Co-Project Investigator & Project Coordinator, Andhra Pradesh
5	Dr. Kavya Shree K M	Senior Research Assistant
6	Mr. Udit Mahajan	Technical Advisor

LIST OF ABBREVIATIONS

Abbreviations	Expressions
CSR	Corporate Social Responsibility
OECD-DAC	The Organization for Economic Co-operation and Development-Development Assistance Committee.
SDG	Sustainable Development Goals
SROI	Social Return on Investment
FGD	Focus Group Discussion
KII	Key Informant Interview

LIST OF TABLES

Table No.	Description	Page No.
Table 1	Objectives of the CSR Initiative	2
Table 2	Tools of Data Collection	9
Table 3	Snapshot of Research Methodology	13
Table 4	Summary of CSR Activity Details	14
Table 5	Demographic Profile of Respondents	17
Table 6	Relevance and Effectiveness	19
Table 7	Utilization & Access	21
Table 8	Facility Quality (Infrastructure & Utilities)	23
Table 9	Impact (Community Outcomes)	25
Table 10	Sustainability	27
Table 11	Environmental Sustainability	29
Table 12	Community Value & Extended Local Outcomes	31
Table 13	Social Value / SROI	33
Table 14	Thematic Analysis of Suggested Improvements to Maximize Use and Ensure Maintenance	34
Table 15	Coherence & Recommendations	35
Table 16	Recommendations with Actionable Outcomes	40
Table 17	OECD-DAC Framework with Linkages	45
Table 18	SDG Mapping Summary	46

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 1	Demographic Profile of Respondents	16
Figure 2	Relevance and Effectiveness	18
Figure 3	Utilization & Access	20
Figure 4	Facility Quality (Infrastructure & Utilities)	22
Figure 5	Impact (Community Outcomes)	24
Figure 6	Sustainability	26
Figure 7	Environmental Sustainability	28
Figure 8	Community Value & Extended Local Outcomes	30
Figure 9	Social Value / SROI	32

TABLE OF CONTENTS

	Page No.
Project Summary	I
Acknowledgements	II-III
Preface	IV-V
Project Impact Assessment Team Members	VI
List of Abbreviations	VII
List of Tables	VIII
List of Figures	IX
Table of Contents	X
Executive Summary	XI-XX
1 INTRODUCTION	1 – 6
1.1 Context & Need for CSR in Community Infrastructure Development	1
1.2 Objectives of the CSR Initiative	2
1.3 About Central University of Jammu	2
1.4 About NHPC Limited	3
1.5 About Corporate Social Responsibility (CSR)	4
1.6 About NHPC's CSR Policy	4
1.7 About Impact Assessment	5
1.8 Project Background	5
2. APPROACH & METHODOLOGY	7 – 13
2.1 Assessment Objectives	7
2.2 Methodological Framework a) Stakeholder Mapping b) Sampling Design	8
2.3 Tools of Data Collection	9
2.4 Data Collection Timeline & Process	10
2.5 Data Analysis Strategy	10
2.6 Measure of Sustainability	11
2.7 Social Return on Investment (SROI): Methodological Note	11
3. CSR ACTIVITY DETAILS	14 - 15
3.1 Alignment with NHPC CSR Policy	14
3.2 Role of Partner Institutions	15
4. DATA ANALYSIS	16 – 35
5. SUMMARY OF FINDINGS, RECOMMENDATIONS & CONCLUSION	36 – 46
5.1 Summary of Findings	36
5.2 Recommendations Framework	39
5.3 Thematic Recommendations	43
6. SUCCESS STORIES	47 – 51

EXECUTIVE SUMMARY

In many rural settings, the effectiveness of local governance, community participation, public service delivery, and collective social action depends not only on the presence of institutions, but also on the availability of functional and accessible common-use infrastructure. In such contexts, community halls serve as important shared public assets that support Gram Sabha meetings, SHG activities, trainings, awareness programmes, cultural events, social gatherings, and village-level coordination. It is within this developmental context that NHPC Limited supported the Community Hall Construction Initiative in three villages of Krishna District, Andhra Pradesh—namely Angaluru, Tarakaturu, and Thotlavalluru by constructing one community hall in each village, at a total expenditure of ₹135.58 lakh, supporting 7843 beneficiaries, with the broader objective of improving access to shared community infrastructure and strengthening village-level participation and development processes.

This impact assessment was undertaken to evaluate the project's performance across key dimensions including relevance, effectiveness, efficiency, impact, sustainability, coherence, and perceived social value, using a mixed-method and perception-based SROI approach. The assessment goes beyond physical outputs and focuses on how beneficiaries and associated stakeholders perceive the project's functional utility, developmental contribution, and social value. The analysis aligns with the OECD-DAC framework and incorporates a qualitative approach to capture non-monetized community and developmental returns.

The assessment was conducted using a structured survey covering 189 respondents, supported by qualitative insights from open-ended responses, KIIs, FGDs, and observation-based evidence. The respondent base was largely composed of local residents and was reasonably distributed across the three village locations, allowing the findings to reflect broad community-level perceptions of the intervention.

Key Findings

- **Access, Relevance and Need:** The project is perceived as broadly relevant to local needs. A majority of respondents rated the halls as relevant or highly relevant, and very high proportions agreed that the halls improved the village's ability to conduct meetings and community programmes. Respondents also reported very strong perceptions of accessibility and fairness of access for women, elderly persons, and persons with

disabilities. These findings indicate that the project enjoys strong local legitimacy and is seen as a meaningful response to the need for common village-level infrastructure.

- **Utilization and Access:** The halls are actively used, though use is more strongly occasional than highly regular. The most common reported uses include Gram Sabha meetings, training and awareness programmes, cultural events, functions, SHG meetings, and health camps. A strong majority of respondents also reported that the booking or permission process is clear and that access is fair for all groups. This indicates that the halls are functioning as accessible public-use spaces, though the intensity and regularity of use can still deepen over time.
- **Facility Quality and Basic Services:** The infrastructure profile is strongly positive. Respondents rated overall construction quality and safety, lighting and ventilation, seating/space adequacy, and utility availability as largely good or excellent. Cleanliness and upkeep were also rated positively overall. Drinking water and toilet availability, while adequate, present scope for further strengthening relative to the rest of the infrastructure profile, indicating that the facility is usable and broadly serviceable, with opportunities to achieve greater uniformity across all amenity dimensions.
- **Community Outcomes:** The halls are perceived as generating meaningful community-level effects. Large majorities of respondents agreed that the halls have increased community participation in meetings and programmes, supported better delivery of government/community services such as meetings, camps, and trainings, and strengthened social cohesion and collective decision-making. Overall satisfaction with the hall is positive. This suggests that the halls are functioning as socially useful and institutionally relevant public platforms.
- **Sustainability and Long-Term Usability:** The sustainability profile is highly encouraging. Most respondents reported that the halls are maintained regularly and that maintenance responsibility is led mainly by Gram Panchayat/PRI structures, followed by village committees and other forms of support. A large majority also reported the presence of some funds, user charge, or booking-based system that supports maintenance. Most importantly, respondents expressed very high confidence that the halls will remain functional and beneficial over the next 3–5 years. These findings indicate that the intervention has moved beyond asset creation and is functioning as a locally supported and operationally sustainable village asset.

- Environmental Sustainability: The environmental profile is broadly positive. Most respondents confirmed the presence of waste management arrangements, energy-efficient measures, environmental cleanliness, and green surroundings around the halls. A particularly strong outcome is the use of halls for environmental awareness activities such as cleanliness drives and plantation campaigns. In addition, drainage and wastewater disposal have received steady ratings, reflecting that while environmental responsibility is well integrated overall, there remains scope to further enhance consistency in environmental service quality across locations.
- **Community Value and Extended Local Outcomes:** One of the stronger findings of the assessment is that the halls are creating value beyond basic infrastructure. Large majorities reported that the halls are used for educational or skill-development programmes, support collective issue resolution through discussions and meetings, reduce the cost of renting private venues, and support local economic activities such as training, SHG meetings, and livelihood workshops. Respondents also acknowledged benefits to local vendors and service providers during events. These findings indicate that the halls are generating both social and local economic spillover value.
- **Coherence and Stakeholder Suggestions:** The coherence profile is very strong. Most respondents felt that the halls align very well or moderately well with local governance and community development needs. The open-ended improvement suggestions are also highly coherent: respondents are not rejecting the intervention but asking for a stronger second phase of strengthening. The most repeated suggestions include toilet and washroom facilities, drinking water, hall expansion, better maintenance and cleanliness, more equipment, improved ventilation or cooling, and clearer management or booking systems. This indicates that the project is directionally successful, and community expectations are now moving toward quality enhancement and fuller usability.
- **Social Value / SROI:** The perception-based SROI profile is moderate but meaningful. About half of respondents directly described the project as valuable or highly valuable, while a large neutral segment remained cautious in assigning stronger value intensity. At the same time, a strong majority believed that the money spent was justified, and nearly all respondents stated that they would recommend similar community infrastructure projects elsewhere. This indicates that the intervention enjoys strong practical acceptability and

high replication potential, even if respondents are more moderate in abstractly labeling the depth of social value created.

Key Insights:

- **Strengths:** Strong relevance to local needs, strong support to meetings and programmes, high accessibility, positive infrastructure quality, strong maintenance perception, positive community-outcome profile, strong environmental awareness use, and very high support for replication.
- **Opportunity Area:** Need for better toilets and water facilities, stronger cleanliness consistency, better drainage, more equipment and comfort-enhancing amenities, and greater regularity of use.
- **Sustainability Focus Area:** Long-term success depends on consistent maintenance, clear local role allocation, amenity completeness, and standardized support systems rather than only positive current perception.
- **Overall Outcome:** Strong functional and social value is already visible, but the next stage of /success depends on moving from built infrastructure provision to a more complete, regularly activated, development-oriented, and uniformly managed public-use platform.

The project has successfully moved beyond simple construction and is increasingly functioning as a community-use and development-support asset, though it has not yet fully matured into a uniformly complete, high-intensity, and optimally managed village platform.

Implications

The findings suggest that the next phase of intervention should prioritize:

- institutionalizing regular developmental use of the halls through planned activity calendars
- strengthening toilet, washroom, and drinking water facilities
- expanding capacity where needed
- improving comfort conditions, ventilation, and activity-supporting amenities
- formalizing maintenance, cleanliness, and preventive upkeep systems
- strengthening local governance ownership and management clarity
- standardizing environmental management practices, especially drainage and waste disposal
- deepening the halls' role in training, awareness, SHG, youth, and livelihood-linked activities

- leveraging the halls more deliberately for local economic and social spillover value
- documenting the model for replication in other underserved rural locations

Conclusion and Way Forward

The NHPC-supported Community Hall initiative in Krishna District has made a meaningful contribution to improving shared public infrastructure, participation, public programme support, community coordination, environmental awareness use, and local social-economic value. The project demonstrates strong relevance, satisfactory effectiveness, positive infrastructure usability, encouraging sustainability potential, and strong practical social value. Most importantly, it is widely regarded as a model worth sustaining and replicating.

While the project has successfully delivered functional infrastructure and created meaningful community utility, there is considerable potential to further strengthen its evolution into a fully developed, regularly activated, development-oriented, and uniformly maintained public-use system. Continued attention to enhancing toilet and water facilities, expanding capacity where required, ensuring routine maintenance, promoting environmental consistency, and deepening programme activation will help unlock its full long-term value.

The initiative has laid a strong foundation in terms of infrastructure creation and community benefit. Its overall impact can be further amplified through more consistent developmental use, greater completeness of amenities, deeper integration with local institutions, and sustained focus on maintenance and management quality.

The Community Hall Construction Initiative aligns closely with several United Nations Sustainable Development Goals (SDGs), particularly SDG 11 (Sustainable Cities and Communities) by creating inclusive, safe, and accessible public spaces that support community interaction and local governance. The initiative also contributes to SDG 16 (Peace, Justice and Strong Institutions**)** by strengthening platforms for participatory decision-making, Gram Sabha engagement, and collective problem-solving at the village level. Further, by enabling the use of halls for training programmes, awareness campaigns, SHG meetings, and skill development activities, the project supports SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth) through capacity building and livelihood-related engagement. The focus on inclusive access for women, elderly persons, and vulnerable groups also reinforces SDG 10 (Reduced Inequalities)**.** Additionally, the integration of environmental awareness activities and green surroundings contributes to SDG 13 (Climate Action) and SDG 15 (Life on Land)**.** Overall, the

initiative demonstrates a strong alignment with sustainability priorities while addressing local development needs in a practical and community-centric manner.

COMMUNITY HALL IMPACT DASHBOARD

Krishna District, Andhra Pradesh | NHPC CSR Impact Assessment

HEADLINE KPIs (AT A GLANCE)

PROJECT COMPLETION	EXPENDITURE	LOCATION	RESPONDENTS SURVEYED	AWARENESS OF CSR INITIATIVE	RECOMMEND SIMILAR INITIATIVES
26/12/2024	₹135.58 lakh	Angaluru, Tarakaturu & Thotlavalluru Krishna District (A.P.)	189	79.9%	98.4%

1 RELEVANCE & NEED (STRONG)

- Relevant / highly relevant: 60.3%
- Meetings & programmes improved: 94.7%
- Hall functional & regularly used: 82.5%
- Accessible for women, elderly & PwD: 92.6%

→ The halls are seen as relevant, useful, and broadly accessible community assets.

2 UTILISATION & ACCESS (POSITIVE, EVENT-BASED)

- Used at least occasionally: 88.4%
- Clear booking / permission process: 84.1%
- Fair access for all groups: 93.1%
- Major uses: Gram Sabha, trainings, cultural events

→ Use is active and inclusive, though still more occasional than highly regular.

3 FACILITY QUALITY & BASIC SERVICES (STRONG)

- Construction quality good / excellent: 85.2%
- Lighting / ventilation / seating good / excellent: 88.9%
- Utilities good / excellent: 89.4%
- Drinking water & toilets available: 73.5%
- Cleanliness / upkeep good / excellent: 82.5%

→ Core infrastructure quality is strong, though water and toilet facilities need fuller coverage.

4 COMMUNITY OUTCOMES (STRONG)

- Community participation increased: 88.4%
- Better delivery of services / camps / trainings: 88.9%
- Social cohesion strengthened: 85.7%
- Satisfied / highly satisfied overall: 58.7%

→ The facility is functioning as a socially useful and institutionally relevant public platform.

5 SUSTAINABILITY (VERY STRONG)

- Regular maintenance reported: 87.8%
- Gram Panchayat / PRI leads maintenance: 54.3%
- Fund / user charge / booking support exists: 77.2%
- Functional for next 3–5 years: 93.7%

→ Local ownership and future confidence are strong, supporting medium-term sustainability.

6 ENVIRONMENTAL SUSTAINABILITY (POSITIVE)

- Waste management arrangements: 79.4%
- Energy-efficient measures used: 85.7%
- Surroundings clean good / excellent: 78.9%
- Used for environmental awareness activities: 88.4%
- Trees / green spaces present: 79.9%

→ Environmental practices are positive overall, though drainage quality should be strengthened.

7 COMMUNITY VALUE & EXTENDED LOCAL OUTCOMES (STRONG)

- Educational / skill programmes supported: 83.6%
- Community issue resolution helped: 79.9%
- Reduced cost of renting private venues: 93.1%
- Local economic activities supported: 87.3%
- Local vendors benefit from events: 85.7%

→ The halls generate value well beyond infrastructure through social and local economic spillovers.

8 SOCIAL VALUE / SROI (MIXED-POSITIVE, HIGH REPLICATION POTENTIAL)

- Valuable / highly valuable: 50.8%
- Neutral value perception remains high: 40.7%
- Money spent justified: 77.8%
- Recommend similar projects elsewhere: 98.4%

→ Replication support is near-universal, though social value can be articulated more strongly.

#1 CROSS-CUTTING IMPROVEMENT AREA: STRENGTHEN AMENITY COMPLETENESS, REGULAR PROGRAMMING, AND MAINTENANCE CONSISTENCY

These factors most strongly shape usability, satisfaction, and the long-term developmental value of the halls.

TOP 5 PRIORITIES

1. Institutionalise regular hall-based developmental use
2. Strengthen toilets, drinking water & washroom facilities
3. Formalise maintenance, cleanliness & O&M systems
4. Improve infrastructure completion, expansion & comfort amenities
5. Leverage halls for community development, livelihood use & replication

ONE-LINE INSIGHT: The CSR-supported community halls are widely perceived as relevant, functional, and socially useful; [illegible] regular activation, and maintenance quality.

Impact Dashboard

Cross-Theme KPI Dashboard for Analysis

Theme	Key Strength (KPI)	Key Gap (KPI)	Direct Beneficiary vs Institutional Insight	Implication
Relevance & Need	Strong relevance and functional acceptance: Relevant/Highly Relevant 60.3%; improved ability to conduct meetings/programmes 94.7%; accessibility for women, elderly, and PwD 92.6%	Neutral relevance remains high at 28.6%, suggesting that perceived value is not equally intense across all respondents	Community respondents strongly validate the halls as needed and accessible village assets; institutional interpretation is reinforced by high agreement on public-use relevance	Sustain and replicate community hall models in rural areas where common public infrastructure is limited, while improving visibility of developmental value
Utilization & Access	Use is active and inclusive: hall used at least occasionally 88.4%; clear booking/permission process 84.1%; fair access for all groups 93.1%	Regularity of use remains limited, with "occasionally" dominating (60.8%) over weekly use (16.4%)	Direct users and community respondents confirm functional use, but the pattern suggests event-based rather than deeply institutionalized routine use	Shift from infrastructure availability to programmed activation through recurring meetings, training, SHG use, and outreach activities
Facility Quality & Basic Services	Strong infrastructure profile: construction quality good/excellent 85.2%; lighting/ventilation/ seating good/excellent 88.9%; utilities good/excellent 89.4%; cleanliness/upkeep good/excellent 82.5%	Drinking water and toilet availability is comparatively weaker at 73.5%, with 26.4% reporting partial or no access	Community respondents affirm strong physical usability, while open-ended feedback repeatedly asks for toilet, washroom, and water facility strengthening	Move from basic adequacy to amenity completeness through toilets, drinking water, washroom support, and comfort improvements
Community Outcomes	Strong impact on participation and service utility: participation increased 88.4%; service delivery support 88.9%; social	Overall satisfaction is lower than specific outcome ratings, with satisfied/highly satisfied	Respondents clearly recognize the hall's contribution to meetings, camps, trainings, and social cohesion, but broader satisfaction	Deepen the hall's role as a socially useful public platform through stronger amenities, better upkeep, and more regular

	cohesion strengthened 85.7%	at 58.7% and neutral at 33.9%	reflects continued expectations for better quality of use	developmental programming
Sustainability	Very strong long-term confidence: regular maintenance 87.8%; support system for maintenance/fund/ booking 77.2%; likely functional for next 3–5 years 93.7%	Some uncertainty remains regarding exact responsibility and support mechanisms, with 4.8%–12.7% unsure across items	Local governance actors, especially Gram Panchayat/PRI (54.3%), are seen as central to maintenance, showing local ownership rather than dependence on external actors	Formalize O&M systems, maintenance registers, and role clarity so current sustainability strengths remain consistent over time
Environmental Sustainability	Positive environmental profile: waste management 79.4%; energy-efficient measures 85.7%; environmental awareness use 88.4%; trees/green spaces 79.9%	Drainage and wastewater performance is weaker, with only 67.2% rati ng it good/excellent and 30.2% ratin g it average	Respondents acknowledge that the halls support environmentally responsible practices, but environmental service quality is not equally strong across all sites	Standardize environmental upkeep through better drainage, waste disposal, and surrounding-area maintenance
Community Value & Extended Local Outcomes	Strong extended value beyond infrastructure: educational/skill use 83.6%; issue resolution support 79.9%; reduced private venue costs 93.1%; local economic activities supported 87.3%; vendor benefits 85.7%	The developmental role is visible, but needs more institutionalize d programming to move from occasional benefit to sustained structured value	Community respondents perceive the halls not just as buildings, but as low-cost social and economic enablers that support local problem-solving and livelihoods	Promote the halls as village development platforms for training, SHGs, awareness drives, livelihood workshops, and community events
Social Value / SROI	Practical acceptance and replication support are extremely strong: expenditure justified 77.8%; recommend similar projects elsewhere 98.4%	Direct value labeling is more moderate, with only 50.8% calling the project valuable/highly valuable and 40.7% remaining neutral	Respondents endorse the intervention strongly in practical terms, even where abstract articulation of value remains cautious	Strengthening communication and visible outcome tracking so that social value is more clearly experienced and articulated by the community

Coherence	Very strong alignment with local governance and community development needs: Very Well/Moderately aligned 94.7%	Open-ended responses reveal second-generation gaps around toilets, completion, expansion, maintenance, equipment, and comfort	Stakeholders are not questioning the intervention model; rather, they are asking for a stronger, more complete, and better equipped next phase	Treat the project as directionally successful and move focus toward strengthening and completion rather than redesign

The dashboard shows that the community hall initiative is strong on relevance, usability, participation, sustainability, and practical social acceptance, but the central cross-cutting gap lies in the transition from a functional built asset to a fully equipped, regularly activated, and consistently maintained development platform. The most important policy priority is therefore to strengthen amenity completeness, regular programme activation, and maintenance consistency, since these factors most directly shape satisfaction, perceived value, and long-term developmental use.

1. Introduction

1.1. Context & Need for CSR in Community Infrastructure Development

Community infrastructure plays a foundational role in strengthening social interaction, local governance, public participation, and access to development-oriented services in rural areas. Among such assets, community halls serve as important shared spaces where village meetings, Gram Sabha discussions, social and cultural events, self-help group activities, awareness campaigns, training programmes, health camps, educational activities, and public service outreach can take place in an organized and accessible manner. In the absence of such common facilities, many villages face constraints in holding collective events, ensuring inclusive participation, and facilitating effective coordination among residents and institutions.

In rural settings, especially where public infrastructure remains limited, the lack of a functional community space often affects the quality of local governance and community cohesion. Meetings may be conducted in temporary locations, private premises, open spaces, school compounds, or religious/community sites that are not always accessible, adequate, or appropriate for all users. Such limitations may affect women's participation, reduce comfort for elderly people, create constraints for people with disabilities, and weaken the institutional use of space for training, outreach programmes, welfare activities, or local dispute resolution. In many cases, the absence of a common facility also results in avoidable expenditure on renting private venues or limits the frequency of meaningful collective engagement.

In this context, Corporate Social Responsibility (CSR) has emerged as a significant complementary mechanism for strengthening basic community infrastructure in underserved and development-priority regions. CSR-supported community halls can create value not merely as physical structures, but as enabling spaces for participation, inclusion, coordination, and shared local development. Such interventions can play a catalytic role by:

- Providing a safe and accessible common platform for village meetings and public programmes.
- Supporting social cohesion and collective decision-making.
- Improving the ability of local institutions and groups to conduct training, awareness programmes, health camps, and welfare activities.
- Enhancing the participation of women, youth, elderly persons, and vulnerable groups in public life.

- Reducing dependence on rented or inadequate venues for social and developmental activities.
- Contributing to long-term community development through durable and usable public infrastructure.

The present impact assessment is located within this broader developmental context. It seeks to examine how NHPC's CSR-supported intervention relating to the construction of three community halls in Krishna District, Andhra Pradesh, has contributed to strengthening access to shared public infrastructure, community participation, social inclusion, local governance, and perceived community value. The study also examines implementation quality, utility readiness, maintenance systems, sustainability, environmental upkeep around the facility, and contextual factors beyond NHPC's direct control that influence longer-term outcomes.

1.2. Objectives of the CSR Initiative

Table 1: Objectives of the CSR Initiative

Objective	Description
Improve access to community infrastructure	Provide a usable and accessible common public facility for village-level meetings, programmes, and collective activities.
Strengthen community participation	Support broader participation of residents in village meetings, social events, training, and public programmes.
Promote inclusion	Improve access and usability for women, youth, elderly persons, and vulnerable groups.
Support community development activities	Enable the use of the hall for SHG meetings, awareness drives, educational activities, health camps, and government outreach.
Improve social cohesion and local coordination	Strengthen collective discussion, coordination, and village-level interaction through a shared social space.
Ensure sustainability of the facility	Encourage effective management, maintenance, environmental upkeep, and long-term usability of the halls.

1.3. About Central University of Jammu

The Central University of Jammu (CUJ), established under the Central Universities Act, 2009, is a premier institution of higher learning in the Union Territory of Jammu and Kashmir with a strong commitment to academic excellence, research, and societal engagement. Since its inception in 2011, the University has developed substantial teaching, research, and outreach capacity across multiple disciplines and has undertaken projects of national and regional relevance in collaboration with government agencies, funding bodies, and other institutions.

Through its academic schools, including the School of Business Studies, CUJ has built capabilities in research, consultancy, field engagement, and impact assessment, supported by externally funded projects, fellowships, and policy-oriented studies. The University's experience in evidence generation, programme evaluation, and development-focused research makes it well positioned to support public policy, welfare initiatives, and institutional partnerships. The University faculty has been awarded prestigious fellowships, project funding and recognition, and contributes to governmental and non-governmental sectors through research, consultancy and outreach activities.

1.4. About NHPC Limited

NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of Solar & Wind energy development etc.

NHPC was incorporated on November 7, 1975 as a Private Limited Company under the name "National Hydroelectric Power Corporation Private Ltd". The company was converted to Public limited company w.e.f. April, 2, 1986. The name of the company was changed to its present name "NHPC Limited" in 2008. NHPC was conferred Miniratna Status by Govt. of India in April, 2008 and became a listed company on NSE and BSE after successfully concluding its IPO in 2009. The company was conferred Navratna status in August, 2024.

NHPC has an authorized share capital of ₹ 17,500 crore, paid up share capital of ₹10,045.03 crores and an investment base (Assets) of ₹ 98463.90 Crore (standalone) as on 31.03.2026. As on 01.04.2026, NHPC's total installed capacity is 9082.90 MW including 1681.70 MW in Joint Venture, comprising 8521.20 MW from 24 Hydro Power Stations, 511.70 MW from Six Solar Power Projects and 50 MW from a Wind Power Project. Further, NHPC (including JVs/Subsidiaries) is engaged in the construction of hydro and solar power projects totalling 9454 MW. Hydro and Solar Power Projects aggregating to 10263 MW are awaiting clearance, with an additional 9830 MW of hydroelectric and pumped-storage projects under Survey & Investigation. Besides, numerous new initiatives are in the pipeline.

NHPC's Vision

To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

NHPC's Mission

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management & innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential.
- To practise the best corporate governance and competent value-based management for a strong corporate identity and showing concern for employees, customer, environment and society.
- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management.

1.5. About Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) represents a company's initiative to assess and take responsibility for its effects on environmental and social well-being. As per the Companies (CSR Policy) Rules, CSR refers to activities undertaken by a company in pursuance of its statutory obligations under Section 135 of the Companies Act, 2013, in accordance with the provisions contained in these rules.

CSR provisions emphasize regulatory compliance and promote transparency and accountability in how companies contribute to social and environmental betterment. Schedule VII of the Act provides a list of eligible CSR areas including poverty alleviation, education, gender equality, health, environmental sustainability, and other approved areas. CSR is increasingly being linked to national priorities and global commitments such as the UN Sustainable Development Goals (SDGs), aligning corporate contributions with inclusive and sustainable development.

1.6. About NHPC's CSR Policy

Corporate Social Responsibility is integral to NHPC's commitment to addressing social, economic, and environmental concerns in the regions it serves. NHPC has a CSR & Sustainability Policy aligned with Section 135 of the Companies Act, 2013, the Companies (CSR Policy) Rules 2014, and relevant amendments issued by the Ministry of Corporate Affairs, Government of India. NHPC also aims to adhere to CSR guidelines issued by the Department of Public Enterprises (DPE).

NHPC has undertaken numerous CSR initiatives for communities residing in and around its projects, power stations, and units, focusing on healthcare, education, sanitation, rural development, skill development, environmental sustainability, women empowerment, and other areas outlined in Schedule VII. These efforts aim to foster inclusive growth, support marginalized communities, and contribute to national development.

1.7. About Impact Assessment

The Ministry of Corporate Affairs (MCA) requires eligible companies to undertake impact assessments of selected CSR initiatives through the amended Companies (CSR Policy) Rules. Impact assessment serves as a vital tool to analyze the effectiveness, relevance, and sustainability of CSR projects. It highlights what has been achieved, how well the project aligns with community needs and CSR objectives, and what improvements are required for future initiatives.

Impact assessment helps generate evidence on:

- Whether the facility is relevant to local needs and development priorities.
- Whether the hall is functional and being used regularly.
- Whether different groups in the village can access and benefit from it.
- Whether basic utilities and facility conditions support meaningful use.
- Whether management and maintenance systems are in place for long-term sustainability.
- Whether the project created broader social and community value relative to the investment made.

The present study is thus designed as a third-party assessment of NHPC's CSR-supported community hall intervention in Krishna District, Andhra Pradesh, combining quantitative survey evidence with qualitative stakeholder perspectives and field observations in order to present a balanced and evidence-based assessment of outcomes and sustainability.

1.8. Project Background

The CSR intervention under the present study relates to the construction of community halls in three villages of Krishna District, Andhra Pradesh. The total expenditure incurred was ₹135.58 lakh, and the activity was completed on 26-12-2024. The project was implemented through the Krishna District Collectorate.

The intervention was intended to provide common public infrastructure that could support community meetings, social and cultural activities, local governance processes, awareness programmes, training, and other developmental uses. In many rural settings, such infrastructure is not only a physical asset but also an institutional and social resource that enables collective interaction and service delivery. A community hall may therefore contribute to a wide range of outcomes—improved coordination, enhanced participation, better access to programmes, stronger social cohesion, and reduced dependence on private or informal venues.

The programme can be understood as creating value through a chain of outcomes beginning with infrastructure creation, followed by facility readiness and public use, and eventually broader community outcomes such as improved participation, inclusion, governance support, training and awareness activities, and sustained collective use. However, as with most community infrastructure interventions, final outcomes depend not only on construction but also on local management arrangements, maintenance systems, fairness of access, utility availability, cleanliness, community ownership, and contextual factors such as funds, electricity, and local institutional responsiveness. Accordingly, the present impact assessment examines both infrastructure-level performance and the broader conditions that shape the sustainability of the project.

2. Approach & Methodology

The impact assessment of NHPC's CSR-supported community hall initiative was conducted using a mixed-method, multi-stakeholder approach that captures both measurable usage outcomes and the experiential perspectives of beneficiaries a/nd stakeholders. Since community infrastructure projects are shaped by multiple interlinked factors—such as facility relevance, physical readiness, management systems, local participation, inclusion, maintenance, environmental upkeep, and institutional responsibility, the methodology was designed to evaluate outcomes in a holistic and evidence-based manner.

The approach ensured comprehensive assessment of the intervention's relevance, effectiveness, efficiency, impact, sustainability, and perceived social value. It combined primary data from community surveys and qualitative interactions with secondary records and field observations to generate a balanced understanding of both achievements and limitations. This mirrors the detailed methodology pattern, where the evaluation moves from project objectives to OECD-DAC criteria, stakeholder mapping, sampling, tools, sustainability framing, and qualitative SROI.

2.1. Assessment Objectives

The primary objectives of the impact assessment are:

- To evaluate the relevance of the community halls to local needs, village priorities, and community development requirements.
- To assess the effectiveness of the halls in terms of use, access, participation, and support to social and developmental activities.
- To examine the quality of construction, availability of basic utilities, and facility readiness for meaningful use.
- To assess inclusion of women, youth, elderly persons, and vulnerable groups in accessing and using the facility.
- To evaluate management systems, booking arrangements, maintenance practices, and long-term sustainability prospects.
- To assess environmental upkeep and local value dimensions associated with the facility.
- To identify implementation gaps, operational bottlenecks, and external factors beyond NHPC's direct control that affect outcomes.

- To generate recommendations for improving the design, functionality, and sustainability of future CSR-supported community infrastructure interventions.

2.2. Methodological Framework

The evaluation followed a structured methodology aligned with the OECD-DAC criteria, widely used to evaluate development interventions, including CSR projects:

I. Relevance – Is the intervention addressing real local needs?
II. Coherence – Is the intervention aligned with government priorities, local development needs, and other related programmes or initiatives?
III. Effectiveness – Is the intervention achieving intended service outcomes?
IV. Efficiency – How well were resources utilized and implementation managed?
V. Impact – What changes occurred in quality of life, hygiene, and community outcomes?
VI. Sustainability – Will the benefits last over 3–5 years with functioning O&M systems?

2.2.1. Stakeholder Mapping

The study involved multiple stakeholder groups whose perspectives were necessary for a balanced assessment of the intervention. These included:

- Community residents who use the hall
- Community residents who do not use the hall regularly
- Women and SHG members
- Youth representatives
- Elderly people
- PRI / Gram Panchayat representatives
- Community hall committee members / managers
- Local government functionaries
- Programme or event users, where relevant

These stakeholder groups contributed differently to the assessment, ranging from direct evidence on facility use and inclusion to institutional insights on management, maintenance, access rules, and long-term sustainability.

2.2.2. Sampling Design

A stratified sampling approach was proposed for the present study. Since the intervention covered three villages, and the value of a community hall may vary across user categories, age groups, and local institutions, a balanced and practical sampling strategy was considered appropriate.

Within each selected village, respondents were sampled to ensure diversity across:

- gender,
- age group,
- user and non-user status,
- stakeholder category,
- and socially relevant groups such as women, youth, elderly persons, and governance stakeholders.

A planned sample of 180 respondents was initially proposed. During field implementation, the achieved quantitative sample was 189 respondents across the three project villages. The final analysis therefore uses the actual sample of 189 respondents. This was supplemented by 6 Key Informant Interviews and 2 Focus Group Discussions actually conducted during the field study. The rationale for the sampling design was to ensure village-level comparability, representation of multiple user groups, and practical field coverage.

2.3. Tools of Data Collection

Table 2: Tools of Data Collection

Tool	Purpose
Structured bilingual questionnaire	To gather data on relevance, use, quality, access, inclusion, maintenance, sustainability, environmental aspects, and perceived value
Key Informant Interview (KII)	To obtain insights from PRI representatives, committee members, local officials, and community leaders on implementation, management, and sustainability
Focus Group Discussions (FGD)	To capture community perspectives on use, participation, inclusion, social value, and priority improvements
Observation / field verification	To verify hall condition, utilities, cleanliness, accessibility, environmental surroundings, and visible gaps
Secondary record review	To review booking records, maintenance records, handover details, or utility-related records where accessible
Geotagged photographs and case documentation	To generate visual and narrative evidence, success stories, and field-based validation where appropriate and ethically permissible

2.4. Data Collection Timeline & Process

Fieldwork was undertaken across the three beneficiary villages in Krishna District based on the finalized sampling plan. A trained field team administered the bilingual questionnaire and conducted KII and FGD under supervision. Enumerators were oriented to ethical protocols, including informed consent, respondent privacy, confidentiality, respectful engagement, and non-disclosure of personally sensitive information.

The field process involved village-level respondent identification, scheduling of KIIs and FGDs based on local feasibility, and triangulation of responses through community members, local functionaries, and available records. Field verification included observation of the physical condition of the halls, surrounding environment, utility availability, and visible evidence of maintenance or disrepair. Success stories and qualitative narratives were documented with due consent.

2.5. Data Analysis Strategy

Collected data was cleaned, validated, coded, and analyzed using a combination of statistical and thematic methods. Since the study included both structured survey data and qualitative insights, the analysis strategy combined descriptive statistics, village-wise comparisons, and narrative synthesis.

The data analysis included:

- Descriptive statistics for respondent profile, hall use, relevance, satisfaction, and maintenance perceptions.
- Cross-tabulation by village, gender, stakeholder category, and user/non-user status.
- Thematic analysis of open-ended responses, KIIs, FGDs, and success stories.
- Identification of patterns in access, inclusion, management, environmental upkeep, and sustainability perceptions.
- Dashboard-style presentation of key indicators for executive reporting and interpretive analysis.

A combination of Excel, Jamovi, Python, and qualitative synthesis methods was used for analysis and interpretation.

2.6. Measure of Sustainability

Sustainability in the present study refers to the likelihood that the benefits of the community halls will continue beyond the immediate completion period. Since infrastructure outcomes do not depend only on construction but also on usage, management, and institutional support, sustainability was assessed through the following dimensions:

- **Institutional Responsibility:** whether responsibility for management and maintenance is clearly assigned and understood.
- **Operational Continuity:** whether the hall remains regularly usable and supported by necessary utilities.
- **Maintenance Systems:** whether cleaning, minor repairs, and facility upkeep are carried out in a timely manner.
- **Financial Support Mechanisms:** whether any funding, user charge, booking support, or local resource mechanism exists for upkeep.
- **Stakeholder Engagement:** whether the community feels ownership over the facility and is willing to continue using and protecting it.
- **Environmental Sustainability:** whether the hall surroundings are clean, waste is managed, drainage is adequate, and the premises are environmentally maintained.
- **Contextual Feasibility:** whether local governance, electricity, funds, and village-level dynamics support or hinder continued use.

These indicators contributed to the sustainability interpretation and later fed into the sustainability scorecard section of the report.

2.7. Social Return on Investment (SROI): Methodological Note

This impact assessment incorporates a perception-based, non-monetized social value assessment to examine the social value associated with NHPC's CSR-supported community hall initiative.

Since the project deals with community participation, shared infrastructure, inclusion, social cohesion, and local institutional value, many of the most meaningful outcomes are social and developmental in nature and are not always suitable for simplistic financial monetization.

2.7.1. Theme-Based Assessment Approach

The study analyzed evidence under the following broad value dimensions:

- relevance and need-fit of the facility

- use and functionality
- support to meetings, training, and community programmes
- inclusion of women, youth, elderly persons, and vulnerable groups
- social cohesion and collective decision-making
- sustainability of maintenance and management
- environmental upkeep and surrounding conditions
- perceived value of expenditure and willingness to recommend similar initiatives

2.7.2. Composite Value Indicators Considered

While the SROI approach here is non-monetized, it considered composite value indicators such as:

- improved access to a common public facility
- reduced dependence on rented or temporary venues
- increased community participation in meetings and programmes
- improved scope for SHG activities, training, awareness drives, and camps
- better coordination and discussion at village level
- enhanced opportunities for women and youth to participate in public activities
- stakeholder perception that the investment created meaningful value

2.7.3. Stakeholder-Centric Lens

The study gives primacy to beneficiary and stakeholder experience. Typical value expressions included:

- “Now the village has a proper place for meetings.”
- “Women and groups can gather more comfortably.”
- “Community events can be held without spending on private venues.”
- “The hall has improved participation and local coordination.”

2.7.4. Justification of Qualitative SROI

- The intervention is community-oriented, where outcomes are partly functional and partly social.
- Benefits such as participation, cohesion, dignity, inclusion, and convenience are not easily reducible to financial proxies.

- A qualitative SROI approach is more appropriate for preserving the social meaning of such outcomes.
- This approach aligns with broader norms of CSR impact evaluation and provides credible, human-centered evidence of value creation.

Snapshot of Research Methodology

Table 3: Snapshot of Research Methodology

Component	Details
Objective	To assess the social, functional, governance, environmental, and perceived value impact of NHPC's CSR-supported community hall initiative in Krishna District
Scope	Relevance, effectiveness, efficiency, impact, sustainability, awareness, coherence, inclusion, environmental sustainability, and perceived social value
Study Area	3 selected villages in Krishna District, Andhra Pradesh
Stakeholders	Residents, users, non-users, PRI representatives, SHGs, youth, elderly persons, hall committee members, and local officials
Research Design	Mixed-method approach (Quantitative + Qualitative)
Data Collection	Primary (surveys, KIIs, FGDs, observation, success stories); Secondary (records relating to hall use/maintenance/handing over)
Sampling Method	Stratified sampling for beneficiaries; purposive sampling for key informants
Sample Size	189 quantitative respondents + 6 KIIs + 2 FGDs (feasibility-based)
Data Analysis	Descriptive statistics, village-wise comparisons, thematic synthesis, and dashboard-style reporting
Evaluation Criteria	Relevance, effectiveness, efficiency, impact, sustainability, inclusion, coherence, environmental sustainability, and perception-based SROI
Reporting	Comprehensive report with chapter-wise findings, tables, case studies, conclusions, and recommendations

3. CSR Activity Details

The CSR intervention by NHPC Limited focused on the construction of three community halls in three villages of Krishna District, Andhra Pradesh, with the objective of strengthening shared community infrastructure and enabling broader public use for meetings, social activities, local governance functions, awareness programmes, and development-oriented events. The initiative sought to create a common and durable public space that could support participation, coordination, inclusion, and village-level social value.

The programme was intended not merely to create a building, but to facilitate a pathway from infrastructure creation to functional community use through improved accessibility, readiness of utilities, management arrangements, regular upkeep, and public acceptance. As with most community infrastructure interventions, its long-term performance depends on both project execution and local institutional conditions, making it important to document not only the activity details but also the role of local governance and community actors in sustaining outcomes.

Table 4: Summary of CSR Activity Details

Location	Activity description	Expenditure Incurred	Brief about Activity
Krishna District, Andhra Pradesh	Construction of Community Halls in 3 Villages	₹135.58 lakh	The activity involved construction of community halls as shared village-level public infrastructure to support meetings, social and cultural activities, training, awareness campaigns, government outreach, and collective local use. The project aimed to improve access to a common public facility, strengthen community participation, and support long-term village-level utility. Completion date: 26-12-2024. Executing Agency: Krishna District Collectorate.

3.1. Alignment with NHPC CSR Policy

This initiative aligns with NHPC's CSR policy priorities relating to community development, rural infrastructure, and inclusive public welfare. By supporting community halls in village settings, NHPC contributes to a key developmental objective: improving the availability of shared infrastructure that can support participation, public interaction, local governance, and development activities.

The intervention also aligns with broader development priorities linked to local institutional strengthening, women's participation, inclusion, and community-based service delivery. In addition, by supporting a common public asset rather than a highly restricted-use facility, the programme contributes to wider community benefit and social utility.

3.2. Role of Partner Institutions

The implementation and outcome trajectory of the community hall intervention depends on the coordinated functioning of multiple institutions and stakeholders. These include:

- **Krishna District Collectorate / local implementing machinery:** responsible for project execution, coordination, and delivery.
- **Gram Panchayat / PRI:** responsible for local coordination, public oversight, and linkage with village needs.
- **Community Hall Committee / Local Management Group:** responsible for booking, supervision, upkeep, and maintenance.
- **Community Stakeholders / SHGs / Youth Groups / Residents:** responsible for actual use, local ownership, and collective safeguarding of the facility.
- **Beneficiaries / Users:** central actors in programme outcomes through their participation, use, and feedback.

These institutions collectively influence not only infrastructure delivery but also long-term functionality, fairness of access, responsiveness to maintenance needs, and the sustainability of community outcomes.

4. Data Analysis

Figure 1: Demographic Profile of Respondents

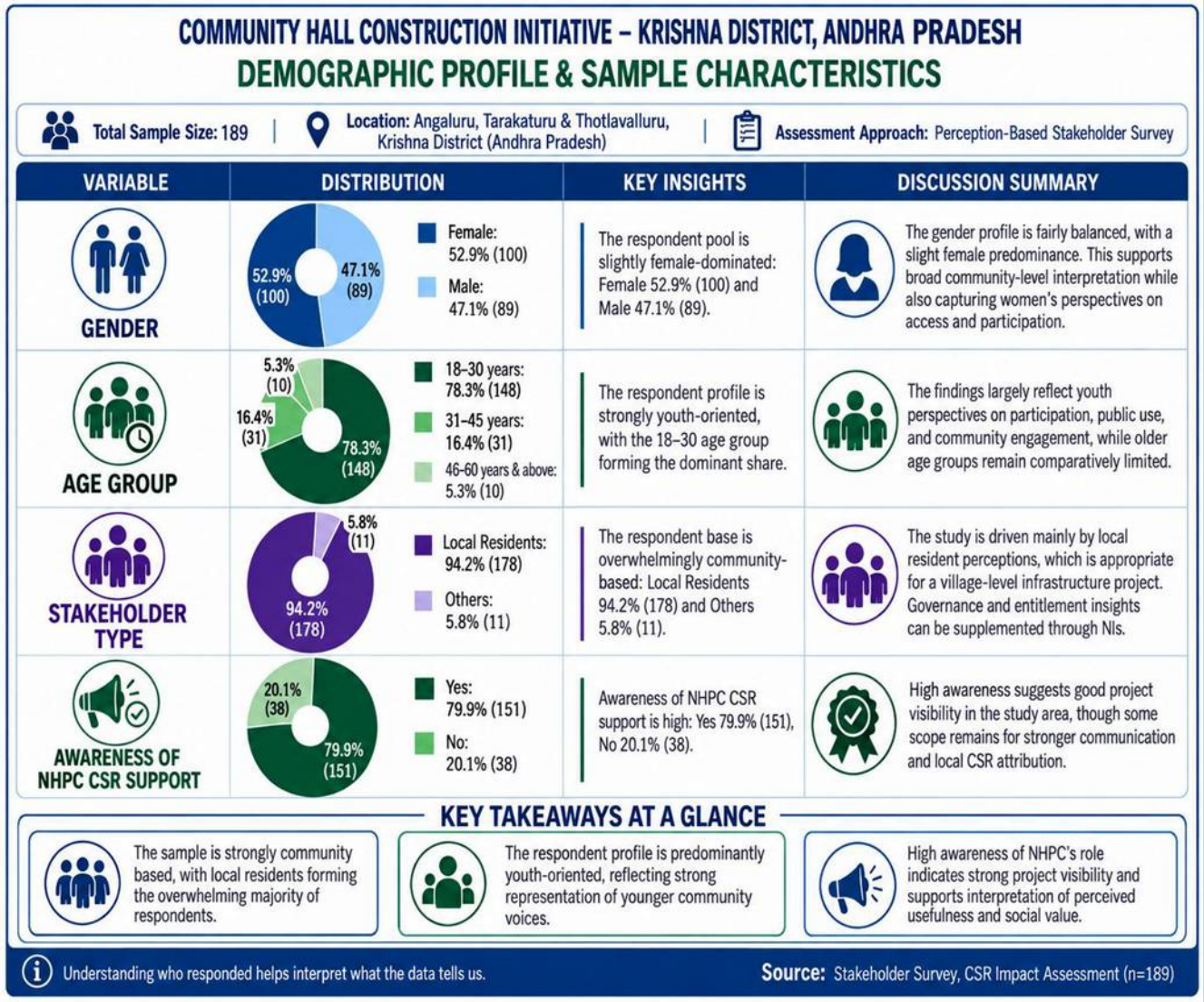


Table 5: Demographic Profile of Respondents

Variable	Key Insights	Discussion Summary
Gender	The respondent pool is slightly female dominated: Female 52.9% (100) and Male 47.1% (89).	The gender profile is balanced, with a slight female predominance. This is suitable for assessing a community infrastructure project intended for broad village use, while also giving useful insight into women's access and participation.
Age Group	The respondent profile is strongly youth-centred: 18–30 years 78.3% (148), 31–45 years 16.4% (31), and 46–60 years & above 5.3% (10).	The sample is dominated by younger respondents, suggesting that the findings largely reflect youth perspectives on participation, public use, and community engagement. Older age groups are present but comparatively limited.
Stakeholder Type	The respondent base is overwhelmingly community-based: Residents 94.2% (178) and Others 5.8% (11).	The findings are driven mainly by the perceptions of residents, which is appropriate for a village-level community hall project. Institutional aspects such as management and maintenance may need stronger support from KII evidence.
Village / Location	The respondent base is fairly distributed across the three principal project locations: Angaluru 33.9% (64), Tarakaturu 31.7% (60), and Thotlavalluru 29.1% (55), with 5.3% (10) under other or unclear entries.	The village spread is reasonably balanced, allowing meaningful location-wise comparison. The small share of unclear entries reflects minor reporting inconsistency but does not significantly affect the overall profile.
Awareness of NHPC CSR Initiative	Awareness of the NHPC CSR initiative is high: Yes 79.9% (151), No 20.1% (38).	The high awareness level suggests that the intervention has good visibility in the project area. However, the remaining unaware respondents indicate some scope for stronger communication and local visibility of CSR support.

Figure 2: Relevance & Effectiveness

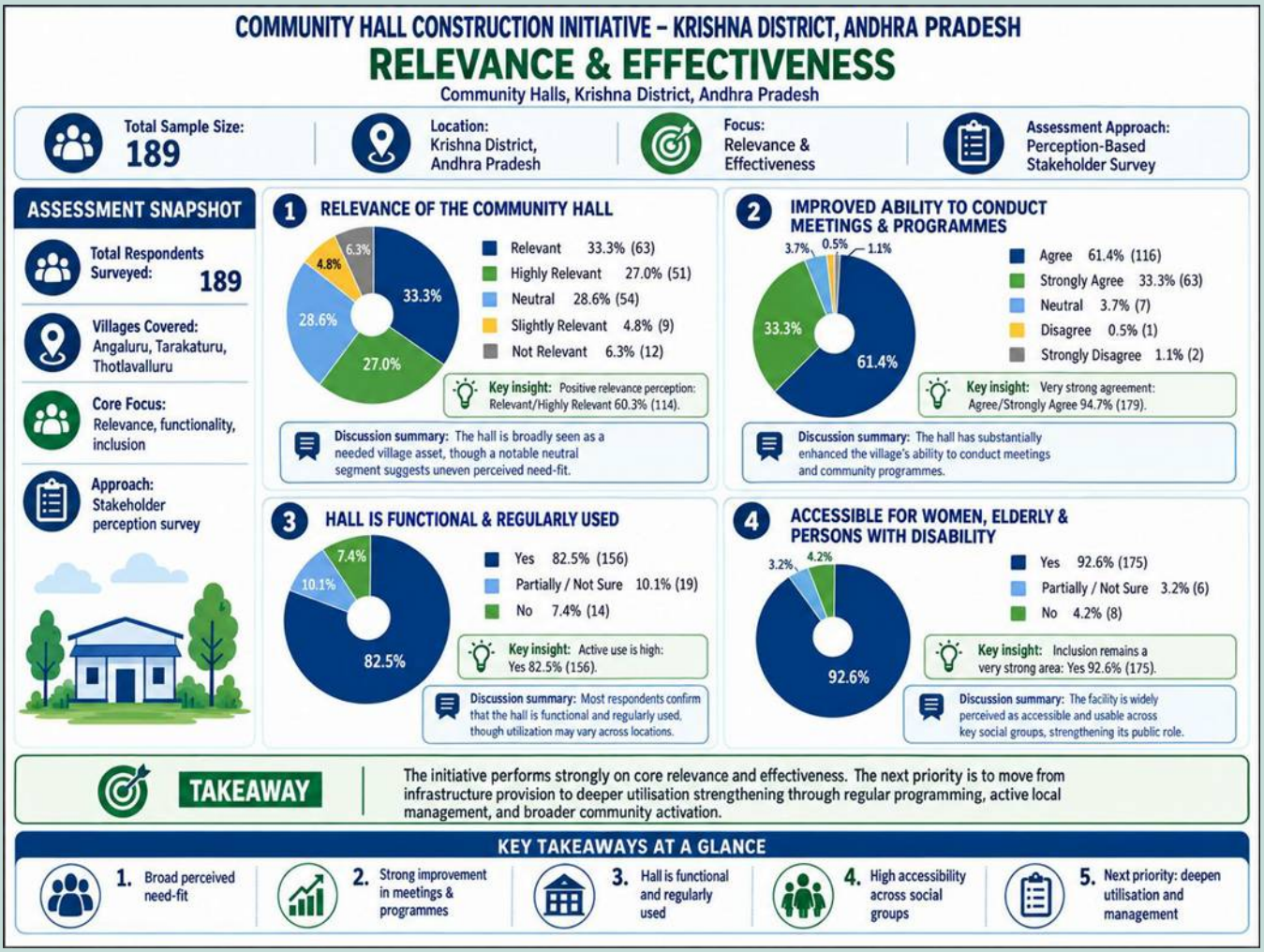


Table 6: Relevance & Effectiveness

Variable	Key Insights	Discussion Summary
Relevance of the community hall for village needs	A majority of respondents viewed the hall positively in terms of relevance, with 33.3% (63) rating it Relevant and 27.0% (51) Highly Relevant, together accounting for 60.3% (114). A further 28.6% (54) remained Neutral, while 4.8% (9) rated it Slightly Relevant and 6.3% (12) Not Relevant.	The findings suggest that the community hall is broadly seen as a needed village asset, though the large neutral segment indicates that relevance may not yet be equally strong or visible for all respondents. This points to moderate but not universal perceived need fit.
Hall improved the ability of the village to conduct meetings and community programmes	Perceived improvement is very strong: Agree 61.4% (116) and Strongly Agree 33.3% (63), together constituting 94.7% (179).	This is one of the strongest findings in the profile, showing near consensus that the hall has enhanced the village's capacity to conduct meetings and community programmes. The intervention appears highly effective in fulfilling its core functional purpose.
Hall is functional and regularly used by the community	A large majority confirmed regular functionality and use: Yes 82.5% (156), while 10.1% (19) reported partial/uncertain use and 7.4% (14) reported no.	The results indicate that the facility is not merely constructed but is operational and actively used in most cases. However, the small share reporting limited, or no use suggests that utilization intensity may still vary across locations or user groups.
Hall is accessible and usable for women, elderly and persons with disability	Accessibility perception is extremely strong: Yes 92.6% (175), with only 3.2% (6) reporting partial access and 4.2% (8) reporting no.	This suggests that the community hall is widely perceived as inclusive and physically usable across key social groups. The result is particularly important because accessibility is central to the social value of shared public infrastructure.

Figure 3: Utilization & Access



Table 7: Utilization & Access

Variable	Key Insights	Discussion Summary
How often is the community hall used in your village?	Community hall use was predominantly occasional, reported by 60.8% (115) of respondents. Weekly use was reported by 16.4% (31) and monthly use by 11.1% (21). A further 4.2% (8) reported rare use, while 7.4% (14) reported non-use or were not sure.	The findings suggest that the hall is actively used, but largely on an event-based or need-based basis rather than as a very frequent weekly facility in most villages. This indicates functional utilization, though not yet very high-intensity use.
Main uses of the hall	The most commonly reported uses are Gram Sabha/Meetings 27.1% (51), Trainings/Awareness Programmes 20.7% (39), and Cultural Events 20.2% (38). Other uses include Functions/Ceremonies 9.6% (18), SHG Meetings 8.0% (15), and Health Camps 6.4% (12).	The use profile shows that the hall is serving as a multi-purpose village asset. Its strongest role appears to be in supporting community meetings, awareness and training activities, and socio-cultural functions, indicating broad functional relevance beyond a single-purpose facility.
Is there a clear booking / permission process to use the hall?	A large majority confirmed the presence of a clear booking/permission process: Yes 84.1% (159), while 9.0% (17) were unsure and 6.9% (13) reported no.	The results suggest that hall access is supported by a reasonably well-understood management process. However, the small uncertain and negative segment indicates some scope for better communication or standardization of booking procedures.
Do you think access is fair for all groups in the village?	Perception of fairness in access is very strong: Yes 93.1% (176), compared to 4.2% (8) reporting partial/uncertain access and 2.6% (5) reporting no.	The findings indicate that the hall is widely perceived as equitably accessible across social groups. This is an important sign that the facility is functioning as a shared public asset rather than being restricted to a narrow user group.

Figure 4: Facility Quality (Infrastructure & Utilities)

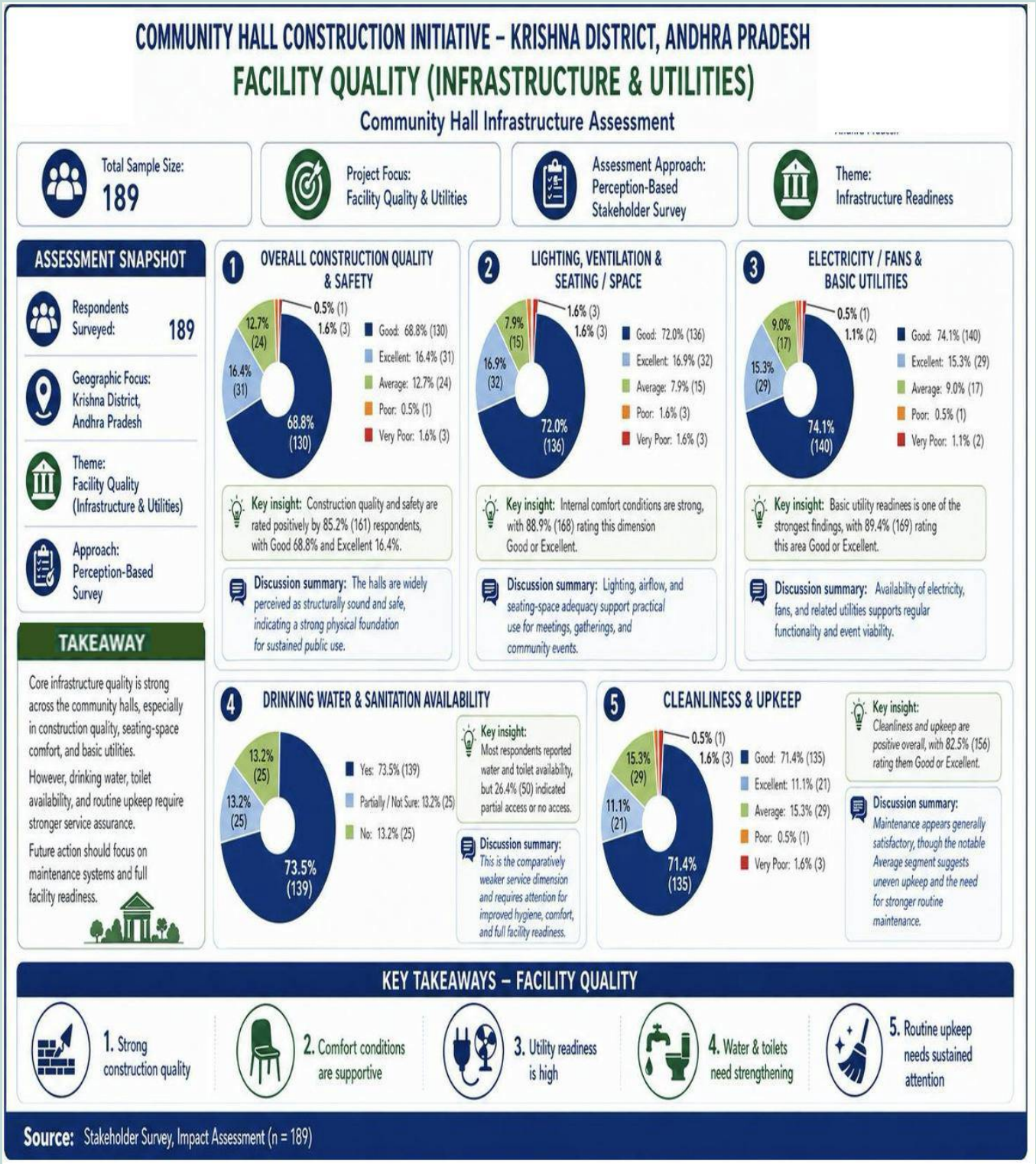


Table 8: Facility Quality (Infrastructure & Utilities)

Variable	Key Insights	Discussion Summary
Overall construction quality and safety of the hall	Perceptions of construction quality and safety were largely positive, with 68.8% (130) rating the facility Good and 16.4% (31) Excellent, together accounting for 85.2% (161). A further 12.7% (24) rated it Average, while 0.5% (1) rated it Poor and 1.6% (3) Very Poor.	The findings indicate strong confidence in the overall construction quality and safety of the hall. This suggests that the infrastructure base of the intervention is sound and widely acceptable to respondents.
Lighting, ventilation and seating/space adequacy	Facility comfort is rated strongly: Good 72.0% (136) and Excellent 16.9% (32), together making up 88.9% (168). Only 3.2% (6) reported Poor or Very Poor.	The hall appears well-equipped in terms of internal usability and comfort conditions. This supports its practical suitability for meetings, group activities, and community events.
Availability of electricity/fans and basic utilities	Basic utilities are viewed very positively: Good 74.1% (140) and Excellent 15.3% (29), together representing 89.4% (169). Only 1.6% (3) reported Poor or Very Poor.	The availability of electricity, fans, and related basic utilities appears to be one of the stronger functional aspects of the facility. This is important because utility readiness directly affects actual use and event viability.
Drinking water and sanitation (toilets) availability near/within the hall	A majority reported availability: Yes 73.5% (139), while 13.2% (25) reported partial/uncertain availability and 13.2% (25) reported no availability.	While most respondents confirmed water and sanitation access, this dimension is clearly weaker than the other infrastructure indicators. It signals a visible service gap that may affect comfort, hygiene, and full usability during longer or larger gatherings.
Cleanliness and upkeep of the hall	Cleanliness is rated positively overall: Good 71.4% (135) and Excellent 11.1% (21), together accounting for 82.5% (156). However, 15.3% (29) rated it Average.	The results suggest that upkeep is generally satisfactory, though not as strong as core construction and utility indicators. The relatively larger “Average” segment indicates that maintenance quality may be somewhat uneven and needs continued attention.

Figure 5: Impact (Community Outcomes)

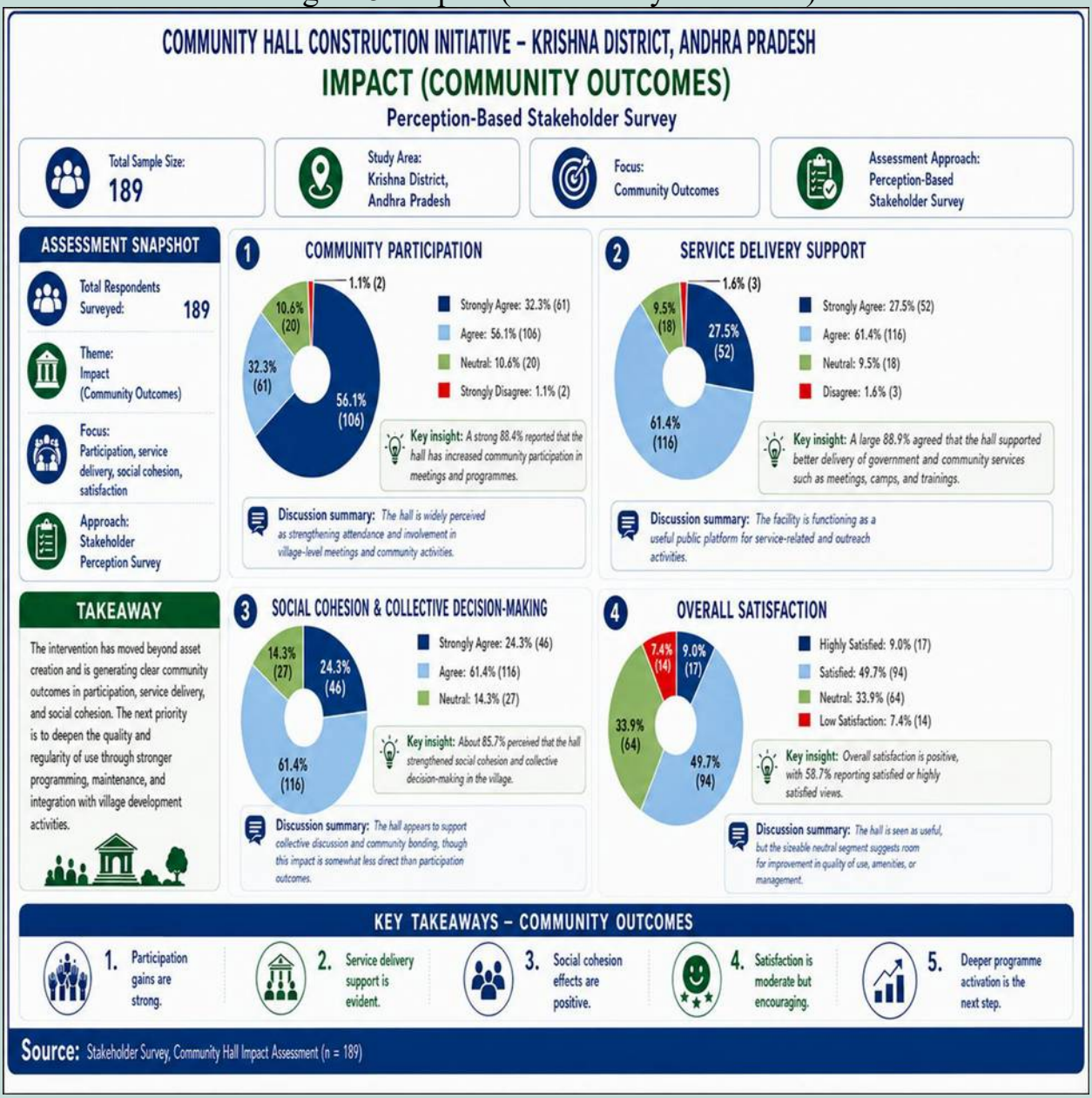


Table 9: Impact (Community Outcomes)

Variable	Key Insights	Discussion Summary
The hall increased community participation in meetings and programmes	Positive perception is very strong: Agree 56.1% (106) and Strongly Agree 32.3% (61), together accounting for 88.4% (167). Only 1.1% (2) expressed strong disagreement.	The findings indicate that the hall has substantially strengthened community participation in village meetings and programmes. This suggests that the intervention is generating visible social-use benefits beyond mere infrastructure creation.
The hall has supported better delivery of government/community services (meetings, camps, trainings)	A strong majority responded positively: Agree 61.4% (116) and Strongly Agree 27.5% (52), together accounting for 88.9% (168). Only 1.6% (3) disagreed.	The hall appears to be supporting local delivery service effectively, especially as a venue for meetings, camps, and trainings. This points to its utility as a functional public platform for community and institutional activities.
The hall strengthened social cohesion and collective decision-making in the village	Positive responses remain high: Agree 61.4% (116) and Strongly Agree 24.3% (46), together forming 85.7% (162), while 14.3% (27) remained neutral.	The hall is widely perceived as contributing to stronger social cohesion and collective discussion in the village. However, the larger neutral segment suggests that this broader social effect may be somewhat less directly visible than participation or service-related outcomes.
Overall satisfaction with the community hall facility and its usefulness	Satisfaction is moderately positive: Satisfied 49.7% (94) and Highly Satisfied 9.0% (17), together accounting for 58.7% (111). However, 33.9% (64) remained neutral and 7.4% (14) reported low satisfaction.	Overall satisfaction is positive, but not as strong as the specific impact indicators. This suggests that while the hall is seen as useful and socially beneficial, some respondents may still perceive scope for improvement in regular use, amenities, or management.

Figure 6: Sustainability



Table 10: Sustainability

Variable	Key Insights	Discussion Summary
The community hall is maintained regularly (cleaning, repairs, upkeep)	Regular maintenance perception is very strong: Yes 87.8% (166), while 7.9% (15) reported occasional/uncertain maintenance and only 4.2% (8) reported no regular maintenance.	The findings suggest that routine maintenance is widely visible and that the halls are generally not perceived as neglected public assets. This is a strong sign for near-term sustainability.
Who is responsible for maintenance of the hall?	Responsibility is led primarily by Gram Panchayat/PRI 54.3% (102), followed by Village Committee 21.3% (40), CSR Partner Support 9.6% (18), and Shared Responsibility 9.0% (17).	The maintenance structure appears to be locally anchored, with Gram Panchayat/PRI emerging as the principal institution. This is important because locally embedded responsibility generally strengthens ownership and continuity.
Is there any fund, user charge, or event booking system that supports maintenance of the hall?	A majority confirmed the existence of a support mechanism: Yes 77.2% (146), while 12.7% (24) were unsure and 10.1% (19) reported no such system.	The results indicate that sustainability is supported not only by institutional responsibility but also by some form of financial or booking-related maintenance mechanism. However, the uncertain segment suggests that system clarity may still vary across locations.
Do you think the hall will remain functional and beneficial for the next 3–5 years?	Long-term confidence is extremely high: Yes 93.7% (177), compared with 4.8% (9) unsure and only 1.6% (3) reporting no.	Respondents express very strong confidence in the future usability and benefit of the hall. This suggests that the intervention is not only functioning at present but is also perceived as durable and sustainable over the medium term.

Figure 7: Environmental Sustainability

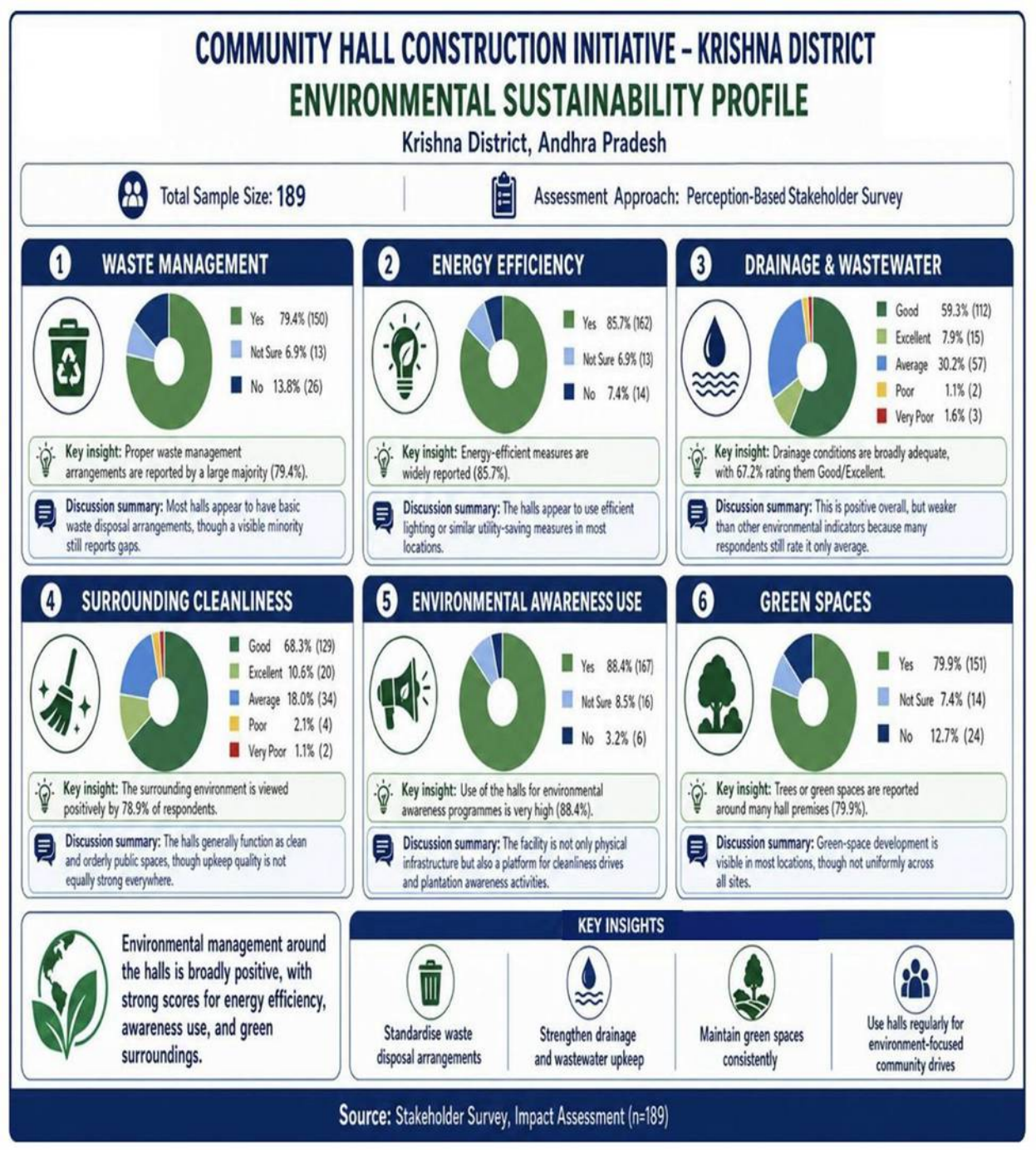


Table 11: Environmental Sustainability

Variable	Key Insights	Discussion
Proper waste management and waste disposal arrangements	A clear majority of respondents confirmed the presence of proper waste-management arrangements, with 79.4% (150) responding Yes. A further 6.9% (13) were Not Sure, while 13.8% (26) reported that such arrangements were not available.	The findings suggest that basic environmental management is present in most locations, though a visible minority still points to gaps in waste disposal arrangements.
Energy-efficient measures used in the hall	Energy-efficient measures are widely reported: Yes 85.7% (162), compared to 7.4% (14) reporting no.	This indicates strong uptake of efficient infrastructure practices, especially in relation to lighting and utility systems.
Drainage and wastewater disposal systems around the hall	Positive assessment is moderate-to-strong: Good 59.3% (112) and Excellent 7.9% (15), together 67.2% (127), while 30.2% (57) rated this only Average.	Drainage conditions appear broadly adequate, but this is not as strong as other environmental indicators. The relatively high Average segment suggests uneven performance across locations.
Cleanliness and maintenance of the surrounding environment	Most respondents rated the surrounding environment positively: Good 68.3% (129) and Excellent 10.6% (20), together 78.9% (149).	The hall surroundings are generally perceived as clean and reasonably maintained, reinforcing the view that the facility functions as an orderly public space.
Hall used for environmental awareness programmes	Reported use for environmental awareness activities is very high: Yes 88.4% (167).	This suggests that the hall is not only a physical facility but also a platform for promoting environmental awareness and community action.
Trees or green spaces developed around the hall premises	A large majority confirmed the presence of trees or green spaces: Yes 79.9% (151), while 12.7% (24) reported no such development.	Green-space development appears fairly visible around the halls, though it is not universal across all locations.

Figure 8: Community Value & Extended Local Outcomes

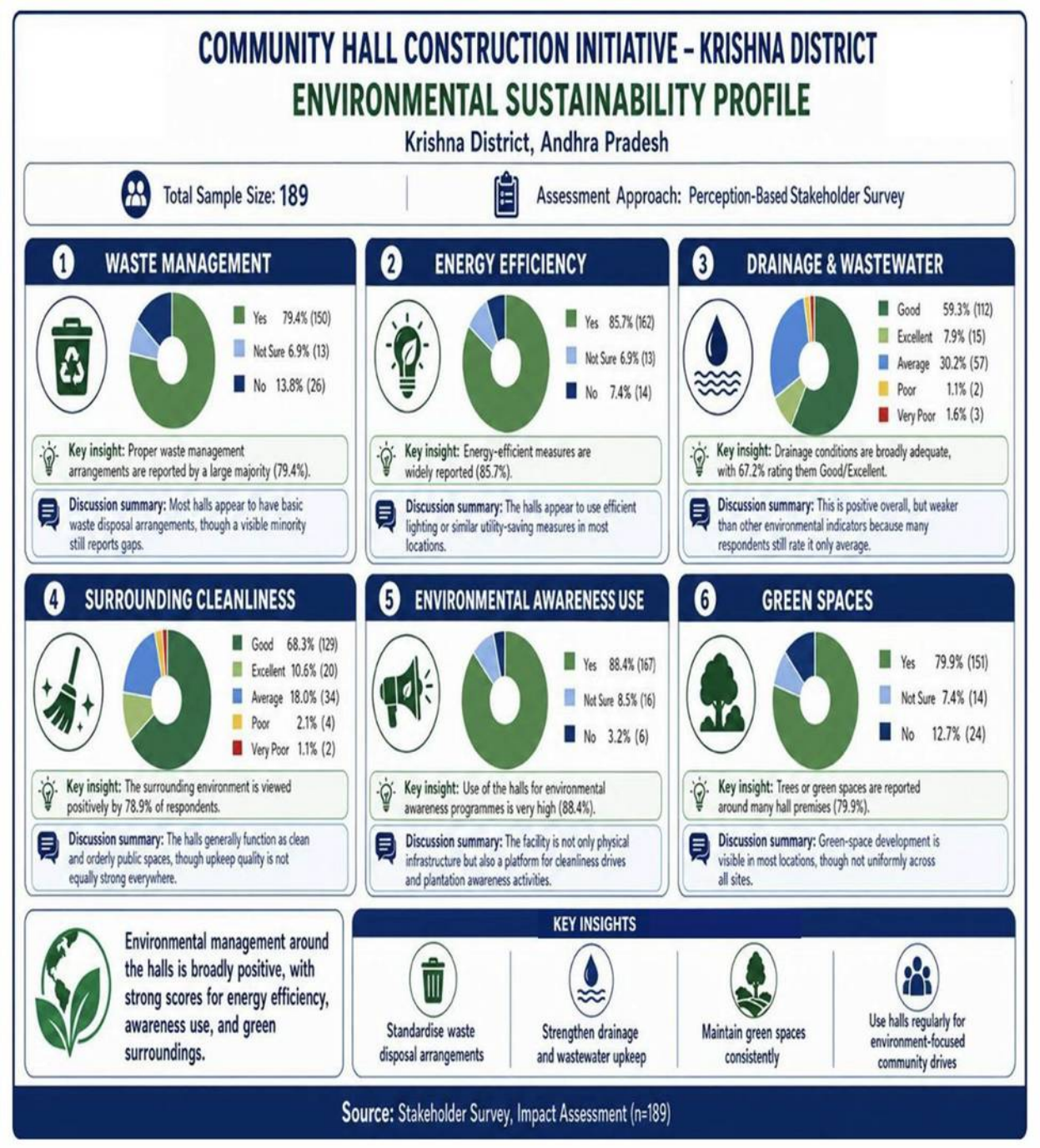


Table 12: Community Value & Extended Local Outcomes

Variable	Key Insights	Discussion Summary
Hall used for educational or skill development programmes	Educational or skill-development use is high: Yes 83.6% (158), with another 11.1% (21) reporting occasional use.	The hall is functioning as a development platform, not merely as a venue for social gatherings. This strengthens its broader community value.
Hall helped resolve community issues through collective discussions and meetings	Positive views dominate: Agree 50.3% (95) and Strongly Agree 29.6% (56), together 79.9% (151).	The findings suggest that the hall contributes meaningfully to local problem-solving and discussion-based resolution, though this effect is somewhat less emphatic than infrastructure-use outcomes.
Hall helped reduce costs previously incurred for renting private venues	This is one of the strongest findings: Yes 93.1% (176).	The hall is widely perceived as reducing direct costs for community events, indicating strong practical and economic value at the village level.
Facility supported local economic activities	Support to economic/community activities is very high: Yes 87.3% (165).	The hall appears to be enabling livelihood-linked and group-based activities such as training, SHG meetings, and workshops, adding economic relevance to its social role.
Local vendors or service providers benefit from hall events	Most respondents confirmed local spillover benefits: Yes 85.7% (162).	The hall is generating indirect local economic gains by creating activity that benefits small vendors and service providers during events and gatherings.

Figure 9: Social Value / SROI

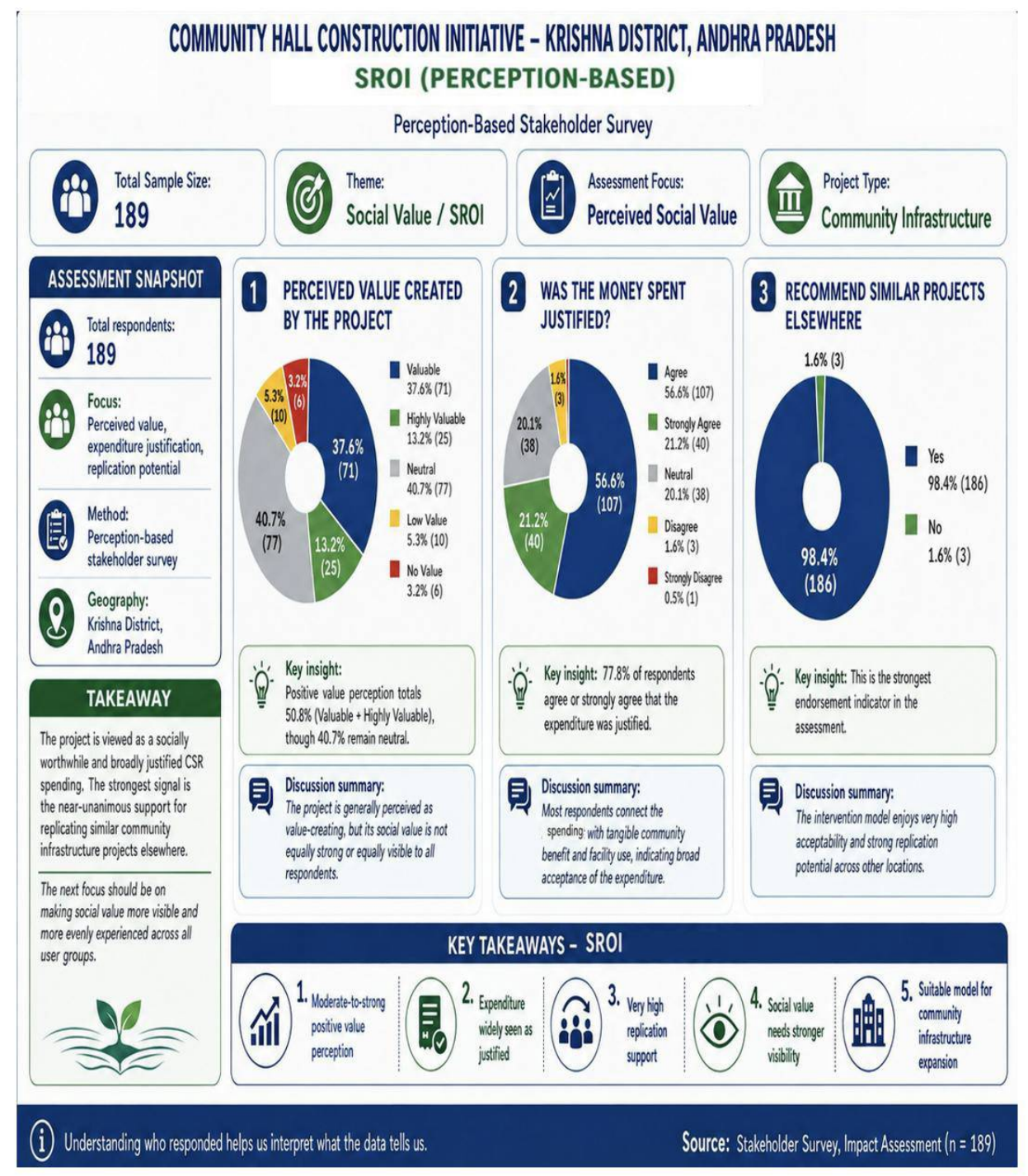


Table 13: Social Value / SROI

Variable	Key Insights	Discussion Summary
Perceived value created by the project	Perceived social value was moderately positive, with 37.6% (71) rating the intervention Valuable and 13.2% (25) Highly Valuable, together accounting for 50.8% (96). A further 40.7% (77) remained Neutral, while 5.3% (10) rated it Low Value and 3.2% (6) No Value.	The findings suggest that the project is generally seen as value-creating, but the large neutral segment indicates that perceived social value is present yet not equally strong or visible across all respondents.
The money spent was justified considering community benefits and facility use	Most respondents viewed the expenditure as justified: Agree 56.6% (107) and Strongly Agree 21.2% (40), together 77.8% (147). Only 2.1% (4) expressed disagreement.	The project is widely perceived as a justifiable use of CSR funds, indicating that respondents broadly connect the investment with tangible community benefit and utility.
Would you recommend similar CSR community infrastructure projects elsewhere?	Recommendation levels are extremely high: Yes 98.4% (186), No 1.6% (3).	This is one of the strongest endorsement indicators in the assessment. It suggests very high acceptability of the intervention model and strong support for replication in other locations.

Table 14: Thematic Analysis of Suggested Improvements to Maximize Use & Ensure Maintenance

Theme	Typical Responses Observed	Interpretation
Addition and Completion of infrastructure facilities	"Addition and completion of facilities," "need completion," "new toilets" "building extension"	Many respondents see the hall as useful but still physically incomplete or in need of expansion/upgradation.
Toilets, drinking water and washroom facilities	"toilets required," "new toilet," "proper washroom facilities," "drinking water and toilets"	Water, toilet, and washroom facilities emerge as one of the clearest service gaps affecting usability and comfort.
Expansion of space / additional floor / more rooms	"need expansion," "better to extend the hall," "another floor," "more place"	Respondents indicate that current capacity may be insufficient for larger gatherings or growing community demand.
Maintenance and cleanliness	"proper maintenance of building," "need to maintain proper cleanliness," "consistency in maintenance," "maintenance should be needed more"	Routine upkeep remains a recurring concern even where overall perceptions are positive.
More facilities / equipment / infrastructure	"more equipment," "resources," "technology upgradation," "improve facilities like water and infrastructure"	Respondents want the halls to function more effectively as activity spaces, not merely as empty structures.
Cooling, ventilation and electrical improvement	"provide AC," "needs ac," "improve ventilation," "best electrical work done"	Comfort-related improvements are being demanded, especially for usability during heat and larger events.
Better booking / management / local use activation	"booking vidanam vundali," "local people should use community hall compulsory," "gram panchayat management is enough"	Some responses point to the need for clearer management systems and more active community mobilisation.
Replication / more halls in other places	"create more community halls at various places," "expansion same halls across the villages"	A smaller but important set of responses reflects broader demand for replication beyond the current locations.
No major suggestion / satisfied responses	"Nil," "Nill," "Good," "All things are good," blank or symbolic entries	A portion of respondents did not indicate any major improvement need, suggesting baseline acceptance of the facility.

Table 15: Coherence & Recommendations

Variable	Category	Count	%
How well does this hall align with local governance and community development needs?	Very Well	104	55.0
	Moderately	75	39.7
	Poorly	5	2.6
	Not Sure	5	2.6

Variable / Theme	Key Insights	Discussion Summary
Alignment with local governance and community development needs	Alignment is strongly positive: Very Well 55.0% (104) and Moderately 39.7% (75), together accounting for 94.7% (179). Only 2.6% (5) rated it poorly.	The findings indicate that the community hall is widely perceived as consistent with local governance functions and community development needs. This gives the intervention strong coherence as a village-level public asset.
Open-ended improvement suggestions	Suggestions cluster around a few repeated priorities: toilets and water facilities, completion/expansion of infrastructure, stronger maintenance and cleanliness, better equipment, cooling/ ventilation, and clearer management/use systems.	The open-ended responses show that respondents do not primarily question the relevance of the hall; instead, they seek to improve its functionality, comfort, and long-term usability. The recommendations are therefore largely about deepening utility rather than correcting a design mismatch.

5. Summary of Findings, Recommendations & Conclusion

5.1. Summary of Findings

The impact assessment of the CSR-supported Community Hall Construction Initiative in Krishna District, Andhra Pradesh indicates broadly positive findings across multiple dimensions, including relevance to local needs and support for meetings, community programmes, accessibility, infrastructure quality, maintenance, environmental management, community participation, local economic spillovers, and perceived social value. Overall, the project is viewed as a meaningful village-level public infrastructure initiative that has moved beyond mere construction and has begun to function as a shared social, developmental, and community-use platform.

- **Respondent Profile and Coverage**

  The study covered 189 respondents, with the respondent base slightly female-dominated and strongly concentrated in the 18–30 years age group. The sample was overwhelmingly community-based, with local residents forming the clear majority, while a smaller share came from other categories such as PRI members, committee representatives, and other stakeholders. The respondent spread across Angaluru, Tarakaturu, and Thotlavalluru was reasonably balanced, and awareness of NHPC CSR support was relatively high. This profile ensured that the findings were grounded primarily in general community perceptions rather than only institutional viewpoints.

- **Relevance and Need**

  The project was perceived as relevant to local needs. A majority of respondents rated the hall as relevant or highly relevant for the needs of their village, while a substantial additional segment remained neutral rather than negative. Respondents strongly agreed that the hall improved the village's ability to conduct meetings and community programmes, and very high proportions also reported that it is accessible and usable for women, elderly persons, and persons with disabilities. These findings suggest that the intervention has strong local legitimacy and is broadly seen as an appropriate response to the need for common public infrastructure.

- **Utilization and Access**

  The utilization profile shows that the hall is actively used, though largely on an occasional or event-based basis rather than as a highly frequent weekly facility. Its most commonly reported uses include Gram Sabha meetings, trainings and awareness programmes, cultural events,

functions, SHG meetings, and health camps, indicating that it is functioning as a multi-purpose community asset. The findings also show that most respondents perceive the booking or permission system to be clear and that access is fair for all groups in the village. This indicates that the halls are not only built assets but are also functioning as accessible public-use spaces.

- **Facility Quality and Basic Services**

  The facility quality profile is strongly positive. Most respondents rated construction quality and safety, lighting and ventilation, seating/space adequacy, and basic utility availability as good or excellent. Cleanliness and upkeep were also positively rated overall. However, drinking water and toilet availability near or within the hall emerged as a somewhat weaker dimension compared to other infrastructure indicators, with a visible minority reporting partial or no access. These findings indicate that the facility is functioning as a usable and reasonably serviceable public structure, although some amenity-related gaps remain.

- **Community Outcomes and Social Function**

  The impact profile is clearly positive. Large majority of respondents agreed that the hall has increased community participation in meetings and programmes, supported the better delivery of government and community services, and strengthened social cohesion and collective decision-making in the village. Overall satisfaction with the hall and its usefulness was positive, though not as uniformly strong as the specific impact indicators. This suggests that the hall is already functioning as a socially useful and institutionally relevant village asset, but expectations around regularity, amenities, and depth of use may still be evolving.

- **Sustainability and Long-Term Functionality**

  The sustainability profile is highly encouraging. Most respondents reported that the hall is maintained regularly, and responsibility for maintenance was seen as being led mainly by the Gram Panchayat/PRI, followed by village committees and other support arrangements. A large majority also reported the presence of some fund, user charge, or booking-based support system for maintenance. Most importantly, respondents expressed very high confidence that the hall will remain functional and beneficial over the next 3–5 years. These findings suggest that the intervention has moved beyond infrastructure creation and is functioning as a locally supported asset, with respondents expressing strong confidence in its continued operation and maintenance.

- **Environmental Sustainability**

  The environmental sustainability profile is broadly positive. Most respondents confirmed the presence of waste management arrangements, energy-efficient measures, clean surroundings, and trees or green spaces around the hall premises. A particularly strong result is the reported use of the hall for environmental awareness activities such as cleanliness drives and plantation campaigns. At the same time, drainage and wastewater disposal received comparatively more moderate ratings, with a sizeable share rating it only average. This indicates that while the halls are broadly environmentally responsible spaces, environmental maintenance standards are somewhat uneven across locations.

- **Community Value and Extended Local Outcomes**

  One of the stronger dimensions of the study is the evidence that the hall creates value beyond basic infrastructure. Large majorities reported that the hall has been used for educational or skill development programmes, has helped in resolving community issues through discussions and meetings, and has reduced the cost of renting private venues for community events. Respondents also indicated that the hall supports local economic activities such as trainings, SHG meetings, and livelihood workshops, while also benefiting local vendors and service providers through event-related spillovers. These findings indicate that the hall is generating social and economic value that extends beyond its role as a meeting structure.

- **Coherence and Stakeholder Suggestions**

  The coherence profile is very strong. Most respondents felt that the hall aligns very well or moderately well with local governance and community development needs. The open-ended suggestions do not reject the intervention; rather, they point to a second-stage strengthening agenda. The most repeated suggestions relate to toilet and washroom facilities, drinking water, hall expansion, stronger maintenance and cleanliness, more equipment and infrastructure, cooling/ventilation/AC, and clearer management or booking systems. This coherence between positive outcomes and practical improvement suggestions suggests that the hall is already seen as useful, and stakeholders now want it to evolve into a more complete, comfortable, and higher-capacity village facility.

- **Social Value / SROI (Perception-Based)**

  The perception-based SROI profile is moderate but meaningful. About half of respondents directly described the project as valuable or highly valuable, while a large neutral segment remained cautious in assigning value intensity. At the same time, a strong majority believed that

the money spent was justified in view of community benefits and facility use. The strongest result in this block is the near-universal willingness to recommend similar CSR community infrastructure projects elsewhere. This suggests that the intervention enjoys strong acceptability and high replication potential, even if respondents are somewhat more reserved in abstractly labeling the depth of value created.

Overall Summary

Taken together, the findings indicate that the community hall initiative is associated with positive results across relevance, accessibility, facility quality, community participation, support to village activities, maintenance, environmental responsibility, and local value creation. Key strengths include broad acceptance of the halls as useful village assets, high reported use for meetings and programmes, wide accessibility across social groups, favourable infrastructure ratings, positive perceptions of maintenance arrangements, and very high support for replication elsewhere.

At the same time, the evidence also indicates that the next stage of strengthening should focus on toilet and drinking water facilities, stronger routine upkeep, better drainage and wastewater management, additional equipment and comfort features, and more regular structured programming for training, SHG, youth, and community-development purposes. In short, the project has moved successfully beyond asset creation, but its full potential will be realized when it functions even more strongly as a well-equipped, regularly activated, development-oriented, and uniformly maintained shared public space.

5.2. Recommendations

Introduction to Recommendations

The findings of the impact assessment indicate that the CSR-supported community hall initiative in Krishna District has generated strongly positive outcomes across multiple dimensions, including relevance to local needs, support for meetings and community programmes, accessibility, infrastructure quality, maintenance, environmental management, community participation, local economic spillovers, and perceived long-term usefulness. Across the assessment, respondents consistently recognized the community hall as a relevant and useful village-level public asset that is already functioning beyond mere infrastructure creation.

The intervention appears to have created value not only as a shared physical facility, but also as a platform for community meetings, trainings, awareness programmes, social cohesion, local issue resolution, and wider developmental use. The evidence further suggests that the halls are broadly perceived as well-maintained, reasonably well-governed, environmentally supportive, and likely

to remain functional over the next 3-5 years. The coherence profile is also strong, with most respondents reporting that the halls align well with local governance and community development needs. At the same time, open-ended suggestions indicate that stakeholders now want the next phase of strengthening to focus on better amenities, improved comfort, stronger maintenance consistency, and more regular developmental programming.

Accordingly, the recommendations are designed to move the intervention from a successful community infrastructure initiative toward a stronger and more integrated local development platform. The recommendations are framed in an actionable format so that future strengthening, replication, and monitoring can be aligned with measurable outcomes.

Table 16: Recommendations with Actionable Outcomes

Key Insight	**Recommendation**	**Action Points**	**Measurable Outcomes (KPIs)**
The community halls are widely perceived as relevant, functional, and useful for meetings and programmes.	Institutionalize regular developmental use of the halls	- Prepare an annual village-level activity calendar for the hall - Link Hall use with Gram Sabha meetings, SHG meetings, youth activities, awareness drives, and health outreach - Encourage scheduled use rather than only event-based use	- No. of organised events/programmes held per month/quarter - % respondents reporting regular rather than only occasional use - Increase in use for development-oriented activities
Utilization is active but still largely occasional rather than highly regular.	Shift from passive availability to active programming	- Assign responsibility for programme coordination at local level - Promote the hall as a common venue for training, social mobilization, and community campaigns - Use the hall for recurring community learning and outreach activities	- Increase in weekly/monthly use rates - Reduction in “occasional use only” pattern - No. of recurring activities institutionalized
Open-ended responses repeatedly call for toilets, drinking water, washroom facilities, and basic service completion.	Strengthen amenity completeness and user comfort	- Ensure toilet and washroom facilities are available and functional in all halls - Provide reliable drinking water arrangements - Close basic facility gaps that reduce usability during longer events	- % halls with fully functional toilets and water access - Reduction in toilet/water-related complaints - Improvement in user satisfaction with basic amenities
Maintenance perception is positive, but open-	Formalize maintenance and	- Define routine cleaning, minor repair, and inspection responsibilities	- Maintenance register operational - Frequency of

ended responses still emphasize cleanliness, upkeep, and consistency.	cleanliness systems	- Create a simple maintenance register/logbook - Introduce periodic facility review by Gram Panchayat/committee	cleaning/inspection documented - Improvement in cleanliness and upkeep ratings
Responsibility for maintenance is locally anchored, especially through Gram Panchayat/PRI and village committees.	Strengthen local governance ownership and role clarity	- Issue a simple local O&M responsibility framework - Clarify the role of PRI, village committee, and other support actors - Display management and contact information at the hall	- % halls with displayed management/contact details - % respondents aware of who manages the hall - Reduction in "not sure" responses on responsibility
Drainage, wastewater, and environmental upkeep are positive overall but weaker than other infrastructure indicators.	Standardize environmental management practices	- Ensure proper waste disposal arrangements around all halls - Improve drainage and wastewater management where needed - Maintain green spaces and surroundings regularly	- % halls with proper waste disposal system - % halls with good drainage rating - Improvement in environmental cleanliness ratings
The hall is already used for awareness activities, training, and some developmental functions.	Expand the hall's role as a village development platform	- Use halls for education, skill-building, awareness drives, and livelihood workshops - Encourage use by SHGs, youth groups, and local institutions - Integrate Hall use into broader village development initiatives	- No. of educational/skill/livelihood events held - Increase in SHG and youth group use - % respondents reporting hall use for developmental activities
Respondents report strong cost reduction and local spillover benefits for economic activity and vendors.	Leverage the halls for local economic and livelihood value	- Promote hall-based training and livelihood-linked meetings - Encourage community events that involve local service providers - Use the hall as a low-cost common platform for local enterprise-related activities	- % respondents reporting local economic benefit - No. of livelihood-linked programmes hosted - Increase in vendor/service-provider participation during events
Nearly all respondents recommend similar projects in other areas, indicating strong replication potential.	Develop a replicable community infrastructure model for future CSR deployment	- Document best practices from current halls - Build a standard community hall package including infrastructure, amenities, maintenance, and programming norms - Prioritize underserved rural locations for replication	- Replication framework prepared - No. of future locations identified for similar intervention - Standard design and O&M template developed

Concluding Direction

Overall, the direction emerging from the assessment is clear: the community hall initiative should now move from successful asset provision toward quality enhancement, regular activation, and institutional deepening. The strongest next steps lie not in changing the intervention model, but in making it more complete, more comfortable, more regularly used, and more strongly integrated into village governance and community development processes. The coherence findings and open-ended responses both suggest that the halls are already accepted and valued; the challenge now is to ensure that they operate as fully functional, development-oriented, and sustainably managed rural public assets

Strategic Orientation

The CSR-supported Community Hall Construction Initiative in Krishna District demonstrates strong performance across relevance, public usability, accessibility, infrastructure quality, community participation, service support, environmental management, maintenance, and perceived long-term sustainability. The project is widely seen as beneficial not only as a physical asset, but also as a shared village-level platform that supports meetings, public programmes, awareness activities, SHG use, local coordination, and broader community interaction. The halls are also perceived as valuable in reducing private venue costs, supporting local economic activities, and generating spillover benefits for local vendors and service providers.

At the same time, the findings reveal an important transition gap between the community hall as a completed public structure and the community hall as a fully developed and regularly activated village development platform. While respondents clearly recognize the usefulness of the facility and its contribution to meetings, access, and participation, the evidence also shows that users now expect deeper support in areas such as toilet and drinking water facilities, comfort-related improvements, stronger upkeep consistency, equipment support, and more regular developmental programming. Open-ended responses indicate that the next phase of demand is not for replacing the intervention, but for strengthening its quality, comfort, and capacity.

The central cross-cutting issue, therefore, is not the absence of impact, but the need to deepen the hall's utility, completion, and institutional activation. The focus should now shift from community infrastructure provision alone to more regular programme use, amenity completeness, maintenance formalization, environmental consistency, and stronger integration with local governance and community development processes. In other words, the next stage of strengthening should move

the halls from being successful public assets to becoming regularly activated, development-oriented, and sustainably managed village platforms.

5.3. Recommendations

- **Institutionalize regular developmental use of the halls:** The current utilization profile shows that the halls are active but still used largely on an occasional basis. Future strengthening should focus on regularizing use through monthly and quarterly activity calendars linked to Gram Sabha meetings, SHG gatherings, youth programmes, awareness drives, health outreach, and livelihood-related events.
- **Strengthen toilet, washroom, and drinking water facilities:** Open-ended responses repeatedly identify toilet blocks, washroom facilities, and drinking water arrangements as priority improvement areas. Ensuring complete basic amenities in all halls is essential for comfort, dignity, hygiene, and longer-duration public use.
- **Expand capacity where needed:** A recurring recommendation from respondents is the need to add rooms, and expand capacity in locations where participation is growing. A hall that is well used but spatially constrained may gradually lose effectiveness unless its physical capacity keeps pace with community demand.
- **Improve comfort conditions and activity-supporting amenities:** Respondents also called for better ventilation, electrical improvement, air-conditioning or cooling support in some locations, and more equipment/resources for training and other activities. These improvements are important if the hall is to function not only as a basic gathering place but as a more versatile community-use platform.
- **Formalize maintenance and cleanliness systems:** Although the maintenance profile is strongly positive, open-ended suggestions show continued concern about upkeep consistency, cleanliness, and repair responsiveness. This indicates a need to move from broadly good maintenance perception to a more structured preventive maintenance system supported by logs, inspection schedules, and locally visible responsibility.
- **Strengthen local governance ownership and management clarity:** The Gram Panchayat/PRI and village committees are already central to maintenance and management. Their role should be institutionalized further through clearly assigned responsibilities, publicly

displayed management information, local booking procedures, and periodic review of hall use and upkeep.

- **Standardize environmental management practices:** The environmental profile is positive overall, but drainage and wastewater systems remain weaker than other indicators. Strengthening should therefore include consistent waste management arrangements, stronger drainage upkeep, greener surroundings, and continued use of the hall for cleanliness and plantation-related awareness campaigns.
- **Deepen the hall's role as a community development and learning space:** The study shows that the halls are already being used for educational or skill development activities. This developmental role should be expanded through periodic training sessions, SHG-linked programmes, youth orientation events, awareness drives, and community learning activities.
- **Leverage the halls for local economic and social value:** Respondents strongly acknowledged that the halls reduce event-related costs and support local economic activity. This should be strengthened by using the halls as low-cost platforms for livelihood workshops, local entrepreneurship events, SHG activities, and other community-linked economic interactions that also benefit local service providers and small vendors.
- **Develop the model for replication in other underserved rural areas:** The very high proportion of respondents recommending similar community infrastructure projects elsewhere indicates strong replication potential. Future replication should incorporate the lessons emerging from this study, especially regarding amenities, maintenance, governance clarity, regular programming, and activity-supporting infrastructure, from the outset.

Strategic Conclusion

The intervention has delivered meaningful and multidimensional gains, but long-term success now depends on shifting from the community hall as a complete built structure to the community hall as a regularly used, well-equipped, development-oriented, and sustainably governed public platform. Future success will depend on stronger amenity completeness, better programme intensity, more consistent maintenance, stronger environmental service standards, and deeper integration with local governance, training, awareness, and community development systems.

OECD-DAC ALIGNED SYNTHESIS (WITH SDGs)

Table 17: OECD-DAC Framework with Linkages

OECD-DAC Criterion	Key Finding	Insight	Recommended Action	SDG Link
Relevance	The project is strongly aligned with local needs related to common public space, community meetings, and village-level activities.	The hall addresses a genuine need for shared infrastructure in rural areas.	Continue supporting common-use community infrastructure in underserved villages.	SDG 9, SDG 11, SDG 16
Effectiveness	Strong gains are seen in support to meetings, public programmes, access fairness, and village participation.	The halls are functionally useful, but greater regularity of use can improve outcomes further.	Institutionalize recurring use for meetings, trainings, SHGs, and community outreach.	SDG 11, SDG 16, SDG 17
Efficiency	Infrastructure quality, seating/space, lighting, and utilities are positively rated, though some amenity gaps remain.	The intervention is functioning well, but utility completeness and comfort enhancements can improve effectiveness.	Strengthen toilets, drinking water, ventilation, and activity-supporting amenities.	SDG 6, SDG 9, SDG 11
Impact	Strong perceived effects are reported on community participation, service support, social cohesion, and cost reduction.	The halls are generating social and practical value beyond asset creation.	Consolidate gains through stronger programming and developmental use.	SDG 11, SDG 16, SDG 17
Sustainability	Respondents express very high confidence in long-term continuity, supported by local maintenance responsibility and support mechanisms.	Sustainability is promising, but depends on consistency of local systems and upkeep.	Formalize maintenance systems, management roles, and funding/ booking support.	SDG 9, SDG 11, SDG 12, SDG 16
Coherence	The project aligns well with local governance and community development needs, and respondents mainly seek strengthening rather than redesign.	The intervention is directionally successful and now requires second-generation quality enhancement.	Improve amenity completeness, environmental consistency, and activity integration.	SDG 11, SDG 16, SDG 17
Perceived Social Value / SROI	The project is broadly seen as justified and enjoys near-universal replication support, though value intensity is assessed more moderately.	Social acceptability and replication potential are very strong in practical terms.	Document and replicate the model with stronger facility completeness and programming support.	SDG 11, SDG 17

Table 18: SDG Mapping Summary

SDG	Relevance to Project
SDG 4 – Quality Education	Supports educational and skill-development use of the halls through trainings, awareness programmes, and community learning activities.
SDG 8 –Decent Work and Economic Growth	Contributes to local economic activity by supporting livelihood workshops, SHG meetings, training programmes, and indirect benefits to local vendors and service providers.
SDG 10 – Reduced Inequalities	Promotes inclusive access to shared public infrastructure for women, elderly persons, persons with disabilities, and other community groups.
SDG 11–Sustainable Cities and Communities	Directly contributes to safe, inclusive, and accessible public community space at the village level and strengthens local collective use of shared infrastructure.
SDG 13 – Climate Action	Contributes indirectly through environmental awareness activities, cleanliness initiatives, plantation efforts, and encouragement of environmentally responsible management of community infrastructure.
SDG 15 – Life on Land	Relevant through green surroundings, tree/green-space development around hall premises, and local environmental upkeep.
SDG 16 – Peace, Justice and Strong Institutions	Strengthens Gram Sabha processes, participatory discussion, collective decision-making, local governance interaction, and community-level institutional functioning.
SDG 17 – Partnerships for the Goals	Reflects convergence between CSR support, Gram Panchayat/PRI institutions, village committees, and community stakeholders in sustaining the halls and their use.

Conclusion

The Community Hall initiative demonstrates strong relevance, effectiveness, sustainability potential, and practical social value. Its next stage of success, however, depends on strengthening the transition from shared infrastructure availability to a more complete, comfortable, regularly used, development-linked, and institutionally sustained community platform. Future gains will depend on better amenities, stronger environmental consistency, structured maintenance, more regular activity programming, and deeper convergence with local governance and community development needs.

6. Success Stories

A Common Space, A Stronger Village: A Community Meeting Story from Krishna District

During field interactions, respondents repeatedly indicated that the community hall has become a useful and widely accepted space for village meetings and public gatherings. Earlier, discussions and local events often depended on temporary arrangements, open spaces, or borrowed/private venues, which limited convenience and consistency. In contrast, the community hall appears to have created a more organized and dependable setting for collective use.



One village resident described the change is not dramatic in one single event, but in the way everyday community life now feels more structured. He explained that earlier, arranging a meeting or community function required uncertainty around place, weather, and convenience. Now, the hall has created a recognized public space where such activities can happen more smoothly. As he expressed in simple terms, the building is “very useful for our villagers” and has become a good place for meetings and functions.

This individual perception reflects the broader survey pattern, where respondents strongly associated the hall with improved ability to conduct meetings and community programmes, higher community participation, and stronger social cohesion. What emerges from such discussions is that the value of the hall lies not only in providing a structure, but in helping make village-level interaction more stable, inclusive, and organized.

At the same time, this type of success story also points toward the next stage of strengthening. Once the hall is accepted as a legitimate common space, expectations shift toward more regular programming, stronger maintenance, and better amenities. In that sense, the intervention has already laid a strong community foundation; the policy priority now is to deepen its role as a continuously active village development platform.

Reducing the Burden of Private Venue Costs: A Story of Practical Relief

One of the clearest findings in the assessment is that respondents strongly felt the hall has reduced the need to spend on private venues for community events. For poorer households and ordinary residents, this practical cost saving is not a minor convenience but an important social benefit. The raw responses include direct statements such as the hall being "good for poor people" and useful for conducting functions without depending on other arrangements.



One woman resident emphasized that the hall's importance lies in affordability. Earlier, organizing even a modest community-related function or group activity could involve financial burden, negotiation, and inconvenience. The presence of a common hall has changed that by offering a recognized public place that can support events more easily and at lower cost. In her words, it is "good for poor people to conduct functions," because it reduces dependence on rented or private spaces.



This experience aligns closely with the wider survey result in which an overwhelming share of respondents reported that the hall helped reduce costs previously incurred for private venue use. The story highlights that the value of community infrastructure is not only institutional or symbolic - it can also be direct, practical, and financially meaningful for ordinary households.

At the same time, the story also suggests the next stage of need. Once the hall becomes a low-cost community venue, demand naturally grows for better washrooms, water facilities, and expanded capacity so that the economic relief it provides is matched by comfort and convenience.

In that sense, the intervention has already reduced cost barriers; the next step is to improve user experience while preserving affordability.

Useful for Everyone, Not Just for Events: A Story of Everyday Community Benefit



A number of open-ended responses were simple but revealing: “It’s good for my village,” “This CH very useful to village,” and “This building is very useful for our villagers.” These short responses may appear modest, but together they reflect a broad sense that the hall is valued not for one isolated purpose, but as an asset for the village as a whole.

One village resident noted that, the hall’s benefit is not tied only to large events. Rather, it lies in the fact that the village now has a shared place that belongs to everyone. Earlier, community interactions were dispersed and less structured. Now, the presence of a dedicated hall makes the village feel better equipped for public use, gatherings, and social coordination. He described it as a facility that is simply “good for my village,” a phrase that captures broad usefulness rather than narrow personal benefit.

This type of feedback resonates with the broader findings on relevance, fair access, and community outcomes. Respondents overwhelmingly reported that the hall aligns with local governance and community development needs, that access is fair for all groups, and that community participation has improved. The success of the intervention, therefore, lies partly in this shift from fragmented use of space to a more collective and recognized public platform.

At the same time, this broad-based acceptance also means that people now expect the hall to keep improving. Once it is seen as "for the whole village," policy attention must focus on ensuring that it remains inclusive, clean, adequately equipped, and capable of serving a growing range of public uses.

A Space for Smaller Households and Community Functions: A Story of Inclusion

Among the scattered but meaningful open-ended remarks, one response noted that the hall is "very useful for smaller-category people to conduct functions" (translated from Telugu), pointing to the hall's role in supporting those who may not have easy access to large private spaces or resources for event organization.



One village resident emphasized that such public infrastructure can quietly strengthen dignity and inclusion within the community. Earlier, families with fewer resources had fewer choices for conducting community-related events with convenience and social acceptability. A community hall does not remove all inequalities, but it provides a more level starting point. She described the space as especially useful because it allows functions to be conducted in a respectable and common place rather than in constrained or costly alternatives. This account connects well with the broader evidence on access fairness and perceived relevance. The hall is not seen as a restricted facility serving only a few influential actors; rather, it is broadly perceived as a shared asset. That makes its value inherently inclusive, especially when it reduces informal exclusion linked to cost, space, or social standing. At the same time, such inclusion depends on continued fairness of access, transparent booking systems, and basic comfort facilities. Once the hall begins to support a wider range of users, the priority becomes protecting that inclusiveness through good management, clear rules, and amenity completeness.

Joy, Pride, and Shared Identity: A Story of Community Morale

One of the most human responses in the open-ended section stated that the facility "gave much happiness to all the people of our village." Though brief, such a statement reflects an important but often under-documented dimension of infrastructure projects: the effect they can have on collective morale, local pride, and the emotional sense of community value.



For another resident, the community hall is not important only because of its functions, but because it signals that the village now has a recognized and useful common asset. The building represents convenience, visibility, and a sense that community life has been strengthened. He explained that the facility brought joy to the village because it created a place that people could identify with and use collectively.

This kind of sentiment is supported indirectly by the broader assessment findings: strong relevance, high support for replication, high confidence in long-term functionality, and strong perceptions of community participation and social cohesion. These are not only technical indicators, they also suggest that the hall is becoming part of the social fabric of the village.

At the same time, emotional acceptance alone is not enough for long-term value. A hall that creates pride must also remain well-maintained, active, and useful. The recommendation is that community goodwill is already strong; the next phase should convert that goodwill into sustained programming, stronger maintenance systems, and continued public trust.

Geo-Tagged Photos Captured During Field Study



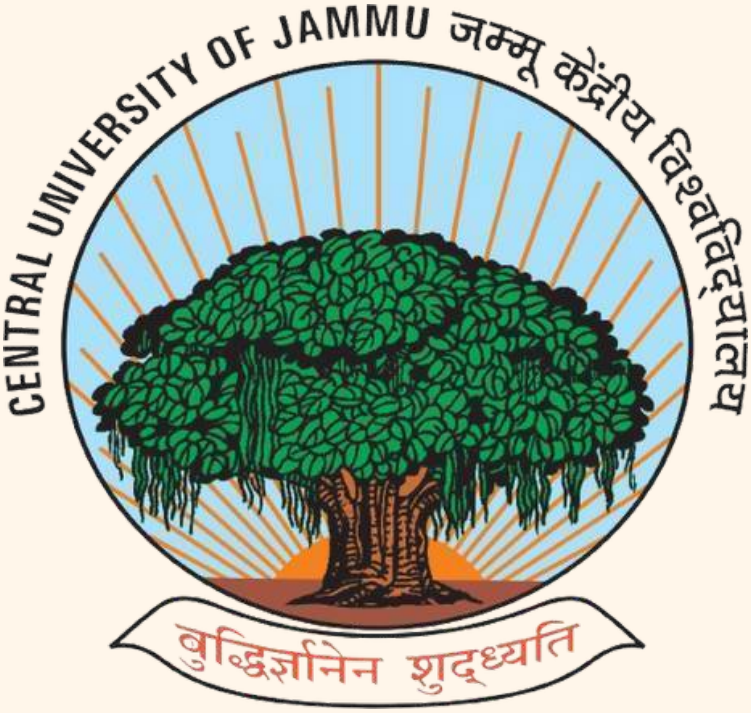



గ్రామ సభ
గ్రామ సచివాలయము - దేవరపల్లి
తోట్లవల్లూరు మండలం, కృష్ణాజిల్లా.
Latitude: 16.298199
Longitude: 80.819605
Elevation: 29.56±1.67 m
Accuracy: 14.96 m
Time: 14-04-2026 13:56


మల్టీ పర్పస్ హాల్
NHPC
Latitude: 16.358666
Longitude: 80.776464
Elevation: 42.02±116.0 m
Accuracy: 11.72 m


మల్టీ పర్పస్ హాల్
NHPC
Latitude: 16.358655
Longitude: 80.77664
Elevation: 37.82±20.8 m
Accuracy: 2.0 m
Time: 13-04-2026 17:55
Note: Multi purpose hall building at kalasamalapalli H/o Thotlavalluru


మల్టీ పర్పస్ హాల్
NHPC



CENTRAL UNIVERSITY OF JAMMU,
BAGLA (RAHYA SUCHANI),
DISTRICT SAMBA,
JAMMU & KASHMIR, 181143