

CSR IMPACT ASSESSMENT REPORT







TATA SONS PRIVATE LIMITED



SOULACE CONSULTING PVT LTD

INTRODUCTION

The clarion call from the global community embodied in the Agenda 2030 to strive for a safe, just and sustainable world on an emergent basis is aptly complemented by the CSR regulation in India. Acknowledging the multiple and simultaneous deprivations faced by the poor & marginalized and the complexity of the developmental challenges in the nation in meeting the Sustainable Development agenda, Tata Sons has forged its CSR to strategically align with the overarching goals of the national flagship programs across macro dimensions of education, health, and livelihood. This study attempts to assess the impact of 14 such interventions undertaken in the above-mentioned broad thematic areas that have completed more than a year.

					
Number of Projects	Financial Year	Thematic Area Covered	Implementing Partner	Project Budget	Number of Lives Touched
14	Jan 21 - March 21	Education and Empowerment, Healthcare and Sustainable Livelihood	Tata Education and Development Trust (TEDT)	Rs. 90.17 Crore	1 Million+

Schedule VII Alignment

Projects are aligned with Schedule VII read with Section 135 of the Companies Act, 2013 under following activities:

- (i) Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation and making available safe drinking water.
- (ii) Promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.

OECD Development Assistance Committee (DAC) Framework for Evaluation

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that works to build better policies for better lives by establishing evidence-based global standards and finding solutions to a range of social, economic and environmental challenges. The impact of the CSR programs implemented by Tata Sons has been evaluated using the normative framework laid out by the OECD Development Assistance Committee (DAC) that has been endorsed by several nations and has received prominent recognition as an important reference for determining the merit, worth or significance of developmental programs.



Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs), listed in the Agenda 2030, embody a shared global vision towards a safe, just and sustainable world in the face of climate change, conflict, inequality, persistent pockets of poverty & hunger, rapid urbanization and environmental degradation. The impact of this global consciousness has been mirrored in the Indian CSR regulation. The CSR programs implemented by Tata Sons were assessed for alignment with the SDGs to determine their coherence. Out of the total 17 SDG goals, the programs are aligned with the following goals -



INDEX

EDUCATION & EMPOWERMENT

Project No.	Project Description	Page No.
1	Technology-enabled Education through Joint Action (TEJAS)	02
2	Learnstorm using Digital Platform	03
3	Women's Literacy, Education & Empowerment	04
4	Strengthening Early Childhood Education (ECE)	05-06
5	Digital Solution for Banaras Hindu University (BHU)	06
	OECD Analysis	07-08

HEALTHCARE

Project No.	Project Description	Page No.
6	Improving Public Health - Service, Training, Research & Advocacy	09-10
7	Support to Patient Navigation Program - Kevat	10-11
8	Affordable Healthcare Diagnostic Centre	11-12
9	Establishing a Dedicated COVID Testing Unit	12-13
10	COVID Response Program	13
	OECD Analysis	14-15

SUSTAINABLE LIVELIHOOD

Project No.	Project Description	Page No.
11	Integrated Livelihood Promotion in Mizoram	16-17
12	Expansion of Four Milk Producer Companies (MPCs) under Tata Dairy Mission	17-18
13	Vikas Chetna - Addressing Health & Livelihoods of Communities in Yadgir District	18-19
14	Mission Gaurav - Migrant Support Programme	19
	OECD Analysis	20-21

Education & Empowerment

Project 01 : Technology-enabled Education through Joint Action (TEJAS)



BACKGROUND:

The TEJAS program was conceived to address the lessons that emerged from the previous programs implemented by TEDT for reforming English language learning in Maharashtra and to scale up the new model across the state. A community-practice and peer-learning-based design was created in alignment with evolving policy priorities at the national and state levels to give the teachers more independence in driving their learning on child-centric pedagogies and digital literacy in the context of teaching English. The program had the following key components:

- Institution of Teacher Activity Groups (TAG) in Maharashtra to promote teacher-ownership, peer exchange, and collaboration to adopt and use child-centric teaching and learning methods and tools for teaching English.
- Preparation of a cadre of master trainers by connecting them to a wide network of professionals in the field of education to design and deliver the training to TAGs.
- Leveraging digital tools and technology networks to keep the teachers and master trainers connected via applications such as WhatsApp and other social media groups.
- Engagement and collaboration with key state government officials and institutions reinforced to successfully scale up, and influence policy formulation and adoption by the government.



IMPLEMENTING PARTNER

TEDT



PROJECT DURATION

FY 2016-21



PROJECT BUDGET

Rs. 1.06 Crore



LOCATION

Maharashtra (Mumbai)

1,40,000

Learners have benefited from the program.

2,130

Teacher Activity Groups were instituted.

775

TAG coordinators were selected and trained.

51,500

Teachers across 36 districts of Maharashtra were engaged.

65

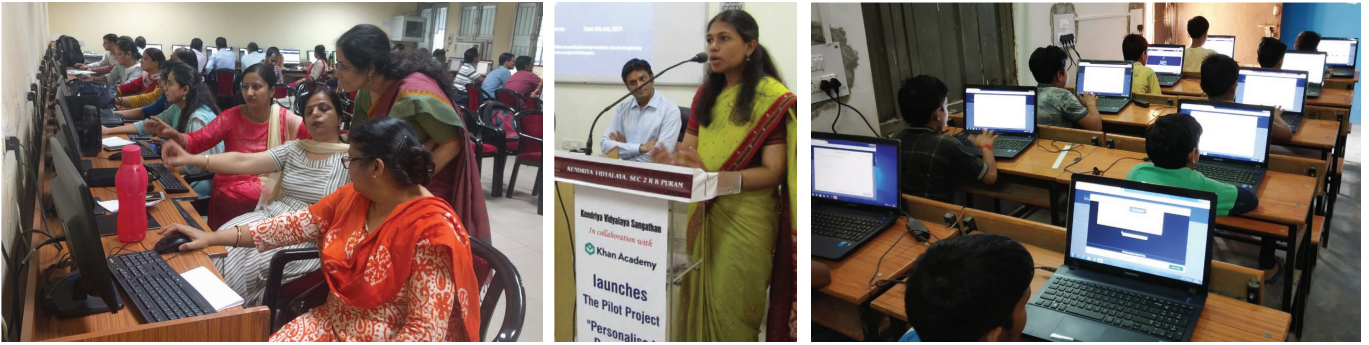
State Academic Resource Persons and English Subject Assistants were appointed.

OUTCOMES & IMPACT:

The broad outcomes and impact of the TEJAS program for multiple stakeholders are summarized below:

- **Teachers:** Enhanced understanding and appreciation for learner-centered pedagogy; growth in English language proficiency and usage; greater confidence in usage, and an increased facility with the use of technology, especially during the lockdown.
- **Students:** Numerous opportunities to use English in the classroom with a concerted focus on communication and fluency, deeper engagement and achievement motivation in English lessons, and increased access to diverse resources in English for self-learning.
- **Public Schools:** Acceptance and usage of learner centered and interactive teaching pedagogies and tools, gradual progression to a more equitable distribution of teacher instruction time and student-activity time, and an increase in the usage of English in the classroom by teachers (from 40% to 82%).
- **In-service Teacher Education:** Increased buy-in, engagement, and collective understanding of teacher training requirements across a wide variety of stakeholders and institutions in the state, acceptance of the new community-based training model, the importance of regional symposia and teacher clubs in promoting teacher agency and collaborative action for systemic change.
- **State Education Policy:** Cognizance of the need to reform the teaching and learning of the English language, the role of digital literacy in realizing the goal, and the importance of teacher-support networks; adoption of a few recommendations such as the use of Master Trainers, re-use or adaptation of existing resources, replication of the TAG model and events such as symposia by several state government partners.

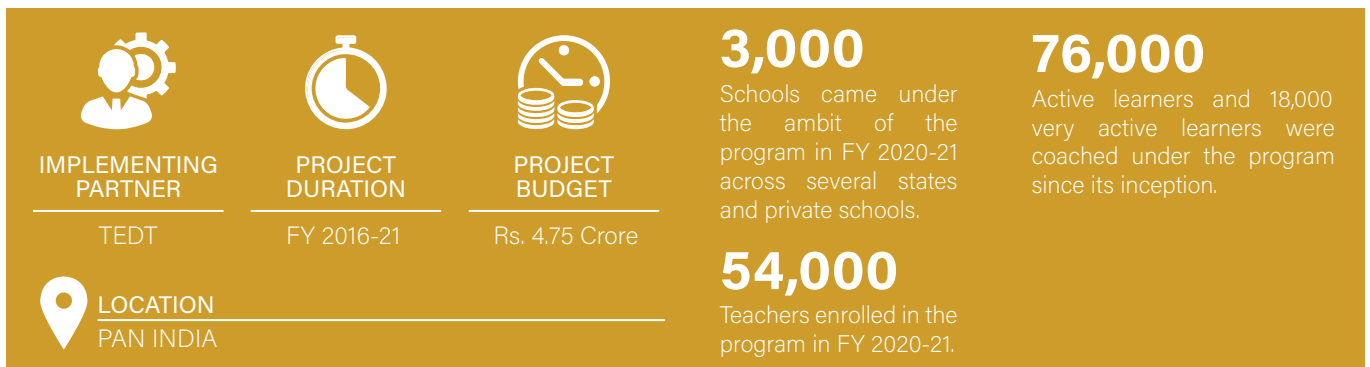
Project 02 : Learnstorm using Digital Platform



BACKGROUND:

The Learnstorm program, implemented by TEDT, leveraged the digital platform (Khan Academy India) to fill the gaps in learning Mathematics and Science among middle school and high school students in India. Its goal was to enhance learning outcomes by creating localized, relevant content and engaging learning experiences. The focus in the first phase of the program was on establishing proof-points of the program's quality, efficacy, and impact via creating educational resources, establishing partnerships with schools, and streamlining implementation and operations.

The digitally-delivered, multilingual content with its video lectures, practice exercises, progress-tracking, and teaching tools provided a learning experience that was tailored to the individual needs of the students and also aided in seamlessly transitioning to e-learning during the pandemic.



OUTCOMES & IMPACT:

The broad outcomes and impact of the Learnstorm program for multiple stakeholders are summarized below:

- Students:** Access to high-quality, contextualized learning resources in mathematics and science in regional languages in the form of video-based tutorials, practice exercises, and articles for concept-mastery; engaging, self-driven learning experiences; higher achievement motivation, better assimilation of concepts, and higher academic outcomes and the opportunity to learn digital skills, improved communication, and teamwork.
- Teachers:** Access to premium, ready-to-use, localized resources in mathematics and science; refresher training through webinars for continuous professional development; fluency with digital tools and platforms; digital dashboard for systematically tracking student progress and monitoring the effectiveness of teaching; deepening of content knowledge and conceptual clarity; appreciation for student-driven methods and processes, adoption of forward-looking, futuristic pedagogy.
- Schools:** Acceptance and appreciation for digital literacy and the digital program, positive learning environment, easy transition to online teaching and learning during the pandemic, integration of the content as a curricular resource, ease in aligning to state and national educational policy goals.
- Government:** Increase in localization partnerships at the state level paving the path to adoption of the model, scaling-up, and subsequent democratized access to premium educational resources.

Project 03 : Women's Literacy, Education & Empowerment



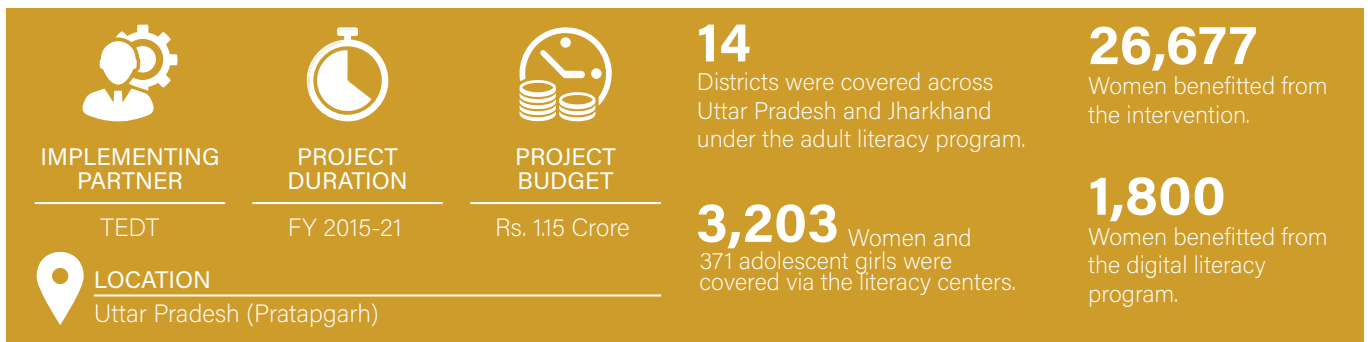
BACKGROUND:

The multiple deprivations associated with poverty are highly amplified for women compared to men. Education is the fulcrum for increasing the voice, agency, and meaningful participation of women in decision-making at the familial as well as the community level. Acknowledging the powerful role played by education in empowering women, TEDT designed and implemented a multi-layered functional and digital literacy program that had the following components:

- **Teaching of Competencies** that included language and numeracy skills related to writing, reading, and comprehension of simple words that were important in the context of the beneficiary women, and basic mathematical operations.
- **Imparting Functional & Digital Literacy** that included the skills required to negotiate daily life such as to read a bank passbook, newspaper, reading a clock, or while using a cell phone and use of technology in negotiating social worlds by building skills such as sending text messages, online banking, and accessing information about rights and entitlements on the phone or through elected government representatives.
- **Fostering Critical Awareness & Understanding of Own Social Context** that included situating learning material in the realities and challenges of women's lives to build a perspective on critical dimensions of health, education, society, and finances using the lens of gender and empowering the beneficiaries to negotiate with restricting social structures.

COVERAGE:

- 77 Literacy Centres were opened in 3 blocks of Lalitpur to provide space for women to learn reading and writing and to create a safe and non-judgmental space for them to share their problems, seek peer support, and build solidarity.
- 203 village-level camps in Mehrauni, Mandawara, and Birdha blocks of Lalitpur were conducted for mobilizing women and the community to advocate for women's empowerment.
- 26 Literacy & Information Centres were established to sustain and strengthen literacy activities in selected villages covering 2,525 women from Dalit, tribal, and OBC communities.
- 3 blocks of Pratapgarh district were covered under the Applied Digital Literacy program.



OUTCOMES & IMPACT:

The broad outcomes and impact of the Women's Literacy, Education and Empowerment program for multiple stakeholders are summarized below:

- **Women Beneficiaries:** Accelerated acquisition of functional and digital literacy skills by women due to close identification with the context of the learning materials; increased achievement motivation and confidence; improved livelihood outcomes; heightened awareness of rights and entitlements; access to the learning centre as a safe space for voicing opinions, discussing issues; solidarity, cohesion and forming a collective perspective; active seeking out of information, processing received information and taking informed action.
- **Community:** Increased awareness about gender issues and rights due to open access to the Literacy and Information centres; a decrease in restricting the mobility of women, a reduction in violence against women, a slight decrease in the early marriage of young girls, and gradual but progressively reducing resistance against the independence of women, and increased participation of men in the adult literacy program.

Project 04 : Strengthening Early Childhood Education (ECE)







BACKGROUND:

The ECE intervention of Tata Sons implemented by TEDT acknowledges the criticality of care, health, nutrition, play activities, and learning within a safe environment during early childhood and the fact that deficits during this stage of life tend to accrue over time and have substantive and cumulative adverse impacts on the child's development trajectory. The program aligns with the goal encapsulated in the national Early Childhood Care and Education (ECCE) policy that aimed to provide holistic development opportunities for children from the prenatal period to six years of age through a network of Integrated Child Development Scheme (ICDS) centers, popularly known as Anganwadis (AWCs). With a view to maximizing impact and sustainability, the following were made integral dimensions of the design:

- Capacity building of Anganwadi staff on ECE and Nutritional requirements through intensive training and initial hand-holding support.
- Fostering synergy between Anganwadi staff, Village-level health workers, local institutions such as Nutritional Resource Centres (NRCs) and Panchayats, caregivers, and communities.
- Building the requisite infrastructure in Anganwadis and NRCs to create a safe learning and nurturing environment.
- Fostering community awareness and ownership by sensitizing them towards nutritional and educational requirements of children through Bal Vikas Samitis, Bala Melas, Nutrition Camps, Mobile library, periodic home visits, and caregivers' meetings.
- Forging deep engagement with public institutions to influence and shape the ECE curriculum and to scale the model by ensuring buy-in and adoption from the Department of Women and Child Development (DWCD) and Kalyana Karnataka Region Development Board (KKRDB).

COVERAGE:

- 517 AWCs spread across 19 ICDS Circles in the Yadgir district were covered under the intervention.
- 333 village and GP level Bala Melas were organized for sensitization and participation at the community level.
- 142 AWCs were covered under nutrition intervention.
- 200 nutrition gardens were established at the household and AWC levels.

 IMPLEMENTING PARTNER TEDT	 PROJECT DURATION FY 2015-21	 PROJECT BUDGET Rs. 1.26 Crore	9,101 Visits were organized.	12,296 Home visits were organized.	3,340 Parent meetings were organized.
 LOCATION Karnataka (Yadgir)			13,000+ AWCs across 6 districts of Kalyana, Karnataka Region (KKR) were covered.	4.25 lakh Children benefitted.	

OUTCOMES & IMPACT:

The broad outcomes and impact of Strengthening the Early Childhood Education program for multiple stakeholders are summarized below:

- **Children:** Increase in enrollment & attendance of pre-school activities (to 60%); greater motivation, higher learning and nutritional outcomes; improvement in school readiness competencies.
- **Caregivers and Community:** Increase in awareness about the importance of early childhood education and nutrition; deeper engagement in Anganwadi activities, increased participation in Bal Melas and nutritional camps; setting up of nutrition gardens for a balanced diet.
- **Anganwadis & NRCs:** Improved infrastructure and hygiene, more child-friendly learning space, relevant and sufficient teaching-learning and play material, promotion of nutrition gardens for supplementing children's nutrition, deeper engagement with the community to establish developmentally appropriate early childhood care practices, and jointly monitoring & supporting the services.

- **Public Institutions and Government:** Strong linkages and collaboration with ICDS officers, NRCs, Sub-centres, Primary Health Care Centres (PHCs), Panchayats, DWCD, and the Department of Health and Family Welfare (DHFV); alignment with the goals of the Poshan Abhiyan to augment government's effort in countering malnutrition; securing support from KKRDB in scaling-up the program to cover 6 districts of Kalyana-Karnataka region; participation in the State ECE Curriculum revision exercise and developing ECE curriculum for the Department of Public Instruction (DPI) to enhance quality and influence ECE policy framework.
- **AWC Staff & Village Health Workers:** Improved delivery of pre-school learning in 50% of the AWCs, the dedication of 1.5 hours to 2 hours to pre-school learning regularly; systematic monitoring of growth using tools/instruments and fluency in data recording; efficient comparison with WHO standards and identification of nutritional deficiencies; better management of malnourished children and NRC referrals; improved coordination and synergy between AWC staff and village health workers to jointly address the educational and nutritional needs of children; increased ties with the community.





Project 05 : Digital Solution for Banaras Hindu University (BHU)

BACKGROUND:

Organizations are increasingly becoming aware of the criticality of a well-defined organizational structure, effectual distribution of workload, and real-time access to vital information for efficient management and optimal utilization of human capital. Additionally, the need for reliable and streamlined financial and accounting processes is also being realized to manage the accounting flow and to gain a deeper understanding of costs, revenue, and profitability.

Tata Sons supported a digital solution, in the form of an integrated digital e-office, for BHU to enhance the University's human resource and financial management. The program had the following key components:

- Implementation of a Human Resource Management System to manage human resources and related processes throughout the employee lifecycle.
- Implementation of a Financial Management System to manage assets, income, and expenses.

			1700 Teachers and 8000 non-teaching staff benefitted from the intervention.
IMPLEMENTING PARTNER	PROJECT DURATION	PROJECT BUDGET	
TEDT	FY 2020-21	Rs. 3.93 Crore	6 Institutes, 14 faculties, 140 departments and 4 Inter-disciplinary Centers of the University were brought under the ambit of the intervention.
 LOCATION Uttar Pradesh (Varanasi)			

OUTCOMES & IMPACT:

The broad outcomes and impact of the Digital Solution for Banaras Hindu University program for multiple stakeholders are summarized below:

- **Human Resource Management:** Reduction in administrative manual tasks & paperwork, reduction in manpower wastage, standardization of processes, lower operational costs, and increased efficiency.
- **Financial Management:** Automated finance processes and reduced accounting errors, better budgeting and planning, faster financial closure and reporting, greater transparency, and easier compliance with statutory requirements.

Education & Empowerment : OECD Analysis

RELEVANCE

All the educational interventions rank high on relevance as they address the prioritized needs of the beneficiaries across the target geographies:

TEJAS : The program worked towards enhancing the quality of teaching English in government schools. It mapped to the strong aspiration for the language in the country as it is viewed as a vehicle for upward social and economic mobility. The intervention was high in relevance as not only it addressed this deep aspiration of the local populace to break the socio-economic differential but also because it acknowledged the role of English in providing access to diverse resources, higher education, better economic opportunities, and greater participation in regional, national & global affairs for students in the region.

Learnstrom using Digital Platform: Digital learning is a modality that has empirically proven to be the most effective in breaking barriers in access and promoting self-paced, mastery-based learning. The intervention has fulfilled this critical need in the region by accelerating the development and delivery of locally relevant education resources to the Indian learner, providing customized and comprehensive learning resources, especially for mathematics and science, that can be used within and outside classrooms. Thus, has been high in relevance.

Women's Literacy, Education & Empowerment: The intervention on functional literacy has linked literacy with the challenges that illiterate women face and has connected it to their daily life needs while providing opportunities for sustaining literacy skills on a regular basis. As education plays a key role in empowering women, the intervention has been highly relevant.

Strengthening Early Childhood Education (ECE): Yadgir district is characterized by high mortality, child malnutrition, early marriage, low literacy, and a steep school drop-out rate. The intervention has been highly relevant because it targetted the holistic development of children at an early age in terms of providing adequate nutritional support and quality education, thus, stopping developmental backlogs and subsequently social issues from multiplying over time.

Digital Solution for Banaras Hindu University (BHU): The intervention served a critical need in educational institutions, especially, universities as large as BHU, to leverage digital solutions to establish a well-defined organizational structure, reduce cost, time, and wastage of human effort, standardize processes, have real-time visibility into operational and financial transactions, to eventually increase accountability, generate efficiencies and improve services.

COHERENCE

The projects are primarily aligned with SDG Goals:



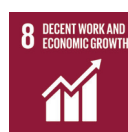
- Strengthening Early Childhood Education (ECE)



- Women's Literacy, Education & Empowerment



- TEJAS
- Learnstorm using Digital Platform
- Women's Literacy, Education & Empowerment
- Strengthening Early Childhood Education
- Digital Solution for Banaras Hindu University



- Women's Literacy, Education & Empowerment

EFFECTIVENESS

The interventions for education were high on effectiveness because they were able to meet the overarching goals successfully:

TEJAS: The intervention successfully enabled a learner-centric model of teaching and learning of English in the classroom by equipping the public-school teachers with relevant learning resources and pedagogical skills & tools. Further, it boosted the confidence of the trainees in terms of their ability to communicate in English and to nurture the same in their students.

Learnstorm using Digital Platform: The program effectively met its overarching goal of providing access to free, high-quality education aligned to the Indian curriculum through a digital platform.

Women's Literacy, Education & Empowerment: The Applied Digital Literacy program successfully met the twin objectives of imparting functional literacy to rural women and equipping them with the skills to leverage digital media for learning. Thus, it is high on effectiveness.

Strengthening Early Childhood Education (ECE): The program managed to meet its twin objectives of nutritional and educational support to Anganwadi children successfully, thus, it is high in effectiveness.

Digital Solution for Banaras Hindu University (BHU): The intervention was high on effectiveness as it met its primary objectives of reduction in manual tasks and paperwork, reduction in cost and manpower wastage, standardization of processes, and increased organizational efficiency.

EFFICIENCY

The educational interventions were highly efficient owing to a robust design, optimal utilization of human and material resources, and strong public-private partnerships with key stakeholders.

TEJAS: The intervention leveraged the existing school infrastructure and a community-based model of training to equip the teachers with the key skills and tools for effective teaching and learning of English over a short time period. Thus, it maximized output in a time-bound fashion.

Learnstorm using Digital Platform: The program leveraged the digital platform to maximize coverage and outreach and its efficiency was evident from the fact that over 300 schools adopted the curriculum that was made available to them in regional languages. Partnerships forged with Kendriya Vidyalayas (KV), Jawahar Navodaya Vidyalayas (JNV), and some state governments ensured access to quality content and resources curated by Khan Academy free of cost for

several thousand teachers and students. Thus, the intervention was high on efficiency.

Women's Literacy, Education & Empowerment: The program also leveraged the digital platform for imparting functional literacy and is characterized by efficient allocation of resources and time-bound delivery. Thus, it was high on efficiency.

Strengthening Early Childhood Education (ECE): The program had an inclusive design where it leveraged the existing Anganwadi infrastructure and human resources and also closely collaborated with a variety of public institutions to continually shape the outcomes. Thus, it was highly efficient.

Digital Solution for Banaras Hindu University (BHU): The program was high on efficiency owing to its crisp design, optimal utilization of resources, cost effectiveness, and smooth operations.

IMPACT

TEJAS: The intervention created a high impact on public school teachers and improved their confidence in imparting English lessons and laid the foundations for a greater systemic change in terms of student autonomy and forward-looking pedagogy.

Learnstorm using Digital Platform: The intervention brought about a tangible improvement in the academic achievement of the benefitting students. Further, the instructional design and mastery-based curriculum improved students' problem solving skills, achievement and ability to work and enabled some students to achieve outcomes beyond their existing grade levels.

Women's Literacy, Education & Empowerment: The intervention was high on impact as the beneficiary women were more aware of their rights and entitlements under different government programs that included access to information and filling up of forms for cash transfers to

Jan-Dhan accounts, receiving LPG connections under Pradhan Mantri Ujjwala Yojana, securing work under MGNREGA, receiving extra quota of ration under Pradhan Mantri Garib Kalyan Yojana, and getting loans for SHGs.

Strengthening Early Childhood Education (ECE): There was a visible shift in the approach to early childhood development under the program that is reflected in a variety of pre-school level learning activities, efficient classroom organization, and higher learning outcomes along with enhanced student motivation.

Digital Solution for Banaras Hindu University (BHU): The intervention had a high impact on planning and decision-making processes as real-time, easily retrievable information was available across the different units of the University. Further, it boosted workforce productivity by reducing engagement in administrative manual tasks.

SUSTAINABILITY

TEJAS: The intervention had enduring outcomes as it nurtured a culture of ownership and community practice among teachers and forged deep collaboration with the State government and other public institutions to scale up, influence policy formulation, and adoption of the Continuous Professional Development model by the government. Thus, the intervention was high on sustainability.

Learnstorm using Digital Platform: The Learnstorm program has established proof-points for quality effectively and has employed transparent processes and quick response to content demands to nurture deep engagement and to establish robust partnerships. This has resulted in fidelity among key state government partner schools and increase in localization partnerships, thus the intervention had a high sustainability.

Women's Literacy, Education & Empowerment: The intervention had deep and lasting footprints as it assimilated the real challenges and struggles faced by women to craft its learning material for educating neo-literate and illiterate

women. Further, it has made women aware about their rights and entitlements, created solidarity among women to stand up against discriminatory social structures, and has also progressively shaped the community's perspective on women's rights.

Strengthening Early Childhood Education (ECE): The intervention worked in close collaboration with the existing Anganwadis to build infrastructure and capacity, generate awareness about the criticality of nutrition and preschool education among public health workers as well as the mothers and the community. It has also managed to forge robust ties with public institutions and adoption by State departments thus, making it highly sustainable.

Digital Solution for Banaras Hindu University (BHU): The intervention was high on sustainability as the beneficiaries adopted digitization for human resources and financial management. System transparency and accountability triggered by digitization will eventually improve work culture and ethics.

Healthcare

Project 06 : Improving Public Health: Service, Training, Research, and Advocacy



BACKGROUND:

The public healthcare institutions and services in remote regions of Chhattisgarh are plagued by poor infrastructure, low staffing, high population load, and subpar quality of service resulting in poor health outcomes for the communities, a majority of whom are tribals. Taking cognizance of the situation, Tata Sons launched a multipronged CSR health initiative, which is being implemented across 76 villages in Chhattisgarh by TEDT, to provide promotive, preventive, and curative health care facilities to underserved communities from poor socio-economic backgrounds in and around Ganiyari. The program has the following key aspects:

- Establishing a base hospital in Ganiyari, equipped with trained medical staff, Out-patient department (OPD) & In-patient wards, emergency room, operation theatre, labor room, Newborn Intensive Care Unit (NICU), a High Dependency Unit (HDU) for intensive care, laboratory, radiology, and pharmacy; to act as a referral centre for the surrounding villages to access secondary and tertiary care.
- Establishment of separate out-patient departments for COVID and non-COVID patients for screening COVID-19 suspects, stabilizing them in dedicated COVID in-patient wards, and providing proper referral while simultaneously ensuring that the healthcare needs of non-COVID patients do not get obstructed.
- Enlisting the support of local healthcare workers such as the ANMs to extend healthcare services in remote regions through subcenters and outreach clinics and establishing respiratory OPDs for triaging and management of COVID patients during the pandemic.
- Awareness generation among the communities for promotive and preventive healthcare.
- Instituting a resource centre as a hub for training key stakeholders, developing health-related technology such as breath counter & electrophoresis machine, patient tracking & management through a digital record system, advocacy, and influencing policy for quality improvement in healthcare in the region.

COVERAGE:

- 276 Tuberculosis patients & 483 cancer patients were treated during the pandemic.
- 2,294 patients were provided with emergency care in the non-COVID emergency room.
- 2,316 COVID suspects were tested and 1,010 patients were treated in the COVID emergency room.
- 3,790 patients were provided in-patient care in the 100 bedded facility out of which 2,726 patients assisted in availing state financing.
- 261 patients treated in the HDU.
- 1,737 patients were provided surgical care.
- 880 deliveries were conducted out of which 162 were Caesarean sections.
- 7344 X-Ray studies including contrast studies and 3127 ECGs and ultrasounds were performed.
- 2,792 women were examined and counseled through augmented antenatal clinics.
- 2,483 visits were conducted for post-delivery or post-abortion care.



IMPLEMENTING PARTNER

TEDT



PROJECT DURATION

FY 2016-21



PROJECT BUDGET

Rs. 5.50 Crore

2,270

COVID patients were triaged and treated.

16,033

Patients availed the laboratory services and 230478 investigations were performed for microscopy, biochemistry, hematology, serology, microbiology, and others.

43,141

NON-COVID patients were checked.

3,127

ECGs and Ultrasounds were performed.



LOCATION

Chhattisgarh (Bilaspur)

OUTCOMES & IMPACT:

The broad outcomes and impact of Improving Public Health: Service, Training, Research and Advocacy program for multiple stakeholders are summarized below:

- **COVID Patients:** Access to fool-proof diagnosis and medications, timely treatment of the infection and co-morbidities, access to respirators, oxygen, and trained medical personnel for critical patients, and access to a dedicated emergency room for alleviating respiratory distress.
- **Non-COVID Patients:** Uninterrupted diagnosis & treatment of critical diseases like cancer, TB, Sickle-cell anemia, Leprosy, Diabetes, and surgical care, access to quality in-patient care, telemedicine services for psychiatry, consistent follow-up from the program team on current health status, availability of crucial medicines, and transport for referrals, access to outreach clinics for primary care, increased adherence to treatment for diseases like TB and Leprosy through the formation of community-level peer support groups.
- **Mothers & Children:** Increased awareness about nutrition and reproductive hygiene, sustained access to antenatal, intrapartum, and postpartum care, increase in institutional deliveries and home-based deliveries assisted by a trained professional during the pandemic, gradual reduction in maternal mortality in intervention villages, access to neonatal intensive care, nutritional management for children, prompt referrals for malnourishment, and overall decrease in child mortality in program villages.
- **Public Health Institutions & Departments:** Decrease in overall patient burden, access to advanced in-service training for public health workers, continued support for diagnostic and management challenges, partnership in a joint research study on new illnesses, technical expertise, and training material for emergency care, adoption of health related technology by the State and gradual shift in approach.





Project 07 : Support to Patient Navigation Program: Kevat



BACKGROUND:

Nationwide, hospitals have been registering a high patient influx as the incidence of cancer is on a steep rise. The diversity of patients and the multifaceted nature of cancer care makes it extremely challenging to handle the patient burden. To broach this issue head-on, Tata Sons supported a holistic patient navigation program called Kevat, through TEDT, to ease the challenges faced by cancer patients and caregivers in seeking treatment and to reduce workload on Tata Memorial Cancer (TMC) hospital. Kevat, which literally means 'boatman', was aimed at creating a specialized, trained task force to help patients efficiently cope with the entire gamut of diagnosis, treatment options, cure, follow-ups, eventual return to normalcy or to serve special needs of palliation, end-of-life management.

The Kevats (patient navigators) coordinated the patients' care and steered them through the complex labyrinth of the cancer-care system along with addressing a horde of psycho-social and emotional needs through humane & empathetic communication and counseling. The year-long, rigorous, holistic training model encompassed:

 IMPLEMENTING PARTNER TEDT	 PROJECT DURATION FY 2019-21	 PROJECT BUDGET Rs. 1.00 Crore	<p>14,665 Patients were assisted by Kevats in addressing diverse needs of information, the process of delivery, counseling and emotional support, accommodation and financial support, and other barriers to care.</p> <p>69,622 Tokens were issued to manage the crowd.</p> <p>1,40,977 Patients were screened at the gates during the pandemic.</p>	<p>1,089 Patients were contacted during the pandemic for teleconsulting and meticulous records of the teleconsultation were maintained.</p>
 LOCATION Maharashtra (Mumbai)				

- Building a knowledge base in patient navigation in oncology with fluency in medical terminologies and understanding of different types of cancer and their treatment protocols, supportive care options, risks and benefits of integrative therapies, rehabilitation, funding options, insurance, and other patient allied services; along with the competency to design and implement patient navigation programs in hospitals.
- Garnering a perspective on principles and operations of health systems, concepts of evidence-based information

- on cancer screening, diagnosis, treatment, and survival.
- Establishing the concept of patient-centric and ethical care through effective, productive, and humane communication with patients and caregivers in a way that maintains dignity, autonomy, and confidentiality to improve patient experience and reconcile differences between patient-want and health providers' recommendations.
- Understanding confidentiality protocols, ethics in care, advanced directives, and patient rights.

OUTCOMES AND IMPACT:

The broad outcomes and impact of the Patient Navigation program for multiple stakeholders are summarized below:

- **Patients:** Reduction in concerns of time and cost in coordinating the logistics of information gathering and hospital procedures, improved access to on-ground assistance in coordinating appointments and care, competent guidance to walk through the multi-step cancer treatment, efficient hand-holding support for illiterate and poor patients in terms of seeking financial help and subsidized treatment by liaising with the social work department, increased access to counseling and psycho-social support to deal with the fear and uncertainty associated with the disease.
- **Hospital:** The increased bandwidth of medical staff including doctors, improved logistics and operations, better management of patient load and efficient delivery of services, safe delivery of services during the pandemic via comprehensive screening, crowd management and teleconsultation, availability of online care navigation, prioritization of clinical urgencies and quick resolution, establishment of a common ethos of patient service by handholding and disbursing information using a combination of empathetic communication and clinical knowledge.





Project 08 : Affordable Healthcare Diagnostic Centre



BACKGROUND:

Diagnostic centres and hospitals equipped with state-of-the-art technology have been mushrooming at a fast pace but the services provided by them are inaccessible to people from the lower as well as middle economic strata. These critical investigation facilities are available at public hospitals but the machinery is often outdated or dysfunctional or there is a long waiting period due to high-patient loads. Thus, denying the patient timely diagnosis and diluting the treatment outcomes.

Tata Sons CSR in health prioritized this emergent need and set up a modern diagnostic centre in the Bandra Reclamation area of Mumbai through its implementing partner, TEDT. The key components of the intervention were:

 <p>IMPLEMENTING PARTNER</p> <p>TEDT</p>	 <p>PROJECT DURATION</p> <p>FY 2020-21</p>	 <p>PROJECT BUDGET</p> <p>Rs. 7.79 Crore</p>	<p>10,00,000</p> <p>People can avail of the diagnostic, OPD, and pharmaceutical services</p>	<p>200</p> <p>Patients avail the diagnostic services per day</p>
 <p>LOCATION</p> <p>Maharashtra (Mumbai)</p>	<p>80-100</p> <p>Patients access the OPD and the pharmacy on a daily basis</p>			

- Establishment, provision & maintenance of high-end medical diagnostic investigation facilities such as Magnetic Resonance Imaging (MRI), Computerized Tomography Scan (CT scan), and Ultrasonography (USG) at subsidized rates mainly to the population in the Mahim-Andheri suburban belt, 50% of which are slum dwellers.

COVERAGE:

- 300 co-operative housing societies, 80,000 chawls & slums within a radius of 2 sq. km accessed the facilities provided at the centre.
- Round-the-clock services were provided by a trained

OUTCOMES AND IMPACT:

The broad outcomes and impact of the Affordable Diagnostic Centre for multiple stakeholders are summarized below:

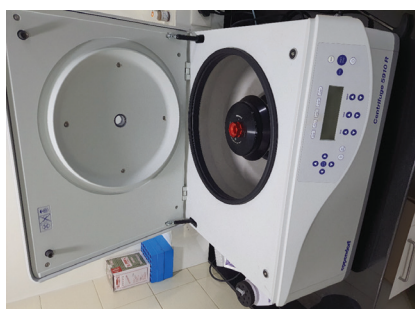
- **Patients:** Decrease in turn-around time for critical tests, early diagnosis & timely treatment, access to low-cost medicines, increased access to modern diagnostic facilities, decrease in healthcare expenditure, and improved health outcomes.
- **Public Hospitals:** Reduced burden of high-end diagnostic tests, access to a low-cost referral centre for diagnostic tests, and timely intervention for critical diseases.

- Reducing the pressure on heavily-burdened government hospitals in the area and augmenting their effort to provide quality healthcare to people from low- and middle-income strata.
- Strengthening of the OPD and the pharmacy unit to provide subsidized consultation and low-cost medicines.

fleet of around 35 medical and non-medical staff on a daily basis throughout the week.

- 20-25 MRIs, 20 USGS, 50-60 X-rays, and 100 pathology tests were availed on an average per day.

Project 09 : Establishing a Dedicated COVID Testing Unit



BACKGROUND:

As the country was battling the exponential rise in COVID cases and the havoc wrecked by the pandemic on the health infrastructure, laboratories were also staggering under the burden of a huge number of tests. The turn-around time from collecting the samples to delivering the results was very high and was causing undue delay in treatment of COVID or admissions to hospitals for other critical illnesses such as cancer. Tata Sons focused their CSR on health, with TEDT as their implementing partner, to set up a dedicated COVID-testing unit for cancer patients, caregivers & attendants, staff, and staff dependents of Tata Medical Center. The following were the key components of the intervention:

- Providing funds for setting up the infrastructure of the laboratory, engineering, and civil works, and procurement of laboratory equipment, testing kits, and protection kits.
- Support for hiring human resources inclusive of microbiologists, scientific officers & lab technologists, and data entry staff.
- Support for online booking, app facilities, and SMS services.



IMPLEMENTING PARTNER

TEDT



PROJECT DURATION

FY 2020-21



PROJECT BUDGET

Rs. 1.13 Crore

A total of
16,671
COVID tests performed
in the unit.

15,000
On an average, COVID tests
were performed per month
between June 2021 and
December, 2021.



LOCATION

West Bengal (Kolkata)

OUTCOMES AND IMPACT:

The broad outcomes and impact of the Dedicated COVID Testing Unit for multiple stakeholders are summarized below:

- **Patients:** Quick diagnosis & timely intervention for COVID infection, reduced wait time for admissions & subsequent treatment for cancer.
- **Hospital:** Reduced pressure on the in-house laboratory for testing, smoother operations in terms of medical staff raising test booking requests and receiving results digitally, shortened time between test request and intervention.

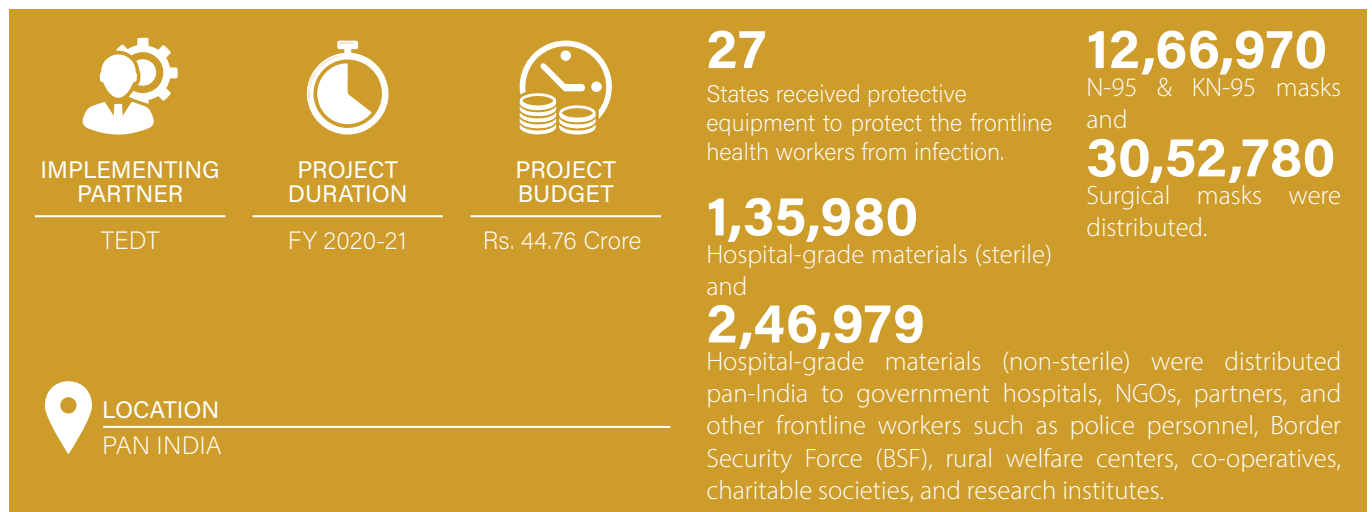
Project 10 : COVID Response Program



BACKGROUND:

As the nation was reeling under the effect of COVID-19 and the country went under a lockdown to curb its spread; Tata Sons formulated a rapid response strategy to augment the efforts of the health institutions, NGOs, and other frontline workers by the extensive distribution of personal protective equipment for their safety. The following materials were distributed:

- Hospital-grade Materials – Sterile (including gloves, and goggles)
- Hospital grade Materials - Non-Sterile
- N-95/ KN-95 Masks
- Surgical Masks (3 layers)



OUTCOMES AND IMPACT:

The broad outcomes and impact of the COVID response program for multiple stakeholders are summarized below:

- Minimized the spread of the disease among frontline health workers, government institutions, police force, BSF, and other critical institutions such as welfare centres and charitable societies.
- Augmented the government's efforts to contain the spread of the infection and ensured the safety of health workers critical for providing healthcare services.

Healthcare : OECD Analysis

RELEVANCE

All the interventions were high in relevance as they addressed prioritized needs across the target geographies and population:

Improving Public Health: Service, Training, Research and Advocacy: The intervention was highly relevant as it served the needs of COVID patients during the pandemic when the entire healthcare system across the nation was crumbling under a high patient load. Additionally, it also served non-COVID patients whose needs were severely neglected during that period.

Support to Patient Navigation Program-Kevat: The program catered to a very critical need of cancer patients in the region via managing & reporting of complications, coordinating and assisting them with navigating the complex, multi-step medical system. Thus, it was high in relevance.

Affordable Healthcare Diagnostic Centre: The target beneficiaries hailed from a low socio-economic

background and lived in coop housing societies, chawl and slums of Bandra. Their living conditions were extremely poor and awareness about and access to healthcare was restricted. Thus, the intervention played a very critical role in addressing the health care challenges in the region.

Establishing a Dedicated COVID Testing Unit: The dedicated COVID unit provided comprehensive healthcare coverage by catering to patients, patient attendants, staff, and staff dependents of the institution. Thus, the intervention was high in relevance.

COVID Response Program: The program was high on relevance as it focused on preventive healthcare aiming to protect communities and individuals during the outbreak through promoting sanitary practices such as wearing of PPEs to prevent the spread of infection.

COHERENCE

The projects are primarily aligned with SDG Goals:



- Improving Public Health: Service, Training, Research, and Advocacy



- Support to Patient Navigation Program - Kevat



- Improving Public Health: Service, Training, Research, and Advocacy
- Support to Patient Navigation Program - Kevat
- Affordable Healthcare Diagnostic Centre
- Establishing a Dedicated COVID Testing Unit
- COVID Response Program

EFFECTIVENESS

All the programs were effective and acted as a bridge in strengthening the accessibility of different healthcare services at affordable rates according to the target group and geographies.

Improving Public Health: Service, Training, Research and Advocacy: The program has met its primary objective of ensuring access to primary healthcare services during the pandemic for the underserved rural poor in Chhattisgarh through a referral center at Ganiyari, village health program, and a resource center. Thus, it had high effectiveness.

Support to Patient Navigation Program-Kevat : The program successfully created a task force trained to handhold cancer patients and helped them navigate through the cancer continuum of diagnosis, treatment,

cure, survival; and served special needs of palliation, end-of-life; to offer seamless care to patients and survivors. Thus, it was high on effectiveness.

Affordable Healthcare Diagnostic Centre: The program met its primary goal of establishing a health care diagnostic centre to provide access to a spectrum of diagnostic & referral services at an affordable charge. Thus, it was high on effectiveness.

Establishing a Dedicated COVID Testing Unit: The dedicated COVID unit has met its primary goal of offering COVID testing facility at Government approved charges for all patients. Thus, it was high on effectiveness.

-COVID Response Program: The intervention has met its primary goal of extending support to healthcare facilities and frontline workers by curbing the spread of COVID. Thus, it had effectivity within its scope.

EFFICIENCY

Despite the fact that the programs were implemented during the pandemic, quick recalibration of objectives, optimal utilization of resources by leveraging existing infrastructure and human resources, and fine-tuning collaboration with multiple stakeholders (Government, Institutions, Charitable Trust, etc.), heightened their efficiency.

Improving Public Health: Service, Training, Research and Advocacy program was implemented in strong collaboration with public health institutions that included sub-centers and ICDS Centres, in the remotest part of the project areas. The government stakeholders ANMs, and Village Health Workers played crucial roles in successfully executing project activities. Thus, the intervention was highly efficient.

Support to Patient Navigation Program-Kevat: Owing to the programs clear and focused design and the fact that it leveraged the existing infrastructure and human resources, it was high on efficiency.

Affordable Healthcare Diagnostic Centre: The different available diagnostic services at the centre have been able to cater to a peak of about 200 patient footfall per day. Thus, the intervention had high efficiency.

Establishing a Dedicated COVID Testing Unit: The unit was well-equipped with a robust infrastructure and state-of-the-art laboratory and specialized staff. Thus, the intervention was able to efficiently deliver COVID testing facilities.

COVID Response Program: Hospitals, institutions, NGO partners were identified well ahead of time for distribution of PPEs and the implementation was efficient given the scope of the intervention.

IMPACT

Improving Public Health: Service, Training, Research, and Advocacy: The intervention has had a high impact by providing uninterrupted diagnosis and treatment for both COVID and non-COVID patients during the pandemic. Further, it has reduced morbidity and mortality for women and children through generative awareness and providing comprehensive preventive and curative healthcare.

Support to Patient Navigation Program-Kevat : The key impact of the Patient Navigator intervention was on turn-around time for initial work-up for new patients for aligning further necessary treatments. More than 10,000 patients were supervised/helped through kevats.

Furthermore, students got benefitted from the internship amount. Thus, the intervention was high on impact.

Affordable Healthcare Diagnostic Centre: The intervention has had a high impact that is evident from the fact that a total of 570 patients got tested under different diagnostic facilities (X-Ray, USG, ECG, CT scan and MRI).

Establishing a Dedicated COVID Testing Unit: A total of 16,671 COVID tests were performed in the new laboratory at Tata Medical Centre during the period from 1 May 2021 to 31 May 2022. Thus, the intervention has had a high impact by timely diagnosing infections.

COVID Response Program: The Covid Relief program has saved millions of lives across India through creating a barrier for infection.

SUSTAINABILITY

Improving Public Health - Service, Training, Research, and Advocacy: The intervention had a very high sustainability as its central feature was a permanent, well-equipped hospital in Ganyari that provided comprehensive, preventive, promotive and curative healthcare services. Further, the 3 Subcenters and outreach clinics ran in collaboration with the village level health workers such as ANMs to focus on effective primary care and awareness generation. As the program team's interaction with the community and key stakeholders deepens over time, it would gradually bring about lasting changes to the target community's health seeking behaviour, reduction in diseases and overall improved health outcomes. The program also forged linkages with public health institutions and departments for providing training & research support and adoption of healthcare technology.

Support to Patient Navigation Program- Kevat: The intervention supported the creation of a cadre of trained professionals who had a comprehensive perspective on principles, operations and ethics of health systems. The model has the potential to transform the approach to healthcare in hospitals to make it efficient, equitable, and patient-centered. Due to the model's precise design, and well-established proof-points of effectiveness & impact, it was high on replicability and

scalability. Thus, the intervention had a high sustainability.

Affordable Healthcare Diagnostic Centre: The intervention increased access to state-of-the-art diagnostic facilities for people from low and middle socioeconomic backgrounds and effectively reduced the time between diagnosis and treatment to save lives and improve health outcomes in the region. The design of the intervention also included collaboration and networking with private and public hospitals to track, identify and aid patients in need of expensive diagnostic tests. This model had high sustainability as it involved and augmented the efforts of public health institutions to deliver quality healthcare services to all.

Establishing a Dedicated COVID Testing Unit: The intervention was sustainable as it leveraged in-house infrastructure & resources along with external inputs to reduce the burden on laboratories to deliver COVID test results in the shortest possible time, thus, saving the lives of critical, cancer patients and in-house staff.

COVID Response Program: The intervention was sustainable as it leveraged existing community-based institutions and collaborated with the national, state, and local administrations in delivery. It successfully minimized the spread of the disease and augmented the efforts of the government, thus, making meaningful and lasting changes in the context of rapid response during the pandemic.

Sustainable Livelihood

Project 11 : Integrated Livelihood Promotion in Mizoram



BACKGROUND:

Over 60 percent population in rural areas of Mizoram was dependent on the agricultural sector for their livelihood. Shifting cultivation or Jhum has been a long-standing practice of farming in the region that was sustainable up to a point when the communities were small and the forest spread over vast expanses of land. As the Jhum farming system became obsolete with changing times, continued adherence to it by traditional farmers resulted in low productivity & income, deforestation, soil erosion & nutrient loss, and loss of biodiversity. It also resulted in the depletion of surface and groundwater reserves.

Tata Sons took cognizance of this problem and routed their CSR in Livelihood development to conceive a five-year CSR intervention in developing alternative, integrated livelihood options for the farmers in Aizawl, Serchipp, and Lunglei districts and to ingrain practices towards sustainable utilization of natural resources. The key aspects of the integrated program implemented by TEDT are:

- Expanding the scope of traditional backyard piggery for small-holders to enhance average annual family income.
- Facilitating a shift from Jhum farming by engaging households under Kharif cultivation, and raising agricultural productivity per unit of land through crop diversification.
- Stabilizing land use by promoting Orchard Development.
- Ensuring food security through a productive, diversified cropping culture and livestock management.
- Enhancing knowledge and awareness of better agricultural and horticultural practices.
- Promoting sustainable use of water resources through rainwater harvesting.
- Forming Farmer Producer Organizations (FPO) for shared inputs & produce, enhancing bargaining power & competitiveness, and availing benefits of economies of scale.

COVERAGE:

Household Piggery Promotion and Development:

- 1,717 pigsties constructed and 373.47 metric tons of compound pig feed supplied.
- 325 thematic training sessions on improved pig farming practices and 74 animal health camps conducted.

Sustainable Utilization of Natural Resources:

- 843 new households were covered under orchard development for stabilizing land use in Aizawl, Lunglei, and Serchhip districts.
- 91 farmers in Tlabung, Lamthai, and Tiperraghat villages

received improved varieties of cabbage seeds and on-field training for plantation.

- 107 water harvesting units were constructed across Aizawl, Lunglei and Serchhip districts for assured irrigation facilities.

Marketing & Community Institution:

- 4 Farmer Producer Organisations (FPOs) and 9 Farmer Clubs were formed.
- 38 training sessions on marketing and community institution were conducted.



IMPLEMENTING PARTNER

TEDT



PROJECT DURATION

FY 2020-21



PROJECT BUDGET

Rs. 4.59 Crore

1,189

Households covered across Aizawl, Lunglei, and Serchhip districts.

220

New households are covered under Kharif cultivation Champhai and Lunglei districts

3

Satellite Breeding Units established

303

On-field training sessions for farmers were conducted across Aizawl, Lunglei and Serchhip districts



LOCATION

Mizoram (Aizawl, Serchipp, and Lunglei)

OUTCOMES AND IMPACT:

The broad outcomes and impact of the livelihood intervention under the Integrated Livelihood Promotion program across key stakeholders are listed below:

- **Farming & Livestock-rearing Households:** Enhancement in quantity and quality of pork production through breeding of crossbred pigs, higher crop productivity, average annual income of Rs.44,137 per household from piggery and Rs. 28,490 per household from agriculture and horticulture; adoption of modern farming methods in agriculture, horticulture and livestock rearing; sustainable water use through water harvesting.
- **FPOs:** Creation of common resource pools for inputs and aggregation of produce; overall reduction in the cost of production; procurement of fair prices and sharing of profits; shared market knowledge & market linkages; collective development of business opportunities; better access to credit sources and funding, and higher convergence with government agencies.
- **Natural Resources:** Land stabilization through orchard development (269.2 hectares) and a gradual shift to Kharif cultivation & cabbage farming; conservation of land and ground water resources through water harvesting units.

Project 12 : Expansion of Four Milk Producer Companies (MCPs) under Tata Dairy Mission



BACKGROUND:





A large proportion of small, marginal, and landless farmers in the country depend upon livestock rearing as a livelihood source. However, they face multiple constraints in procuring good quality feed & fodder, low milk yields due to lack of extension support for boosting productivity, poor access to timely animal healthcare; high costs of inputs, lack of formal credit sources, and inadequate returns from sale due to intermediaries.

Acknowledging the need for collectivization of milk producers, Tata Sons supported the formation and expansion of Milk Producer Companies (MPCs - Sakhi, Asha, Ruhaanii and Shwethdharma) in 13 districts as a part of its CSR in livelihood development. The program implemented by TEDT had the following key components:

- Collectivization of small and marginal producers by instituting MPCs that were an amalgam of dairy co - operatives and business companies.
- Empowering milk producers by providing comprehensive extension services towards technical support in modern methods of livestock rearing & management and financial support.
- Providing a platform for a value chain inclusive of production, transport, processing, packaging, and storage to boost production efficiency and income.

COVERAGE:

- 13 districts across Rajasthan, Haryana, Punjab, and Uttar Pradesh were covered under the intervention.
- 154 rural youth were employed as Artificial Insemination (AI) technicians, 283 youth as transporters and laborers.

 IMPLEMENTING PARTNER TEDT	 PROJECT DURATION FY 2020-21	 PROJECT BUDGET Rs. 10.07 Crore	1,535 Villages were brought under the ambit of the program.	71,234 People have become members.
 LOCATION PAN INDIA			1,769 Rural youths were deployed as Sahayaks.	4 MPC Were instituted and their coverage and operations expanded.

OUTCOMES AND IMPACT:

The broad outcomes and impact of the program on the expansion of MPCs across key stakeholders are listed below:

- Milk Producers:** Enhanced access to high-quality feed and fodder at reasonable prices, door-step delivery of AI service, feed and fodder, improved knowledge and understanding of milk production, breed improvement, and animal health and nutrition; access to relevant infrastructure, non-exploitative credit and market linkages, increase in quantum and quality of milk, better returns from the market by cutting out intermediaries of Rs 40,000-50,000, higher savings in terms of time, transaction costs, forced sales, price fluctuations, transportation and quality maintenance, better extension linkages with various actors in dairy value chain.
- MPCs:** Use of latest technologies and IT tools such as cloud-based data management system and Enterprise Resource Planning (ERP) software for managing routine business activities such as accounting and supply chain operations, ensured 100 percent bank payment to beneficiaries, established a transparent and fair pricing system based on clear criteria for quality, educated and empowered milk producers for better animal nutrition and health and increased yields (2,15,795 KgPD), generated a cumulative profit of Rs.4.01 crores, provided a variety of farm advisory services, established secure & consistent credit availability and market linkages.
- Community:** Increase in direct employment opportunities as Sahayaks, AI technicians, transporters, and laborers, increased indirect employment opportunities for ancillary activities such as milk chilling.

Project 13 : Vikas Chetna: Addressing Health and Livelihoods of Communities in Yadgir District



BACKGROUND:

Yadgir district is one of the aspirational districts which was characterized by poor indicators across the dimensions of education, health & nutrition, agriculture & water resources, financial inclusion, skill development, and infrastructure. 67% of the working population is engaged in agriculture and allied activities— a majority of whom are small and marginal holders subsisting below the poverty line. Frequent droughts, poor soil fertility, lack of irrigation infrastructure, crop failures or low crop yields, and poor returns have forced several people to migrate.

Against this background, Tata Sons conceived and launched an integrated program, Vikas Chetna, covering five broad areas of early childhood development, education, water, health and sanitation, livelihood and skill development to bring about a large-scale and long-term impact on the quality of life in the region. The livelihood component of the Vikas Chetana program, implemented by TEDT, had the following key aspects:

- Promoting and enhancing capacities of small and marginal farmers by facilitating dissemination and adoption of crop-specific, validated Package of Practices (PoPs) for enhancing farm yields and farmer incomes.
- Building a robust community-based extension system by creating small farmer groups at the village-level and then federating them at the block level into Farmer Producer Organizations (FPOs), thereby increasing the risk-taking ability of farmers to increase yields and decrease cost of cultivation.
- Inculcating a market perspective and strengthening the value chain by adopting an end-to-end approach.

<p>IMPLEMENTING PARTNER TEDT</p>	<p>PROJECT DURATION FY 2020-21</p>	<p>PROJECT BUDGET Rs. 1.24 Crore</p>	<p>60 Farmers were trained for watermelon farming.</p>	<p>12 Village Information Centres (VIC)s were established.</p>
<p>LOCATION Karnataka (Yadgir)</p>	<p>58 Farmer Groups at the village level were formed.</p>	<p>4 Borewells were recharged.</p>		

COVERAGE:

- 2,717 new farmers across 50 villages were given demos and training on improved farm practices that included water harvesting.
- 731 Kharif and 1,014 Rabi demo plots were created.
- 2 Community nurseries and 12 Vermicompost units were established.

OUTCOMES AND IMPACT:

- **Small and Marginal Farmers:** Increased awareness and knowledge of modern farming practices such as crop diversification, use of improved seed varieties, seed treatment and storage of seeds, crop selection based on soil test reports, correct application of fertilizers and insecticides, judicious use of water resources through community solar irrigation and water harvesting, reduced cost of cultivation (by 25%), increased crop productivity (by 31%), improved access to secure credit sources and assured markets, increased returns from sale of produce.

- 26 training events for Village Resource Persons (VRPs) were conducted to enable them to facilitate seasonal training for 4 villages each.
- 60 Solar-operated crop Nipping machines and 3 Solar Fermenters were demoed and distributed.





- **Farmer Groups and FPOs:** Adoption of a standardized PoPs for training farmers, better access to new technologies and practices and transfer of knowledge to members, an overall reduction in the cost of production, better dissemination of market knowledge and market linkages; better access to credit sources and funding, increased convergence with government schemes such as land development and farm ponds development.

Project 14 : Mission Gaurav - Migrant Support Programme

BACKGROUND:

As the country went under a lockdown to curb the spread of the COVID-19 virus, a large pool of migrant workers that subsists on daily wages was stranded without any source of income. Tata Sons partnered with TEDT to implement Mission Gaurav, a migrant support program, to provide quick and immediate support to vulnerable families, especially migrants, who lost their livelihoods during the pandemic. The goal of the intervention was to track and identify the real beneficiaries and to facilitate their access to government entitlements and other services on an emergent basis. The program had the following broad components:

- **Food Security:** Facilitating the delivery of rations to left-out vulnerable migrant families by ensuring linkage to National Food Security Act.
- **Cash Benefits:** Facilitating linkages to social security schemes providing monetary benefits to vulnerable households.
- **Livelihood Opportunities:** Facilitating linkages with livelihood opportunities under MGNREGA and non-farm skill training & employment schemes.
- **Social Security through Cash Transfers:** Registration for BOCW welfare board & its scheme benefits, linking eligible farmers to PM KISAN Samman Yojana and updating records of registered farmers missing out on monetary assistance, activating dormant pensions for the elderly and widows and facilitating fresh registrations, and issuance of disability pension linkages.
- **Policy & Advocacy:** Review & Advocacy of labor codes and legislations & State migration policies.

 IMPLEMENTING PARTNER TEDT	 PROJECT DURATION FY 2020-21	 PROJECT BUDGET Rs. 1.94 Crore	3 States Chhattisgarh, Jharkhand, and Madhya Pradesh were covered under the intervention.	8,00,000+ Migrant households were registered under the intervention.
 LOCATION Madhya Pradesh (Dewas)	2,100 Villages across 15 districts were canvassed for identification of migrant households and relationship building with public and community institutions.	7,54,867 Households received social security benefits.		

OUTCOMES AND IMPACT:

- **Migrant and Vulnerable Households:** Increased awareness of rights and entitlements under different schemes, better access to information, guidance and support for paper-work and formalities for the issuance of benefits, increased food security via access to ration under National Food Security Act, direct cash transfer of Rs. 1,000 in the accounts of 4,56,269 households via linkage to social security schemes enhanced livelihood opportunities via linkage to different income generating schemes and MNREGA.

- **Community and Institutions:** Enhanced community empathy for migrants through advocacy, establishment of trust with local Panchayat members and key stakeholders, stronger collaboration with line department officials & state government for smooth delivery, and increased participation of the community and community-based organizations in identifying migrant households, and relationship building.

Sustainable Livelihood : OECD Analysis

RELEVANCE

All the projects were well aligned to the needs of the target population and thus were highly relevant:

Integrated Livelihood Promotion in Mizoram focused on developing alternative and viable income generation opportunities to address the issues of poverty and natural resource degradation. Thus, it was very high in relevance.

Expansion of Four Milk Producer companies under Tata Dairy Mission has been supporting small and marginalized producers, who were most vulnerable to shocks, for improving livelihoods through Producer Owned Institutions i.e., Milk Producer Companies (MPCs) across 4 states. Thus, the intervention was of very high relevance.

Vikas Chetna: Addressing Health and Livelihoods of Communities in Yadgir District aimed to strengthen the skill base of marginalized farmers to ensure increased access to finances and improvement of market linkages. It was a highly relevant intervention.

Mission Gaurav addressed the critical need of migrant families who had lost their livelihoods during the pandemic. Migrant populations often fall out of ambit of social security and livelihood schemes and the intervention aimed to raise awareness about rights and entitlements and to aid these families in acquiring the benefits. Thus, it was highly relevant.

COHERENCE

The projects are primarily aligned with SDG Goals:



- Integrated Livelihood Promotion in Mizoram
- Expansion of Four Milk Producer Companies (MPCs) under Tata Dairy Mission
- Vikas Chetna: Addressing Health and Livelihoods of Communities in Yadgir District
- Mission Gaurav - Migrant Support Programme



- Integrated Livelihood Promotion in Mizoram
- Expansion of Four Milk Producer Companies (MPCs) under Tata Dairy Mission
- Vikas Chetna: Addressing Health and Livelihoods of Communities in Yadgir District
- Mission Gaurav - Migrant Support Programme



- Integrated Livelihood Promotion in Mizoram
- Expansion of Four Milk Producer Companies (MPCs) under Tata Dairy Mission
- Vikas Chetna: Addressing Health and Livelihoods of Communities in Yadgir District
- Mission Gaurav - Migrant Support Programme



- Integrated Livelihood Promotion in Mizoram
- Vikas Chetna: Addressing Health and Livelihoods of Communities in Yadgir District

EFFECTIVENESS

All the programs have met their defined objectives and have been effective in strengthening livelihood opportunities across target population and geographies.

Integrated Livelihood Promotion in Mizoram has managed to boost average annual family income through modern practices in agriculture and livestock management and stabilizing land use. It has ensured food security through a productive, diversified cropping culture along with instituting Farmer Producer Organizations (FPOs) for better management and scaling. As the intervention has successfully met its primary objectives, has been highly effective.

Expansion of Four Milk Producer companies under Tata Dairy Mission has successfully met its goal through MPCs

that have helped women farmers & communities across 4 states secure a regular source of income by selling milk. Thus, the intervention has been high in effectiveness.

Vikas Chetna : Addressing Health and Livelihoods of Communities in Yadgir District program has successfully equipped marginalized farmers with modern agricultural practices such as seed treatment, the adequate dosage of fertilizers & insecticides, and the use of compost to enhance productivity in a drought-prone region like Yadgir, Karnataka. Thus, it has been highly effective.

Mission Gaurav has been highly effective in securing the social security of migrant workers through different activities.

EFFICIENCY

Integrated Livelihood Promotion in Mizoram: The allocation and utilization of resources invested for training in modern agricultural, horticultural & livestock rearing practices along with conservation of land & water resources were done optimally. The overall management of the program was also smooth as it operated through a network of Farmer Interest groups and FPOs, thus decentralizing and delegating responsibilities. Therefore, the program was high on efficiency.

Expansion of Four Milk Producer companies under Tata Dairy Mission: The program focused on collectivization through MPCs that integrated the best qualities of dairy cooperatives and business companies to create an efficient hybrid model. The design also leveraged the latest technologies and digital tools such as cloud-based data management systems and Enterprise Resource Planning (ERP) software making the intervention highly efficient.

Vikas Chetna : Addressing Health and Livelihoods of Communities in Yadgir District: The intervention was very efficient as it leveraged village-level resource people to establish information centers for knowledge-dissemination and awareness generation through a focused and precise Package of Practices to enhance the capacities of small and marginal farmers.

Mission Gaurav: The scope of the intervention and its design were kept very focused to achieve the goals over a short period of time during the pandemic. Identification of migrant beneficiaries was done through efficient networking with key stakeholders, Panchayats, and other community-based organizations. Coordination with line department officials and state government officials was also done in a planned and time-bound manner making the intervention very efficient.

IMPACT

Integrated Livelihood Promotion in Mizoram: The intervention has had a high impact as it has provided small holders with a sustainable income through the year and has also equipped them with modern farming and livestock management practices.

Expansion of Four Milk Producer companies under Tata Dairy Mission program was been able to pull out thousands of women out of poverty and helplessness and ensured savings of at least Rs 8,000 per month impacting around 30,000 women. Thus, the intervention has had a high impact.

Vikas Chetna : Addressing Health and Livelihoods of

Communities in Yadgir District program has resulted in farmers adopting practices of improved farming through the usage of improved seeds with seed treatment, right dosing of fertilizers & insecticides in a timely manner, and preservation of improved seeds. This has eventually increased the yields and income of the farmers in Yadgir. Thus, the program has had a high impact.

Mission Gaurav: The intervention reached out to around 8 lakh+ families and around 7 lakh+ households that have received benefits from social security benefits. Thus, the intervention has a high impact.

SUSTAINABILITY

Integrated Livelihood Promotion in Mizoram: The core of the program design comprised of collectivization of small producers through Farmer interest groups and FPOs, the development of sound organizational structures, and comprehensive capacity building. This equipped the beneficiaries with transferable know-how and techniques and empowered them by increasing benefits from economies of scale, access to reliable sources of credits, and stable market linkages. Further, it caused a notable shift from Jhum and entrenched the practice of judicious utilization of land and water resources. Thus, the intervention was sustainable as it left a lasting impact on the community.

Expansion of Four Milk Producer companies under Tata Dairy Mission: The program federated small milk producers, especially women, under MPCs for their socio-economic empowerment. As a by-product, it generated employment for several members in the beneficiary villages thus transforming the rural economy. The process of leveraging technology for information and data management and efficient value chain management

was internalized by the MPCs and ensured viability and long-term sustainability.

Vikas Chetna : Addressing Health and Livelihoods of Communities in Yadgir District: The program was highly sustainable as the design included building a robust community-based extension system through village-level farmer groups and block-level FPOs to ingrain a standard Package of Practices among farmers, equipping them with new technologies and practices and enhancing access to market knowledge and market linkages. Thus, it brought about a tangible transformation in their capacities and earning potential through collectivization.

Mission Gaurav: Beyond its immediate impact, the intervention has ensured long-term food security and livelihood opportunities for the migrant laborers by hand-holding them through complex formalities and linking them to relevant schemes and entitlements. Further, a relationship of trust, empathy, and collaboration was established with the beneficiaries, key stakeholders, and community-based organizations to raise awareness and take joint action.