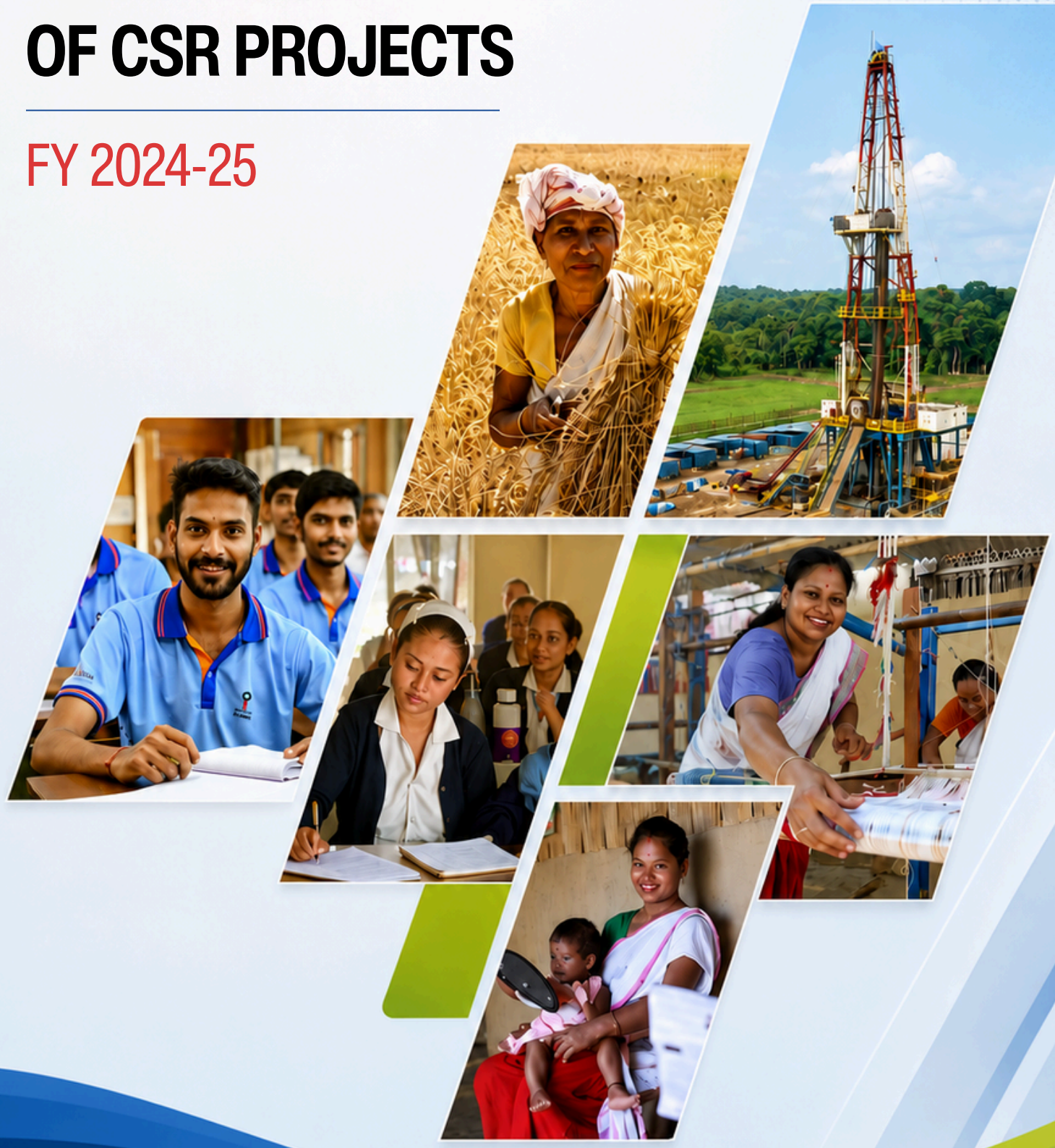
ऑयल इंडिया
OIL INDIA

IMPACT ASSESSMENT OF CSR PROJECTS

FY 2024-25



KPMG

Transmittal Letter

Strictly Private & Confidential

Oil India Limited (OIL)
Duliajan, Assam

Date: 29.07.2026

Subject: Final report for conducting OECD-DAC and Social Return on Investment (SROI) for evaluating the impact of 24 CSR programmes of OIL

Dear Sir,

This refers to our Letter of Award and Letter of Engagement dated 25.05.2026 with Oil India Limited (OIL) ("you") ('the Contract').

We appreciate the opportunity to assist OIL in providing impact assessment support services (OECD-DAC and SRoI) for your 24 CSR programmes.

This is our final report and signifies completion of our Services as described in the Letter of Award. The performance of our Services and the report issued to you pursuant to the Services are based on and subject to the terms of the Letter of Award.

This report is solely for your benefit and information and is not to be referred to in communications with or distributed or disclosed for any purpose to any third party without our prior written consent. We have been engaged by you for the Services, and to the fullest extent permitted by law, we will not accept responsibility or liability to any other party in respect of our Services or the report.

It has been our privilege to work with you, and we look forward to continuing our relationship with you.

Yours sincerely

Full Signature



Jignesh Thakkar
Partner, ESG | Head, Social and CSR Consulting
KPMG Assurance and Consulting Services LLP

Standard notices and disclaimers to the readers

- This report has been prepared exclusively for Oil India Limited ('Client') in accordance with the terms of the Letter of Award dated 25 May 2026, between Client and KPMG Assurance and Consulting Services LLP ('KPMG' or 'we') (collectively 'Contract'). The performance of KPMG's services and the report issued to the Client are based on and subject to the terms of the Contract.
- This report is confidential and for the use of management only. It is not to be distributed beyond the management nor is to be copied, circulated, referred to, or quoted in correspondence, or discussed with any other party, in whole or in part, without our prior written consent, as per the terms of business agreed under the Contract.
- This report sets forth our views based on the completeness and accuracy of the facts stated to KPMG and any assumptions that were included. If any of the facts and assumptions are not complete or accurate, it is imperative that we be informed accordingly, as the inaccuracy or incompleteness thereof could have a material effect on our conclusions.
- While performing the work, we have assumed the authenticity of all documents or information referred to or provided. We have not independently verified the correctness or authenticity of the same.
- We have not performed an audit and do not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion.
- In accordance with its policy, KPMG advises that neither it nor any partner, director or employee undertakes any responsibility arising in any way whatsoever, to any person other than Oil India Limited in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused.
- In connection with our report or any part thereof, KPMG does not owe duty of care (whether in contract or in tort or under statute or otherwise) to any person or party to whom the report is circulated to and KPMG shall not be liable to any party who uses or relies on this report. KPMG thus disclaims all responsibility or liability for any costs, damages, losses, liabilities, or expenses incurred by such third party arising out of or in connection with the report or any part thereof.
- While the information obtained from the public domain or external sources has not been verified for authenticity, accuracy, or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. We assume no responsibility for such information.
- The performance of our work was based on information and explanations given to us by the staff of Oil India Limited. Neither KPMG nor any of its partners, directors, or employees undertakes responsibility in any way whatsoever to any person in respect of errors in this report, arising from incorrect information provided by Oil India Limited.
- Our report may make reference to 'KPMG Analysis'; this indicates only that we have (where specified) undertaken certain analytical activities on the underlying data to arrive at the information presented; we do not accept responsibility for the veracity of the underlying data.
- By reading our report, the reader of the report shall be deemed to have accepted the terms mentioned herein above.

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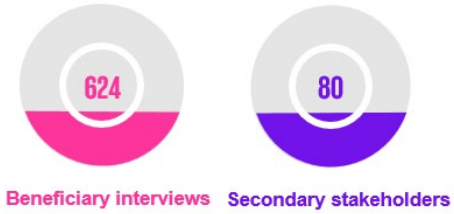
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Executive Summary

Oil India Limited (OIL), a Maharatna Central Public Sector Enterprise, has consistently positioned Corporate Social Responsibility (CSR) as an **integral component of its contribution towards inclusive and sustainable development**. Through investments spanning education, healthcare, skill development, livelihood enhancement, women empowerment and community infrastructure, OIL has sought to address development challenges affecting vulnerable and underserved populations across multiple states.

To assess the effectiveness, impact and social value generated through these interventions, a **third-party impact assessment was undertaken for 24 CSR programmes** implemented across six thematic areas in FY 2024-25. The assessment was conducted in accordance with the requirements of **Rule 8(3)** of the **Companies (Corporate Social Responsibility Policy) Rules,** 2014, as amended, which mandate impact assessment for eligible CSR projects, and sought to evaluate programme outcomes, long-term impacts and the social value created through OIL's CSR investments.

The assessment utilized the **OECD-DAC evaluation** framework and the **Social Return on Investment (SRoI) methodology** to evaluate programme performance and estimate the social value generated through CSR investments. The study covered 624 primary beneficiaries and 80 secondary stakeholders, combining quantitative surveys, qualitative consultations, field observations and secondary evidence.



The assessment demonstrated that OIL's CSR portfolio is strongly aligned with India's development agenda and internationally accepted sustainability frameworks.

UN SDGs	Key National Priorities	Schedule VII Activities
SDG 1: No Poverty	✓ Viksit Bharat @2047	✓ Promoting Education
SDG 2: Zero Hunger	✓ National Education Policy 2020	✓ Promoting Healthcare
SDG 3: Good Health & Well-being	✓ National Health Mission	✓ Women Empowerment
SDG 4: Quality Education	✓ National TB Elimination Programme	✓ Livelihood Enhancement
SDG 5: Gender Equality	✓ PM National Dialysis Programme	✓ Rural Development
SDG 6: Clean water and Sanitation	✓ Poshan Abhiyaan	
SDG 7: Affordable and Clean Energy	✓ Digital India Mission	
SDG 8: Decent Work & Economic Growth	✓ Skill India Mission	
SDG 9: Industry, Innovation & Infrastructure		
SDG 10: Reduced Inequalities		
SDG 11: Sustainable Cities and Communities		
SDG 13: Climate Action		
SDG 17: Partnerships for the Goals		







The interventions further align with multiple provisions under **Schedule VII of the Companies Act, 2013**, including education promotion, healthcare, women's empowerment, livelihood enhancement, rural development, and environmental sustainability.

Key Findings

Table 1: Total beneficiaries impacted through OIL's CSR programmes

Thematic area	Programme	Total beneficiaries/ families/ households impacted
Education	OIL Pragyan Super 30	200 students
	OIL Jigyasa	6,265 students
	Educational project 'Joy Awakening Innovations (JAI)'	4,640 students
	Installation of 13 units of Computer Lab cum Digital Library	25,000 students
	Infrastructure upgradation in aspirational district including Smart Classes and RO Plants	15,000 students
	Infra upgradation in School for children for construction of training centre	500 students, teachers, and karyakartas
Healthcare	OIL Arogya	15,267 women in the reproductive age group, pregnant women, lactating mothers, new born, children (1-6 yrs age) and adolescent girls
	OIL Sparsha	58,994 patients
	OIL Asha	1,471 children
	25 Nos. of Haemodialysis Machines to the National Health Mission, Assam	Community at large
	R K HIV Effort for Stamping out of TB	1,800 direct beneficiary patients
	Health Awareness and Open Gym	10,000 local population
	Establishment of High-Performance Sports Training & Rehabilitation Centre	250 athletes per year
	OIL CSR support for vulnerable communities in rural areas through awareness and medical camps	4,000 local population and army personnel
	Health Initiatives in Aspirational districts	Community at large
Skill development	Skill Development Institute Guwahati	390 unemployed youths

	OIL Swabalamban	660 unemployed youths
Sustainable livelihoods	OIL Rupantar	428 JLGs and 1,925 families
	Agriculture Development Project	4,425 farm families
	OIL Jeevika	1,095 households
Women empowerment	OIL's Centre of Excellence for, Handicraft, Handloom and Entrepreneurship	225 women weavers
	OIL Nursing School	118 female students (85 in 3-year diploma course and 33 in PQCT)
Other infrastructure	Renewable Solutions towards supply and installation of solar streetlights	25,000 community members
	Supply & Installation of Solar based Semi High Mast Lightning System	10,000 community members
TOTAL		**1,96,000+**

Collectively, the 24 CSR programmes assessed under the study reached **over 1.96 lakh beneficiaries, students, patients, households, community members and institutional stakeholders** across the thematic areas of education, healthcare, skill development, sustainable livelihoods, women empowerment and community infrastructure. The assessment indicates that OIL's CSR portfolio combines long-term human capital development initiatives with targeted investments in infrastructure and service delivery, thereby creating both immediate and sustained developmental outcomes.

Across thematic areas, several common outcome patterns emerged:

- **Improved access to opportunities and essential services:** OIL's interventions enabled beneficiaries to access educational opportunities, healthcare services, professional training, livelihood support and community infrastructure that were previously unavailable, inadequate or difficult to access due to financial, geographic or institutional constraints. This included access to competitive examination preparation, STEM education, digital learning, healthcare treatment, technical skills, livelihood opportunities and professional education.
- **Demonstrated behavioural and practice-level changes among beneficiaries:** The assessment found evidence of improved health-seeking behaviour, greater utilization of healthcare services, enhanced treatment adherence, better nutrition and hygiene practices, adoption of improved agricultural and livelihood practices, as well as increased participation in income-generating and entrepreneurial activities. These changes indicate that programme benefits extended beyond service delivery to influencing behavioural outcomes among beneficiaries.
- **Strengthening of human capital outcomes:** Across projects, beneficiaries reported improvements in knowledge, technical competencies, confidence, employability, decision-making abilities and future aspirations. Educational interventions strengthened learning outcomes and academic progression, while skill development, livelihood and women's

empowerment programmes enhanced workforce readiness, enterprise development and economic participation.

- **Strengthened access to quality infrastructure and service delivery systems:** Investments in digital classrooms, computer laboratories, school infrastructure, healthcare equipment, dialysis machines, rehabilitation facilities, safe drinking water systems and renewable energy infrastructure improved the functionality of institutions and enhanced the quality of services available to communities. Beneficiaries reported improved learning environments, better healthcare access, enhanced public safety and greater convenience in accessing essential services.

- **Institutional and ecosystem strengthening:** Several programmes operate through partnerships with schools, hospitals, government health systems, self-help groups, frontline workers, community institutions and local organizations. The assessment found evidence of strengthened service delivery mechanisms, improved institutional capacities and enhanced utilization of community and public systems, thereby contributing to stronger local development ecosystems.

- **Creation of durable community assets and enabling environments:** A number of interventions resulted in the creation of long-term assets such as smart classrooms, digital libraries, RO water systems, healthcare infrastructure and solar-powered lighting systems. These assets are expected to continue generating social benefits beyond the immediate assessment period while supporting future cohorts of beneficiaries.

- **Benefits extending beyond direct beneficiaries:** The programmes generated significant spill-over effects at household and community levels through improved educational aspirations, enhanced health awareness, increased household resilience, strengthened livelihood opportunities and greater community participation. In several cases, beneficiaries reported influencing family decisions relating to education, healthcare utilization, livelihood practices and career aspirations.

A noteworthy finding from the assessment is the contribution towards strengthening development outcomes in Aspirational Districts, which continue to be a priority under India's development agenda.

Two interventions evaluated under the study were implemented in Aspirational Districts:

- Infrastructure Upgradation in Rajgarh, Madhya Pradesh, which strengthened access to digital education and safe drinking water through smart classrooms and RO water systems.

- Health Initiatives in Aspirational Districts, which expanded access to healthcare services and awareness among vulnerable populations.

These interventions directly addressed foundational development indicators related to **education, health and quality of life**, which form part of the Aspirational Districts Programme framework. By improving service delivery infrastructure within districts that require accelerated development support, the programmes contributed to reducing regional disparities and strengthening human development outcomes in priority geographies.

Human Capital Development

Another finding emerging from the evaluation is that OIL's CSR portfolio functions as a **human capital development ecosystem**. Across thematic areas, programmes collectively contribute towards creating:

- Healthier individuals
- Better educated students
- Skilled youth
- Economically productive households
- Empowered women
- Stronger community institutions

The assessment indicates that these outcomes are being achieved through a **holistic CSR design** that simultaneously addresses multiple dimensions of development. Rather than focusing on standalone interventions, OIL's portfolio **combines investments in education, healthcare, skill development, livelihoods, women empowerment and community infrastructure**, thereby **addressing both the immediate needs and long-term aspirations of beneficiaries**.

Across themes, the interventions **support diverse beneficiary groups**, including school students, youth, women, farmers, patients, rural households, community institutions and vulnerable populations. The programmes further operate across **varied geographies**, ranging from OIL's operational areas to remote communities and Aspirational Districts, enabling the CPSU to address location-specific development challenges while contributing to broader human development outcomes.

A notable strength of the portfolio is the integration of complementary interventions within each thematic area. Educational initiatives combine learning support, digital education and career-oriented exposure; healthcare interventions bring together awareness creation, screening, treatment support and follow-up care; skill development and livelihood programmes integrate training with enterprise promotion and market linkages; while women empowerment initiatives combine skill enhancement, income generation and agency-building. This integrated approach has contributed to stronger beneficiary outcomes and enhanced sustainability of results.

The assessment also found that the impact generated by the programmes extend beyond direct beneficiaries. Improvements in educational aspirations, health awareness, income generation and livelihood security were observed to influence households and communities more broadly. In addition, several interventions strengthened local institutions such as schools, hospitals, community groups and self-help groups, creating supportive ecosystems that enable development gains to be sustained over time.

Social Return on Investment

The SRoI analysis indicates that OIL's CSR programmes have generated **substantial social value** across thematic areas, with all interventions **demonstrating positive returns on investment**.

While the SRoI values provide a useful indication of the relative magnitude of social value created, they should not be interpreted as a basis for direct comparison across programmes. Each

intervention addresses distinct development challenges, serves different beneficiary groups, operates across varied geographies and adopts context-specific implementation approaches. Differences in programme duration, scale, outcome pathways, nature of benefits generated, and the complexity of social issues addressed can significantly influence the SROI values. Therefore, the findings are best understood as evidence of the social value created by individual interventions within their respective contexts, collectively demonstrating the effectiveness of OIL's CSR investments in generating meaningful and measurable development outcomes.

Table 2: SROI values of OIL's CSR programmes

Thematic Area	Programme	SROI Value	
		Thematic-area wise	Programme wise
Education	OIL Pragyan Super 30	4.56	6.02
	OIL Jigyasa		5.30
	Educational project 'Joy Awakening Innovations (JAI)'		3.24
	Installation of 13 units of Computer Lab cum Digital Library		2.82
	Infrastructure upgradation in aspirational district including Smart Classes and RO Plants		4.03
	Infra upgradation in School for children for construction of training centre		3.59
Healthcare	OIL Arogya	3.48	6.49
	OIL Sparsha		4.87
	OIL Asha		5.43
	25 Nos. of Haemodialysis Machines to the National Health Mission, Assam		4.00
	R K HIV Effort for Stamping out of TB		2.99
	Health Awareness and Open Gym		3.17
	Establishment of High-Performance Sports Training & Rehabilitation Centre		2.71
	OIL CSR support for vulnerable communities in rural areas through awareness and medical camps		3.41
	Health Initiatives in Aspirational districts		3.75
Skill Development	Skill Development Institute Guwahati	5.32	4.00
	OIL Swabalamban		6.49
Sustainable Livelihoods	OIL Rupantar	5.57	5.58
	Agriculture Development Project		5.27
	OIL Jeevika		5.65
	OIL's Centre of Excellence for, Handicraft, Handloom and Entrepreneurship	5.61	5.44

Women Empowerment	OIL Nursing School		5.82
Infrastructure Development	Renewable Solutions towards supply and installation of solar streetlights	2.45	2.53
	Supply & Installation of Solar based Semi High Mast Lightning System		2.40

Against a total investment of **INR 88.67 crore**, the assessed programmes created an estimated present value of impact of **INR 385.73 crore**, resulting in an overall **SRoI of 4.35**. This implies that **for every INR 1 invested by OIL through its CSR initiatives, an estimated social value of INR 4.35 has been created for beneficiaries, communities and institutions**. The findings demonstrate the effectiveness of OIL's CSR portfolio in translating financial investments into measurable and sustainable development outcomes across diverse thematic areas and geographies.

As India advances towards the vision of *Viksit Bharat 2047*, OIL is well positioned to further strengthen its developmental impact through strategic convergence, outcome-oriented planning and continued investments in people, institutions and communities. The evidence from this assessment suggests that OIL’s CSR function has evolved into an important enabler of sustainable development and a meaningful contributor to nation-building outcomes.

Chapter 1: Introduction

Chapter 1: Introduction

1.1 Context setting

As indicated in the Economic Survey 2025-26, India is currently navigating one of the most consequential phases of its development journey [1]. Across villages, small towns and metropolitan centres alike, the markers of progress are increasingly visible. More children are entering schools than ever before, a larger proportion of births take place in healthcare institutions, women are participating more actively in economic activities, digital connectivity has expanded into remote habitations, and millions of households now have access to services that were once considered privileges rather than necessities [2] [3].

- As the country advances towards the vision of ***Viksit Bharat 2047*** [4], the focus of development policy has progressively evolved from expanding access to enabling outcomes, from addressing basic needs to enhancing quality of life, and from individual interventions to integrated human development.
- Anchored by the ***Sustainable Development Goals (SDGs)*** and supported by a range of national flagship programmes, India's development strategy seeks to ensure that economic growth translates into tangible improvements in health, education, livelihoods, gender equality, social inclusion and community well-being. The progress achieved thus far has been noteworthy.

  According to the SDG India Index 2023-24 released by NITI Aayog, India's composite SDG score improved from 57 in 2018 to 71 in 2023-24, reflecting measurable advancements across multiple dimensions of sustainable development. Importantly, all States and Union Territories recorded improvements during this period, indicating that developmental gains have increasingly permeated across regions [5].

Development in a country as vast and diverse as India is an ongoing journey rather than a destination [6]. As the foundational infrastructure and services expand, expectations naturally shift towards improving quality, accessibility, inclusiveness and resilience. Consequently, contemporary development discourse is increasingly centered on strengthening human capital, recognizing that healthier, educated, skilled and empowered citizens constitute the cornerstone of long-term national progress [7].

At the centre of this transformation lies healthcare. A healthy population forms the foundation upon which educational achievement, workforce productivity, economic participation and social mobility are built [8]. Recognizing this, successive policy measures and flagship programmes have significantly strengthened India's healthcare ecosystem over the last decade. Through initiatives such as Ayushman Bharat, the National Health Mission, Poshan Abhiyaan and the establishment of Ayushman Arogya Mandirs, healthcare services have become increasingly accessible across the country [9]. Today, Ayushman Bharat-Pradhan Mantri Jan Arogya Yojana (PM-JAY) provides health assurance coverage to one of the largest beneficiary populations in the world, while

[1] Economic Survey 2025-26, Analysis and Key Findings | IBEF
[2] Press Release Page | Press Information Bureau
[3] Press Release Page | Press Information Bureau
[4] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India
[5] Press Release Page | Press Information Bureau
[6] The Dynamics of Development in India • Sociology.Institute
[7] Investing in human capital and sustainable growth: A symbiotic paradigm
[8] Healthier populations
[9] Factsheet Details:Factsheet Details | PIB

thousands of Health and Wellness Centres are delivering comprehensive primary healthcare services closer to communities [10]. Government investments have also strengthened maternal and child healthcare, immunization services, disease surveillance systems and nutritional support mechanisms.

The results of these efforts are visible across several indicators. Successive rounds of the National Family Health Survey [11] indicate improvements in institutional deliveries, antenatal care coverage, child immunization and healthcare utilization. Simultaneously, nutrition-focused programmes have expanded awareness regarding maternal health, infant feeding practices and dietary requirements among households. The strengthening of food security mechanisms and distribution systems has further enhanced access to essential food grains and nutritional entitlements for vulnerable populations. Greater policy attention has also been directed towards elderly care through specialized programmes focused on geriatric health services, recognizing the changing demographic profile of the country [12].

Table 3: Recent progress in India's healthcare ecosystem

Indicator Area	Recent Progress
Health Insurance Coverage	PM-JAY coverage extended to over 55 crore eligible beneficiaries [13]
Primary Healthcare	Expansion of 1,77,906 Ayushman Arogya Mandirs across rural and urban areas [14]
Maternal Health	Increased institutional deliveries (at 90.6%) and antenatal care coverage (at 95.9%) [15]
Child Health	Continued improvement in immunization coverage, leading to a 78% decline in the Under-Five Mortality Rate [16]
Nutrition	Strengthened implementation of Poshan Abhiyaan and food security programmes [17]
Elderly Care	Dedicated focus through National Programme for Health Care of the Elderly [18]

Notwithstanding this considerable progress, the healthcare agenda continues to evolve. As healthcare access improves, new priorities emerge. India is witnessing a gradual epidemiological transition, wherein non-communicable diseases such as diabetes, hypertension, cardiovascular disorders and lifestyle-related conditions account for an increasing share of the disease burden [19]. Simultaneously, ensuring equitable access to quality healthcare services in geographically remote, hilly, tribal and sparsely populated regions remains an implementation challenge, largely due to logistical constraints, difficult terrain and shortages of specialized healthcare personnel [20]. Similarly, while nutritional outcomes have improved over time, issues such as anemia and micronutrient deficiencies continue to require sustained attention, particularly among women and

[10] Press Release Page | Press Information Bureau
[11] Press Release Page | Press Information Bureau
[12] Press Release Page | Press Information Bureau
[13] Press Note Details: Press Information Bureau
[14] Press Release Page | Press Information Bureau
[15] Press Release Page | Press Information Bureau
[16] Press Release Page | Press Information Bureau
[17] Transforming India's Nationwide Nutrition Program: Poshan Abhiyaan
[18] National Programme for the Health Care of the Elderly (NPHCE)
[19] Diseases Burden and epidemiological transition status at the national and sub-national level in India: a contemporary perspective | Discover Public Health | Springer Nature Link
[20] Reshaping the equitable and inclusive access to healthcare: A qualitative study - ScienceDirect

children in vulnerable communities [21]. These challenges do not diminish the progress already achieved; rather, they underscore the continuing need to strengthen preventive healthcare, community awareness and last-mile service delivery mechanisms.

The implications of health extend far beyond healthcare itself [22]. A child's nutritional status influences cognitive development. Regular access to healthcare contributes to school attendance [23]. Maternal health shapes early childhood outcomes [24]. Household expenditure on illness can affect investments in education and skill development [25]. In this way, healthcare and education are deeply interconnected dimensions of human development.

India's education sector has similarly undergone significant expansion over the years. Sustained public investments have contributed to near-universal access at the elementary level, improved educational infrastructure and enhanced participation across demographic groups [26]. According to UDISE+ 2023-24, India possesses one of the largest school education systems globally [27].

While access to schooling has improved significantly, the focus of the education sector is progressively shifting towards learning outcomes, employability and future-readiness.

- The Annual Status of Education Report (ASER) 2024 [28] reveals that foundational learning gaps remain a major concern in rural India. Only **44.8% of Class 5** students in rural schools could read a **Class 2-level text**, while just **30.7%** could solve a basic division problem. Learning deficits begin early: among **Class 3** students, only **23.4%** could read a **Class 2-level text** and **33.7%** could do a basic subtraction problem, indicating that many children continue to struggle with foundational literacy and numeracy skills needed for progression to higher grades and future employment pathways.
- The problem is compounded by **poverty**, which forces many children, especially girls, to drop out early, either to contribute to household income or due to societal pressures like early marriage and gender bias [29].
- India has made significant strides in expanding access to education. As per the UDISE+ 2023-24 report, the country's school system serves **24.8 crore students across 14.72 lakh schools**, with a **near-universal Gross Enrolment Ratio (GER) of 93%** at the primary level [30].

  However, the GER drops to **77.4%** at the secondary level and **56.2%** at the higher secondary level, indicating a steep decline in retention as children grow older.
- **Infrastructure** remains a major barrier. While **57.2%** of schools now have computers and **53.9%** have internet access, these facilities are disproportionately concentrated in urban areas. Rural schools often lack basic amenities like clean drinking water, functional toilets, and adequate classrooms [31].

[21] Current Status of Nutrition Security in India: Achievements and Gaps - Socio.Health
[22] Child health
[23] The Link Between School Attendance and Good Health | Pediatrics | American Academy of Pediatrics
[24] Understanding Maternal and Child Health: Key Concepts and Components - Socio.Health
[25] Economic burden of infectious diseases and its equity implications in Indian households: Estimates from a nationally representative household survey (2017–18) - ScienceDirect
[26] doc2025210497901.pdf
[27] Press Release Page | Press Information Bureau
[28] Cover page and spine 2024.cdr
[29] The Present Status of India's Education System: A Critical Analysis (2024) | Education for All in India
[30] Press Release:Press Information Bureau
[31] Inequality in Education: Rural-Urban Disparity in India - YOUR SMART CLASS

- The urban-rural divide in education is stark: **rural students** are **24% less likely** to complete secondary education, and **40%** less likely to pursue higher education than their urban peers [32].
- Teacher quality is another concern. India faces a **shortage** of over **7.2 lakh teachers** at the elementary level and **1.2 lakh** at the secondary level, according to a 2023 parliamentary reply [33]. Many teachers lack professional training, and recruitment delays leave classrooms understaffed. The rise of contractual teaching, often with lower pay and fewer qualifications, further affects the consistency and quality of instruction. Studies show that only **3-4%** of candidates pass the Teacher Eligibility Test (TET), and nearly **40%** of contract teachers lack formal training [34].

In response to these multifaceted challenges, the Government of India introduced the **National Education Policy (NEP) 2020**, a landmark reform aimed at overhauling the education system to meet the needs of the 21st century [35]. Built on five foundational pillars of Access, Equity, Quality, Affordability, and Accountability, NEP 2020 envisions a holistic, flexible, and learner-centric education system that nurtures creativity, critical thinking, and lifelong learning.

- One of its most transformative shifts is the new curricular structure: the traditional 10+2 system is replaced by a 5+3+3+4 model, covering foundational (ages 3-8), preparatory (8-11), middle (11-14), and secondary (14-18) stages [36]. This structure integrates Early Childhood Care and Education (ECCE) into formal schooling, recognizing that the first five years are crucial for cognitive and emotional development.

  The policy prioritizes Foundational Literacy and Numeracy (FLN) through the NIPUN Bharat Mission, aiming to ensure that every child attains basic reading and math skills by Grade 3 [37]. It promotes multilingual education, with mother tongue or regional language as the medium of instruction until at least Grade 5, and encourages experiential, inquiry-based learning over rote memorization.

  NEP 2020 also emphasizes vocational education from Grade 6 onward, with internships and skill-based modules to bridge the gap between education and employability. The policy introduces flexible subject choices, interdisciplinary learning, and multiple entry-exit options in higher education, supported by the Academic Bank of Credits (ABC). It aims to increase the GER in higher education to 50% by 2035 and establish Multidisciplinary Education and Research Universities (MERUs) to foster innovation and global competitiveness [38].
- Digital integration is a key focus, with platforms like **DIKSHA** and **PM e-VIDYA** expanding access to e-learning [39]. The creation of the **National Educational Technology Forum (NETF)** [40] aims to guide the use of technology in teaching, assessment, and administration. However, the digital divide remains a major hurdle, especially in rural and tribal areas where internet access and device availability are limited [41].

[32] TIJERD001045.pdf
[33] Shortage of Teachers in India: Implications for Quality of Education (2024) | Education for All in India
[34] Reasons behind poor quality of teachers - INSIGHTS IAS - Simplifying UPSC IAS Exam Preparation
[35] About National Education Policy | Government of India, Ministry of Education
[36] NEP's 5+3+3+4 education overhaul: Promise, gaps, and the road to transformation - The Hindu
[37] NATIONAL INITIATIVE FOR PROFICIENCY IN READING WITH UNDERSTANDING AND NUMERACY (NIPUN BHARAT)
[38] background_note_Reimagining_Vocational_Education_Skill_building_revised.pdf
[39] PM e-Vidya
[40] National Educational Technology Forum (NETF)
[41] The digital revolution in India: bridging the gap in rural technology adoption | Journal of Innovation and Entrepreneurship | Springer Nature Link

Realizing the full potential of the NEP 2020 will require sustained effort, coordinated action across states, and long-term investment in systemic reform [42]. Given the scale and diversity of India's education landscape, addressing foundational gaps, whether in infrastructure, teacher capacity, or equitable access, will take time. The NEP lays out a transformative vision, but its success hinges on phased implementation, continuous monitoring, and adaptive policymaking that responds to local contexts.

As these reforms gradually take root, they are expected to create a more inclusive, learner-centric, and skill-oriented education system. Over time, this will significantly enhance the quality and relevance of education, thereby strengthening the country's human capital and improving the overall landscape of skills and employability. The NEP is not just an education reform, it is a foundational step toward building a future-ready workforce and a more equitable society [43].

Building a strong educational foundation is essential for preparing India's youth to participate meaningfully in the workforce [44]. The NEP, along with other educational reforms, plays a critical role in shaping this foundation, not only by enhancing the quality and reach of education, but also by aligning learning outcomes with the evolving demands of the job market [45]. These initiatives aim to equip students with both academic knowledge and practical competencies, thereby improving their readiness for employment and lifelong learning. This focus on foundational education is particularly important as education serves as the foundation for employability and economic participation [46].

India today stands at a unique demographic juncture, with one of the world's largest youth populations [47]. This presents a significant opportunity for accelerating economic growth, innovation and productivity. Recent labour market trends indicate encouraging progress. According to the **Periodic Labour Force Survey (PLFS) 2023-24**, the Labour Force Participation Rate for persons aged 15 years and above **increased to 60.1 percent**, while the Worker Population Ratio rose to **58.2 percent** [48]. Female labour force participation also increased to **41.7 percent**, reflecting growing economic engagement among women.

These improvements have been supported by a wide range of public initiatives aimed at entrepreneurship promotion, digital inclusion, financial access, self-help group strengthening, rural development and skill enhancement. Nevertheless, the nature of employment is also changing rapidly. Technological advancement, digitization, green transitions and evolving industry requirements are increasing demand for specialized and market-relevant skills [49]. Consequently, the challenge is no longer confined to creating opportunities; it increasingly involves ensuring alignment between education, skills and emerging labour market demands [50].

However, a significant portion of the youth population remains outside formal training systems, limiting their access to stable employment and economic mobility [51]. Strengthening education is,

[42] REALIZING THE VISION OF NEP 2020: OVERCOMING CHALLENGES AND SEIZING OPPORTUNITIES
[43] Transforming Indian Education (NEP 2020 to 2025) | Education for All in India
[44] EMPOWERING YOUTH: BUILDING A STRONG FOUNDATION FOR TOMORROW
[45] Analyzing the impact of the new educational policy 2020: A comprehensive review of India's educational reforms - ScienceDirect
[46] DRIVING INCLUSIVE GROWTH IN INDIA: THE ECONOMIC ROLE OF EDUCATION, EMPLOYMENT, SKILL DEVELOPMENT, AND ARTIFICIAL INTELLIGENCE IN JOB CREATION AND REDUCING UNEMPLOYMENT -A COMPREHENSIVE ASSESSMENT
[47] India's Demographic Dividend: A Global Gamechanger | IBEF
[48] Press_note_AR_PLFS_2023_24_22092024.pdf
[49] Technological Advancement and Employment Changes: Recent Trends in the Indian Economy | The Indian Journal of Labour Economics | Springer Nature Link
[50] India's labour market challenges: Employability of young workforce from the perspective of supply and demand | PROSPECTS | Springer Nature Link
[51] Number of youth not in employment, education, or training (NEET) a cause for concern, despite falling jobless rate | Division for Inclusive Social Development (DISD)

therefore, not just a matter of academic reform; it is a strategic investment in building a skilled, adaptable, and future-ready workforce.

Despite India's demographic advantage, boasting one of the world's youngest populations with a **median age** of **29**, the country faces a persistent and multifaceted skill development crisis.

- According to the India Employment Report 2024, jointly published by the Institute for Human Development and the International Labour Organization (ILO), youth constitute nearly **83%** of **India's unemployed population** [52].

This is not merely a reflection of job scarcity but a deeper insight on unemployability, where individuals, despite holding degrees or basic education, lack the skills demanded by the labor market. The report further highlights that one in three young Indians is neither in education, employment, nor training, underscoring the urgency of targeted interventions in skilling and workforce integration.

- As per the National Sample Survey Office (NSSO) 2011-12 report, only **2.2%** of individuals aged 15-59 years had received formal vocational training [53].
- The Global Skills Gaps Measurement and Monitoring Report by the ILO (2023) reveals that **47%** of Indian workers are underqualified for their jobs, with the figure rising to **62%** among women [54]. These statistics reflect a systemic disconnect between education and employment, where theoretical instruction fails to translate into practical, market-relevant competencies.
- Many young individuals are unaware of government schemes such as **Pradhan Mantri Kaushal Vikas Yojana (PMKVY)** or **Jan Shikshan Sansthan (JSS),** which are designed to provide subsidized or free training [55]. Societal perceptions also play a role; vocational education is frequently viewed as inferior to academic pathways [56], leading to low enrollment and stigmatization of skill-based careers.
- Digital illiteracy compounds these challenges. According to the **Economic Survey 2023-24**, **75% of youth** struggle to send an email with an attachment, and **90%** lack basic spreadsheet skills. In an increasingly digital economy, such deficits severely limit employability, especially in sectors driven by automation and data analytics [57]. Gender disparities further exacerbate the issue, with female participation in skilling programs remaining low despite targeted initiatives, and women being disproportionately represented among the underqualified and unemployed.
- Vocational education and training (VET) systems in India face their own set of hurdles [58]. Infrastructure deficits are widespread, with many training centers lacking modern equipment and industry-aligned curricula.
- The UNESCO State of Education Report for India 2020 [59] emphasized the need to integrate vocational training into mainstream education, yet implementation remains patchy.

[52] India: High youth unemployment poses massive challenge – DW – 05/07/2024
[53] The Challenges of Vocational Education
[54] India's youth can't find jobs. Here's how to tackle the skills gap head-on - India Today
[55] The need to tackle the challenge of employment and skill crisis in India | Dhyeya IAS® - Best UPSC IAS CSE Online Coaching | Best UPSC Coaching | Top IAS Coaching in Delhi | Top CSE Coaching
[56] Vocational vs Academic Pathways - Easy Sociology
[57] G2505014449.pdf
[58] Vocational Education and Training in India: Prospects and Challenges from an Outside Perspective - Matthias Pilz, Julia Regel, 2021
[59] Vocational education first: state of the education report for India 2020; Technical and Vocational Education Training (TVET) - UNESCO Digital Library

- The NEP 2020 and the National Skill Development Mission aim to bridge these gaps, but challenges persist in curriculum modernization, faculty training, and industry collaboration[60]. The National Skill Development Corporation (NSDC) has made strides, certifying over **1.1 crore individuals** under PMKVY as of 2023, but **placement rates remain low**, with only **19%** of those trained under PMKVY 1.0 placed in jobs[61].

Viewed collectively, India's development landscape presents a story of substantial achievement accompanied by evolving aspirations. The country has made significant strides in expanding access to healthcare, education, livelihoods, infrastructure and social protection. Yet as development advances, the focus naturally shifts towards strengthening quality, ensuring inclusiveness, enhancing resilience and maximizing long-term impact. It is within this context that Corporate Social Responsibility assumes strategic relevance. By complementing public efforts, addressing localized developmental needs and strengthening community capabilities, CSR initiatives contribute meaningfully towards the broader national agenda of inclusive growth and sustainable development.

1.2 About Oil India Limited

India's development aspirations are driven not only by public institutions and policy interventions but also by the contributions of organizations that have consistently aligned business growth with national priorities[62]. Among such institutions, **Oil India Limited (OIL)** occupies a distinctive position. As a **Central Public Sector Enterprise (CPSE) under the Ministry of Petroleum & Natural Gas, Government of India**, OIL is a fully integrated Exploration and Production (E&P) company operating across the upstream energy value chain[63]. With its origins tracing back to the historic discovery of oil at **Digboi, Assam in 1889**, and its incorporation in **1959** as a joint venture with the Government of India, OIL has evolved into one of the country's leading energy enterprises, making significant contributions to India's energy security while creating value for a diverse set of stakeholders.

Over the decades, OIL has expanded its operational footprint across multiple states in India and several overseas locations, emerging as a key contributor to the nation's energy basket[64]. Through its activities in exploration, production and transportation of crude oil and natural gas, the Company has played an important role in supporting industrial development, economic growth and national energy resilience. In recognition of its strategic importance and sustained contribution to the Indian economy, OIL has been accorded the prestigious status of a **Maharatna CPSE** by the Government of India[65].

As India's energy sector undergoes a significant transition, OIL has continued to strengthen its position through a focus on innovation, operational efficiency and diversification. While expanding its upstream, midstream and downstream capabilities, the Company has also made substantial progress in renewable and low-carbon energy initiatives. Guided by its commitment under the **Oil and Gas Decarbonization Charter**[66], OIL is actively pursuing its **Net Zero 2040** goal through a range of measures, including the adoption of cleaner energy sources, investments in renewable energy projects and the deployment of advanced technologies aimed at reducing greenhouse gas

[60] IJCRT2411041.pdf
[61] Ongoing neglect of youth skilling will cost India heavily - Centre for Public Policy Research (CPPR)
[62] India: Accelerated Reforms Needed to Speed up Growth and Achieve High-Income Status by 2047
[63] Home | Oil India Limited
[64] OIL Across the Globe | Oil India Limited
[65] Press_releaseOILgrantedMaharatnaStatusnew.pdf
[66] The-Oil-Gas-Decarbonization-Charter-Report-2024-1.pdf

emissions. The Company has further accelerated its transition journey through the establishment of a wholly owned green energy subsidiary and investments in emerging sectors such as **green hydrogen, biofuels and carbon capture technologies**, thereby contributing to India's broader energy transition agenda.

Operating in a sector that directly influences national growth and industrial development, OIL's contribution extends beyond its core business mandate. The Company has long recognized that sustainable business success is intrinsically linked to the well-being of communities residing within and beyond its areas of operation. Consequently, community development and social responsibility have remained integral to OIL's organizational philosophy, well before Corporate Social Responsibility became a statutory requirement in India.

OIL's approach to development is guided by the belief that economic growth must be inclusive, equitable and sustainable [67]. This philosophy is reflected in its vision to **"Be a leading and future-ready integrated energy company committed to sustainable energy security of India through performance excellence."** The Company's developmental efforts seek to enhance the quality of life of communities through strategic investments in human development, healthcare, education, livelihood generation, women's empowerment, environmental stewardship and infrastructure creation.

Over the years, OIL has implemented numerous initiatives that have positively influenced the lives of thousands of beneficiaries, particularly in geographically remote, rural and socio-economically vulnerable regions. The Company's developmental interventions are aligned with national priorities, the SDGs, the provisions of the Companies Act, 2013 and the CSR guidelines issued by the Government of India. Through a combination of direct implementation and strategic partnerships with government agencies, civil society organizations, academic institutions and development partners, OIL continues to create enduring social value while fostering inclusive and sustainable development outcomes across the country.

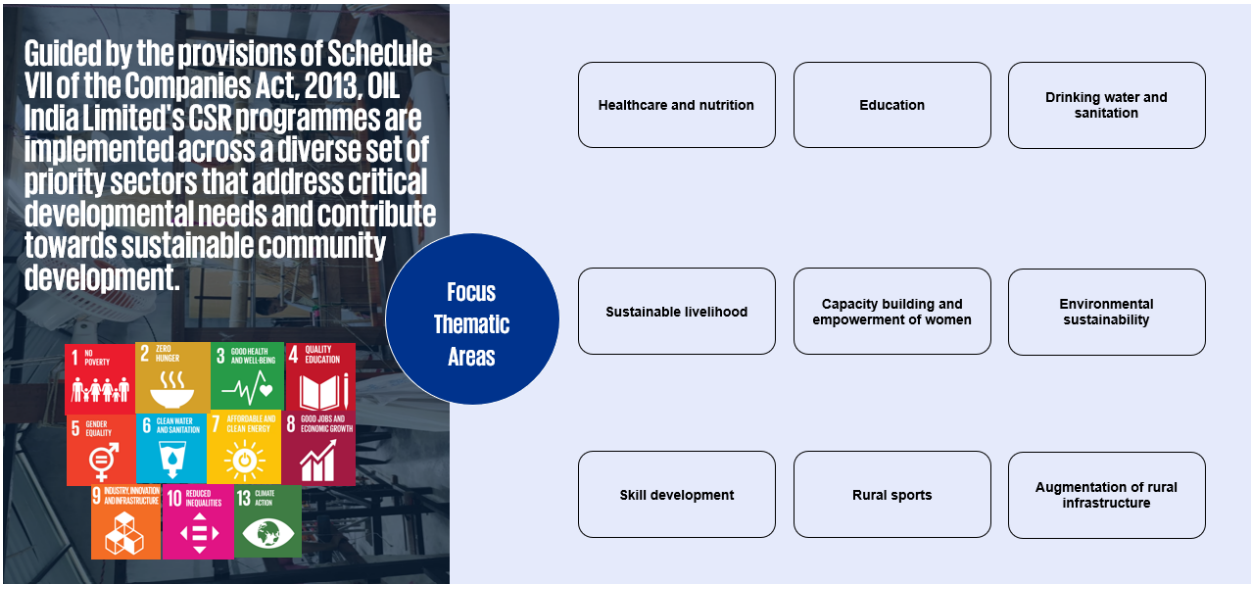


Figure 1: Focus thematic areas of OIL in alignment with Schedule VII of the Companies Act

[67] Vision | Oil India Limited

Guided by these strategic priority areas, OIL has implemented a wide range of CSR initiatives across its operational geographies and beyond.

1.3 About the impact study

The current study warrants a third-party evaluation of the CSR programmes of OIL. The programmes are embedded in complex settings and require adaptations over time. This evaluation study aims to capture the effectiveness and intended and unintended impact of the project interventions, along with estimating the total social value created through the investments. It aims to provide avenues for informed decision-making about combating current challenges and refining outcomes to maintain the long-term sustainability of the programs.

The impact study employed a mixed-methods design with quantitative and qualitative research tools to capture a comprehensive picture of the impact created by the 24 CSR programmes. Here, two notable frameworks for evaluation were used, namely the OECD-DAC framework and the Social Return on Investment (SRoI).

Table 4: List of programmes under evaluation

S.No.	Theme	Project Name	State/ Region/ District
1	Education	OIL Pragyan Super 30	Assam (Jorhat, Dibrugarh, Nagaon & Guwahati), Arunachal Pradesh (Itanagar), Rajasthan (Jodhpur)
2		OIL Jigyasa	Tinsukia, Dibrugarh, Charaideo and Sivasagar districts of Assam
3		Educational project 'Joy Awakening Innovations (JAI)'	Assam (Darrang, Dhemaji, Lakhimpur, Dibrugarh, Udalguri, Tinsukia, Sivasagar, Jorhat) One Jawahar Navodaya Vidyalaya in each district
4		Installation of 13 units of Computer Lab cum Digital Library	Haryana (Rohtak & Jind)
5		Infrastructure upgradation in aspirational district including Smart Classes and RO Plants	Madhya Pradesh (Rajgarh Aspirational District)
6		Infra upgradation in School for children for construction of training centre	Chhattisgarh (Jashpur)
7	Healthcare	OIL Arogya	Tinsukia, Dibrugarh, Sivasagar and Charaideo districts of Assam
8		OIL Sparsha	Tinsukia, Dibrugarh, Sivasagar and Charaideo districts of Assam and Changlang district of Arunachal Pradesh and Gomati & South Tripura districts of Tripura
9		OIL Asha	OIL's operational districts of Assam (Tinsukia, Dibrugarh, Sivasagar and Charaideo) and various other parts of

			Assam, Arunachal Pradesh and Tripura
10		25 Nos. of Haemodialysis Machines to the National Health Mission, Assam	Assam (National Health Mission, Guwahati)
11		R K HIV Effort for Stamping out of TB	Gujarat (Surat)
12		Health Awareness and Open Gym	Uttar Pradesh (Kairana)
13		Establishment of High-Performance Sports Training & Rehabilitation Centre	Assam (Kokrajhar)
14		OIL CSR support for vulnerable communities in rural areas through awareness and medical camps	Rajasthan (Jaisalmer)
15		Health Initiatives in Aspirational districts	Goalpara, Dhubri districts in Assam and Namsai in Arunachal Pradesh
16	Skill Development	Skill Development Institute Guwahati	Centre at Guwahati, Assam
17		OIL Swabalamban	Tinsukia, Dibrugarh, Sivasagar, Charaideo districts and other parts of Assam, Arunachal Pradesh, and Tripura
18	Sustainable Livelihood	OIL Rupantar	Tinsukia, Dibrugarh, Sivasagar and Charaideo districts of Assam
19		Agriculture Development Project	Tinsukia, Dibrugarh, Sivasagar and Charaideo districts of Assam
20		OIL Jeevika	Tinsukia, Assam (Hapjan and Guijan Development Blocks)
21	Women Empowerment	OIL's Centre of Excellence for, Handicraft, Handloom and Entrepreneurship	Tinsukia and Dibrugarh districts of Assam
22		OIL Nursing School	Tinsukia, Dibrugarh, Sivasagar and Charaideo districts of Assam and Changlang district of Arunachal Pradesh
23	Other Infrastructure	Renewable Solutions towards supply and installation of solar streetlights	Uttar Pradesh (Lambhua, Sultanpur)
24		Supply & Installation of Solar based Semi High Mast Lightning System	West Bengal (Medinipur)

Chapter 2: Approach and Methodology

Chapter 2: Approach and methodology

2.1 Our approach

As part of the broader approach, KPMG will be employing OECD-DAC and Social Return on Investment (SRoI) frameworks to evaluate programmatic outcomes and estimate the social value generated against the initial financial investment.

2.1.1 OECD DAC framework

The OECD-DAC Network has identified six evaluation criteria-relevance, coherence, effectiveness, efficiency, impact, and sustainability as evaluative norms to determine the merit or worth of a development intervention (policy, strategy, program, project, or activity). [68]



Figure 2: OECD-DAC Evaluation Criteria

Table 5. Evaluation questions for each OECD-DAC pillar

Evaluation Criteria	Generic Evaluation Questions	Cross-cutting Objectives
Relevance	*A measure of the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.* ▪ To what extent are the objectives of the project still valid? ▪ Are the activities and outputs of the project consistent with the overall goal? ▪ Are the activities and outputs of the project consistent with the intended impacts and effects?	*Commitments of the stakeholders are integrated into Project design and planning*

[68] Evaluation Criteria | OECD

Effectiveness	*A measure of the extent to which the intervention achieved, or is expected to achieve its objectives, and its results, including any differential results across groups.* ▪ To what extent were the objectives achieved/are likely to be achieved? ▪ What were the major factors influencing the achievement or non-achievement of the objectives?	*Achieved cross-cutting objectives during project implementation*
Efficiency	*A measure of the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.* ▪ Were activities cost-efficient? ▪ Were objectives achieved on time? ▪ Was the project implemented most efficiently compared to alternatives?	*Resources are provided and efficiently used for the participation of all stakeholders*
Impact	*A measure of the extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.* ▪ What has happened as a result of the project? ▪ What real difference has the activity made to the beneficiaries? How many people have been affected?	*Achieved real and long-lasting positive changes in the lives of intended beneficiaries*
Sustainability	*A measure of the extent to which the net benefits of the intervention continue or are likely to continue.* ▪ To what extent did the benefits of a project continue after donor funding ceased? ▪ What were the major factors which influenced the achievement or non-achievement of sustainability of the project? ▪ What can be some of the innovative ways to make the project sustainable in the long run?	*The likelihood that project achievements will continue after the project*
Coherence	*A measure of the extent to which the intervention is compatible with other interventions in a country, sector, or institution.* ▪ Does the project address the synergies and interlinkages between the intervention and other interventions in the same organization and the same sector/policy landscape? Does it weaken or enhance the impact of any current programs or policies? ▪ Does the program lead to duplication of efforts?	*The extent to which other interventions (particularly policies) support or undermine the intervention and vice versa.*

The table outlines the OECD-DAC criteria with the generic evaluation questions that aid the understanding and analysis of an intervention. Collectively, these are viewed as a set of lenses that are to be applied contextually and are dependent on the needs of the stakeholders and the purpose of the evaluation.

2.1.2 SRoI framework

The study has used SRoI methodology, measuring the total value generated for every rupee invested in the development sector interventions to obtain a holistic view of the varied impacts created by the intervention. SRoI quantifies the value of the social impact of projects, programs, and policies and examines the social, economic, and environmental benefits that arise from an intervention and assigns a monetary value to the benefits. Comparing this value to the investment required to achieve that impact produces an SRoI ratio. It takes standard financial measures of economic return a step further by capturing social and environmental outcomes alongside financial outcomes.

Principles of SRoI

1. ***Involve stakeholders****:* It is important to involve stakeholders as they experience change because of the activities and are best placed to describe the change.
2. ***Understand what changes:*** Develop a theory of change and gather evidence of positive change. This principle requires the theory of how these changes are created, stated, and supported by evidence.
3. ***Verify things that matter:*** Valuing economic, social, and environmental benefits and costs not captured in existing financial accounting value.
4. ***Only include what is material:*** Judgement will be required throughout an SRoI analysis. Often, the principle of materiality will guide judgment, so this principle is very important. Materiality is a concept that is borrowed from accounting. In accounting terms, information is material if it has the potential to affect the readers' or stakeholders' decisions. A piece of information is material if missing it from the SRoI would misrepresent the organization's activities. For transparency, decisions about what is material should be documented to show why information has been included or excluded.
5. ***Do not overclaim:*** Compare your results with what would have happened anyway. The principle emphasizes only claiming the value that organizations are responsible for creating.
6. ***Be transparent:*** Explain all your evidence and assumptions clearly. Demonstrate the basis on which the analysis may be considered accurate and honest and show that it will be reported to and discussed with stakeholders.
7. ***Verify the results:*** Use other sources to check your results. Ensure appropriate independent assurance.

Calculating SRoI

The process of calculation of SRoI largely focuses on dead weight, displacement, attribution, and drop-off in association with any outcomes achieved. All these aspects are generally expressed as percentages, and these percentages are applied to the financial proxy of each outcome to arrive at the total impact for the outcome

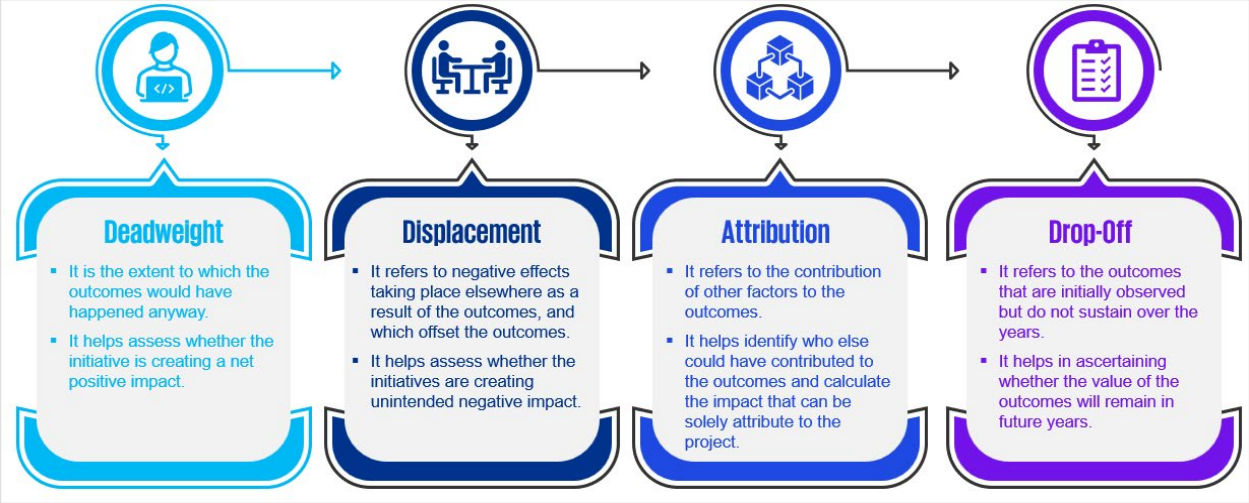


Figure 3: Parameters of SRoI

2.2 Our methodology

KPMG adopted a four-phase structured methodology for this engagement. The methodology aided in developing a tailor-made approach to capture the multiple impacts from the project effectively. The figure showcases the four broad phases that the assessment has been divided into.

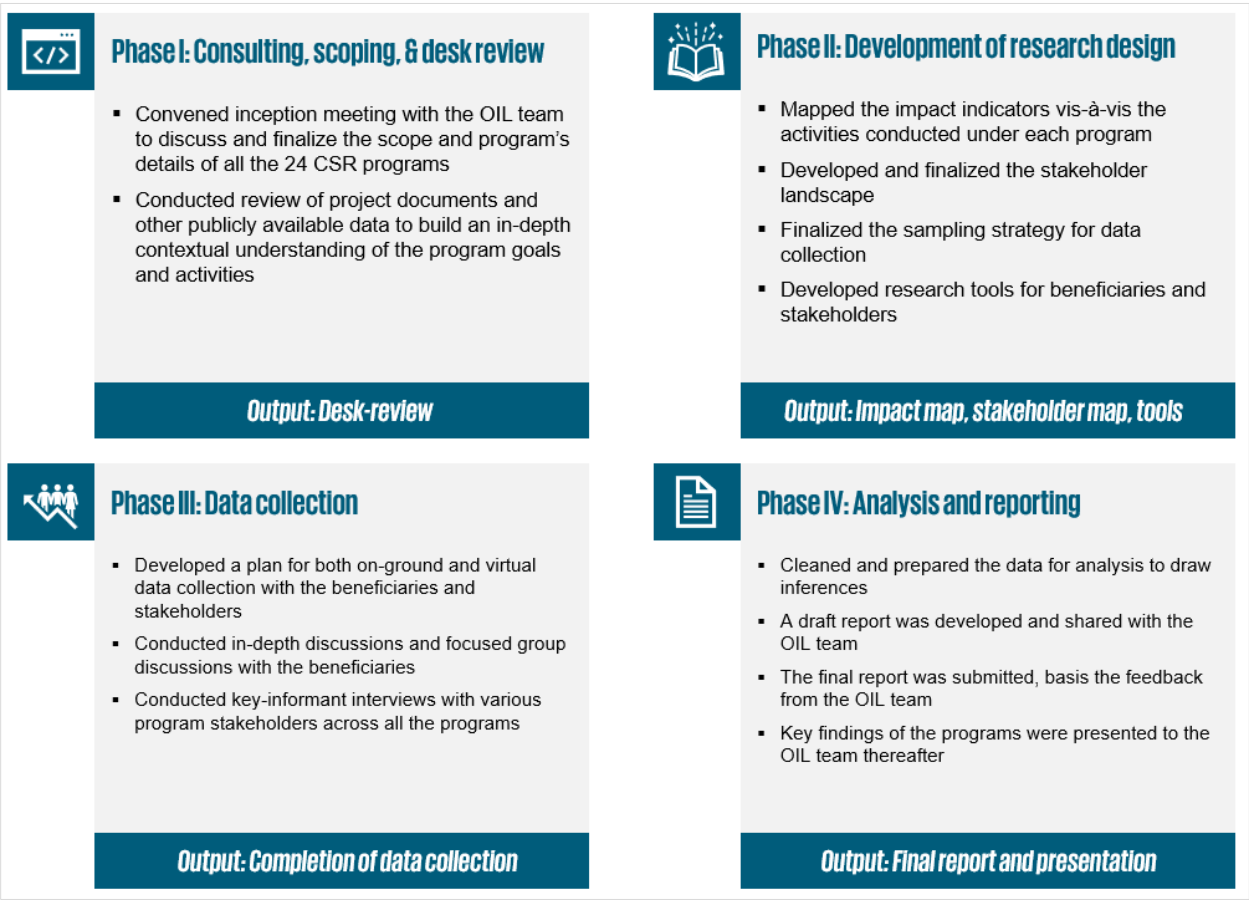


Figure 4: Four-phased methodology

2.3 Sampling strategy

The sampling framework for the present Impact Assessment was designed to ensure that the findings are statistically robust, representative and reflective of the diverse beneficiary experiences across the selected CSR interventions. To achieve this, the sample size for each thematic area was determined using **Cochran's Formula**, a widely accepted statistical method used in social research, development evaluations and impact assessment studies for estimating an appropriate sample size from large populations [69].

Cochran's Formula is particularly useful when the target population is large or dispersed, and where the objective is to obtain reliable results within a specified level of confidence and precision [70]. The formula helps determine the minimum sample size required to ensure that the findings are representative of the larger beneficiary population while minimizing sampling error.

For the purpose of this assessment, the sample size was calculated at a **95 percent confidence level** and a **10 percent margin of error**, assuming an infinite population.

- A 95 percent confidence level implies that if similar surveys were conducted multiple times under the same conditions, the results would be expected to fall within the specified confidence interval in 95 out of 100 instances.
- The margin of error of 10 percent indicates the acceptable range of variation between the survey results and the actual population parameters.

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

- $\mathbf{n_0}$ = Required sample size
- **Z** = Standard normal deviate corresponding to the desired confidence level (1.96 for 95% confidence)
- **p** = Estimated proportion of the population possessing the characteristic of interest (0.5, adopted in the absence of prior information and yielding maximum variability)
- **q** = 1 − p (0.5)
- **e** = Desired level of precision or margin of error (0.07)

Figure 5: Cochran's formula calculation

Substituting the values, a sample size of **up to 100 beneficiary respondents** was adopted for each thematic area assessed under the study. This approach ensured methodological consistency across themes while providing sufficient statistical reliability for drawing conclusions regarding the effectiveness, relevance and outcomes of the interventions.

[69] Cochran's Formula Calculator for Finite & Infinite Population
[70] Sample Size Determination: Cochran, Slovin & Yamane

Table 6: Sample size for study

Thematic area	Programme	Total beneficiaries impacted	Sample of beneficiaries covered	Sample of stakeholders covered
Education	OIL Pragyan Super 30	200 students	26	4
	OIL Jigyasa	6,265 students	41	4
	Educational project 'Joy Awakening Innovations (JAI)'	4,640 students	35	3
	Installation of 13 units of Computer Lab cum Digital Library	25,000 students	16	3
	Infrastructure upgradation in aspirational district including Smart Classes and RO Plants	15,000 students	28	3
	Infra upgradation in School for children for construction of training centre	500 students, teachers, and karyakartas	22	4
Healthcare	OIL Arogya	15,267 women, children and adolescent girls	26	4
	OIL Sparsha	58,994 patients	25	4
	OIL Asha	1,471 children	26	4
	25 Nos. of Haemodialysis Machines to the National Health Mission, Assam	Community at large	16	3
	R K HIV Effort for Stamping out of TB	1,800 direct beneficiary patients	25	3
	Health Awareness and Open Gym	10,000 local population	10	2
	Establishment of High-Performance Sports Training & Rehabilitation Centre	250 athletes per year	20	2
	OIL CSR support for vulnerable communities in rural areas through awareness and medical camps	4,000 local population and army personnel	25	2

	Health Initiatives in Aspirational districts	Community at large	53	3
Skill development	Skill Development Institute Guwahati	390 unemployed youths	27	4
	OIL Swabalamban	660 unemployed youths	27	4
Sustainable livelihoods	OIL Rupantar	428 JLGs and 1,925 families	25	4
	Agriculture Development Project	4,425 farm families	25	4
	OIL Jeevika	1,095 households	21	4
Women empowerment	OIL's Centre of Excellence for, Handicraft, Handloom and Entrepreneurship	225 women weavers	30	4
	OIL Nursing School	118 female students (85 in 3-year diploma course and 33 in PQCT)	35	4
Other infrastructure	Renewable Solutions towards supply and installation of solar streetlights	25,000 community members	20	2
	Supply & Installation of Solar based Semi High Mast Lightning System	10,000 community members	20	2
TOTAL			**624**	**80**

While beneficiary surveys formed the core of the quantitative assessment, the study also incorporated consultations with a diverse range of stakeholders associated with the design, implementation and utilization of the CSR interventions. These included representatives from OIL India Limited, implementing partners, local government officials, community leaders, institution heads, frontline functionaries and other relevant stakeholders, depending on the nature of the intervention.

The inclusion of stakeholders served multiple purposes.

- It enabled a broader understanding of the intervention context, implementation processes and local development dynamics that may not be fully captured through beneficiary surveys alone.

- Stakeholder perspectives provided valuable insights into program relevance, operational challenges, sustainability considerations and potential areas for strengthening future interventions.
- Consultations facilitated triangulation of findings, whereby information obtained from beneficiaries could be validated and contextualized through discussions with other informed actors. This helped enhance the credibility, reliability and overall robustness of the assessment findings by ensuring that conclusions were drawn from multiple sources of evidence rather than a single respondent group.

Together, the beneficiary survey and stakeholder consultations provided a comprehensive evidence base for assessing the outcomes and impacts of OIL India's CSR interventions across the selected thematic areas.

To ensure comprehensive coverage across the diverse geographical spread of the assessed CSR interventions, the study adopted a mixed-mode data collection approach comprising both in-person and virtual consultations.

- Field visits were undertaken for 16 programmes, representing approximately **67 percent** of the total interventions assessed, across the states of **Assam and Arunachal Pradesh**, where detailed beneficiary surveys, stakeholder interviews, focused group discussions and site observations were conducted.
- For the remaining programmes **(33%)**, data collection was undertaken through **virtual interactions** with beneficiaries, implementing agencies and other relevant stakeholders across **Haryana, Madhya Pradesh, Chhattisgarh, Gujarat, Uttar Pradesh and West Bengal**.

This blended approach enabled the assessment team to capture contextual insights from geographically dispersed locations while ensuring efficient coverage of interventions implemented across multiple states. The combination of on-ground verification and virtual engagement facilitated the collection of robust qualitative and quantitative evidence, allowing for a balanced assessment of programme performance, beneficiary outcomes and implementation experiences across thematic areas.

Chapter 3: Analysis and Findings

A. Education Programmes

Chapter 3: Analysis and findings

A. Education Programmes

Coherence

- Alignment of the programme with SDGs



Table 7: Alignment with SDGS- Education

SDG Goal	Target	Sub-targets [71]	Coherence
GOAL 4	Quality Education	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes. 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university. 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for vulnerable populations. 4.a Build and upgrade education facilities that are	The education programmes strengthen both access and quality dimensions of education. Through improved academic support, STEM learning, digital education infrastructure, technology-enabled classrooms and career guidance, the programmes contribute to improved learning outcomes, enhanced educational attainment, development of future-ready skills and greater access to higher education opportunities, particularly for students from underserved communities.

[71] https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

		child, disability and gender sensitive and provide safe, inclusive and effective learning environments for all.	
GOAL 5	Gender Equality	5.1 End all forms of discrimination against all women and girls everywhere.	By creating inclusive learning environments and encouraging equal participation in STEM, digital learning and higher education pathways, the programmes contribute towards improving confidence, participation and aspirations among girls, particularly in traditionally underrepresented fields such as science and technology.
GOAL 9	Industry, Innovation and Infrastructure	9.5 Enhance scientific research, upgrade technological capabilities and encourage innovation.	The programmes strengthen foundational capabilities required for an innovation-driven economy by promoting scientific temper, critical thinking, computational skills, experimentation and technology adoption among students from an early age.
GOAL 10	Reduced Inequalities	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic status.	By expanding access to quality education, digital resources, STEM opportunities and competitive examination preparation for students from economically and geographically disadvantaged backgrounds, the programmes help reduce educational inequalities and create pathways for long-term social and economic mobility.

- Alignment of the programme with National Priorities – Government schemes and programmes

Table 8: Alignment with national priorities- Education

Programme	Brief Description	Coherence
Viksit Bharat @ 2047 [72]	Government of India's vision to transform India into a developed nation through quality education, innovation, digital transformation, youth empowerment and inclusive growth.	The programmes contribute to the development of future-ready human capital by improving educational outcomes, strengthening digital and STEM competencies, enhancing employability-oriented skills and expanding opportunities for

[72] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India

		students from underserved communities to participate in India's future growth story.
National Education Policy (NEP) 2020 [73]	Focuses on holistic, multidisciplinary and experiential learning, integration of technology, competency-based education and development of 21st century skills.	The interventions operationalize several principles of NEP 2020 by promoting experiential learning, technology-enabled education, critical thinking, problem-solving, career readiness and holistic student development beyond traditional classroom instruction.
Digital India Mission [74]	Promotes universal digital access, digital literacy and technology-enabled service delivery across sectors.	By improving access to computers, smart classrooms, digital learning platforms and technology-enabled teaching resources, the programmes contribute to reducing the digital divide and strengthening digital literacy among school-going children.
Samagra Shiksha Abhiyan [75]	Integrated scheme for school education focused on equitable access, quality learning outcomes and strengthening school infrastructure.	The programmes complement the objectives of Samagra Shiksha by improving school infrastructure, enhancing learning environments, strengthening educational quality and expanding access to equitable learning opportunities in government schools.
Atal Innovation Mission (AIM) [76]	Encourages innovation, creativity, tinkering and problem-solving among students through experiential learning platforms.	Initiatives such as OIL Jigyasa foster curiosity, experimentation, design thinking and problem-solving abilities among students, contributing to the development of an innovation-oriented learning culture aligned with the objectives of AIM.
National Digital Education Architecture (NDEAR) [77]	Seeks to create a technology-driven education ecosystem with wider access to digital learning resources and platforms.	The establishment of smart classrooms, digital libraries and computer laboratories strengthens digital learning ecosystems within schools and improves students' access to educational technology

[73] education.gov.in/en/nep-2020
[74] Digital India: MeitY, Government of India
[75] PRABANDH
[76] AIM
[77] NDEAR | Home

		and digital content, supporting broader digital education reforms in the country.

Programme I: OIL Pragyan Super 30

I. About the programme

OIL Pragyan Super 30 is **OIL India Limited's flagship initiative** designed to empower underprivileged students through structured academic support and holistic development, with a total outreach of **200 beneficiaries** in **FY 2024-25**, with 150 students preparing for engineering exams and 50 preparing for NEET. The programme provides **free residential coaching** and **mentoring to students** aspiring to crack competitive engineering and medical entrance examinations.

The initiative offers an intensive 11-month residential course aimed at preparing students for prestigious exams such as JEE and NEET. Through a rigorous curriculum and continuous mentorship, the programme equips students with the knowledge, skills, and confidence required to pursue careers in engineering and medicine.

Students are selected through nationwide tests and outreach efforts, ensuring access for deserving candidates from economically weaker backgrounds. Once enrolled, they receive focused academic coaching in core subjects, supported by regular assessments and performance tracking. Expert faculty and alumni mentors provide personalised guidance, helping students stay motivated and improve consistently.

Beyond academics, the programme fosters analytical thinking, discipline, and problem-solving abilities. It also integrates life skills training - covering communication, leadership, and ethics to support overall personality development. By creating a structured and supportive learning environment, OIL Pragyan Super 30 enables students to achieve academic success while developing into confident and responsible individuals.

II. Impact map

Table 9: Impact map for project OIL Super 30

Stakeholder	Activities	Output	Outcome	Impact
Direct-Students	Identification & selection of underprivileged students through nationwide tests and interviews	-No. of students enrolled	Improved Academic Performance	Reduced educational inequality among underprivileged youth
	Structured classroom teaching (Physics, Chemistry, Math's/Biology) with planned modules	-No. of teaching hours -No. of modules completed	Students qualifying JEE/ NEET and gaining admission to top institutes	Enhanced employability and long-term career mobility among underprivileged youth
	Regular mock tests, performance tracking, and rank-based feedback	-No. of mock tests administered -No. of feedback sessions and	Improved qualification rates (JEE/NEET)	Increased representation of undepriviledged

		remedial sessions conducted		students in premier STEM institutions
	Personalized mentoring by expert faculty and alumni	-No. of mentoring touchpoints by faculty and alumni		
	Residential support: accommodation, meals, study infrastructure	-Student-days of accommodation, meals served, and study infrastructure utilised	Improved learning environment	Improved psyco-social wellbeing among students with disadvantageous background
	Life skills training (communication, leadership, ethics)	-Number of workshops or sessions conducted on life skills	Enhanced Life Skills & Confidence	Improved leadership, communication and ethical decision-making capabilities among students
Indirect-Parents	Parent engagement and community awareness initiatives	-No. of parents reached through engagement sessions and awareness initiatives	Increased parental awareness and support	Sustained shift in community aspirations towards higher education

III. Relevance

Pre-programme academic challenges

Prior to joining OIL Pragyan Super 30, students reported facing several barriers that limited their ability to prepare effectively for competitive entrance examinations. A lack of access to quality coaching facilities, financial constraints related to examination preparation, and the absence of academic guidance and mentoring support were reported by all beneficiaries (**100%**). Additionally, **92%** reported inadequate access to quality study materials and learning resources, while **88%** highlighted weak academic fundamentals as a key challenge.

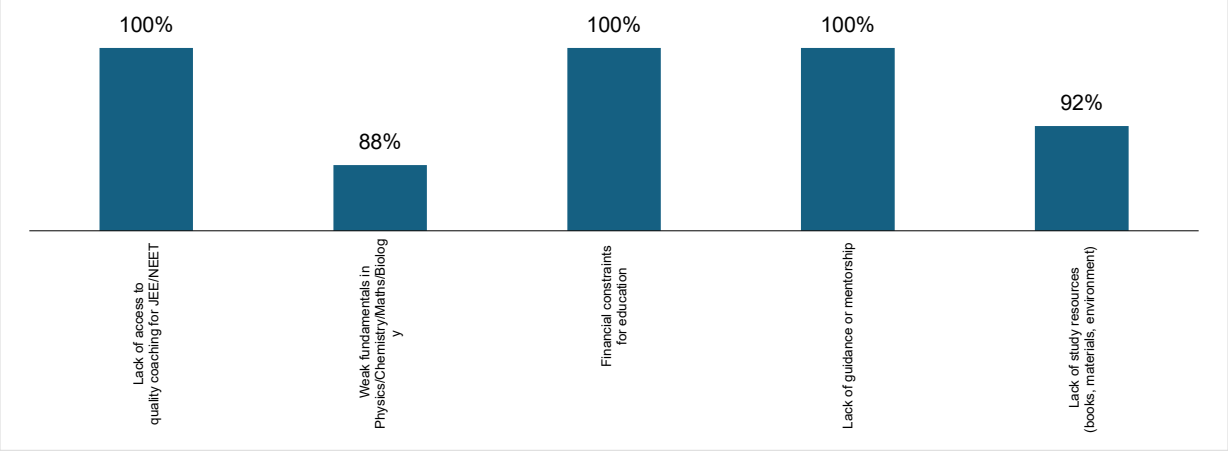


Figure 6: Pre-programme challenges reported by the beneficiaries

The results highlight that the barriers faced by students extended beyond academics alone. While many possessed the aspiration to pursue engineering or medicine, limited financial resources, lack of structured preparation opportunities, and inadequate mentoring significantly constrained their ability to compete in national-level examinations. Access to quality coaching and guidance, which often serves as a critical differentiator in JEE and NEET preparation, remained beyond the reach of many beneficiaries.

The programme's design closely reflects these needs. By providing free residential coaching, structured academic support, comprehensive learning resources, continuous assessments, and personalised mentoring, OIL Pragyan Super 30 addresses the key challenges identified by beneficiaries before enrolment. The intervention therefore fills a critical gap in educational access for students from economically disadvantaged backgrounds and creates opportunities that would otherwise remain unavailable to them.

Usefulness of Mentoring Sessions in Addressing Academic and Personal Challenges

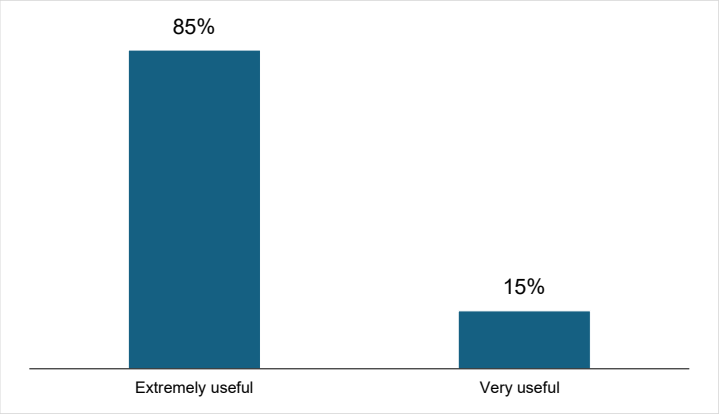


Figure 7: Usefulness of mentoring sessions as reported by the beneficiaries

Mentoring emerged as one of the programme's strongest and most valued components. A large majority of beneficiaries (**85%**) described mentoring sessions as extremely useful, while the remaining **15%** considered them very useful. No respondent expressed dissatisfaction with the mentoring support provided.

The importance of this finding extends beyond academic performance. For many students, mentors served as a source of motivation, guidance and reassurance during a highly demanding preparation phase. Regular interactions with faculty and mentors helped students navigate academic challenges, manage examination-related stress, maintain discipline, and build confidence in their abilities.

Together, the results demonstrate that the programme responds to both academic and psychosocial needs of beneficiaries. The combination of coaching, mentoring, study resources and residential support creates an enabling environment that directly addresses the constraints faced by underprivileged students aspiring to enter premier engineering and medical institutions.

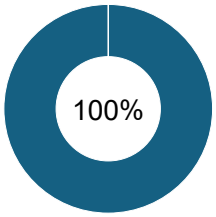
IV. Efficiency

All beneficiaries reported a positive experience with programme implementation. Specifically, **100% of respondents,** during the survey, described the programme as *Very well planned. They reported classes, test and learning scheduled on time.* No beneficiary reported issues relating to delays**. 100%** reported mock tests and feedback sessions highly effective with clear improvement. Further **97%** rated the residential facilities (accommodation, meals, study environment) as Very good, which fully supports learning.

V. Effectiveness

A defining feature of OIL Pragyan Super 30 is its ability to convert educational support into tangible academic outcomes. The results demonstrate strong progress across academic performance, competitive examination outcomes and personal development.

Improvement in Academic Performance



100% of the beneficiaries reported that their performance in tests improved significantly after joining the programme, with improvements exceeding **50%** compared to their earlier performance levels.

Such universal improvement reflects the effectiveness of the programme's structured preparation model. Regular classroom teaching, extensive practice sessions, mock examinations, performance reviews and targeted remedial support enabled students to strengthen conceptual understanding and improve examination readiness. The systematic approach ensured that learning gaps were identified early and addressed through continuous academic support.

Performance in JEE/NEET Examinations

The improvements witnessed during the course translated into strong examination outcomes. A substantial **92%** of beneficiaries secured admission into top-tier institutions, including IITs, NITs and Government Medical Colleges. The remaining **8%** reported significant improvement in examination performance despite not securing admission to a premier institution.

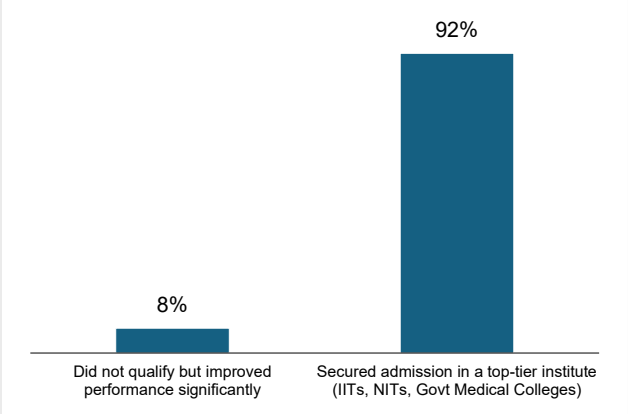


Figure 8: Students' performance in JEE/ NEET examinations

These outcomes underscore the programme's success in creating pathways to higher education for students who often face significant financial and educational disadvantages. Admission into premier institutions represents not only academic achievement but also a critical step towards long-term socio-economic mobility and access to professional careers.

Effectiveness of Feedback and Mentoring Mechanisms

Continuous testing and feedback formed an integral part of the programme's academic framework. All beneficiaries **(100%)** reported that feedback received through mock tests and mentoring sessions was highly effective in improving their performance.

Regular performance reviews enabled students to identify weaknesses, refine examination strategies and focus their efforts on areas requiring improvement. The combination of academic feedback and personalised mentoring ensured that students remained motivated while developing a clear understanding of their progress and potential.

Improvement in Life Skills

The programme has also contributed to substantial growth in life skills that are essential for academic success and future professional development. All beneficiaries **(100%)** reported improvements in communication skills, while **92%** reported gains in leadership abilities, confidence in decision-making, and time management and discipline.

These outcomes demonstrate that the benefits of the programme extend beyond entrance examination preparation. The residential learning environment, exposure to peers with similar aspirations, life-skills sessions and continuous mentoring contributed to the development of confidence, maturity and personal effectiveness.

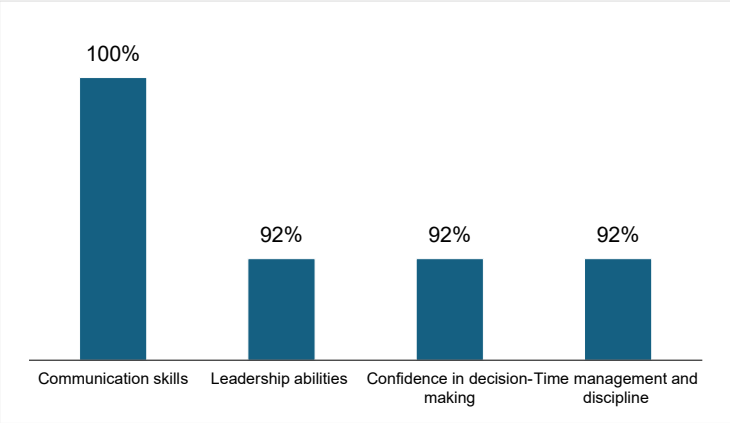


Figure 9: Effectiveness of life skills

Overall, the results suggest that OIL Pragyan Super 30 has delivered far more than coaching support. By combining academic excellence with mentoring and holistic development, the programme has enabled students from disadvantaged backgrounds to strengthen their capabilities, successfully access premier institutions, and develop the confidence and life skills required to succeed in their future educational and professional journeys.

VI. Impact

The programme has contributed to impacts that extend beyond academic achievement. By providing high-quality coaching, mentoring, residential support and life-skills development, OIL Pragyan Super 30 has enabled students from economically disadvantaged backgrounds to access opportunities that were previously beyond their reach. The resulting improvements in confidence, well-being and educational attainment have not only enhanced individual life prospects but have also influenced family and community perceptions towards higher education, thereby contributing to long-term educational equity and social mobility.

i. Enhanced confidence and career aspirations

One of the most significant changes reported by beneficiaries relates to their confidence levels and future aspirations. The programme has not only prepared students for competitive examinations but has also strengthened their belief in their own abilities and future potential.

A majority of beneficiaries **(85%)** reported that the programme significantly transformed both their confidence and career aspirations, while the remaining

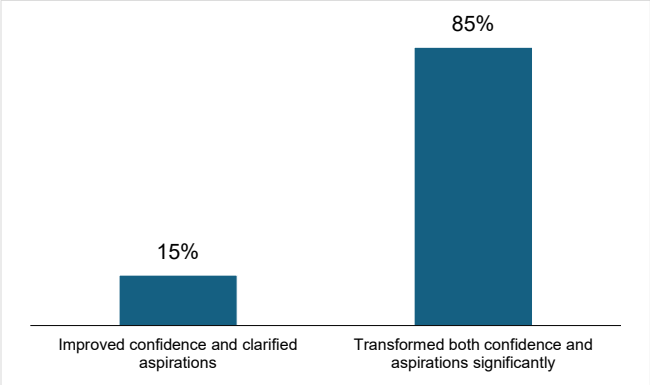


Figure 10: Impact on beneficiaries' confidence and career aspirations

15% indicated that it helped improve their confidence and provided greater clarity regarding their educational and career goals.

These results suggest that the programme's influence extends well beyond academic preparation. For many students, admission to premier engineering and medical institutions appeared unattainable prior to joining the programme. Exposure to a structured learning environment, continuous mentoring, and interaction with high-achieving peers enabled students to re-imagine their aspirations and pursue ambitious academic pathways with greater conviction.



ii. Improved psychosocial well-being

The intensive preparation required for examinations such as JEE and NEET can often create considerable academic pressure, particularly among students from disadvantaged backgrounds who may face additional social and financial challenges. In this context, the residential and mentoring components of the programme appear to have played an important supportive role.

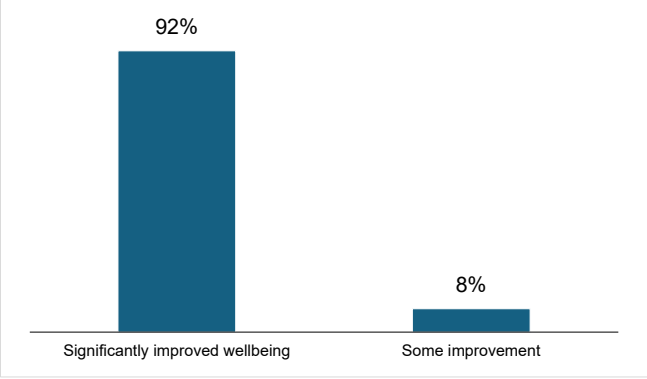


Figure 11: Beneficiaries' improved psychosocial wellbeing

A substantial **92%** of beneficiaries reported a significant improvement in their emotional well-being and stress management, while the remaining **8%** reported some improvement.

The findings suggest that the programme provided more than academic support; it also created an enabling environment where students could focus on their goals with reduced anxiety and greater emotional stability. Regular mentoring, peer learning,

structured routines and continuous guidance helped students navigate the pressures associated with highly competitive examinations.

iii. Shift in family and community aspirations towards higher education

The programme's impact was not limited to individual beneficiaries. Participation in Pragyan Super 30 appears to have influenced attitudes towards higher education within families and communities as well.

92% of beneficiaries reported a significant positive shift in their family's or community's perception of higher education, while only **8%** remained uncertain about any change.

Many beneficiaries emerged as first-generation learners aspiring to enter premier engineering and medical institutions. Their academic achievements and educational progression have helped demonstrate the value of higher education within their communities and strengthened aspirations among younger students and family members. The findings indicate that the programme is contributing not only to individual advancement but also to creating positive social norms around education and professional careers.

Collectively, these outcomes highlight the programme's contribution towards enhancing self-belief, improving well-being, and fostering a culture that values higher education among underserved communities.

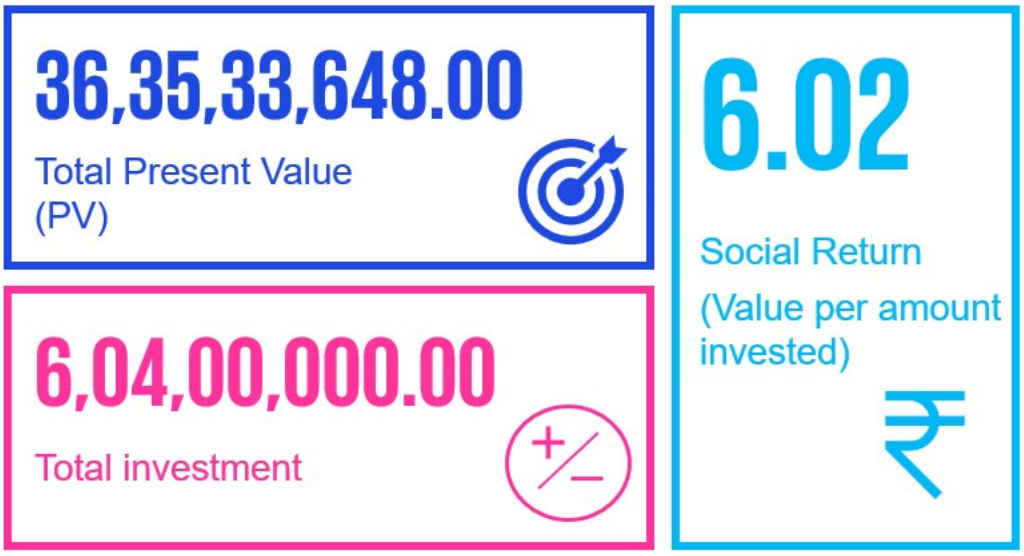
VII. Sustainability

The findings indicate a strong likelihood of sustainability of programme outcomes. A notable **69%** of beneficiaries reported actively mentoring students from similar backgrounds, while **19%** provide support occasionally and **12%** expressed willingness to do so in the future.

Beneficiaries also shared that the study habits, discipline, confidence and problem-solving skills developed through the programme continue to support them in their higher education journey. Many have begun guiding younger students on academic planning and competitive examination preparation. This emerging culture of peer mentorship creates a multiplier effect, suggesting that the programme's benefits are likely to extend beyond direct beneficiaries and continue influencing educational aspirations within underserved communities



VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 6.02** was created.

IX. Anecdotes

> *"Coming from a small town, pursuing engineering always felt like a distant dream. My family could not afford coaching, and I had very limited access to quality study materials or guidance. Joining OIL Pragyan Super 30 completely changed my preparation journey. The regular classes, mock tests, mentoring sessions and residential environment helped me stay focused and disciplined. More importantly, the programme gave me confidence in my abilities. Today, I have secured admission to a reputed engineering institute and feel empowered to pursue a career that once seemed impossible. I now actively guide younger students in my community who aspire to appear for JEE and other competitive examinations.*
>
> - ***Beneficiary***

> *"Before joining the programme, I often doubted whether I could compete with students who had access to expensive coaching. The personalized guidance from faculty and mentors helped me identify my weaknesses and steadily improve. The feedback after every test taught me how to manage my preparation more effectively. Apart from improving academically, the programme helped me develop communication skills, confidence and self-discipline. Securing admission into a premier institution has transformed the aspirations of my family, and many parents in my village now encourage their children to pursue higher education."*
>
> - ***Beneficiary***

OIL Jigyasa

I. About the programme

OIL Jigyasa is a flagship initiative of OIL India Limited aimed at strengthening **STEM education** in underserved regions. Implemented during **2024-25**, the programme has reached **6,265** beneficiaries across rural schools in Assam. The project focuses on bridging educational gaps by enhancing access to quality science and technology learning.

At its core, the initiative establishes STEM tinkering, robotics and ICT labs equipped with DIY Kits, Smart Boards, Computers and other necessary infrastructure, enabling hands-on and experiential learning. These spaces encourage students to explore concepts through practical application, fostering critical thinking, innovation, and problem-solving abilities. The programme also integrates structured STEM sessions into the school curriculum, reinforcing academic learning through a robust 8-month teaching curriculum by the teachers of OIL Jigyasa and follow-up sessions in each of the schools.

A key component is teacher capacity building, ensuring educators are equipped to deliver interactive and child-centric STEM education. Additionally, the initiative **promotes gender inclusion** by encouraging greater participation of girls in STEM fields and works closely with School Management Committees, Self-Help Groups, and parents to strengthen community ownership. Another unique feature of the project is transforming the indoor and outdoor physical spaces of the labs as an educational tool through '**BALA**' paintings (**Building as Learning Aid**) making the spaces attractive and informative for the students. All labs and student assessments are certified through **India Space Research Organization (ISRO) Smart Circuits** and **ISRO Space Tutor**. Several value-added sessions on health and hygiene, energy conservation, cleanliness, waste to art, etc. were carried out. During the academic calendar interschool science model exhibition was also conducted under the project to encourage young minds to cultivate the zest of scientific temperament and innovative attitude. The project places a special focus on girl child education in the subjects of STEM.

Implemented across **24 rural government schools** in districts such as Dibrugarh, Sibsagar, Charaideo, and Tinsukia, the programme combines infrastructure with skill development. By nurturing creativity, collaboration, and digital literacy, OIL Jigyasa creates a scalable and sustainable model for developing future-ready learners.

II. Impact map

Table 10: Impact map for project OIL Jigyasa

Stakeholder	Activities	Output	Outcome	Impact
Direct – Students	STEM infrastructure setup and experiential learning delivery (labs, sessions, TLMs, BALA	- No. of STEM labs established - No. of academic sessions conducted - No. of STEM lab sessions conducted - No. of students	Improved learning environment, academic performance, and conceptual understanding among students.	Enhanced STEM learning outcomes and development of future-ready skills in underserved regions

	artwork, exhibitions, assessments)	reached - No. of assessments conducted - No. of science exhibitions organised	Enhanced critical thinking, curiosity, and confidence Development of STEM competencies: computational thinking, design mindset, creativity, and problem-solving	
Direct – Students (Girls focus)	Gender-inclusive STEM engagement (targeted participation, recognition, safe learning environment)	- No. of girls reached - No. of girls receiving recognition (Women's Day initiatives)	Increased participation, confidence, and aspirations among girls in STEM	Advancement of gender equity in STEM education and career aspirations
Direct – Teachers & Schools	Teacher capacity building and integration of STEM into teaching practices	- No. of teachers trained - No. of training conducted - No. of schools equipped with TLMs - No. of classroom integrations of STEM sessions	Improved pedagogical practices and classroom engagement Effective utilisation of STEM labs and TLMs	Institutionalisation and sustained adoption of experiential, technology-enabled STEM pedagogy in public schools beyond the project lifecycle.
Indirect – Parents & Community	Community engagement through PTMs, community meetings, SHGs	- No. of community meetings conducted - No. of community members reached - No. of Parent-Teacher Meetings conducted - No. of parents engaged - No. of SHGs formed - No. of SHG members engaged	Increased awareness, improved perception of government schools, and parental support for STEM education	Increased enrolment, community ownership, and strengthened demand for quality education

III. Relevance

Alignment with learning needs

Students unanimously reported that the STEM lab and associated activities help them better understand school subjects such as Science, Mathematics and Technology, indicating a strong alignment between the programme design and learners' educational needs.

The programme was introduced in schools where opportunities for experiential learning were limited. Prior to participation, **76%** of students reported difficulties in understanding Science and Mathematics concepts, while **20%** indicated challenges in conducting practical or hands-on experiments. Difficulties related to creative thinking and problem-solving were reported by a smaller proportion **(5%)** of students.

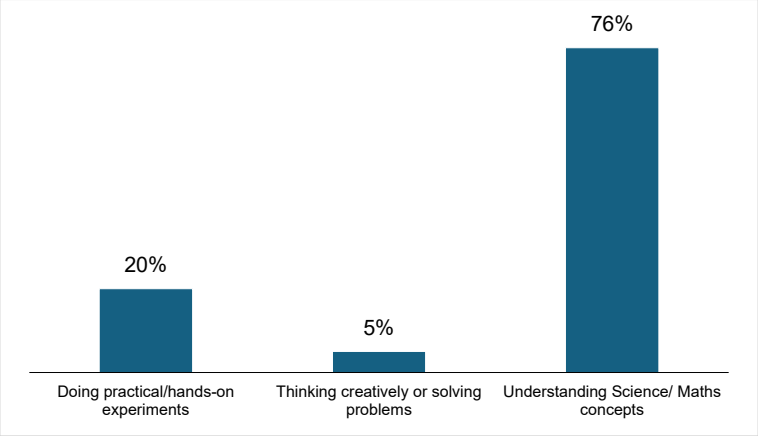


Figure 12: Pre-programme challenges faced by the beneficiaries

These findings suggest that the primary challenge was not a lack of interest in STEM subjects but limited exposure to practical, application-based learning. Conventional classroom instruction often provides few opportunities for experimentation, exploration and concept visualization, making it difficult for students to translate theoretical concepts into real-world understanding.

The programme directly responds to these gaps by providing STEM labs, tinkering activities, robotics-based learning, teaching-learning materials and structured STEM sessions. By enabling students to learn through experimentation and discovery, OIL Jigyasa addresses an important gap in government school education and creates opportunities for experiential learning that were previously unavailable to many beneficiaries.



IV. Efficiency

The programme demonstrates strong evidence of efficient utilisation of infrastructure and learning resources. Regular engagement with STEM labs indicates that the facilities and equipment created under the initiative are being actively used rather than remaining underutilized assets.

A majority of students **(56%)** reported attending more than eight STEM sessions per month, while another **41%** participated in five to eight sessions monthly. Only a small proportion **(2%)** reported attending two to four sessions. These findings indicate that STEM activities have been well integrated into regular school learning processes and are being accessed consistently by students.

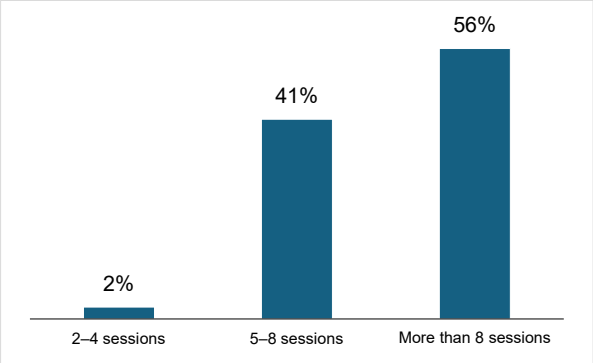


Figure 13: Frequency of STEM sessions attended by beneficiaries

The availability and utilisation of teaching-learning materials further reinforces programme efficiency. Nearly all respondents **(93%)** reported using laboratory equipment, models and STEM materials in almost every session, while the remaining students indicated that such resources were available and used frequently.

Together, these findings suggest that the programme has successfully translated infrastructure investments into active learning experiences. The high frequency of participation and regular use of STEM resources demonstrate effective implementation and utilisation of programme inputs within participating schools.



V. Effectiveness

The programme has been successful in translating STEM infrastructure and experiential learning opportunities into meaningful educational outcomes. Improvements are visible across learning engagement, confidence, academic performance and STEM-related competencies.

Improved Learning Environment and Student Engagement

A conducive and engaging learning environment is a key precursor to improved educational outcomes. All beneficiaries **(100%)** reported that the STEM lab made their school a more interesting and enjoyable place to learn. Similarly, all students reported increased curiosity to ask questions, explore ideas and experiment with solutions since joining the programme.

Qualitative discussions with the teachers revealed that the programme has influenced classroom practices beyond the STEM lab itself. Teachers reported greater adoption of hands-on, inquiry-based and experiential teaching methods following participation in STEM training. They shared that STEM activities, TLMs and laboratory resources are now regularly integrated into classroom instruction, making lessons more interactive and improving student engagement. Teachers also noted that the alignment of STEM activities with the school curriculum has enabled them to reinforce difficult concepts through practical demonstrations and experiential learning approaches.

The findings suggest that exposure to hands-on learning has strengthened student engagement and fostered a greater interest in scientific inquiry. Rather than being passive recipients of information, students are increasingly participating in the learning process through experimentation, observation and problem-solving activities.

Enhanced Confidence and Participation

The programme has also contributed to increased confidence among students. All respondents (**100%**) reported feeling more confident participating in Science and Mathematics classroom activities compared to before joining the programme.

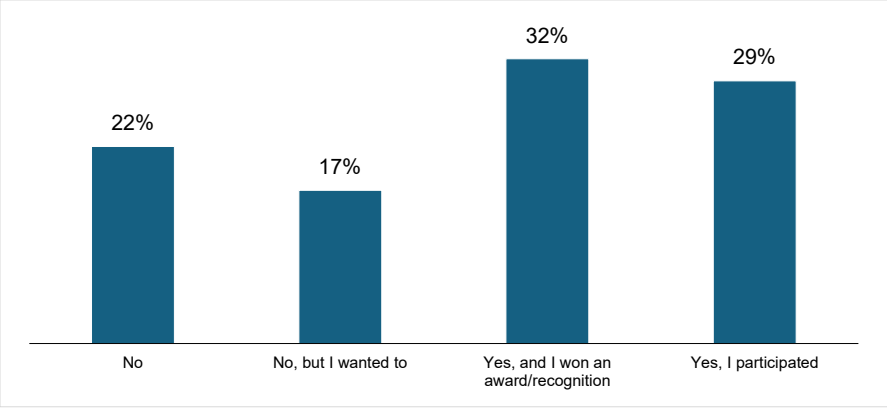


Figure 14: Beneficiaries' participation in STEM-related activities

This increased confidence is also reflected in student participation in exhibitions, competitions and assessments. Nearly **61%** of respondents reported participating in STEM-related competitions or exhibitions, with **32%** receiving awards or recognition for their participation. A further **17%** expressed a willingness to participate but had not yet received an opportunity.

The findings indicate that the programme is helping students move beyond classroom learning and engage more actively in broader STEM-related opportunities.

Improvement in STEM Competencies

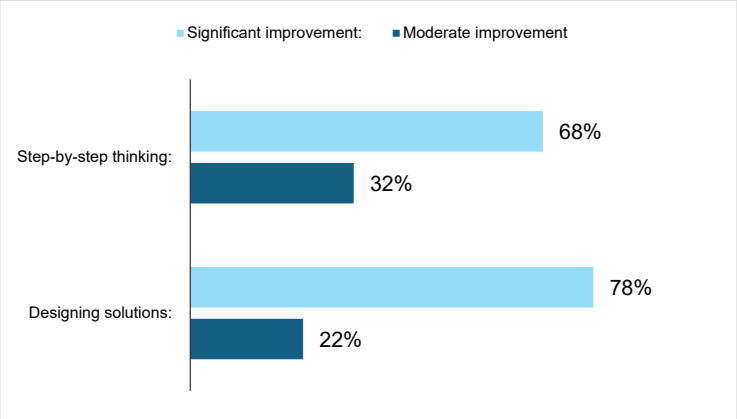


Figure 15: Improvement in STEM activities reported by beneficiaries

A majority of students reported significant improvements in designing solutions **(78%)** and step-by-step thinking or computational thinking **(68%),** while the remaining students reported moderate improvements in these competencies.

These findings suggest that the programme is strengthening essential STEM skills that extend beyond subject-specific knowledge. Exposure to hands-on problem-solving activities appears to be fostering structured thinking, creativity and innovation among students, competencies that are increasingly important in modern learning and future employment contexts.



Improved Academic Performance

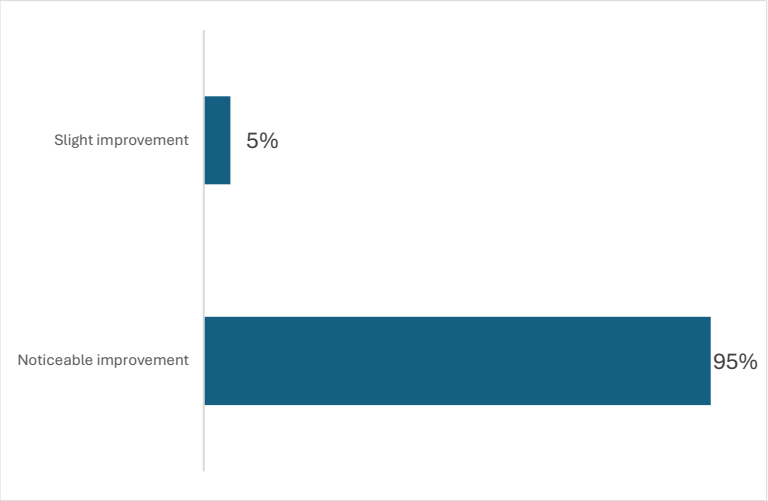


Figure 16: Academic improvement reported by students

The improvements in engagement and conceptual understanding have translated into stronger academic outcomes. A substantial **95%** of students reported noticeable improvements in their Science and Mathematics grades, while the remaining **5%** reported slight improvement.

Discussions with teachers suggest that the programme has positively influenced classroom pedagogy. Teachers reported greater use of experiential, hands-on and inquiry-based teaching methods following participation in STEM-related training. These approaches are increasingly being integrated into regular lessons, allowing students to engage more actively with concepts and participate in practical learning experiences. Taken together, the findings demonstrate that OIL Jigyasa has effectively combined infrastructure, experiential learning and STEM pedagogy to improve both learning experiences and academic outcomes among students in underserved schools.

Teachers also observed improvements in students' academic performance and STEM competencies. Particular improvements were noted in critical thinking, while progress was also observed in problem-solving, creativity and design-oriented thinking.

Discussions with teachers further highlighted that the establishment of the laboratories had also contributed to improved student retention and enrolment in the schools. Teachers observed a noticeable reduction in school dropouts and reported growing interest among students and parents in enrolling at schools equipped with such facilities. While multiple factors influence enrolment and retention trends, stakeholders indicated that the availability of technology-enabled learning resources has enhanced the attractiveness of the schools and contributed to improving students' engagement with education.

VI. Impact

The programme has contributed to impacts that extend beyond immediate academic performance. By creating opportunities for experiential STEM learning and sustained engagement with science and technology, OIL Jigyasa is helping nurture future-ready learners with stronger aspirations, confidence and problem-solving capabilities. These changes align closely with the programme's intended impact of strengthening STEM learning outcomes and developing future-ready skills in underserved regions.

i. Enhanced STEM learning outcomes & future-ready skills

A key impact of the programme is the emergence of learning behaviours and competencies that extend beyond individual subjects. The universal increase in curiosity, confidence and willingness to engage with STEM concepts suggests that students are becoming more active participants in their learning journey.

The substantial improvements reported in problem-solving, design thinking and step-by-step reasoning indicate that students are developing competencies associated with innovation, scientific inquiry and computational thinking. These capabilities have relevance beyond school education and contribute to building future-ready learners equipped to adapt to an increasingly technology-driven world.

ii. Advancement of gender equity in stem education & career aspirations

A key objective of the programme is to encourage inclusive participation in STEM learning. All respondents **(100%)** reported that the programme treats girls and boys equally and actively encourages girls to participate in STEM-related activities.

Teachers further observed that girls are participating more actively in STEM activities and demonstrating greater confidence in classroom discussions and practical exercises than before the programme. According to teachers, the STEM labs have helped create a more inclusive learning environment where students are encouraged to experiment, collaborate and express ideas with confidence.

The findings suggest that the programme has been successful in creating an inclusive learning environment where participation is driven by curiosity and capability rather than gender stereotypes. Such exposure at an early stage can play an important role in improving girls' confidence and continued engagement with STEM subjects and careers.

iii. Strengthened aspirations towards STEM education and careers

One of the most significant impacts reported by beneficiaries relates to future educational and career aspirations. All respondents (**100%**) strongly agreed that participation in the programme has increased their interest in pursuing careers related to Science, Technology, Engineering and Mathematics.

This finding reflects a shift that extends beyond improved classroom learning. By providing opportunities to experiment, innovate and explore STEM concepts in practical settings, the programme helps students visualize future academic and career pathways that they may not have previously considered. The development of interest in STEM careers at school level contributes directly to the programme's long-term objective of strengthening the pipeline of future STEM talent in underserved regions.



iv. Enhanced parental engagement and support

Discussions with parents indicate that the programme has strengthened parental engagement in children's education. Parents reported participating in regular meetings and awareness sessions where they were guided on supporting students' academic development. Few parents also shared that they actively encouraged and supported students in participating in district-level science exhibitions and STEM activities. These interactions have contributed to greater parental awareness and reinforced support for learning beyond conventional classroom boundaries.

This finding reflects that the programme has fostered stronger parental engagement in children's education, improving awareness and support for their learning.

VII. Sustainability

The findings indicate strong prospects for the sustainability of programme outcomes. Notably, **100%** of beneficiaries reported that the skills, curiosity and interest in STEM developed through the programme are likely to continue in the future.

Students also indicated that participation in hands-on activities has changed the way they approach learning by encouraging questioning, experimentation and problem-solving. As these competencies become embedded within regular learning practices and supported by school-level STEM infrastructure and trained teachers, the benefits of the programme are likely to extend beyond the immediate intervention period.

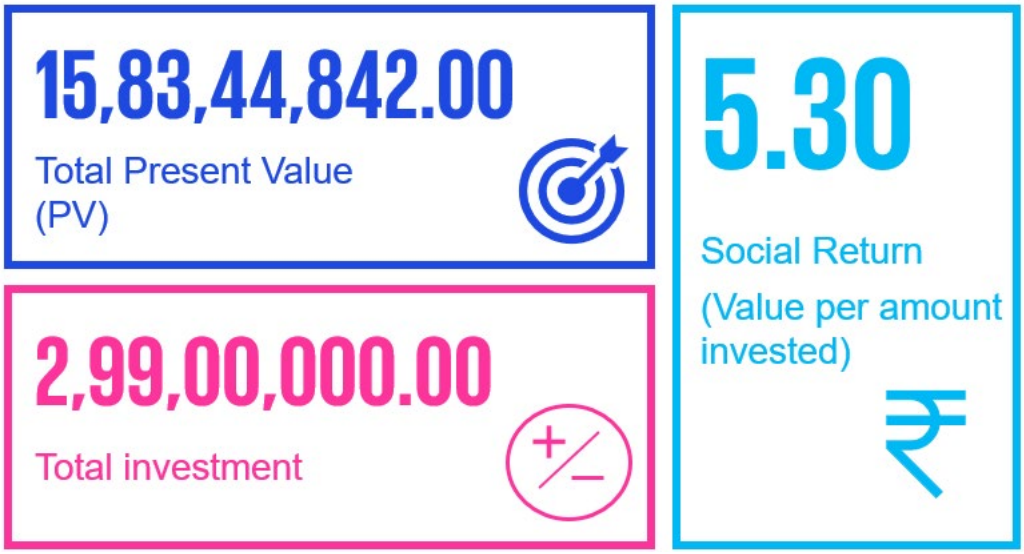
The continued availability of STEM labs within schools further strengthens sustainability by ensuring that future cohorts of students can continue to access experiential learning opportunities. This combination of physical infrastructure, institutional capacity and sustained student interest creates favorable conditions for long-term continuation of programme outcomes.

Another key factor contributing to sustainability has been the programme's engagement with **School Management Committees (SMCs)** and parents. Regular meetings and interactions with SMC members were conducted to build awareness regarding the importance of STEM education, maintenance of lab infrastructure and continued student participation. Stakeholders reported that the active involvement of SMCs has strengthened local ownership of the facilities and created greater accountability towards their upkeep and utilization. Parents were also sensitized regarding the benefits of experiential learning, which has contributed to sustained student attendance and participation in lab-based activities.

The integration of STEM sessions within regular school processes, coupled with trained teachers, engaged SMCs and informed parents, has helped create an enabling ecosystem for long-term continuation of project benefits.



VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 5.30** was created.

IX. Anecdotes

> *"Science was always interesting to me, but many concepts were difficult to understand through textbooks alone. The STEM laboratory changed the way I learned. Through experiments, models and hands-on activities, I was able to see how scientific concepts work in real life. Participating in STEM activities also made me more confident to ask questions and share ideas in class. Today, I am more interested in pursuing a career related to science and technology, something I had never seriously considered before this programme."*
>
> - ***Beneficiary***

> *"The STEM lab made learning exciting. Earlier, science classes mostly involved reading and memorizing concepts, but now we get opportunities to experiment, build models and solve problems. Participating in a science exhibition gave me the confidence to present my ideas in front of others. The programme taught me how to think creatively and find solutions step by step. I now enjoy subjects like Science and Mathematics much more and look forward to exploring engineering-related careers in the future."*
>
> ***-Beneficiary***

Educational project 'Joy Awakening Innovations (JAI)'

I. About the programme

Joy Awakening Innovations is a transformative programme aimed at enhancing the **quality and inclusiveness of education** in Central Government Navodaya Vidyalaya schools through the **integration of digital technologies**. With a total outreach of **4,640 direct beneficiaries in FY 2024-25,** including both students and teachers, the initiative aimed to enable interactive, engaging, and personalized learning experiences while strengthening overall academic outcomes.



The programme focused on establishing smart classrooms equipped with interactive panels and comprehensive hardware–software integration, creating a dynamic and modern learning environment. Implemented across nine Navodaya campuses in Assam, it supports students from Classes 6 to 12 by introducing them to digital tools and innovative learning methods.

A key feature of the initiative is its emphasis on holistic student development. This includes AI-based psychometric assessments, counselling sessions, and soft skills training to enhance students' self-awareness, confidence, and career readiness. Simultaneously, teachers are trained to effectively integrate digital tools into classroom pedagogy, thereby improving teaching practices and learning outcomes.

The programme also facilitates active engagement among parents by leveraging digital enablement and improved access, thereby strengthening support systems for student learning and progress. By combining digital infrastructure, capacity building, and life skills development, Joy of Awakening – Innovations fosters a future-ready learning ecosystem aligned with evolving educational needs.

II. Impact map

Table 11: Impact map for project JAI

Stakeholders	Activities	Output	Outcome	Impact
Direct - Students	Smart classroom setup and digital learning enablement (interactive boards, content, connectivity and digital literacy	No. of smart classrooms established No. of schools covered No. of students reached	Improved digital access for students	-Improved access to quality education -Reduction in digital divide in government school ecosystems
			Enhanced digital literacy and interactive learning	
			Improved engagement and	

	training to students)	No. of digital training sessions conducted	conceptual understanding	
			Enhanced learning outcomes	
	AI-based psychometric assessment, counselling, and soft skills training	No. of students assessed No. of counselling sessions conducted No. of students receiving digital/soft skills training	Improved self-awareness, confidence, and career clarity	Enhanced career readiness and holistic student development through soft skills
Direct - Teachers & Schools	Teacher training and integration of digital tools into pedagogy	No. of teachers trained No. of training sessions conducted	Improved pedagogical quality and digital confidence among teachers	Improved quality of education through digitally empowered teachers
			Enhanced teaching effectiveness	

III. Relevance

Addressing Gaps in Access to Quality Digital Learning

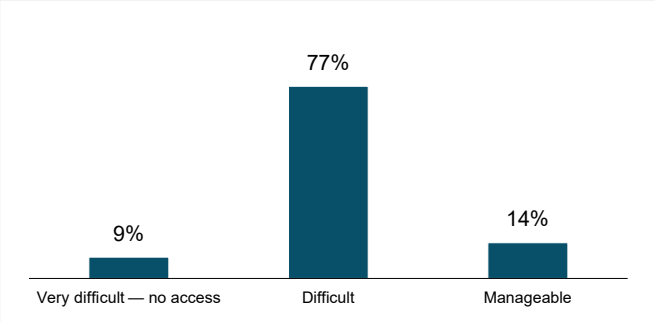


Figure 17: Difficulty in Accessing Quality Digital Learning Resources Prior to the Programme

Prior to the installation of smart classrooms, students reported limited access to quality digital learning resources. A large majority **(77%)** described accessing digital educational content as difficult, while a further 9% stated that it was very difficult due to the absence of suitable learning options. Only **14%** considered access manageable, and none reported having easy access to alternative digital learning resources.

The findings suggest that students faced significant barriers in accessing interactive and technology-enabled educational content despite having occasional exposure to computers or the internet. While **94%** reported occasional access to digital devices, very few students **(6%)** had regular access. This indicates that access alone did not necessarily translate into meaningful educational use.

The programme directly responded to these constraints through the installation of smart classrooms equipped with interactive boards, digital content and technology-enabled teaching tools. By integrating digital resources into everyday classroom learning, the intervention helped bridge gaps in access to quality educational content and reduced dependency on external learning support.

Alignment with Student Learning Needs

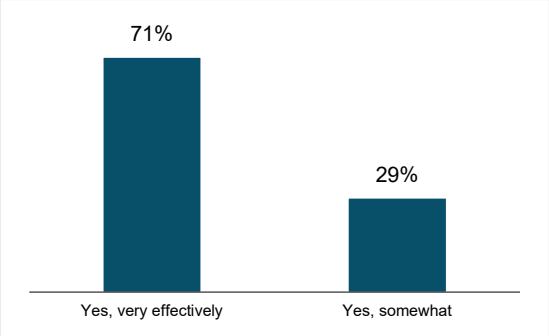


Figure 18: Extent to Which Smart Classroom Activities Addressed Learning Gaps

The programme was strongly aligned with students' learning requirements. A substantial **71%** of respondents reported that smart classroom activities addressed difficult subjects and topics very effectively, while the remaining **29%** reported that the intervention was somewhat effective.

The findings indicate that interactive lessons, audio-visual content and digital learning resources were successful in addressing areas where students previously struggled with conventional classroom instruction. By making complex concepts easier to visualize and understand, the programme enhanced the accessibility and relevance of classroom learning.

IV. Efficiency

Utilization of smart classroom infrastructure

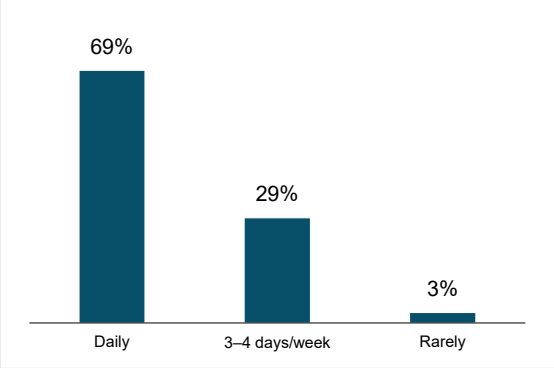


Figure 19 Frequency of Smart-class usage

The findings indicate strong utilisation of the smart classroom infrastructure. A majority of students **(69%)** reported using the facility daily, while **29%** used it three to four times a week. Only a very small proportion **(3%)** reported infrequent use.

The high frequency of utilisation suggests that digital infrastructure has been effectively integrated into regular teaching-learning processes rather than functioning as a supplementary or infrequently used facility. The results reflect strong adoption by schools and regular engagement by students.

Quality and functionality of infrastructure

Students also reported positive experiences regarding the quality and functionality of the digital infrastructure. Nearly all respondents rated the infrastructure positively, with **40%** reporting that the interactive boards, connectivity and digital content were always functional and another **54%** describing them as mostly functional. Only **6%** reported occasional issues.

The findings suggest that the project has not only established digital infrastructure but has also ensured its operational functionality, enabling uninterrupted access to technology-enabled learning resources.

V. Effectiveness

The programme has been successful in translating digital infrastructure and student support interventions into improvements in digital literacy, conceptual understanding, personal development and career readiness.

Improved digital literacy

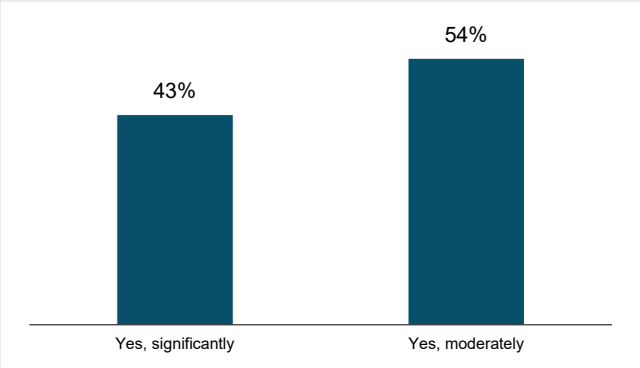


Figure 20 Improvement in Digital Literacy

Digital literacy emerged as one of the most visible outcomes of the programme. A majority of respondents **(97%)** reported improvements in their ability to use digital tools, educational applications and internet resources, including **43%** reporting significant improvement and **54%** reporting moderate improvement.

The findings indicate that regular exposure to smart classroom technologies has strengthened students' familiarity and confidence with digital tools, helping them become more comfortable navigating technology-enabled learning environments.

Enhanced engagement and conceptual understanding

A substantial **94%** of students reported that digital and interactive content made difficult subjects significantly easier to understand, while the remaining **6%** reported some improvement.

These findings suggest that smart classroom pedagogy has improved conceptual clarity by allowing students to visualize abstract concepts and engage more actively with classroom content. The integration of multimedia and interactive lessons appears to have strengthened student engagement and improved comprehension across core subjects.

Improved academic performance

The benefits of enhanced engagement and understanding appear to have translated into stronger learning outcomes. More than **91%** of respondents reported improvements in academic performance, with **11%** indicating noticeable improvement in grades and 80% reporting slight improvement.

The findings suggest that digital learning tools have been effective in reinforcing classroom instruction and supporting students' academic progress.

Improved self-awareness and personal development

Beyond classroom learning, the programme's psychometric assessments, counselling sessions and soft-skills training have contributed to important developmental outcomes.

A majority of respondents **(97%)** reported that psychometric assessments and counselling helped them better understand their strengths, interests and areas for improvement. Similarly, **91%** rated soft-skills training as either very effective or extremely effective.

These results highlight the programme's contribution towards more holistic educational development by supporting both academic and personal growth among students.

VI. Impact

The programme has generated impacts that extend beyond improved educational access and digital literacy. By combining technology-enabled learning with counselling and soft-skills development, the intervention has contributed to stronger confidence, improved career readiness and enhanced preparedness for future educational and professional opportunities.

i. Improved confidence and self-belief

Confidence emerged as one of the most notable impacts of the programme. All students reported improvements in overall confidence, with **37%** indicating significant improvement and **63%** reporting moderate improvement.

The findings suggest that exposure to interactive learning, structured counselling and soft-skills development has strengthened students' willingness to participate in class, express their views and engage more actively with learning opportunities.

ii. Enhanced career clarity and career readiness

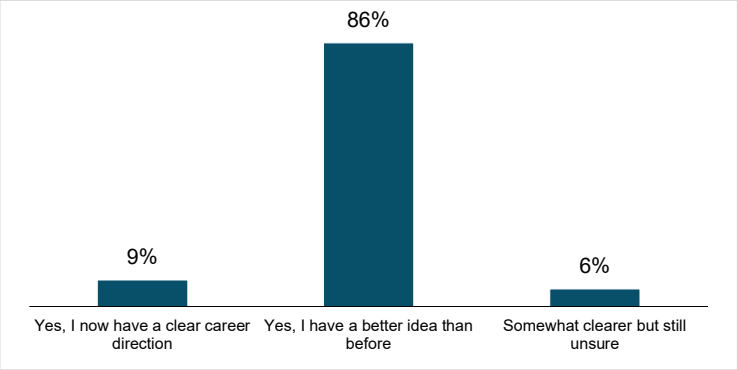


Figure 21 Improvement in Career Clarity Following Counselling

One of the programme's most significant contributions relates to career awareness and preparedness. Nearly **91%** of students reported increased clarity regarding future career choices. While **9%** developed a clear career direction, **86%** indicated that they had a much better understanding of potential career pathways than before.

The findings suggest that counselling and psychometric assessments helped students connect their interests, strengths and educational choices with future opportunities. This is particularly important in rural and underserved contexts where access to structured career guidance is often limited.

Through this process, the programme has strengthened students' ability to make informed educational and career decisions, contributing directly to the intended impact of enhanced career readiness and holistic development.

iii. Improved access to quality education and reduction of the digital divide

The programme has also contributed to broader educational impacts at the ecosystem level. Students attributed a substantial share of their improved learning experiences to the smart classroom intervention, with **97%** identifying the programme as a major or primary contributor to improved access to quality education.

In addition, all respondents **(100%)** reported that no comparable interventions were available in their schools prior to the programme, highlighting its role in addressing a critical gap in digital educational infrastructure.



Collectively, these findings indicate that the programme has contributed meaningfully towards improving educational access, reducing digital inequalities and strengthening learning opportunities for students in participating schools.

VII. Sustainability

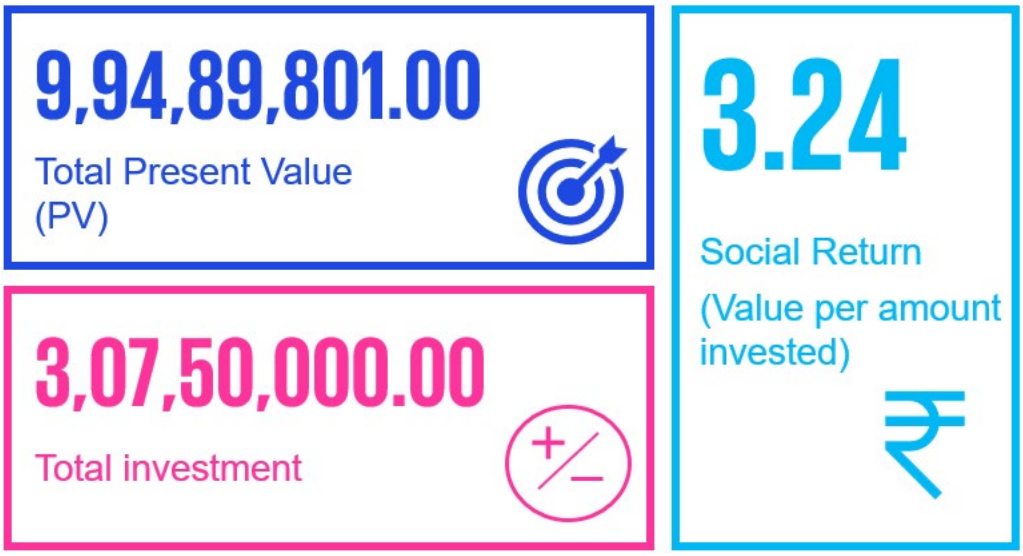
The findings indicate strong prospects for sustainability of programme outcomes, particularly with respect to students' confidence and career preparedness.

A majority of students (**91%**) reported that their career clarity and confidence continue to be slightly higher than when they completed the counselling programme, while another **6%** reported substantially higher confidence and clarity. Only **3%** indicated that levels remained unchanged.

These findings suggest that the benefits of counselling, psychometric assessments and soft-skills development have continued beyond the immediate programme period. Students appear to have retained many of the self-awareness and decision-making capabilities developed through the intervention.

The sustainability of digital learning outcomes is also supported by continued use of smart classroom infrastructure. Nearly **60%** reported that the smart classroom continues to function regularly, while another **34%** indicated that the infrastructure remains functional despite some operational issues. This suggests that the project has established assets and capacities that are likely to continue benefiting future cohorts of students.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 3.24** was created.

IX. Anecdotes

> *"The smart classroom made learning far more engaging than traditional lessons. Videos, interactive content and digital explanations helped me understand topics that I previously struggled with. What had an even bigger impact on me was the psychometric assessment and counselling sessions. They helped me identify my strengths and interests and gave me a clearer sense of what I would like to study after school.*
>
> - ***Beneficiary***

> *"Before the programme, I knew very little about career options beyond a few common professions. The counselling and soft-skills sessions helped me understand my abilities and explore different career paths. The smart classroom also improved my digital skills and made subjects like Science easier to understand. Today, I feel more confident expressing my ideas, participating in class discussions and making decisions about my education.*
>
> - ***Beneficiary***

Installation of 13 units of Computer Lab cum Digital Library

I. About the programme

The programme focuses on **establishing computer lab-cum-digital library** units in government schools, with **13 labs installed across districts in Haryana**, primarily in Rohtak and one in Jind. These labs are equipped with computers, high-speed internet connectivity, and access to online educational platforms, creating an enabling environment for ICT-based learning. Students actively engage with digital content, develop coding and digital skills, and access online learning repositories, contributing to improved learning outcomes and greater academic confidence.



The initiative also supports teachers by enabling the integration of digital tools into classroom pedagogy and providing training in digital teaching methods. This enhances teaching effectiveness and overall instructional quality. By bridging infrastructure gaps, the programme improves access to quality education, reduces educational inequality, and fosters digitally empowered learners with improved employability and future readiness.

II. Impact map

Table 12: Impact map for installation of 13 units of Computer Lab cum Digital Library

Stakeholder	Activities	Output	Outcome	Impact
Direct - Students	Use computer labs; access	-No. of students regularly using 13	Improved digital access for students	Improved access to quality education

	digital content; participate in ICT-based learning, use online educational repositories	digital labs & engaging with e-learning resources -No. of students learning coding & digital skills -No. of students accessing online educational repositories	Improved digital literacy & coding skills	Digitally empowered students with improved academic performance and future employability
			Enhanced learning outcomes	
			Greater confidence and aspiration for higher education and employment	Reduced educational inequality driven by infrastructure gaps
Direct-School & Teachers	Integrate digital tools in teaching-learning process	ICT-enabled lesson delivery in digital labs	Enhanced teaching effectiveness through digital labs	Improved quality of education through digitally empowered teachers
		No. teachers trained on digital pedagogy	Improved pedagogical quality and digital confidence among teachers	

III. Relevance

Pre-programme access gap

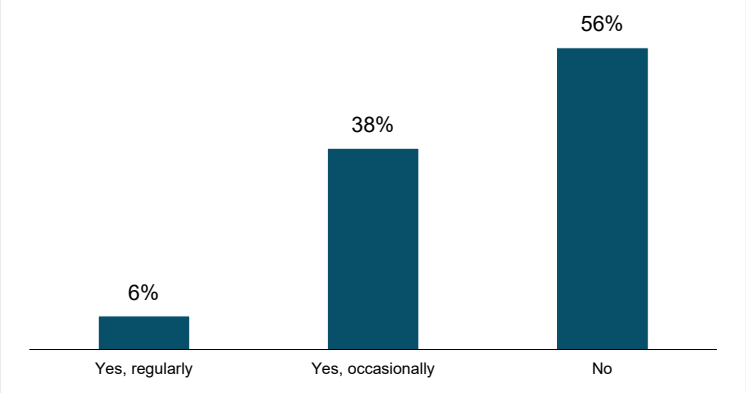


Figure 22 Access to computers and internet prior to Lab installation

Prior to the establishment of computer labs, a majority of students had limited access to digital learning resources. More than half of the respondents **(56%)** reported that they did not have access to a computer or internet facility either at home or within their village. A further **38%** indicated that access was only occasional, while only **6%** reported regular access.

The findings highlight the existence of a significant digital divide among students studying in beneficiary schools. For many students, opportunities to interact with computers and digital learning platforms were either unavailable or highly restricted. Such limitations constrained exposure to digital tools that are increasingly becoming essential for education, skill development and future employability.

The programme directly addresses this gap by creating dedicated digital learning spaces within schools and enabling students to access computers, internet-based resources and technology-enabled learning opportunities. The intervention therefore serves as an important mechanism for improving educational equity and reducing infrastructure-driven learning disparities.

Alignment with Student Needs

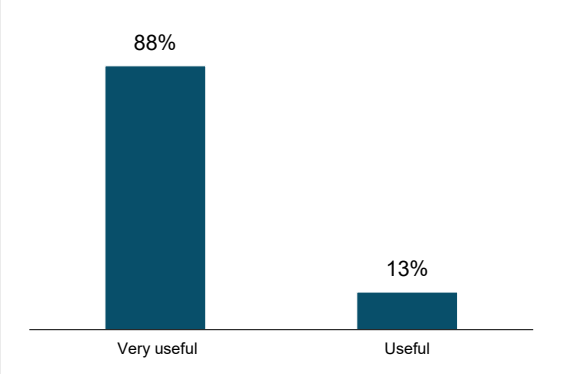


Figure 23 Perceived usefulness of computer labs for studies

The computer labs were perceived as highly relevant by students, with **88%** describing them as very useful for their studies and the remaining **13%** reporting them as useful. No respondent indicated that the facility was of limited value.

The findings suggest that the intervention aligns closely with students' educational needs. Beyond providing access to technology, the labs have enabled students to engage with digital content, online learning platforms and practical computer applications, enhancing the relevance of classroom learning in an increasingly digital environment.

IV. Efficiency

Utilization of computer labs

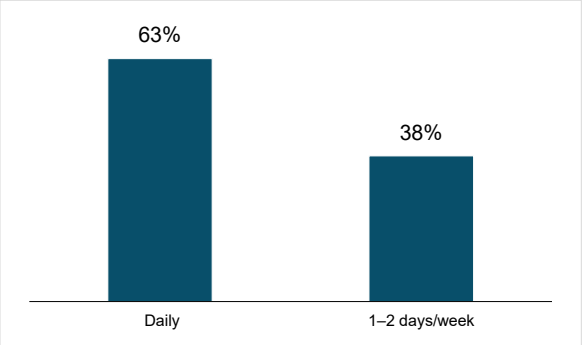


Figure 24 Frequency of Computer Lab usage

The findings indicate high utilisation of the installed computer labs. Nearly two-thirds of respondents **(63%)** reported using the lab on a daily basis, while the remaining **38%** accessed the facility one to two times per week.

The high frequency of usage suggests that the infrastructure created under the programme is being actively integrated into school activities and learning processes. The results indicate that the computer labs are functioning as intended and are being regularly utilised by students rather than remaining underused facilities.

Operational accessibility and infrastructure support

Students also reported positive experiences regarding accessibility of the facilities. A majority **(81%)** indicated that the lab was always accessible when required, while the remaining **19%** reported that it was mostly accessible.

Further, **75%** of respondents considered internet connectivity to be either very fast **(44%)** or fast enough **(31%)** to support learning activities. While **25%** reported experiencing slower internet connectivity, no respondent reported complete absence of internet access.

Overall, the findings suggest that the programme has successfully established and operationalized digital learning infrastructure that remains accessible and functional for students.

V. Effectiveness

The programme has been effective in translating access to digital infrastructure into meaningful improvements in digital literacy and learning opportunities.

Improvement in digital skills

A substantial **88%** of students reported that their digital skills had **improved significantly** since using the computer lab, while the remaining **13%** reported slight improvement.

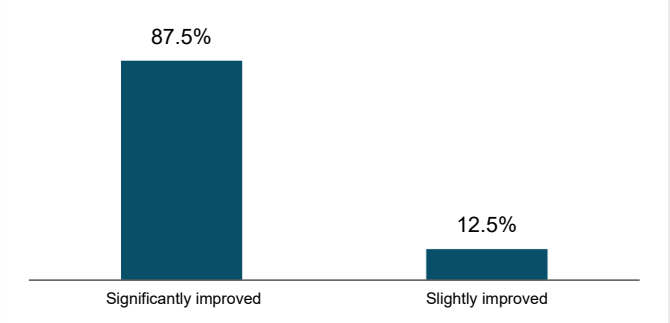


Figure 25 Improvement in Digital Skills After Using the Computer Lab

The findings suggest that regular exposure to computers and digital applications has helped students become more comfortable using technology. The programme has provided an important foundation for digital literacy, particularly for students who previously had little or no exposure to computers.

Access to online learning resources

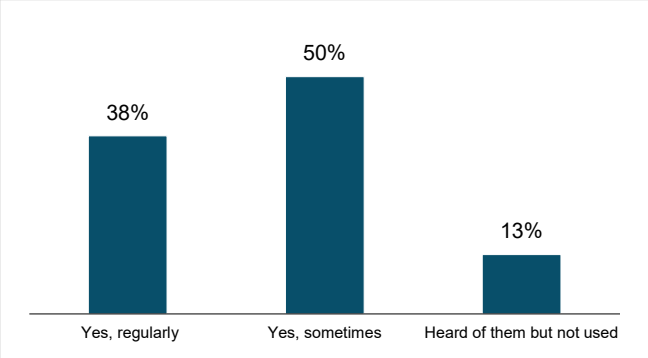


Figure 26: Beneficiaries' access to online learning sources

The computer labs have also expanded students' access to digital learning resources. A majority (**88%**) reported using educational repositories such as DIKSHA, e-Pathshala and others either regularly (**38%**) or sometimes (**50%**). Only **13%** reported being aware of such platforms without actively using them.

The findings indicate that the intervention has gone beyond infrastructure provision and enabled students to access a wider ecosystem of educational content. This exposure enhances learning opportunities and promotes greater self-directed learning.

Taken together, the improvements in digital skills and access to online educational resources demonstrate that the programme has effectively enhanced students' digital learning capabilities.

VI. Impact

The programme has contributed to impacts that extend beyond improved access to technology. By providing regular opportunities to engage with digital tools and online learning resources, the intervention is helping students become more confident, digitally aware and better prepared for future academic and career opportunities.

i. Improved access to digital education

All respondents **(100%)** reported that their access to digital education improved following the establishment of the computer labs.

The programme has enabled students to engage with a broad range of digital learning activities. During computer periods, **75%** reported learning the basics of computer usage, **75%** reported exposure to MS Office applications, and **50%** reported learning coding-related concepts and programming languages.

These findings indicate that students are not only gaining access to technology but are also developing practical digital competencies that have relevance for future education and employment pathways.

ii. Increased interest in digital learning and technology careers

The programme has also contributed to strengthening students' interest in technology and digital learning. All beneficiaries (**100%**) reported that their interest in computers had increased after regular use of the labs.

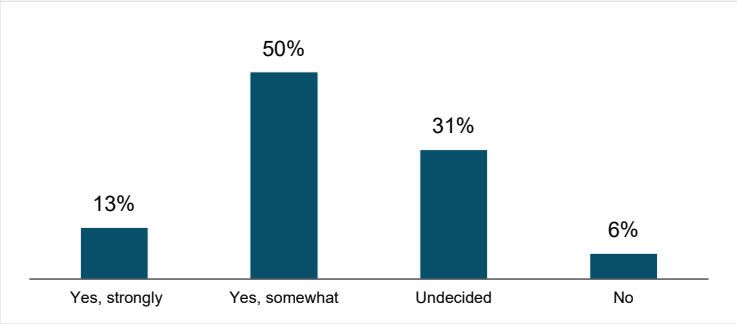


Figure 27 Aspirations Towards Technology and Digital Careers

This increased interest is also reflected in future aspirations. Nearly two-thirds of students (**63%**) reported that the skills acquired through the labs had encouraged them to consider careers requiring digital competencies, with **13%** expressing strong aspirations towards such careers and **50%** indicating moderate interest. Another **31%** remained undecided, while only **6%** reported no influence on career aspirations.

The findings suggest that the programme is helping students recognise the importance of digital skills and expanding their awareness of future career possibilities within an increasingly technology-driven economy.

iii. Improved academic performance and confidence

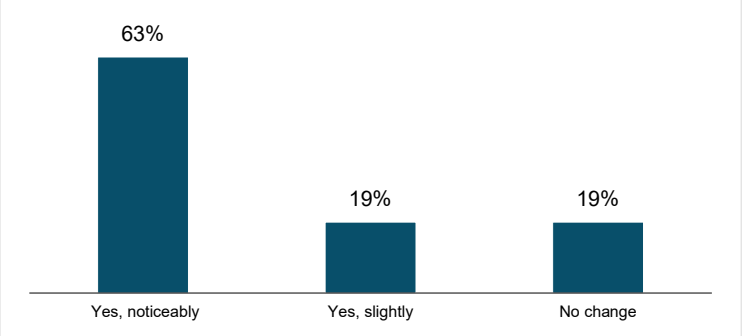


Figure 28: Improvement in academic performance after using computer labs

The benefits of the programme are also visible in students' overall educational outcomes. More than four-fifths of respondents **(82%)** reported an improvement in their academic performance, including **63%** who reported noticeable improvement in grades.

Further, **94%** of students reported increased confidence after learning computer skills. This suggests that the programme has contributed not only to digital literacy but also to greater self-belief and willingness to engage with technology-enabled learning environments.

Collectively, these outcomes indicate that the programme is strengthening digital inclusion, enhancing future-readiness and enabling students to participate more confidently in an increasingly digital world.

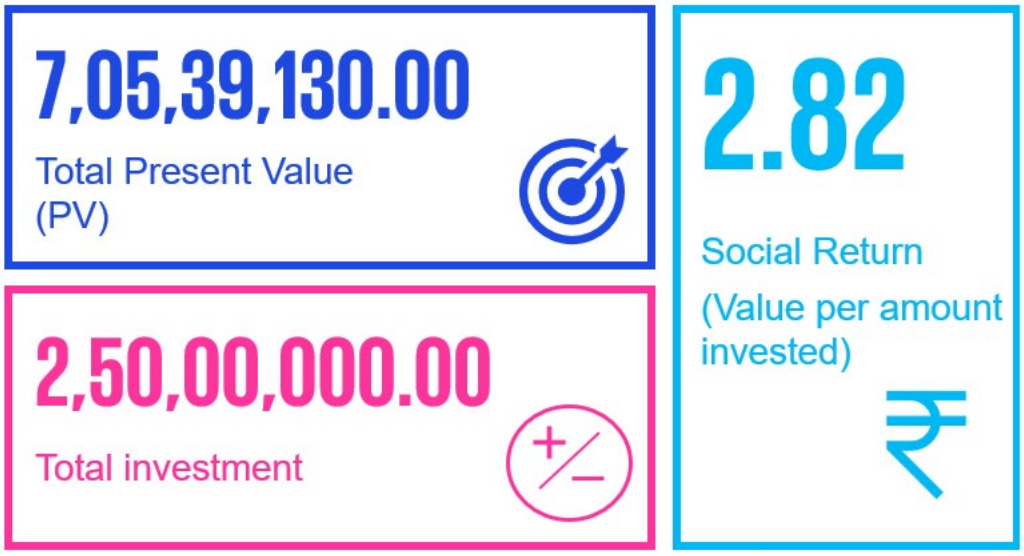
VII. Sustainability

The findings indicate strong prospects for sustainability of programme outcomes. All respondents reported that the computer labs and associated equipment were very well maintained, indicating strong ownership and upkeep of the infrastructure.

Further, **75%** of students believed that there were no major challenges affecting the future functioning of the labs and expressed confidence that the facilities would continue to operate effectively. Among the small proportion identifying potential risks, **19%** cited internet-related issues as a possible concern.

The findings suggest that the infrastructure has been successfully institutionalised within participating schools. Continued maintenance, regular usage and strong student engagement indicate favorable conditions for sustained operation and long-term utilisation of the facilities.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 2.82** was created.

IX. Anecdotes

> *Before the computer lab was installed in our school, I did not have regular access to a computer or the internet. Most of what I knew about technology came from hearing others talk about it. Today, we have regular computer classes where we learn practical skills such as using computers, MS Office applications and basic coding. As I learnt more about computers, I realized how important digital skills have become in almost every profession. The computer lab has motivated me to learn more and has increased my confidence that I can pursue higher studies and future careers that require digital knowledge and skills.*
>
> ***- Beneficiary***

> *Before the computer lab was set up in our school, computer classes were very limited, and students often had to share devices. This meant that we got very little hands-on practice and mostly learned by watching others. Today, every student gets dedicated access to a computer during lab sessions, which gives us enough time to practice and learn on our own. Having individual access has made a big difference in my learning.*
>
> ***- Beneficiary***

Infrastructure upgradation in aspirational district including Smart Classes and RO Plants in Rajgarh, Madhya Pradesh

I. About the programme

Access to quality education is increasingly shaped not only by enrolment and teacher availability, but also by the **learning environment** in which students learn and grow[78]. Digital learning resources, technology-enabled classrooms and access to safe drinking water are now recognized as critical to enabling improvements of educational outcomes, student attendance and overall well-being[79]. These requirements assume even greater significance in educationally and economically vulnerable regions, where infrastructure gaps often limit students' ability to fully benefit from schooling.



It is in this context that OIL India Limited supported the implementation of an infrastructure upgradation initiative in **Rajgarh district of Madhya Pradesh**, an **Aspirational District** identified under the Government of India's Aspirational Districts Programme. The programme was implemented with the **objective** of **strengthening educational infrastructure** through the installation of **smart classrooms in 38 schools** and **RO water purification systems** in **35 government schools** across the district.

The intervention sought to address two important dimensions of school education simultaneously. While smart classrooms were introduced to enhance teaching-learning processes through improved access to digital content and interactive pedagogy, the installation of RO water systems aimed to improve access to safe drinking water for students and school staff, thereby contributing to a healthier school environment. Together, these interventions were designed to create a more conducive learning ecosystem capable of supporting both educational engagement and student well-being.

The strategic relevance of the initiative is further underscored by its location. Rajgarh, as an Aspirational District, has been a focus area for accelerated development efforts across key sectors, including education, health and basic infrastructure[80]. Within this broader development framework, investments aimed at improving foundational school infrastructure contribute directly to strengthening human capital and expanding opportunities for children in underserved communities.

By combining digital learning infrastructure with essential water and sanitation-related facilities, the programme reflects OIL India Limited's commitment to supporting holistic educational

[78] From state to market: Shifts in access and quality in Indian higher education - ScienceDirect
[79] India's school education is advancing in quality, equity, and holistic development with improved infrastructure, digital access, and promotion of Bharatiya languages- Shri Dharmendra Pradhan
[80] Rajgarh.pdf

development and improving the quality of learning environments in regions where such investments can generate long-term developmental dividends.

II. Impact map

Table 13: Impact map for infrastructure upgradation in Rajgarh aspirational district

Stakeholder	Activities	Output	Outcome	Impact
Students	Installation and operationalization of smart classrooms in government schools	- No. of smart classrooms installed - No. of schools covered	Improved access to digital and interactive learning methods	Improved digital preparedness and technology-enabled learning readiness among students
			Enhanced student engagement and comprehension	
			Improved learning outcomes (academic performance)	
			Improved confidence	
		- Availability of digital teaching aids and e-content	Improved teaching effectiveness, better conceptual delivery	
	Installation of RO water plants in government schools	- No. of RO water plants installed - No. of schools covered	Improved access to safe and clean drinking water	Reduced WASH-related barriers to student participation and well-being
			Reduction in water-borne health risks	

III. Relevance

Prior to the installation of the smart classrooms, **none of the surveyed students** reported having regular access to computers or the internet, while **67%** indicated only **occasional access** and **33%** reported having **no access** at all. Discussions with students further revealed that digital learning opportunities were largely **limited to viewing educational videos** on their **parents' mobile phones** whenever devices and internet connectivity were available.

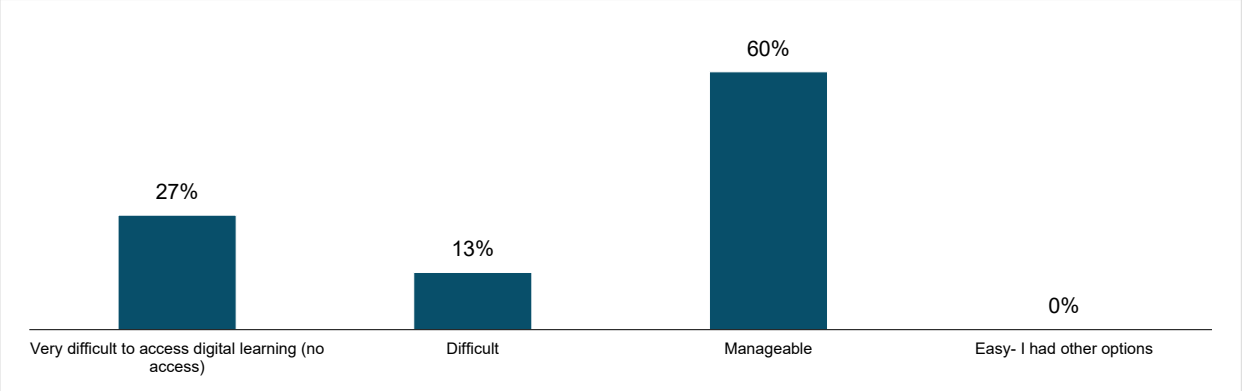


Figure 29: Difficulty in accessing digital education by beneficiaries prior to the programme

These limitations also affected access to quality educational content. Prior to the introduction of smart classrooms**, 27%** of students reported that ac**cessing digital learning resources was**

very difficult due to lack of access, while another **13%** described it as **difficult**. Although **60%** considered it **manageable**, discussions suggested that this often involved relying on shared mobile devices, intermittent internet access or content recommended by teachers, rather than regular exposure to structured digital learning resources.

The findings indicate that the smart classroom intervention responded to a genuine need within the schools by creating access to technology-enabled learning resources that were previously unavailable or difficult to access for a large proportion of students. In the context of Rajgarh's developmental aspirations, the intervention has helped bridge an important digital divide by bringing technology-supported learning directly into the classroom environment.

The need for improved school infrastructure extended beyond digital learning to basic amenities that directly influence students' health and well-being. Prior to the installation of RO water systems, **62%** of students reported **frequently facing issues** related to the availability or quality of drinking water in school, while the remaining **38%** indicated experiencing such **challenges at times**. No respondent reported that safe drinking water was consistently available.

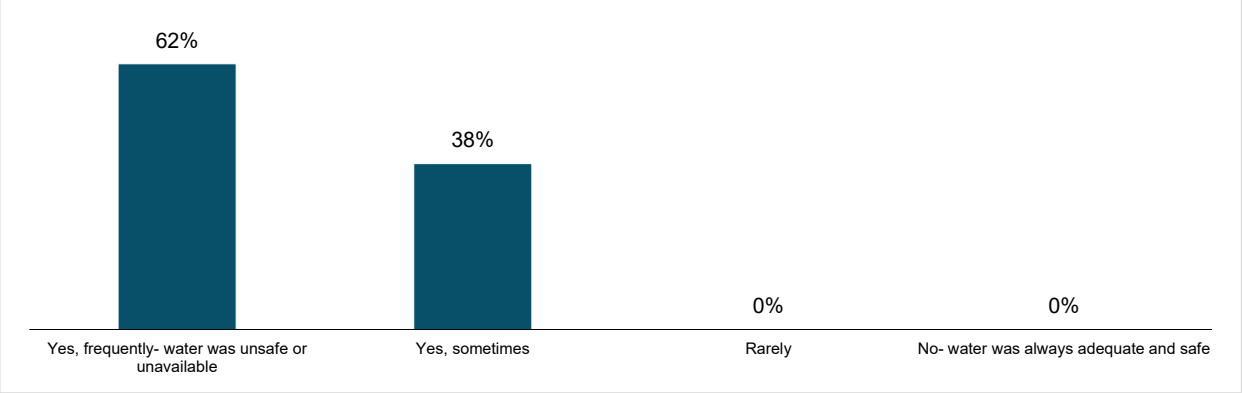


Figure 30: Students' access to drinking water at school prior to the programme

Discussions with students and teachers further revealed that concerns regarding drinking water often resulted in students carrying water from home or limiting water consumption during school hours. The installation of RO plants, therefore, addressed a fundamental requirement within the school environment by ensuring access to safe and reliable drinking water for students and staff.

IV. Efficiency

The findings indicate that the smart classroom infrastructure is being utilized regularly by students and is functioning effectively. While **40%** of students reported using the smart classroom **3- 4 days a week**, the remaining **60%** reported using it **1-2 days a week**. No student reported rarely using or never using the facility.

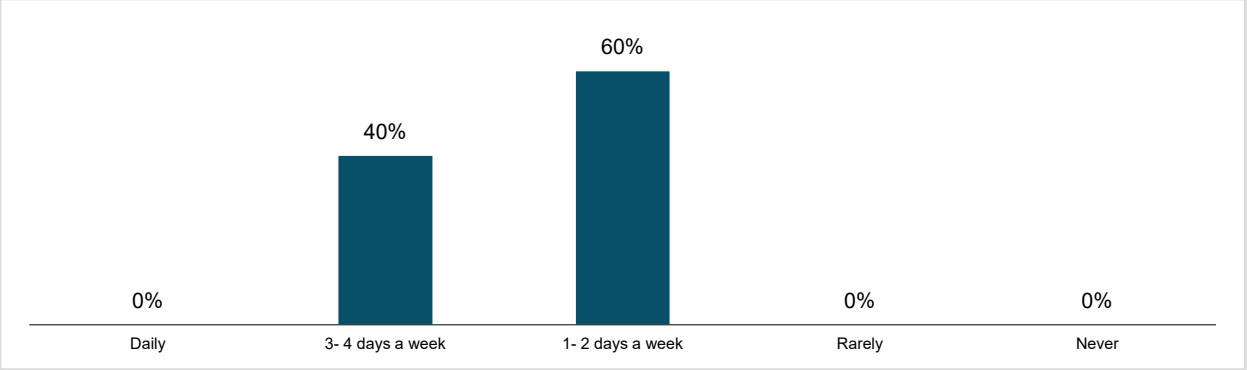


Figure 31: Weekly frequency of using smart class by the students



Further, **100%** of respondents rated the interactive board, connectivity and digital content as being in excellent working condition, with no reports of technical disruptions or operational challenges.

These findings suggest that the infrastructure provided under the project is not only functional but is also being integrated into routine teaching-learning processes, enabling consistent use by students and teachers.

Similarly, discussions with the students and teachers indicated that the RO water systems were functioning efficiently and were being used regularly by the school community. Beneficiaries reported that access to safe drinking water had become more reliable following installation of the systems, with teachers noting that the facility requires minimal intervention and is easily accessible to students throughout the school day.

V. Effectiveness

The smart classroom intervention has been effective in enhancing students' learning experiences and improving conceptual understanding. All surveyed students (**100%**) reported that study concepts are now clearer due to the use of digital content, audio-visual resources and interactive learning tools. During interactions, students shared that topics which were previously difficult to visualize through textbooks alone have become easier to understand through videos, animations and demonstrations presented during smart class sessions.

The RO water systems have similarly been effective in improving access to safe drinking water within schools. Following installation of the RO plants, **92%** of students reported that clean drinking water is mostly available, while another **8%** stated that it is always available. No respondent reported disruptions due to breakdowns or non-functionality of the systems. The findings indicate that the intervention has successfully addressed a basic infrastructure gap and improved access to safe drinking water for students and staff.

VI. Impact

a. Smart Class

i. Improved access to digital learning



The smart classroom intervention has significantly enhanced students' access to digital learning resources. All surveyed students (**100%**) reported an improvement in their access to digital learning materials following the introduction of the smart classrooms.

The impact extended beyond access to technology and was reflected in the overall learning experience. During interactions, several students shared that prior to the intervention, their exposure to digital learning was largely limited to occasional educational videos viewed on their parents' mobile phones. The smart classroom introduced them to a structured digital learning environment where concepts could be understood through videos, animations, diagrams and interactive content. Students remarked that subjects such as Science and Mathematics became easier to understand when explained through audio-visual demonstrations, making learning more engaging and enjoyable.

Teachers similarly observed that student participation tends to be higher during smart classroom sessions. They noted that students are generally more attentive, ask more questions and display greater enthusiasm when lessons are delivered using digital content. According to teachers, the smart classroom has helped transform the learning environment from a predominantly textbook-based approach to a more interactive and experiential one.

ii. Enhanced student engagement and comprehension

The smart classroom intervention has significantly improved both student engagement and learning outcomes. All surveyed students (**100%**) reported that their interest in studies had increased after the installation of the smart classrooms. Teachers corroborated this finding during interactions, noting that students tend to be more attentive and participative during digital learning sessions and often look forward to classes that utilize audio-visual content.

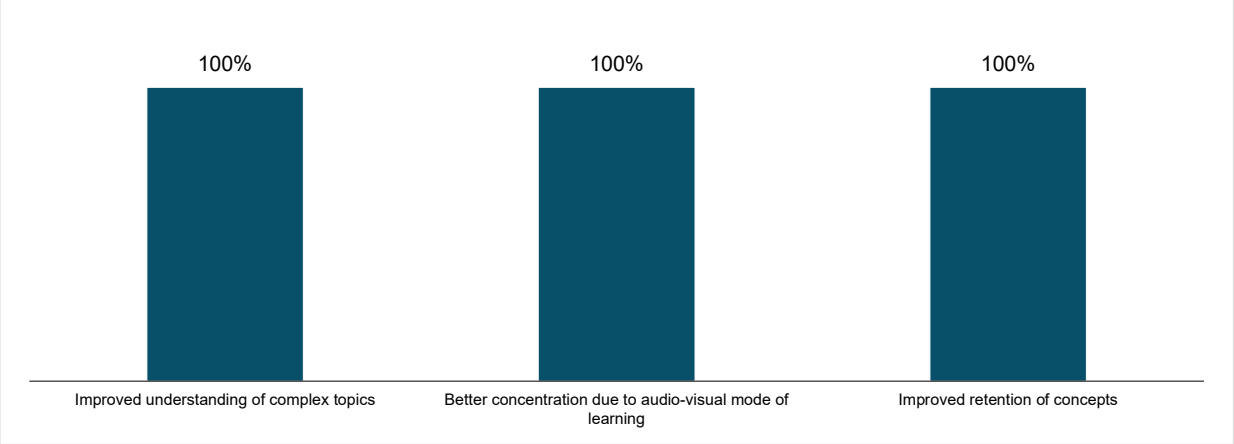


Figure 32: Benefits of studying through smart class as reported by the students

The improved engagement has translated into better learning experiences. All students (**100%**) reported that digital learning has helped them understand complex topics more effectively, improve concentration through audio-visual modes of learning, and retain concepts for longer

periods. Students shared that visual demonstrations, animations and subject-specific videos helped them grasp concepts that were previously difficult to understand through textbook-based instruction alone. Several students remarked that learning had become more interactive and enjoyable, making it easier to remain focused throughout the class.

iii. Improved academic performance

The improved access to digital learning resources has also translated into positive academic outcomes for students. While **40%** of students reported a noticeable improvement in their grades following the introduction of smart classrooms, the remaining **60%** reported slight improvements.

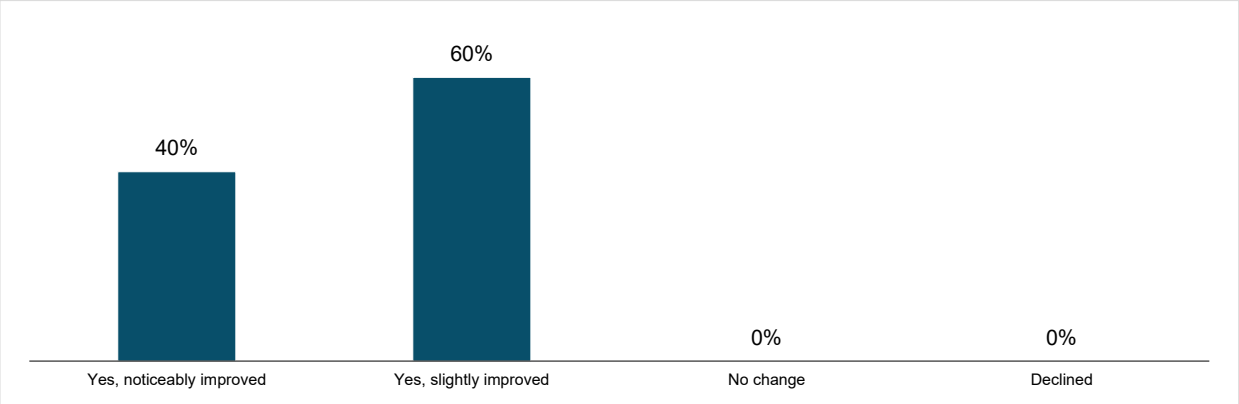


Figure 33: Students' reporting improved academic performance post the programme

Discussions with students suggest that the improvement is **closely linked to better comprehension and retention of concepts** facilitated through audio-visual learning. Many students shared that lessons delivered through videos, animations and interactive content helped them remember concepts for longer periods and recall them more effectively during examinations. Teachers corroborated these observations, noting that **students have become more confident in expressing their understanding of concepts in written assessments**. Several teachers specifically highlighted improvements in Science subjects, where students are increasingly able to explain concepts with greater clarity and **support their answers with diagrams and visual representations** that mirror what they have learned through digital content.

iv. Improved confidence of the students

The smart classroom intervention has also contributed to strengthening students' confidence in their academic abilities and future aspirations. All surveyed students (**100%**) reported feeling more confident in their studies and about their future after learning through smart classrooms.

Discussions with students suggested that this increased confidence stems from a better understanding of classroom concepts and greater comfort in participating during lessons. Students shared that the use of videos helped them follow topics more easily, thereby reducing hesitation while responding to questions in class. Teachers corroborated this observation, noting that students have become **more proactive** in raising doubts, seeking clarifications and participating in classroom discussions following the introduction of smart classes. According to teachers, students who were previously less likely to engage in discussions are now more willing to ask questions and express their understanding of concepts.

b. RO Plants

i. Improved health and well-being of the students

The installation of RO water systems has contributed to improved access to safe drinking water within schools, resulting in positive health outcomes for students. A majority of respondents (**77%**) reported noticing a reduction in stomach ailments, diarrhoea or other water-related illnesses among themselves or their classmates following the installation of the RO plants, while the remaining **23%** were not certain.

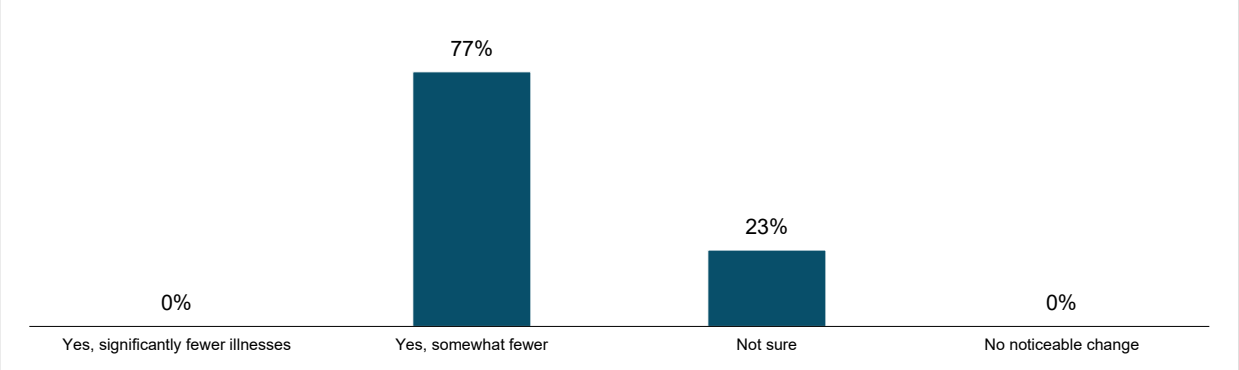


Figure 34: Reduction in stomach ailments, diarrhoea or other water-related illnesses as reported by students

Discussions with students and teachers further suggested that access to purified drinking water has reduced concerns regarding the quality of drinking water available in schools. Teachers observed that students now rely more frequently on the RO facilities rather than carrying water from home, ensuring regular access to safe drinking water during school hours. While multiple factors influence student health, the findings indicate that the provision of safe drinking water has contributed to creating a healthier school environment and reducing the risk of water-borne illnesses.

ii. Improved attendance of students due to reduced days of illness

Access to safe drinking water has also contributed to more regular school attendance among students. A majority of respondents (**69%**) reported that the availability of clean drinking water in school has helped them attend school more regularly by reducing instances of illness and related absences. Students shared that concerns regarding drinking water quality have reduced considerably after the installation of the RO plants, enabling them to remain hydrated and comfortable throughout the school day.

The remaining **31%** of respondents reported no noticeable change in their attendance. However, discussions with these students revealed that this was primarily because they were already attending school regularly prior to the intervention and did not frequently miss classes due to health-related reasons. As such, their responses do not indicate a lack of benefit from the intervention, but rather reflect an already high level of attendance.

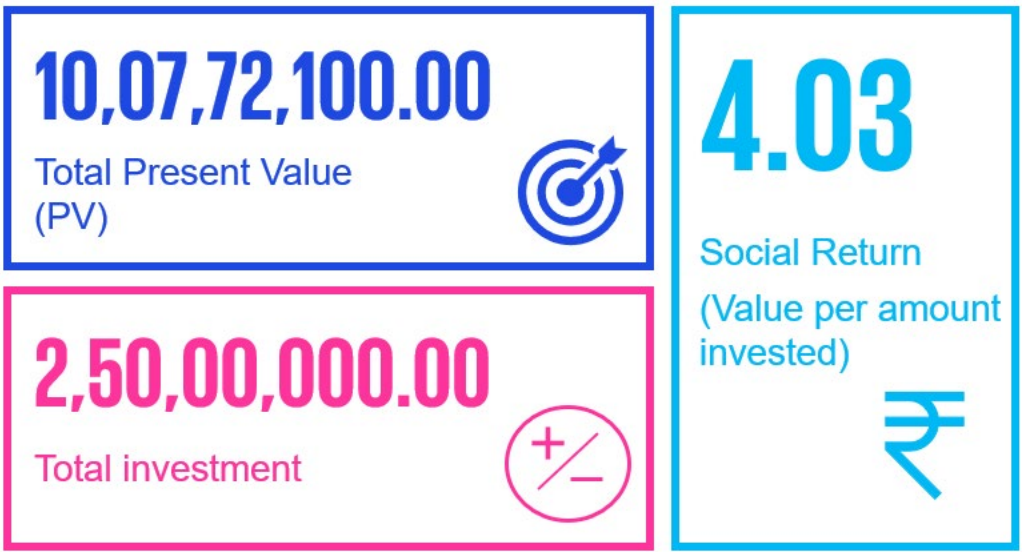
VII. Sustainability

The sustainability assessment indicated that teachers were adequately trained to operate and integrate the smart classroom infrastructure into regular teaching practices. The smart class setup was found to be fully functional, and **school principals and teachers** reported that the equipment continues to be used optimally even after project completion, with no operational disruptions.

Additionally, the RO water plant was observed to be fully functional and regularly providing clean drinking water, as confirmed by **100%** of respondents. To ensure continued operation, the school

proactively undertakes timely filter replacements and routine maintenance using the customer support details shared by the implementing team at the time of project handover.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 4.03** was created.

IX. Anecdotes

> *Earlier, most of our learning was limited to textbooks and blackboard teaching. Some concepts, especially in Science and Mathematics, were difficult to visualize and understand. With the introduction of the smart classroom, lessons have become much more interactive through videos, animations, and visual demonstrations. We now participate more actively in class discussions and find it easier to remember what is taught. Learning feels more engaging, and we look forward to attending these classes every day.*
>
> ***- Group of students, beneficiary school***

> *Before the installation of the RO water system, ensuring access to safe drinking water was a recurring concern for the school. The new facility has significantly improved the availability of clean drinking water for both students and staff. The system continues to function efficiently, and the school regularly undertakes maintenance and timely filter replacement to ensure uninterrupted service. This intervention has contributed to a healthier and more comfortable learning environment for our students.*
>
> ***- Principal, beneficiary school***

Infra upgradation in School for children for constrution of training center

I. About the programme

OIL supported **Akhil Bharatiya Vanvasi Kalyan Ashram (ABVKA) in Jashpur, Chhattisgarh**, to **strengthen educational and training infrastructure for tribal communities** through the **construction of a training centre, expansion of the existing school building, and development of residential facilities for teachers and training faculty.** The intervention was conceived to address growing infrastructure requirements at the institution and create an enabling environment for both academic learning and capacity-building activities.



The project included the construction of an additional floor in the existing school building, enabling the expansion of educational facilities and accommodating a larger number of students. It also supported the creation of staff quarters to facilitate the availability and retention of teaching and training personnel. As envisaged by ABVKA, the enhanced infrastructure is expected to support the expansion of school education beyond the middle-school level while strengthening the institution's capacity to conduct training programmes for community workers engaged in education, healthcare, rural development, livelihoods, and social empowerment initiatives.

Through this investment, the project aims to contribute to improved access to quality education, strengthened institutional capacity, and the long-term socio-economic development of tribal communities in the region.

II. Impact map

Table 14: Impact map for Akhil Bharti Vanvasi Kalyan Ashram

Stakeholder	Activities	Output	Outcome	Impact
Students	Construction of school infrastructure (additional classrooms, facilities, support infra such as mid-day space)	- Additional classrooms and facilities created - Improved infrastructure capacity	Improved access to secondary education and enrollment capacity Improved student attendance and participation Enhanced quality of training programs	Improved educational attainment among tribal students
Karyakartas/ trainees	Establishment of training centre for karyakartas	- Training centre operational - Up to 500 karyakartas trained annually	Enhanced skills and knowledge of karyakartas Improved delivery of social, educational, and livelihood interventions	Strengthened community development outreach across tribal regions
Teaching and training staff (Ashram staff)	Construction of residential quarters and dormitories	- Staff quarters and trainee accommodation created	Increased participation in training programs Improved availability and retention of teachers/trainers	Sustained institutional capacity for education and training

III. Relevance

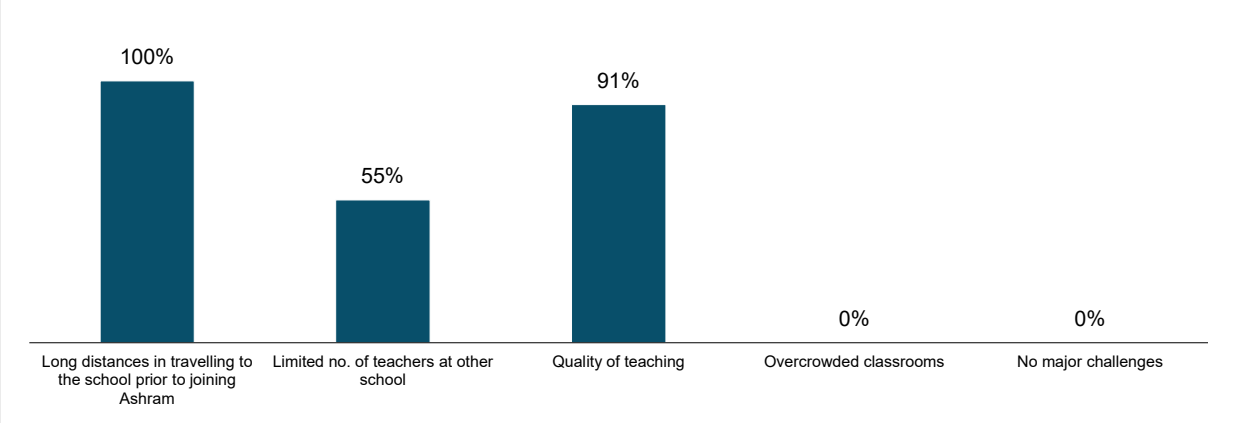


Figure 35: Challenges faced by students prior to the programme

As illustrated in the figure above, the findings indicate that the Ashram addressed several challenges faced by students prior to their enrolment. All students (**100%**) reported travelling long distances to access education before joining the institution, highlighting the limited availability of quality educational facilities in nearby areas. Further, **91%** of students indicated concerns regarding the quality of teaching in their previous schools, while **55%** reported an inadequate number of teachers.

The expansion of the Ashram directly responded to these constraints by creating additional learning spaces and enabling the institution to cater to higher grades.

Students also expressed a strong positive perception regarding the alignment of the intervention with their educational needs. A majority **(91%)** reported that the improved infrastructure and availability of higher classes were **fully aligned** with their requirements, while the remaining **9%** considered the intervention to be **largely aligned**. No student reported moderate, slight, or no alignment. The findings demonstrate that the project effectively addressed existing educational barriers and enhanced students' access to a more conducive learning environment, thereby establishing a strong degree of relevance to beneficiary needs.

Furthermore, the **discussions with Karyakartas** revealed that the intervention was highly relevant to their operational and training needs. Prior to the construction of the training centre and associated facilities, participants reported facing multiple infrastructure-related challenges, including inadequate space for conducting training sessions and meetings, poor supporting infrastructure and amenities, reduced effectiveness of training programmes due to space constraints, and limited frequency of capacity-building activities. During the discussions, **100% of the Karyakartas** indicated that they had experienced one or more of these challenges before the project and unanimously agreed that the newly developed infrastructure directly addressed these gaps.

Karyakartas noted that the lack of dedicated training infrastructure had previously constrained the scale and quality of capacity-building programmes. The availability of a purpose-built training centre, accommodation facilities, and improved amenities has created a conducive environment for conducting structured training programmes and facilitating greater participation.

Further, Karyakartas highlighted that the strengthened infrastructure supports their role in implementing programmes related to education, healthcare, rural development, livelihoods, and social empowerment in tribal communities. By addressing longstanding infrastructure constraints, the intervention has enhanced their ability to effectively plan, conduct, and participate in training programmes. Consequently, the project demonstrated a **strong alignment with beneficiary needs**, with participants consistently rating the intervention as highly relevant and critical for improving institutional capacity and service delivery in the region.

IV. Efficiency

The findings indicate that the school expansion was implemented efficiently and has resulted in a substantial improvement in the overall learning environment. All respondents (**100%**) reported that the facilities available after the expansion had **improved significantly**.

The efficiency of implementation was also evident during stakeholder consultations. The principal of the Ashram shared that the construction was completed within the planned timelines, enabling the institution to operationalize the additional infrastructure and commence classes for higher grades without disruption. This ensured continuity in academic activities and helped accommodate the growing number of students in a timely manner.

Similar observations emerged from discussions with Karyakartas, who noted that they were kept informed about the progress of the infrastructure development well in advance. As a result, mobilization activities could be planned accordingly, allowing prospective trainees and community members to be enrolled and prepared for programme commencement immediately after the facility became operational. Stakeholders highlighted that the timely completion of the infrastructure helped avoid delays in training schedules and ensured that the intended beneficiaries could begin utilizing the facility at the earliest.

V. Effectiveness

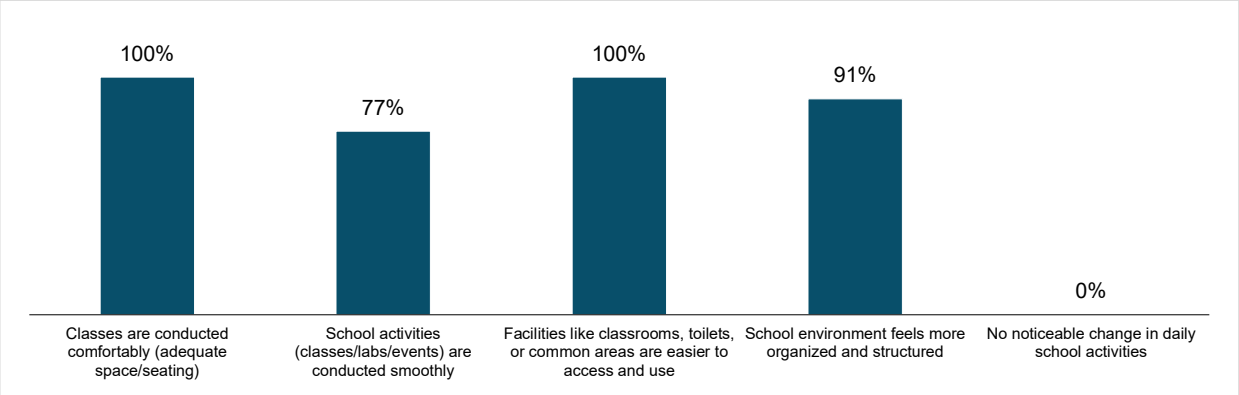


Figure 36: Effectiveness of school expansion as reported by beneficiaries

The expanded school infrastructure has been effective in improving the overall learning environment and the day-to-day functioning of the institution. All respondents (**100%**) reported that classes are now conducted comfortably due to the availability of adequate space and seating arrangements. In addition, **100%** indicated that facilities such as classrooms, toilets and common areas have become easier to access and use following the expansion.

The benefits were also reflected in the functioning of the school. About **77%** of respondents observed that academic and co-curricular activities, including classes, laboratory sessions and school events, are conducted smoothly. Further, **91%** reported that the overall school environment feels more organized and structured compared to the earlier situation.

During discussions, students and teachers highlighted that the additional infrastructure has reduced congestion and enabled activities to be conducted in a more planned and efficient manner. School management also noted that the availability of dedicated spaces has improved the overall learning atmosphere and facilitated smoother academic operations. These findings indicate that infrastructure expansion has been effective in creating a more conducive and functional educational environment.

VI. Impact

i. Improved access to continued education



The expansion of the Ashram's infrastructure has played a critical role in enabling students to continue their education in higher grades without having to migrate to other institutions. All surveyed students (**100%**) reported that the availability of classes up to higher grades has improved their ability to continue their education and pursue studies beyond the levels that were previously available.

During interactions, several students shared that they had earlier studied in the Ashram up to Class VII or VIII but were compelled to shift to other schools due to the absence of higher-grade classes. With the expansion of the institution, many of them have been able to return and continue their education within the familiar learning environment of the Ashram. Students expressed appreciation for the quality of education and support received at the institution and noted that they were particularly happy to have the opportunity to pursue higher grades within the same campus.

Students also highlighted that attending schools located farther away involved longer daily commutes, which often left them with less time and energy for studying after returning home. The availability of higher classes within the Ashram has reduced this burden and enabled them to devote more time to academics and other educational activities. These findings indicate that the intervention has not only expanded educational infrastructure but has also strengthened continuity in learning and reduced barriers to educational progression.

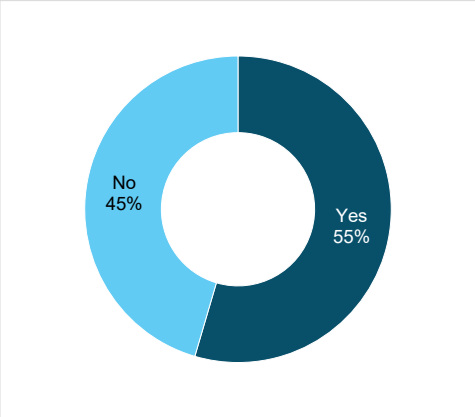


Figure 37: Continuation of higher secondary education in absence of Ashram

Additionally**, 55%** of students reported that they would have continued their education even if they had to leave Ashram, a substantial **45%** indicated that they would not have been able to do so.

Discussions with students provided important context to these findings. Several students, particularly female students, shared that pursuing education outside the Ashram would have required travelling to schools located considerably farther away. Many noted that their families were reluctant to permit regular travel to distant schools and, in some cases, may not have allowed them to continue their education altogether. Students highlighted that the availability= of higher classes within the Ashram has enabled them to pursue their studies in a familiar, accessible and supportive environment without facing these constraints.

The findings suggest that beyond expanding educational infrastructure, the intervention has helped mitigate barriers associated with distance, mobility and access, thereby reducing the risk of educational discontinuation, particularly among students from vulnerable households and female students.

ii. Increased interest in studies

The infrastructure improvements have contributed to creating a more conducive learning environment, resulting in greater student engagement and interest in academics. All surveyed students (**100%**) reported that their learning experience had **significantly improved**, enabling them to concentrate better during classes. No respondent reported only moderate improvements or the absence of change in their learning experience.



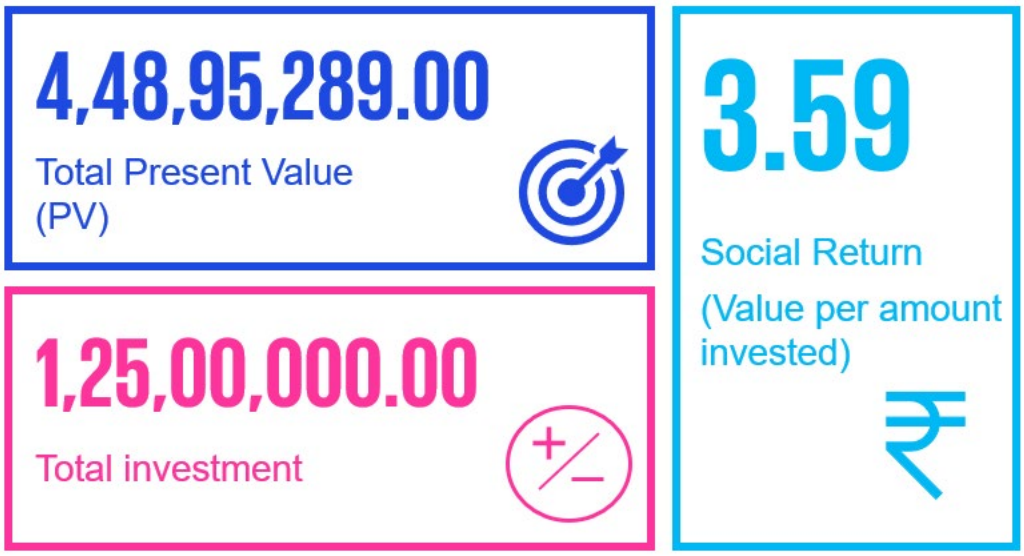
During discussions, students shared that the availability of adequate classroom space, more organized academic environment, and increased time to study at home due to shorter travel distances has made it easier for them to focus on lessons without distractions. Teachers similarly observed that students are more attentive during classes and are able to remain engaged for longer durations. The improved learning environment has also encouraged greater classroom participation and regularity in academic activities.

VII. Sustainability

The assessment findings indicate strong prospects for the long-term sustainability of the infrastructure intervention. All surveyed students (**100%**) reported that the improved facilities will **definitely continue to support their education in the future**.

Discussions with students, teachers and school management further reinforced this perception. Stakeholders highlighted that the newly created infrastructure has addressed a long-standing gap in educational facilities and is expected to benefit not only the current cohort of students but also future batches. Students noted that the additional classrooms and improved facilities have created a more conducive learning environment that will continue to support uninterrupted access to education in the years ahead. Ashram authorities also indicated that the infrastructure has been fully integrated into the institution's academic operations and maintenance systems, enhancing confidence in its continued use and upkeep.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 3.59** was created.

IX. Anecdotes

> *I studied in the Ashram till the lower grades, but when higher classes were not available, I had to shift to another school located much farther away. The daily travel took a lot of time and energy, and after returning home, I often felt too tired to study. After the new building was constructed and higher classes were introduced, I was able to return to the Ashram and continue my education here. The classrooms are better, the environment is more comfortable, and I can now focus much more on my studies. Most importantly, I can continue my education without worrying about travelling long distances every day.*
>
> ***- Student, beneficiary of Ashram***

> *The infrastructure improvements have changed our learning experience significantly. Earlier, classes used to be crowded, and conducting different academic activities was sometimes difficult. Now, we have better classrooms and more space, which makes it easier to concentrate during lessons. Many of us feel more motivated to attend classes regularly and participate in school activities. Since higher classes are now available within the Ashram itself, we can continue studying in a familiar environment and focus on our future goals without having to leave our community.*
>
> ***- Student, beneficiary of Ashram***

B. Healthcare Programmes

B. Healthcare Programmes

Coherence

- Alignment of the programme with SDGs



Table 15: Alignment with SDGs- Healthcare

SDG Goal	Target	Sub-targets [81]	Coherence
GOAL 3	Good Health and Well-being	3.1 Reduce global maternal mortality ratio. 3.2 End preventable deaths of newborns and children under five years of age. 3.3 End epidemics of communicable diseases. 3.4 Reduce premature mortality from non-communicable diseases. 3.8 Achieve universal health coverage and access to quality healthcare services. 3.c Strengthen the health workforce and healthcare systems.	The healthcare programmes directly contribute towards improving access to preventive, promotive and curative healthcare services. Through maternal and child healthcare interventions, mobile health services, nutrition support, dialysis infrastructure, tuberculosis management and cancer care support, the programmes strengthen health outcomes, improve treatment adherence and enhance access to quality healthcare among underserved populations.
GOAL 2	Zero Hunger	2.1 End hunger and ensure access to nutritious food. 2.2 End all forms of malnutrition.	Interventions such as Project OIL Asha and Project OIL Arogya address nutritional vulnerabilities among children, mothers and vulnerable households through nutrition counselling, dietary support, nutrition kits and food assistance. These interventions contribute towards reducing malnutrition and improving overall health and recovery outcomes.

[81] https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

GOAL 5	Gender Equality	5.1 End discrimination against women and girls. 5.6 Ensure universal access to health and reproductive healthcare services.	Maternal and child health interventions under Project OIL Arogya promote safer pregnancies, institutional deliveries, ANC/PNC utilization and women's participation in health-related livelihood activities, thereby contributing towards improved health outcomes and empowerment of women.
GOAL 6	Clean Water and Sanitation	6.1 Universal access to safe drinking water. 6.2 Access to adequate sanitation and hygiene.	WASH interventions under Project OIL Arogya promote hygiene awareness, sanitation practices, menstrual hygiene and safe water usage, contributing towards improved community health and reduction in water-borne diseases.
GOAL 10	Reduced Inequalities	10.2 Promote social and economic inclusion of vulnerable populations.	By extending healthcare services to remote communities, cancer patients, TB patients, dialysis patients and economically disadvantaged populations, the programmes help reduce healthcare inequalities and improve access to essential services among vulnerable communities.
GOAL 17	Partnerships for the Goals	Strengthen multi-stakeholder partnerships for sustainable development.	The programmes are implemented through partnerships with NHM Assam, hospitals, healthcare institutions, implementing agencies and community health workers, demonstrating collaborative approaches towards strengthening healthcare delivery and improving health outcomes.

- Alignment of the programme with National Priorities – Government schemes and programmes

Table 16: Alignment with national priorities- Healthcare

Programme	Brief Description	Coherence
Viksit Bharat @ 2047 [82]	Government of India's vision to achieve inclusive development through improved healthcare, human capital development and enhanced quality of life.	The healthcare programmes contribute towards improving health outcomes, strengthening healthcare access and promoting community well-being, thereby supporting the development of a healthier and more productive population.

[82] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India

Ayushman Bharat	National initiative focused on universal healthcare, Health and Wellness Centres and financial protection against health expenditure.	Programmes such as OIL Sparsha and the Haemodialysis initiative complement Ayushman Bharat by strengthening healthcare accessibility, expanding diagnostic and treatment services and reducing out-of-pocket expenditure among vulnerable populations.
National Health Mission (NHM)	Comprehensive programme focused on strengthening healthcare infrastructure, maternal and child health, disease prevention and healthcare access.	Project OIL Arogya, Project OIL Sparsha and the Haemodialysis Machines Project directly support NHM objectives through healthcare outreach, maternal and child health services, institutional healthcare linkages and strengthening healthcare infrastructure.
Pradhan Mantri National Dialysis Programme (PMNDP)	Government initiative to provide free dialysis services to economically vulnerable patients through public healthcare facilities.	The Haemodialysis Machines Project directly supports the objectives of PMNDP by increasing dialysis capacity, improving treatment continuity and strengthening public healthcare infrastructure for chronic kidney disease patients.
National Tuberculosis Elimination Programme (NTEP)	National programme aimed at eliminating tuberculosis through awareness, early detection, treatment adherence and patient support.	The RK HIV AIDS Research & Care Centre project aligns strongly with NTEP by promoting TB awareness, facilitating early diagnosis, supporting treatment adherence, providing nutritional assistance and strengthening monitoring mechanisms for TB patients.
Poshan Abhiyaan	Government initiative focused on improving nutritional outcomes among women and children and reducing malnutrition.	Project OIL Asha and Project OIL Arogya contribute towards Poshan Abhiyaan by promoting improved dietary practices, nutrition counselling, nutrition support and reduction of maternal and child malnutrition.
Anemia Mukt Bharat	National strategy to reduce anaemia among women, children and adolescents.	Nutrition interventions under Project OIL Arogya contribute towards reducing anaemia risks among pregnant women and children through awareness, dietary improvement and nutrition support mechanisms.

Pradhan Mantri TB Mukt Bharat Abhiyaan	National movement to accelerate TB elimination through community participation, nutritional support and treatment adherence.	The RK HIV AIDS Research & Care Centre project supports this mission through awareness generation, active screening, nutritional assistance, healthcare linkage and treatment monitoring for TB patients.
Digital Health Mission (ABDM)	Initiative to create an integrated digital health ecosystem and improve continuity of healthcare services.	Follow-up mechanisms, patient tracking systems, referral support and community-level healthcare monitoring under OIL Sparsha, OIL Arogya and the TB programme contribute towards strengthening continuity of care and healthcare service coordination.

OIL Arogya

I. About the programme

Project OIL Arogya is a flagship healthcare initiative of OIL, with the **objective of promotion reproductive, maternal, newborn, child and adolescent healthcare and nutrition for reduction of Infant Mortality Rate (IMR) and Maternal Mortality Ratio (MMR) through improved access to maternal and child healthcare services, health awareness, nutrition interventions and community-based healthcare support.** The programme is implemented across 24 villages in the districts of Dibrugarh, Tinsukia, Sivasagar and Charaideo in Assam, targeting pregnant women, lactating mothers, children, adolescent girls and vulnerable community members.



The programme adopts a comprehensive approach encompassing community awareness and behaviour change activities, health camps, maternal and child tracking, nutrition support, WASH interventions, healthcare convergence and social entrepreneurship initiatives. During FY 2024-25, the programme impacted over 15,000 beneficiaries across 24 villages, tracked 633 pregnant women and 932 children, conducted 72 training sessions and facilitated healthcare services through regular community-level interventions.

Under the project in **FY 2024-25, 1,175 pregnant women**, **mothers, and women** in the reproductive age group were provided support for monitoring their health parameters, **932 children** were immunized, **24 health camps** were conducted to reach out to **2,706 women & children**, **72 community trainings** were conducted on **health, nutrition, and sanitation**

covering **3,602 women**, and **WASH Campaign** in association with **UNICEF impacting 5,035** beneficiaries. Healthcare Based Social Entrepreneurship Programmes were implemented in the villages through the formation of 05 working clusters by engaging local women in the production & marketing of utility items for maintaining the health & hygiene of mothers & babies. Under the project for promoting sustainable health and nutrition, **12 model community-based nutrition gardens** were set up in **12 villages** and **600 Nutri-kits** were distributed. Also, the project **distributed health and hygiene kits** to **2,400 women** and **baby care kits** to **393 babies**. The project during FY 2024-25 had impacted a total of **15,267 beneficiaries** through various activities. Nearly **100%** of institutional deliveries were observed in the intervention areas.



By working closely with NHM, ASHA workers, ANMs, Anganwadi Workers and public healthcare facilities, the programme aims to strengthen healthcare-seeking behaviour, improve nutrition and hygiene practices, promote institutional deliveries, support maternal and child health outcomes and enhance the effectiveness of healthcare service delivery in rural communities.

II. Impact map

Table 17: Impact map for project OIL Arogya

Stakeholders	Activities	Outputs	Outcomes	Impact
Direct Beneficiaries (Pregnant women, lactating mothers, infants, children, adolescent girls, community members)	1. Community Awareness & Behaviour Change Training – Training on ANC/PNC, nutrition, hygiene,	- 72 training sessions conducted	- Improved knowledge on maternal & child health	Improved health-seeking behaviour and preventive care practices
		- Community members sensitized health practices	- Increased awareness of hygiene, nutrition, and risk factors	

	adolescent health		- Adoption of improved practices (diet, hygiene, care)	
	2. Health Camps, Screening & Early Diagnosis – Health camps, medical consultations, screening (anaemia, BP, malnutrition), referrals	- 24 health camps conducted	- Early identification of diseases	Reduced disease burden and improved community health status
		- 3000+ beneficiaries screened	- Increased access to diagnosis and treatment	
			- Reduced untreated cases and complications	
	3. Maternal & Child Tracking & Service Facilitation – Tracking pregnant women & children, ensuring ANC/PNC, immunization, institutional delivery	- 633 pregnant women tracked	- Increased utilization of health services	Reduction in IMR/MMR risks and improved maternal & child health outcomes
		- 932 children monitored/ immunized	- Improved adherence to ANC/PNC protocols	
		- Near 100% institutional deliveries	- Increased institutional deliveries	
	4. Nutrition Interventions – Nutrition training, nutrition camps, nutrition kit distribution, nutrition gardens	- Nutrition kits distributed	- Improved dietary practices	Improved nutritional status and reduced maternal & child health risks
		- 12 nutrition gardens established	- Better nutrition among mothers and children	
			- Reduction in malnutrition and anaemia risks	
	5. WASH Interventions in association with UNICEF – Hygiene awareness, sanitation campaigns, menstrual hygiene, safe water practices	- Large-scale WASH campaigns	- Improved hygiene practices	Reduced water-borne diseases and improved sanitation outcomes
		- 2400 hygiene kits distributed	- Increased awareness of sanitation and menstrual health	
			- Adoption of safe water and hygiene behaviours	
	6. Healthcare Linkages & Convergence – Linkages with NHM, ASHA, ANM, hospitals,	- Strengthened coordination with govt systems	- Increased access to institutional healthcare	Strengthened public healthcare ecosystem and service efficiency
		- Improved service delivery channels	- Better utilization of government schemes	

	ambulance services		- Strengthened last-mile health delivery	
	7. Distribution of Health & Baby Kits – Hygiene kits and baby kits for safe maternal & childcare	- 2400 hygiene kits distributed	- Improved newborn care practices	Improved maternal and neonatal care practices
		- Baby kits distributed to beneficiaries	- Increased preparedness for safe delivery	
			- Improved household hygiene	
	8. Health-based Social Entrepreneurship – Formation of women-led groups, production of baby kits, market linkages	- 5 women-led clusters formed	- Additional livelihood opportunities for women	Women empowerment and improved economic resilience
			- Increased economic participation	
			- Strengthened community engagement	
Indirect Beneficiaries (Families/Households)	Improved maternal & child health outcomes at household level	- Increased awareness within families	- Reduced health-related expenses	Improved household well-being and quality of life
		- Improved childcare practices	- Better nutrition and hygiene at household level	
			- Reduced vulnerability to health shocks	
Government / Public Health Systems (NHM, frontline workers)	Convergence with public health programmes and institutional systems	- Improved coordination with NHM and frontline workers	- Increased uptake of government health services	Enhanced effectiveness of public health systems and sustainable health ecosystem
		- Enhanced outreach of services	- Improved tracking and monitoring at grassroots level	
			- Strengthened implementation of public health initiatives	
SAATHIYA Clubs (Village-level Peer Support Groups)	1. Formation and strengthening of SAATHIYA Clubs 2. Peer education and awareness sessions 3.Community mobilisation for	Village-level peer support groups functional Women and adolescent girls engaged in awareness initiatives	Increased peer-to-peer knowledge dissemination Greater community ownership of health interventions	Strengthened community-based support systems for maternal and child health

	maternal and child health 4. Adolescent health awareness 5. Referral and support to pregnant women and mothers 6. Facilitation of healthcare service uptake 7. Promotion of nutrition, hygiene and institutional deliveries	Increased community participation in health activities Improved coordination between beneficiaries and frontline workers Strengthened local support networks	Improved referral and follow-up support Increased uptake of ANC/PNC, immunization and nutrition services Improved participation of women and adolescent girls in healthcare decision-making	

III. Relevance

Before joining the programme, beneficiaries reported facing several challenges affecting maternal and child health outcomes. All respondents **(100%)** reported lack of awareness regarding maternal and child health, poor hygiene and sanitation practices and limited access to healthcare services. Further**, 96%** reported high medical expenses, **89%** reported poor nutrition and **77%** reported prevalence of home deliveries. Frequent illness was reported by **65%** of beneficiaries.

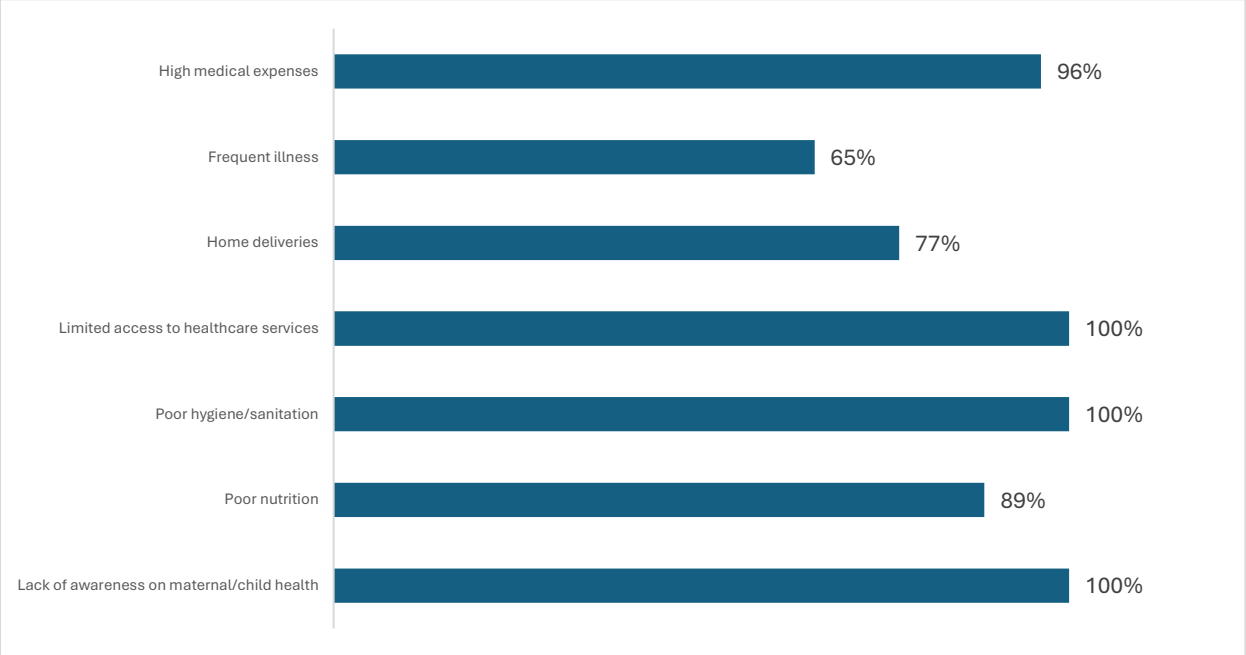


Figure 38: Pre-programme challenges faced by beneficiaries

Beneficiaries were asked to assess the extent to which the programme addressed their healthcare needs. A majority of respondents **(69.2%)** reported that programme activities were fully aligned with their needs, while **30.8%** considered them largely aligned. No respondent reported moderate or low alignment.

The findings suggest a strong alignment between programme interventions and community requirements related to maternal and child healthcare, nutrition, hygiene and healthcare accessibility.

IV. Efficiency

Beneficiary feedback indicates a high level of satisfaction with programme implementation. All respondents **(100%)** rated programme implementation as "very well implemented".

The positive assessment is supported by the scale and diversity of activities undertaken during FY 2024-25 focusing on holistic outcomes. The programme conducted 72 awareness sessions across 24 villages, organized 24 health camps benefiting over 3,000 beneficiaries, tracked 633 pregnant women and 932 children, established 12 nutrition gardens and distributed health, hygiene and nutrition kits to eligible beneficiaries.



Under the project in FY 2024-25, 1,175 pregnant women, mothers, and women in the reproductive age group were provided support for monitoring their health parameters, 932 children were immunized, 24 health camps were conducted to reach out to 2,706 women & children, 72 community trainings were conducted on health, nutrition & sanitation covering 3,602 women, and WASH Campaign in association with UNICEF impacting 5,035 beneficiaries. Healthcare Based Social Entrepreneurship Programs were implemented in the villages through the formation of 05 working clusters by engaging local women in the production & marketing of utility items for maintaining the health & hygiene of mothers & babies. Under the project for promoting sustainable health & nutrition, 12 model community-based nutrition gardens were set up in 12 villages and 600 Nutri-kits were distributed. Also, the project distributed health & hygiene kits to 2,400 women and baby care kits to 393 babies.

The findings indicate effective programme delivery, strong community engagement and successful coordination with frontline health workers and public healthcare systems.

V. Effectiveness

The programme successfully delivered health awareness interventions across target communities. Among surveyed beneficiaries, **96.2%** reported gaining knowledge regarding maternal and child health through programme activities.

All respondents **(100%)** reported attending health camps organised under the programme. Beneficiaries reported receiving multiple services including health check-ups **(96%),** diagnosis of illness (**88%**) and medicines or treatment **(96%).** Nearly all respondents **(96%)** reported receiving nutrition support, while all beneficiaries **(100%)** attended hygiene and sanitation awareness sessions.

These findings indicate that the programme was effective in delivering intended interventions and ensuring beneficiary participation across all key programme components.

VI. Impact

i. Improved health-seeking behaviour and preventive care practices

A key objective of Project OIL Arogya is to improve awareness regarding maternal and child health, nutrition, hygiene and preventive healthcare practices.

The assessment indicates substantial gains in health awareness among beneficiaries. Nearly all respondents **(96%)** reported gaining knowledge related to maternity and child health. Beneficiaries reported learning about ANC and PNC services **(100%),** hygiene practices **(100%),** nutrition practices **(96%)** and childcare **(96%).** This increased awareness translated into behavioural changes. Beneficiaries reported adopting improved hygiene practices **(96%),** regular health check-ups **(96%),** better dietary practices **(92%)** and improved childcare practices **(92%).** No respondents reported absence of behavioural change following programme participation.

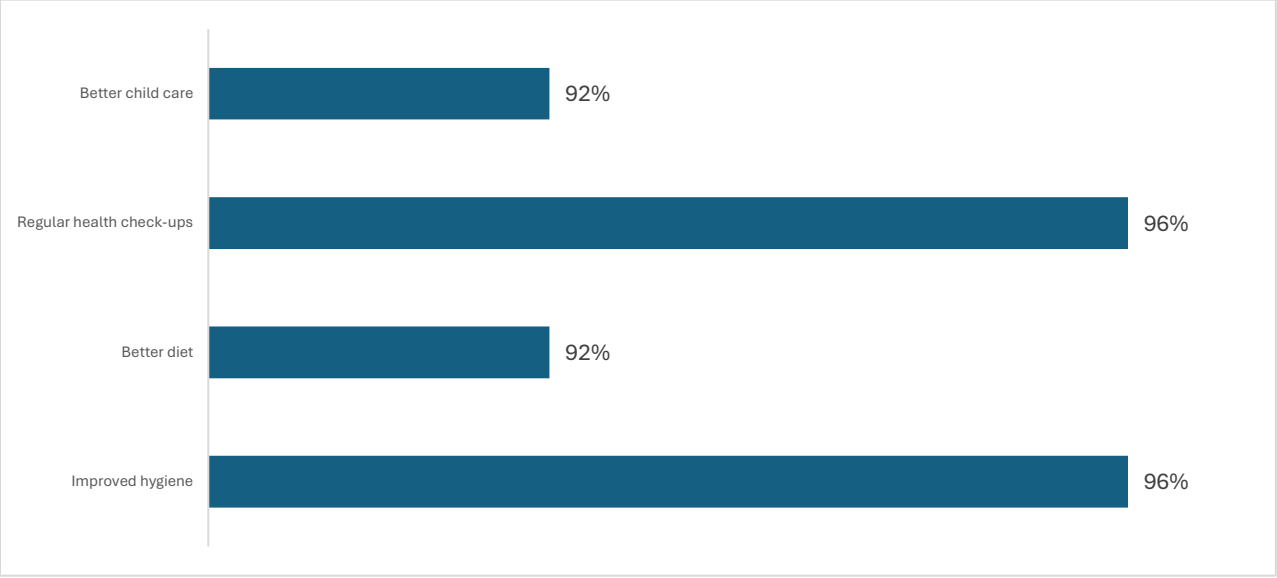


Figure 39: Improved healthcare seeking behaviour amongst beneficiaries after the programme

The findings suggest that the programme has successfully strengthened preventive healthcare behaviours and encouraged greater utilization of health services among beneficiary households.

ii. Reduced disease burden and improved community health status

Through health camps, screening activities and early diagnosis, the programme has contributed to improving community health outcomes and reducing untreated illnesses.

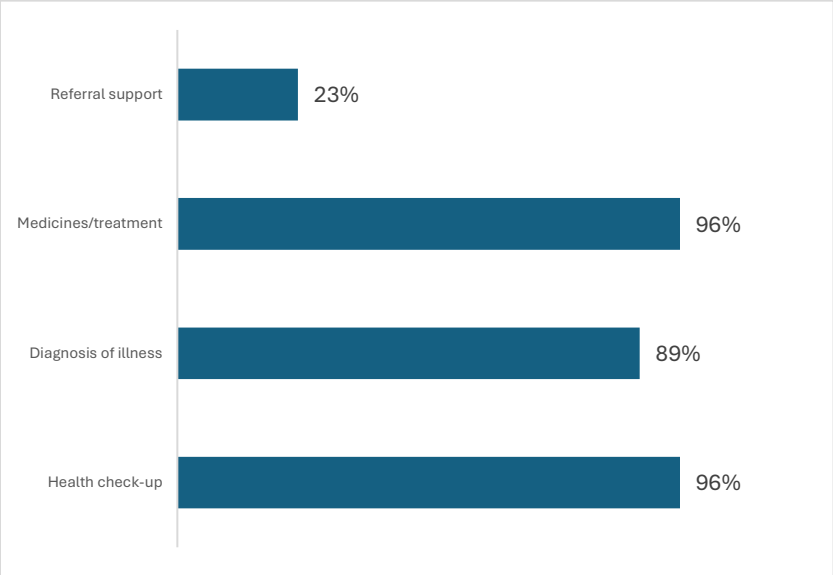


Figure 40: Benefits received through the programme

All respondents reported attending health camps organised under the programme. Beneficiaries reported receiving health check-ups **(96%),** diagnosis of illness **(88%)** and treatment support **(96%).** In terms of outcomes, **80%** reported early treatment, **92%** reported reduced illness and **96%** reported improved health awareness.

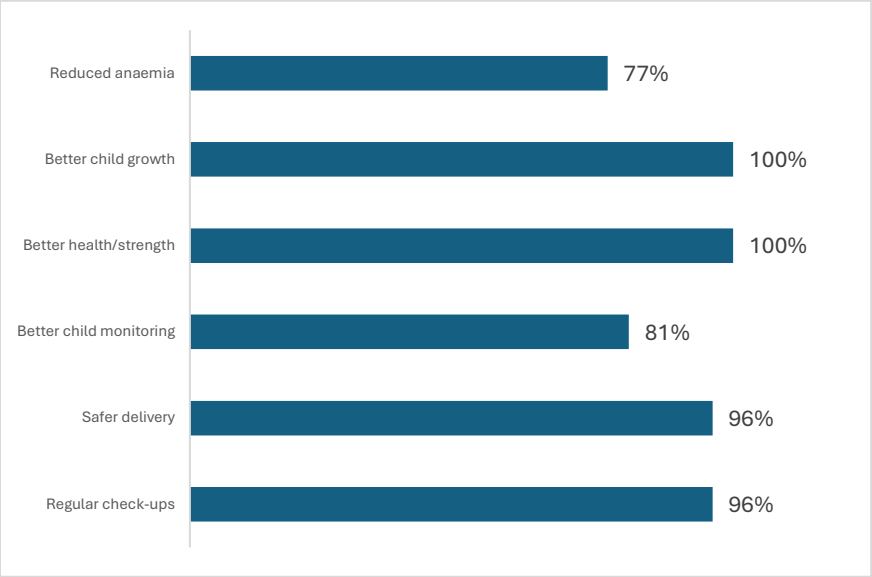
The programme also reached over 3,000 beneficiaries through community health camps, facilitating healthcare consultations, screening and early treatment interventions.

These findings suggest that improved access to screening and treatment services has contributed towards reducing disease burden and improving overall community health.



iii. Reduction in IMR/MMR risks and improved maternal & child health outcomes

Improving maternal and child healthcare outcomes is the central objective of Project OIL Arogya. Among surveyed beneficiaries, **96%** reported receiving regular ANC and PNC services. Further, **96.2%** reported hospital deliveries, while only **4%** reported home deliveries. In addition, **92%** of respondents indicated that children were receiving timely immunization.



Beneficiaries also reported several positive changes including regular check-ups **(96%),** safer deliveries **(96%)** and better child monitoring **(81%).** The programme tracked 633 pregnant women and 932 children while facilitating nearly universal institutional deliveries across intervention villages.

Figure 41: Improvements observed after the programme

The findings suggest that the programme has strengthened maternal and child healthcare practices and contributed towards reducing risks associated with maternal and infant mortality.



iv. Improved nutritional status and reduced maternal & child health risks

Nutrition support constitutes a major component of Project OIL Arogya. Almost all respondents **(96%)** reported receiving nutrition support through programme interventions. Following participation, all beneficiaries reported improvements in diet quality and increased nutritious food intake, while **96%** reported improved child feeding practices.

Further, all respondents reported improved health and strength and better child growth outcomes, while **77%** reported reductions in anaemia. The programme additionally established 12 nutrition gardens and distributed nutrition kits to pregnant women to strengthen dietary practices and nutritional support.

The findings suggest that nutrition-focused interventions have contributed towards improved maternal and child nutritional status, thereby reducing associated health risks.



v. Reduced water-borne diseases and improved sanitation outcomes

The programme implemented extensive WASH interventions to improve hygiene and sanitation behaviours among community members. All respondents participated in hygiene and sanitation awareness sessions. Beneficiaries reported adopting key hygiene behaviours including handwashing **(100%),** safe water use **(100%),** toilet use **(92%)** and improved menstrual hygiene practices **(88%).**

These behavioural changes translated into positive community-level outcomes. Beneficiaries reported reduced illness **(100%),** improved hygiene **(100%)** and cleaner surroundings **(88%).** The programme also conducted 24 WASH campaigns and distributed hygiene kits to promote sustained hygiene practices.

The findings suggest that WASH interventions have strengthened sanitation practices and contributed towards reducing hygiene-related illnesses within beneficiary communities.

vi. Improved maternal and neonatal care practices

The distribution of health and baby kits has strengthened newborn care practices and preparedness for childbirth among beneficiaries.

Among respondents, **92%** reported receiving health or baby kits and a similar proportion reported using them regularly. Beneficiaries subsequently reported improved newborn care **(92%),** improved hygiene practices **(100%)** and enhanced preparedness for delivery **(88%).**

The findings suggest that the distribution of kits, combined with counselling and awareness activities, has strengthened maternal and neonatal care practices at the household level.



vii. Women empowerment and improved economic resilience

Project OIL Arogya incorporates a unique health-based social entrepreneurship component aimed at improving economic resilience among women. All respondents reported participation in women-led livelihood groups. Beneficiaries reported improvements in skill development **(96%),** increased confidence **(96%)** and income generation opportunities **(85%)**.

Programme records indicate that women-led groups were trained in the production of baby kits and healthcare-related products, with several groups generating income through production orders and market linkages.

The findings suggest that participation in livelihood activities has enhanced economic opportunities while increasing confidence and community participation among women beneficiaries.

VII. Sustainability

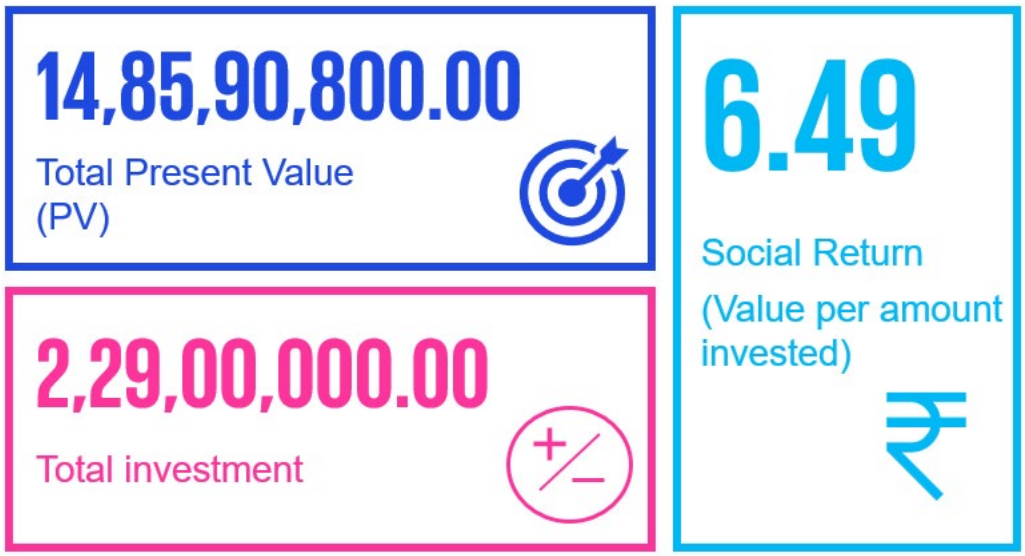
The assessment findings indicate strong sustainability prospects for programme outcomes. All respondents reported that they continue practicing the behaviours learned through the

programme and all beneficiaries expressed confidence that improvements would continue in the future.

Sustainability is further supported by continued adoption of hygiene, nutrition and maternal healthcare practices, strengthened linkages with public healthcare systems and the establishment of community-level support structures. The programme's convergence with government health services and frontline workers is likely to support continuity of outcomes beyond the intervention period.



VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 6.49** was created.

IX. Anecdotes

Our family used to spend a considerable amount on medical treatment because children frequently fell sick and we were not aware of proper hygiene practices. After participating in the hygiene and sanitation sessions, we started washing hands regularly, using safe drinking water and maintaining cleanliness in and around our home. We noticed a reduction in illness among family members, especially children. This has reduced our healthcare expenses and improved our overall quality of life.

- Community Beneficiary WASH intervention

The nutrition support provided under the programme helped me improve my diet during pregnancy. Earlier, I often skipped nutritious foods due to limited awareness and financial constraints. Through the nutrition camps and counselling sessions, I learned about balanced diets and received nutrition kits that supported my nutritional needs. I felt healthier and stronger during pregnancy, and my child was born healthy. The programme changed the way I think about nutrition for myself and my family.

-Beneficiary, receiving nutrition support

OIL Sparsha

I. About the programme

Project OIL Sparsha is a flagship healthcare initiative of OIL, with an aim to **improve access to affordable and quality primary healthcare services among rural and underserved populations**. Recognizing that geographical isolation, inadequate healthcare infrastructure, shortage of medical professionals and high healthcare costs often prevent rural communities from accessing timely healthcare, the programme adopts a **Mobile Medical Unit (MMU)-based service delivery model** that brings healthcare services directly to the doorstep of beneficiaries.

The programme operates through eight Mobile Medical Units across Assam, Arunachal Pradesh and Tripura. These MMUs provide regular OPD consultations, diagnostic screening services (lab testing), distribution of free medicines, referral support and follow-up care for patients requiring specialised treatment. In addition, the programme conducts awareness sessions on hygiene, nutrition, disease prevention and lifestyle-related health conditions with the objective of promoting preventive healthcare practices within communities.

During FY 2024-25, Project OIL Sparsha conducted 1,152 health camps and reached approximately 58,997 beneficiaries across multiple districts and states. Through doorstep healthcare delivery, the programme seeks to reduce healthcare accessibility gaps, strengthen continuity of care and promote health-seeking behaviour among vulnerable populations.



II. Impact map

Table 18: Impact map for project OIL Sparsha

Stakeholder	Activities	Outputs	Outcomes	Impact
Direct Beneficiaries (Rural population – patients, women, children, elderly, general community)	Mobile OPD Consultations (MMU Services) – Regular village visits by Mobile Medical Units providing doctor consultations	- MMUs operational ~24 days/month	- Increased availability of healthcare services at doorstep	Improved access to primary healthcare services in remote and underserved areas
		- 1,152+ camps conducted annually	- Increased number of people accessing consultations	
			- Reduced dependency on distant healthcare facilities	
	Diagnostic Services & Screening – Conducting basic tests (BP, sugar, Hb, etc.) using portable equipment	- Basic diagnostic tests conducted for patients	- Early detection of diseases (diabetes, hypertension, infections)	
		- Health conditions screened regularly	- Improved awareness of personal health status	
			- Identification of at-risk and high-risk individuals	
	Treatment & Medicine Distribution – Free provision of essential medicines during camps	- Essential medicines distributed	- Increased access to treatment	Reduced financial burden for health related expenses and improved overall health status
		- Patients treated during visits	- Reduced untreated illnesses	
			- Faster recovery and reduced severity of diseases	
	Referral & Follow-up Support – Identifying critical cases and referring to higher facilities	- Critical cases identified and referred	- Improved continuity of care	Reduced health risks and improved disease management through continuum of care
		- Follow-up systems in place	- Timely treatment of serious conditions	
			- Reduced complications and delays in care	
	Regular Follow-up & Continuity of Care - Repeated MMU visits and patient tracking	- Patients tracked across multiple visits	- Improved adherence to treatment	Sustained healthcare outcomes and improved long-term health management
		- Follow-up consultations conducted	- Better management of chronic diseases (diabetes, BP)	
			- Increased trust in healthcare services	
	Community Awareness & Preventive Health Sessions - Awareness on hygiene,	- Awareness sessions conducted using IEC materials	- Increased awareness of hygiene, nutrition, and diseases	
			- Behavioural changes (early consultation, hygiene adoption)	

	nutrition, disease prevention		- Increased preventive care practices	
	Community Mobilization & Outreach - Engagement with ASHA/ AWW and local community for participation	- Community participation increased	- Increased attendance at camps	Enhanced outreach and equitable access to healthcare services
		- Mobilization support from local workers	- Inclusion of vulnerable populations	
			- Enhanced awareness and trust in the programme	
Indirect Beneficiaries (Households, families)	Improved healthcare access within community	- Increased access to affordable healthcare for families	- Reduced out-of-pocket healthcare expenditure	
			- Reduced loss of income due to illness	
			- Improved family health outcomes	
Government / Healthcare System (NHM, Public Health Infrastructure)	Convergence with public health system and referral linkages	- Increased referrals to government facilities	- Increased utilization of public health services	Strengthened public healthcare ecosystem and efficiency of service delivery
		- Data tracking through digital records	- Strengthened last-mile healthcare delivery	
			- Better disease surveillance and reporting	

III. Relevance

Prior to the introduction of MMU services, beneficiaries reported facing substantial barriers in accessing healthcare services. High travel time and distance emerged as the most common challenge, reported by **100%** of respondents. Further, **96%** indicated the absence of a nearby healthcare facility, while **88%** reported delays in diagnosis and treatment. High treatment costs were reported by **84%** of beneficiaries, reflecting the financial barriers associated with seeking medical care in remote locations. Additionally, beneficiaries highlighted the lack of doctors **(52%)** and frequent untreated illnesses **(56%)** as barriers to timely healthcare access.

The findings indicate that healthcare challenges faced by beneficiaries extended beyond affordability and included structural barriers such as physical access, availability of medical professionals and delayed diagnosis. The MMU model appears to have been appropriately designed to address these challenges through doorstep delivery of healthcare services.

Beneficiaries were asked to assess the extent to which MMU services addressed their healthcare requirements. All respondents reported a strong alignment between programme services and their healthcare needs. While **48%** reported that the intervention was fully aligned with their needs, the remaining **52%** considered it largely aligned. No beneficiary expressed dissatisfaction with programme relevance.

The findings suggest that the programme has addressed critical healthcare gaps relating to accessibility, affordability and availability of medical care among underserved populations.



IV. Efficiency

The assessment indicates a high level of beneficiary satisfaction with service delivery. All respondents **(100%)** rated MMU service delivery as very good, suggesting that the programme has been implemented efficiently and consistently across project locations.

The positive perception of programme implementation is supported by conducting 1,152 mobile health camps during FY 2024-25, reaching nearly 59,000 beneficiaries across multiple districts. The deployment of dedicated medical teams, digital health records, referral systems and community mobilisation mechanisms appears to have contributed to efficient healthcare delivery.



V. Effectiveness

All respondents reported using MMU services, while **88%** reported accessing the services regularly. Further, **100%** of beneficiaries stated that access to healthcare had significantly improved following the introduction of MMU services.

The programme has been successful in delivering diagnostic and treatment services to beneficiaries. All respondents underwent diagnostic tests through MMUs and received medicines or treatment services. Further**, 80%** reported that health issues were identified through screening activities and **100%** became more aware of their health condition as a result of programme participation.

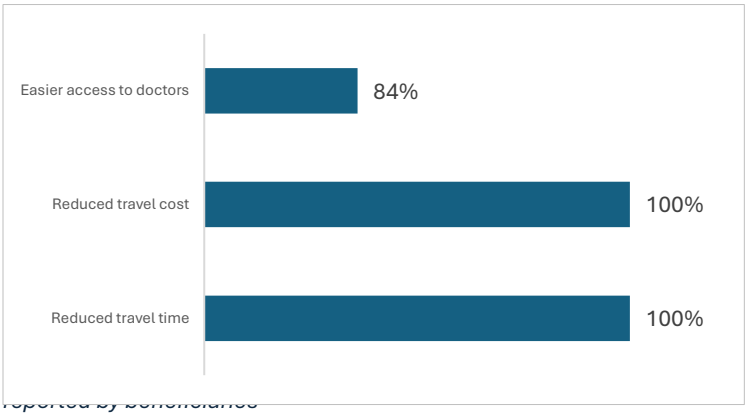
The findings indicate that the programme has successfully delivered its intended healthcare interventions and strengthened access to medical diagnosis and treatment in underserved locations.

VI. Impact

i. Improved access to primary healthcare services in remote and underserved areas

A key objective of Project OIL Sparsha is to improve access to primary healthcare services among rural and underserved populations. Assessment findings indicate that the programme has substantially improved healthcare accessibility for beneficiaries.

Following programme participation, **100%** of respondents reported reduced travel time and reduced travel costs associated with accessing healthcare. Further, **84%** reported easier access to doctors and healthcare professionals. Additionally, all beneficiaries indicated that healthcare access had significantly improved after the introduction of MMU services. The findings suggest that by bringing healthcare services closer to communities, the programme has reduced dependency on distant healthcare facilities and improved access to essential medical services.



ii. Improved health outcomes through early diagnosis and timely intervention

The programme has contributed towards improving health outcomes through regular screening, early diagnosis and prompt treatment.

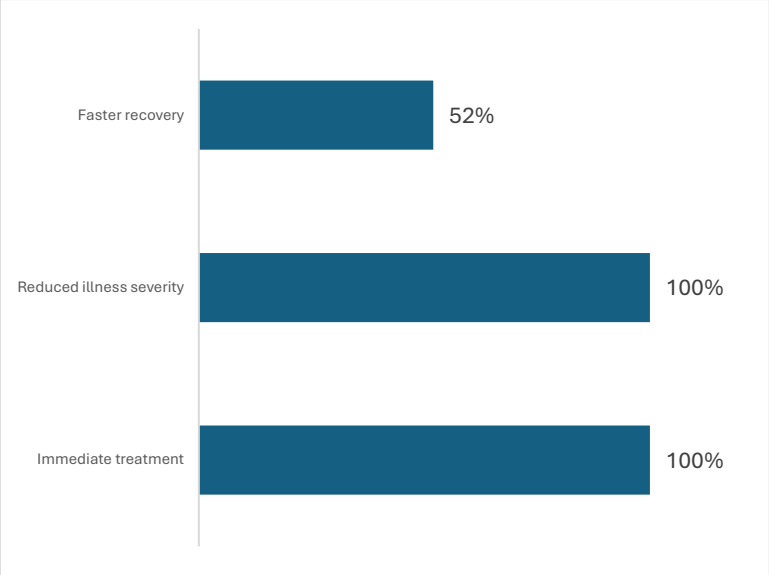


Figure 43: Improved health outcomes as reported by the beneficiaries

All surveyed beneficiaries reported undergoing diagnostic tests through MMU services, while 80% indicated that a health condition was identified through screening activities. Further, all respondents reported increased awareness regarding their health status following programme participation. Beneficiaries also reported significant health improvements arising from early diagnosis and treatment. All respondents reported receiving immediate treatment and experiencing reduced illness severity, while **52%** reported faster recovery. Additionally, **100%** observed reduced illness frequency and better overall health, while **76%** reported receiving treatment at an earlier stage of disease. The findings suggest that the MMU services have facilitated timely diagnosis and intervention, contributing to improved health outcomes among beneficiaries.

iii. Reduced financial burden for health-related expenses and improved overall health status

The programme appears to have generated substantial financial benefits for beneficiary households by reducing costs associated with seeking healthcare.

All respondents reported reduced travel costs and medical expenses as a result of MMU services, while **88%** reported reduced hospitalization costs. Further, all respondents stated that their productivity and ability to work had improved significantly due to better health outcomes. These findings suggest that the programme has reduced out-of-pocket healthcare expenditure while simultaneously contributing to improved health and economic wellbeing among beneficiaries.

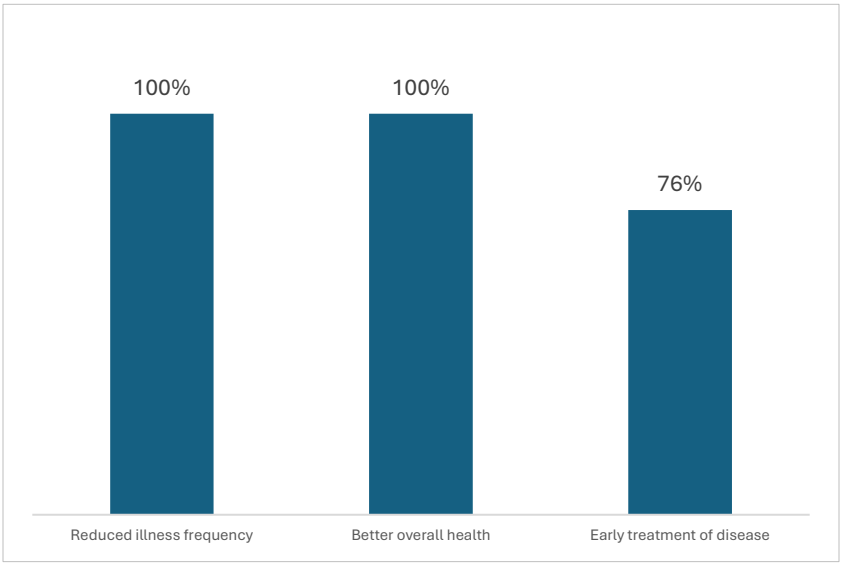


Figure 44: Improved health outcomes as reported by beneficiaries

iv. Reduced health risks and improved disease management through continuum of care

A notable strength of the programme is its structured referral and follow-up support mechanism.

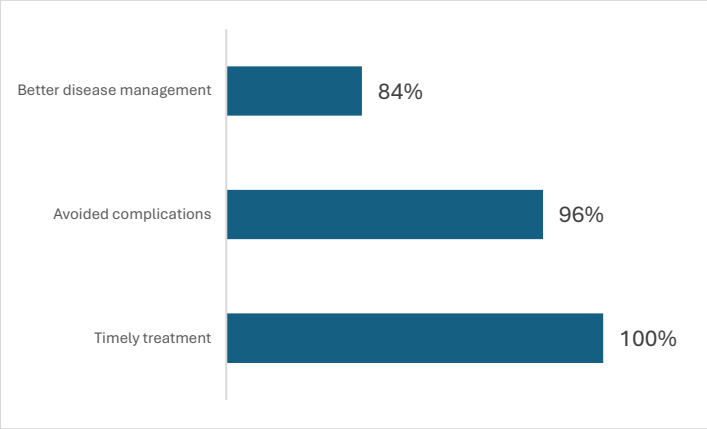


Figure 45: Benefits of continued care as reported by beneficiaries

All respondents reported being referred to higher healthcare facilities where required and receiving follow-up support after referral. Further, all beneficiaries reported receiving timely treatment, while **96%** stated that complications were avoided due to referral support and **84%** reported improved disease management. The findings suggest that the programme has strengthened continuity of care through referral linkages and follow-up mechanisms, reducing health risks and improving disease management among beneficiaries.



v. Sustained healthcare outcomes and improved long-term health management

The programme has also contributed towards long-term health management and continuity of treatment.

At the time of assessment, **96%** of beneficiaries reported continuing treatment and follow-ups regularly, while all respondents reported significant improvements in the management of chronic conditions such as hypertension and diabetes due to regular follow-ups. The findings indicate that

repeated healthcare interactions and monitoring through MMU services have supported long-term disease management and sustained healthcare outcomes.

vi. Improved preventive healthcare behaviour and reduced disease incidence

Community awareness and preventive healthcare education constitute important components of Project OIL Sparsha.

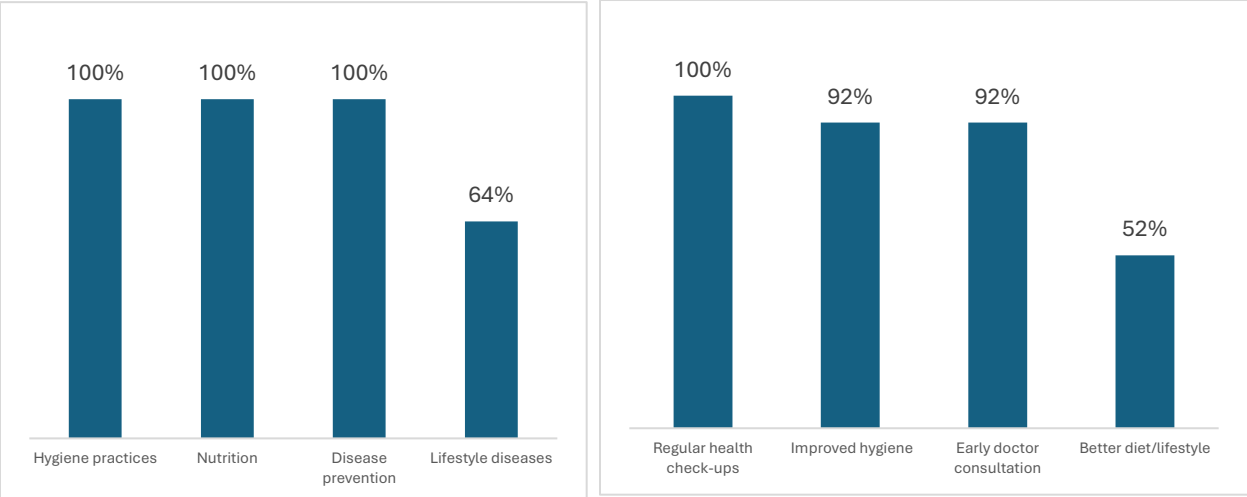


Figure 46: Improved preventive healthcare behaviour of beneficiaries

Among surveyed beneficiaries, **96%** reported participating in health awareness sessions. Following these sessions, all respondents reported increased awareness regarding hygiene, nutrition and disease prevention, while **64%** reported increased awareness of lifestyle diseases. These awareness activities translated into behavioural changes. All beneficiaries reported adopting regular health check-ups, while **92%** reported improved hygiene practices and earlier consultation with doctors. Further, **52%** reported adopting healthier diets and lifestyle practices. The findings suggest that awareness activities have contributed to strengthening preventive healthcare behaviour among beneficiaries.

vii. Improved household well-being and financial stability

The reduction in healthcare expenditure and improvements in health outcomes appear to have translated into broader household benefits.

Beneficiaries consistently reported lower expenditure on travel, consultation, treatment and hospitalization. Improved health was also associated with increased productivity and reduced disruptions caused by illness. Collectively, these findings suggest that the programme has contributed towards improved household well-being and financial stability.

viii. Strengthened public healthcare ecosystem and efficiency of service delivery

Project OIL Sparsha has contributed towards strengthening linkages with the public healthcare system through referral support, digital health records and community-level healthcare delivery.

A majority of respondents reported receiving government healthcare services through referrals and linkages established by the programme. Further, programme operations are supported through digital patient records and coordination with public health facilities, enabling improved

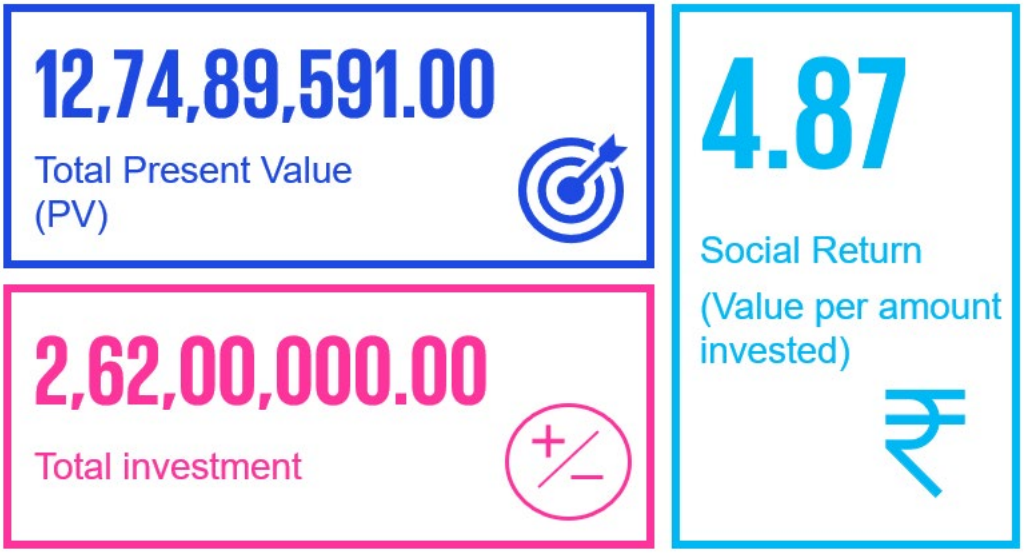
service delivery and patient tracking. The programme conducted 1,152 health camps and reached nearly 58,997 beneficiaries during FY 2024-25, demonstrating its contribution towards strengthening last-mile healthcare access.

VII. Sustainability

The assessment indicates strong sustainability prospects for programme outcomes. All respondents reported that they intend to continue accessing healthcare services regularly in the future and continue the health practices adopted through programme participation. The programme's sustainability is supported by strengthened health-seeking behaviour, increased trust in healthcare systems and continued adoption of preventive health practices.



VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 4.87** was created.

IX. Anecdotes

> *Before the Mobile Medical Unit started visiting our village, we had to travel long distances for even basic medical consultations. The journey was costly and often delayed treatment, especially when common illnesses were ignored because of the inconvenience. Through the MMU services, doctors and medicines are now available closer to our community. I can get regular check-ups, receive medicines when need and seek medical advice without losing an entire day travelling. This has improved my health and reduced the financial burden on my family.*
>
> ***- Beneficiary, MMU Services (Dibrugarh)***

> *I was unaware that I had a health condition until the MMU team conducted routine diagnostic tests in our village. The screening helped identify the problem at an early stage, and I received immediate treatment and guidance on managing my condition. The regular follow-ups have helped me monitor my health, and I now feel more confident about seeking medical care whenever required. The programme has taught me the importance of regular health check-ups and early treatment*
>
> ***- Beneficiary diagnosed through MMU screening***

OIL Asha

I. About the programme

Project OIL ASHA is a flagship healthcare initiative of OIL, which seeks to **improve treatment outcomes among underprivileged children undergoing cancer therapy by addressing malnutrition**, which remains a significant challenge affecting treatment adherence, recovery and overall health outcomes among paediatric cancer patients.

The programme adopts a comprehensive nutrition-centred approach that integrates nutritional counselling, anthropometric assessment, personalized diet planning, nutritional supplementation and caregiver education into the cancer treatment journey. Professional nutritionists engaged under Project OIL Asha provide continuous nutritional counselling, assessment and monitoring support to children and their caregivers throughout the treatment cycle, while working in close coordination with the treating medical team. The programme is further strengthened through the use of the FoodHeals® digital application, which enables systematic tracking of nutritional status and facilitates evidence-based decision-making.

Beyond clinical nutrition support, the programme addresses household-level barriers that often affect treatment continuity. The children receive nutritional supplements, in-meal nutrition support, hot meals and monthly ration kits (for a family of four) and utensils for measured food intake are provided to improve food security and reduce the financial burden associated with long-term cancer treatment. The intervention also places significant emphasis on caregiver awareness and behaviour change by conducting regular sessions on diet management, food safety, hygiene and nutrition during chemotherapy.

During FY 2024-25, the programme supported 1,471 children through more than 5,183 nutritional counselling sessions, distributed 1,657 nutritional supplements, provided over 37,000 in-meal nutritional supports and supplied 674 ration kits to beneficiary households. Through this integrated model, the programme contributes towards improving nutritional status, supporting treatment adherence, strengthening caregiving practices and reducing the socio-economic burden of childhood cancer.

II. Impact map

Table 19: Impact map for project OIL Asha

Stakeholders	Activities	Outputs	Outcomes	Impact
Direct Beneficiaries (Children undergoing cancer treatment)	Nutritional Counselling & Clinical Assessment – Individual counselling, dietary assessment, customized diet plans by nutritionists	5,183 counselling sessions conducted	Improved knowledge on nutrition during treatment	Improved nutritional status of children undergoing cancer treatment
		1,474 children engaged	Improved dietary intake and feeding practices	
		Personalized diet plans developed	Improved appetite and eating behaviour	
			Better compliance to diet plans	
	Nutritional Support (Supplements,	1,657 nutritional supplements distributed	Increased calorie and nutrient intake	Reduced malnutrition and

	Meals & Ration Kits) – Provision of hot meals, in-meal supplements, nutritional supplements and ration bundles	37,310 in-meal supplements provided	Improved immunity and energy levels	improved recovery outcomes
		674 ration bundles distributed	Reduced severity of malnutrition	
		~2.4 lakh meals supported	Improved household food availability	
	Monitoring, Follow-up & Technology Integration – Anthropometric tracking (BMI, MUAC) and FoodHeals app	BMI/MUAC tracking conducted	Early identification of nutritional risks	Sustained healthcare outcomes and improved long-term health management
		App-based monitoring system implemented	Timely interventions and corrective action	
		Regular follow-ups conducted	Stabilization/improvement in nutritional status	
			Better adherence to nutrition plans	
	Integration with Cancer Treatment & Continuous Support – Linking nutrition with treatment and side-effect management	Continuous engagement across treatment cycles	Improved tolerance to chemotherapy/radiation	Improved treatment adherence and completion rates
		Nutrition integrated into treatment protocols	Reduced treatment interruptions	
			Increased compliance with treatment protocols	
			Higher treatment continuation rates (96%)	
	Caregiver Education & Behaviour Change – Parent support groups, counselling, awareness sessions	Caregiver sessions conducted	Improved caregiver knowledge on diet, hygiene, and nutrition	Improved caregiver knowledge and nutrition practices
		IEC materials and demonstrations provide	Adoption of improved feeding and hygiene practices	
			Better home-based care and compliance	
	Household Nutrition Support – Monthly ration kits and family-level support	674 ration bundles distributed	Improved household food security	Improved household food security and reduced financial burden
		~2,022 indirect beneficiaries supported	Reduced financial stress on families	
			Ability to focus resources on treatment	
			Reduced risk of treatment discontinuation	
Indirect Beneficiaries (Families/Households)	Improved nutrition and caregiving support at household level	Increased access to food and nutrition resources	Reduced out-of-pocket health and food expenses	Improved household well-being and quality of life
		Improved awareness among family members	Improved caregiving practices	
			Better household nutrition and hygiene environment	
			Reduced vulnerability to health shocks	

Healthcare System / Institutions (Hospitals, Doctors, Nutrition Teams)	Integration of nutrition into cancer care through FoodHeals Programme and digital monitoring	Nutritionists integrated within hospitals	Improved coordination between doctors and nutritionists	Strengthened integration of nutrition in cancer care systems
		FoodHeals app implemented for tracking	Data-driven decision-making	
		Utensils for measured food intake		
		Monitoring and evaluation systems strengthened	Standardized nutrition care protocols	
			Improved quality of patient care	

III. Relevance

Prior to joining the programme, caregivers reported facing multiple challenges related to nutrition and treatment management. Child malnutrition and poor appetite emerged as the most significant concerns, each reported by **96%** of respondents.

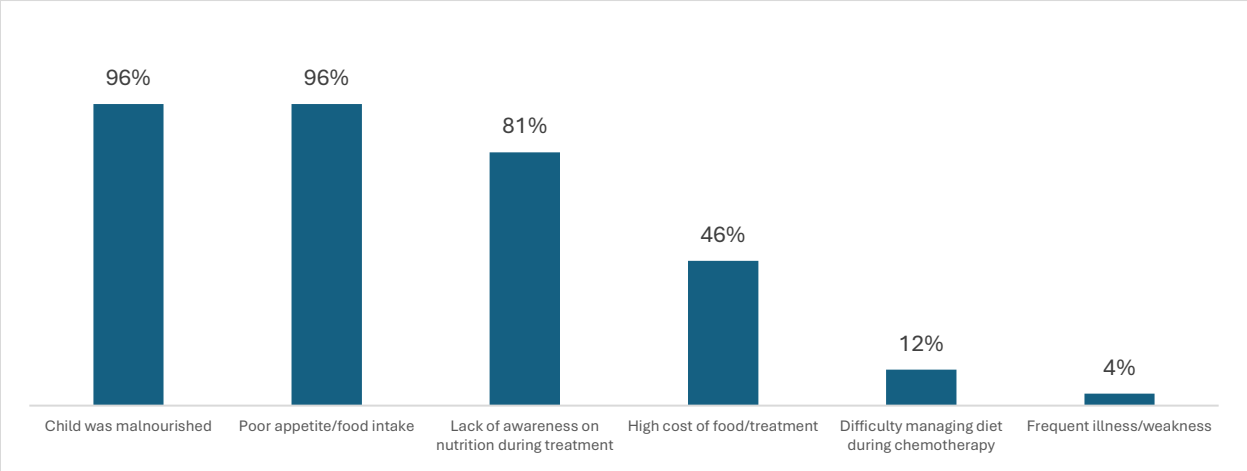


Figure 47: Pre-programme challenges reported by beneficiaries

Further**, 81%** of caregivers reported limited awareness regarding nutrition during treatment, while **46%** highlighted the high cost of food and treatment as a key challenge.

The findings indicate that beneficiary households were confronted with challenges extending beyond medical treatment. Limited nutritional awareness, inadequate dietary intake and financial constraints often reduced the ability of families to effectively manage the nutritional needs of children undergoing cancer treatment. These findings reinforce the importance of a comprehensive intervention that addresses nutrition, caregiving knowledge and household food security simultaneously.

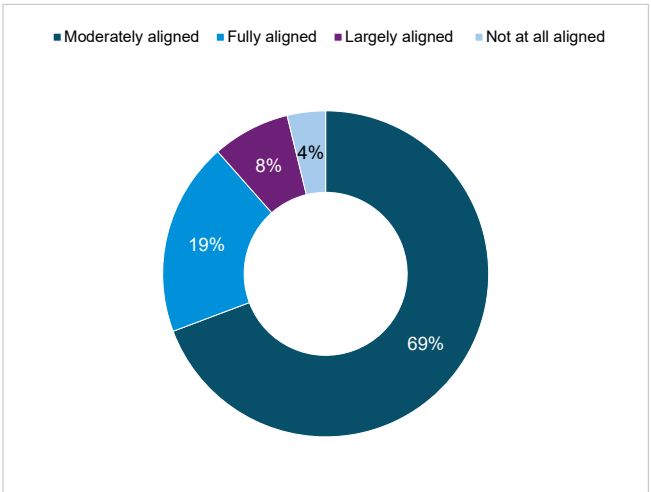


Figure 48: Programme relevance to beneficiaries

Beneficiaries were also asked to assess the extent to which the programme addressed their child's nutrition and treatment-related requirements. A majority of respondents reported a strong alignment between programme services and beneficiary needs. The assessment findings indicate a generally positive alignment between programme interventions and beneficiary needs. A majority of respondents (69%) reported that the programme was moderately aligned with their requirements, while 19% considered it fully aligned and 8% considered it largely aligned. A small proportion of respondents (4%) indicated that the programme was not aligned with their needs. While this represents a minority of beneficiaries, the finding may reflect specific expectations or individual circumstances rather than an overall dissatisfaction with programme delivery, particularly given that beneficiaries continued to participate in and derive benefits from programme services. Overall, the results suggest that the programme has been broadly relevant in addressing the needs of the target population, while also highlighting opportunities to tailor interventions to beneficiary-specific requirements.

The findings suggest that the programme successfully addressed critical gaps identified by caregivers, particularly those related to nutrition management, child recovery, caregiver awareness and access to nutritional support services. The combination of counselling, nutritional assistance and household support appears to have responded effectively to the needs of families managing childhood cancer.

IV. Efficiency

All beneficiaries reported a positive experience regarding programme implementation. During the assessment, **65%** of respondents described the programme as very well implemented, while another **31%** considered it mostly well implemented.



The positive perception of programme delivery is further reflected in the universal access to key services. All surveyed beneficiaries reported receiving nutritional counselling from clinical nutritionists and regular access to nutritional services throughout the treatment period. This indicates that programme resources, service delivery mechanisms and stakeholder coordination systems functioned effectively in ensuring that support reached intended beneficiaries.

Overall, the findings suggest that Project OIL ASHA was implemented in a structured and efficient manner, with counselling, nutritional support and caregiver engagement components being delivered consistently as intended.

V. Effectiveness

The programme's counselling component was highly effective in improving awareness among caregivers. All respondents reported learning about the importance of nutrition, diet during treatment, hygiene practices and food safety. Additionally, **73%** gained awareness regarding safe food practices and infection prevention measures.

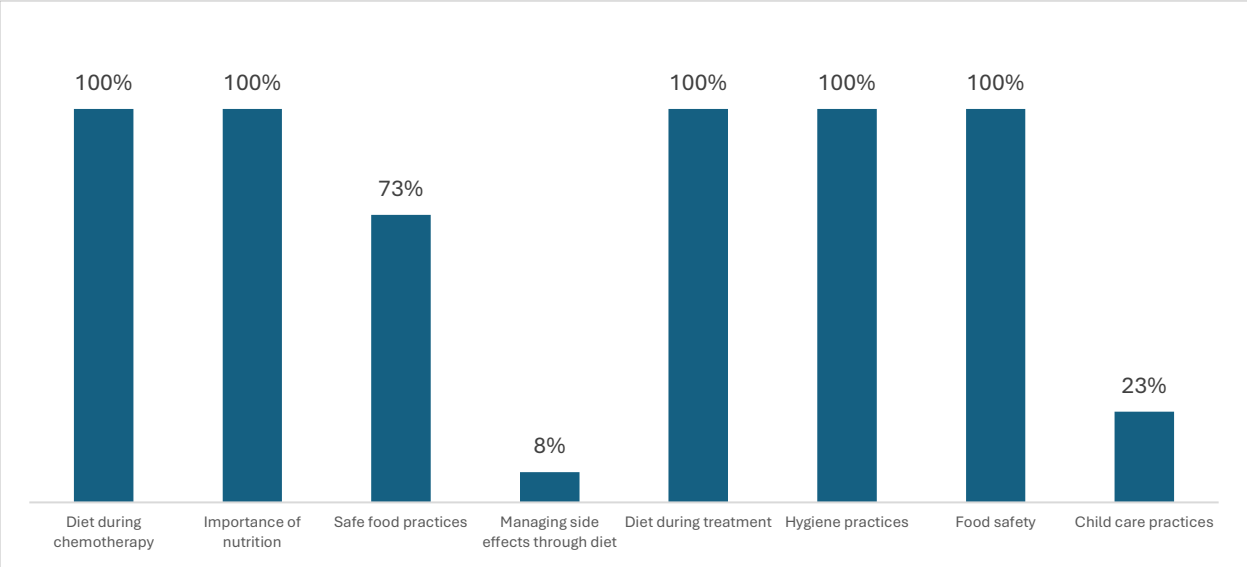


Figure 49: Usefulness of the programme as reported by beneficiaries

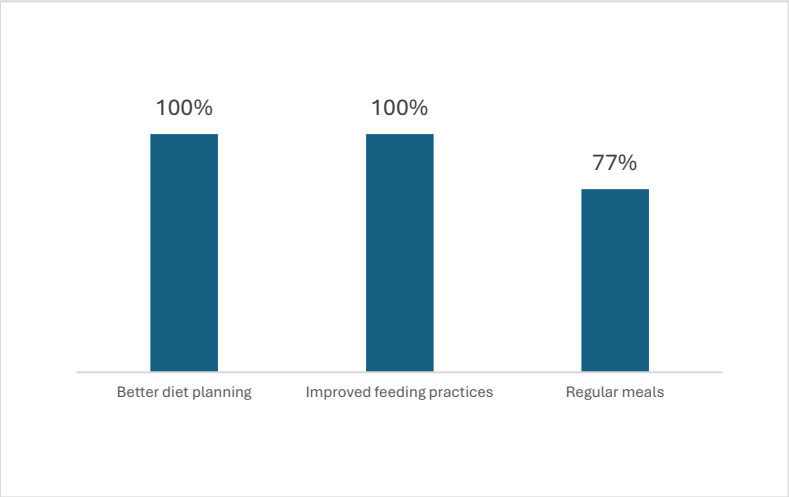
The programme also demonstrated strong effectiveness in delivering nutritional support services. All respondents received nutritional supplements, while **81%** received ration kits and **65%** received in-meal nutritional support. Additionally**, 19%** received hot meals through the intervention.

A majority of beneficiaries **(85%)** reported that access to nutrition support due to the project had improved significantly, while the remaining **15%** reported moderate improvements. Importantly, **92%** stated that such nutrition services were not available before the programme, highlighting the programme's contribution towards expanding access to nutrition-focused care within the treatment ecosystem.

VI. Impact

i. Improved nutritional status of children undergoing cancer treatment

A key objective of Project OIL ASHA is to improve the nutritional status of children undergoing cancer treatment through individualized counselling, dietary planning and nutritional support. The assessment findings indicate that the programme has been successful in strengthening both caregiver knowledge and nutrition-related practices among beneficiary households.



All surveyed caregivers reported learning about the importance of nutrition during treatment, diet management and food safety practices through programme-supported counselling sessions. This knowledge translated into behavioural changes, with **100%** of respondents reporting improvements in diet planning and feeding practices, while **77%** reported ensuring more regular meals for their children.

Figure 50: Benefits of improved nutrition on beneficiaries

The beneficiary findings are further corroborated by programme monitoring data. During FY 2024-25, the programme delivered 5,183 nutritional counselling sessions and provided personalized diet planning and continuous nutritional monitoring to beneficiary children. Programme records indicate that 81% of supported children either improved or maintained their nutritional status despite undergoing intensive cancer treatment. Furthermore, endline nutritional assessments demonstrate that a substantial proportion of children who entered the programme with Mild Acute Malnutrition (MAM), Severe Acute Malnutrition (SAM) or thinness progressed to improved nutrition categories or became well nourished by the end of the intervention period.



Overall, the findings suggest that the programme has contributed significantly to improving nutritional awareness, dietary practices and nutritional outcomes among children undergoing cancer treatment.

ii. Reduced malnutrition and improved recovery outcomes

In addition to improving nutritional status, the programme has contributed towards strengthening recovery outcomes among beneficiary children. Through its package of nutritional supplements, hot meals, in-meal nutrition support and household ration assistance, the programme sought to address nutritional deficiencies that often compromise treatment effectiveness and recovery.

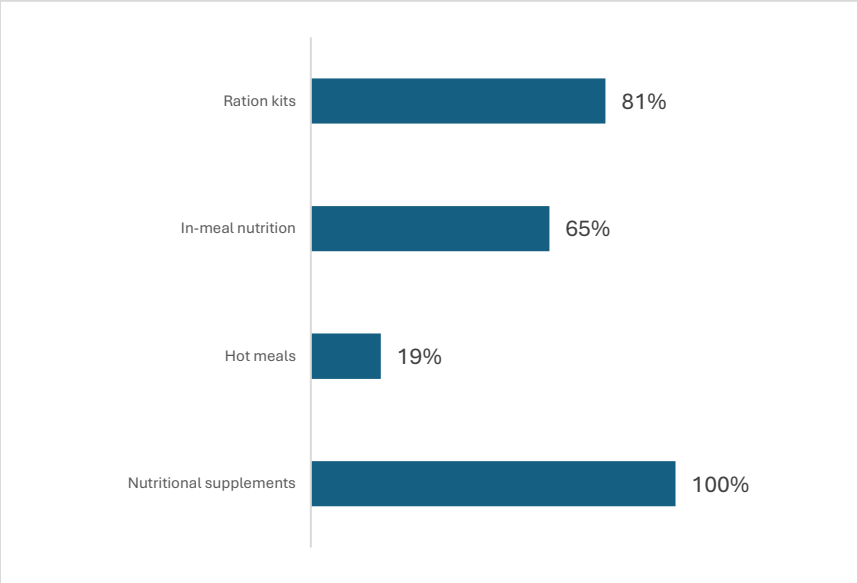


Figure 51: Nutrition support received by beneficiaries

All surveyed beneficiaries reported receiving nutritional support through the programme. Nutritional supplements were provided to all respondents, while significant proportions also benefited from ration kits and in-meal nutritional assistance.

The benefits of this support are reflected in the improvements observed by caregivers. All respondents reported reduced weakness among children following programme participation, while 92% observed faster recovery and 65% reported improvements in immunity. No respondent indicated an absence of improvement in health outcomes.

The programme distributed 1,657 nutritional supplements, 37,310 in-meal supplements, 8,085 hot meals and 674 ration bundles to support the nutritional needs of children and their families. These interventions were specifically designed to improve calorie intake, strengthen immunity and support recovery during treatment. Collectively, the findings suggest that the programme has contributed to reducing the effects of malnutrition and supporting healthier recovery among children fighting cancer.

iii. Improved treatment adherence and continuity of care

Treatment interruption remains a significant challenge for children undergoing cancer therapy, particularly among economically vulnerable families. Project OIL ASHA addresses this challenge through nutritional support, financial relief and caregiver assistance designed to help children remain on treatment.

At the time of assessment, **92%** of caregivers reported that their child was continuing treatment regularly, while the remaining respondents reported occasional continuation of treatment. Beneficiaries identified nutrition support **(96%),** reduced weakness **(92%)** and reduced treatment-related expenses **(69%)** as the key factors enabling treatment continuation.

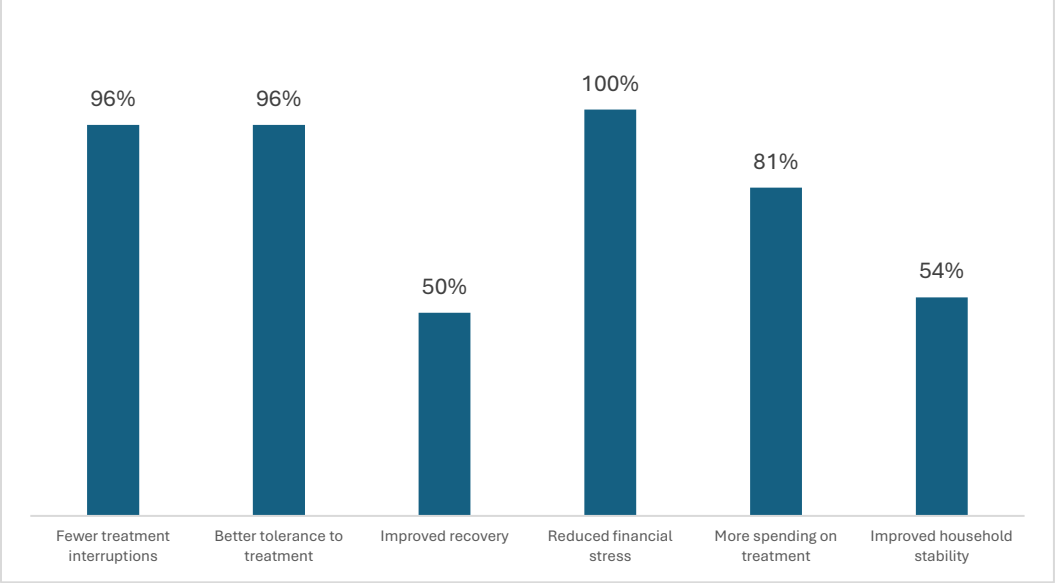


Figure 52: Treatment-related outcomes reported by beneficiaries

Caregivers further reported improvements in treatment-related outcomes, with **96%** indicating fewer treatment interruptions and better tolerance to chemotherapy and treatment procedures. Half of the beneficiaries also reported improved recovery as a result of programme support.

The findings are supported by programme monitoring records, which show that **96%** of supported children continued to follow their treatment plans when nutrition support formed part of the care package. This suggests that nutrition support not only improves health outcomes but also acts as a critical enabler of treatment adherence.

Overall, the evidence indicates that Project OIL ASHA has helped reduce barriers to treatment continuation and contributed towards improved treatment compliance among beneficiary children.

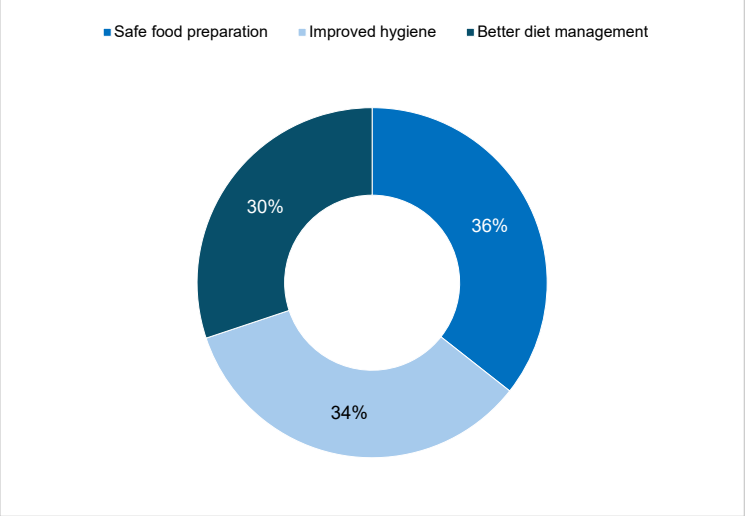
iv. Improved caregiver knowledge and nutrition management practices

Recognising the central role played by caregivers in managing childhood cancer, the programme invests significantly in education and behaviour-change interventions that strengthen household caregiving practices.

A majority of beneficiaries **(92%)** reported participation in caregiver education sessions covering nutrition during treatment, food safety, hygiene practices and childcare management. Following programme participation, all respondents reported adopting safer food preparation practices, while **96%** improved hygiene practices and **85%** adopted better diet management approaches. No caregiver reported an absence of behavioural change.

Caregiver support sessions regularly addressed topics such as neutropenic diets, food hygiene, chemotherapy-related nutrition management, supplementation practices and nutrition monitoring.

The programme's emphasis on practical demonstrations and continuous counselling appears to have facilitated the adoption of healthier caregiving behaviours.



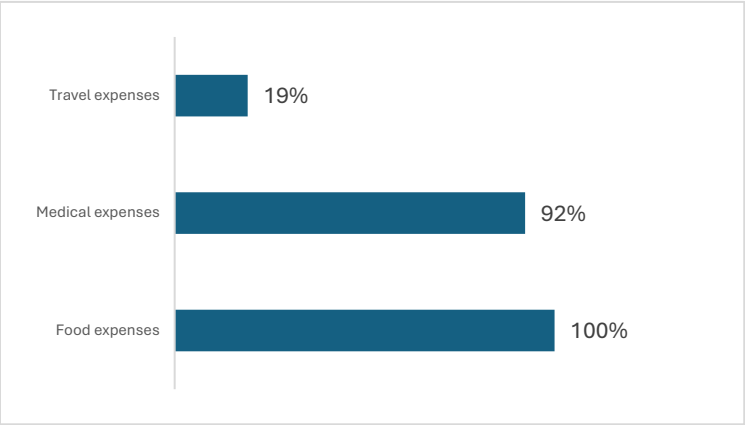
The findings suggest that the programme has successfully strengthened caregiver capacity to support children throughout the treatment journey, thereby contributing to improved household nutrition management and child well-being.

Figure 53: Improved nutrition management practices adopted by beneficiaries

v. Improved household food security and reduced financial burden

Cancer treatment often imposes substantial financial pressure on families, particularly those travelling long distances for treatment and facing increased food and healthcare costs. Project OIL ASHA seeks to reduce this burden through direct nutritional assistance and household support.

Nearly all respondents **(96%)** reported a significant reduction in household expenditure as a result of programme participation. Cost savings were most commonly reported in food expenditure **(100%)** and medical expenses **(92%),** with some respondents also reporting reductions in travel-related costs.



The reduction in expenditure appears to have translated into broader household benefits. All respondents reported reduced financial stress, while **81%** indicated that the savings enabled them to allocate greater resources towards treatment expenses. Further, **54%** reported improvements in overall household stability.

Figure 54: Cost savings realized by beneficiaries

These findings are supported by programme records indicating that 674 ration bundles were distributed during the reporting period, benefiting approximately 2,022 indirect beneficiaries. The programme also supported over 2.4 lakh meals through household nutrition assistance, helping families maintain adequate food intake while reducing the economic burden associated with treatment.

Overall, the findings suggest that the programme has strengthened household food security and improved the financial resilience of beneficiary families during a period of significant vulnerability.

VII. Sustainability

The assessment findings indicate a strong likelihood of sustainability of programme outcomes. All surveyed beneficiaries reported that they continue to follow the nutrition practices recommended through the programme and regularly access nutrition-related guidance when required. Further, all respondents indicated that they expect these nutrition practices to continue beyond the treatment period.

The sustainability of outcomes appears to be supported by the programme's emphasis on behaviour change and caregiver education. Rather than relying solely on material assistance, the intervention seeks to build long-term capacity among families through counselling on dietary planning, food safety, hygiene and nutrition management during treatment. Programme records indicate that caregivers were repeatedly engaged through counselling sessions, parent support groups and awareness initiatives, enhancing the likelihood that improved practices will continue beyond the programme period.



The programme's institutional integration within hospital systems further strengthens sustainability. The use of clinical nutritionists, structured monitoring protocols and digital tools such as the FoodHeals® App has helped embed nutrition support within routine paediatric cancer care, increasing the likelihood that beneficiaries will continue to access nutrition services throughout their treatment journey.

Overall, the findings suggest that Project OIL ASHA has created both behavioural and institutional conditions necessary for sustaining improvements in child nutrition, recovery and caregiving practices.

VIII. SRoI Value

6,52,19,895.00

Total Present Value (PV)

1,20,00,000.00

Total investment

5.43

Social Return (Value per amount invested)

₹

For every 1 rupee invested in the programme, a social value of **INR 5.43** was created.





IX. Anecdotes

When my child started cancer treatment, maintaining proper nutrition was one of our biggest challenges. Frequent weakness, poor appetite and the rising cost of food made it difficult for us to support recovery. Through the programme, we received nutrition counselling, supplements and ration support that helped us better understand what my child needed during treatment. Today, my child is eating better, has gained strength and is able to continue treatment regularly. The support reduced our financial stress and gave us confidence to manage the treatment journey more effectively.

- Caregiver of a beneficiary childe

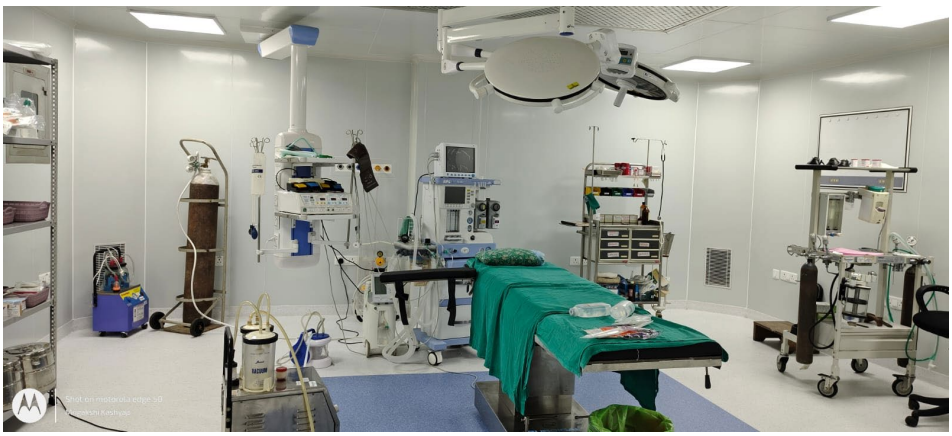
Earlier, I had very limited knowledge about food and nutrition during chemotherapy. I was unsure about what foods were safe and how to manage treatment-related side effects. The counselling sessions helped me understand diet planning, hygiene and food safety practices. I now prepare meals more carefully, follow the nutrition advice regularly and feel much more confident in caring for my child. The knowledge gained through the programme will continue to help my family even after treatment is completed.

- Caregiver of a beneficiary childe

25 Nos. of Haemodialysis Machines to the National Health Mission, Assam

I. About the programme

Project **"25 Nos. of Haemodialysis Machines"** was undertaken by OIL in partnership with the National Health Mission (NHM), Assam to **strengthen dialysis infrastructure under the Pradhan Mantri National Dialysis Programme (PMNDP).** The intervention was launched in response to **increasing demand for dialysis services across Assam and the growing burden on existing dialysis centres**, where limited machine availability resulted in long waiting periods, treatment delays and inconvenience to chronic kidney disease patients.



Under PMNDP, Assam had established 41 dialysis centres across 33 districts with 275 dialysis machines. However, demand for services continued to exceed available capacity, resulting in increasing pressure on existing facilities. To support NHM Assam in expanding dialysis capacity and improving access to life-saving treatment, OIRDS provided financial assistance of INR 2.50 crore for procurement and installation of 25 haemodialysis machines across government healthcare facilities in the state.

The intervention aims to improve access to timely and affordable dialysis services, reduce treatment interruptions among chronic kidney disease patients, strengthen service delivery under PMNDP and reduce the financial burden associated with dialysis treatment. Through enhanced infrastructure and increased machine availability, the programme seeks to improve treatment continuity, patient well-being and long-term health outcomes while strengthening Assam's public healthcare system.

II. Impact map

Table 20: Impact map for 25 Nos. of Haemodialysis Machines

Stakeholders	Activities	Outputs	Outcomes	Impact
NHM Assam / State Health System	Procurement & Installation of 25 Haemodialysis Machines	- 25 haemodialysis machines procured and delivered to government hospitals	- Strengthened dialysis infrastructure across Assam	Strengthened public healthcare infrastructure for dialysis services
		- Machines installed and commissioned	- Enhanced capacity of public hospitals to deliver dialysis services	
		- Machines functional in designated health facilities	- Improved availability of dialysis units in	

			underserved districts	
Dialysis Centres / Government Hospitals	Expansion of Dialysis Service Capacity	- Increase in total number of functional dialysis stations	- Reduced patient waiting time for dialysis	Improved access to timely and affordable dialysis treatment
		- Additional machines integrated with existing PMNDP units	- Increased number of dialysis sessions conducted	
		- Improved patient scheduling & resource utilization	- Reduced burden on overused machines	
			- Better distribution of dialysis load across hospitals	
District and Regional Health Facilities	Strengthening Treatment Continuity	- Additional infrastructure enabling uninterrupted services	- Reduced treatment interruptions	Improved treatment continuity and stability of critical care services
		- Fewer machine breakdown–related disruptions	- Improved continuity of care for chronic kidney patients	
		- Higher reliability of dialysis cycles	- Better adherence to prescribed dialysis frequency	
Hospital Administrators / Dialysis Unit Staff	Improved Operational Efficiency	- Improved machine-to-patient ratio	- Reduced operational bottlenecks	Enhanced operational efficiency and service delivery capacity
		- Better workflow for dialysis technicians	- Improved staff efficiency and patient load management	
		- Lower downtime due to adequate machine availability	- Increased ability to manage emergencies and peak load	
Public Health System (State/NHM)	Strengthening PM National Dialysis Programme (PMNDP) Delivery	- PMNDP capacity expanded across 33 districts	- Improved delivery of free dialysis services	Strengthened public health programme outcomes and state-level dialysis ecosystem
		- Dialysis access strengthened in rural & urban regions	- Better service equity for economically vulnerable groups	
		- Improved reporting, monitoring, and compliance	- Improved alignment with national dialysis targets	

Healthcare Ecosystem (Indirect)	System-Level Impact through Infrastructure Investment	- Increased overall dialysis capacity in Assam	- Reduced dependency on private dialysis units	Reduced healthcare burden and increased financial protection for patients
		- Government facilities upgraded	- Reduced out-of-pocket expenditure for patients (system-level insight)	
		- Hospitals better equipped to handle rising CKD load	- Enhanced long-term sustainability of dialysis services	

III. Relevance

Before the installation of additional haemodialysis machines, beneficiaries reported facing multiple barriers in accessing regular dialysis treatment. All respondents (**100%**) reported long waiting times, high travel distances and high treatment costs as major challenges. Further, **88%** reported deterioration in health due to treatment delays, while **81%** highlighted inadequate machine availability at dialysis centres. Half of the respondents also reported frequent treatment interruptions, indicating the strain on existing dialysis infrastructure.

The findings indicate that beneficiaries faced challenges not only in accessing dialysis services but also in maintaining regular treatment schedules, which are critical for patients with chronic kidney disease. These findings reinforce the need for strengthening dialysis infrastructure through additional machine availability and service capacity enhancement.

Beneficiaries were also asked to assess the extent to which the enhanced dialysis infrastructure met their treatment requirements. A majority of respondents (**75%**) reported that the intervention was fully aligned with their treatment needs, while **19%** considered it largely aligned. Only **6%** reported moderate alignment.

IV. Efficiency

Beneficiary feedback indicates a strong improvement in service delivery following the installation of the additional dialysis machines. All respondents (**100%**) reported that the dialysis facility had improved significantly after the introduction of the new machines.

The improved perception of service delivery is supported by the project rationale under the Pradhan Mantri National Dialysis Programme (PMNDP), which identified machine shortages and long waiting periods as major constraints affecting service availability. Through financial support of **INR 2.50 crore**, the programme enabled NHM Assam to procure and install **25 haemodialysis machines** to **strengthen dialysis infrastructure** across public health facilities.

The findings suggest that the intervention was implemented in a manner that enhanced service capacity while improving patient experience and operational efficiency within dialysis centres.

V. Effectiveness

The programme has been effective in strengthening access to dialysis services. Nearly all respondents **(94%)** reported that access to dialysis services had significantly improved following

the installation of new machines, while the remaining respondents reported moderate improvements.

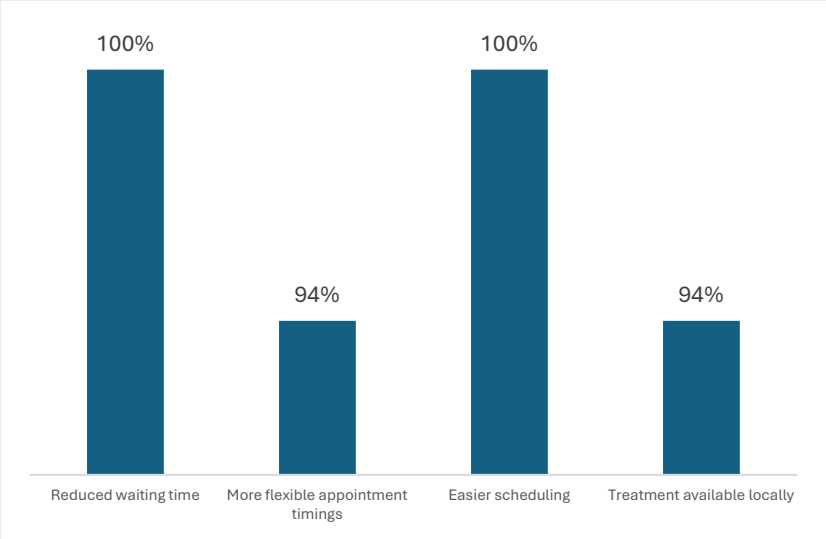


Figure 55: Effectiveness of the programme as reported by the beneficiaries

Beneficiaries reported multiple improvements associated with increased dialysis capacity. All respondents reported reduced waiting times and easier scheduling of dialysis sessions, while **94%** reported more flexible appointment timings and improved local availability of treatment services. Further, **94%** reported receiving dialysis more regularly than before.

These findings indicate that the intervention successfully expanded service availability and reduced barriers that previously affected treatment access and continuity.

VI. Impact

i. Improved access to dialysis services

The key objective of the intervention was to improve patient access to timely and affordable dialysis services through expanded dialysis infrastructure. Assessment findings indicate that the programme has substantially strengthened access to essential treatment services.

Following the installation of new machines, **100%** of beneficiaries reported reduced waiting times and easier scheduling of dialysis appointments. Further, **94%** reported more flexible treatment timings and improved local availability of dialysis services. Nearly all beneficiaries (**94%**) indicated that they now receive dialysis more regularly than before.

These findings suggest that increased machine availability has significantly improved patient access to treatment and reduced challenges associated with limited-service capacity. By reducing waiting times and improving treatment availability, the programme has strengthened access to life-saving dialysis services for patients requiring regular treatment.

ii. Improved treatment continuity and adherence

Regular adherence to prescribed dialysis schedules is critical for preventing health deterioration among chronic kidney disease patients. The programme has contributed substantially towards improving treatment continuity and adherence.

A majority of beneficiaries (**88%)** reported that they are always able to follow their prescribed dialysis schedule, while the remaining respondents indicated that they are mostly able to do so. Further, **94%** reported more reliable service availability and fewer machine-related delays following installation of the additional machines. More than half (**56%**) also reported fewer missed dialysis sessions.

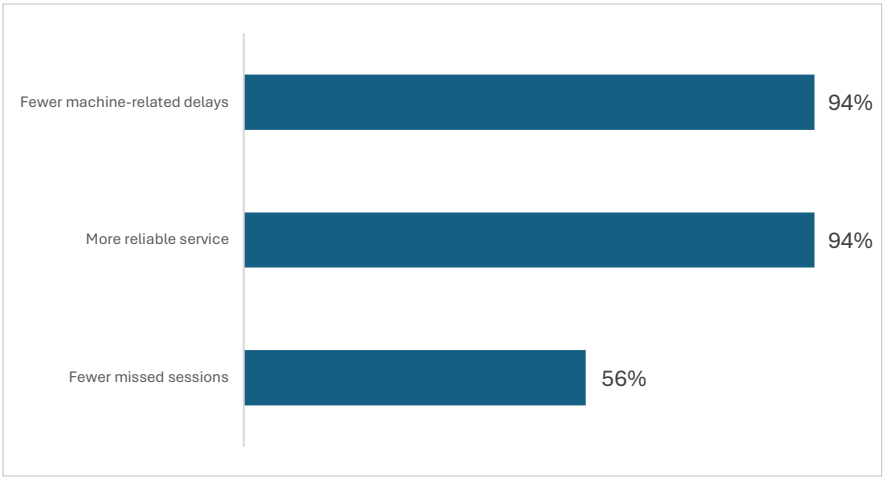


Figure 56: Positive changes observed by beneficiaries

The findings indicate that enhanced machine availability has reduced treatment interruptions and strengthened continuity of care. This appears particularly important given that many beneficiaries had previously reported missed treatments due to capacity constraints and long waiting periods.



iii. Improved health and recovery outcomes

Regular and uninterrupted dialysis treatment has contributed to significant improvements in the health status of beneficiaries.

All respondents reported improved energy levels following regular dialysis treatment, while 88% observed improvements in overall well-being. Further, **75%** reported reduced symptoms associated with kidney disease and **56%** reported fewer complications. Importantly, all beneficiaries reported a reduction in emergencies or crisis episodes following improved access to dialysis services.

The findings suggest that improved treatment, access and adherence have translated into tangible health benefits for patients. Through uninterrupted dialysis cycles and reduced treatment delays, beneficiaries have experienced better disease management and improved health outcomes.

iv. Reduced financial burden on households

The programme has generated considerable financial benefits for patients and their households by improving access to affordable dialysis treatment within the public healthcare system.

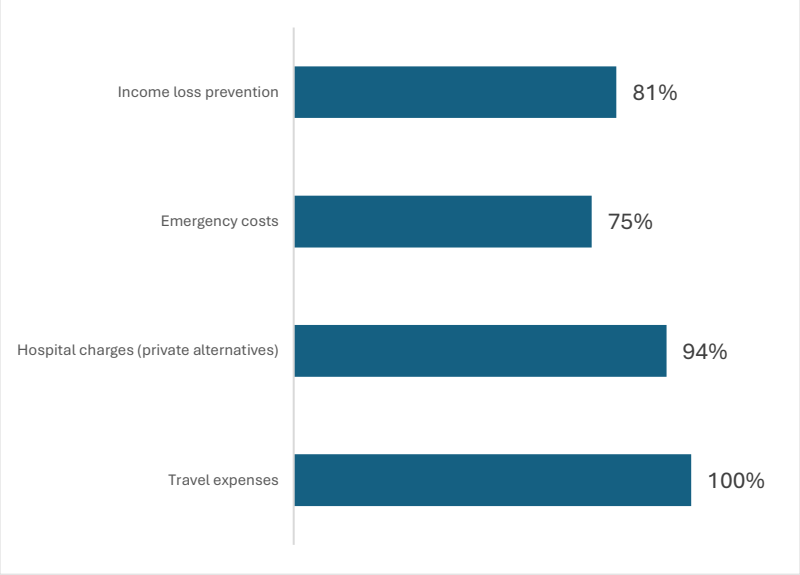


Figure 57: Reduction in financial burden as reported by beneficiaries

All respondents reported significant reductions in medical and travel-related expenditure due to improved dialysis access. Travel expenses emerged as the most common area of savings **(100%),** followed by hospital costs that beneficiaries would otherwise have incurred through private alternatives **(94%).** Additionally, **75%** reported savings associated with avoided emergency healthcare costs and **81%** reported reduced income loss.

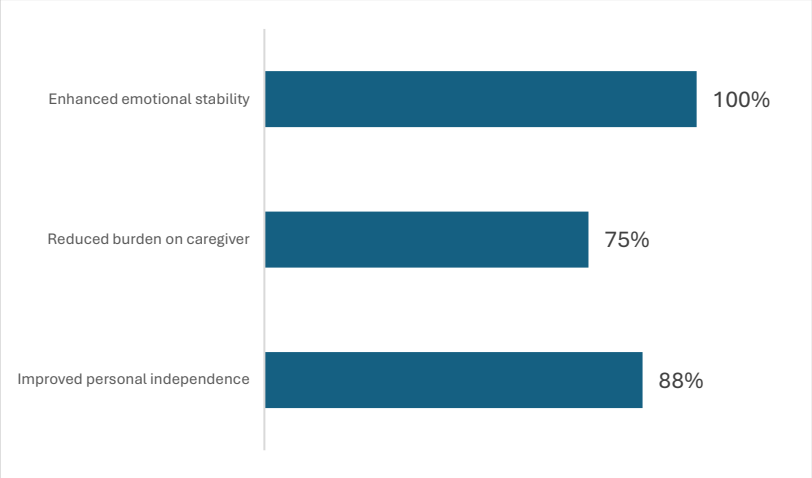
The reduction in treatment-related expenditure appears to have translated into broader household benefits. All respondents reported reduced financial stress and improved ability to continue treatment, while **94%** reported a reduction in the financial burden on their families.

The findings suggest that improved public provision of dialysis services has strengthened financial protection for beneficiaries while reducing barriers to long-term treatment adherence.

v. Improved quality of life and daily functioning

Beyond direct treatment outcomes, beneficiaries also reported improvements in daily functioning and overall quality of life.

Nearly **88%** of respondents reported significant improvements in their ability to perform daily activities, while the remaining respondents reported moderate improvements. Further, **88%** reported greater personal independence, **75%** reported reduced caregiver burden and all respondents reported enhanced emotional stability.



The findings suggest that regular treatment access has contributed not only to physical well-being but also to psychosocial improvements. Improved health, reduced treatment-related uncertainty and enhanced treatment continuity appear to have enabled beneficiaries to lead more independent and productive lives.

Figure 58: Improved quality of life as reported by beneficiaries



vi. Improved satisfaction with public healthcare services

The installation of additional dialysis machines has also strengthened beneficiary satisfaction with public healthcare services.

All respondents reported being very satisfied with dialysis services after the intervention. Beneficiaries attributed this satisfaction to a range of service improvements, including better machine availability **(100%),** reduced crowding **(100%),** improved staff responsiveness **(94%)** and improved cleanliness and hygiene standards **(94%).**

The findings indicate that the intervention has strengthened confidence in public healthcare facilities and improved patient experience through enhanced service capacity and operational efficiency. By reducing overcrowding and increasing treatment availability, the programme has contributed to a more responsive and patient-centric dialysis care environment.

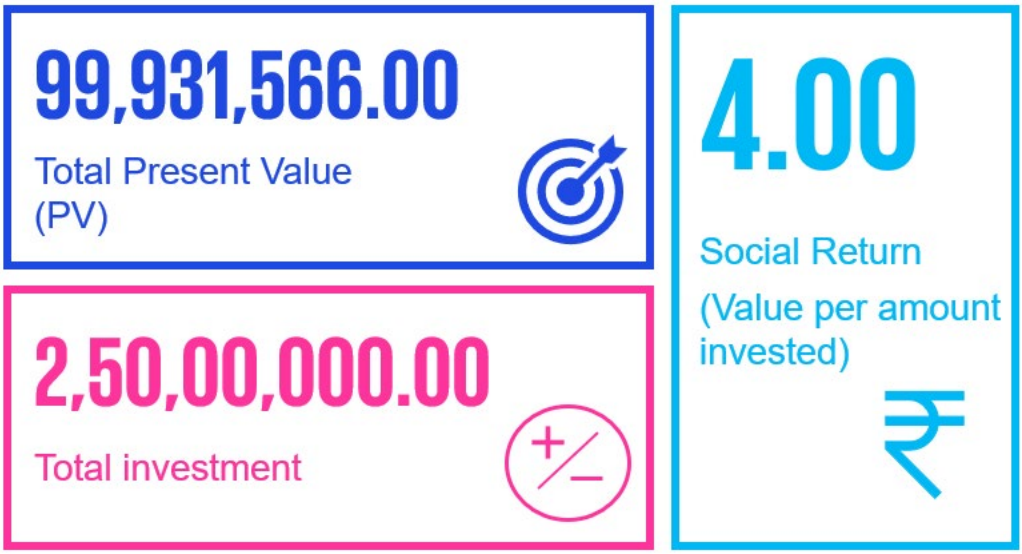
VII. Sustainability

The assessment findings indicate strong prospects for sustainability of programme outcomes. All respondents reported that they believe they can continue long-term treatment at the dialysis centre and all beneficiaries expressed confidence that the improvements achieved through the installation of additional machines will continue in the future.

The sustainability of outcomes is supported by the durable nature of the infrastructure investment. Unlike short-term interventions, the installation of haemodialysis machines increases the long-term treatment capacity of public healthcare facilities and contributes to sustained improvements within the PMNDP. Improved machine availability reduced waiting times and enhanced service quality are therefore expected to continue benefiting patients over the long term.

Overall, the findings suggest that the intervention has created the necessary infrastructure and service delivery conditions to support continued access to dialysis treatment, improved patient outcomes and strengthened public healthcare services.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 4.00** was created.

IX. Anecdotes

> *Before the additional dialysis machines were installed, I often had to wait for long hours to receive treatment and sometimes struggled to get appointments on time. Missing or delaying dialysis sessions made me feel weak and affected my health. Today, appointments are easier to schedule, and treatment is available more regularly. I no longer worry about machine availability, and the consistency of care has helped me feel healthier and more confident about managing my condition.*
>
> - ***Beneficiary undergoing regular dialysis treatment***

> *Traveling frequently for dialysis and arranging treatment was both physically exhausting and financially challenging for my family. Earlier, we had to spend a significant amount on transportation and, at times, consider private facilities when appointments were delayed. With improved access to dialysis services at the centre, my travel expenses have reduced considerably, and I am able to continue treatment without interruption. This support has reduced our financial stress and allowed us to focus more on recovery*
>
> ***- Beneficiary at Tinsukia Medical College and Hospital***

R K HIV Effort for Stamping out of TB

I. About the programme

R.K. HIV Effort for Stamping Out TB from Every Household is a healthcare initiative supported by Oil India Limited with the **objective of reducing the burden of tuberculosis among vulnerable populations in Gujarat**. The project was designed in response to the significant TB burden in the state and aims to contribute towards the national goal of TB elimination through awareness generation, early detection, treatment support, nutritional assistance and continuous patient monitoring.



The intervention was implemented across high-risk areas of Surat, Bharuch, Vyara and Dang districts, focusing particularly on vulnerable populations residing in slum settlements, migrant communities and underserved regions. The programme adopted a comprehensive approach encompassing TB awareness campaigns, active screening and testing, referral and treatment support, distribution of nutrition baskets and regular follow-up through patient monitoring systems.





Early diagnosis and treatment adherence form the cornerstone of the programme's implementation model. Through outreach activities and screening efforts, symptomatic individuals are identified and linked with diagnostic and treatment services. Patients diagnosed with

tuberculosis are supported through counselling, healthcare linkages, nutritional assistance and treatment monitoring mechanisms to improve recovery outcomes and reduce treatment interruptions.

The programme also seeks to address the social determinants associated with tuberculosis, including malnutrition, stigma and financial vulnerability. By supporting both patients and their households, the intervention aims to improve treatment outcomes while reducing the socio-economic burden associated with tuberculosis.

II. Impact map

Table 21: Impact map for R K HIV Effort for stamping out of TB

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries (TB patients, symptomatic individuals and high-risk populations)	Awareness campaigns and counselling sessions	Awareness sessions conducted and beneficiaries reached	Increased awareness and improved health-seeking behaviour	Improved awareness and reduction in stigma related to TB
	TB screening and testing services	Screening and diagnostic services provided	Early identification of symptomatic individuals	Early detection and increased diagnosis of TB cases
	Treatment support and healthcare linkage	Medicine support, referrals and counselling provided	Improved treatment initiation and adherence	Improved access to treatment and adherence to TB care protocols
	Nutrition basket distribution	Regular nutritional support provided	Improved dietary intake and nutrition levels	Improved nutritional status and recovery of TB patients
	Monitoring and follow-up support	Continuous patient tracking and follow-up	Reduced treatment interruptions and improved compliance	Reduced TB-related health risks, morbidity and transmission
Households	Nutrition and treatment support	Reduced treatment-related expenditure	Reduced financial stress and improved household stability	Improved household well-being and reduced economic burden
Public Healthcare System	Coordination with hospitals, government schemes and diagnostic centres	Strengthened referral and service delivery systems	Improved utilization of public healthcare services	Strengthened public healthcare system for TB management

III. Relevance

Before joining the programme, beneficiaries reported facing several challenges related to tuberculosis prevention, diagnosis and treatment. A majority of respondents **(60%)** reported a lack of awareness regarding tuberculosis, its symptoms and available treatment options. In addition, programme documentation identified challenges relating to delayed diagnosis, stigma associated with tuberculosis, poor nutrition and barriers in accessing appropriate healthcare services among vulnerable populations.

These findings indicate that the target communities required support beyond clinical treatment. Awareness generation, early detection, nutritional assistance and treatment monitoring were all necessary components for improving patient outcomes and reducing the burden of tuberculosis.

Beneficiaries were asked to assess the extent to which the programme addressed their healthcare needs. The findings suggest strong alignment between programme services and beneficiary requirements, with no respondents indicating that the intervention was not aligned with their needs. Further, the high uptake of awareness, screening, treatment and nutrition services indicates that the intervention successfully addressed key gaps experienced by beneficiaries.

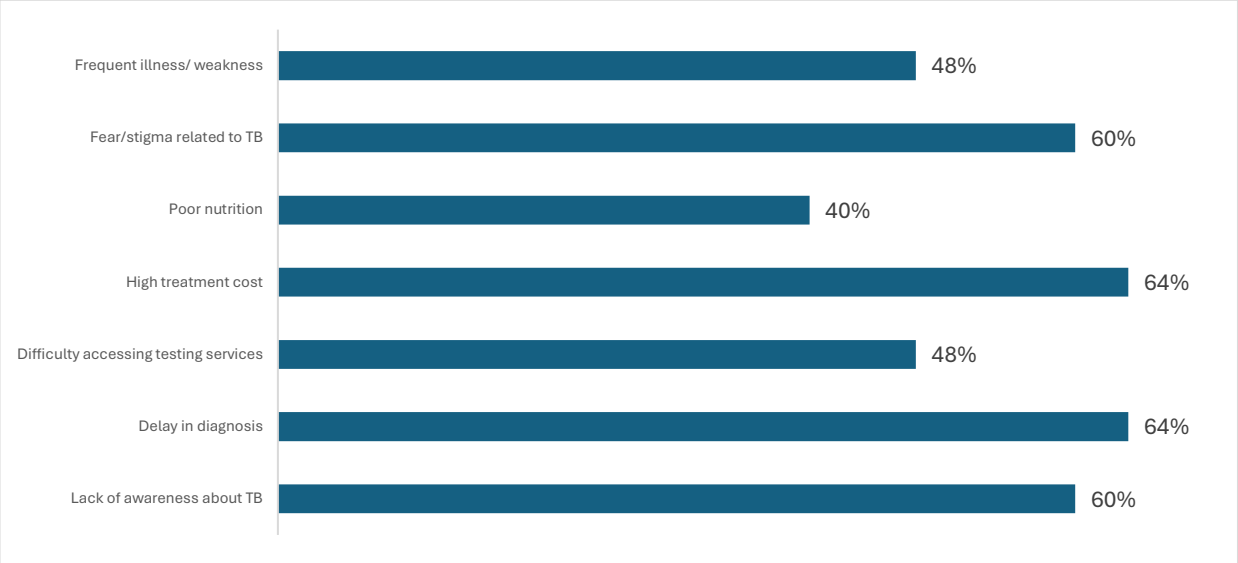


Figure 59: Pre-programme challenges faced by beneficiaries

Overall, the programme appears to have been responsive to the healthcare and nutritional needs of vulnerable communities affected by tuberculosis.

IV. Efficiency

Beneficiary perceptions indicate strong implementation performance across programme components. A majority of respondents **(84%)** rated programme implementation as "very well implemented", reflecting high levels of satisfaction with service delivery, beneficiary engagement and programme responsiveness.

The programme's integrated implementation approach, combining awareness, screening, treatment support, nutrition distribution and follow-up monitoring, enabled beneficiaries to access multiple services through a single intervention framework. Programme records indicate that awareness generation, screening, treatment linkage and nutritional support activities were implemented simultaneously to strengthen programme effectiveness and continuity of care.

The findings suggest that the programme was implemented efficiently and succeeded in delivering intended services to target beneficiaries.

V. Effectiveness

A majority of beneficiaries **(88%)** reported attending TB awareness or counselling sessions organised under the programme. The widespread participation in awareness activities indicates

successful beneficiary outreach and engagement. All respondents **(100%)** reported undergoing TB screening or testing through the programme. This suggests that programme efforts were highly effective in facilitating access to screening and diagnostic services among vulnerable populations.

The programme also achieved strong coverage of support services. While **84%** of beneficiaries reported receiving treatment support or medicines, all respondents **(100%)** reported receiving nutrition support through ration baskets.

These findings indicate that the programme successfully delivered its intended interventions and created a continuum of support from awareness and detection to treatment and recovery.

VI. Impact

i. Improved awareness and reduction in stigma related to TB

A key objective of the programme was to improve awareness regarding tuberculosis and reduce misconceptions and stigma associated with the disease.

The assessment findings indicate that awareness interventions achieved positive behavioural outcomes among beneficiaries. A majority of beneficiaries **(88%)** participated in awareness or counselling sessions, while all respondents **(100%)** reported improved knowledge regarding TB symptoms, transmission and treatment-related information. Further, **76%** reported adopting preventive practices such as seeking early check-ups following programme participation.

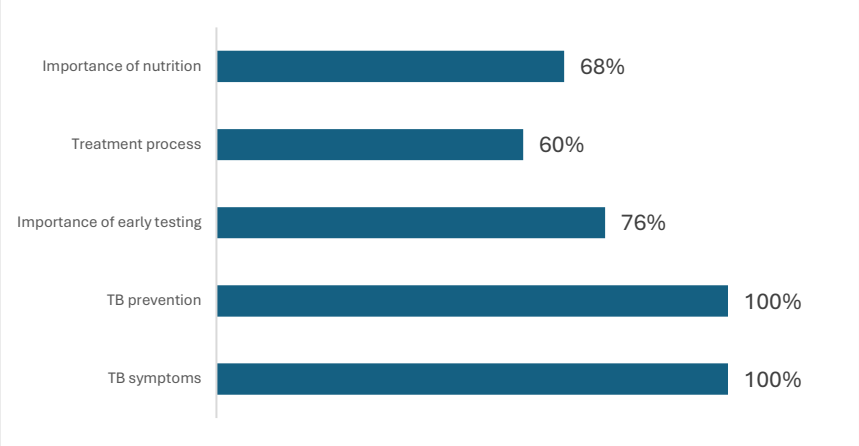


Figure 60: Knowledge gained by the beneficiaries

Improved knowledge and awareness appear to have strengthened health-seeking behaviour among beneficiaries and encouraged greater acceptance of testing and treatment services. These changes contribute to reducing stigma and support earlier engagement with healthcare systems.

ii. Early detection and increased diagnosis of TB cases

Early diagnosis is critical for reducing disease severity and preventing further transmission. The programme addressed this through large-scale screening and testing initiatives targeting high-risk populations.

All surveyed beneficiaries **(100%)** reported undergoing TB screening or testing through programme-supported activities. Additionally, **88%** reported receiving TB testing services and 92% reported early detection and reduced delay in diagnosis as key programme benefits.

Programme records further indicate that approximately **4,000** individuals were screened across intervention locations. Through active case finding and testing support, the programme contributed towards identifying symptomatic individuals at an earlier stage and strengthening linkage with treatment services.

The findings suggest that the programme has strengthened early diagnosis and improved identification of tuberculosis cases among vulnerable populations.

iii. Improved access to treatment and adherence to TB care protocols

The programme sought to strengthen treatment adherence through medicine support, healthcare linkages, counselling and continuous patient monitoring.

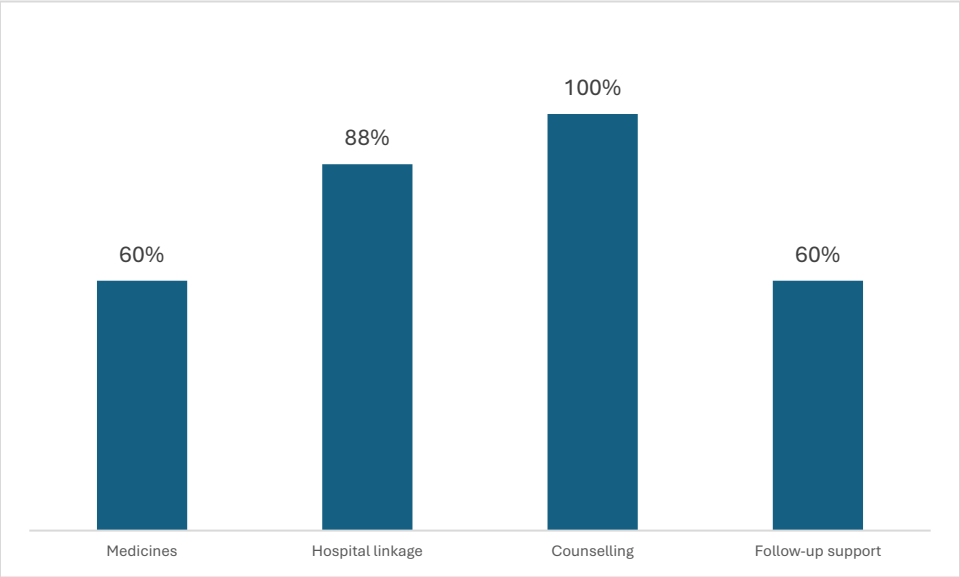


Figure 61: Support received by beneficiaries for the programme

Among surveyed beneficiaries, **84%** reported receiving treatment support or medicines. Respondents also reported receiving additional services including medicines, counselling, healthcare linkage and follow-up support. Importantly, **100%** of beneficiaries reported improved treatment adherence and better treatment continuation following programme participation. The programme's monitoring and support mechanisms appear to have contributed to reducing interruptions in treatment and encouraging patients to complete prescribed treatment regimens.

Overall, the findings suggest that the intervention successfully strengthened access to treatment and adherence to TB care protocols.

iv. Improved nutritional status and recovery of TB patients

Nutrition support was a core component of the programme, recognising the critical role of nutritional status in treatment outcomes and patient recovery.

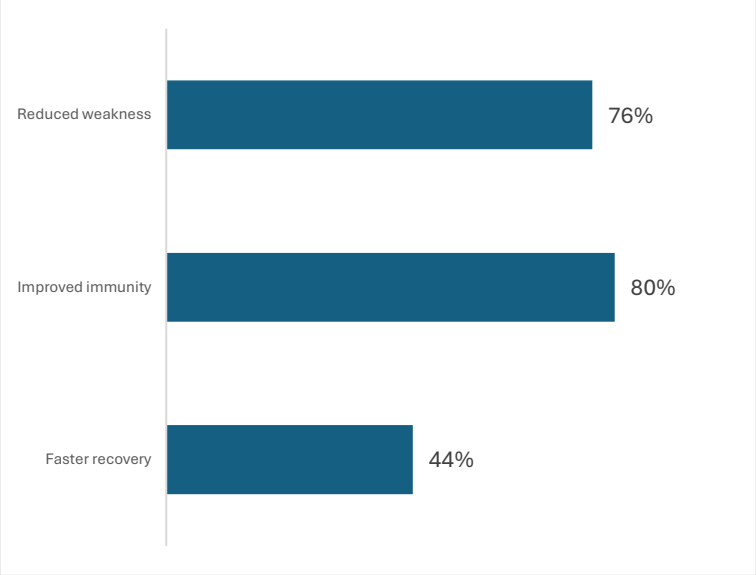


Figure 62: Improvements observed by beneficiaries after the programme

All beneficiaries **(100%)** reported receiving nutrition support through programme-provided ration baskets. Following receipt of nutritional support, **88%** reported improvements in dietary intake and nutritional practices. Beneficiaries also reported improved strength and better dietary habits. Further, **44%** reported faster recovery following programme participation.

The provision of nutrition baskets appears to have complemented medical treatment by reducing nutritional deficiencies and supporting overall recovery among patients undergoing TB treatment.

The findings suggest that the programme contributed positively towards improving nutritional status and supporting recovery outcomes among beneficiaries.

v. Reduced TB-related health risks, morbidity, and transmission

The programme's integrated model of awareness, screening, treatment support and monitoring contributed towards reducing disease-related health risks among beneficiaries.

A majority of respondents **(64%)** reported a reduction in TB-related symptoms following programme participation. Beneficiaries further reported adoption of preventive practices including regular medication adherence, hygiene practices and follow-up consultations. These behavioural changes contribute towards reducing disease progression, minimising complications and lowering the risk of disease transmission within households and communities.

The findings indicate that programme interventions have strengthened disease management and contributed towards better health outcomes among beneficiaries.

vi. Improved household well-being and reduced economic burden

Tuberculosis often imposes significant financial burdens through treatment costs, nutritional expenses and income losses. The programme sought to reduce this burden through treatment and nutrition support.

A majority of beneficiaries **(60%)** reported a significant reduction in household expenditure owing to programme support. Survey respondents reported savings in medical, nutritional and healthcare-related costs. Further, **48%** reported reduced financial stress and improved ability to continue treatment as a result of programme assistance.

The findings suggest that the programme helped reduce economic barriers to treatment and contributed towards improved household financial well-being.

vii. Strengthened public healthcare system for TB management

The programme strengthened coordination between beneficiaries and public healthcare systems through testing services, healthcare linkages, referral support and continuous monitoring.

All respondents **(100%)** reported improved access to TB-related healthcare services following programme participation. Additionally, **92%** reported receiving testing services through programme-supported activities, while beneficiaries also received treatment support, counselling and follow-up services.

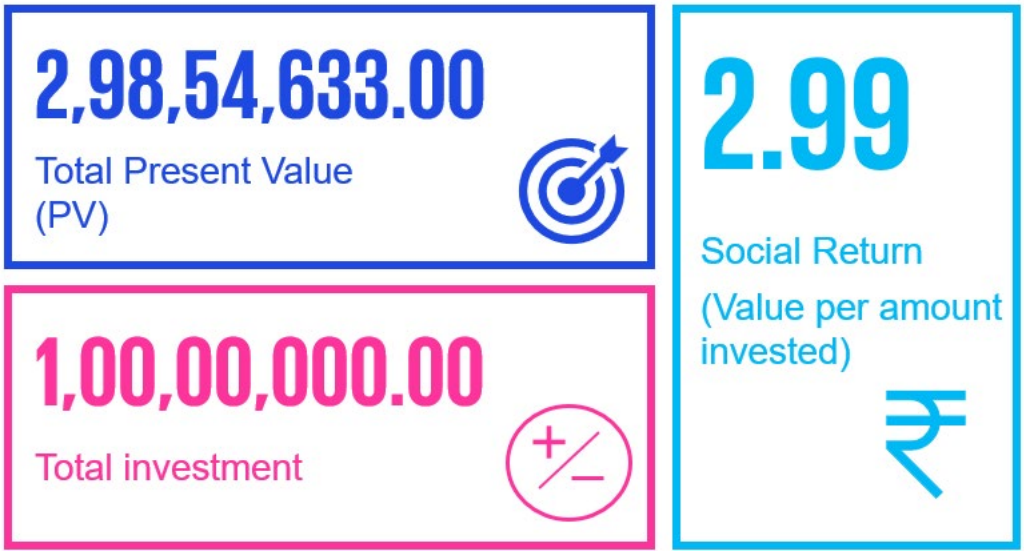
The programme strengthened utilization of public healthcare services by improving coordination between patients, diagnostic centres and healthcare facilities. These efforts contributed towards more effective TB management and strengthened service delivery systems in intervention locations.

VII. Sustainability

The assessment findings indicate encouraging prospects for sustainability of programme outcomes. A majority of beneficiaries **(60%)** indicated that they continue practicing the health behaviours and preventive measures learned through the programme on a regular basis. Further, **68%** reported that the benefits and improvements achieved through programme support are likely to continue in the future.

The sustainability of outcomes appears to be supported by increased awareness, improved treatment-seeking behaviour, strengthened linkages with healthcare services and continued adoption of nutritional and preventive practices. By encouraging beneficiaries to continue awareness, testing and treatment-related behaviours, the programme has laid the foundation for longer-term health improvements.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 2.99** was created

IX. Anecdotes

Receiving treatment support and regular follow-up gave me confidence to continue my medication without interruption. Earlier, I was worried about completing the treatment because of the challenges involved, but the counselling and support provided through the programme helped me stay committed. The continuous guidance motivated me to take my medicines regularly and focus on recovery.

- ***Beneficiary receiving TB treatment support***

I did not know much about tuberculosis and ignored my symptoms for a long time. Through the awareness sessions and counselling support, I learned about the symptoms of TB and the importance of getting tested early. The screening helped identify my condition on time, and I was linked to treatment immediately. Today, I am more aware of my health and encourage others in my community to seek testing without fear or hesitation.

-Beneficiary, TB Awareness and Screening Programme

Health Awareness and Open Gym

I. About the programme

OIL's CSR Holistic Healthcare project of **Health awareness and Open Gym** was implemented in **Kairana, Uttar Pradesh**, with the objective of **improving community access to healthcare services** while promoting **preventive health and fitness practices**. The intervention was designed in response to key health challenges faced by local communities, including limited access to medical services, poor hygiene and sanitation practices, nutritional deficiencies, respiratory illnesses, skin infections, oral health concerns, reproductive health issues and the prevalence of communicable and non-communicable diseases.





The programme adopted an integrated approach combining specialized health camps, yoga camps and community-based fitness infrastructure. Under the project, specialized health camps were organised to provide access to doctors and specialists such as dietitians, eye specialists, orthopaedic specialists, therapists and general physicians. These camps aimed to support screening, diagnosis, medical consultation and referral guidance for community members.

Alongside healthcare services, the programme placed emphasis on preventive health and lifestyle improvement through yoga camps and the establishment of open gyms at different locations in

Kairana. The yoga camps sought to create awareness on physical fitness, healthy living and preventive healthcare, while the open gyms were intended to provide free and accessible fitness infrastructure for regular community use.

The intervention primarily targeted residents of Kairana, including women, children, youth, elderly persons, TB patients, farmers, labourers and other vulnerable community members. By combining healthcare outreach with fitness promotion, the programme sought to improve health awareness, enable timely identification and treatment of illnesses, reduce recurring medical expenses among vulnerable households and encourage healthier lifestyle practices within the community.



II. Impact map

Table 22: Impact map for health awareness and open gym

Stakeholder Group	Key Activities	Outputs	Outcomes	Impact
Direct Beneficiaries Residents of Kairana, including women, children, youth, elderly persons, TB patients, farmers, labourers and vulnerable	Specialized Health Camps	25 specialized health camps conducted in Kairana Access provided to specialist doctors including dietitians, eye specialist, orthopedic specialist, therapist and general physician	Improved access to preventive and curative healthcare services Increased awareness of existing health conditions among community members Early identification of communicable and non-	Improved health-seeking behaviour and reduced burden of untreated health conditions among vulnerable residents

community members		Community members screened, diagnosed and provided medical consultation/referral support	communicable diseases	
Direct Beneficiaries	Yoga Camps and Fitness Awareness Sessions	25 yoga camps organized across different locations in Kairana Community members oriented on yoga, physical activity, preventive health and fitness practices	Increased awareness of the importance of physical fitness and preventive healthcare Improved adoption of yoga and basic wellness practices Reduced risk factors associated with sedentary lifestyles and poor health awareness	Improved preventive health practices and long-term community orientation towards healthy living
Direct Beneficiaries	Setting up Open Gyms	Open gyms established across 20 locations Six fitness equipment units installed at each open gym Public access created for regular exercise and community-level fitness activities	Improved access to free/low-cost fitness infrastructure Increased opportunities for regular physical activity among residents Enhanced community participation in fitness-related activities	Improved physical well-being and sustained access to community fitness infrastructure
Direct Beneficiaries	Health Awareness, Diagnosis and Treatment Support	Awareness generated on hygiene, sanitation, balanced diet, oral health, respiratory illnesses, skin infections, reproductive health and disease prevention Individuals with health issues identified and guided for diagnosis/treatment	Improved knowledge of personal hygiene, sanitation, nutrition and disease prevention Increased timely treatment-seeking among people with health issues Better understanding of recurring health problems and preventive actions	Reduction in preventable health issues and recurring medical expenses among vulnerable households
Indirect Beneficiaries Families, caregivers and	Community Outreach and Mobilization	Community mobilization undertaken to encourage participation in health and fitness	Improved household-level awareness on preventive healthcare, hygiene and fitness	Strengthened community health culture and increased collective

wider community of Kairana		activities Health and fitness messages disseminated among households and neighborhoods	Increased encouragement from families to access health services and fitness infrastructure	awareness around preventive healthcare
Indirect Beneficiaries	Creation of Local Health and Fitness Ecosystem	Health camps, yoga camps and open gyms introduced as community-accessible health and fitness services Public spaces strengthened through installation of open gym equipment	Improved availability of health and fitness-related services at the community level Greater visibility of health, yoga and fitness as local development priorities	Strengthened local preventive health ecosystem and improved community-level resilience against health risks

III. Relevance

The assessment findings indicate that the programme was strongly aligned with the health and fitness needs of the target community. All respondents stated that the project addressed key health and fitness-related requirements in their area, reflecting a high degree of relevance of the intervention to local needs.

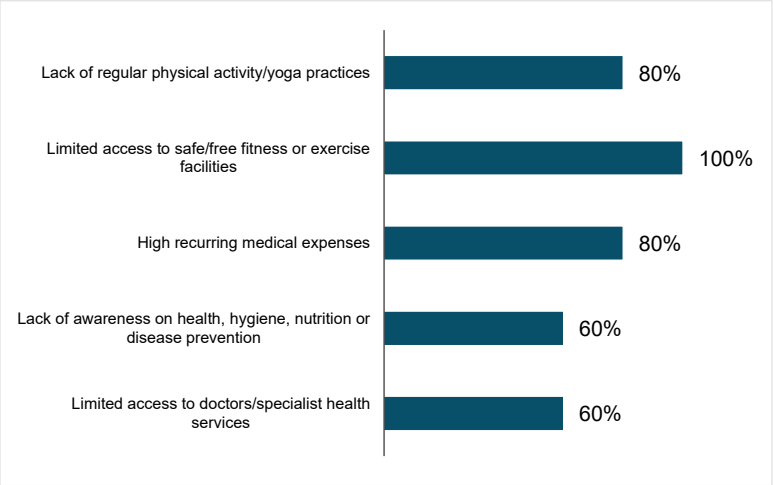


Figure 63: Major health or fitness-related challenges faced households

Prior to the intervention, households reported facing multiple health and fitness-related challenges. Limited access to safe or free fitness and exercise facilities emerged as the most commonly reported challenge, cited by 100% of respondents. This was followed by high recurring medical expenses and lack of regular physical activity or yoga practices, each reported by 80% of respondents. Further, 60% of respondents reported limited access to doctors or specialist health services, while an equal proportion highlighted lack of awareness on health, hygiene, nutrition and disease prevention.

100% **Respondents stated that the project address the key health and fitness needs of people in their area**

The findings suggest that the programme responded to a combination of healthcare access, preventive awareness and fitness infrastructure gaps in the community. By integrating health camps, yoga sessions and open gym facilities, the intervention addressed both immediate healthcare requirements and long-term preventive health needs. The project's focus on

accessible medical consultation, awareness generation and community-based fitness facilities was therefore closely aligned with the challenges reported by beneficiaries.

IV. Efficiency

The programme have been implemented in a structured and accessible manner. All respondents reported that the project activities, including health camps, yoga camps and open gyms, were easy to access, well-organized and convenient. No respondent reported difficulties related to distance, timing, coordination or inability to participate despite awareness of the activities.

Beneficiary feedback also indicates a positive perception of programme organization and utility. While **80%** of respondents rated the project activities as very well organized and useful, the remaining **20%** described them as mostly well organized and useful. No respondent indicated that the activities were poorly organized, only partially useful or difficult to assess.

These findings suggest that the project was delivered efficiently, with appropriate planning, coordination and community accessibility. The strong response on ease of access and organization indicates that programme components were implemented in a manner that enabled community participation and minimized operational barriers for beneficiaries.

V. Effectiveness

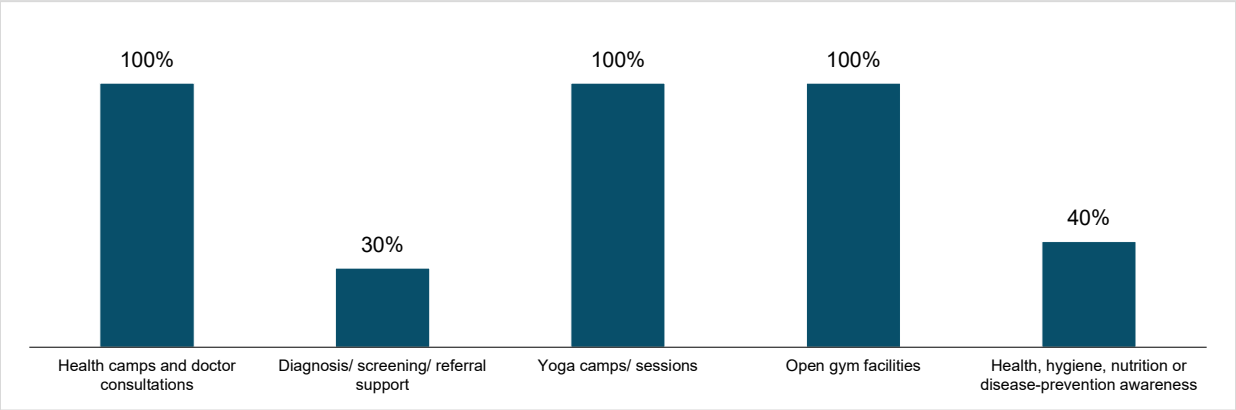


Figure 64: Most useful components of the project as reported by beneficiaries

The programme was effective in delivering services and facilities that beneficiaries perceived as useful and relevant. Health camps and doctor consultations, yoga camps and open gym facilities were each identified as useful by **100%** of respondents. In addition, **40%** of respondents reported health, hygiene, nutrition or disease-prevention awareness as a useful component, while **30%** identified diagnosis, screening and referral support as useful.

The results indicate that beneficiaries valued both the curative and preventive components of the programme. While health camps helped improve access to medical consultation, the yoga camps and open gyms created opportunities for regular physical activity and community-level fitness practices. The combination of these components strengthened the programme's ability to address immediate health concerns as well as broader lifestyle-related needs.

The intervention also contributed to improved awareness levels among participants. Following participation in the project, **60%** of respondents reported that their awareness of health, hygiene, nutrition, disease prevention or fitness had significantly improved, while the remaining **40%** reported some improvement. No respondent reported the absence of any change in awareness.

Overall, the findings suggest that the programme was effective in enhancing awareness, improving access to basic health-related services and encouraging participation in preventive health and fitness activities. The absence of negative feedback on activity usefulness further reflects the practical relevance of the project components for the target community.

VI. Impact

i. Improved access to healthcare consultation and diagnosis

A key impact of the programme has been its contribution to improving access to medical consultation, screening, diagnosis and referral services. All respondents stated that the health camps helped them access medical services that they may not have accessed otherwise.

100%

Respondents stated that the health camps have helped them in accessing medical consultation, screening, diagnosis or referral services that they may have not accessed otherwise

The project also encouraged follow-up action among beneficiaries. Following participation, **30%** of respondents reported consulting a doctor or taking treatment/follow-up care, while **40%** became aware of a health issue but had not yet taken follow-up action. Further, **20%** reported that no action was required, while **10%** indicated that no action was taken despite health concerns.

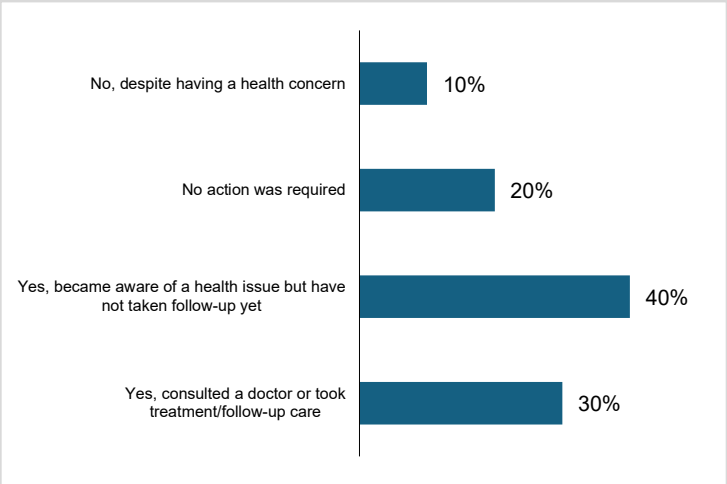


Figure 65: Household taking any action related to diagnosis, treatment or follow-up care

These findings indicate that the intervention played an important role in improving health awareness and enabling early identification of health conditions. While follow-up care can be further strengthened, the programme created an important first point of contact between beneficiaries and healthcare services.

ii. Adoption of health-promoting practices

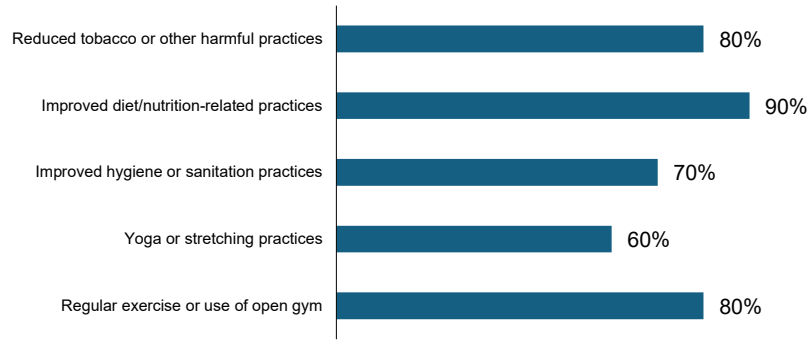


Figure 66: Respondents increased in health-promoting practices

The programme contributed to positive changes in health-promoting behaviours among respondents. The most commonly reported change was improvement in diet and nutrition-related practices, cited by **90%** of respondents. This was followed by regular

exercise or use of open gym facilities and reduction in tobacco or other harmful practices, each reported by **80%** of respondents. Further, **70%** reported improved hygiene or sanitation practices, while **60%** reported adoption of yoga or stretching practices.

The frequency of open gym usage further indicates regular engagement with the fitness infrastructure created under the project. **30%** of respondents reported using the gym daily or almost daily, while **60%** used it two to four times a week. The remaining **10%** reported using the facility occasionally, a few times a month.

Table 23: Frequency of using the gym

Frequency of using the gym	
Daily or almost daily	30%
2-4 times a week	60%
Occasionally, a few times a month	10%

These findings suggest that the project has moved beyond one-time awareness generation and has contributed to changes in routine health and fitness practices. The regular use of open gym facilities reflects the value of accessible community-based infrastructure in promoting sustained physical activity.

iii. Reduction in health-related expenses

The programme also appears to have contributed to a reduction in health-related expenses for beneficiaries. **60%** of respondents reported a significant reduction in health-related expenditure due to early consultation, awareness, preventive practices or access to free services after the project. Another **30%** reported some reductions, while **10%** were unable to assess the change. No respondent reported an increase in expenses or absence of any noticeable reduction.

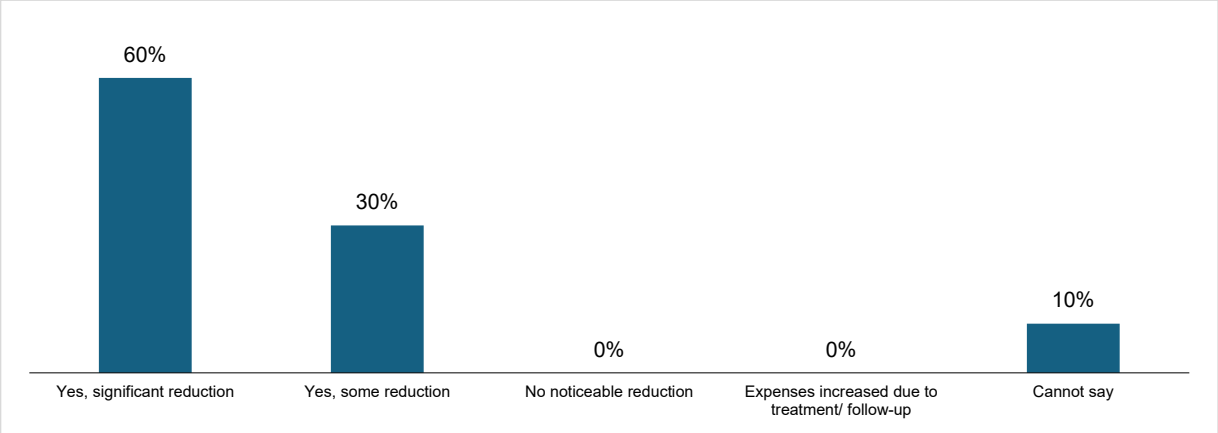


Figure 67: Respondents experiencing reduction in health-related expenses due to early consultation, awareness, preventive practices or access to free services after the project

The findings suggest that improved access to free health services, early consultation and preventive health practices may have helped reduce avoidable or recurring medical costs for households. This is particularly relevant for vulnerable communities where delayed diagnosis and treatment often contribute to higher health expenditure.

iv. Improved physical well-being

The programme contributed positively to perceived physical well-being and the ability to carry out daily activities. **80%** of respondents reported significant improvement in their physical well-being or ability to perform daily work/activities after participating in the project, while the remaining **20%** reported some improvement. No respondents reported worsening of condition or absence of change.

Overall, the impact findings indicate that the intervention improved access to healthcare, promoted preventive behavior, encouraged regular physical activity and contributed to perceived reductions in health-related expenses. The project has therefore supported both immediate health access and longer-term community orientation towards preventive health and fitness.

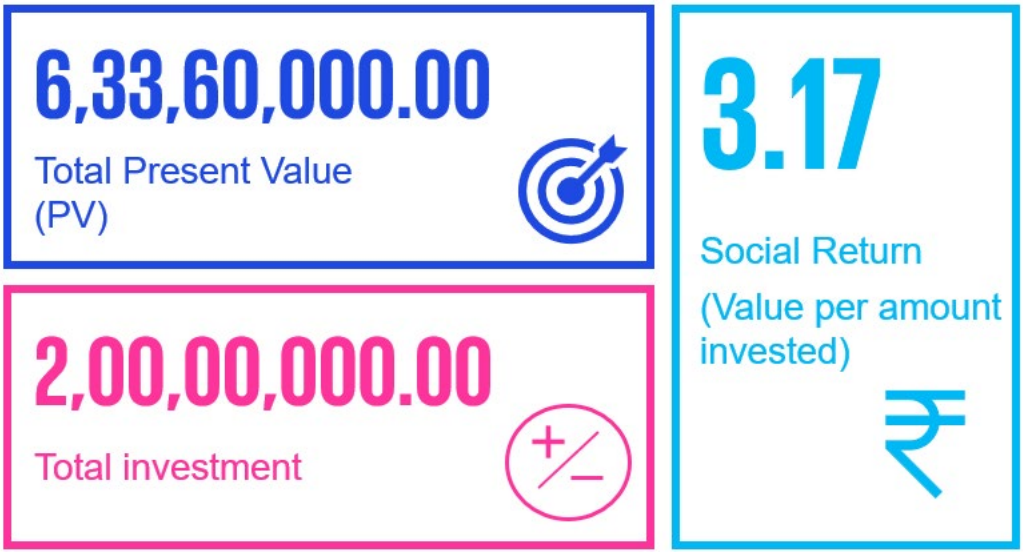
VII. Sustainability

The findings indicate a strong likelihood of sustainability of programme outcomes. A majority of respondents expressed willingness to continue using the open gym, practicing yoga or exercise and following preventive health practices in the future. Specifically, **90%** of respondents stated that they were very likely to continue these practices, while the remaining **10%** reported that they were likely to continue. No respondent indicated uncertainty or unwillingness to continue.

The sustainability of the intervention is further supported by positive feedback on the usability and maintenance of open gym facilities. All respondents reported that the open gym facilities were fully usable, safe and well maintained, with no concerns raised regarding equipment condition, safety or functionality.

These findings suggest that the project has created community assets that are accessible, functional and valued by beneficiaries. The continued use of open gyms, along with reported willingness to sustain yoga, exercise and preventive health practices, reflects the potential for long-term behavioral change. With continued community ownership and regular maintenance of infrastructure, the programme outcomes are likely to remain relevant beyond the implementation period.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 3.17** was created.

IX. Anecdotes

Earlier, we did not have regular access to doctors or health check-ups nearby. Many people in our locality would delay treatment because of distance, cost or lack of awareness. Through the health camps, I was able to consult a doctor and understand some health issues that I had been ignoring. The awareness sessions also helped us learn more about hygiene, nutrition and preventive care. Now, people in the community are more conscious about seeking medical advice on time and taking small steps to stay healthy.

- Beneficiary, health camp participant

Before the open gym was set up, there were very few safe and free spaces for exercise in our area. Most of us did not have a regular fitness routine. After the installation of the gym equipment and yoga sessions, many people, including youth and elderly residents, started coming regularly for exercise. It has encouraged us to think about fitness as part of daily life. The facility has also created a common space where people motivate each other to remain active and healthy.

-Community member, open gym user

Establishment of High-Performance Sports Training & Rehabilitation Centre

I. About the programme

OIL's CSR support towards the **Establishment of a High-Performance Sports Training and Rehabilitation Centre in Kokrajhar, Assam** is aimed at **strengthening access to advanced sports science, training and rehabilitation facilities for athletes in Kokrajhar** and nearby regions. The proposed centre builds on the model of similar high-performance centres established in Guwahati and Jorhat, which have introduced technology-enabled, data-driven approaches to athlete development and rehabilitation in Assam.



The programme seeks to decentralize access to high-performance sports infrastructure by bringing advanced training and rehabilitation services closer to athletes from relatively underserved and remote areas. By establishing the centre in Kokrajhar, the initiative is expected to reduce dependence on facilities located in Guwahati and Jorhat, while expanding opportunities for athletes from Kokrajhar district and neighbouring areas to access sports science support, expert training inputs and recovery services.

The centre has been envisioned as a comprehensive facility integrating performance assessment, injury prevention, rehabilitation, recovery and talent identification. The proposed infrastructure includes specialized laboratories such as the Isokinetic Lab, Motion and Biomechanics Lab, Sprint Lab, Physiology Lab, Para-Performance Lab, Strength and Conditioning Lab, Recovery Lab and Rehabilitation Lab. These facilities are intended to support sport-specific performance analysis, physiological assessment, movement efficiency, injury management, para-athlete training, recovery and holistic athlete development.

A key feature of the programme is its emphasis on evidence-based athlete development. Athletes are expected to undergo baseline assessments covering biomechanical, functional, postural, physiological, psychological and nutritional parameters. The assessment results will support the creation of customized training and rehabilitation plans, enabling athletes and coaches to track progress and make informed decisions on performance improvement and recovery.

Beyond individual athlete development, the centre is expected to contribute to the broader sports ecosystem in Assam. Through talent identification, sports psychology, cognitive training, nutrition guidance and para-performance support, the programme aims to create a more inclusive and structured pathway for athletes to progress towards higher levels of competition. The centre is

also expected to promote community engagement through outreach programmes, workshops and sports-related initiatives, thereby encouraging wider participation in sports and active lifestyles.

II. Impact map

Table 24: Impact map for establishment of High-Performance Sports Training & Rehabilitation Centre

Stakeholders	Activities	Outputs	Outcomes	Impact
Direct Beneficiaries Athletes, emerging sportspersons, injured athletes, para-athletes and coaches from Kokrajhar and nearby areas	Establishment of high-performance sports science and rehabilitation infrastructure	High-performance sports training and rehabilitation centre established with specialized labs for biomechanics, physiology, sprint analysis, para-performance, strength and conditioning, recovery and rehabilitation.	Improved local access to advanced sports science, performance assessment and rehabilitation services.	Improved access to high-performance sports training and rehabilitation ecosystem for athletes in Kokrajhar and nearby areas.
Direct Beneficiaries	Athlete assessment and customized training planning	Baseline assessments conducted and athlete profiles developed across biomechanical, functional, postural, physiological, psychological and nutritional parameters.	Improved understanding of athlete strengths, gaps and sport-specific performance needs.	Enhanced athletic performance, training readiness and evidence-based athlete development.
Direct Beneficiaries	Injury prevention, recovery and rehabilitation services	Recovery, physiotherapy, non-invasive pain management, strength conditioning and rehabilitation support provided.	Faster recovery, improved return-to-sport readiness and reduced recurrence of sports-related injuries.	Reduced injury-related downtime and improved continuity of athlete participation.
Direct Beneficiaries	Talent identification, para-performance training and holistic athlete support	Talent identification systems, para-athlete equipment, sports psychology, cognitive training and nutrition guidance introduced.	Better identification and nurturing of emerging talent, with inclusive support for para-athletes.	Strengthened athlete pipeline and improved opportunities for progression to higher levels of competition.
Indirect Beneficiaries Local community, sports ecosystem,	Community engagement and local sports	Community outreach, workshops, sports-related events and local employment	Improved community orientation towards sports	Strengthened regional sports ecosystem, local sports culture

institutions and workforce in Kokrajhar/Assam	ecosystem strengthening	opportunities enabled through centre operations.	and physical fitness, along with strengthened local sports support systems.	and community-level engagement in active lifestyles.

III. Relevance

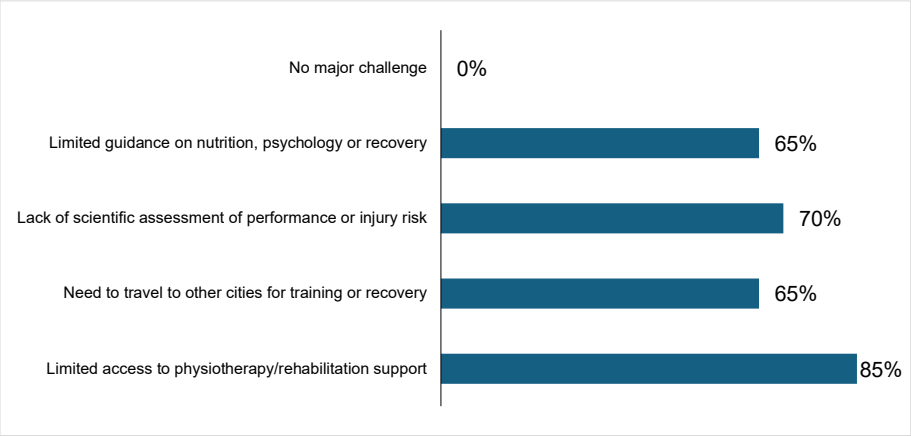


Figure 68: Main challenges faced in sports training, assessment or rehabilitation before the project

Prior to the establishment of the centre, athletes and users reported facing multiple constraints related to sports training, performance assessment and rehabilitation. Limited access to physiotherapy and rehabilitation support emerged as the most frequently reported challenge, cited by **85%** of respondents. This was followed by lack of scientific assessment of performance or injury risk, reported by **70%** of respondents. Further, **65%** of respondents indicated that they had to travel to other cities for training or recovery, while an equal proportion reported limited access to guidance on nutrition, psychology or recovery. No respondent reported the absence of major challenges before the intervention.

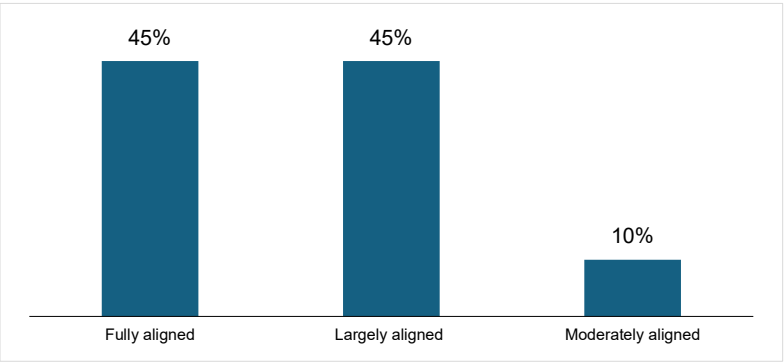


Figure 69: The centre addressing the training, performance and rehabilitation needs of athletes from Kokrajhar and nearby areas

The findings indicate that the programme was highly relevant to the needs of athletes from Kokrajhar and nearby areas. 45% of respondents stated that the centre was fully aligned with their training, performance and rehabilitation needs, while another **45%** considered it largely aligned. The remaining **10%** reported moderate alignment. This suggests that the intervention responded to critical gaps in access to advanced sports science, rehabilitation and athlete support services in the region.

Overall, the project addressed both access-related and quality-related gaps in the local sports ecosystem. By bringing scientific assessment, rehabilitation, recovery support and performance training closer to athletes, the centre reduced dependence on facilities located outside the region and created a more structured pathway for athlete development.

IV. Efficiency

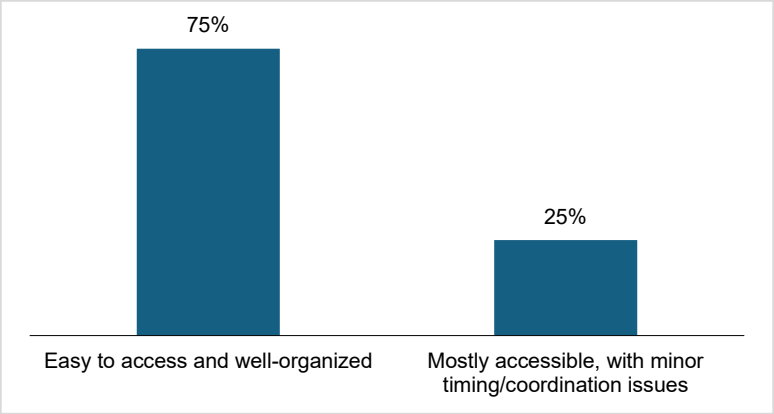


Figure 70: Users experience in accessing the center's services

The assessment findings suggest that the center's services were delivered in an organized and accessible manner. **75%** of respondents reported that the centre was easy to access and well-organized, while the remaining **25%** stated that it was mostly accessible, with minor timing or coordination-related issues. No respondent reported major difficulties in accessing the center's services.

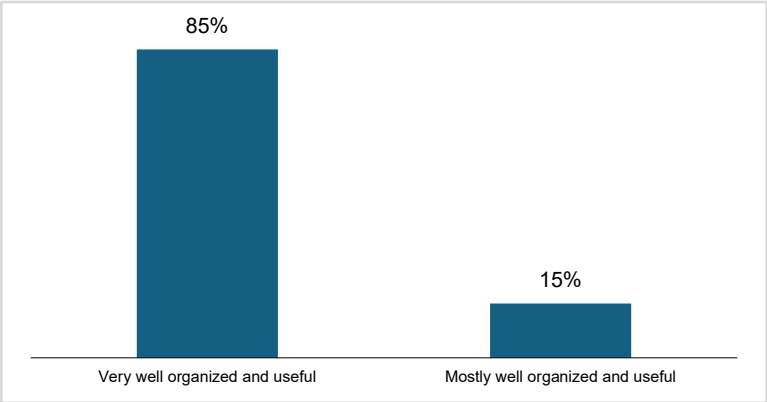


Figure 71: Rating the overall organization and quality of assessments, training or rehabilitation services received

Users also rated the quality and organization of services positively. **85%** of respondents described the assessments, training or rehabilitation services as very well organized and useful, while 15% rated them as mostly well organized and useful. These findings indicate that the centre was able to provide services in a structured manner, with limited operational barriers for users.

The results reflect efficient implementation and service delivery, particularly in terms of accessibility, coordination and perceived usefulness of services. The positive user experience suggests that the center's operational processes were largely effective in enabling athletes to access training, assessment and rehabilitation support.

V. Effectiveness

The centre was effective in delivering a range of services that users considered relevant to their training and rehabilitation needs. Sports-specific assessment and performance testing emerged as the most useful component, reported by **85%** of respondents.



Figure 72: Most useful components of the centre

This was followed by strength and conditioning support, cited by **80%** of respondents. Para-athlete support and equipment was reported as useful by **70%,** while physiotherapy/rehabilitation services and recovery/injury-prevention support were each cited by **55%** of respondents. Nutrition, psychology and cognitive training were reported as useful by **50%** of respondents.

The findings indicate that users valued both performance enhancement and rehabilitation-related services. The strong response for sports-specific assessment, strength and conditioning and para-athlete support suggests that the centre has been effective in introducing structured, scientific and inclusive support systems for athlete development.

100%

Respondents stated the centre provides structured and scientific guidance for training, performance improvement or rehabilitation

All respondents stated that the centre provides structured and scientific guidance for training, performance improvement or rehabilitation. This indicates that the intervention has been effective in shifting athlete support from conventional training approaches towards a more evidence-based and data-driven model.

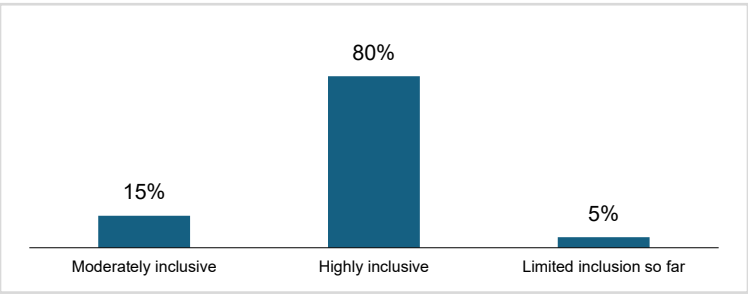


Figure 73: Centre made high-performance training and rehabilitation more inclusive for athletes from underserved areas or para-athletes

The centre also appears to have contributed to greater inclusion in high-performance training and rehabilitation. **80%** of respondents reported that the centre has made such services highly inclusive for athletes from underserved areas or para-athletes, while **15%** considered it moderately inclusive. Only **5%** indicated limited inclusion so far.

Overall, the findings suggest that the centre has been effective in expanding access to specialized sports science services for a wider group of athletes.

VI. Impact

i. Improved access to advanced sports training and rehabilitation

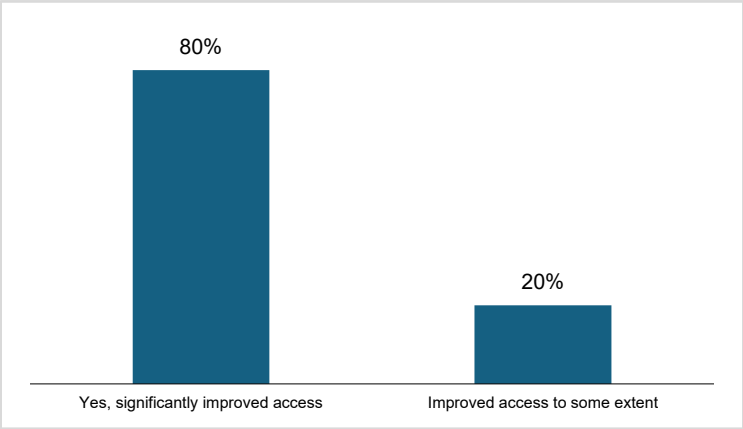


Figure 74: Centre improving access to advanced sports training, assessment or rehabilitation facilities that were earlier difficult to access

A key impact of the centre has been improved access to advanced sports training, assessment and rehabilitation facilities. **80%** of respondents stated that access had significantly improved, while the remaining **20%** reported improvement to some extent. This indicates that the centre has addressed a critical gap by making specialized sports science and rehabilitation services available closer to athletes in Kokrajhar and nearby areas.

The centre has also contributed to reducing travel, time and expenditure for accessing training, assessment or rehabilitation services. **80%** of respondents reported a significant reduction in travel, time or expenditure, while **20%** reported reduction to some extent. This suggests that localized access to high-performance facilities has reduced the dependence of athletes on centres located in other cities.

Table 25: access to the Kokrajhar centre reduced your travel, time or expenditure for training, assessment or rehabilitation

Compared to earlier, has access to the Kokrajhar centre reduced your travel, time or expenditure for training, assessment or rehabilitation?	
Reduced to some extent	20%
Yes, significantly reduced	80%

ii. Improved training readiness and sport-specific performance

The intervention has contributed positively to athletes' training readiness and performance-related outcomes. **90%** of respondents reported significant improvement in training readiness, technique, stamina, strength, speed, flexibility or sport-specific performance, while the remaining **10%** reported some improvement.

Table 26: Users observing any improvement in your training readiness, technique, stamina, strength, speed, flexibility or sport-specific performance

Users observing any improvement in your training readiness, technique, stamina, strength, speed, flexibility or sport-specific performance	
Some improvement	10%

Significant improvement	90%

These findings suggest that the center's assessment, strength and conditioning, performance testing and training guidance have translated into observable improvements in athlete preparedness. The availability of structured and scientific support appears to have improved the ability of athletes to train more effectively and address sport-specific performance gaps.

iii. Improved recovery and injury-prevention support

Table 27: Centre supporting faster recovery, safer return to sport or better injury prevention

If you had an injury or need to recovery, did the centre support faster recovery, safer return to sport or better injury prevention?	
Yes, significantly supported recovery/prevention	85%
Supported to some extent	15%

The centre has had a positive impact on injury recovery and prevention. Among respondents who had an injury or recovery-related need, **85%** reported that the centre significantly supported faster recovery, safer return to sport or better injury prevention. The remaining **15%** reported support to some extent.

This indicates that the rehabilitation and recovery services provided by the centre have helped athletes manage injuries more effectively and improve return-to-sport readiness. The integration of physiotherapy, recovery and injury-prevention support has therefore contributed to reducing injury-related barriers to continued sports participation.

iv. Improved opportunities for athlete progression

Table 28: Centre provides access to better opportunities for talent identification, performance tracking, coaching inputs or participation in higher-level sports pathways

Has the centre helped you access better opportunities for talent identification, performance tracking, coaching inputs or participation in higher-level sports pathways?	
Yes, to some extent	10%
Not yet, but expected in future	5%
Yes, significantly	85%

The centre has also supported improved access to talent identification, performance tracking, coaching inputs and higher-level sports pathways. **85%** of respondents reported that the centre had significantly helped them access such opportunities, while **10%** reported support to some extent. A small proportion, 5%, indicated that such benefits were not yet visible but were expected in the future.



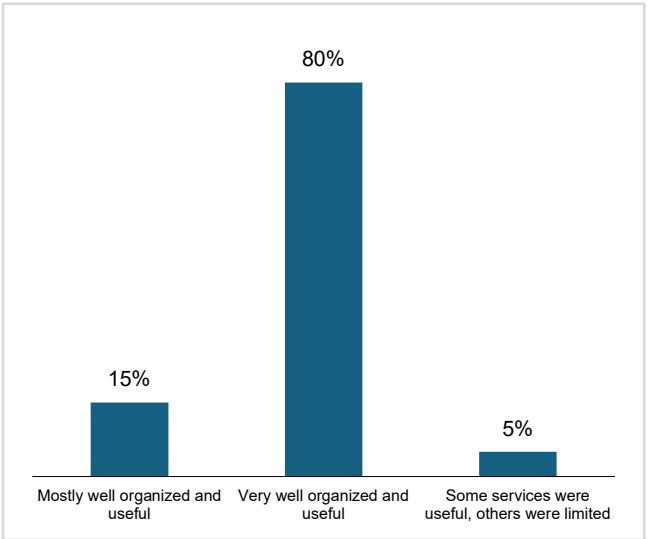


Figure 75: Rating the overall organization and quality of assessments, training or rehabilitation services received

The users had a largely positive experience with the overall organization and quality of assessments, training and rehabilitation services received at the centre. A majority of respondents **(80%)** rated the services as very well organized and useful, while another 15% considered them mostly well organized and useful. Only **5%** of respondents felt that some services were useful while others were limited.

These findings suggest that the centre has been able to deliver its services in a structured and user-oriented manner. The high proportion of respondents rating the services positively reflects effective

coordination, quality of service delivery and relevance of the support provided to athletes. At the same time, the small share of respondents indicating partial usefulness points scope for further strengthening specific service areas, possibly through improved scheduling, follow-up support or wider access to specialized services.

Overall, the results indicate that the centre is functioning as a well-organized facility for sports assessment, training and rehabilitation, with users recognizing the practical value of the services received. This reinforces the center's role in providing structured and scientific support for athlete development in Kokrajhar and nearby areas.

The findings suggest that the centre is contributing to a more structured athlete development pathway. By enabling performance tracking, scientific assessment and coaching-related inputs, the centre has strengthened opportunities for athletes to progress towards higher levels of competition.

Overall, the impact findings indicate that the centre has improved local access to advanced sports science services, enhanced athlete performance and readiness, supported injury recovery and prevention, and strengthened opportunities for talent development in Kokrajhar and nearby areas.

VII. Sustainability

Table 29: Likeliness to continue usage of the centre and improvement in training

Likeliness to continue using the center's training, assessment, recovery or rehabilitation services in the future	Very likely	85%
	Likely	15%
Likeliness of improvements in your training, recovery, performance or injury-prevention practices will continue over time	Very likely to continue	85%
	Likely to continue	15%

The findings indicate strong potential for sustainability of programme outcomes. 85% of respondents stated that they were very likely to continue using the center's training, assessment, recovery or rehabilitation services in the future, while the remaining **15%** reported that they were likely to continue. No respondent indicated uncertainty or unwillingness to continue using the services.

A similar trend was observed with respect to continuation of improvements in training, recovery, performance and injury-prevention practices. **85%** of respondents stated that these improvements were very likely to continue over time, while **15%** considered them likely to continue. This suggests that the centre has contributed not only to immediate service access but also to sustained changes in training and recovery practices among users.

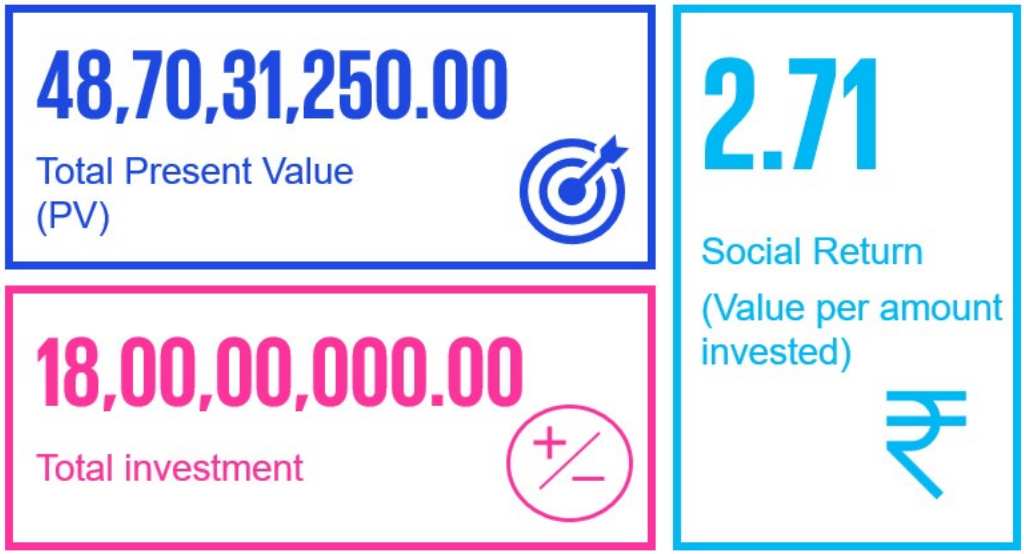
Table 30: Centre's equipment will remain functional and useful with proper maintenance and staffing

Centre's equipment, services and facilities likely to remain functional and useful with proper maintenance and staffing	
Yes, fully functional and sustainable	80%
Mostly functional, with minor maintenance needs	20%

The sustainability of the intervention is further supported by positive perceptions regarding the center's infrastructure and usability. **80%** of respondents reported that the center's equipment, services and facilities were fully functional and sustainable with proper maintenance and staffing, while **20%** considered the most functional with minor maintenance needs.

Overall, the findings suggest that the centre has created a functional and valued sports infrastructure asset for the region. With continued maintenance, staffing and institutional support, the centre is likely to sustain its role in athlete development, rehabilitation, recovery and performance enhancement over time.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 2.71** was created.

The relatively moderate SROI of 2.71 should be viewed in light of the capital-intensive nature of the intervention. The project involved substantial investment in establishing specialized sports training and rehabilitation infrastructure, while many of the long-term benefits, such as enhanced athlete performance, reduced injury burden and sustained utilization of facilities are expected to accrue over several years. As a result, the positive beneficiary outcomes observed during the assessment are likely to generate increasing social value over the operational life of the centre.

Anecdotes

Earlier, access to scientific assessment and rehabilitation support was limited, and many athletes had to travel to other cities for specialized services. At the centre, I was able to undergo performance assessment and understand specific areas where I needed improvement. The guidance on strength, conditioning and recovery helped me train in a more focused manner. The centre has made advanced sports support more accessible for athletes from Kokrajhar and nearby areas.

- Athlete, centre user

After an injury, returning to training was always difficult because proper rehabilitation support was not easily available. The centre helped me with physiotherapy, recovery guidance and a structured plan to gradually return to sport. It also helped me understand how to prevent similar injuries in the future. Having this facility nearby has reduced the need to travel elsewhere and has given athletes like me more confidence to continue training safely.

-Injured athlete, rehabilitation user

OIL CSR support for vulnerable communities in rural areas through awareness and medical camps

I. About the programme

OIL's CSR support CSR support for Divyangjan was directed towards **conducting Health Awareness and Medical Relief Camps** in rural locations of Jaisalmer district, Rajasthan, including Baghewala, Dandewala and Tanot. The intervention was designed to **improve access to basic healthcare services** for vulnerable communities that often face constraints related to availability of doctors, cost of treatment, distance from health facilities and limited awareness on preventive healthcare.



The programme focused on **bridging gaps in community healthcare** through **free medical check-ups, general consultation, dental check-ups, eye check-ups, distribution of medicines, healthy food kits and health awareness activities**. The proposed intervention also emphasized counselling on proper medicine use, diet-related guidance and public health information dissemination in local settings and languages to improve community understanding of health issues.

The project targeted rural residents, school children, women, elderly persons, patients and vulnerable households across the selected villages and locations. Special emphasis was placed on reaching communities through schools, local centres and house-to-house check-ups, with the aim of making healthcare support more accessible to people who may otherwise find it difficult to travel for treatment.

The programme was implemented through a camp-based model involving doctors, specialists, nurses, compounders, volunteers and resource persons. The intervention also incorporated community mobilization, camp publicity, multidisciplinary participation and local volunteer engagement to ensure better outreach and participation.

Through this approach, the project sought to improve access to basic healthcare, enable early identification of health conditions, reduce out-of-pocket expenditure on medicines and basic treatment, and strengthen preventive health awareness among rural communities in Jaisalmer.

II. Impact map

Table 31: Impact map for OIL CSR support for Divyangjan

Stakeholders	Activities	Outputs	Outcomes	Impact
Direct Beneficiaries Rural residents of	Free medical check-up and	Health camps organized; general	Improved access to basic	Improved access to primary

Baghewala, Dandewala and Tanot, including women, elderly persons, school children, patients and vulnerable households	general consultation camps	consultation and medical check-ups provided to rural residents.	healthcare services and early identification of common health concerns.	healthcare among rural and vulnerable households.
Direct Beneficiaries	Distribution of medicines, first aid and basic treatment support	Free medicines, first aid, injections and treatment support provided; patients guided on proper medicine use.	Reduced out-of-pocket expenditure on basic treatment and improved adherence to prescribed care.	Reduced avoidable medical expenses and improved treatment-seeking behaviour.
Direct Beneficiaries	Eye, dental and general health screening	Eye check-ups, dental check-ups and basic health screenings conducted.	Improved awareness of oral, eye and general health conditions among beneficiaries.	Early identification of health issues and improved preventive healthcare action.
Direct Beneficiaries	Health awareness, counselling and diet guidance	Health awareness sessions, diet-related counselling and public health information provided in local settings.	Increased awareness on hygiene, nutrition, disease prevention and proper treatment practices.	Improved health awareness and adoption of preventive health practices.
Indirect Beneficiaries Families, schools, local volunteers, community institutions and wider village community	Community mobilization and health information dissemination	Local volunteers engaged; publicity undertaken through pamphlets, banners, announcements and community channels.	Improved community participation in camps and wider household-level diffusion of health messages.	Strengthened community health awareness and local health-seeking ecosystem.

III. Relevance

Prior to the intervention, beneficiaries reported facing multiple healthcare access challenges. Limited access to doctors or specialist health services emerged as the most commonly reported issue, cited by **96%** of respondents. This was followed by lack of nearby eye, dental and general check-up facilities, reported by **84%** of respondents. Further, **80%** of respondents reported high cost of medicines or treatment, while an equal proportion highlighted difficulty in travelling for treatment, especially for elderly persons and family members.

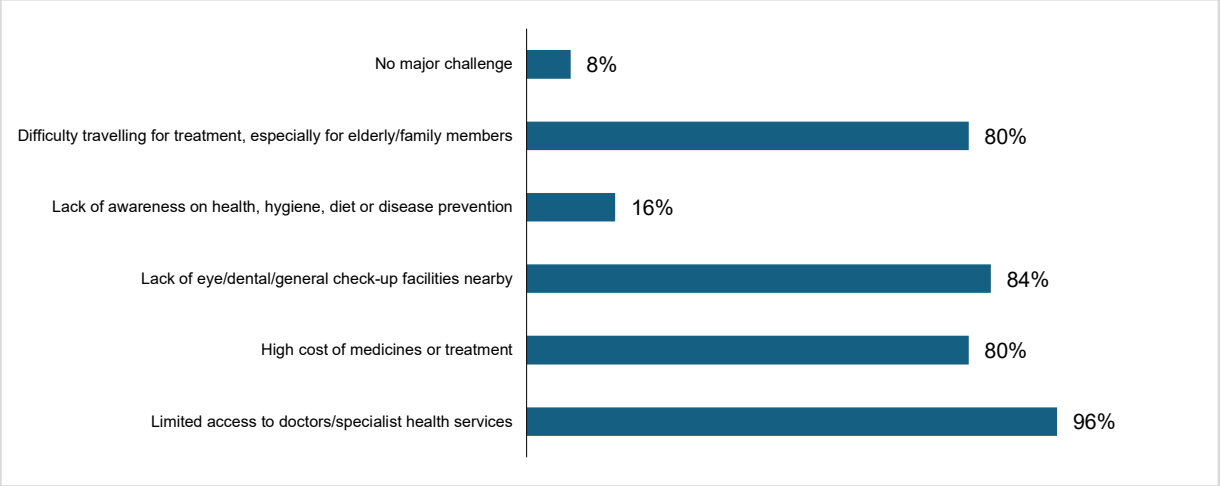


Figure 76: Perceived healthcare access challenges experienced by beneficiaries prior to health facility improvements

The findings indicate that the programme was highly relevant to the healthcare needs of the target communities. The challenges reported by respondents were directly linked to access, affordability and availability of basic health services in rural areas. The project's focus on free consultation, medical check-ups, eye and dental screening, availability of medicines and health awareness was therefore closely aligned with the needs identified by beneficiaries.

Extent to which health facility improvements addressed community healthcare needs and priorities	**100%** of respondents stated they are "Fully Aligned"

All respondents stated that the health facility improvements and camp-based services were fully aligned with community healthcare needs and priorities. This reflects strong beneficiary validation of the project design and indicates that the intervention responded to locally felt gaps in healthcare access and preventive health awareness.

IV. Efficiency

Beneficiaries' assessment of changes in healthcare service accessibility and organization following facility improvements	**100%** respondents stated- Easy to access, well-organized

The assessment findings suggest that the programme was implemented in an accessible and well-organized manner. All respondents reported that healthcare services became easy to access and well-organized following the intervention. This indicates that the camp locations, arrangements and outreach mechanisms were effective in enabling community participation.

Perceived availability and adequacy of essential facility infrastructure and support services after the intervention	**100%** respondents stated- Very well organized and useful

Beneficiaries also reported a positive experience with the organization and usefulness of services provided through the camps. All respondents stated that the intervention was very well organized and useful, reflecting strong satisfaction with the delivery of medical consultation, check-ups, medicines and support services.

The programme design emphasized planning, community coordination, accessible venues, camp information dissemination, volunteer engagement and multidisciplinary participation. These elements appear to have contributed to efficient implementation and helped ensure that services reached beneficiaries in a structured and community-friendly manner.

Overall, the results indicate that the programme was delivered efficiently, with effective mobilization, convenient access and highly perceived usefulness among beneficiaries.

V. Effectiveness

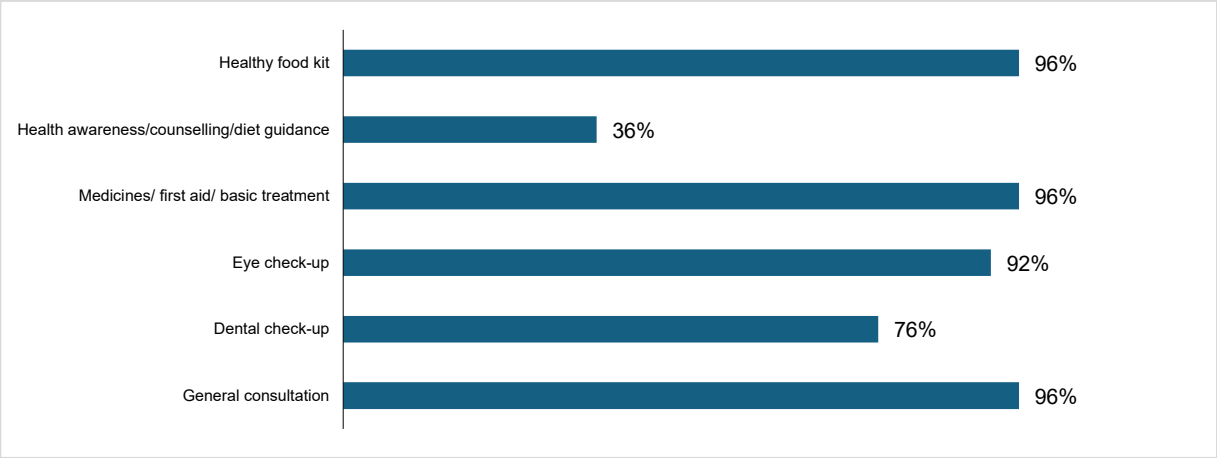
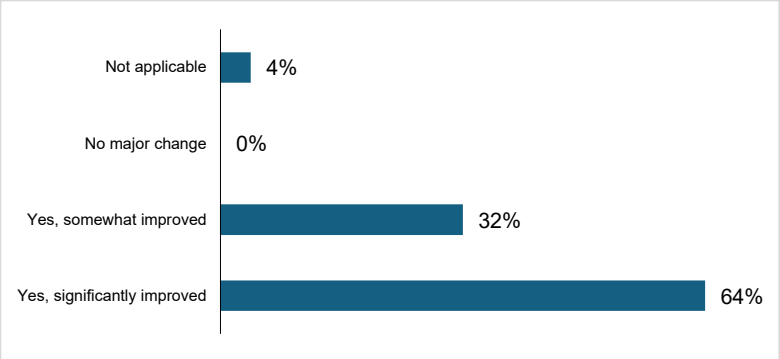


Figure 77: Most valued benefits of the health facility improvements as perceived by beneficiaries

The programme was effective in delivering services that beneficiaries considered useful and relevant. General consultation, medicines/first aid/basic treatment and healthy food kits were each identified as valued benefits by **96%** of respondents. Eye check-ups were reported as useful by **92%,** while dental check-ups were cited by **76%** of respondents. Health awareness, counselling and diet guidance were reported as useful by **36%** of respondents.

The findings suggest that beneficiaries placed high value on the direct service components of the camps, particularly consultation, check-ups, medicines and basic treatment support. These components addressed immediate healthcare needs and helped reduce barriers linked to cost and access.



The programme also contributed to improved health awareness. **64%** of respondents reported significant improvement in awareness on health, hygiene, nutrition, disease prevention or proper medicine use after attending the camps, while **32%** reported some improvement. Only 4% considered the question not applicable.

Level of benefits in utilizing public healthcare services following facility upgrades	**96%** respondents stated- "Yes, significantly easier"

Figure 78: improvement in awareness on health, hygiene, nutrition, disease prevention or proper medicine use after attending the camps

Further, **96%** of respondents stated that utilizing public healthcare services became significantly easier following the intervention. This indicates that the camps not only provided immediate medical support but also helped improve confidence and ease of access to healthcare services.

Overall, the programme was effective in improving access to basic medical care, supporting early screening, providing treatment assistance and strengthening awareness on preventive health practices.

VI. Impact

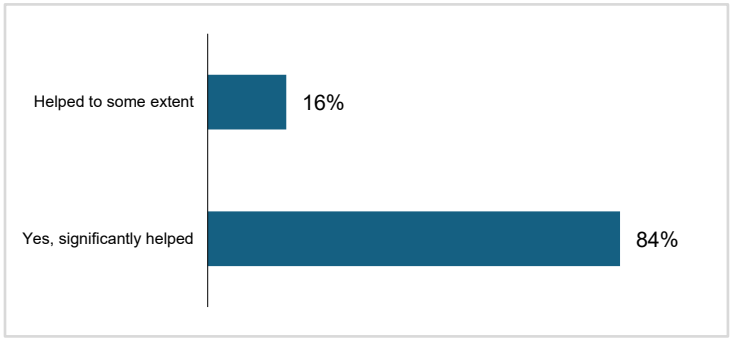


Figure 79: Health camp support in accessing medical consultation or check-up services that may not have been accessed otherwise by the respondents

A key impact of the programme was improved access to medical consultation and check-up services. **84%** of respondents stated that the health camps significantly helped them access medical consultation or check-up services that they may not have accessed otherwise, while the remaining **16%** reported that the camps helped to some extent.

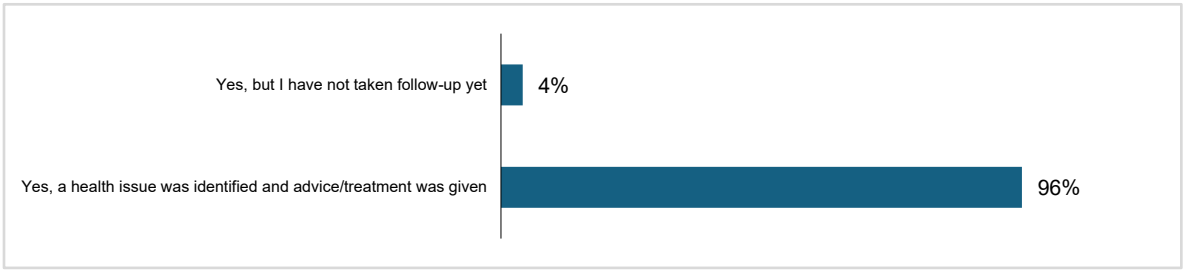


Figure 80: Health camp support in identifying health issue, symptom or condition for which treatment, medicine or referral was advised

The camps also supported identification of health issues and treatment needs. 96% of respondents reported that a health issue, symptom or condition was identified and that advice,

treatment or medicines were provided. A small proportion, **4%,** reported that a health issue was identified but follow-up had not yet been taken.

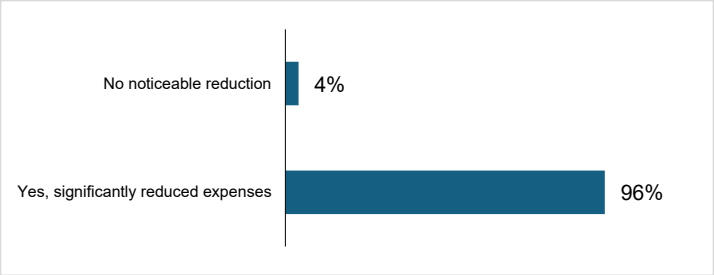


Figure 81: Reduction in household expenses after receiving free consultation, check-up, medicines or health support

The intervention contributed to reducing household health-related expenses. **96%** of respondents reported a significant reduction in household expenses after receiving free consultation, check-ups, medicines or health support through the camps. Only **4%** reported no noticeable reduction.

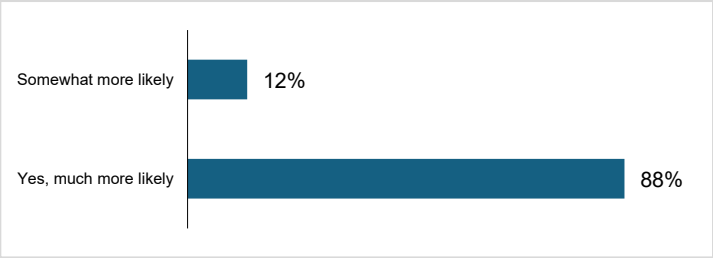


Figure 82: Likelihood of seeking timely medical treatment or follow doctors' advice when health issues arise post attending health camps

The programme also influenced future health-seeking behaviour. **88%** of respondents stated that they were much more likely to seek timely medical treatment or follow doctors' advice when health issues arise after attending the camps, while **12%** reported being somewhat more likely.

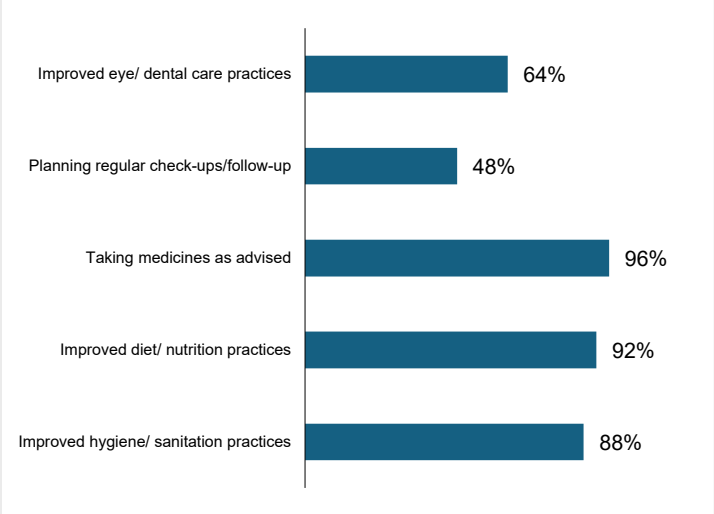


Figure 83: Adoption or improvement of preventive health practices

In terms of preventive health practices, **96%** of respondents reported taking medicines as advised, **92%** reported improved diet or nutrition practices, and **88%** reported improved hygiene or sanitation practices. Further, **64%** reported improved eye or dental care practices, while **48%** indicated planning for regular check-ups or follow-up.

Overall, the impact findings indicate that the programme improved access to healthcare, enabled early identification of health issues, reduced medical expenses and encouraged preventive health behaviour among rural beneficiaries.

VII. Sustainability

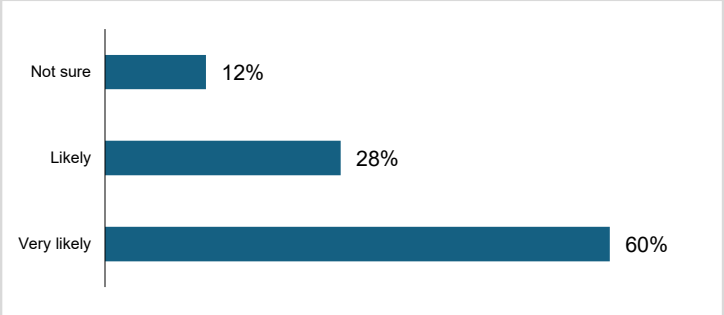


Figure 84: Likelihood of continuing the recommended action post treatment, referral or follow-up

The findings indicate a positive likelihood of continued health-related action among beneficiaries. **60%** of respondents stated that they were very likely to continue the recommended action after treatment, referral or follow-up, while **28%** reported that they were likely to continue. However, **12%** were not sure, indicating the need for stronger follow-up and reinforcement mechanisms.

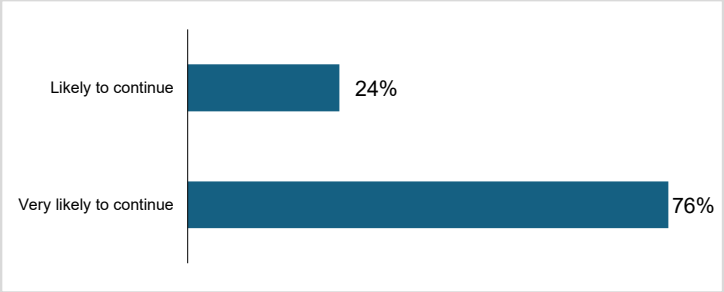


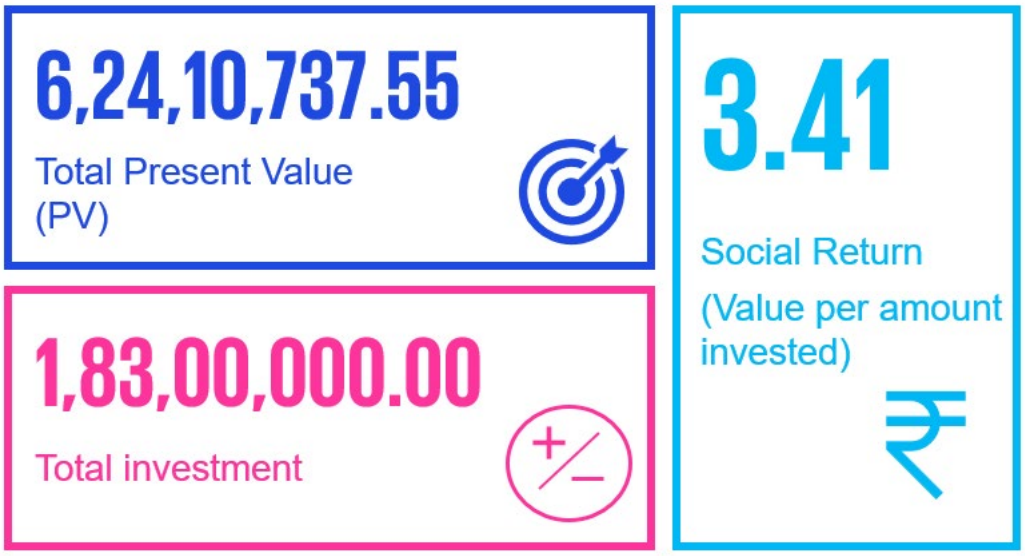
Figure 85: Likelihood of continued utilization of the health facility following infrastructure and service improvements

The likelihood of continued utilization of health services also appears strong. **76%** of respondents stated that they were very likely to continue using health facilities following the intervention, while the remaining **24%** reported that they were likely to continue. No respondent indicated unwillingness to continue.

These findings suggest that the programme helped build confidence in accessing healthcare services and encouraged beneficiaries to continue seeking treatment and preventive care. However, the sustainability of outcomes would depend on periodic follow-up camps, linkage with nearby public health facilities and continued reinforcement of health awareness messages.

Overall, the intervention has created a foundation for sustained health-seeking behaviour, particularly if beneficiaries are supported through continued counselling, referral tracking and periodic community-based health outreach.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 3.41** was created.

IX. Anecdotes

> *Earlier, many people in our village avoided going for check-ups because travelling for treatment was difficult and medicines were costly. Through the health camp, I was able to consult a doctor, get basic tests done and receive medicines without any expense. The doctor also explained how the medicines should be taken. After attending the camp, I feel more confident about seeking treatment on time instead of waiting for the condition to worsen.*
>
> - ***Beneficiary, medical camp participant***

> *The camp was useful because it brought doctors, eye check-up, dental check-up and medicines closer to the village. Elderly persons and children who usually find it difficult to travel were able to access services locally. The awareness session also helped families understand the importance of hygiene, diet and regular check-ups. People in the community now discuss health issues more openly and are more willing to follow medical advice.*
>
> ***-Community member, Jaisalmer***

Health Initiatives in Aspirational Districts

I. About the programme

OIL's CSR programme on **Health Initiatives in Aspirational Districts** was undertaken to **strengthen critical public health infrastructure and service readiness** in identified aspirational districts across Assam and Arunachal Pradesh. The programme covered district-specific healthcare infrastructure interventions in **Namsai, Dhubri and Goalpara**, with a focus on improving access to essential medical facilities, maternal and newborn care support, and hospital-level service delivery systems.



The intervention in Namsai District, Arunachal Pradesh focused on the installation of a **Modular OT System in the MCH Wing/Block of the District Hospital, Namsai**. As Namsai has been earmarked as an aspirational district, the project was designed to support improved surgical and maternal-child health service capacity at the district hospital level.

In Dhubri District, Assam, the programme supported the **strengthening of health facility infrastructure through the purchase of delivery equipment sets, radiant warmers and solar inverters**, along with the upgradation of the **Newborn Stabilization Unit (NBSU).** The intervention was aimed at improving service readiness across health facility centres, particularly for maternal and newborn care.

In Goalpara District, Assam, the programme supported the construction of a piped **water supply scheme at the 200-bedded District Civil Hospital**, Goalpara. The intervention was intended to strengthen basic hospital infrastructure and improve access to reliable water supply, which is essential for maintaining hygiene, sanitation and quality of healthcare delivery in a hospital setting.

The programme was implemented through institutional partnerships with the respective district administrations, with OIL providing CSR support and the district authorities responsible for implementation, supervision, quality control, maintenance and long-term use of the assets created. The programme also included provisions for project monitoring, documentation, submission of completion reports and physical verification, thereby ensuring accountability in implementation.

Through these district-specific interventions, the programme sought to address critical gaps in healthcare infrastructure in aspirational districts. By supporting surgical infrastructure, newborn care equipment, energy support for health facilities and essential hospital utilities, the initiative contributes to improved public health service delivery and strengthens the capacity of district-level health systems to serve vulnerable communities.

II. Impact map

Table 32: Impact map for health initiatives in aspirational districts

Stakeholders	Activities	Output	Outcome	Impact
Direct Beneficiaries- Patients, mothers, newborns, women, in-patients, out-patients and households accessing public health facilities in Goalpara, Dhubri and Namsai	Strengthening essential hospital infrastructure and utilities: construction of piped water supply in District Civil Hospital, Goalpara; installation of solar inverters in health facilities in Dhubri.	Piped water supply system created in 200-bedded District Civil Hospital, Goalpara.	Improved availability of basic utilities required for safe and uninterrupted healthcare delivery.	Improved healthcare infrastructure readiness and continuity of services in aspirational districts.
		Solar inverters installed in selected health facilities in Dhubri.	Better service readiness in public health facilities.	
	Provision of critical maternal, newborn and procedural care equipment: installation of Modular OT in Namsai; supply of delivery equipment sets, radiant warmers and upgradation of NBSU in Dhubri.	Modular OT system installed in MCH Wing/Block of District Hospital, Namsai.	Improved institutional capacity to provide safer deliveries, newborn stabilization and OT-based services.	Improved access to quality maternal, newborn and hospital-based care in aspirational districts.
		Delivery equipment is provided in	Better availability of critical equipment for	

		multiple health facilities in Dhubri.	maternal and newborn care.	
		Radiant warmers are provided in selected health centres.		
		NBSUs upgraded in selected block PHCs.		
	Improving service continuity and local treatment readiness through facility upgrades, installation, commissioning and operationalization of equipment/infrastructure.	Health facilities become better equipped and functional for intended clinical use	Reduced service disruption due to lack of water, power or equipment.	Reduced delays, referral burden and barriers to timely healthcare access.
		Services can be delivered with better infrastructure support at district/block/local level.	Improved local access to essential care and reduced dependence on distant facilities.	
Indirect Beneficiaries- Healthcare staff, district health administration, caregivers, local communities and public health system	Strengthening district public health system through infrastructure support under aspirational district programme.	District administration receives financial assistance to create/upgrade health infrastructure and equipment.	Improved facility functionality and system readiness for service delivery.	Strengthened district-level healthcare ecosystem and institutional capacity in aspirational districts.
		Facilities are handed over for use, operation and maintenance by district authorities.	Better support environment for health personnel and patient care.	

III. Relevance

Prior to the intervention, respondents reported multiple constraints in accessing quality healthcare services at local public health facilities. The most commonly reported challenge was the lack of essential equipment or facilities, cited by **87%** of respondents. This was followed by poor

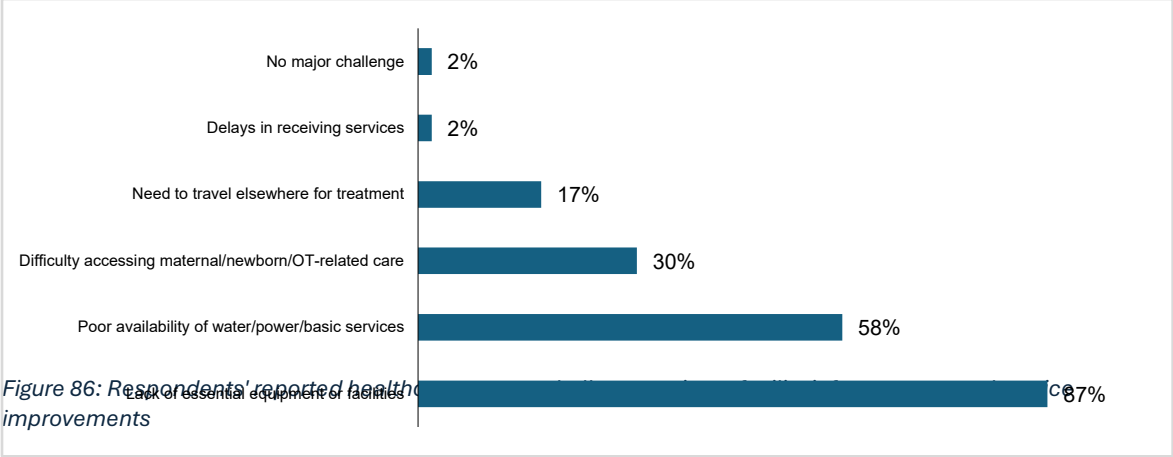


Figure 86: Respondents' reported health improvements

availability of water, power and other basic services, reported by **58%** of respondents. Further, **30%** of respondents indicated difficulty in accessing maternal, newborn or OT-related care, while **17%** reported the need to travel elsewhere for treatment. Only a small proportion reported delays in receiving services or no major challenge.

These findings suggest that the intervention was relevant to the infrastructure and service-readiness gaps faced by the target communities. The reported challenges were not limited to medical treatment alone but extended to the availability of essential hospital infrastructure, basic utilities, maternal and newborn care facilities, and procedural support.

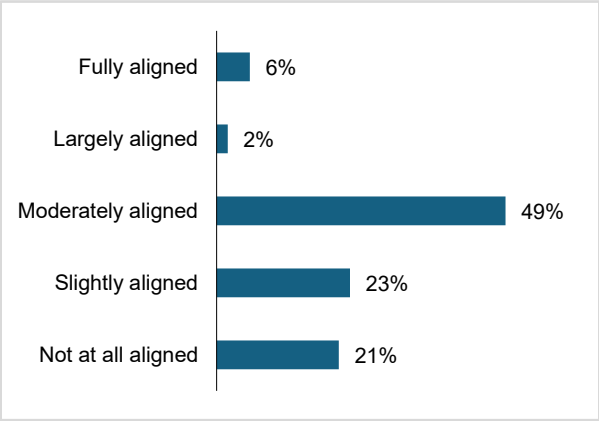


Figure 87: Perceived alignment of facility improvements with local healthcare needs and community expectations

The assessment findings suggest that the facility improvements have made a positive contribution towards addressing local healthcare needs and strengthening service delivery infrastructure. A majority of respondents perceived the intervention to be at least moderately aligned with community requirements, reflecting the relevance of the infrastructure support provided. Additionally, 23% reported that the improvements addressed certain aspects of their healthcare needs, indicating broader recognition of the benefits associated with strengthened facility infrastructure. Overall, the intervention has enhanced healthcare service readiness and created a stronger foundation for improved healthcare access and quality of care, while also presenting opportunities to further deepen community engagement and service responsiveness in the future.

Overall, the intervention addressed key healthcare access gaps in aspirational districts, particularly those related to equipment, basic facility infrastructure, maternal and newborn care readiness and hospital support systems.



KPMG team interaction with Deputy Commissioner, Namsai

IV. Efficiency

The findings indicate that the intervention contributed to improvements in accessibility, organization and overall patient experience at supported health facilities.

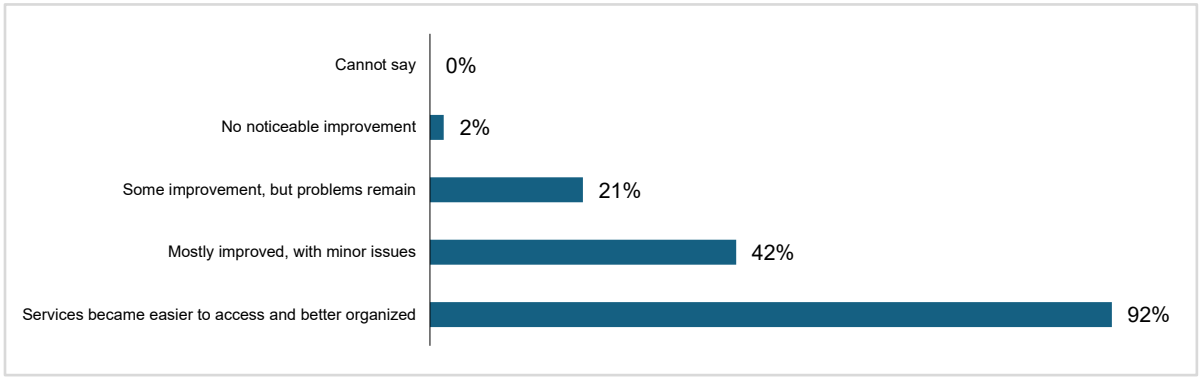


Figure 88: Beneficiary assessment of changes in service accessibility, organization, and overall patient experience following the intervention

A large proportion of respondents reported that services became easier to access and better organized following the intervention. Respondents also noted that services had mostly improved, although minor operational issues remained in some cases.

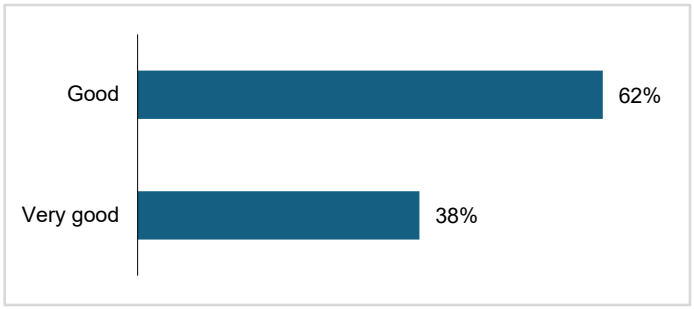


Figure 89: Perceived adequacy of essential facility infrastructure and support services after project implementation.

Regarding essential facility infrastructure and support services after project implementation, **62%** of respondents rated the adequacy of infrastructure as good, while **38%** rated it as very good. This suggests that the facility improvements were visible to users and contributed to a more functional service environment.

Beneficiaries and their families identified improved water supply in hospitals as the most valued facility improvement, reported by **47%** of respondents. This was followed by availability of

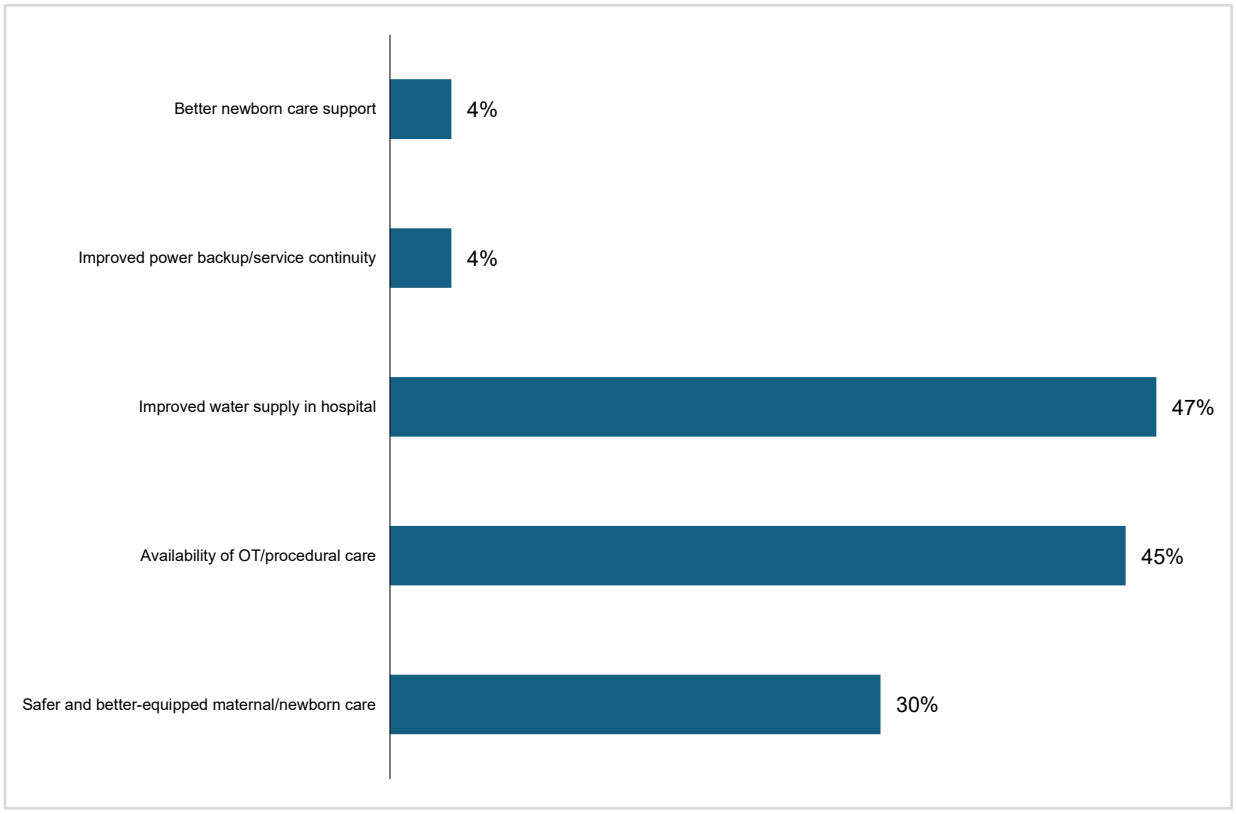


Figure 90: Most valued health facility improvements identified by beneficiaries and their families

OT/procedural care, cited by **45%**, and safer and better-equipped maternal/newborn care, reported by **30%**. Smaller proportions highlighted improved power backup or service continuity and better newborn care support.

The findings suggest that the project was implemented in a manner that improved the basic functioning of health facilities. Improvements in water supply, procedural care and maternal-newborn infrastructure appear to have contributed to better service organization and a more enabling environment for healthcare delivery.



V. Effectiveness

The intervention appears to have contributed positively to the perceived quality of care at supported health facilities. 85% of respondents reported that the quality of care had improved significantly following the facility strengthening interventions, while the remaining 15% reported improvement to some extent. No respondent reported absence of change or inability to assess the improvement.

Table 33: Community perception of improvements in quality-of-care following facility strengthening interventions

Community perception of improvements in quality-of-care following facility strengthening interventions.	Yes, significantly	85%
	Yes, to some extent	15%
	No major change	0%
	Cannot say	0%

Table 34: Level of benefits in utilizing local public health services after facility upgrades

Level of benefits in utilizing local public health services after facility upgrades.	Yes, much more confident	26%
	Somewhat more confident	74%
	No major change	0%
	Less confident	0%
	Cannot say	0%

The project also contributed to improved confidence in utilizing local public health services. **26%** of respondents stated that they were much more confident in using the local facility after the

upgrades, while **74%** reported being somewhat more confident. This indicates that the improvements helped strengthen community trust in local healthcare services, although continued efforts may be required to build stronger confidence among all user groups.

The findings suggest that the facility upgrades were effective in improving the perceived quality and usability of public health services. By addressing infrastructure gaps and strengthening service readiness, the intervention enabled beneficiaries to view local facilities as more capable of meeting healthcare needs.

Overall, the intervention was effective in improving beneficiary perception of healthcare quality and increasing willingness to use local public health facilities.

VI. Impact

i. Improved access to healthcare services

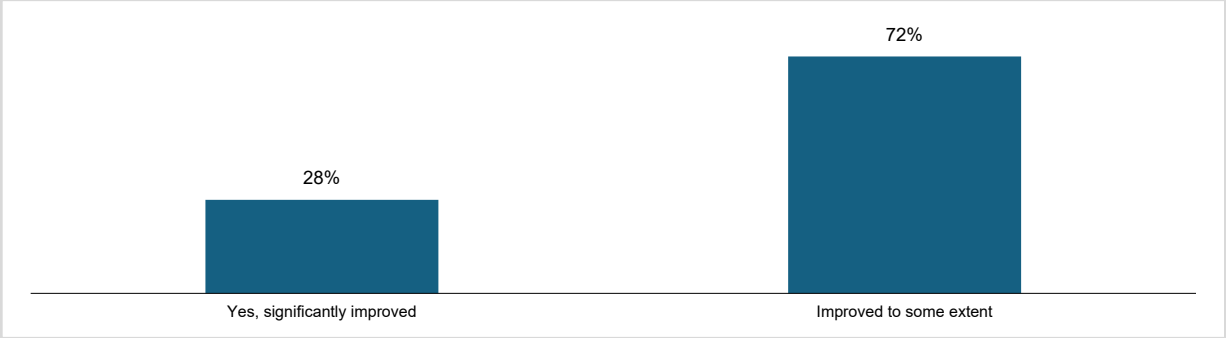


Figure 91: Perceived impact of facility upgrades on access to healthcare services for households

The project contributed to improved access to healthcare services for households in the supported districts. **28%** of respondents reported that access had significantly improved, while **72%** stated that access had improved to some extent. This indicates that the facility strengthening interventions helped make healthcare services more accessible, although the extent of improvement varied across respondents.



Figure 92: Perceived preparedness of the facility to deliver safe maternal and newborn healthcare services after improvements

The intervention also improved the perceived preparedness of facilities to deliver safe maternal and newborn healthcare services**. 38%** of respondents felt that the facilities were significantly better prepared after the improvements, while **62%** reported that facilities were better prepared to some extent.

ii. Reduced travel, waiting time and external referrals

Table 35: Perceived reduction in travel, waiting time, and external referrals resulting from facility improvements

Perceived reduction in travel, waiting time, and external referrals resulting from facility improvements.	Yes, significantly less	34%
	Less to some extent	66%
	No major change	0%
	Delays/referrals still continue	0%
	Cannot say	0%

The project appears to have contributed to reducing travel, waiting time and dependence on external referrals. **34%** of respondents reported a significant reduction in travel, waiting time or referrals, while **66%** reported reduction to some extent. This suggests that strengthening local health facilities helped reduce the need for beneficiaries to seek services elsewhere.

The reduction in travel and external referrals is particularly relevant for aspirational districts, where distance, cost and delayed access can create barriers to timely healthcare. By strengthening local public health infrastructure, the project helped bring essential services closer to communities.

iii. Reduction in healthcare and travel-related expenses

Table 36: Beneficiary perception of healthcare and travel cost savings attributable to facility improvements

Beneficiary perception of healthcare and travel cost savings attributable to facility improvements.	Yes, significantly reduced	32%
	Reduced to some extent	68%
	No noticeable reduction	0%
	Expenses increased for other reasons	0%
	Cannot say	0%

The intervention also appears to have contributed to cost savings for beneficiaries. **32%** of respondents reported a significant reduction in healthcare and travel-related costs due to facility improvements, while **68%** reported reduction to some extent. No respondent reported an increase in expenses or absence of noticeable reduction.

These findings suggest that improved availability of services at local facilities may have reduced out-of-pocket expenditure associated with travel, referrals and accessing care outside the district.

Overall, the impact findings indicate that the programme improved access to healthcare services, enhanced facility preparedness, reduced reliance on external services and contributed to perceived savings in healthcare-related expenditure for beneficiary households.

VII. Sustainability

Table 37: Likeliness of continuing using this health facility in the future and likeliness of facilities being useful in the future

How likely are you to continue using this health facility in the future because of the improvements?	Very likely	66%
	Likely	34%
In your opinion, are the improved facilities/equipment likely to remain usable and functional if properly maintained?	Yes, fully likely	25%
	Likely with minor maintenance needs	75%

The findings indicate a positive likelihood of continued use of the improved health facilities. **66%** of respondents reported that they were very likely to continue using the health facility in the future because of the improvements, while **34%** stated that they were likely to continue. This reflects increased user confidence and perceived value of the facility upgrades.

Respondents also expressed confidence in the continued usability of the improved facilities and equipment, provided proper maintenance is ensured. **25%** of respondents felt that the improved facilities and equipment were fully likely to remain usable and functional, while **75%** considered them likely to remain functional with minor maintenance needs.





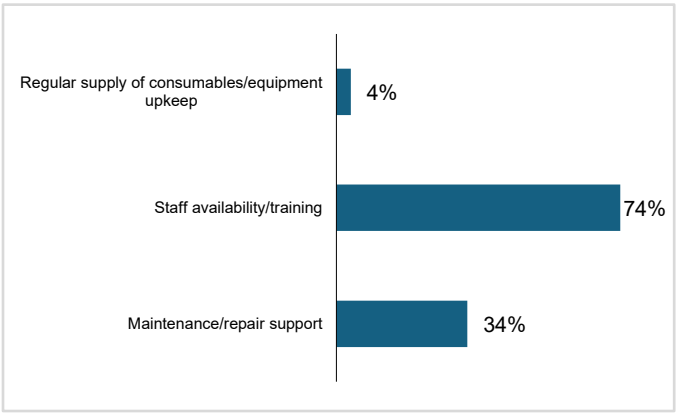
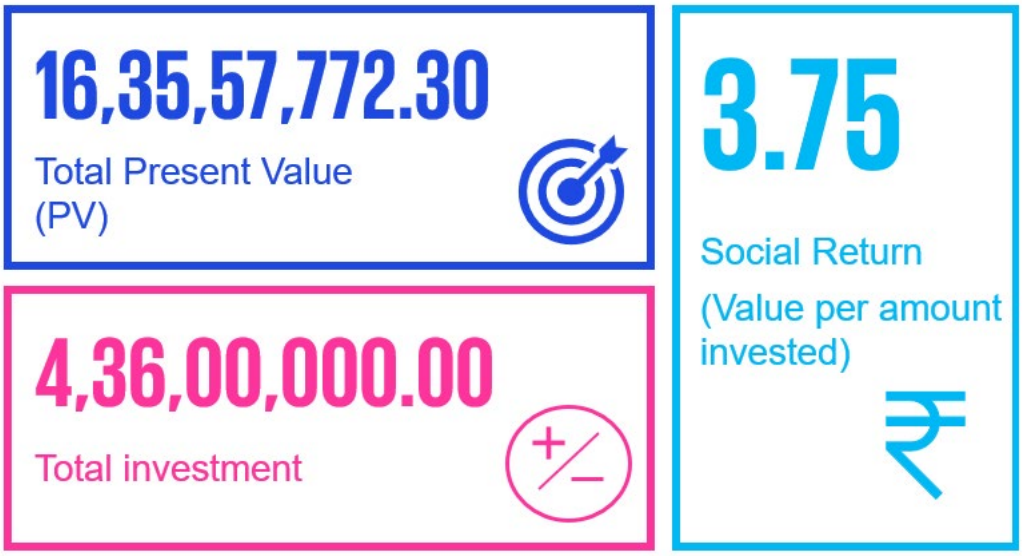


Figure 93: Priority support measures identified by respondents to sustain project benefits and service improvements.

When asked about priority support measures required to sustain project benefits, **74%** of respondents identified staff availability and training as a key requirement. This was followed by maintenance and repair support, cited by **34%** of respondents. A smaller proportion highlighted the need for regular supply of consumables and equipment upkeep.

The findings suggest that while the infrastructure created under the intervention is valued and likely to be used, sustainability will depend on regular maintenance, trained personnel, operational support and continued service readiness.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 3.75** was created.

IX. Anecdotes

> *Earlier, many people in the area had to travel outside the district for certain services because the local facility did not have adequate infrastructure or equipment. After the improvements, the facility has become more useful for families like ours. It has reduced the need to travel frequently and has given us more confidence to rely on local public health services.*
>
> *- **Beneficiary family member***

> *The improvements in the hospital have made a visible difference in the way people experience services. Facilities such as better water supply, equipment and support for maternal and newborn care have helped make the hospital more dependable. People now feel that essential services are available closer to home, which saves time and reduces the burden on families.*
>
> ***-Community member, aspirational district***

C. Skill Development Programmes

C. Skill Development Programmes

Coherence

- Alignment of the programmes with SDGs



Table 38: Alignment with SDGs- Skill development

SDG Goal	Target	Sub-targets [83]	Coherence
GOAL 4	**Quality Education**	4.1 By 2030, ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and effective learning outcomes. 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.	The skill development programmes align with SDG 4 by providing structured learning opportunities to youth from underserved backgrounds, enabling access to quality skill-based vocational education.
GOAL 8	Decent Work and Economic Growth	**8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people. **8.6** By 2020, substantially reduce the proportion of youth not in employment, education, or training.	The programmes contribute to SDG 8 by improving access to employment opportunities through placement-linked skill training. By equipping youth with industry-relevant competencies and facilitating workforce entry, the initiative promotes productive employment, enhances income-earning potential, and supports the transition of youth into decent and sustainable livelihoods.

[83] https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

GOAL 10	Reduced Inequalities	**10.2** By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of income or other status.	The programme aligns with SDG 10 by targeting youth from low-income and marginalized communities, thereby reducing barriers to skill development and employment. By creating inclusive access to training and livelihood opportunities, the initiative helps bridge socio-economic gaps and promotes greater equity in access to economic resources and opportunities.

- Alignment of the programme with National Priorities – Government schemes and programmes

Table 39: Alignment with national priorities- Skill development

Programme	Brief Description	Coherence
Viksit Bharat @ 2047[84]	Viksit Bharat@2047 is the Government of India's long-term vision to transform India into a developed nation by 2047, marking 100 years of independence. The initiative outlines a comprehensive roadmap across key pillars: • Economic Growth: Sustained high GDP growth and global competitiveness • Social Equity: Universal access to quality education, healthcare, and poverty eradication • Youth Empowerment: Skill development, employment generation, and inclusive education • Environmental Sustainability: Net-zero emissions and green infrastructure • Technological Advancement: Innovation-driven industrial and digital transformation • Inclusive Development: Targeted support for marginalized groups, including women, youth, and the poor	The skill development programme supports Viksit Bharat's focus on youth empowerment and inclusive growth by providing structured training to underserved youth, improving their employability, and enabling upward socio-economic mobility. By enhancing workforce readiness, the programme contributes to India's long-term goal of creating a productive and future-ready labour force.

[84] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India

Skill India Mission (National Skill Development Mission)	Skill India Mission consolidates skill initiatives under a unified institutional framework to improve training quality, expand vocational education access, and promote industry-led standards across sectors. It focuses on strengthening skilling infrastructure and enabling large-scale workforce development.	The programme contributes to the Skill India Mission by delivering high-quality, industry-aligned training and enabling participants to transition into sustainable employment. Its emphasis on inclusivity, capability building, and labor market integration supports the mission's goal of creating a competent, job-ready workforce nationwide.

Skill Development Institute, Guwahati

I. About the programme

The Skill Development Institute Guwahati is a **placement linked skill development initiative for unemployed youths of Northeast India during FY 2024-25**. The programme aims to enhance employability and livelihood opportunities for unemployed youth by providing industry-relevant training and facilitating placement support. The key courses offered included Industrial Electrician (Oil & Gas), Industrial Welder (Oil & Gas), and Retail Outlet Roof Top Solar Installer (Oil & Gas).

The project follows a structured, residential training model and includes mobilization, counselling, and screening of candidates, followed by training, assessment, certification, and placement facilitation. Training is delivered in alignment with the National Skills Qualifications Framework (NSQF) and incorporates a combination of theoretical instruction, practical exposure, and soft skills such as communication, discipline, and workplace readiness.

During the reporting period, the project reached a total of 240 youth candidates, with a minimum eligibility of Class 12th. The training programmes were delivered over a duration of approximately 600 hours. Post-training, candidates were supported through placement facilitation to enable their transition into employment opportunities.

II. Impact map

Table 40: Impact map for Skill Development Institute

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries-Youth	Mobilization of youth	Youth mobilized through outreach campaigns Candidates counselled and screened	Increased enrolment of eligible youth in skill training	Enhanced employability and skills among candidates
	Training of youth (Trade-related training, Theory and Lab Practical)	Trainees trained in industry-relevant trades	Improved technical skills in selected trades	
	Soft Skills, English & Personality Development	Sessions conducted for trainees on communication, discipline, and workplace behavior	Improved confidence and communication skills	
	Assessment, Certification & Placement Support	Trainees assessed and provided certification Trainees provided placement support, including mock interviews, resume building, etc.	Better preparedness for workplace and interviews Increased access to employment opportunities	Improved income levels for the candidates

Indirect Beneficiaries- Employers (Industry partners)	Industry engagement and placement facilitation	Employers engaged in placement drives/recruitment efforts	Reduced hiring time and training costs	Improved availability of job-ready skilled workforce

III. Relevance

Prior to joining the programme, beneficiaries reported a range of challenges that constrained their access to employment and skill development opportunities. **Lack of access to skill training** was reported as the most commonly reported challenge, cited by **30%** of respondents. This was followed by lack of technical skills required for jobs **(22%)** and difficulty in finding stable employment (**19%).** Limited awareness of job opportunities and financial constraints were each reported **by 15%** of beneficiaries, while 4% indicated that they were not engaged in any income-generating activity.

The findings suggest that beneficiaries faced barriers related to both skill acquisition and labor market access. The programme's focus on industry-oriented technical training, practical exposure, certification and placement facilitation was aligned with addressing these constraints and supporting youth in improving their employability.



Beneficiaries were also asked to assess the extent to which the programme addressed the needs of the target community. Overall **89%** of respondents shared that the **programme was aligned to their needs**. While 15% of respondents reported that the programme was largely aligned with community needs, 41% considered it moderately aligned and 33% rated it as slightly aligned. A further 11% reported that the programme was not aligned with their needs.

The findings indicate that although beneficiaries recognized the relevance of the programme in addressing skill-related challenges, perceptions regarding the extent of alignment varied across respondents. This suggests that training was relevant to many participants, while there may be opportunities to further strengthen alignment with the diverse aspirations and employment expectations of enrolled youth.

IV. Efficiency

Beneficiaries were asked to provide feedback on their experience with programme implementation and delivery. More than half of the respondents **(56%)** described the programme as either well-organized with relevant and useful sessions **(19%)** or mostly well-organized with only minor issues **(37%).** At the same time**, 22%** reported that some sessions were repetitive or less useful, while **11%** indicated facing delays or coordination issues. Another **11%** described the programme as poorly organized.

Overall, the findings suggest that programme implementation was viewed positively by a majority of beneficiaries, with training activities and support services being delivered in a structured manner. However, responses also indicate variations in participant experiences, particularly with respect to session quality and programme coordination.



V. Effectiveness

The assessment examined the usefulness of programme components from the perspective of beneficiaries. Practical and hands-on learning was reported as a useful aspect of the programme by **74%** of respondents, who highlighted the value of practical and laboratory sessions. This was followed by technical trade-specific training, which was identified as useful by **56%** of beneficiaries. Smaller proportions of respondents reported that soft skills and communication training **(11%)** and exposure to workplace practices **(11%)** were useful components of the programme. The findings suggest that beneficiaries derived the greatest value from the practical elements of the training curriculum, reflecting the importance of hands-on exposure in developing technical competencies.

Beneficiaries were also asked about their prior exposure to skill development programmes. Nearly two-thirds of respondents **(63%)** reported that they had not attended any skill development training before joining SDIG. Among those who had prior training experience, **30%** stated that the SDIG programme was better than previous programmes, while only **4%** considered previous training to be better. Another **4%** reported no major difference between SDIG and earlier training experiences. These findings indicate that the programme was able to provide meaningful learning opportunities for first-time trainees while also being positively perceived by beneficiaries with prior training exposure.



VI. Impact

The assessment examined changes in employment status, income levels, workplace readiness, skills and household-level economic outcomes among beneficiaries following participation in the programme. The findings across key impact areas are presented below.

i. Increased income levels

The programme contributed to improvements in beneficiaries' income levels. The average monthly income increased from **INR 12,455** prior to participation to **INR 18,167** following placement of the beneficiaries. of the programme. This represents an increase of approximately **INR 5,712** per month, equivalent to a **46%** rise in average income for the beneficiaries post the completion of programme. The findings suggest that the skills acquired through the programme supported beneficiaries in accessing improved earning opportunities and strengthening their economic participation.

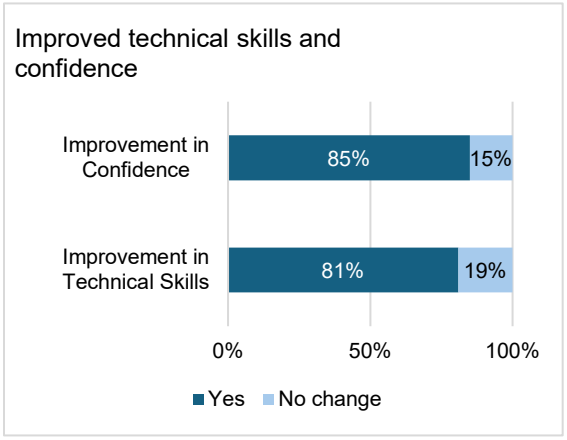
Changes in respondents' activity status were also observed following programme completion. Prior to joining the programme, **52%** of respondents were engaged in self-employment activities, **44%** were unemployed or students, and 4% were employed. At the time of the assessment, **56%** reported being self-employed and **41%** were pursuing education, while **4%** reported being unemployed and actively seeking work. These findings indicate that beneficiaries continued to participate in livelihood and educational activities after completing the programme. In addition, around 96% of respondents indicated that, in the absence of the project, their income situation would have been either non-existent or slightly lower, suggesting a perceived contribution of the programme to their income levels.

ii. Enhanced workplace readiness and employability

The programme sought to strengthen beneficiaries' readiness for employment through technical training, practical exposure and soft skills development. When asked about their preparedness for work, **70%** of beneficiaries reported being somewhat prepared for their job, while 30% reported being slightly prepared. No respondent indicated that they were unprepared. The findings suggest that the programme contributed to building foundational workplace readiness among participants and supported their transition towards employment-oriented opportunities.

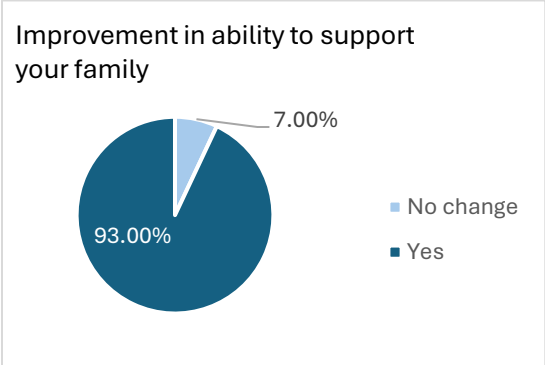
iii. Improved technical skills and confidence

The programme aimed to strengthen both technical competencies and personal development among beneficiaries. A majority of respondents **(81%)** reported that their technical skills had somewhat improved following participation in the programme, while **19%** reported no change. Similarly, **85%** of beneficiaries reported improvements in confidence and communication abilities after training, while 15% reported no change. These findings indicate that the programme contributed not only to the development of technical capabilities but also to strengthening confidence and communication skills, which are important for workplace participation and career progression.



iv. Improved ability to contribute to household income

Beneficiaries were asked whether participation in the programme had improved their ability to support their families financially. Most respondents **(93%)** reported that their ability to contribute to household finances had somewhat improved, while **7%** indicated no change. The findings suggest that income gains and enhanced livelihood opportunities have translated into positive household-level outcomes, enabling beneficiaries to play a greater role in supporting family expenditures.

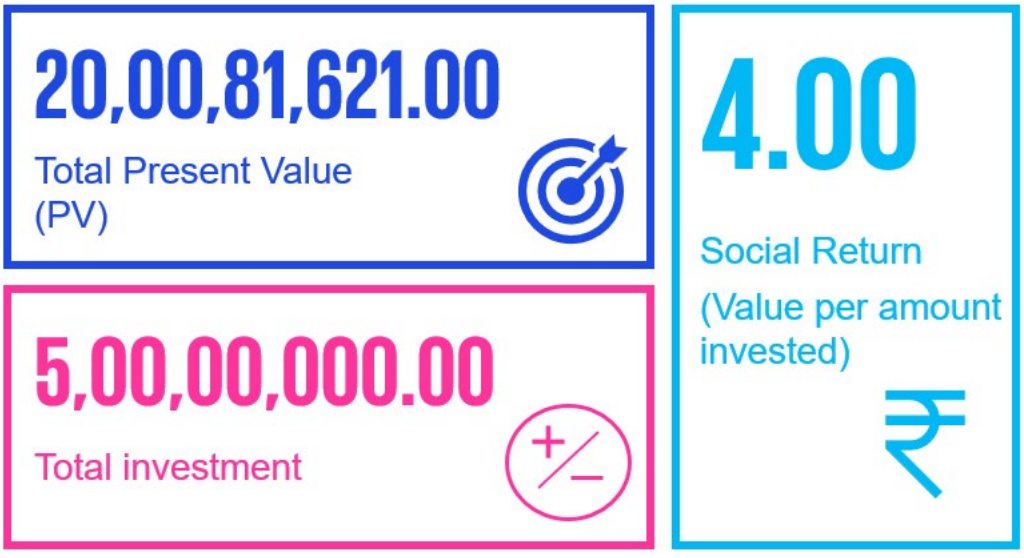


VII. Sustainability

The assessment examined the extent to which beneficiaries continue to apply the skills acquired through the programme after completion of training.

Most respondents reported ongoing use of programme-acquired skills. Specifically, **44%** indicated that they use the skills occasionally, while **11%** reported regularly applying them in their work. However, **41%** stated that they had learned the skills but were not currently using them, and 4% reported that they were unable to use the skills after training. The findings suggest that programme-acquired skills continue to have relevance for a proportion of beneficiaries, particularly those engaged in work or livelihood activities. At the same time, the relatively high share of beneficiaries who are not currently using the skills may be linked to continued education, employment transitions or limited opportunities within the trained trades. This indicates varying levels of sustainability across beneficiaries and highlights the importance of continued pathways for skill utilization and career progression.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 4.00** was created.

IX. Anecdotes

> *Before joining the training, I was unsure about the skills required for such technical jobs. The practical sessions helped me understand equipment, safety procedures and workplace requirements. Although I am still exploring long-term opportunities, I feel more confident applying for jobs and discussing my skills with employers.*
>
> *– Beneficiary, Industrial Electrician course*

> *The training provided exposure to areas that I had not learned before, especially through practical labs. The course helped improve my technical knowledge and communication skills. I now have a clearer understanding of the career options available in the sector.*
>
> *– Beneficiary, Industrial Welder course*

OIL Swabalamban

I. About the programme

Project OIL Swabalamban is a **placement linked** skill development initiative **for unemployed youths of OIL's operational areas of Assam, Arunachal Pradesh and Tripura. The training centre was located in Guwahati, Assam during FY 2024-25**. The programme aims to improve employability of unemployed youth from low-income backgrounds through training in **the tourism and hospitality sector.** The project follows a residential, placement-linked training model. It includes mobilization, counselling, training, certification, placement support **and post placement follow-up for six months.** The training covers technical skills as well as sessions on communication, discipline, grooming, and workplace behavior.

During the reporting period, the project trained 660 youth, with minimum eligibility of Class 10. Training duration ranged from 3 to 4 months and covered the following trades:

- Guest Service Associate: Housekeeping
- Guest Service Associate: Front Office
- Food & Beverage Service Assistant



Training was aligned with Sector Skill Council and **National Skill Development Corporation's** requirements for assessment and certification. Placement support included resume preparation and interview preparation. A total of **625** candidates were placed in hospitality organizations **with a placement percentage of 94.70%.**

II. Impact map

Table 41: Impact map for project OIL Swabalamban

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries-Youth	Mobilization of youth *(logistic support-transportation to training centres)*	Youth mobilized through outreach campaigns Candidates counselled and screened	Increased enrolment of eligible youth in skill training	Enhanced employability and skills among candidates
	Training of youth *(Trade-related training, Theory Lab Practical, on-the job trainings with facilities of hostel, uniform and other study essentials)*	Trainees trained in industry-relevant trades	Improved technical skills in selected trades	
	Soft Skills, English & Personality Development	Sessions conducted for trainees on communication, discipline, and workplace behavior	Improved confidence and communication skills	
	Tie ups with reputed properties/organizations in the Tourism and Hospitality Sector for placements	Partnerships established with hospitality industry employers and placement opportunities facilitated for trained candidates	Increased access to employment opportunities and improved placement rates among trained youth.	
	Assessment, Certification & Placement Support	Trainees assessed and provided certification Trainees provided placement support, including mock interviews, resume building, etc.	Better preparedness for workplace and interviews Increased access to employment opportunities	Improved income levels for the candidates
	Six (06) monthly follow up process	Periodic tracking and mentoring support provided to trained candidates after course completion	Improved job retention, resolution of workplace challenges and continued engagement with beneficiaries	Sustained employment outcomes, career progression and long-term economic resilience among beneficiaries
Indirect Beneficiaries-Employers (Industry partners)	Industry engagement and placement facilitation	Employers engaged in placement drives/recruitment efforts	Reduced hiring time and training costs	Improved availability of job-ready skilled workforce

III. Relevance

Prior to joining the programme, beneficiaries reported facing multiple barriers to employment and livelihood opportunities. Financial constraints emerged as the most reported challenge, cited by **70%** of beneficiaries. This was followed by lack of technical skills required for jobs **(59%).** A smaller proportion of beneficiaries reported limited awareness of job opportunities (11%), lack of access to **skill training (7%),** difficulty in finding stable employment **(4%)** and not being engaged in any income-generating activity **(4%).**

The findings indicate that beneficiaries faced a combination of skill-related and economic constraints that limited their access to employment opportunities. In particular, the prevalence of financial constraints and inadequate technical skills highlights the need for interventions that combine industry-relevant training with pathways to employment. The programme's focus on **the tourism and hospitality-sector skill development**, **residential training, certification and placement support** appears to have been aligned with these identified needs.

Beneficiaries were also asked to assess the extent to which the programme addressed the needs of the target community. All the respondents reported alignment of the project interventions with their needs. Most respondents (81%) reported that the programme was moderately aligned with needs, while 19% considered it to be slightly aligned. No respondent reported that the programme was not aligned with the needs of the target population.

The findings suggest that the programme addressed key barriers faced by unemployed youth, particularly those related to employability, access to skill development opportunities and workforce readiness. The emphasis on industry-oriented training, soft skills development and placement facilitation enabled beneficiaries to access a structured pathway towards employment in the hospitality sector.



IV. Efficiency

Overall**, 63%** of respondents reported that the programme was well-organized with relevant and useful sessions. A further **33%** described the programme as mostly well-organized with minor issues, while only **4%** indicated that some sessions were repetitive or less useful.

The findings indicate that programme activities were largely delivered in a structured manner. The high proportion of beneficiaries reporting positive implementation experiences suggests that training sessions, residential facilities, assessments and placement-related activities were implemented according to programme objectives. The limited proportion of respondents reporting repetitive sessions indicates scope for further refinement of training delivery while maintaining overall programme quality.

V. Effectiveness

The study examined beneficiaries' perceptions regarding the usefulness of programme components and the effectiveness of training delivery.

A majority of beneficiaries reported that practical and trade-related components were the most useful aspects of the programme. Practical and laboratory sessions were identified as useful by **89%** of respondents, while **81%** highlighted technical trade-specific training. English language training was reported as useful by 37% of beneficiaries, followed by mock interviews and resume-building support (33%), and exposure to workplace practices (15%). No respondents reported that programme components lacked utility. The findings suggest that beneficiaries derived the greatest value from the practical and technical elements of the training, reflecting the industry's demand for job-ready skills and hands-on experience.



Beneficiaries were also asked to compare the programme with previous training experiences. Two-thirds of respondents (67%) reported that they had not attended any skill development

programme prior to joining OIL Swabalamban. Among those with prior training experience, 30% stated that the Swabalamban training was better than previous programmes, while only 4% reported that previous training was better.

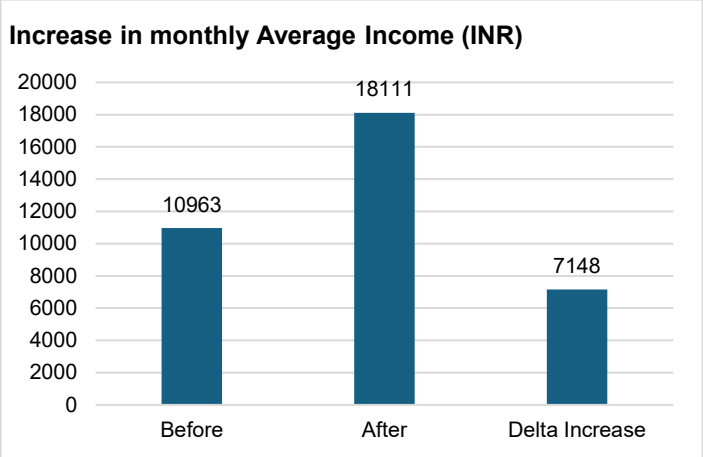
These findings indicate that the programme was effective in delivering training that beneficiaries perceived as relevant and useful. The combination of technical training, practical exposure and placement-oriented support appears to have contributed to positive beneficiary perceptions regarding the quality of the intervention.

VI. Impact

i. Increased income levels

The programme has contributed to improving beneficiaries' earning potential. The average monthly income reported by beneficiaries increased from **INR 10,963** prior to programme participation to **INR 18,111** following programme completion. This represents an **average increase of INR 7,148 per month, equivalent to a 65% increase in reported income of beneficiaries.** The findings indicate that skills acquired through the programme have translated into improved economic outcomes and enhanced earning opportunities for beneficiaries.

The findings indicate changes in beneficiaries' employment status following participation in the programme. Prior to joining the programme, 74% of respondents were self-employed, while 26% were unemployed or students. At the time of the assessment, around 85% of students were employed; 15% had secured employment through programme placements, 48% had obtained employment independently, and 22% were self-employed. The remaining 15% continued their education as students.



The findings indicate that beneficiaries were able to access a range of livelihood opportunities following programme completion, including wage employment and self-employment. An overall shift of approximately 11 percentage points towards employment and sustained livelihood engagement indicates that the programme supported beneficiaries' participation in the labor market.

ii. Enhanced workplace readiness and employability

The programme sought to prepare beneficiaries for employment through a combination of technical training, soft skills development and placement support. When asked about their preparedness for work, **85%** of beneficiaries reported being somewhat prepared for their job, while 11% stated that they were very well prepared. Only 4% reported being slightly prepared. These findings suggest that the training contributed to workplace readiness by equipping beneficiaries with skills and knowledge relevant to employment in the hospitality sector. The inclusion of communication skills, discipline, grooming, workplace behavior and interview preparation appears to have supported beneficiaries' transition into the workforce.

iii. Improvement in technical skills and confidence level

The programme contributed to improvements in both technical competencies and personal development among beneficiaries. All respondents reported an improvement in their technical skills following the training, with **63%** stating that their skills had improved significantly and **37%** reporting somewhat improved skills. This suggests that the training was effective in strengthening participants' technical capabilities.

Similarly, all respondents reported gains in confidence and communication abilities. Nearly **59%** indicated that their confidence and communication skills had improved significantly, while **41%** reported some improvement. These findings indicate that the programme supported not only technical skill development but also enhanced participants' self-confidence and ability to communicate effectively in educational, professional, and livelihood settings.

iv. Improved ability to contribute to household income

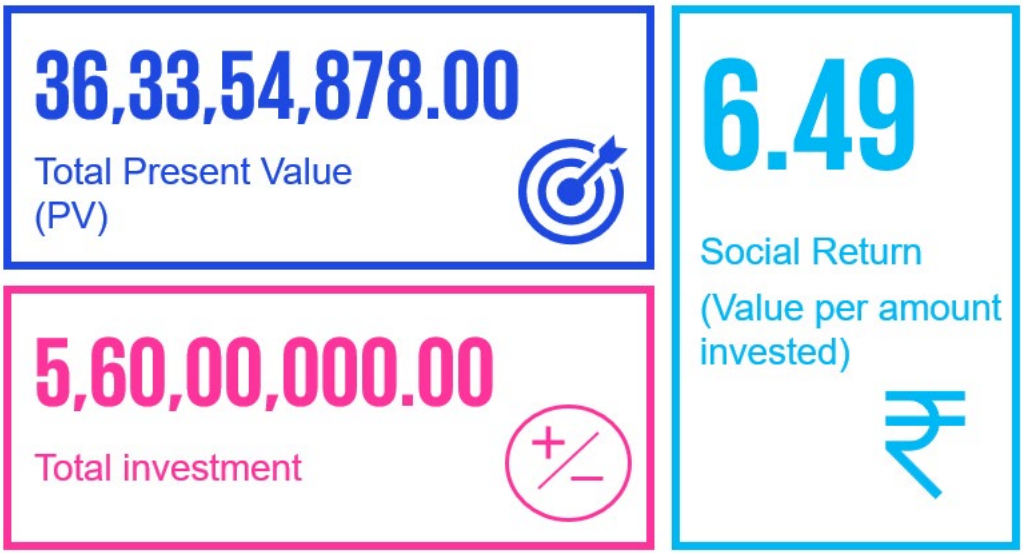
The programme has also contributed to beneficiaries' ability to support their families financially. All respondents reported an improvement in their financial contribution to the household following participation in the programme. Specifically**, 89%** of beneficiaries reported that their ability to support their families had somewhat improved, while **11%** reported significant improvement. This finding is consistent with the increase in average monthly income observed among beneficiaries and indicates positive household-level effects arising from programme participation.

VII. Sustainability

The findings indicate strong evidence of continued application of skills acquired through the programme. All surveyed beneficiaries reported that they are regularly using the skills learned during training in their current work or livelihood activities. The continued use of acquired skills suggests that the training remains relevant to beneficiaries' employment and economic activities beyond programme completion. The placement-linked approach adopted under the programme, combined with industry-relevant hospitality skills and workplace exposure, appears to have facilitated sustained utilization of skills in real work environments.

The sustainability of outcomes is further strengthened by the evolving dynamics of the tourism and hospitality sector, which has witnessed significant growth in employment opportunities, remuneration levels and career progression pathways in recent years. Compared to many conventional sectors, the industry offers greater professional mobility, enabling trained individuals to advance across reputed hotels, hospitality chains, airlines, cruise operators and allied service organizations. Discussions with implementing partners and employers also highlighted the continued demand for skilled personnel from Northeast India, whose adaptability, communication skills and service orientation are widely recognized within the sector. This sustained market demand enhances the long-term employability prospects of trained candidates and contributes to the resilience and future-readiness of hospitality-related trades.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 6.49** was created.

IX. Anecdotes

> *Before, I had limited knowledge of the hospitality sector and was finding it difficult to access stable employment opportunities. The training helped me develop technical skills as well as workplace etiquette and communication. Through hands-on practice and interactions with trainers, I gained a better understanding of customer service standards and day-to-day operations in the industry. After completing the course, I was able to secure employment and contribute to my family's income. The experience also motivated me to plan for future growth within the hospitality sector.*
>
> *– Beneficiary, Food & Beverage Service Assistant course*

> *"The residential training environment gave me the opportunity to focus on learning and interact with people from different backgrounds. The mock interviews and placement support helped me prepare for recruitment processes. In addition to technical learning, the programme exposed me to professional expectations such as teamwork, time management, and workplace conduct. The experience has helped me become more confident in a professional setting and engage more effectively during interviews and workplace interactions. I now feel better prepared to pursue opportunities in the hospitality industry.“*
>
> *– Beneficiary, Guest Service Associate course*

D. Sustainable Livelihoods Programmes

D. Sustainable Livelihoods

Coherence

- Alignment of the programmes with SDGs



Table 42: Alignment with SDGs- Sustainable Livelihoods

SDG Goal	Target	Sub-targets [85]	Coherence
GOAL 1	**No Poverty**	**1.2** By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions. **1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	The Sustainable Livelihoods programmes align with SDG 1 by enhancing income-generating opportunities, strengthening livelihood security, and improving economic resilience among rural households through agriculture, entrepreneurship, and skill-based livelihood interventions.
GOAL 2	**Zero Hunger**	**2.3** By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment. **2.4** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and	The programmes under Sustainable Livelihoods theme align with SDG 2 by promoting improved agricultural productivity, crop diversification, scientific farming practices, and sustainable production systems that contribute to food security and increased farm incomes.

[85] https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

		other disasters and that progressively improve land and soil quality.	
GOAL 5	**Gender Equality**	**5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. **5.a** Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	The Sustainable Livelihoods programmes align with SDG 5 by expanding women's access to skills, productive assets, entrepreneurship opportunities, and community institutions, thereby strengthening their economic participation and decision-making capabilities.
GOAL 8	**Decent Work and Economic Growth**	**8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people.	The programmes align with SDG 8 by fostering entrepreneurship, improving employability and livelihood skills, supporting micro-enterprises, and creating sustainable income and employment opportunities for rural communities.
GOAL 12	**Responsible Consumption and Production**	**12.2** By 2030, achieve sustainable management and efficient use of natural resources. **12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	The Sustainable Livelihoods programmes align with SDG 12 by promoting sustainable agricultural practices, efficient use of natural resources, eco-friendly production systems, organic input utilization, and value-added livelihood activities that encourage responsible production and long-term environmental sustainability.

- <u>Alignment of the programme with National Priorities – Government schemes and programmes</u>

Table 43: Alignment with national priorities- Sustainable Livelihoods

Programme	Brief Description	Coherence
Viksit Bharat @ 2047 [86]	Viksit Bharat@2047 is the Government of India's long-term vision to transform India into a developed nation by 2047, marking 100 years of independence. The initiative outlines a comprehensive roadmap across key pillars: • Economic Growth: Sustained high GDP growth and global competitiveness • Social Equity: Universal access to quality education, healthcare, and poverty eradication • Youth Empowerment: Skill development, employment generation, and inclusive education • Environmental Sustainability: Net-zero emissions and green infrastructure • Technological Advancement: Innovation-driven industrial and digital transformation • Inclusive Development: Targeted support for marginalized groups, including women, youth, and the poor	The Sustainable Livelihoods interventions contribute directly to the vision of Viksit Bharat by enhancing rural incomes, promoting entrepreneurship, strengthening agricultural productivity, creating sustainable livelihood opportunities, empowering women, and fostering economically resilient rural communities.
National Rural Livelihoods Mission (DAY-NRLM) [87]	NRLM is a flagship programme of the Ministry of Rural Development focused on poverty reduction through self-employment, skill development, women's collectives, livelihood diversification, and community institutions.	The Sustainable Livelihoods portfolio aligns closely with NRLM's objectives by promoting livelihood diversification, entrepreneurship, women's economic empowerment, farmer collectives, producer groups, and income enhancement among rural households.
Pradhan Mantri Formalization of Micro Food Processing Enterprises Scheme (PMFME) [88]	PMFME is a centrally sponsored scheme aimed at strengthening micro-enterprises through value addition, processing, branding, market linkages, and entrepreneurship development in rural areas.	The Sustainable Livelihoods interventions support enterprise creation, value-addition activities, producer collectives, market linkages, handicraft and handloom enterprises, and agri-based businesses, thereby contributing to local economic development and rural entrepreneurship in line with PMFME objectives.

[86] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India
[87] https://dashboard.dord.gov.in/dashboardnew/nrlm.aspx
[88] https://pmfme.mofpi.gov.in/

Project Rupantar

I. About the programme

Project Rupantar is Oil India Limited's **livelihood promotion and rural entrepreneurship initiative in the primary, secondary and tertiary sectors**. Launched in 2003, the programme emerged as a strategic response to rising youth unemployment, limited livelihood opportunities, and increasing socio-economic disparities in Assam. Over time, it has evolved into one of the region's **most popular livelihood programmes**, focused on creating sustainable self-employment opportunities through **enterprise promotion, skill development, financial inclusion, and community institution building**.

The programme operates across **Dibrugarh, Tinsukia, Charaideo and Sivasagar** districts of Assam, targeting **rural youth, women, farmers, and economically vulnerable households**. Recognising that lack of technical skills, limited market access, and inadequate capital often constrain livelihood development, Project Rupantar adopts a holistic approach that combines **capacity building**, **access to finance, enterprise support, and continuous handholding**. Rather than providing one-time assistance, the programme seeks to build a sustainable ecosystem for rural entrepreneurship and community-led economic development.

At the heart of the intervention is the **formation and strengthening of Joint Liability Groups (JLGs).** Beneficiaries are mobilized into community institutions, provided with management and technical training, **financial and material assistance, credit linkages**, and supported in establishing livelihood enterprises suited to local resources and market conditions. The programme follows a structured implementation pathway involving community mobilisation, beneficiary selection, capacity building, **subsidy, material inputs, revolving funds,** credit linkage, enterprise establishment, monitoring, and market support.

Project Rupantar promotes a diverse portfolio of livelihood activities aligned with the socio-economic context of Assam. These include farm mechanization services, handloom biofloc fish farming, agro-product transportation, small enterprises, digital skills and vocational trades. Special emphasis has been placed on strengthening the handloom sector and women-led enterprises, recognizing their potential for income generation as well as preservation of Assam's rich cultural heritage.

The programme adopts a comprehensive livelihood value-chain approach that combines **capacity building, financial support and material assistance**. In addition to skill development and entrepreneurship training, beneficiary groups receive support through **revolving funds, subsidies and credit-linked financing mechanisms** to facilitate enterprise establishment and expansion. Depending on the livelihood activity undertaken, beneficiaries are provided with critical productive assets and inputs such as **fly shuttle handlooms, jacquard machines, yarn, fish seeds, fish rearing tanks, fish feed and accessories, subsidized credit-linked power tillers, agro-product carrier vehicles and other livelihood-specific equipment**. Through dedicated training centres, production facilities, marketing platforms such as **AASTHA**, exposure visits and market linkage support, the programme extends beyond skill acquisition to enable enterprise development, income enhancement and long-term livelihood sustainability.

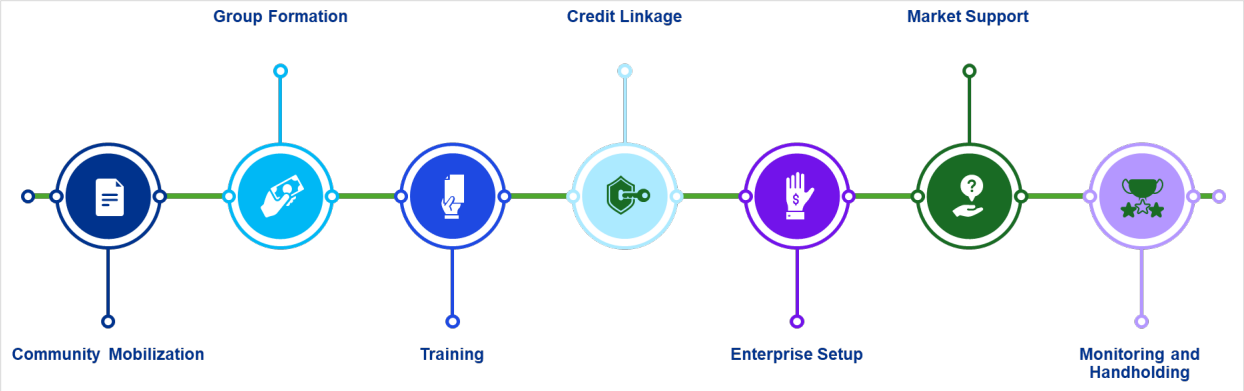


Figure 94: Lifecycle of Project Rupantar

During **FY 2024-25**, **428 JLGs** were supported assisting **1,925 families**, out of which 227 were Handloom JLGs consisting of 05 members each, 136 Farm Mechanization JLGs consisting of 05 members each, 15 Agro Product Carrier groups consisting of 02 members each, 20 groups of Biofloc Aquaculture consisting of 02 members each and 10 groups of Power Reaper consisting of 02 members each. As a special intervention, 500 weavers of Baghjan were developed into a traditional '**Assamese Gamosa Making Cluster'** and during the year with opportunities of handholding and marketing provided under the project, a total of **2,370 gamosas** were marketed by the cluster. As an incentive to the successful weavers of the Baghjan cluster, 20 numbers of Ball bearing Jacquard Machines were provided to 20 women. All groups were provided with skill development training based on economic activity, management development training along with financial and material assistance for starting their initial economic activities.

The initiative has also supported rural entrepreneurship through infrastructure creation, training centres, production units, market linkages, and partnerships with financial institutions. These efforts have contributed to the growth of local enterprises, diversification of rural livelihoods, and increased economic participation among women and youth.



A distinctive feature of Project Rupantar is its activity-specific support model, wherein assistance is tailored to the nature of the livelihood enterprise undertaken by the beneficiary groups. Beyond training and enterprise establishment, the programme provides continuous post-investment handholding through field monitoring, technical guidance, market linkage facilitation and enterprise management support. In sectors such as handloom, farm

mechanization and aquaculture, beneficiaries receive specialized inputs and periodic follow-up to ensure productive utilization of assets, improved production efficiency and successful enterprise operations. This combination of technical, financial and market-oriented support has enabled the programme to move beyond conventional livelihood promotion towards creating sustainable rural enterprises and strengthening the long-term viability of beneficiary-led economic activities.

II. Impact map

Table 44: Impact map for Project Rupantar

Stakeholders	Activities	Output	Outcome	Impact
Direct Beneficiaries-Youth	Skill Development & Training (technical + entrepreneurship + computer education)	- Number of youth trained (technical + digital + enterprise skills) - Improved knowledge of livelihood activities and business management	- Enhanced employability and enterprise readiness - Adoption of improved production techniques - Increased confidence and aspiration for self-employment	- Enhanced employability leading to sustainable livelihoods and reduced unemployment among rural youth.
	Formation into SHGs/JLGs + Institutional Support	- Youth organized into SHGs/JLGs - Access to peer support and group-based systems	- Improved access to resources, credit, and collective bargaining - Strengthened social capital and mutual accountability	- Strengthened collective systems and enhanced resilience to economic shocks among rural youth.
	Credit Linkage & Financial Support (Loans + DBT)	- Access to loans and subsidies - Capital available for enterprise setup	- Establishment of income-generating activities - Improved financial inclusion and banking access	-Sustained income growth with reduced reliance on informal credit.
	Enterprise Setup Across Livelihood Sectors (farm mechanization, handloom, fish farming, etc.)	- Number of micro-enterprises established - Assets distributed (looms, machines, fish tanks, etc.)	- Diversified income sources - Increased productivity and output resulting In higher profits	- Sustainable local entrepreneurship ecosystem with reduced unemployment.
	Market Linkages	- Access to markets (retail outlets, exhibitions) - Improved product visibility and sales channels	- Better price realization for products due to increased outreach - Increased sales and revenue	- Long-term financial sustainability of enterprises
Indirect Beneficiaries-Families	Income Generation through Youth Livelihoods	- Increased earning members in the household - Regular inflow of income	- Improved household financial stability - Increased spending on food, education, healthcare	- Improved household well-being through better access to education, nutrition, and basic needs.

Indirect Beneficiaries- Financial Institutions	Credit Linkage & Loan Disbursement	- Number and value of loans disbursed to SHGs/JLGs - New rural customers onboarded	- Expansion of financial inclusion in rural areas	- Stronger rural credit systems with deeper financial inclusion.
Indirect Beneficiaries- Employers (For youth trained through Computer Education Centre)	Job Placement / Employment Linkage (after Computer Training)	- Placement of trained youth in jobs - Employer access to trained candidates	- Availability of skilled workforce for employers - Better job-role fit and retention - Increased efficiency and work quality	- Strengthened regional workforce and human capital

III. Relevance

Prior to joining Project Rupantar, beneficiaries faced multiple and often interconnected barriers to securing sustainable livelihoods. The most reported challenge was the **absence of a regular source of income (80%)**, highlighting the prevalence of economic vulnerability among the target population. Additionally, **60% of respondents reported lacking the skills** required to earn a livelihood, while **72% indicated that they had limited access to training or skill-development opportunities**. These findings suggest that inadequate human capital and restricted access to capacity-building mechanisms were key constraints affecting livelihood prospects.



Challenges related to economic inclusion were also prominent. More than half of respondents (52%) reported lacking access to capital or credit to start an enterprise or livelihood activity, while 44% faced difficulties accessing markets to sell their products or services. Furthermore, 40% of beneficiaries were unemployed and unable to find suitable job opportunities. Taken together, the findings indicate that beneficiaries faced constraints across the entire livelihood value chain from skills acquisition and employment access to finance and market linkages. The programme's integrated approach, combining skill development, enterprise support, financial assistance, and market facilitation, appears to have been well aligned with these identified needs.

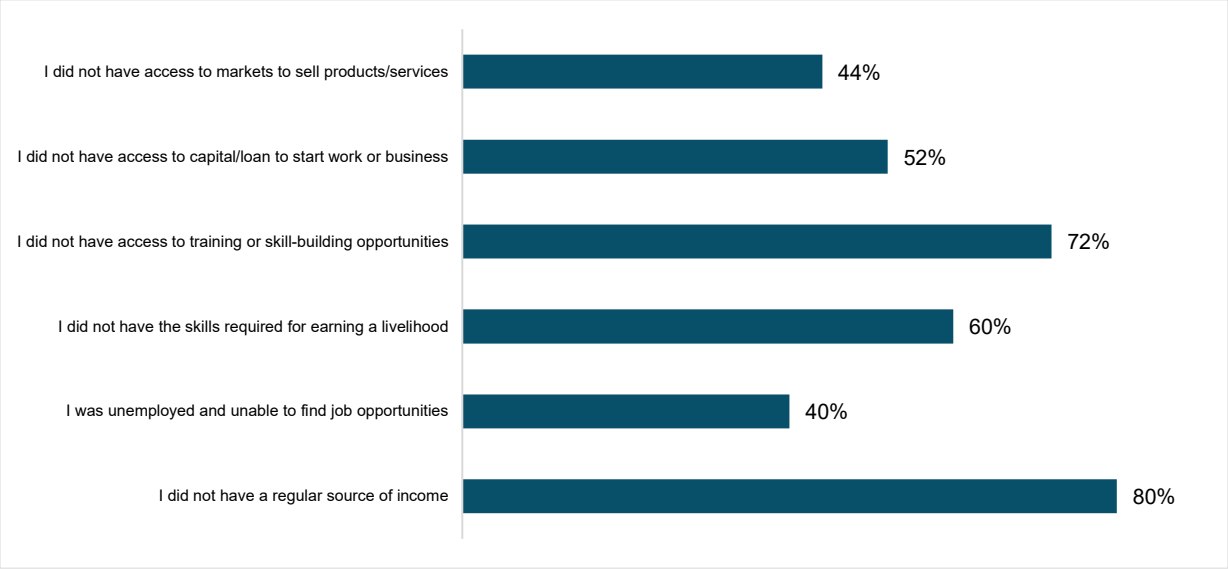
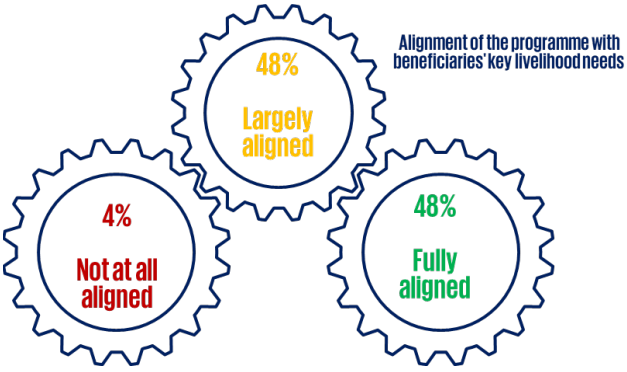


Figure 95: Challenges faced by beneficiaries prior to the programme



Beneficiaries were also asked to assess the extent to which Project Rupantar addressed their livelihood needs and priorities. The findings indicate a strong degree of alignment between programme interventions and beneficiary requirements. Nearly all respondents perceived the programme as relevant, with **48% reporting that it was fully aligned with their needs and another 48% stating that it was largely aligned**.

The results suggest that the programme has been successful in addressing the key constraints identified by beneficiaries, particularly those related to skills development, livelihood opportunities, access to finance, and market linkages. The high levels of perceived alignment reflect the programme's focus on need-based livelihood interventions and its emphasis on creating sustainable self-employment opportunities tailored to the local context.

IV. Efficiency

Beneficiaries reported a largely positive experience with programme implementation, indicating that Project Rupantar was delivered in an efficient and structured manner. When asked about their experience, **96%** of respondents described the programme as **well-organized, with relevant and useful sessions**, suggesting that the training content, delivery mechanisms, and

support processes were aligned with beneficiary expectations and needs. The overwhelmingly positive feedback reflects effective programme management and indicates that resources and activities were deployed in a manner that maximized beneficiary engagement and perceived value. Only a small proportion of respondents expressed reservations, pointing to overall strong implementation efficiency.



V. Effectiveness

Beneficiaries identified the programme's practical livelihood support components as the most valuable aspects of Project Rupantar. **Skill development training** emerged as the most useful intervention, cited by **92%** of respondents, reflecting the central role of capacity building in enhancing employability and self-employment opportunities. This was closely followed by **market linkage support (80%)** and the **provision of equipment and productive assets (76%)**, suggesting that beneficiaries particularly valued interventions that enabled them to translate skills into income-generating activities. Additionally, **60%** highlighted the **formation of SHGs/JLGs** as a useful component, indicating the importance of collective platforms in fostering access to resources, support, and opportunities. While entrepreneurship and management training (52%) was also viewed positively, relatively fewer beneficiaries identified financial support (24%), exposure visits (20%), and computer/digital training (4%) as the most useful components. Overall, the findings suggest that beneficiaries derived the greatest value from interventions that directly strengthened their productive capacities and improved access to markets and livelihood opportunities.

Beneficiaries overwhelmingly reported that the livelihood activities promoted under Project Rupantar were well suited to their capabilities and local economic context. When asked how well the supported activities such as handloom, farming, fishery, and other livelihood interventions matched their skills and opportunities, **96%** of respondents stated that the programme had **significantly improved their work and livelihood prospects**. This suggests that the activities selected under the programme were not only relevant to local resource availability and beneficiary interests but also effective in creating meaningful livelihood opportunities. The strong positive response indicates that the programme was successful in aligning livelihood interventions with beneficiary capacities, thereby enhancing their ability to engage in productive and income-generating activities.

96%

of the respondents reported that the programme activities helped them significantly in improving livelihood

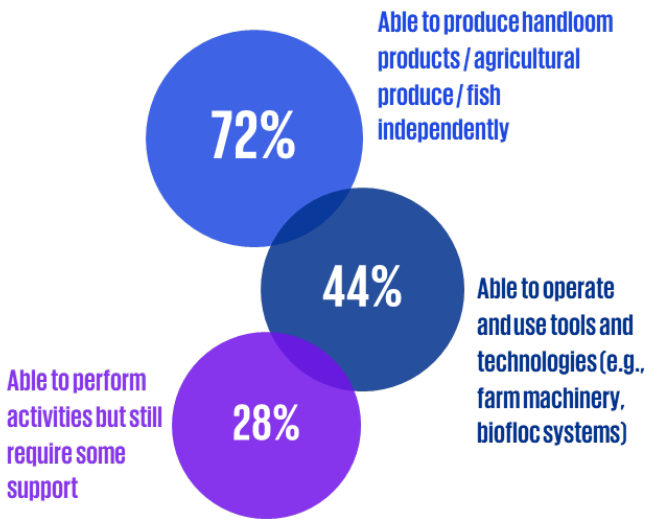


VI. Impact

i. Enhanced skills and livelihood readiness

Project Rupantar has significantly strengthened the skills and livelihood capabilities of beneficiaries. Nearly **96% of respondents reported that their skills had improved significantly** after participating in the training programmes. This improvement translated into tangible livelihood outcomes, with **80% reporting that they had started their own livelihood activity or business** and **80% stating that they had improved their existing work** or enterprise. Additionally, 20% secured employment, while a small proportion (4%) were planning to initiate livelihood activity in the near future.

The programme also contributed to intangible but important outcomes, with **100% of beneficiaries reporting increased self-confidence after completing the training**. In terms of practical application, 72% reported being able to independently undertake handloom, agricultural, or fishery-related activities, while 44% were able to operate relevant tools and technologies such as farm machinery and biofloc systems. Although 28% continued to require some support, the findings indicate that the programme has strengthened both the technical competencies and confidence of beneficiaries, enhancing their readiness to engage in sustainable livelihood activities.








OIL INDIA



ii. Strengthened social capital and income stability through JLGs

The formation of JLGs has emerged as an important enabling factor in strengthening beneficiaries' livelihood journeys. A majority of respondents reported that being part of a group **increased their confidence to start or manage a livelihood activity (80%)** and provided valuable **support and guidance from fellow members (60%).** Beneficiaries also highlighted improvements in their ability to save regularly (56%) and solve challenges collectively (52%), reflecting the role of these community institutions in fostering mutual learning and resilience. Additionally, 48% reported improved income stability, while 16% noted easier access to loans and financial support.

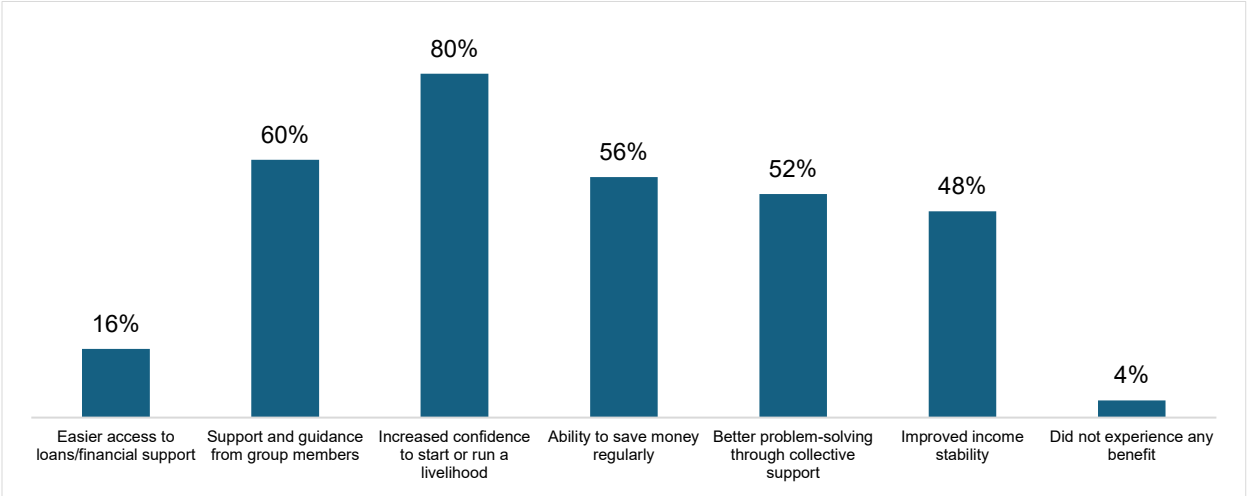
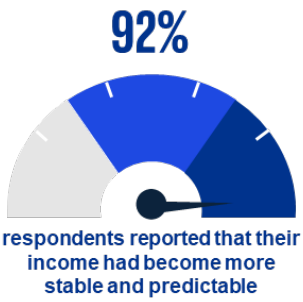


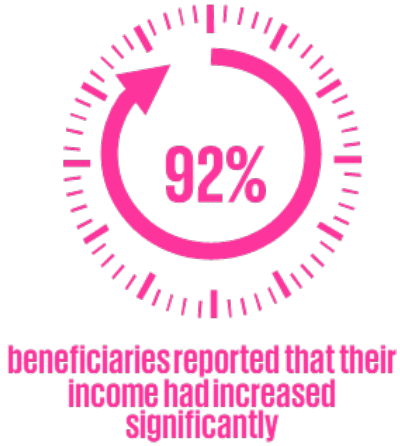
Figure 96: Benefits of being associated with SHGs/JLGs as reported by beneficiaries



These benefits are reflected in beneficiaries' perceptions of income security. Since joining an SHG/JLG, **92% of respondents reported that their income had become more stable and predictable**, while only 4% stated that their income had improved but remained irregular. The findings suggest that SHG/JLG participation has contributed not only to livelihood enhancement but also to greater financial stability and confidence among beneficiaries.

iii. Improved access to finance and income enhancement

Access to financial support through Project Rupantar has played a critical role in strengthening beneficiaries' livelihood activities. A substantial **92% of respondents reported that they are now able to invest in and manage their work without depending on informal borrowing**, indicating improved financial independence and reduced reliance on high-cost credit sources. The availability of programme-supported loans and subsidies appears to have enabled beneficiaries to invest in productive assets and expand their livelihood activities.



The financial support has also translated into significant income gains. **92% of beneficiaries reported that their income had increased significantly** and that these gains had been sustained over time. This is further reflected in the change in average monthly income, which increased from INR 7,560 prior to joining the programme to INR 16,640 after programme participation, representing more than a two-fold increase. The findings suggest that financial assistance, when combined with skill development and livelihood support, has contributed to improved earning capacity and greater economic security among beneficiaries.



iv. Enterprise development and reduced dependence on migration

Project Rupantar has been effective in fostering entrepreneurship and promoting local livelihood opportunities among beneficiaries. Following completion of the programme, **92% of respondents** reported **starting a small business or enterprise of their own**, demonstrating a strong transition from training to economic activity. At the time of the assessment, **80%** were **running their own enterprise or business**, while the remaining 20% were engaged in multiple income-generating activities, indicating diversified livelihood portfolios and reduced dependence on a single source of income.

The programme has also contributed to creating viable livelihood opportunities within beneficiaries' local communities. A **majority of respondents (92%) reported that they no longer need to migrate for work and are able to earn livelihoods locally**, while the remaining 8% stated that they now migrate less frequently than before. These findings suggest that the programme has not only promoted enterprise development but also strengthened local economic opportunities, reducing livelihood-related distress migration and enabling beneficiaries to remain engaged in their communities.

v. Improved market access and integration

Project Rupantar has significantly enhanced beneficiaries' access to markets, a critical factor in sustaining livelihood activities and enterprise growth. Nearly **96% of respondents reported that they now have regular and reliable access to markets** for their products and services, indicating that the programme has been successful in addressing one of the key barriers faced by beneficiaries prior to participation.

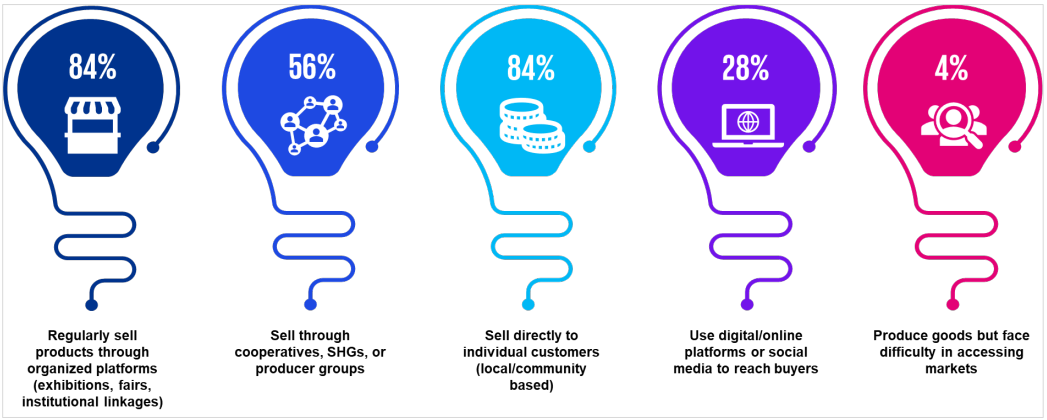


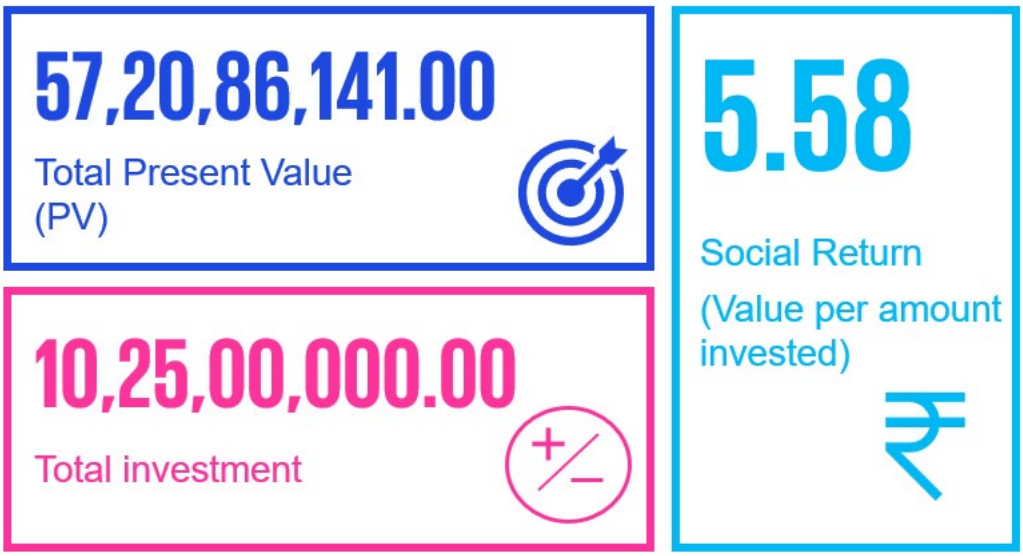
Figure 97: Improved market access as reported by beneficiaries

The findings further show that beneficiaries are engaging with markets through multiple channels. 84% of the respondents regularly sell their products through organized platforms such as exhibitions, fairs, and institutional linkages, while 84% also sell directly to individual customers within their local communities. Additionally, 56% market their products through cooperatives, SHGs, or producer groups, reflecting the value of collective platforms in strengthening market access. A smaller but notable proportion (28%) have begun using digital platforms and social media to reach buyers. Only 4% reported continuing to face challenges in accessing markets. Overall, the findings suggest that the programme has not only improved market connectivity but has also enabled beneficiaries to diversify their sales channels, thereby strengthening livelihood sustainability and income-generation opportunities.

VII. Sustainability

The assessment findings indicate strong prospects for the sustainability of programme outcomes. Notably, **100% of beneficiaries reported that they are regularly using the skills acquired through Project Rupantar in their livelihood activities**, demonstrating that the training received has translated into continued practical application. This suggests that the skills imparted under the programme are relevant, economically viable, and embedded within beneficiaries' day-to-day income-generating activities. The universal uptake of acquired skills further indicates that the programme has not only enhanced capacities but has also enabled beneficiaries to sustain and utilize these competencies beyond the training period, thereby supporting the long-term sustainability of livelihood outcomes.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 5.58** was created.

IX. Anecdotes

Before joining the programme, I only possessed basic weaving skills and was unable to earn a regular income from them. Through the training, I learned improved weaving techniques, product finishing, and how to develop products that are more attractive to customers. The exposure to exhibitions and market opportunities helped me understand pricing and customer preferences. Today, I am able to produce and sell handloom products independently, contribute to my household income, and participate more confidently in decisions related to our family's finances. The programme has given me both a livelihood and a sense of self-confidence that I did not have earlier.

- Handloom Entrepreneur

Earlier, I depended on irregular sources of income and often struggled to find work throughout the year. After receiving support under the farm mechanisation component, I was able to acquire equipment and start providing agricultural services to local farmers. The training helped me understand how to operate and maintain the machinery, while the financial support enabled me to establish my own livelihood activity. Today, I earn a steady income by offering services to farmers in nearby villages and no longer depend on seasonal employment. The programme helped me move from uncertainty to running a sustainable local enterprise.

- Beneficiary of Farm Mechanisation Support

Agriculture Development Project

I. About the programme

The Agriculture Development Project (ADP) is a large-scale livelihood intervention of OIL that has significantly contributed to improving agricultural productivity, strengthening rural livelihoods and enhancing food security across farming communities in Upper Assam. Initiated in **1991-92**, the project was designed to strengthen rural livelihoods by modernizing agricultural practices, improving farm productivity, and supporting the commercialization of agriculture in OIL's operational areas of Upper Assam. Over the years, the programme has evolved into a comprehensive agricultural development initiative that seeks to enhance farm incomes, improve food security, and promote sustainable farming systems among rural households). In FY 2024-25, the project supported Sali paddy cultivation across 4,200 bighas in 24 villages, Rabi crops across 2,360 bighas in 26 villages, and introduced pre-Kharif crops in 5 villages covering 300 bighas. A total of 4,425 farm families including all cultivations were benefitted.



Agriculture remains the primary source of livelihood for a large proportion of households residing in OIL's operational areas. However, farmers often face chall**enges such as low productivity, limited access to quality inputs, inadequate technical knowledge, fragmented landholdings, and limited exposure to modern farming techniques**. The Agriculture Development Project was conceptualized to address these constraints through a combination of **training, demonstration, input support, and promotion of scientific agriculture**. The programme emphasizes the adoption of improved cultivation practices and encourages farmers to transition from subsistence-based agriculture towards market-oriented production systems.

The project adopts a community-based approach and works closely with farmer institutions, particularly Pather Parichalona Samities (PPSs), to facilitate collective participation and improve

outreach. Beneficiaries receive training from experts drawn from the Department of Agriculture, Government of Assam, and Assam Agricultural University (AAU) on modern cultivation techniques, crop management, and scientific farming practices. These efforts are supplemented through the provision of high-yielding variety seeds, organic manure, farm implements, and other agricultural inputs required for productivity enhancement.

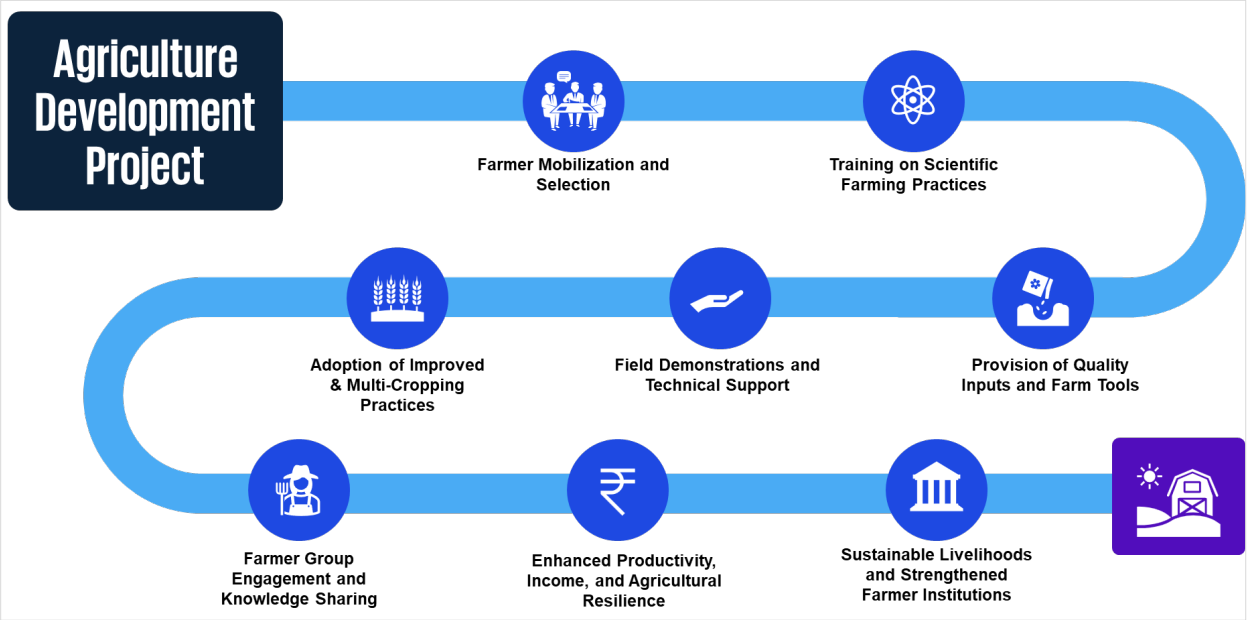


Figure 98: Lifecycle of Agriculture Development Project

A key focus of the programme is the promotion of multi-cropping systems and improved land utilization. By encouraging farmers to cultivate crops across multiple agricultural seasons, including Kharif, Rabi, and pre-Kharif periods, the project seeks to enhance cropping intensity, improve farm profitability, and reduce the risks associated with single-crop dependence. The programme also promotes sustainable agricultural practices, improved soil management, and greater adoption of modern technologies to ensure long-term productivity gains.

II. Impact map

Table 45: Impact map for Agriculture Development Project

Stakeholders	Activities	Output	Outcome	Impact
Direct Beneficiaries- Farmers	Training & Capacity Building	- Farmers trained in modern agricultural practices and crop management - Delivery of workshops, demonstrations, and expert-led sessions	- Improved knowledge of scientific farming techniques - Adoption of improved cultivation methods (inputs, timing, practices) - Increased capacity to manage farms efficiently	Enhanced farmer productivity and sustainable farming capability

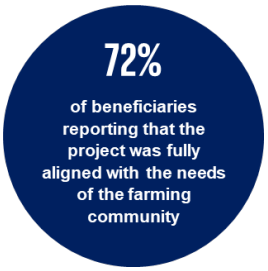
	Input & Resource Support	- Distribution of high-yield seeds, organic fertilizers, and farm tools - Timely provision of cultivation inputs across crop cycles	- Improved crop quality and yield levels - Increased efficiency in production processes by better utilization of land and inputs	Higher agricultural output and improved farm performance
	Farm Mechanization & Technology Adoption	- Access to farming tools and mechanized equipment (sprayers, etc.) - Introduction to improved farming technologies and practices	- Reduced manual labor and time required for farming - Increased operational efficiency and productivity through precision in farming practices	Modernized and efficient farming systems
	Crop Diversification & Multi-cropping	- Support for cultivation across Sali, Rabi, and Pre-Kharif cycles - Promotion of multiple crops including paddy, vegetables, and other produce	- Diversified sources of income for farmers - Reduced dependence on a single crop - Better risk management against climate/market shocks	Improved income resilience and reduced agricultural risk
	Productivity Enhancement & Yield Monitoring	- Regular field monitoring, supervision, and yield assessments to assess production improvements across seasons	- Significant increase in crop yields - Increased farm income and returns - Improved decision-making based on performance tracking	Increased farm income and economic upliftment of farmers
	Community Engagement & Institutional Linkages	- Formation and engagement of farmer groups (PPS) - Collaboration with Assam Agriculture University and Govt. departments - Platforms like “Meet the Farmers” for interaction and feedback	- Increased peer learning, knowledge exchange, and collective decision-making - Improved access to technical expertise and institutional support	Strengthened farmer institutions and sustainable agriculture ecosystem
Indirect Beneficiaries-Families of Farmers	Increased Household Income from Agriculture	- Higher and more stable income flow at household level	- Improved access to food, education, and healthcare - Increased household savings and financial	Improved household well-being and quality of life

			security - Reduced financial stress and vulnerability	
Indirect Beneficiaries- Government / Agriculture Departments	Convergence with Agricultural Systems & Institutional Support	- Collaboration with Agriculture Dept. and AAU for training and extension - Increased outreach of government-backed agricultural practices	- Improved dissemination and adoption of government agricultural schemes	Enhanced effectiveness of agricultural development systems

III. Relevance

Before joining the Agriculture Development Project, beneficiaries faced multiple challenges that limited agricultural productivity and income. The most common constraints were **poor access to quality seeds and agricultural inputs (100%)** and **limited access to fertilizers, pesticides, and equipment (100%)**, followed by **low crop productivity (96%)** and **limited knowledge of modern farming techniques (96%)**. Farmers also reported challenges related to irrigation, rising input costs, unstable agricultural incomes, and climate-related crop losses. These findings indicate significant gaps in access to inputs, technology, and support services.

The programme was perceived to be highly relevant to these needs, with **72% of beneficiaries reporting that the project was fully aligned with the needs of the farming community** and the remaining 28% considering it largely aligned. The results suggest that the project's focus on input support, scientific farming practices, and productivity enhancement effectively addressed key agricultural challenges faced by beneficiaries.

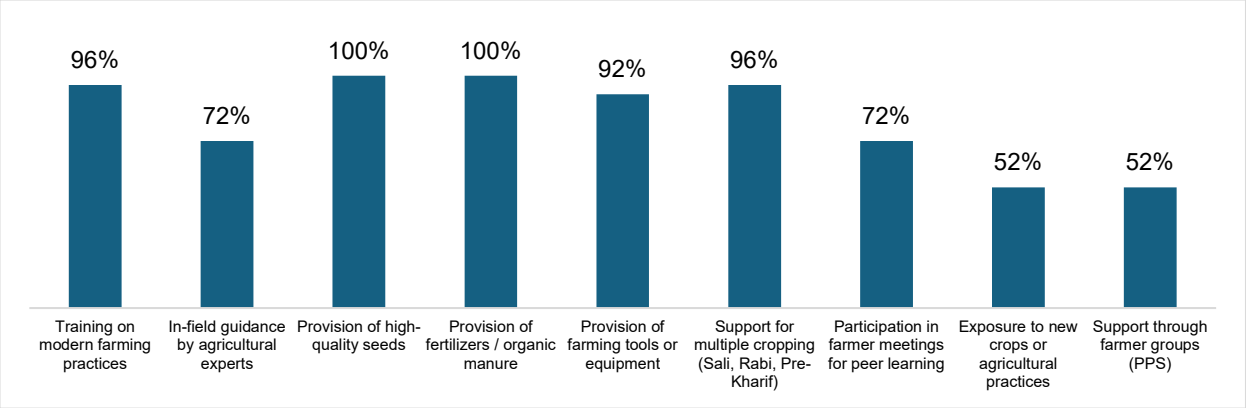


IV. Efficiency

Beneficiaries reported a highly positive experience with programme implementation, indicating efficient delivery of project activities and support services. A majority of respondents **(96%) described the programme as very well implemented**, highlighting timely support, effective coordination, and regular follow-ups. The remaining 4% reported that the programme was mostly well implemented with only minor delays. These findings suggest that the project was delivered in an organized and responsive manner, enabling beneficiaries to access inputs, training, and technical support effectively.

V. Effectiveness

Beneficiaries highlighted the programme's input support and capacity-building interventions as the most useful components. **Provision of high-quality seeds (100%) and fertilizers/organic manure (100%) were identified as the most valuable activities**, followed by training on modern farming practices (96%) and support for multiple cropping across Sali, Rabi, and Pre-Kharif



seasons (96%). Additionally, 92% of respondents found the provision of farming tools and equipment useful, while 72% benefited from in-field guidance by agricultural experts and farmer meetings for peer learning. These findings suggest that the programme effectively combined technical knowledge with input support to strengthen agricultural production.

The effectiveness of these interventions is further reflected in beneficiaries' assessment of

Figure 99: Usefulness of programme activities as reported by beneficiaries

livelihood outcomes. All respondents (**100%**) reported that the programme had significantly improved their agricultural work and livelihoods, indicating that the project successfully addressed key farming constraints and contributed meaningfully to enhancing agricultural productivity and livelihood opportunities.



VI. Impact

i. Enhanced farmer productivity and sustainable farming capability

The Agriculture Development Project has significantly strengthened beneficiaries' agricultural knowledge and farming capabilities. All respondents (**100%**) reported that they were able to learn new skills through the programme. Beneficiaries particularly highlighted **improved understanding of crop yield and quality enhancement (100%) and the effective use of agricultural inputs such as seeds and fertilizers (100%).** In addition, **96%** gained knowledge on managing crops across different seasons, while 92% learned new farming techniques that they were previously unaware of. These findings indicate that the programme successfully enhanced farmers' technical knowledge and capacity to adopt scientific agricultural practices.

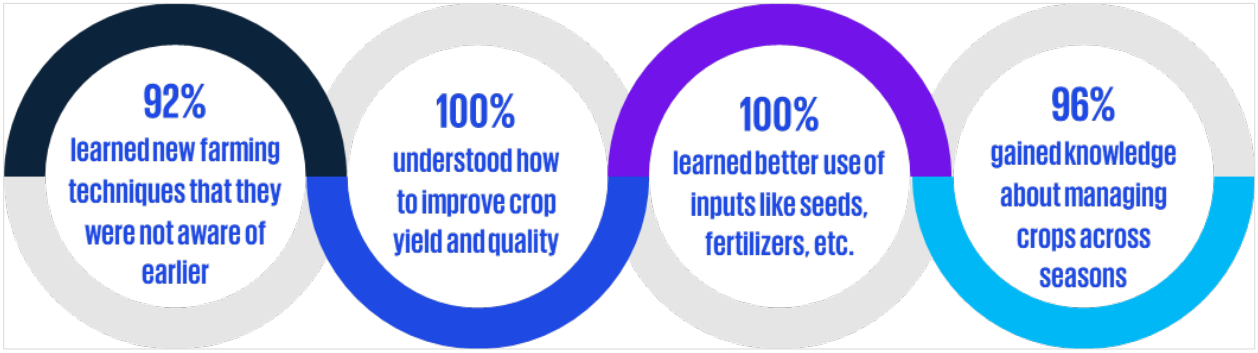


Figure 100: Benefits of training as reported by beneficiaries

The knowledge gained through the programme translated into widespread adoption of improved farming practices. Following the training, **100% of respondents reported using improved or high-quality seeds and applying fertilizers and pesticides more effectively**, while **80% adopted recommended farming practices related to timing, spacing, and input use**. Further, 68% reported applying new techniques introduced during the training. The high level of adoption suggests that the programme not only improved farmers' awareness and skills but also facilitated behavioural changes that can contribute to sustained improvements in agricultural productivity and farming outcomes.

ii. Higher agricultural output and improved farm performance

The Agriculture Development Project has contributed to improved agricultural performance through sustained adoption of project-supported inputs and technologies. At the time of the assessment, **100%** of beneficiaries reported continued use of high-yield seeds, while **96%** were using organic manure/fertilizers and farming tools provided through the programme. Additionally, **88%** reported using improved pest management methods, demonstrating strong uptake of the agricultural inputs and practices promoted by the project.

The use of these inputs has translated into tangible improvements in farming outcomes. All beneficiaries **(100%) reported an increase in crop yield, improvement in crop quality, and better utilization of agricultural land through expanded cultivation and improved crop management practices**. Further, 88% reported a reduction in the cost or effort associated with farming activities. These findings suggest that the programme has enhanced both the productivity and efficiency of agricultural operations, contributing to improved farm performance and strengthening the overall sustainability of farming livelihoods.

iii. Modernized and efficient farming systems

The Agriculture Development Project has supported the adoption of improved farm tools and technologies, contributing to more efficient agricultural operations. Beneficiaries reported **widespread use of sprayers, dusters, and similar farm equipment (100%),** as well as **techniques for efficient use of fertilizers and pesticides (100%).** In addition, **92% adopted mechanized or time-saving farming methods**, while 68% started using improved tools for sowing, cultivation, or harvesting. These findings indicate that the programme has facilitated the modernization of farming practices and increased the use of technology at the farm level.

The adoption of these tools and technologies has resulted in notable operational benefits. A majority of respondents reported **reduced time required for farming activities (96%),** greater ability to cover more land and farming activities (88%), and improved efficiency in farm operations (84%). Further, 76% experienced a reduction in physical labour and effort. These gains translated into improved farm management outcomes, with **96% of beneficiaries reporting that they can now complete farming activities on time and 92% indicating that they manage their farming activities more systematically**. Only 4% reported continued difficulty in using certain tools or technologies. Overall, the findings suggest that the programme has played a significant role in modernizing farming systems, improving operational efficiency, and reducing the labour burden on farmers.



iv. Improved income resilience and reduced agricultural risk

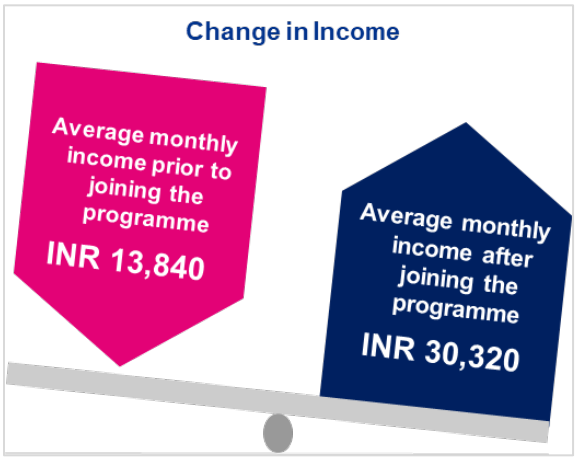
The Agriculture Development Project has enhanced farmers' resilience by promoting multi-season cultivation and crop diversification. While **96% adopted improved Sali (paddy) cultivation practices**, 76% reported cultivating multiple crops annually, alongside Rabi and Pre-Kharif crops. This **diversification has enabled farmers to earn income from multiple crops (100%), spread income across different seasons (96%), and reduce dependence on a single crop (88%).**

The programme has also helped reduce agricultural risks. All beneficiaries (**100%**) reported a lower risk of income loss due to crop failure, while **96%** indicated a better ability to manage seasonal and weather-related challenges. Additionally, **84%** experienced more consistent production throughout the year. These findings suggest that the project has strengthened livelihood security by promoting diversified and more resilient farming systems.

v. Increased Farm Income and Economic Upliftment of Farmers

The Agriculture Development Project has contributed to substantial improvements in farm productivity and income levels. All beneficiaries (**100%)** reported an increase in crop yield, while **96%** experienced more consistent production across seasons and **88%** reported an increase in overall farm output. These findings indicate that the adoption of improved inputs, farming practices, and multi-season cultivation has translated into tangible gains in agricultural production.

The improvements in production have also resulted in higher earnings from agriculture. All respondents (**100%)** reported an increase in farm income, with 96% indicating that their income is now more regular across different seasons and **88%** reporting higher returns due to improved produce quality. This is reflected in the increase in average monthly income from **INR 13,840** before joining the programme to **INR 30,320** after participation, representing a significant improvement in farmers' economic well-being. Overall, the findings suggest that the project has successfully enhanced both agricultural productivity and household incomes, contributing to the economic upliftment of beneficiary farmers.



vi. Strengthened Farmer Institutions and Sustainable Agriculture Ecosystem

The Agriculture Development Project has strengthened farmer institutions and promoted a more collaborative agricultural ecosystem through community-based platforms such as Pather Parichalona Samities (PPSs). **All beneficiaries (100%) reported actively participating in farmer group meetings, while 92% interacted with other farmers to exchange knowledge and practices and 88% attended events such as farmer interaction sessions.** These platforms have enhanced peer learning and encouraged greater community engagement in agriculture.

Beneficiaries also reported receiving significant institutional support through the programme. All respondents **(100%)** received support in improving farming practices, while **92%** benefited from guidance provided by agricultural experts and government officials. Additionally, **84%** gained

information on government schemes and improved techniques, and 68% received assistance in solving farming-related challenges.

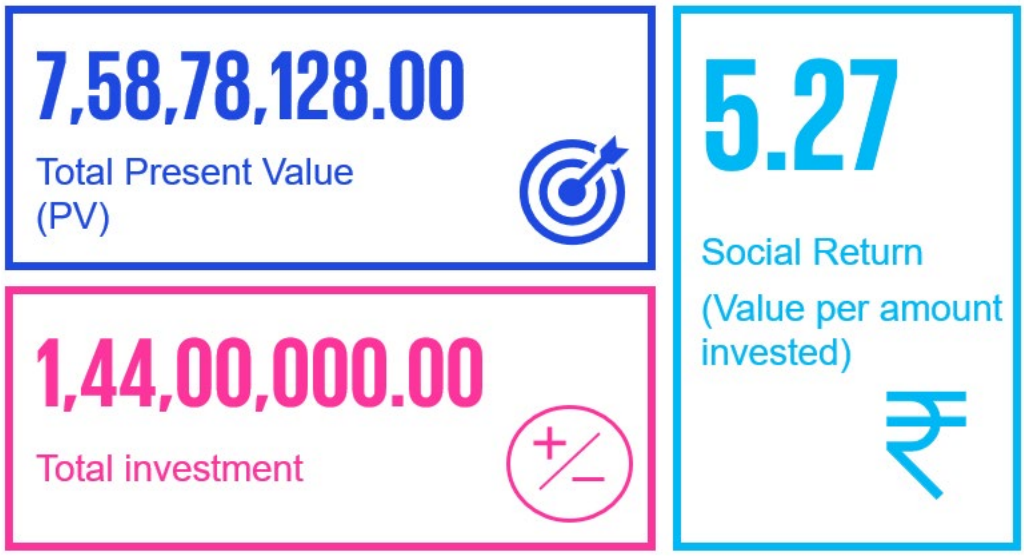
As a result, beneficiaries reported positive changes in their confidence and decision-making abilities. All respondents **(100%)** stated that they learned new practices from fellow farmers and felt more confident in making farming decisions. Further, **80%** reported receiving support during farming challenges and becoming more aware of better agricultural opportunities. These findings highlight the role of farmer groups and institutional linkages in creating a sustainable support system that can continue to strengthen agricultural outcomes beyond the project period.

VII. Sustainability

The findings indicate strong sustainability of programme outcomes, with **100% of beneficiaries reporting that they are regularly applying the skills and knowledge acquired** through the Agriculture Development Project in their farming activities and livelihood generation. This continued use of improved farming practices, input management techniques, and crop diversification strategies demonstrates that the interventions have been successfully integrated into beneficiaries' day-to-day agricultural operations.

The universal adoption and continued application of programme learnings suggest that the skills imparted are practical, relevant, and economically beneficial for farmers. This not only strengthens the likelihood of sustained productivity and income gains but also indicates that the project has contributed to building long-term agricultural capacity and self-reliance among beneficiary households.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 5.27** was created.

IX. Anecdotes

Before joining the Agriculture Development Project, I relied on traditional farming methods and often struggled with low yields despite investing considerable time and effort in cultivation. Through the trainings and field demonstrations, I learned about improved seeds, proper spacing, fertilizer application, and pest management techniques. The project also provided quality seeds and other agricultural inputs, which helped me apply these practices on my farm. Over time, I noticed a significant increase in crop yield and better-quality produce. I now cultivate multiple crops across different seasons instead of depending on a single crop. As a result, my income has increased, and I feel much more confident in managing my farm independently..

- Small Farmer Beneficiary

Earlier, my family depended mainly on a single paddy crop, and our earnings were concentrated in one harvest season. Any weather-related problem would affect our entire year's income. Through the programme, I learned about multi-cropping and seasonal cultivation practices. With the support of the project, I started cultivating Rabi crops along with paddy and adopted improved crop management techniques. Today, I earn income from different crops across multiple seasons, which has reduced my financial risks and improved income stability. Even when one crop performs poorly, I have other sources of farm income to support my family. This has made my livelihood more secure and resilient.

- Multi-Cropping Farmer Beneficiary

OIL Jeevika

I. About the programme

Project OIL Jeevika is a **cluster-based** livelihood enhancement initiative of OIL. Conceived as a market-oriented rural development programme, Jeevika seeks to strengthen the livelihoods of small and marginal farmers in Upper Assam by promoting **sustainable agriculture, value addition, entrepreneurship, and community-based institutions**. The project primarily operates in the Guijan and Hapjan blocks of Tinsukia district, covering villages where livelihoods are heavily dependent on agriculture and allied activities.

The programme was designed in response to the challenges faced by rural households, including low agricultural productivity, limited access to quality inputs and technical knowledge, weak market linkages, and inadequate opportunities for value addition. Rather than focusing solely on farm production, OIL Jeevika adopts a value-chain development approach, supporting beneficiaries from production through aggregation, processing, and market access. The project aims to improve household incomes while fostering long-term resilience, self-reliance, and community ownership.



The intervention follows an integrated **cluster-based model**, wherein farmers are organized around high-potential commodity clusters categorized **into farm and non-farm**. The project focuses on **eight major crops** and livelihood streams, including Tea, Khasi Mandarin **(oranges),** Ginger, Turmeric, Black Pepper, Bamboo, Assam Lemon, and Bhoot Jolokia (King Chilli). These interventions are complemented by **non-farm enterprises** such as vermicompost production, **bamboo agarbatti** manufacturing, and the establishment of a spice processing unit, enabling beneficiaries to **diversify income sources** and move towards higher-value economic activities. **In FY 2024-25, a total of 238.76 hectares of cultivable land were covered (including all clusters) from 14 villages covering 1,095 households.**

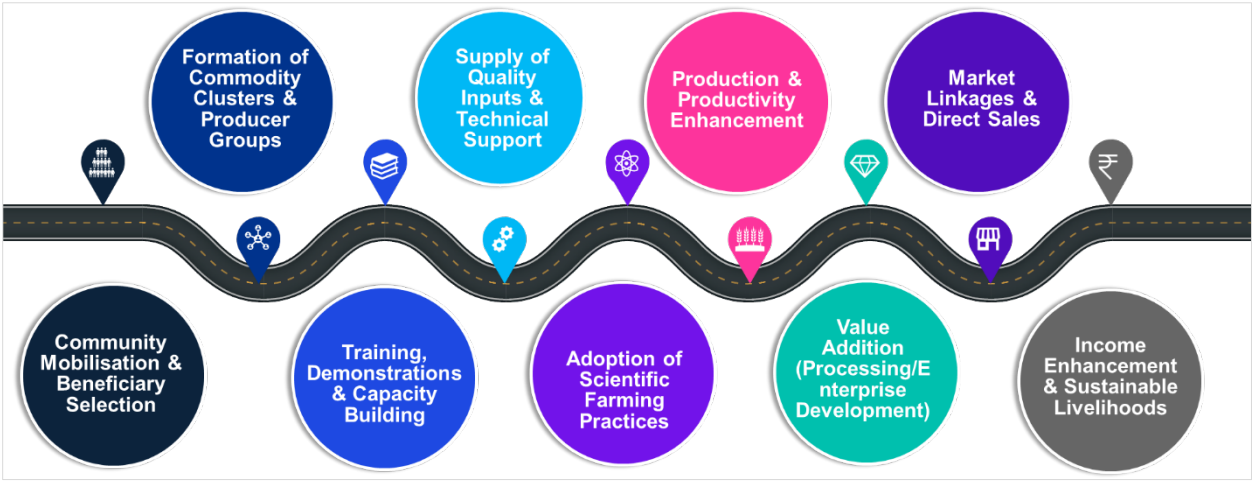


Figure 101: Project lifecycle of OIL Jeevika

A key feature of the programme is its emphasis on **scientific agriculture and capacity building**. Beneficiaries receive training, refresher sessions, field demonstrations, technical advisory services, quality planting material, and agronomic inputs aligned with recommended best practices. The programme promotes Good Agricultural Practices (GAP), Integrated Nutrient Management (INM), Integrated Pest Management (IPM), crop diversification, crop rotation, and climate-responsive farming techniques. These interventions are further supported through regular field monitoring and expert guidance to improve productivity and product quality.



Beyond farm-level interventions, OIL Jeevika has invested significantly in strengthening local institutions and market systems. The programme has facilitated the formation of 19 commodity-specific Producer Groups comprising 544 members, enabling collective action, peer learning, input procurement, and market engagement. Direct linkages with buyers, tea factories, traders, and marketing agencies have helped farmers secure improved price

realization and reduce dependence on intermediaries. The long-term vision is to strengthen these Producer Groups and eventually federate them into Farmer Producer Organizations (FPOs).

II. Impact map

Table 46: Impact map for project OIL Jeevika

Stakeholders	Activities	Output	Outcome	Impact
Direct Beneficiaries-Farmers	Improved Farming Practices	- Training on GAP, soil testing, nutrient & pest management - On-field demonstrations and expert advisory support	- Improved crop productivity - Enhanced product quality and reduced crop losses	Higher and stable farm incomes
	Input Support & Crop Diversification	- Distribution of quality inputs (planting material, fertilizers) - Introduction of high-value crops (ginger, turmeric, mandarin, pepper)	- Increased adoption of diversified cropping systems - Reduced dependence on traditional low-income crops	Improved income resilience and reduced livelihood risk
	Market Linkages	- Direct linkages with buyers (tea factories, wholesalers, traders) - Facilitation of aggregation and quality-based pricing	- Increased price realization - Reduced intermediary dependence	Enhanced profitability for farmers
	Producer Group Formation	- Formation of commodity-based producer groups - Capacity building for collective management and operations	- Improved bargaining power and collective marketing - Better access to inputs, finance, and institutional linkages	- Sustained and scalable livelihood systems
Direct Beneficiaries - SHG Members / Rural Entrepreneurs	Enterprise Development	- Establishment of enterprises (agarbatti, vermicompost, processing units) - Provision of infrastructure and initial capital support	- Creation of alternative income streams -Increased local employment opportunities	Diversified and enhanced household incomes
	Skill Development & Training	- Technical training (production, handicrafts, processing of agricultural produce like spices, bamboo products, compost) - Entrepreneurship and business management training	- Improved technical and managerial capacity - Increased revenue from the same raw material base - Increased confidence to initiate and manage enterprises	Higher income realization from local resources

Indirect Beneficiaries- Families	Livelihood Enhancement of Household	- Increased household income inflow - Greater employment opportunities within the household	- Improved spending on food, education, and health - Enhanced financial security and reduced vulnerability	- Improved overall quality of life and well-being

III. Relevance

Prior to joining Project OIL Jeevika, beneficiaries faced several challenges that constrained agricultural productivity and income generation. The most commonly reported constraints were **low crop productivity (100%)** and **limited knowledge of scientific farming practices (100%)**, followed by **lack of access to quality inputs (90%)**. Beneficiaries also reported challenges related to **low market prices and dependence on intermediaries (81%)**, **crop losses due to pests, diseases, and weather conditions (81%)**, **limited market access (76%), poor quality of produce (76%), and limited income from farming (62%).** These findings suggest that farmers faced constraints across the agricultural value chain, from production and quality management to market access and income realization.

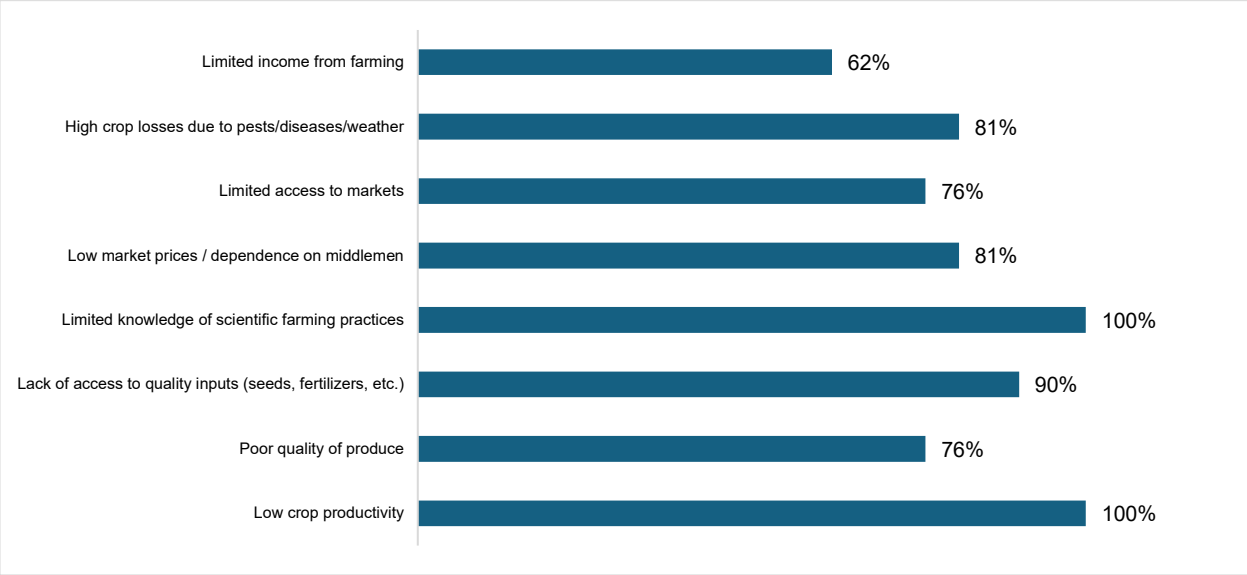


Figure 102: Pre-programme challenges reported by the beneficiaries

The project appears to have been well aligned with these needs. A majority of beneficiaries **(62%) reported that the intervention was fully aligned with the key needs of the farming community**, while the remaining 38% considered it largely aligned. The findings indicate that the project's focus on scientific cultivation practices, quality improvement, input support, value addition, and market linkages effectively responded to the challenges faced by farmers in the project area.

IV. Efficiency

Beneficiaries reported a highly positive experience with programme implementation, reflecting the efficient delivery of project activities. When asked about their overall experience, **90% of respondents described the implementation as very smooth and well-organized**, while the remaining 10% reported that it was mostly smooth with only minor challenges. The findings suggest that the project was implemented in a structured and effective manner, with training, input

distribution, technical support, and field-level assistance being delivered in a way that facilitated beneficiary participation and uptake of interventions.



V. Effectiveness

Beneficiaries identified the programme's production and market-oriented interventions as the most valuable components of Project OIL Jeevika. Input support, including quality planting materials, seeds, and fertilizers, was reported as the most useful activity by **95%** of respondents, followed by training on scientific farming practices **(90%)** and market linkage support **(90%).** A substantial proportion also highlighted the usefulness of introducing high-value crops **(81%)** and demonstration plots and on-field learning **(76%),** indicating that beneficiaries particularly valued interventions that directly improved productivity and income opportunities. Additionally, **62%** found producer group formation beneficial, while **57%** appreciated value-addition support such as processing activities. A smaller proportion (19%) identified exposure visits and expert interactions as the most useful component.

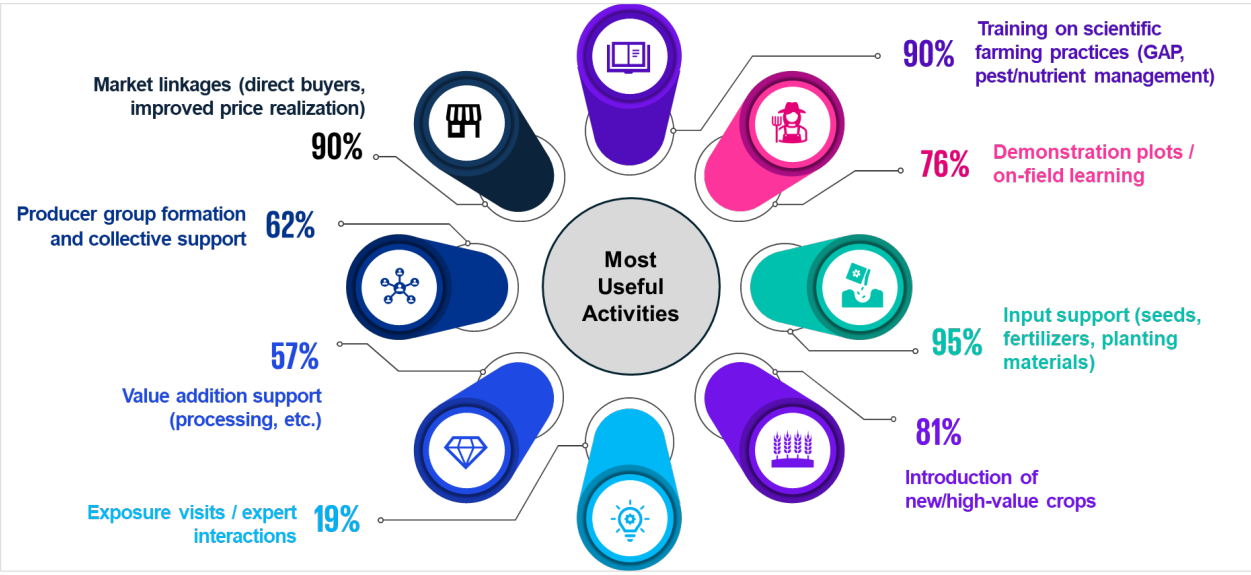


Figure 103: Usefulness of programme as reported by beneficiaries

The positive perception of programme activities is reflected in beneficiaries' assessment of livelihood outcomes. When asked how well the project supported their agricultural and livelihood needs, **90% of respondents** reported a **significant improvement** in their income and productivity, while the remaining **10% reported a moderate improvement**. These findings suggest that the programme interventions were effective in addressing key constraints faced by farmers and contributed meaningfully to strengthening agricultural livelihoods.



VI. Impact

i. Improved farm incomes and livelihood stability

A key outcome of Project OIL Jeevika has been the improvement in beneficiaries' agricultural knowledge and farm income. Notably, **100% of respondents reported learning new skills** through the programme, indicating strong uptake of the capacity-building interventions. These skills translated into improved farming practices, with **95% adopting improved or high-quality planting materials, 81% reporting more effective use of fertilizers and pesticides**, 67% applying new techniques learned during training, and 57% following recommended scientific farming practices. No beneficiary reported failing to adopt any new practice following participation in the programme.

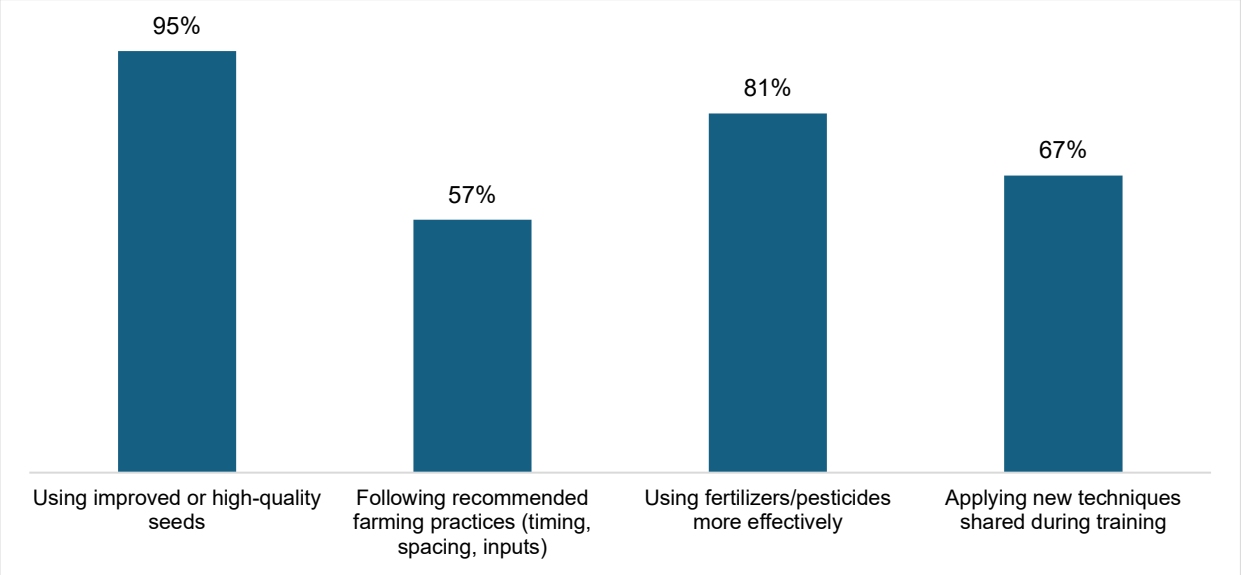


Figure 104: Adoption of sustainable farm practices as reported by beneficiaries

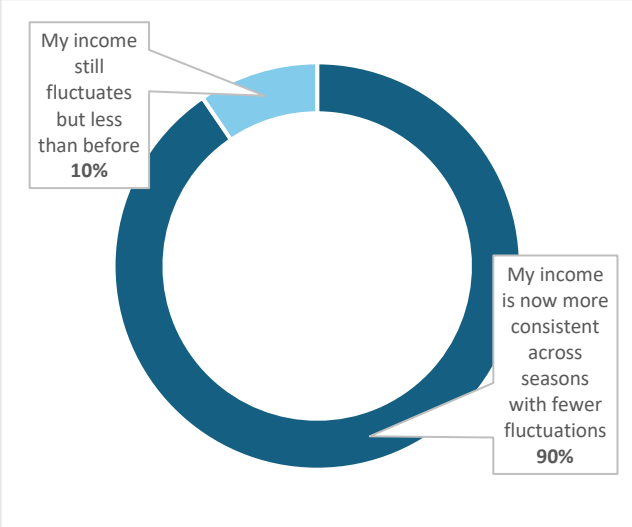
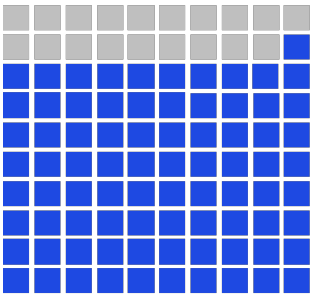


Figure 105: Income stability as reported by beneficiaries as impact of the programme

The adoption of these practices appears to have translated into positive economic outcomes. A majority of beneficiaries (**86%) reported that their farm income had increased significantly**, while the remaining 14% reported a moderate increase. This is further reflected in the increase in average monthly income from INR 21,525 before programme participation to INR 27,175 after participation, representing a notable improvement in earnings. Beyond higher incomes, beneficiaries also reported greater income stability, with **90% indicating that their income had become more consistent across seasons with fewer fluctuations**, while 10% reported that seasonal fluctuations had reduced compared to earlier. These findings suggest that the programme contributed not only to income enhancement but also to improved resilience and predictability of farm-based livelihoods.

ii. Improved income resilience and reduced livelihood risk



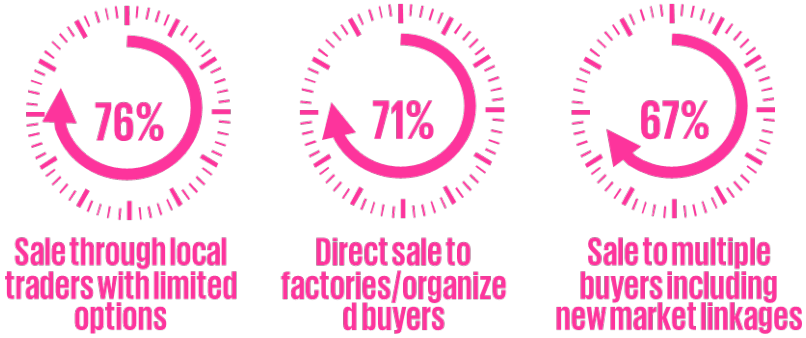
81%

Of the respondents interviewed during the study reported that they now have multiple crops and income sources

Project OIL Jeevika has contributed to strengthening beneficiaries' ability to manage livelihood risks associated with agriculture. A majority of respondents **(81%) reported that they now have multiple crops and income sources, reducing their exposure to risks arising from crop failures, price fluctuations, or adverse weather conditions**. In contrast, only 9% remained dependent on a single crop and therefore continued to face high livelihood risk, while another 10% reported partial risk reduction through some degree of diversification. These findings suggest that the programme's emphasis on crop diversification and promotion of multiple livelihood streams has enhanced beneficiaries' resilience, enabling them to better withstand agricultural and market-related shocks while maintaining more stable income sources.



iii. Enhanced profitability through market linkages



Project OIL Jeevika has contributed to improving farmers' market access and profitability by enabling engagement with a wider range of buyers and marketing channels. A majority of respondents reported selling directly to factories or organized buyers (71%), while 67% indicated that they now sell to multiple buyers through newly established market linkages. Although 76% continued to sell through local traders, the findings suggest that beneficiaries are no longer solely dependent on traditional marketing channels and have gained access to a broader market ecosystem that offers greater selling opportunities.

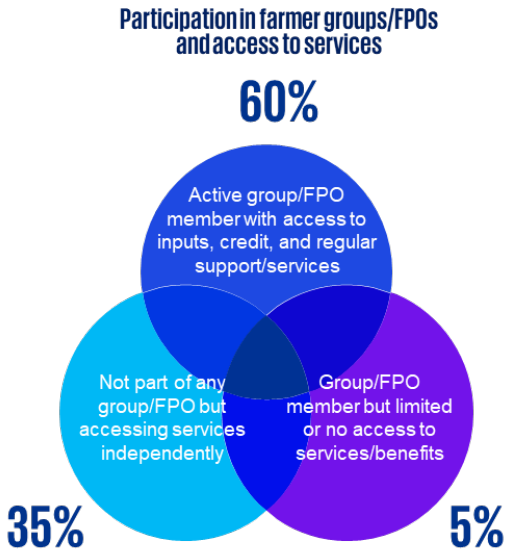


These improved market linkages have translated into better price realization. A substantial **80% of respondents reported receiving higher prices through quality-based sales**, indicating that the programme's focus on improving product quality and facilitating direct market connections has enabled farmers to capture greater value from their produce. Additionally, 15% reported receiving higher prices occasionally depending on the buyer, while only 5% experienced a slight increase over earlier prices. Overall, the findings suggest that the programme has enhanced farmers' profitability by strengthening market access and rewarding quality improvements with better prices.



iv. Enterprise sustained and scalable livelihood systems

Project OIL Jeevika has contributed to the development of community-based institutions that can support the long-term sustainability of livelihood interventions. At the time of the assessment, **60% of respondents reported being active members of producer groups** and having access to inputs, credit, and regular support services, while 35% were accessing services independently despite not being part of a group. Only 5% reported being group members but experiencing limited access to group-related services and benefits. These findings suggest that the project has been successful in promoting institutional mechanisms that facilitate continued access to resources, information, and livelihood support.



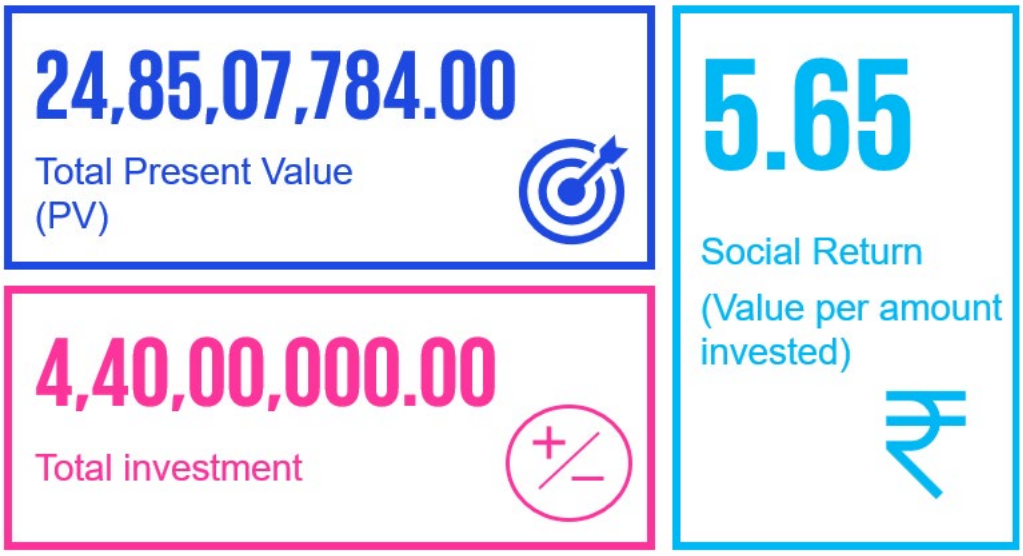
The benefits of collective action are further reflected in the services provided through producer groups. A majority of beneficiaries **(90%) reported improved bargaining power and better price realization through collective marketing**, while **71% benefited from improved access to inputs and credit through their groups**. Additionally, 57% reported access to market information and multiple buyer options, strengthening their ability to make informed marketing decisions. Although 33% reported receiving only occasional support from their groups, the overall findings indicate that producer groups have played an important role in strengthening market access, service delivery, and the long-term sustainability of livelihood outcomes.



VII. Sustainability

The findings indicate strong prospects for the sustainability of project outcomes. A majority of beneficiaries (**90%) reported that they are regularly using the skills and knowledge acquired through the programme in their farming or livelihood activities**, while the remaining 10% indicated that they use these skills occasionally. The high level of continued application suggests that the practices promoted under the project are relevant, practical, and economically beneficial for beneficiaries. It also reflects the programme's success in facilitating the adoption of scientific farming methods and improved livelihood practices beyond the implementation period. Overall, the findings indicate that the benefits of the intervention are likely to be sustained through continued use of the skills and practices introduced under the project.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 5.65** was created.





IX. Anecdotes

Before joining the project, I sold my produce through local middlemen and received low prices despite putting in significant effort. Through the trainings on scientific cultivation, pruning, nutrient management, and quality improvement, I learned how to improve both the productivity and quality of my crop. The project also connected us directly with buyers, allowing me to receive a much better price for my produce than before. My income has increased substantially, and I now understand how quality directly impacts market value. The knowledge and market access provided by the project have completely changed the way I approach farming.

- Beneficiary of Tea Cultivation Training

I had never considered organic composting as a business opportunity before participating in the project. After receiving training and technical guidance, I established a vermicompost unit and learned how to produce and market compost effectively. The buy-back support provided assurance that there would be demand for my product, which encouraged me to continue and expand production. What began as a small activity has now become an additional source of income for my family. Beyond the income earned, I take pride in promoting sustainable farming practices and supplying organic inputs to other farmers in my community.

- Vermicompost Entrepreneur

E. Women Empowerment Programmes

E. Women Empowerment

Coherence

- Alignment of the programme with SDGs



Table 47: Coherence with SDGs- Women empowerment

SDG Goal	Target	Sub-targets [89]	Coherence
SDG 1	**No Poverty**	**1.2** Reduce the proportion of men, women and children living in poverty in all its dimensions.	Through skill development, nursing education, enterprise creation and market linkage support, the programmes contribute to strengthening household incomes and reducing economic vulnerability among women beneficiaries.
SDG 4	**Quality Education**	**4.3** Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education.	The **Centre of Excellence** provides certified vocational training in handloom and handicrafts, while the **OIL Nursing School** provides professional nursing education, expanding access to skills and career pathways for women.
SDG 5	**Gender Equality**	**5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making.	Both the **Centre of Excellence** and **OIL Nursing School** enable women to acquire marketable skills, participate in income-generating activities, pursue professional careers and contribute to household and community decision-making.
SDG 8	**Decent Work and Economic Growth**	**8.5** Achieve full and productive employment and decent work for all women and men.	The programmes improve employability, entrepreneurship and livelihood opportunities, resulting in enhanced incomes, self-employment and workforce participation among beneficiaries.

- Alignment of the programme with National Priorities – Government schemes and programmes

Table 48: Coherence with national priorities- Women empowerment

[89] https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

Programme	Brief Description	Coherence
Viksit Bharat @ 2047 [90]	Viksit Bharat@2047 is the Government of India's long-term vision to transform India into a developed nation by 2047, marking 100 years of independence. The initiative outlines a comprehensive roadmap across key pillars: • Economic Growth: Sustained high GDP growth and global competitiveness • Social Equity: Universal access to quality education, healthcare, and poverty eradication • Youth Empowerment: Skill development, employment generation, and inclusive education • Environmental Sustainability: Net-zero emissions and green infrastructure • Technological Advancement: Innovation-driven industrial and digital transformation • Inclusive Development: Targeted support for marginalized groups, including women, youth, and the poor	OIL's women empowerment initiatives contribute directly to the vision of Viksit Bharat through investments in **human capital development, women's economic participation and skill enhancement**. The CoE strengthens employability, enterprise development and income generation among rural women through market-oriented training in handloom and handicrafts, while the OIL Nursing School expands access to professional education and skilled employment opportunities for young women. Together, the programmes support key pillars of Viksit Bharat related to **social equity, women-led development, youth empowerment, employment generation and inclusive growth.**
Skill India Mission [91]	A flagship initiative aimed at equipping youth with industry-relevant skills, enhancing employability and promoting entrepreneurship.	The CoE provides structured vocational and entrepreneurship training in handloom and handicrafts, while the Nursing School develops skilled healthcare professionals. Both interventions contribute towards enhancing employability, professional competencies and livelihood opportunities among women.
Mission Shakti [92]	Umbrella programme focused on women's safety, security and empowerment through economic and social inclusion.	Both programmes promote women's empowerment through access to skills, education, financial independence and professional opportunities, thereby strengthening women's participation in household, community and economic decision-making.

[90] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India
[91] Skill India Digital Hub (SIDH) - Upskilling, reskilling, career growth and lifelong learning
[92] Mission Shakti | Ministry of Women and Child Development

National Education Policy (NEP) 2020 [93]	Aims to improve equitable access to quality education, vocational education and professional learning opportunities.	OIL Nursing School contributes to access to quality professional education for young women, while the Centre of Excellence promotes vocational learning, lifelong skilling and employability in line with NEP's emphasis on skill-oriented education and workforce readiness.

[93] Factsheet Details:Factsheet Details | PIB

OIL's Centre of Excellence for Handicraft, Handloom, and Entrepreneurship

I. About the programme

Established in 1984 as the **Handicraft Training and Production Centre (HTPC)**, OIL's Centre of Excellence (CoE) represents one of the longest-standing community development initiatives of Oil India Limited. Recognizig the need to align traditional skills with changing market demands and emerging livelihood opportunities, the erstwhile HTPC was upgraded into a **Centre of Excellence for Handicraft, Handloom and Entrepreneurship in FY 2021-22**. The transformation marked a strategic shift from a conventional skill-training centre to a comprehensive ecosystem focused on skill development, enterprise promotion, value-chain strengthening and sustainable livelihood creation for rural communities, particularly women artisans and weave.

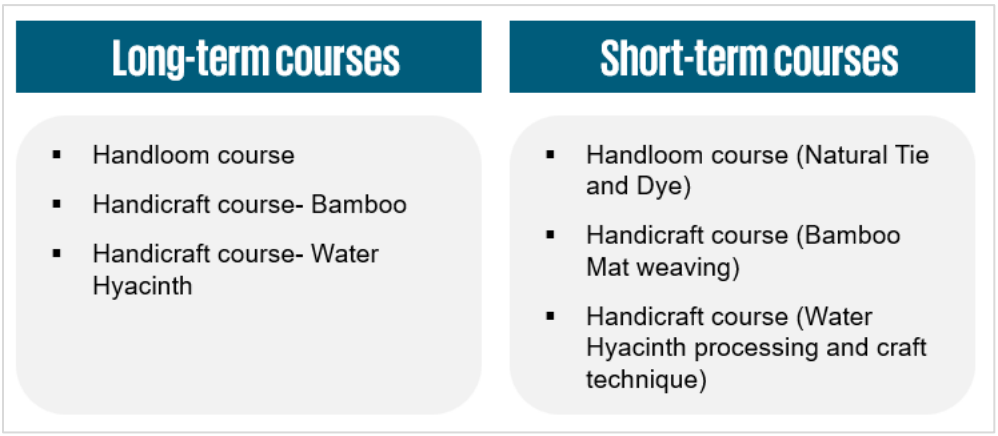


The CoE is guided by a vision to unlock the untapped potential of traditional handloom and handicraft skills through capacity building, innovation and entrepreneurship, thereby enhancing incomes and livelihood opportunities for local artisans. Beyond training, the Centre has been envisioned as a resource agency for product design and development, market-oriented skilling, branding, marketing facilitation and enterprise incubation. Its approach seeks to preserve Assam's rich handloom and handicraft heritage while simultaneously equipping artisans with contemporary skills required to compete in evolving markets.

A distinguishing feature of the programme is its **hub-and-spoke model**, wherein the CoE at Duliajan functions as the central hub for advanced training, design development, entrepreneurship education and market facilitation, while community-based spoke centres extend outreach to rural clusters, along with the 3 spoke centres. This model enables last-mile access to training opportunities while fostering community ownership and local production ecosystems. The

programme also places considerable emphasis on promoting sustainable and eco-friendly production practices through the use of natural fibres, organic dyes and locally available raw materials such as bamboo and water hyacinth. **Hence the Centre is also aligned with GoI's Lifestyle for Environment.**

The Centre currently delivers a structured mix of **Sector Skill Council-certified long-term programmes** and **FICCI-certified short-term courses**.



In **FY 2024-25, 225** women from OIL's operational areas of Upper Assam were provided with the training, and the trainees were exposed to eco-friendly production by using natural fibres and organic dyes. Post training forward linkages across the value chain of activities through the formation of cooperatives societies were provided to all trainees under the Centre. In addition to regular skill development classes, the Centre also conducted sessions on entrepreneurship education & provided marketing opportunities to the weavers/artisans through the development of product portfolios and connecting them with prospective buyers. During the year, in addition to supporting **two numbers of cooperative societies on handloom (Prerna) and handicraft (Shrishti),** the three numbers of community-based Spoke Centres set up in OIL's operational areas of Tinsukia and Dibrugarh districts, functioned as training, production cum marketing units economically supporting the women weavers/artisans.

Through this integrated approach, the Centre of Excellence has evolved into a platform that not only promotes traditional crafts and entrepreneurial capabilities but also contributes to women's empowerment, community-based livelihood generation and the creation of a sustainable handicraft and handloom ecosystem in OIL's operational areas.

II. Impact map

Table 49: Impact map for project OIL CoE

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries- Rural women artisans	Long-term and short-term skill-based training (Handloom, Bamboo, Water Hyacinth)	- Trainees trained and certified (Sector Skill Council/FICCI aligned) -Trainees equipped with toolkits and technical knowledge	Improved technical skills in handloom and handicraft production	Enhanced employability and skills among beneficiaries
			Increased readiness for employment/self-employment	

	Entrepreneurship development and product development	- Exposure visits, EDP sessions - Awareness of industry practices, value chains, and market linkages	Increased readiness of the women artisans for entrepreneurship	Increased readiness for entrepreneurship and self-employment
			Improved understanding of market dynamics, pricing, and business operations	
	Market Linkages & Ecosystem Strengthening (exhibitions, cooperatives, digital platform)	- Participation in exhibitions - Market access platforms created - Cooperative strengthening	Improved access to buyers and market opportunities	Improved income opportunities and market integration
			Increased income of the women artisans	
	Community outreach and awareness programmes (mobilization, training at spoke centres)	- Increased awareness leading to increased confidence of the women - Participation of rural women and youth	Enhanced confidence and decision-making ability among women to participate in livelihood and community-related activities	Increased agency and socio-economic empowerment of women
Indirect Beneficiaries-Cooperatives	Participation of cooperative societies in exhibitions and market linkage initiatives	- Cooperative-produced products showcased and connected with buyers	Improved market access and business opportunities for cooperatives	Increased and sustained income generation for cooperative members through strengthened market integration

III. Relevance

Prior to joining the programme, beneficiaries reported facing multiple constraints related to skills, livelihoods and market access. Lack of technical skills in handloom and handicraft production emerged as the most commonly reported challenge, cited by **97%** of respondents. This was followed by limited income-generation opportunities and lack of access to training or guidance, each reported by **93%** of beneficiaries. Further, **77%** indicated that they had limited knowledge of

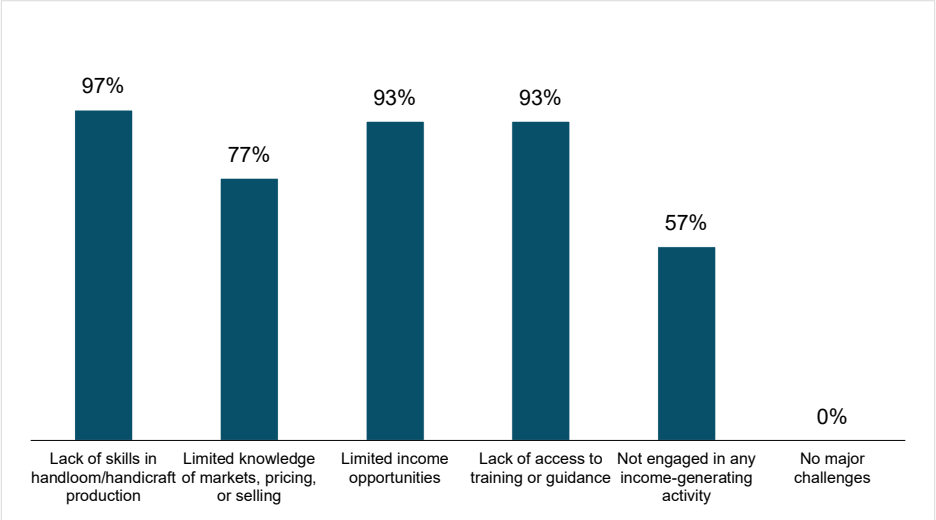


Figure 106: Pre-programme challenges reported by beneficiaries

markets, pricing mechanisms and selling practices, which constrained their ability to commercialize their products effectively. In addition, **57%** of respondents reported that they were not engaged in any income-generating activity before participating in the programme.

The findings suggest that the challenges faced by beneficiaries were not restricted to skill acquisition alone but extended across the broader livelihood value chain, including access to training, market knowledge and income opportunities. The programme's focus on structured skill development, entrepreneurship orientation, product development, market exposure and institutional support through cooperatives and cluster-based platforms appears to have been aligned with these identified needs.

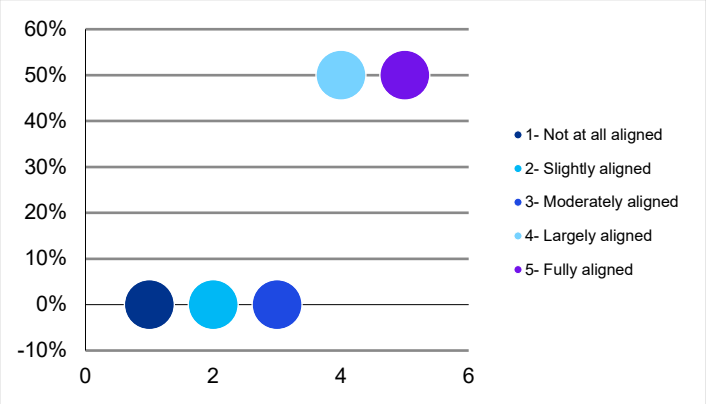


Figure 107: Programme alignment with beneficiary needs

Beneficiaries were also asked to assess the extent to which the programme addressed the needs of the target community. All respondents reported a high degree of alignment between the intervention and their requirements. While **50%** of respondents considered the programme to be **fully aligned** with their needs, the remaining **50%** reported it to be **largely aligned**. No respondent reported the intervention to be not aligned with community needs.

The results indicate that the programme has responded to key constraints identified by beneficiaries, particularly those related to technical capacity, livelihood opportunities, access to training and understanding of market systems. The emphasis on locally relevant trades such as handloom, bamboo crafts and water hyacinth products, combined with entrepreneurship and market linkage support, has enabled the intervention to address both traditional skill bases and emerging livelihood aspirations of rural women.



IV. Efficiency

All beneficiaries reported a positive experience with programme implementation. Specifically, **100% of respondents,** during the survey, described the programme as *well-organized, with useful sessions and no unnecessary time spent*. No beneficiary reported issues relating to coordination, repetitive sessions, implementation delays or underutilization of digital and market linkage support. The findings indicate that the programme was delivered in a structured and efficient manner, with training activities, support services and stakeholder engagement mechanisms functioning as intended.

V. Effectiveness

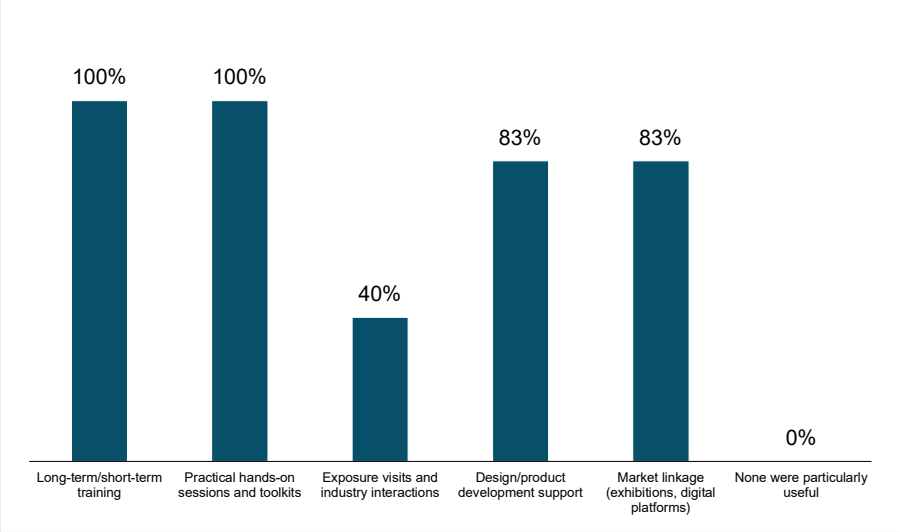


Figure 108: Most effective programme activities as reported by beneficiaries

Beneficiaries reported that the programme's practical and application-oriented components were the most valuable aspects of the intervention. Both **long-term/ short-term training** and **practical hands-on sessions with toolkits** were identified as useful by **100%** of respondents. Further, **83%** of beneficiaries highlighted **design and product development support** and **market linkage opportunities through exhibitions and digital platforms** as important contributors to their learning and economic advancement. Exposure visits and industry interactions were reported as useful by **40%** of respondents. Notably, no beneficiary indicated that any programme component lacked utility.

Further, the positive perception of programme activities is reflected in their livelihood outcomes. A majority of beneficiaries (**97%**) reported that the programme had **significantly improved their work and livelihood prospects**, while the remaining **3%** stated that it had helped them in some areas. No respondent reported limited usefulness or absence of livelihood-related benefits. These findings suggest that the programme was effective in delivering interventions that were perceived as practical, relevant and capable of supporting beneficiaries' economic activities.

VI. Impact

i. Enhanced employability and skills among beneficiaries

A key objective of the CoE programme is to strengthen the technical and entrepreneurial capabilities of women artisans, thereby enhancing their employability and livelihood prospects. The beneficiary survey indicates that the programme has been successful in building new skills among participants, with **100% of respondents** reporting that they learned new skills during the course.

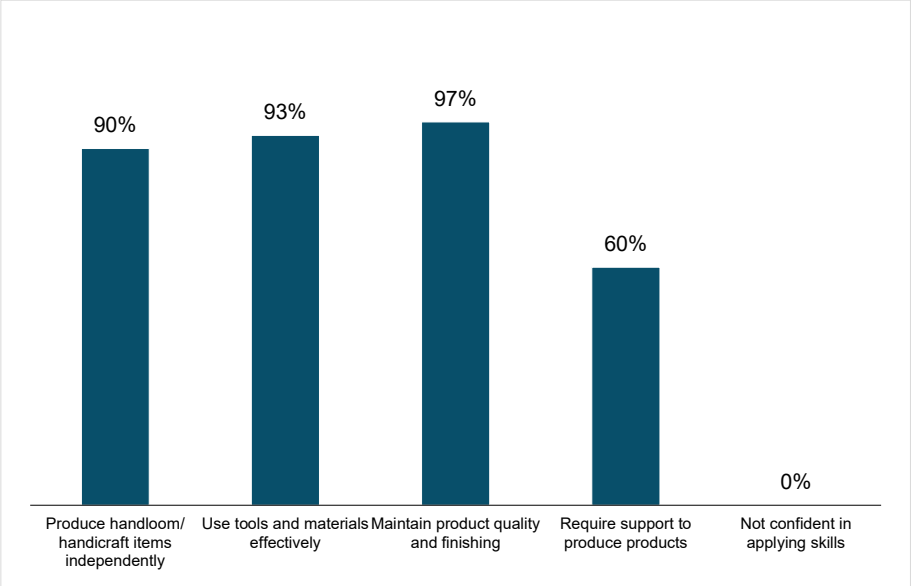


Figure 109: Impact of learning new skills during the programme

The acquired skills were also translated into practical competencies relevant to livelihood generation. Following completion of the training, **97%** of beneficiaries reported being able to maintain product quality and finishing standards, while **93%** indicated that they could use tools and materials effectively. Further, **90%** reported that they were able to independently produce handloom or handicraft products. Notably, none of the respondents expressed a lack of confidence in applying the skills gained through the programme. While **60%** reported requiring some support during production, this is expected given the continued importance of mentorship, design guidance and market-oriented handholding in enterprise development.



Overall, the findings suggest that the programme has not only facilitated skill acquisition but has also enabled beneficiaries to apply these skills in productive activities, thereby strengthening their

readiness for self-employment and participation in handloom and handicraft-based livelihood opportunities.

ii. Increased readiness for entrepreneurship and self-employment

In addition to strengthening technical skills, the programme has contributed towards improving beneficiaries' readiness for entrepreneurship and self-employment. At the time of the assessment, **30%** of beneficiaries had already initiated a small business or income-generating activity, while another **37%** reported that they were in the process of planning or ideating entrepreneurial ventures. This indicates that a substantial proportion of beneficiaries are either engaged in or preparing to pursue self-employment opportunities following completion of the programme.

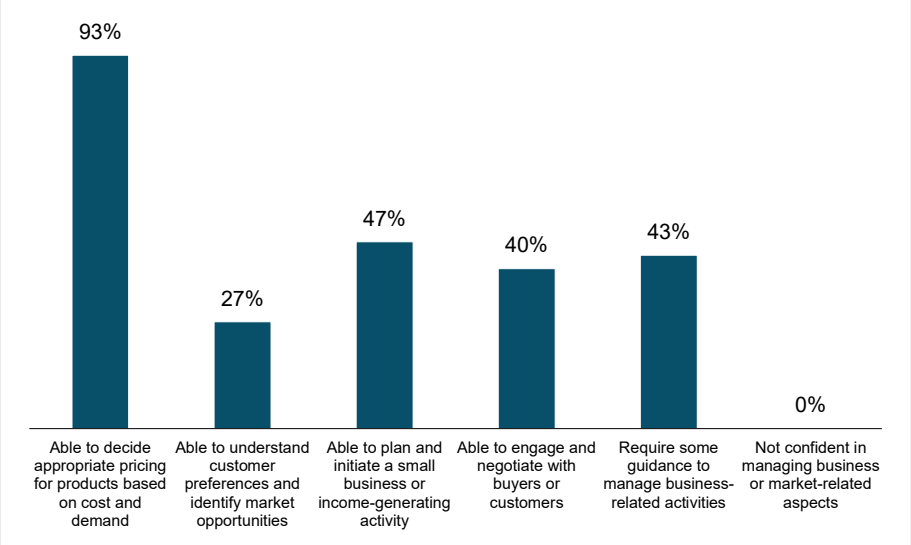


Figure 110: Increased readiness of beneficiaries for entrepreneurship

The findings further suggest improvements in business-related knowledge and decision-making capacities. A majority of beneficiaries (**93%**) reported being able to determine appropriate pricing for products based on costs and market considerations. Further, **47%** indicated that they were capable of planning and initiating an income-generating activity, while **40%** reported confidence in engaging and negotiating with buyers or customers. Additionally, **27%** stated that they were able to understand customer preferences and identify market opportunities. While **43%** continued to require some guidance in managing business-related activities, no beneficiary reported lacking confidence in handling business or market-related aspects.



Overall, the findings indicate that the programme has helped build foundational entrepreneurial capabilities among beneficiaries, enabling them to move beyond skill acquisition towards exploring self-employment and enterprise development opportunities.

iii. Improved income opportunities and market integration

The programme has contributed to strengthening beneficiaries' access to markets and income-generating opportunities. Beneficiaries reported engaging with multiple sales channels, including cooperatives and producer groups (**80%**), direct sales to local customers (**70%**), organized platforms such as exhibitions (**67%**), and digital or social media-based channels (**47%**). Only **7%** reported facing difficulties in accessing markets, while none indicated that they were not engaged in selling products.

These improved market linkages have been translated into enhanced earning opportunities. The average monthly income reported by beneficiaries increased from **INR 2,650** prior to programme participation to **INR 7,427** post participation, reflecting the programme's contribution towards strengthening livelihood outcomes and improving market integration for women artisans.



iv. Increased agency and socio-economic empowerment of women

The programme appears to have contributed to strengthening the confidence and agency of participating women. A majority of beneficiaries (**97%**) reported that their self-confidence had increased after completing the course, suggesting that the intervention influenced not only technical capabilities but also individual self-belief and aspirations.

This increased confidence is reflected in beneficiaries' participation in economic and household decision-making. Following programme participation, **87%** of respondents reported actively taking decisions related to work and income-generating activities, while another **10%** indicated that they participate in decisions jointly with family members or group members. Only **3%** reported occasional involvement, and none indicated limited or no participation in decision-making.

These findings were further corroborated during discussions with members of the cooperatives. Several women shared that they now feel more confident **interacting with buyers, participating in exhibitions and discussing product pricing**. Some beneficiaries also reported that they increasingly contribute to decisions related to household expenditures and livelihood activities, reflecting a shift in their role within the family and community. Collectively, the findings suggest that the programme has contributed to enhanced self-confidence, greater participation in decision-making and wider socio-economic empowerment among women beneficiaries.

VII. Sustainability

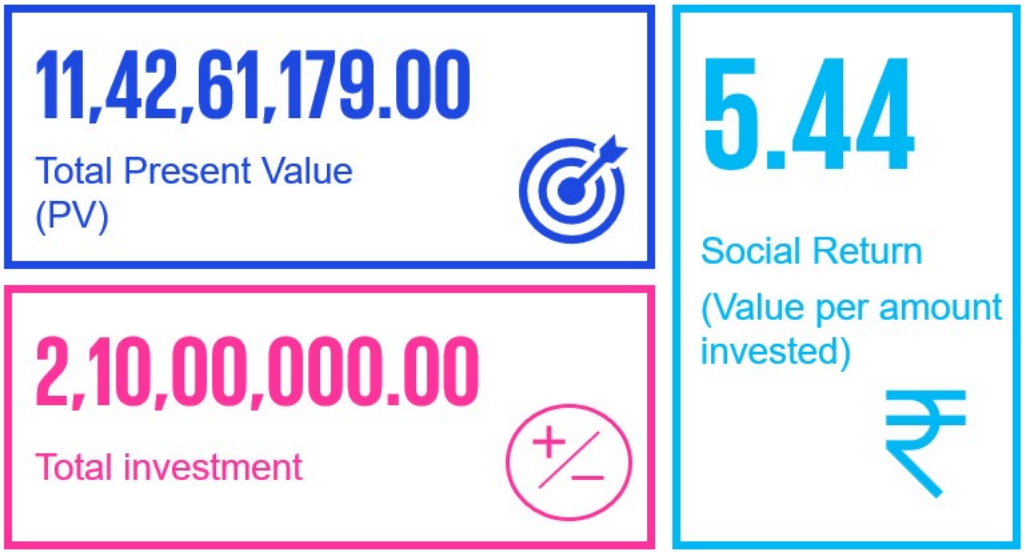
The findings indicate a strong likelihood of sustainability of programme outcomes. A majority of beneficiaries (**97%**) reported that they are **regularly using the skills acquired through the programme for income generation or work**, while only 3% stated that they had learned the skills but were not currently applying them. No beneficiary reported being unable to use the skills after completing the training.

Discussions with beneficiaries further revealed that the knowledge and skills gained through the programme are viewed as long-term assets rather than short-term training outcomes. Many beneficiaries shared that they intend to continue practicing and refining these skills in the future and feel more confident about learning and adapting to new techniques, designs and market

trends as the sector evolves. Beneficiaries also noted that the skills acquired can be transferred to family members, enabling them to involve spouses, children or relatives in production activities and gradually develop household-based enterprises. This suggests that the benefits of the intervention may extend beyond individual participants and contribute to the sustainability of traditional crafts and livelihood opportunities within the wider community.



VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 5.44** was created.

IX. Anecdotes

Before joining the Centre of Excellence, I knew basic weaving, but it was largely limited to household use, and I had never thought of it as a source of income. The training helped me understand product design, finishing standards and customer preferences. Today, I am able to independently produce and sell handloom products through exhibitions and local networks. More importantly, I feel confident discussing prices with buyers and contributing to my family's income. The skills I learned have given me a sense of independence and the confidence to take up new opportunities in the future.

- ***Beneficiary, handloom course***

Being part of the cooperative has changed the way we work and think. Earlier, many of us worked individually and had limited exposure to markets. Through the Centre of Excellence, we received training, participated in exhibitions and interacted directly with customers. This gave us confidence to showcase our products and understand what buyers are looking for. Today, we discuss production plans collectively, explore new designs and support each other in meeting orders. We now feel that our traditional skills have real economic value and can help build sustainable livelihoods for our families.

-Member of cooperative

OIL Nursing School

I. About the programme

Healthcare systems rely not only on physical infrastructure and medical equipment but also on the availability of trained healthcare professionals capable of delivering quality patient care. Recognizing the growing need for skilled nursing personnel, particularly in the Northeast region, OIL established the **School of Nursing at OIL Hospital, Duliajan** in **1991** as a *long-term human capital development initiative*. Over the years, the institution has emerged as an important platform for creating a trained nursing workforce while expanding access to professional education for young women from OIL's operational areas. **In FY 2024-25, 85 young women (1st, 2nd & 3rd yrs) underwent the 3-year diploma course, and 33 women underwent PQCT. A total of 118 women were benefitted.**

The School offers the **General Nursing and Midwifery (GNM) programme**, a three-year professional nursing course followed by practical training, with an annual intake of approximately 30 students. The institution is recognized by the relevant nursing regulatory authorities and primarily serves students from the districts of Dibrugarh, Tinsukia, Sivasagar and Charaideo in Assam, as well as Changlang district in Arunachal Pradesh. Through a structured curriculum combining theoretical instruction, laboratory-based learning and clinical exposure, the programme seeks to equip students with the knowledge, technical competencies and professional ethics required for contemporary nursing practice.



A distinctive feature of the programme is its integration with **OIL Hospital, Duliajan**, which provides students with opportunities for hands-on clinical learning in real healthcare settings. This allows trainees to develop practical competencies in patient care, community health, maternal and child health, and hospital-based nursing services while being mentored by experienced healthcare professionals. The institution also provides hostel facilities, teaching laboratories and academic support systems to facilitate a conducive learning environment.

Beyond creating employment opportunities for individual students, the programme contributes to strengthening the healthcare ecosystem by producing qualified nursing professionals who can serve in hospitals, community health facilities and other healthcare institutions. In doing so, the initiative aligns with broader national priorities related to healthcare workforce development, quality healthcare delivery and women's empowerment through professional education and skilled employment. By investing in nursing education as a pathway to both livelihood generation and healthcare strengthening, OIL has positioned the School of Nursing as a strategic intervention that simultaneously addresses human resource needs within the healthcare sector and socio-economic aspirations of young women in the region.

II. Impact map

Table 50: Impact map for project OIL Nursing School

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries- Rural women artisans	Institutional training & classroom/ lab-based learning	- Students enrolled in 3-year GNM programme - Classroom teaching, lab-based training, and academic curriculum delivered - Access to hostels, stipend, and learning resources	Improved foundational knowledge in nursing and healthcare	Improved access to professional education for women from underserved areas
			Increased access to professional education for young women	
	Clinical training & hands-on patient care at hospital	- Students trained through clinical rotations at OIL Hospital and other facilities - Hands-on exposure to patient care, emergency care, maternal health, and diagnostics	Improved clinical competencies and practical skills	Improved employability of trained nurses in healthcare institutions
	Community exposure & public health field visits	- Visits conducted to PHCs, HWCs, immunization centres and drug stores - Exposure to public health systems, immunization, and service delivery	Improved understanding of public health systems and primary healthcare	Strengthened primary healthcare service delivery in underserved communities
			Enhanced confidence and decision-making	Increased agency and socio-economic

			ability among women	empowerment of women
Indirect Beneficiaries- Community members	Community outreach, surveys & health awareness sessions	- Health awareness sessions conducted (nutrition, hygiene, maternal health, etc.) - Community surveys, home visits, and care plans prepared	Increased awareness of health, hygiene, and preventive care practices in communities	Improved health-seeking behaviour among community members (e.g., increased institutional visits, preventive practices

III. Relevance

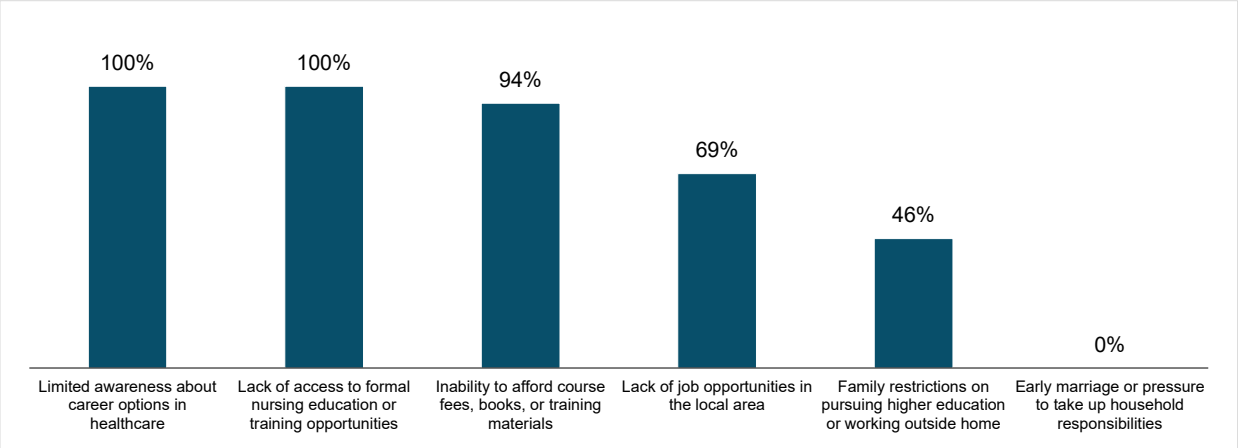


Figure 111: Challenges faced by beneficiaries prior to the programme

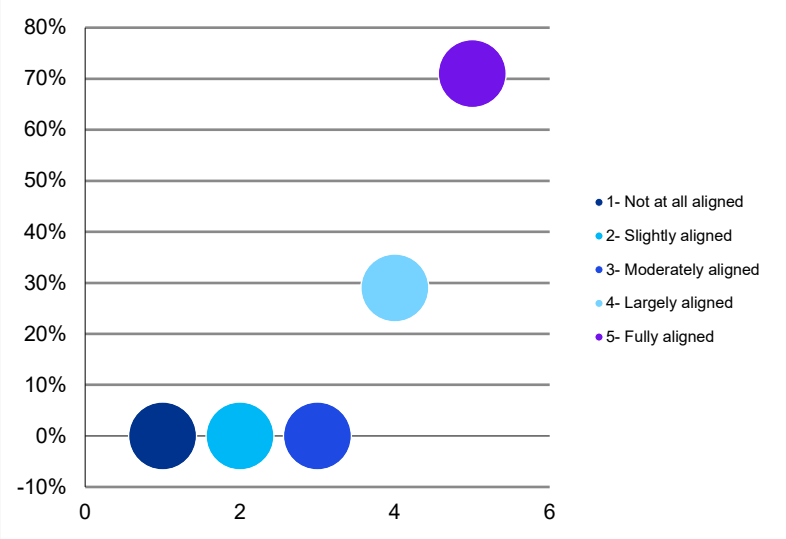


Figure 112: Programme alignment with beneficiary needs- OIL Nursing School

The findings indicate that the School of Nursing programme addresses critical educational and livelihood barriers faced by young women in the region. Prior to joining the programme, **100%** of beneficiaries reported limited awareness about career opportunities in healthcare as well as a lack of access to formal nursing education and training opportunities. Further, **94%** cited financial constraints related to course fees, books and training materials, while **69%** reported limited employment opportunities in their local areas. Family-related constraints on pursuing higher education or employment were reported by **46%** of beneficiaries.

The programme appears to be well aligned with these needs. While **71%** of beneficiaries reported that the intervention was **fully aligned** with the needs of the target community, the remaining **29%**

considered it to be **largely aligned**. No respondent reported moderate, low or no alignment. These findings suggest that the programme is addressing important gaps in access to professional education, employability and career pathways for young women from the region.

IV. Efficiency

Beneficiary feedback indicates a high level of satisfaction with programme implementation. **100% of respondents** reported that the programme was *well-organized, provided effective training, ensured adequate clinical exposure and was implemented without major delays*. No beneficiary reported concerns related to scheduling, programme coordination, resource availability or practical exposure. These findings suggest that the programme was delivered efficiently, with academic, clinical and support components functioning in a coordinated manner.



V. Effectiveness

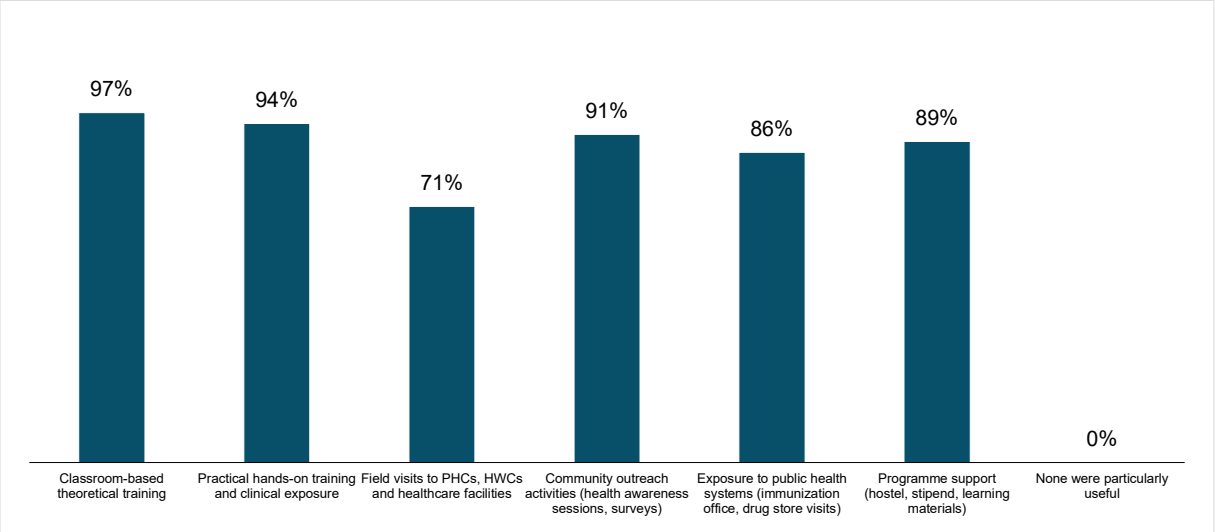


Figure 113: Beneficiaries' perception on effectiveness of programme activities

Beneficiaries identified multiple programme components as valuable in supporting their academic and professional development. **Classroom-based theoretical training (97%)** and **practical hands-on training with clinical exposure (94%)** emerged as the most useful aspects of the programme, reflecting the importance of balancing conceptual learning with real-world nursing practice. In addition, beneficiaries highlighted the value of **community outreach activities (91%)**, **programme support in the form of hostel facilities, stipends and learning materials (89%)**, and **exposure to public health systems (86%)**, which collectively helped broaden their understanding of healthcare delivery beyond hospital settings.

Further, **71%** of respondents reported that field visits to healthcare facilities such as PHCs and HWCs were beneficial in enhancing their practical understanding of healthcare systems. Notably, no beneficiary reported that any programme component lacked relevance or usefulness. The findings suggest that the programme has been effective in providing a comprehensive learning experience that combines academic instruction, clinical practice, community engagement and exposure to public health systems, thereby contributing to the overall professional preparedness of nursing students.

VI. Impact

i. Improved access to professional education for women from underserved areas

The programme has played a crucial role in enabling access to formal nursing education for young women who may not have otherwise been able to pursue it. All beneficiaries (**100%**) reported that the programme helped them access professional nursing education that would not have been feasible in its absence.

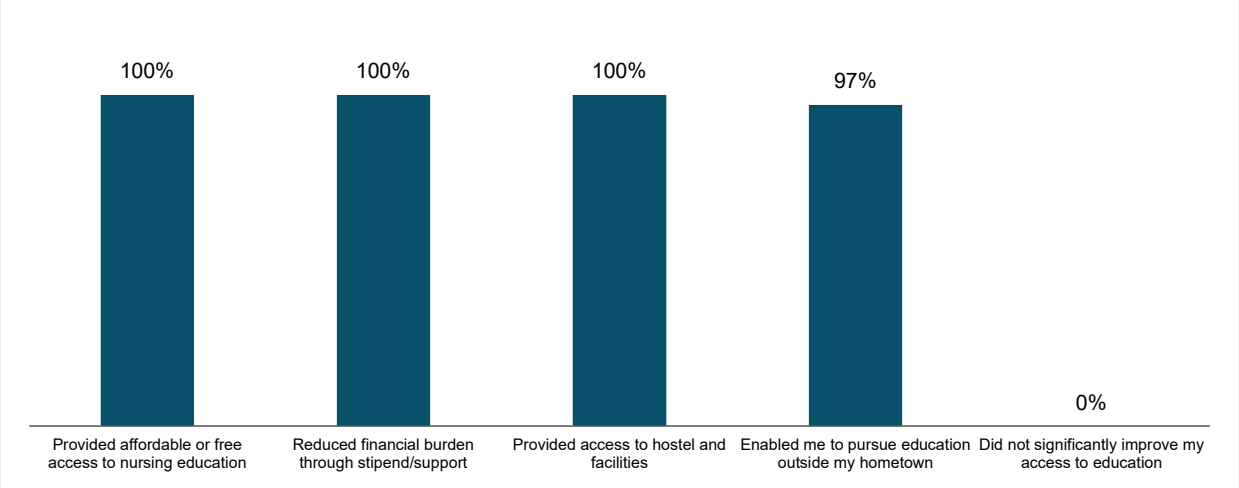


Figure 114: Beneficiaries' reporting impact of OIL Nursing school in access to professional education

As illustrated in the figure, the findings further suggest that the programme has addressed multiple barriers to educational access. Beneficiaries unanimously reported that the programme provided **affordable access to nursing education**, reduced the **financial burden through stipends and support**, and facilitated access to **hostel accommodation and related facilities** (**100% each**). Further, **97%** of respondents stated that the programme enabled them to pursue education outside their hometown, thereby expanding opportunities that may have otherwise remained inaccessible.

Overall, the programme has strengthened access to professional education by addressing financial, geographic and institutional barriers, creating pathways for young women from underserved areas to pursue nursing as a professional career.

ii. Improved employability of trained nurses in healthcare institutions

The programme has contributed significantly to enhancing the employability and professional readiness of nursing students. Beneficiaries reported substantial improvements in their clinical competencies, with **100%** stating that they are able to independently provide basic patient care and nursing procedures, assist during emergency situations, and support maternal and child health services. Further, **97%** reported being able to independently maintain clinical records and documentation. Notably, no respondent indicated a lack of confidence in applying clinical skills, while only **9%** reported requiring supervision for certain tasks.



The strengthening of professional skills has translated into improved livelihood outcomes. The average monthly income reported by beneficiaries increased from **INR 114 prior to joining the programme to INR 10,869 post participation**, reflecting the programme's role in creating pathways to skilled employment in the healthcare sector. The findings suggest that the combination of classroom instruction, clinical exposure and practical training has equipped beneficiaries with competencies that are directly relevant to healthcare institutions and nursing practice.

iii. Strengthened primary healthcare service delivery in underserved communities

The programme has contributed to building a cadre of nursing professionals equipped to support healthcare delivery in primary and community-level settings. All beneficiaries (**100%**) reported that

they feel fully prepared to work independently in Primary Health Centres (PHCs), rural health facilities and other public health settings. Similarly, **100%** indicated that the programme had strengthened their understanding of public health systems and enhanced their readiness to undertake healthcare responsibilities in community settings.

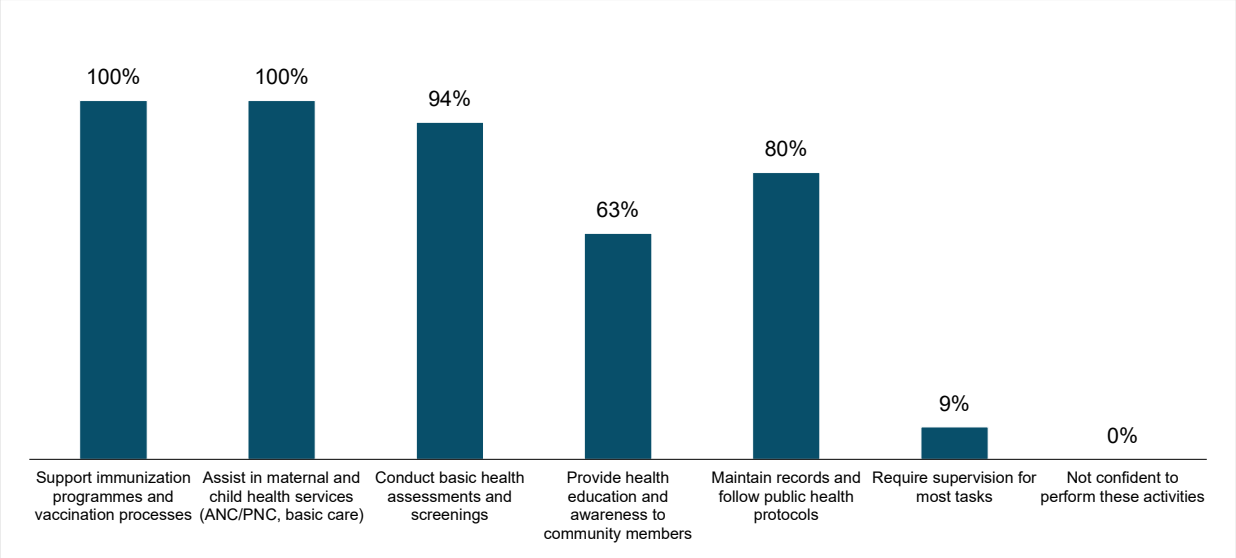


Figure 115: Activities undertaken by the beneficiaries in PHCs

The training has translated into practical competencies that are directly relevant to primary healthcare delivery. Beneficiaries reported being able to support **immunization and vaccination programmes (100%)**, assist in **maternal and child health services (100%)**, undertake **basic health assessments and screenings (94%)**, maintain records and follow public health protocols (**80%**), and provide health education and awareness to community members (**63%**).

These findings were also reflected in discussions with community members, who acknowledged the role played by trained nursing students during community outreach activities, health awareness sessions and health facility visits. Community members noted that the presence of trained nurses helps improve awareness on preventive healthcare, maternal and child health, and immunization, while also strengthening the availability of human resources at the grassroots level. Collectively, the findings suggest that the programme is contributing not only to individual career development but also to strengthening the healthcare workforce required to support primary healthcare delivery in underserved regions.

iv. Increased agency and socio-economic empowerment of women

The programme has contributed to strengthening the confidence and decision-making capacity of participating students. All beneficiaries (**100%**) reported an increase in self-confidence following completion of the course, indicating that the programme's impact extends beyond technical and professional skill development.

This enhanced confidence is also reflected in beneficiaries' ability to make independent decisions regarding their education, career and future aspirations. All respondents (**100%**) stated that they actively take decisions related to their education, work and career plans after joining the programme. No beneficiary reported limited involvement or exclusion from decision-making processes.

The findings suggest that the programme has enabled young women not only to access professional education and employment opportunities but also to exercise greater agency in shaping their personal and professional futures. By creating pathways to a respected profession and financial independence, the intervention has contributed to broader socio-economic empowerment among its beneficiaries.

VII. Sustainability

The assessment findings indicate strong prospects for the sustainability of programme outcomes.

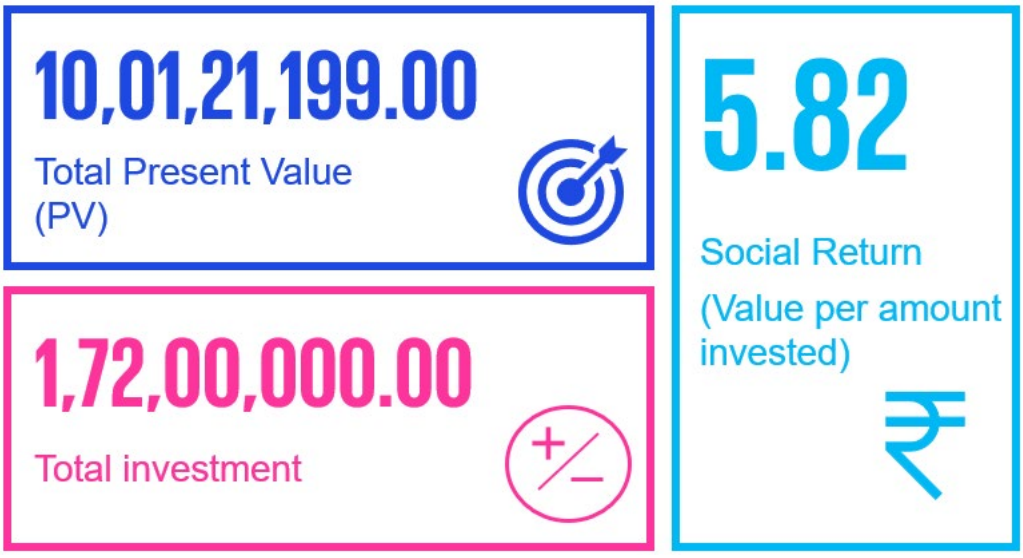


All beneficiaries (**100%**) reported that the benefits gained through the programme, particularly in terms of skills, knowledge and employment opportunities, have been integrated into their career pathways and are expected to continue in the long term, even after programme support concludes.

The sustainability of outcomes is closely linked to the professional nature of nursing education, where acquired competencies remain relevant throughout an individual's career. Beneficiaries shared that the programme has equipped them with qualifications and practical skills that can be utilized across diverse healthcare settings, thereby enabling continued employment and career progression.

This perspective was further reinforced during discussions with community members, who noted that the programme has created a pool of trained nursing professionals from the local area, serving as role models for other young women aspiring to pursue healthcare careers. Community members also highlighted that the programme has enhanced awareness regarding professional nursing education and expanded local aspirations towards healthcare-related employment. Together, these findings suggest that the programme's benefits extend beyond individual beneficiaries and are likely to generate longer-term social and developmental outcomes within the community.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 5.82** was created.

IX. Anecdotes

Coming from a small town, pursuing professional nursing education seemed difficult because of the financial commitment and limited exposure to career opportunities in healthcare. Joining the OIL School of Nursing changed that. The clinical postings and hands-on training helped me build confidence in handling patients, maintaining records and supporting healthcare teams. Today, I am working as a nurse and earning independently. Beyond the financial stability, the programme has given me the confidence to make decisions about my career and support my family. Looking back, the School of Nursing was not just an educational opportunity, it was the foundation of my professional journey.

- Former Student, OIL School of Nursing, currently employed in the healthcare sector

Over the years, I have seen students join the programme with limited exposure to healthcare settings and gradually transform into confident nursing professionals. What distinguishes the OIL School of Nursing is the combination of classroom learning, clinical exposure and continuous mentoring. Many students are first-generation learners who initially hesitate to interact with patients or take responsibility in clinical environments. By the time they complete the programme, they are able to perform nursing procedures independently and approach their responsibilities with confidence. One of the most rewarding aspects is seeing our graduates secure employment and contribute to healthcare services in hospitals and communities across the region."

- Faculty Member, OIL School of Nursing

F. Other Infrastructure Programmes

F. Other Infrastructure

Coherence

- Alignment of the programme with SDGs



Table 51: Coherence with SDGs- Infrastructure projects

SDG Goal	Target	Sub-targets [94]	Coherence
SDG 7	**Affordable and Clean Energy**	**7.1** Ensure universal access to affordable, reliable and modern energy services	The installation of solar streetlights and solar-based high mast systems expands access to clean and reliable public lighting through renewable energy sources, particularly in underserved rural and semi-urban areas.
SDG 9	**Industry, Innovation and Infrastructure**	9.1 Develop quality, reliable, sustainable and resilient infrastructure	The interventions create durable public infrastructure assets that improve community services and support long-term rural development.
SDG 11	**Sustainable Cities and Communities**	**11.7** Provide universal access to safe, inclusive and accessible public spaces	The projects improve safety, mobility and usability of public spaces after dark, supporting safer commuting and community movement.
SDG 13	**Climate Action**	**13.2** Integrate climate change measures into development planning	By replacing conventional electricity-dependent lighting systems with solar-powered alternatives, the projects contribute to climate-friendly infrastructure and reduced carbon emissions.

- Alignment of the programme with National Priorities – Government schemes and programmes

Table 52: Coherence with national priorities- Infrastructure projects

Programme	Brief Description	Coherence

[94] https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

Viksit Bharat @ 2047 [95]	Viksit Bharat@2047 is the Government of India's long-term vision to transform India into a developed nation by 2047, marking 100 years of independence. The initiative outlines a comprehensive roadmap across key pillars: • Economic Growth: Sustained high GDP growth and global competitiveness • Social Equity: Universal access to quality education, healthcare, and poverty eradication • Youth Empowerment: Skill development, employment generation, and inclusive education • Environmental Sustainability: Net-zero emissions and green infrastructure • Technological Advancement: Innovation-driven industrial and digital transformation • Inclusive Development: Targeted support for marginalized groups, including women, youth, and the poor	The projects contribute to Viksit Bharat's objectives of sustainable infrastructure, improved quality of life, renewable energy adoption and inclusive development through creation of safer and better connected public spaces.
National Solar Mission [96]	Flagship mission under India's climate and energy strategy aimed at promoting solar energy deployment and reducing dependence on conventional energy sources.	The projects directly support the transition to renewable energy through deployment of solar-powered streetlighting infrastructure.
National Action Plan on Climate Change (NAPCC) [97]	Promotes renewable energy adoption and sustainable development pathways.	The use of solar-powered lighting systems contributes to climate-resilient and environmentally sustainable infrastructure development.

[95] Viksit Bharat 2047: Vision for a Developed Nation | Viksit India
[96] National Solar Mission: Investment Projects under National Solar Mission Scheme | IIG
[97] doc202112101.pdf

Renewable Solutions towards supply and installation of solar streetlights

I. About the programme



The project is an infrastructure-focused intervention implemented in FY 2024-25 to **improve night-time visibility, safety, and public convenience in Lambhua, located in Sultanpur district of Uttar Pradesh**. The initiative addresses gaps in public lighting through the installation of solar streetlights in areas identified as having inadequate illumination.

The project involved the systematic identification of priority locations, followed by the installation of solar-powered street lighting systems across selected sites. **A total of 465 solar streetlights were installed during the reporting period,** contributing to improved accessibility and usability of public spaces after dark. In addition to infrastructure development, the project included awareness initiatives to promote the use and benefits of renewable energy solutions among community members.

II. Impact map

Table 53: Impact map for Prayas Welfare and Educational Trust

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries-Community	Installation of solar streetlights	No. of solar streetlights installed (465);	Beneficiaries reporting improved visibility at night	Percentage beneficiaries reporting an enhanced sense of security due to installation of solar lights
		No of villages covered	Beneficiaries reporting increased usage of roads/public spaces after dark	
	Awareness sessions on promoting renewable energy sources	No. of awareness sessions conducted	Beneficiaries reporting increased awareness about renewable energy usage	Increased awareness and acceptance of renewable energy solutions in the community
		Number of participants reached		

III. Relevance

The street lighting intervention demonstrates strong alignment with community needs. Prior to installation, all respondents **(100%)** reported **poor visibility at night**, while **30%** highlighted difficulty in movement. Around 15% of respondents indicated safety concerns, indicating that inadequate lighting had both mobility and security implications.

Consistent with these challenges, **100%** of respondents rated the project as "**fully aligned**" with their needs, suggesting that the intervention directly addressed a critical infrastructure gap. The findings indicate that the project was appropriately designed in response to clearly articulated and widely experienced community constraints.

IV. Efficiency

The project was implemented in a largely efficient manner, with minimal operational challenges. The implementation process was generally smooth, with no reports of major delays or disruptions. A majority of respondents (**70%**) reported that the programme was mostly well-organized, with only minor issues with respect to blinking/ fluctuation of streetlights or the distances at which they are installed from each other. The remaining **30%** stated that it was well-organized with no major concerns.

V. Effectiveness

The programme demonstrates strong effectiveness in terms of both implementation quality and operational performance. No respondents reported poor organization or significant delays, indicating that the programme was implemented in a consistent and largely satisfactory manner across locations.

In terms of effectiveness, the intervention has performed well overall. Most respondents (**85%**) reported that all the streetlights installed are functioning properly, while **15%** indicated that some lights are not working. This suggests that the project has largely succeeded in delivering operational infrastructure, although there remains some scope to strengthen maintenance systems to ensure uniform functionality across all installations.

All respondents **(100%)** reported awareness that the streetlights installed are powered by solar energy. Among them, **45%** reported participating in the awareness sessions and indicated that their understanding of renewable energy improved as a result. The remaining **55%** reported that they did not participate in the sessions or did not recall attending them, nevertheless, they gained knowledge through evening discussions amongst the community members.

VI. Impact

The intervention has resulted in improvements in visibility, perceived safety, and use of public spaces, addressing some of the key challenges reported by the community prior to implementation.

Visibility has improved across the intervention areas, with **85%** of respondents reporting a significant improvement and the remaining **15%** reporting some improvement. This indicates that the primary objective of enhancing night-time illumination has been achieved, transforming previously poorly lit areas into more accessible and navigable spaces.

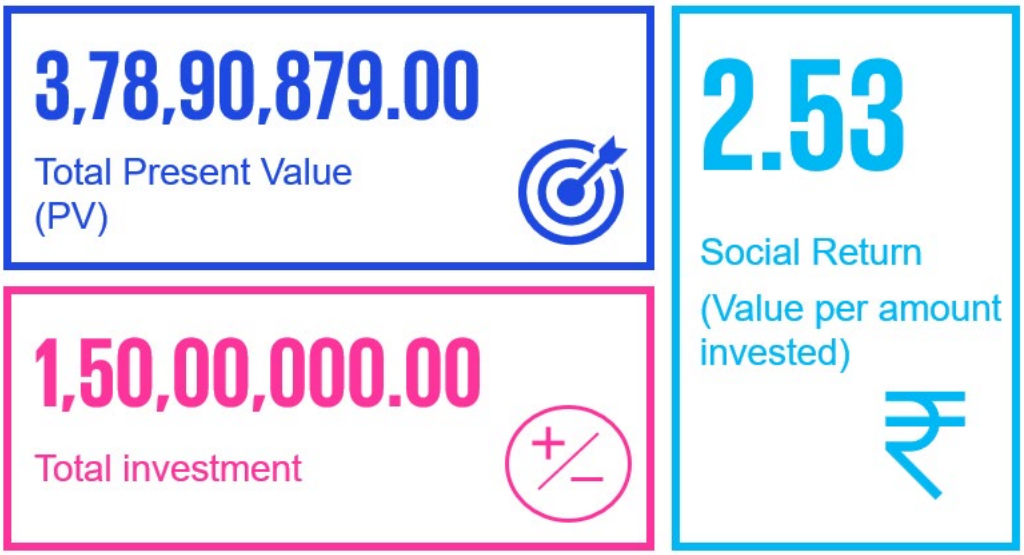
These improvements in visibility have translated into enhanced perceptions of safety. A majority of respondents **(85%)** reported that they now feel significantly safer moving around at night, while **15%** reported feeling somewhat safer. The intervention has also influenced patterns of public space usage to an extent. Around **30%** of respondents indicated a slight increase, whereas 70% of them reported no change.

Overall, the findings indicate that the intervention has had a positive impact by improving visibility and enhancing perceived safety of public spaces.

VII. Sustainability

The intervention demonstrates potential for sustainability, supported by high levels of functionality and the presence of maintenance mechanisms within the community. A majority of respondents **70%** reported that streetlights are repaired when issues are reported. **15%** of respondents shared that the streetlights are occasionally maintained, but delays are common. The remaining respondents indicated that they were not aware of maintenance mechanism.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 2.53** was created.

IX. Anecdotes

> *We appreciate the installation of these solar streetlights. They provide reliable lighting every evening and have made our daily lives much more convenient.*
>
> *– Beneficiary*

> *The area used to be poorly lit, causing inconvenience after dark. Since the solar streetlights were installed, people feel safer, and community activities can continue for longer hours.*
>
> *– Beneficiary*

Supply and installation of solar-based semi-high mast lightning system

I. About the programme

The project, implemented in **Medinipur, West Bengal** during **FY 2024-25**, is an infrastructure-focused intervention aimed at improving night-time visibility, safety, and public convenience through the installation of solar-based semi high mast lighting systems.

The initiative involved the identification of locations with inadequate lighting, followed by the installation of solar-powered street lighting infrastructure at selected sites. During the reporting period, a total of **229 solar-based lighting units** were installed across the target areas, contributing to improved illumination and accessibility of public spaces after dark.

The project was undertaken in coordination with local authorities and community stakeholders to ensure appropriate site selection and effective implementation. The intervention is designed to enhance mobility, support safer use of roads and public areas during evening hours.

II. Impact map

Table 54: Impact map for supply and installation of solar-based semi-high mast lightning system

Stakeholder	Activities	Output	Outcome	Impact
Direct Beneficiaries- Community	Activity 1- Installation of solar streetlights	No. of solar streetlights installed (465)	Beneficiaries reporting improved visibility at night	Percentage beneficiaries reporting an enhanced sense of security due to installation of solar lights
		No of villages covered	Beneficiaries reporting increased usage of roads/ public spaces after dark	

III. Relevance

The intervention addressed a clearly articulated community need, with universal reporting of poor night-time visibility **(100%)** prior to installation. In addition, most respondents (**65%**) highlighted safety concerns and difficulty in movement after dark, indicating that inadequate lighting affected both mobility and perceived security. Reflecting these challenges, all respondents (**100%**) rated the intervention as fully aligned with their needs, suggesting strong contextual relevance and appropriate targeting of a critical infrastructure gap.

IV. Efficiency

The project was implemented in a largely efficient manner, with minimal operational challenges. The implementation process was generally smooth, with no reports of major delays or disruptions. A majority of respondents (**70%**) described the programme as well-organized with relevant and useful sessions, while the remaining **30%** noted that it was mostly well-organized with only minor issues.

V. Effectiveness

All respondents (**100%**) reported the installation to be “very useful,” highlighting high perceived value at the household level. In terms of performance, **70%** of respondents stated that all installed

lights are functioning properly, while **30%** reported that some lights are not working or that their light is getting dim or flickering, indicating overall effectiveness with minor operational gaps.

VI. Impact

The project has led to improvements in visibility and perceived safety. Most respondents (**80%**) reported significant improvement in visibility, with the remaining **20%** noting some improvement. Similarly, **80%** of respondents indicated that they feel significantly safer moving around at night, while **20%** reported feeling somewhat safer.

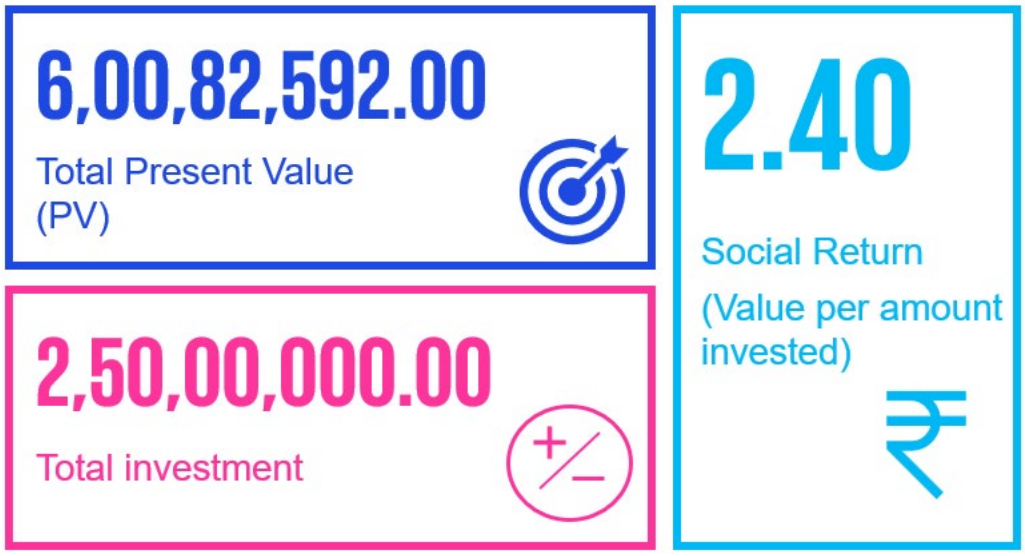
The intervention has also contributed to increased use of public spaces, with around **65%** of respondents reporting a slight increase in usage after installation of streetlights. These findings suggest strong impact on core outcomes (visibility, safety), with more gradual shifts in behavioral outcomes such as public space use.

One of the respondents shared that the installation of solar lights has ensured continued access to lighting even during power outages, which was not possible earlier. This has been particularly beneficial for the community, improving reliability of lighting and making it easier for people to move around.

VII. Sustainability

A majority of respondents **(65%)** reported that lights are repaired when issues are reported. An additional **10%** indicated that maintenance is carried out regularly, while **20%** reported that lights are rarely or not maintained. These responses indicate the presence of reactive repair systems, with scope to expand routine maintenance and monitoring to support continued functionality.

VIII. SRoI Value



For every 1 rupee invested in the programme, a social value of **INR 2.40** was created.

IX. Anecdotes

> *Earlier, the streets would become completely dark after sunset, making it difficult to move around. The solar streetlights have made the area safer, and we are very satisfied with this support.*
>
> *– Beneficiary*

> One of the biggest benefits of these solar lights is that they can work even during power cuts. While nearby villages often remain in darkness during outages, our area usually stays well-lit, making it safer for everyone.
>
> *– Beneficiary*

Chapter 4: Conclusion

Chapter 4: Conclusion

The assessment of OIL India's CSR portfolio presents a compelling picture of how sustained and strategically targeted investments can generate multidimensional development outcomes across diverse geographies and thematic areas. From strengthening foundational education and healthcare systems to enhancing livelihood opportunities, promoting women's economic participation, advancing skill development and improving community infrastructure, the programmes collectively demonstrate a strong alignment with India's broader human development priorities and aspirations of inclusive growth.

A key insight emerging from the study is the complementary nature of OIL's flagship and non-flagship interventions.

- On one hand, a set of long-term initiatives have evolved into institution-building models that address systemic development challenges through longer implementation horizons, deeper community engagement and ecosystem-based approaches. Initiatives such as OIL Jigyasa, OIL Arogya, OIL Jeevika, OIL Swabalamban, OIL Sparsha, OIL Asha and the OIL Centre of Excellence for Handicraft, Handloom and Entrepreneurship have moved beyond service delivery to create enduring capabilities within communities, institutions and local systems. Their contribution lies not only in immediate outcomes but also in strengthening local capacities, creating pathways for sustained development and supporting long-term behavioural and socio-economic change.
- Complementing these efforts are a range of need-based interventions that have demonstrated the value of targeted investments in addressing localized infrastructure and service delivery gaps. Whether through digital classrooms, dialysis machines, solar lighting systems, school infrastructure, health awareness programmes or access to safe drinking water, these interventions have delivered tangible and visible benefits at the community level. Collectively, they have helped create enabling conditions that support improvements in education, healthcare, safety, accessibility and quality of life.

Together the portfolio reflects a balanced CSR strategy that simultaneously addresses immediate community needs while investing in longer-term human capital development. This approach is particularly relevant in the context of evolving national priorities around healthcare resilience, educational transformation, women's empowerment, employability and sustainable livelihoods. It also reflects the growing emphasis within contemporary sustainability frameworks on creating measurable social value through responsible and inclusive business practices.

Unlocking greater value

The next phase of OIL's CSR journey presents an opportunity to derive greater developmental value from the existing portfolio through strategic convergence rather than programme expansion. While individual interventions have generated measurable results, their collective impact can potentially be amplified by fostering stronger linkages between programmes operating within the same geography.

For example, a school supported through digital learning infrastructure could simultaneously become a site for health awareness programmes, adolescent development initiatives, STEM education interventions and career guidance activities. Similarly, communities covered under livelihood programmes could be linked with women's entrepreneurship initiatives, skill development efforts and healthcare interventions, enabling beneficiaries to access a broader

ecosystem of support. Such an approach has the potential to create **multiplier effects**, where the impact of one intervention reinforces and strengthens the outcomes of another.

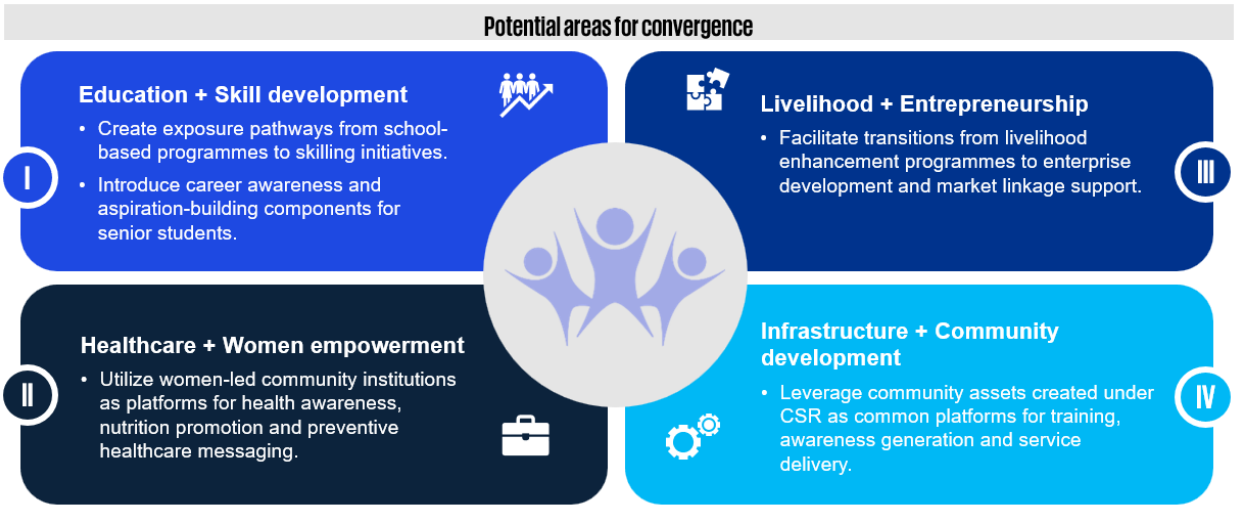


Figure 116: Potential areas for convergence of CSR programmes

This could lead to development of select **Integrated Development Clusters** in areas where OIL already has a significant CSR footprint. Rather than creating entirely new models, these clusters could serve as demonstration geographies where multiple interventions converge to address education, healthcare, livelihoods, skill development, women's empowerment and community infrastructure in a coordinated manner.

Such clusters would offer several advantages:

- Enable deeper and more visible developmental outcomes.
- Facilitate more effective measurement of cumulative impact.
- Strengthen community ownership and participation.
- Enhance sustainability through interlinked interventions.
- Generate replicable models that may inform future CSR planning.

Strengthening outcome-based CSR

As OIL's CSR portfolio continues to mature, there is also an opportunity to progressively shift from measuring individual project outputs towards tracking broader development outcomes. The assessment demonstrates that many interventions are already contributing to outcomes such as improved educational continuity, enhanced employability, stronger healthcare access, increased women's agency and greater livelihood resilience.

Future CSR planning may therefore increasingly focus on questions such as:

- Are communities becoming more self-reliant?
- Are institutions becoming stronger?
- Are women participating more actively in economic activities?
- Are young people transitioning successfully from education to employment?

- Are local systems better equipped to sustain developmental gains?

This evolution would align closely with emerging expectations under sustainability reporting frameworks, including BRSR and global ESG-linked disclosure approaches, while remaining firmly rooted in OIL's long-standing commitment to responsible nation-building.



Concluding remarks

A notable finding emerging from the assessment is that several of **OIL's interventions**, although operating across different sectors, are **collectively contributing towards the development of human capital across the lifecycle**. Programmes focused on education, healthcare, skill development, livelihoods and women's empowerment are not functioning as isolated interventions; rather, they are creating interconnected pathways that enable individuals and communities to progress from access and awareness towards capability, opportunity and economic participation.

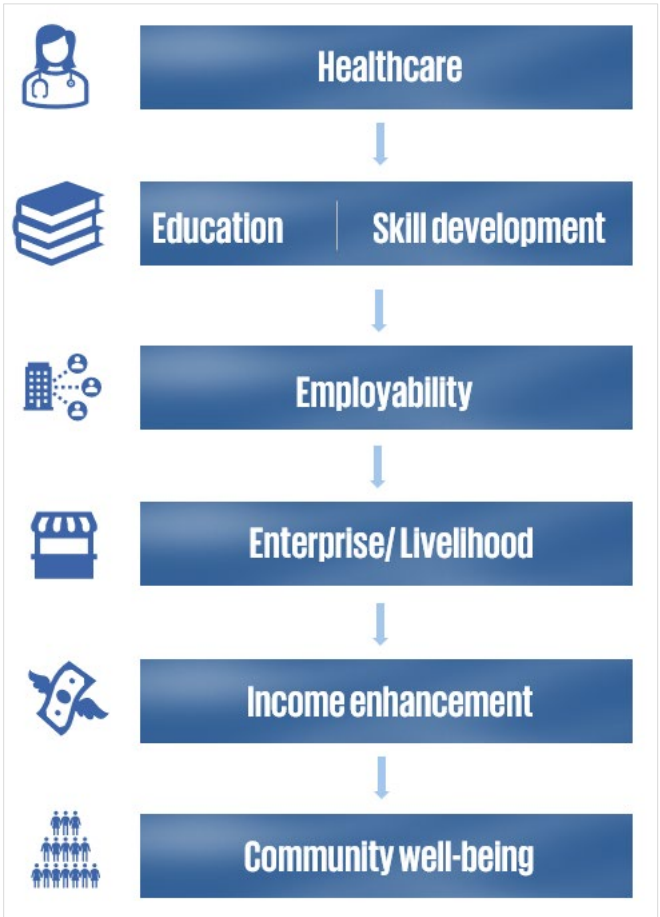


Figure 117: OIL's human development continuum

This represents a **distinctive strength** of OIL's CSR portfolio. As India advances towards the vision of Viksit Bharat 2047, the country's development priorities increasingly emphasize human capital, employability, health resilience, entrepreneurship and inclusive growth. OIL's existing CSR architecture is already aligned with many of these priorities and presents an opportunity to evolve into a more integrated human capital development ecosystem.

In the coming years, OIL may consider identifying select geographies where educational interventions, healthcare initiatives, skill development programmes, women-led enterprises and livelihood projects can be interconnected through a common development framework. Such an approach would enable OIL to demonstrate how sustained investments across multiple sectors can collectively contribute towards long-term community transformation.

The assessment findings demonstrate that OIL's CSR portfolio has successfully adopted a holistic and integrated development approach, wherein interventions extend beyond standalone activities to address multiple dimensions of beneficiary well-being simultaneously. Across thematic areas, the projects have combined awareness generation, capacity building, service delivery, infrastructure strengthening and ecosystem support to create meaningful and sustainable outcomes. The portfolio has reached a diverse range of stakeholder groups including children and youth, school students, women and girls, pregnant and lactating mothers, vulnerable communities, patients, entrepreneurs and community institutions, ensuring inclusive development across different segments of society.

A notable strength of the CSR project portfolio is its emphasis on long-term programmes, which have generated deeper and more sustainable impact through continuous engagement rather than one-time interventions. These programmes have demonstrated improvements in learning outcomes, health-seeking behaviour, nutritional status, employability, income generation and access to essential services. The assessment further indicates that benefits have extended beyond direct beneficiaries, creating a cascading effect at the household, community, institutional and ecosystem levels. Improved individual outcomes have contributed to enhanced household well-being, stronger community awareness and participation, strengthened institutions such as schools and healthcare facilities, and greater convergence with government systems and development priorities.

Overall, the project portfolio reflects strong alignment with national priorities, SDGs, and Schedule VII of the Companies Act, while contributing to broader developmental outcomes through strengthened human capital, reduced inequalities and improved quality of life. The integrated design and sustained implementation of flagship initiatives have not only generated higher beneficiary outcomes and stronger sustainability but have also created long-term social value through multipliers and trickle-down effects across communities and institutions.

Thank You

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