



Draft Impact Assessment Report

HDFC Parivartan – Women Empowerment by creating Sustainable Livelihood– Skill development project

Project Code: P0400

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Executive Summary

The “Women Empowerment by creating Sustainable Livelihood – Skill development project” P0400, initiated by HDFC, aimed to empower over 10048 women by providing them with livelihood opportunities in the apparel sector. Spanning from January 2021 to March 2023.

A brief of the programme’s cardinals is detailed below:

Geographic Outreach	Training Course Provided	Total No. of Beneficiaries
6 states	Sewing Machine Operator	10048

The “Women Empowerment by creating Sustainable Livelihood – Skill development project” P0400 was assessed as per the OECD-DAC framework criteria. The relevance, effectiveness, efficiency, impact, coherence, and sustainability of the intervention was assessed and is mapped below,

Relevance

- Among the respondents, 100% of the beneficiaries were female.
- The project demonstrated its wide reach by covering beneficiaries across 20 states and 3 Union territories in India.
- Training Centres were established across six states
- More than 50% of the beneficiaries were trained at the training centres in Tamil Nadu.
- The project reached a diverse group of beneficiaries: 31% from the General category, 26% OBC, 27% ST, and 15% SC communities, ensuring inclusivity
- The majority of beneficiaries (33%) were aged between 21-23, followed by 27% in the 24-26 age group, targeting a critical period for workforce entry.
- 46% of participants had completed only secondary education, showing the program's relevance for women with basic schooling.
- Over half of the participants (55%) were unemployed, and 90% reported no monthly income before joining, highlighting the need for employment-focused interventions.

Effectiveness

- Personal networks played a major role in spreading awareness: 59% learned about the sewing machine operator course from family and friends, 16% through Gram Panchayat meetings, and 13% from NGOs.
- Practical, hands-on training (26%) and learning to repair and maintain sewing machines (25%) were seen as the most valuable components of the course.
- 80% of participants understood the instructions clearly, and the same percentage felt all their doubts were addressed by trainers.
- In terms of trainer effectiveness, 57% beneficiaries found trainers to be very helpful, while 31% found them helpful.
- Over 80% of beneficiaries were highly satisfied with the overall training program.
- 70% of participants reported that the amenities at the training centres were adequate for their learning needs.

Impact

- The number of beneficiaries who became regular salaried employees rose significantly, from 6% before the program to 30% afterward.
- Participants with a monthly income in the ₹0-₹5000 range increased from 4% to 21%, demonstrating the program's impact on income generation.
- 51% of beneficiaries expressed interest in further education, specifically certification courses, after completing the training.
- In terms of personal outcomes, 23% of participants experienced personal development, while 22% reported material well-being improvements.
- 43% of participants reported that they are now able to make decisions about their personal spending, and over 80% contribute to household finances.
- 31% of beneficiaries reported improved creditworthiness, a positive sign of financial empowerment.

Coherence

- The programme is in alignment with National Policy for Skill Development and Entrepreneurship, 2015, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Jan Shikshan Sansthan (JSS), Samarth Scheme (Scheme for Capacity Building in the Textile Sector)
- The programme aligns with SDG 4,5,8,10

Efficiency

- Over half of the participants (50%) joined the course with the goal of gaining financial independence and supporting their family income.
- A large majority (75%) were satisfied with the placement support provided by the implementation partner.
- More than 50% expressed satisfaction with the support they received for pursuing self-employment after the course.

Sustainability

- 40% of the beneficiaries successfully set up their own enterprises within six months of completing the course, indicating the long-term viability of the skills gained.
- 83% of those who started enterprises experienced an increase in their income after launching their businesses.
- 73% of beneficiaries continue to earn a sustainable income from the enterprises they established, showcasing the ongoing success of the program's entrepreneurial support.



Chapter 1

Project Overview & Background

1.1 HDFC Bank's CSR Policy

HDFC Bank is transforming the lives of millions of Indians through its social initiatives under the banner of 'Parivartan'. These initiatives aim to foster economic and social development by sustainably empowering communities. Parivartan has made a substantial impact through its interventions in rural development, education, skill development, livelihood enhancement, healthcare and hygiene, and financial literacy. By driving change through its commitment to sustainability and innovation, HDFC Bank continues to make a meaningful difference in communities across the nation.

The themes of HDFC's CSR project include:

- **Rural Development:** HDFC Bank's Holistic Rural Development Programme (HRDP) addresses village-specific needs through community-driven interventions, impacting 8,590 villages across India.
- **Skill Development and Livelihoods:** Under Parivartan, HDFC Bank supports projects focused on skill training, financial literacy, and entrepreneurship, enhancing agricultural practices and livelihoods for 8.75 lakh women entrepreneurs.
- **Education Promotion:** HDFC Bank fosters quality education by training teachers, integrating smart classes, and improving school infrastructure, benefiting 2.13 crore students and 2.83 lakh schools.
- **Healthcare and Hygiene:** Supporting Swachh Bharat Abhiyan, the Bank conducts health camps, promotes hygiene, provides clean drinking water, and organises blood donation drives, benefiting 1.87 lakh people and collecting over 23 lakh units of blood.
- **Financial Literacy and Inclusion:** HDFC Bank promotes financial literacy as a path to inclusion, educating 1.71 crore people through 5,400 branches nationwide and providing essential financial services and capacity-building programmes.

1.2 Project Context

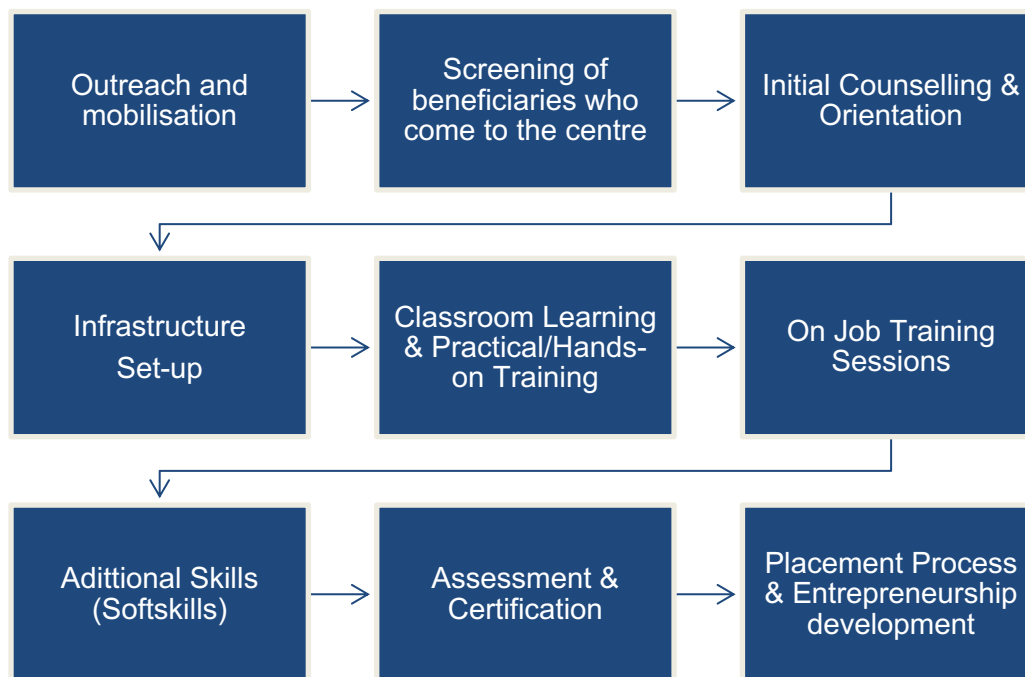
Project P0400 - Skill Development Project: Project P0400 is a women empowerment initiative, this initiative comes under the umbrella of 'Parivartan', and it aims to contribute towards the economic and social development of the country by sustainably empowering its communities. Spanning from January 2021 to March 2023, HDFC Bank, in collaboration with Wazir Skills, an implementing partner, has trained 10,048 women and girls to enhance their skills and livelihood opportunities. This project focused on developing entrepreneurial attitudes among women and girls, providing vocational training in roles such as Sewing Machine Operator, Checkers, and Packers, and empowering women to secure employment with top employers in the Apparel Manufacturing sector.

The project aimed to foster the culture of micro-entrepreneurship and boost livelihoods by exploring their potential and creating economic opportunities in the Apparel Made-ups and Home Furnishing Sector. This project was implemented in collaboration with Wazir Skills renowned for its expertise in scaling livelihood skills, working in several sectors with active affiliation to the respective Sector Skill Council (SSC) and National Skill Development Corporation (NSDC).

A brief detail of the programme's outreach is showcased below:

Project Component	Activities Undertaken	Geography
Vocational training for the job role of Sewing Machine Operator, Checker as well as Packer and further employment opportunities with Best-In - Class Employers in the Apparel Manufacturing Sector.	<ul style="list-style-type: none"> Conduct awareness for mobilisation Identification and selection of suitable candidates Induction Basic training theory Practical training on a Sewing machine Assessment and certification Placement Post placement Tracking 	Six states- Assam, Karnataka, Madhya Pradesh, Maharashtra, Odisha, and Tamil Nadu

The figure below illustrates the implementation process followed throughout the programme for each beneficiary receiving a prosthetic.



1.3 Risks and Challenges of the Programme

During interaction with the Wazir Skills team, the team described some major challenges which had posed a risk and threat to the implementation of the programme.

- Beneficiary Mobilization:** A significant challenge was encountered in mobilising the beneficiaries participating in the training course as they were required to travel to the centre every day.

Mitigation strategy: The training centres for the course were consciously located within a commutable distance from the city centre and not in the outskirts of the target locations. For centres located within the garment factory premises in certain location in Madhya Pradesh, Tamil Nadu and Karnataka, transport was provided to candidates during the training period. For outstation candidate's hotel accommodation were also provided.

- **Socio-Cultural Constraints:** The primary objective of the intervention was to empower women by increasing their participation in the labor market. However, this required a significant time commitment from the women, often demanding several hours each day away from their homes and household responsibilities. This created hesitation and scepticism among the beneficiaries about pursuing the training course. In particular, there was noticeable reluctance among parents when it came to sending their daughters for such programs, as they were concerned about balancing traditional household roles with the demands of the training.

Mitigation strategy: To address these concerns, special counseling sessions were organized for both the beneficiaries and their families to alleviate their doubts. To further build trust and mobilize candidates, support from local governance networks such as gram panchayats and assistance from local political leaders was sought, ensuring greater community involvement and confidence in the initiative.



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Chapter 2

Impact Assessment Design & Approach

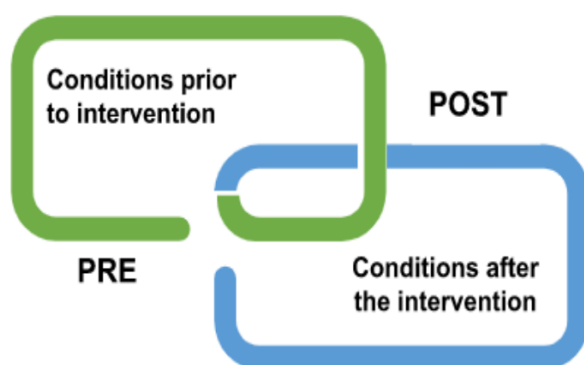
2.1 Objective of The Study

HDFC Bank Ltd. partnered with CSRBOX to conduct a comprehensive Impact Assessment of Women empowerment by creating sustainable Livelihood – Skill Development Project P0400. The study aims to achieve the following objectives:

- Assess the project outcomes based on the OECD-DAC framework parameters of relevance, effectiveness, efficiency, coherence, impact, and sustainability.
- Garner feedback and responses – both qualitative and quantitative – from various stakeholders associated with the projects about the performance and the processes involved.
- Gather information on experiences and challenges faced, if any, by the partner NGO during the implementation of the project
- Document impactful human-interest stories among the end beneficiaries of the project.
- Provide suggestions/recommendations, if any, based on the study-related findings

The Impact Assessment for the Project aims to provide valuable insights into the multifaceted impact of the initiative. Through a comprehensive examination, the assessment seeks to offer key findings for refining and optimising the project's effectiveness in enhancing skill development capabilities and supporting process upgradation in placement & entrepreneurship.

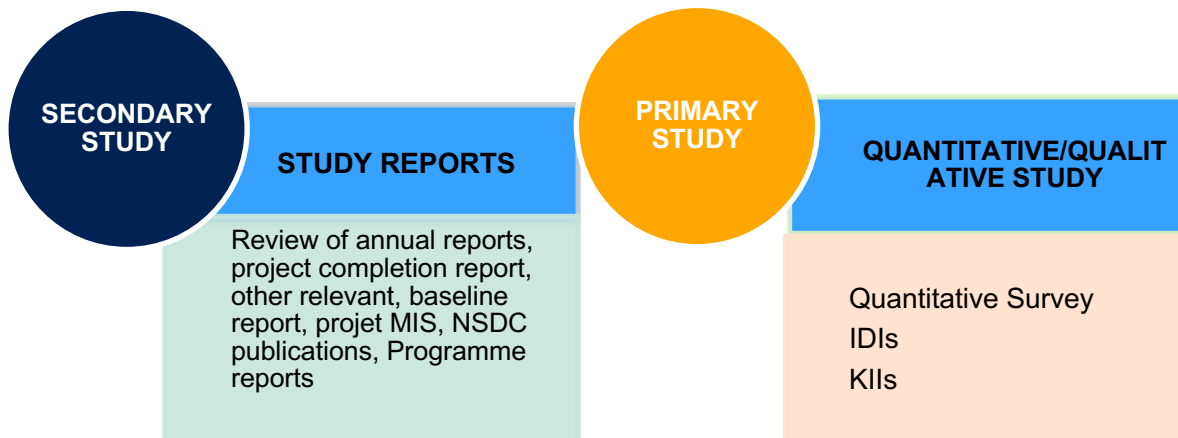
2.2 Approach and Evaluation Framework



In line with the study's objectives and key areas of investigation, the evaluation's design prioritised learning as its primary goal. This section outlines our strategy for developing and implementing a robust, dynamic, and outcome-focused evaluation framework/design. To gauge the impact, the study proposes a pre-post programme evaluation approach, relying on the recall capacity of the respondents.

Under this method, beneficiaries are surveyed about their conditions before and after programme intervention. Analysing the difference helps to discern the programme's contribution to enhancing the intended condition of the beneficiary. While this approach can effectively comment on the programme's role in improving living standards, it may not entirely attribute all changes to the programme.

For the assessment of the programme, we employed a two-pronged approach to data collection and review that included secondary data sources and literature, as well as primary data obtained through qualitative methods of data collection. The figure below illustrates the study approach used in data collection and review. The secondary study involved a review of the functioning of Wazir Skills Centres and other studies and research by renowned organisations available in the public domain for drawing insights into the situation of the area.



The primary study comprised both qualitative and quantitative approaches to beneficiary data collection and analysis. The qualitative aspects involved in-depth interviews (IDIs) with the Trainers, Recruiters, Project Manager, Wazir skills Team and HDFC Team.

In addition to primary data collection, the consultants studied various project documents like Project Proposals, fund utilisation reports, Project log-frame (Logical Framework Analysis), and other relevant reports/literature related to the projects.

OECD-DAC Framework

To determine the Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability of the project, the evaluation used the OECD-DAC framework. Using the logic model and the criteria of the OECD-DAC framework, the evaluation assessed the HDFC team's contribution to the results, while keeping in mind the multiplicity of factors that might have affected the overall outcome. The social impact assessment hinged on the following pillars:

Relevance

Extent to which intervention objectives and design responds to beneficiary needs

Sustainability

Extent to which net benefits of the intervention are likely to continue

Coherence

Compatibility of the intervention with other interventions in a country, sector or institution



Effectiveness

Extent to which intervention objectives and design responds to beneficiary needs

Efficiency

Extent to which the intervention delivers, and how well resources were used

Impact

Extent to which intervention has generated significant positive or negative, intended or unintended, higher-level effects

2.3 Stakeholder Mapping

Detailed conversations were conducted with the Wazir Skills team and staff, specifically engaging with the personnel responsible for overseeing the operations of the “Women Empowerment by creating Sustainable Livelihood- Skill Development Project P0400, under the Parivartan Project. These discussions aimed to gather comprehensive insights into the day-to-day functioning of the centre and its overarching impact on the operations and services provided to the beneficiaries. The goal was to gain a nuanced understanding of how the implemented initiatives, have influenced and improved the quality of life of the beneficiaries and to assess the quality of services implemented by Wazir Skills.

The following stakeholders were considered for interaction to collect crucial information:

Stakeholders	Mode of Data Collection
Trainers	On Field (KII)
Recruiters	Virtual (KII)
Wazir Skills team members	Virtual (IDI)
Primary Beneficiary	On Field (FGD)

2.3 Sampling approach

A simple random stratified sampling approach is followed to ensure that the sample is representative. The sample will be stratified further location-wise.

Quantitative Sampling

Sl. No.	Location	Stakeholders	Universe	Planned Sample	Achieved Sample	Mode of Interview	Survey Rationale
1	Maharashtra, Assam, Madhya Pradesh, Karnataka, Tamil Nadu and Odisha.	Women and Girls.	10048	850	763	Quantitative survey (Telephonic Surveys)	95% CL 5% MOE + Design Effect (2.0) + 10 % Contingency

State	Planned	Achieved
Assam	41	41
Karnataka	78	77
Madhya Pradesh	127	127
Maharashtra	65	65

State	Planned	Achieved
Odisha	105	105
Tamil Nadu	433	348*
Total	850	763

*Planned samples in Tamil Nadu could not be achieved despite calling all the beneficiary numbers in the MIS provided by the implementing partner

Qualitative Sampling

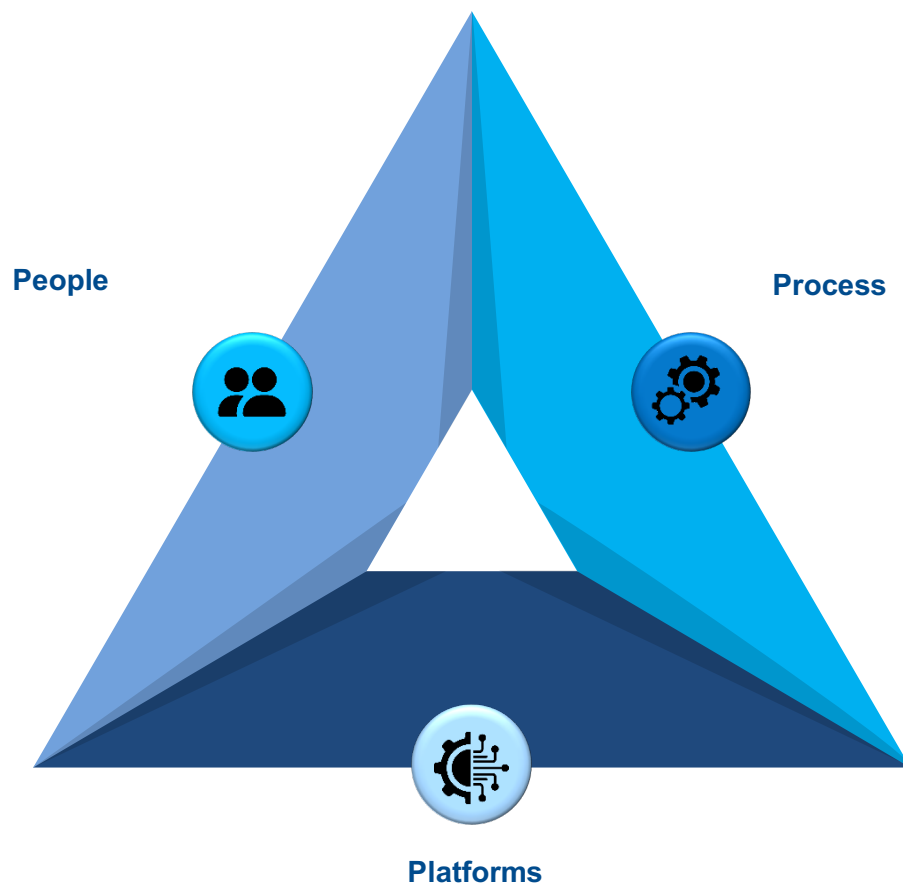
Apart from the quantitative data collection methods, qualitative data was also collected.

Sl. No	Stakeholders	No. of Interactions	Mode of Data collection	Qualitative data collection
1	Trainers	6 (1 per state)	IDI	In-person*
2	Women (Beneficiaries)	6 (2 per state)	FGD	In-person*(8- 10 beneficiaries per FGD) The states are divided into 3 zones and 1 state is selected from each zone. (refer to the table below)
3	Recruiters	3	IDI	Virtual
4	Implementation Partner	1	KII	Virtual
5	HDFC Project Team	1	KII	Virtual
Total		17		

S. No	Zone	States	FGD
1	Northeast + East	Assam, Odisha	2
2	South	Karnataka, Tamil Nadu	2
3	West + Centre	Maharashtra, Madhya Pradesh	2
Total FGD			6

2.4 Other Evaluation Framework's

As a part of the evaluation process, the team has also ranked the implementing agency on the PPP framework. The framework primarily was used to focus on evaluating the implementing agency on primary indicators of People, Processes, and Platforms.



As standalone components, people, processes, and platforms are necessary for evaluating an organisation to check their balance of human resources, the processes followed at execution of a programme, and technical support utilised towards successful completion of the project.

2.5 Challenges to conducting the study and mitigation measures adopted

The impact evaluation study aimed to assess the effectiveness of a programme providing Sewing Machine operator training to individuals from various sections of society including beneficiaries from vulnerable and marginalised communities. The challenges faced while conducting the evaluation study are noted below:

- **Extended time post Implementation:** The programme was implemented during FY 22 and FY 23, and the duration of the programme was on an average of Six weeks. The beneficiaries other than those who are currently working in the apparel industry are not able to recall and reflect on the programme, and hence difficult to recall the specific impacts of the programme.
- **Challenges in Data Collection:** The tools designed for the study also aimed to capture the beneficiaries' perceptions based on their ability to recall past events. However, since the project was initiated three years ago, many individuals found it challenging to remember the key details of the intervention.

- **Difficulties in Reaching Beneficiaries:** Due to the socio-economic conditions of the beneficiaries, many did not own mobile phones or shared mobile numbers or changed numbers, making it difficult to reach out to them for interaction and feedback.

2.6 Ethical Practices for Consideration

- **Ethical Considerations in Data Collection:** As part of the qualitative and quantitative data collection process for the current project, team members adhered to essential ethical protocols by obtaining informed consent from respondents before gathering their responses. Respondents were informed about the purpose of the study, the expected outcomes of data collection, and how their testimonials would be recorded accurately.
- **Sensitivity in Handling Personal Information:** Given that the data collection tools involved gathering personal information that could potentially affect respondents' sentiments if not handled with care, the team took proactive measures to prevent any such issues. A sensitisation session and training were conducted for all enumerators and team members involved, guiding them on the appropriate procedures for data collection.
- **Assurance of Confidentiality:** Respondents were assured that their personal information would remain confidential and that the data collected would be used strictly for research purposes.

2.7 Theory of Change

Activities	Outputs	Outcomes	Impact
Awareness and Mobilisation through pamphlet distribution, awareness camps in blocks and villages, and door-to-door mobilisation conducted by Community Resource Persons (CRPs), ASHA, and Anganwadi workers	822 awareness camps conducted 37,800 pamphlets distributed	Enhanced awareness and understanding of the project's benefits among local women across various regions	Increased programmes reach and participation. Local women are more informed about the opportunities available to them through the project.
Counselling and Screening Tests - Focus on assessing general knowledge, aptitude, motivation, and attitude related to the garment sector	12,777 candidates screened	Appropriate matching of candidates to training and job profiles ensuring alignment with sector demands	Improved Candidate Selection Ensuring the right fit for the training programme leads to better training outcomes and job placements.
Training (Theory & Practical) - Based on the AMH/Q0301 Skillset for the Sewing Machine Operator (SMO) role	10,048 candidates successfully trained	Candidates are equipped with industry-relevant skills and are job-ready	Skill Development Participants possess the necessary skills to meet industry standards and demands.
Placement Initiatives through job fairs, placement drives, and industry interactions	7,010 candidates placed in jobs	Candidates secure salaried positions,	Employment Opportunities Increased access to

Activities	Outputs	Outcomes	Impact
	or self-employment	providing them with financial stability	livelihood opportunities through formal employment.
Post Placement Follow-Up - On-site and telephonic verification to ensure job satisfaction and retention	Follow-ups conducted for 7,010 candidates	Addressing post-placement concerns and ensuring job retention	Job Sustainability Increased job retention rates and continuous engagement in the workforce.



Chapter 3

Impact Assessment Findings

The following report section indicates key findings and insights drawn from the impact assessment study based on field interactions and the OECD DAC standard parameters outlined in the study framework. Insights were drawn by adopting a 360-degree approach to data collection by gathering data from the quantitative and qualitative methods by engaging with different programme stakeholders.

3.1 Relevance of the Programme

In India, increasing women's participation in the labour force is a key area of focus. Despite significant progress in education and skills training, women's labour force participation rate (LFPR) remains low. Female labour force participation rate (LFPR) is at 37 per cent in 2022-2023¹. This highlights a persistent gender gap in the labour market, driven by socio-economic factors, lack of access to quality jobs, and limited opportunities for self-employment and entrepreneurship. Addressing this imbalance is crucial for boosting overall economic productivity and promoting gender equality. Short-term skills training to bridge the mismatch between supply and demand for a skilled workforce in the current labour market scenario is an important active labour market policy. This includes the recent policy thrust on the demand side, particularly for the development of entrepreneurship and expanding self-employment.

The following section underscores the relevance and necessity of the intervention, detailing socio-demographic indicators and other factors that highlight the need for the programme.

100% of Beneficiaries were Female

30% of Beneficiaries were from Tamil Nadu, 23% from Odisha, 19% from Madhya Pradesh, 7% from Karnataka, 3% from Assam, 9% from West Bengal and 8% from Maharashtra

31% Beneficiaries belong to Gen, 26% OBC, 27% ST and 15% SC communities.

62% Beneficiaries were Married, 37% Unmarried and 1% were Widowed

Demographic Profile of Beneficiaries:

Gender:

The Periodic Labour Force Survey highlights a stark gender gap in workforce participation, with women encountering far greater barriers than men. This disparity deepened during the pandemic, reinforcing the need for focused interventions to enhance women's inclusion in the labour market. In response, the programme was specifically designed to promote livelihood

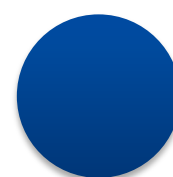
¹ <https://pib.gov.in/PressReleaseDetail.aspx?PRID=2034928®=3&lang=1>

and entrepreneurial opportunities for women, with all beneficiaries being female to ensure targeted support and equitable access to employment opportunities.

Age Group:

The project targeted women across various age groups, with a significant focus on young adults. The majority of beneficiaries fell within the 21-23 age range, representing 33% of participants, followed by 27% in the 24-26 range. These figures highlight a strategic focus on individuals in their early to mid-twenties, a critical period for entering the workforce. The project also engaged older participants, with 13% aged 27-29 and smaller yet notable percentages in older age brackets, including 9% aged 33-35 and 3% over 35. This distribution reflects the programme's aim to provide opportunities for both young women transitioning from education into employment and those in the later stages of their working lives, ensuring broad age-based inclusion.

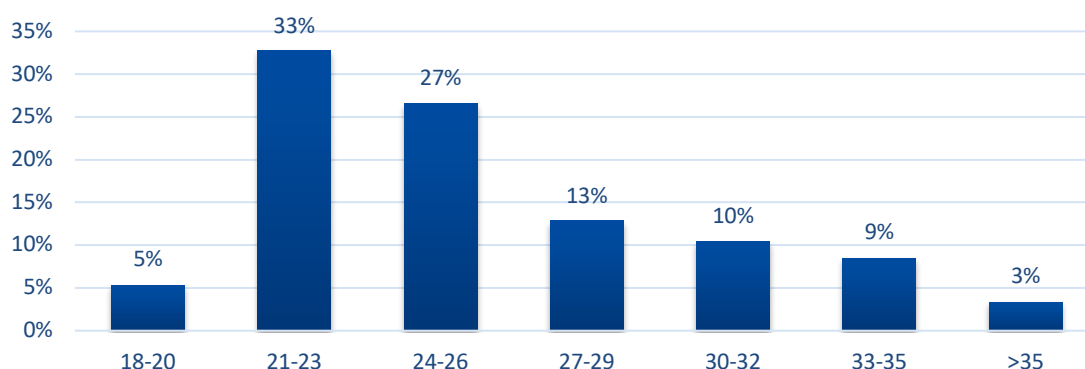
Gender Distribution (n=763)



100%

■ Female

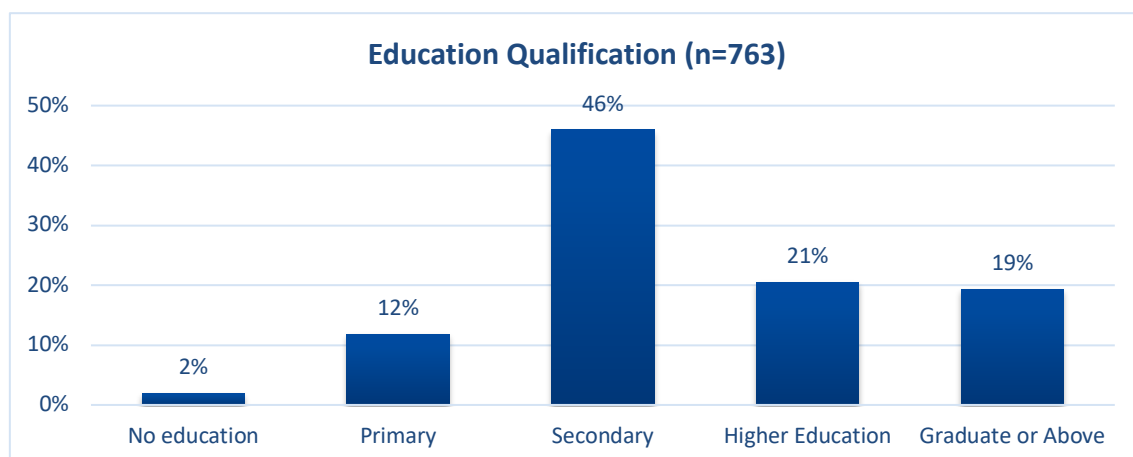
Age Distribution of Beneficiaries (n=763)



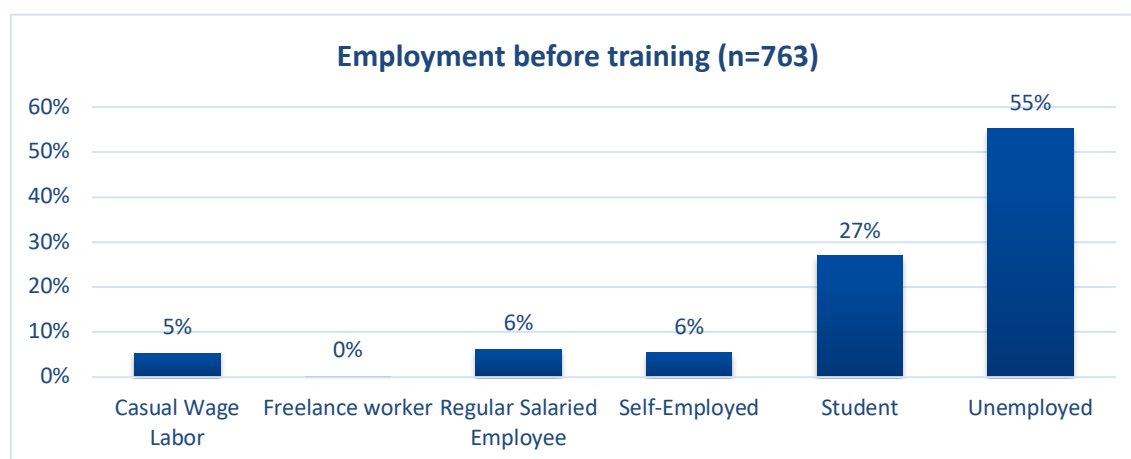
Educational status:

The educational qualifications of the beneficiaries show that nearly half (46%) had completed secondary education, indicating a strong representation of women with basic schooling. A notable portion, 21%, pursued higher education, while 19% were graduates or had higher qualifications. Only 12% had received only primary education, and a small 2% had no formal education, highlighting that the majority of participants had at least some level of formal schooling. Notably, the Sewing Machine Operator course required only primary education, as it focused more on practical skills rather than literacy, making it accessible to women with lower levels of formal education. This distribution suggests that the programme largely catered

to women with secondary or higher education, while also accommodating those with basic education to develop practical vocational skills.



Employment Status of Individuals

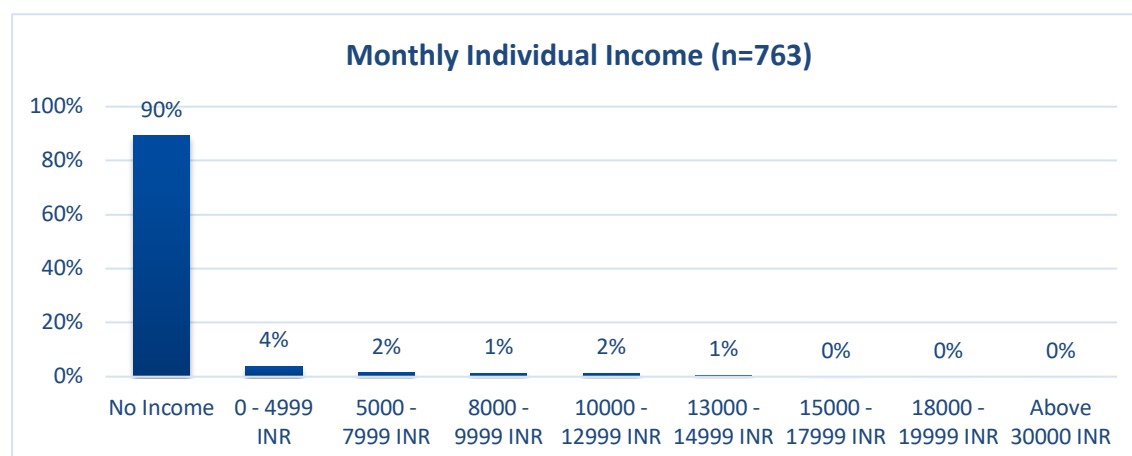


The programme was especially important for the beneficiaries, many of whom came from rural areas with limited job opportunities. More than half (55%) of the participants were unemployed and needed support to find work. Around 27% were still students, looking to gain skills for better job opportunities in the future. Additionally, 6% were self-employed, 6% had regular jobs, and 5% were working as casual labourers. This mix of backgrounds shows how the programme helped women in different situations by providing them with the skills they needed to find better jobs.

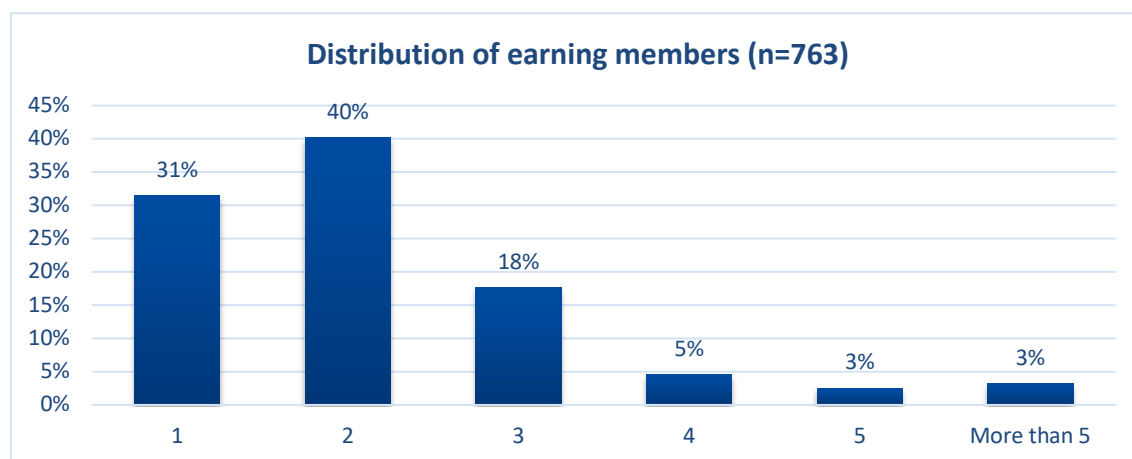
Economic Status of Beneficiary Families Before Training Course

The chart shows that the vast majority of beneficiaries (over 90%) reported having no monthly income before joining the programme. A small percentage earned between 0 and 4,999 INR, with even fewer participants reporting income in higher brackets. This indicates that most of the women in the programme were either unemployed or earning very low wages, highlighting

the critical need for skill development and training to improve their income-earning potential and economic stability.

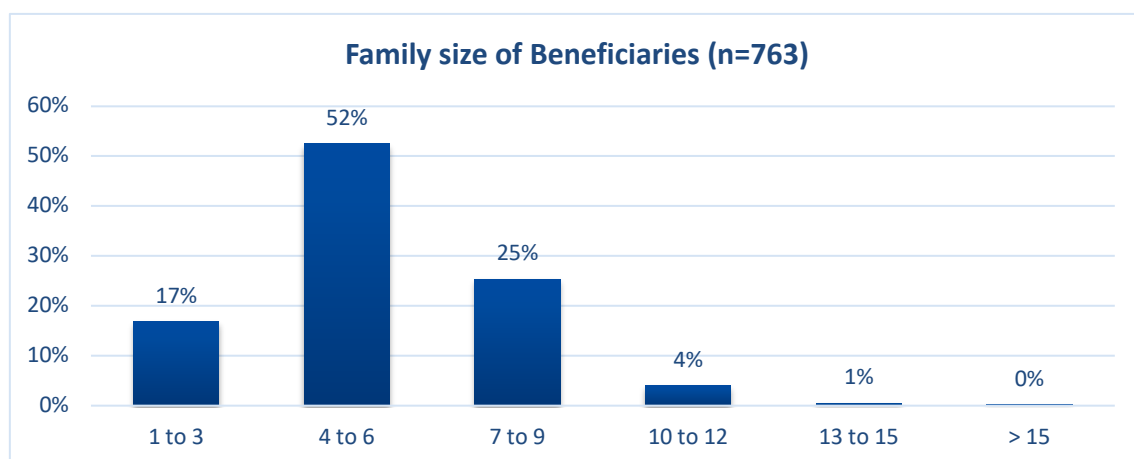


Family Dynamics:



The chart indicates that most households of the beneficiaries had either one or two earning members. Specifically, around 30% of households had only one earner, while approximately 40% had two. A smaller portion, about 15%, had three earning members, and very few households had four or more. This distribution highlights that many of the beneficiaries came from households with limited sources of income, emphasising the importance of the programme in helping these women contribute economically to their families.

Regarding the family size of the beneficiaries, most beneficiaries came from medium-sized families, with 53% having 4 to 6 members. Additionally, 26% belonged to larger families with 7 to 9 members, while 14% were from smaller households of 1 to 3 members. Only a small portion had families with 10 or more members. This suggests that many participants likely had significant household responsibilities, making the programme an important source of support to help them improve their family's financial situation.

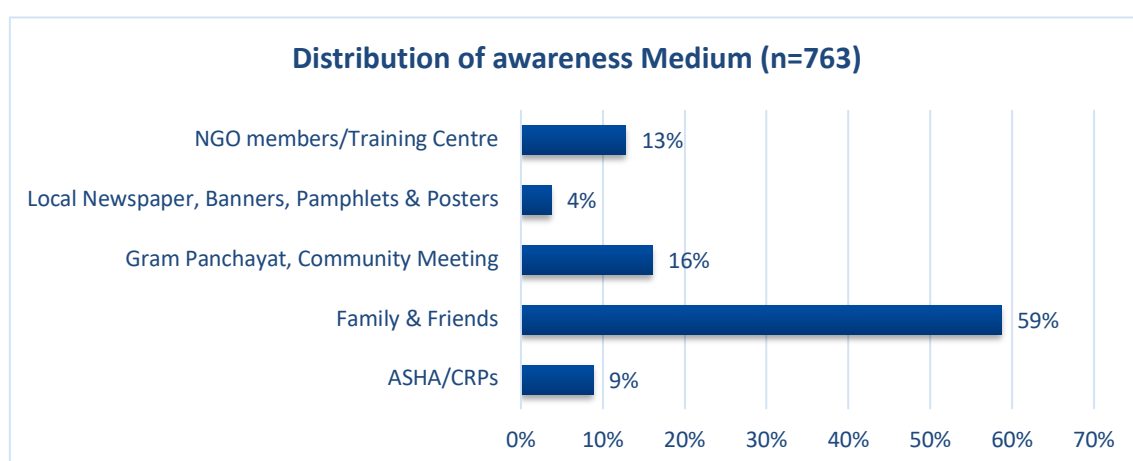


3.2 Effectiveness of the Programme

This section examines how the sewing machine operator training programme has influenced the beneficiaries and whether it met their expectations. It helps us understand how well the programme facilitated positive changes in the trainees' lives. The evaluation focused on participants' satisfaction in several areas, including the effectiveness of the training, satisfaction with the trainers, the amenities at the training centre, and overall satisfaction.

Using the OECD DAC framework, we assess the programme's effectiveness by looking at how well it achieved its objectives and identifying the processes that supported this success. The key observations from the assessment team regarding these aspects of the programme's effectiveness, aligned with the framework, are shared below.

Awareness and Sources of Information:



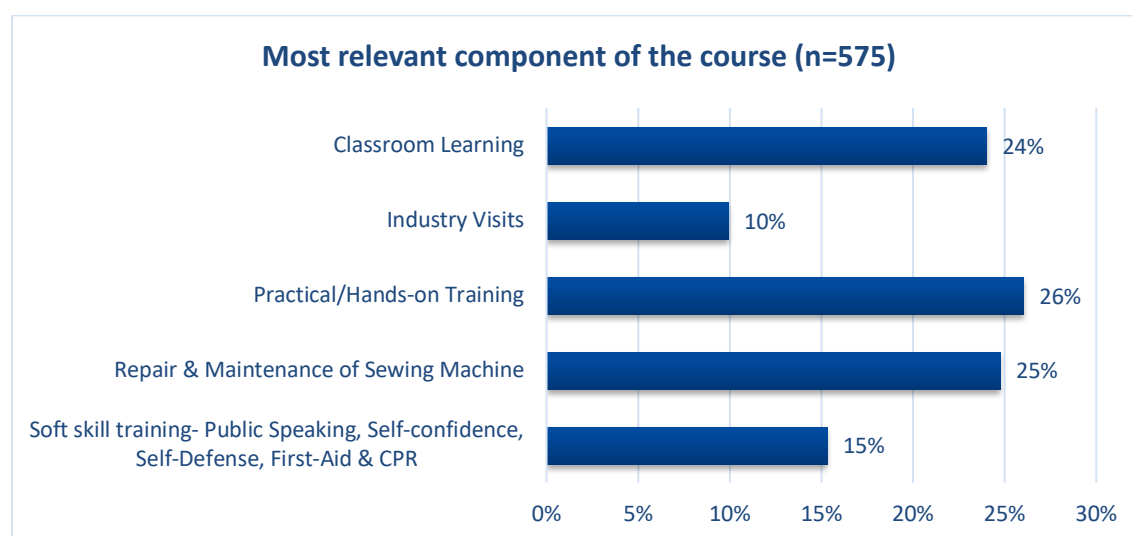
Of the people who attended the sewing machine operator course, 59% learned about it from family and friends, demonstrating the significant role of personal connections in spreading information within rural communities. Gram Panchayat meetings were the source for 16% of participants, showing the value of local governance meetings for sharing training opportunities. NGO members and training centres helped inform 13% of participants, while ASHA workers and Community Resource Persons (CRPs) provided information to 9% of attendees, both acting as key influencers within the community. Local newspapers, banners, pamphlets, and posters contributed to only 4% of the awareness, indicating that traditional media played a smaller role compared to direct communication methods.

Effectiveness of components of the Training Programme:

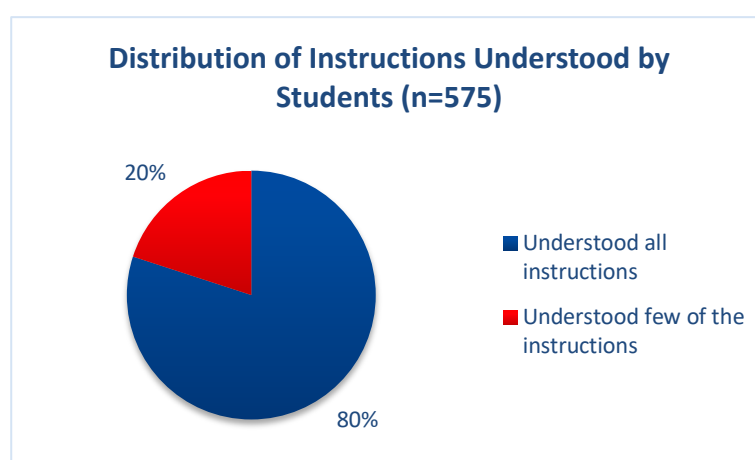
Training Components:

The training components were measured by mapping the most relevant aspects of the course, including the degree of understanding of the concepts and methods imparted by the trainers, as well as the trainers' ability and attitude towards addressing students' doubts.

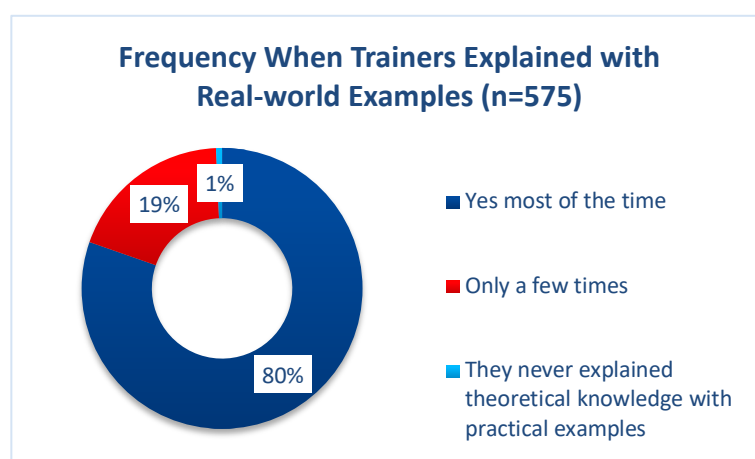
Participants in the sewing machine operator training programme found practical hands-on training and learning to repair and maintain sewing machines to be the most important parts of the course, with 26 per cent and 25 per cent, respectively. Classroom learning was also valued by 24 per cent of participants, showing the need for both practical skills and theoretical knowledge. Soft skills training, like public speaking and building confidence, was important to 15 per cent of participants. Industry visits were considered relatively less important, with 10 per cent.



The data shows that a significant majority of beneficiaries in the sewing machine operator training programme understood all of the instructions (80%), indicating that the instructional approach was generally effective. However, a small proportion of beneficiaries (20%) reported understanding only a few of the instructions, suggesting that there may be opportunities to further enhance the clarity and effectiveness of the training.

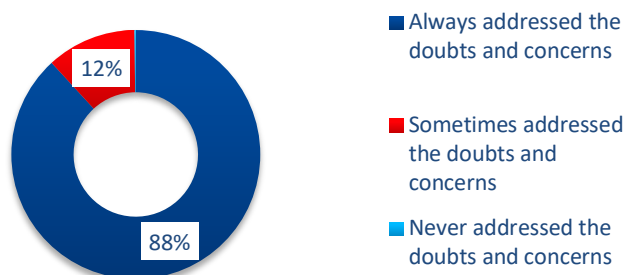


The data indicates that 80% of respondents reported trainers used real-world examples "most of the time," while 19% stated that trainers provided examples "only a few times," and 1% mentioned that trainers never used practical examples. This suggests that the majority of trainers effectively integrated real-world examples into their teaching, enhancing participants'



understanding of theoretical concepts.

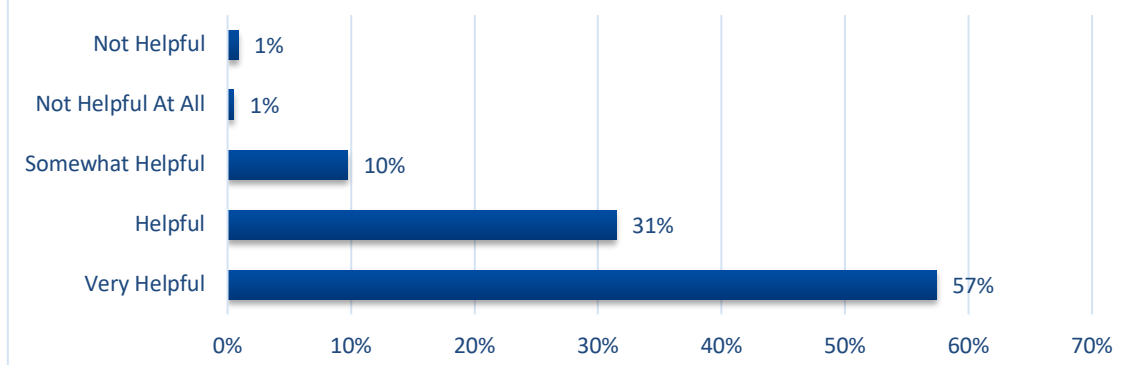
Distribution of Trainer's Reaction to Students' Doubts (n=575)



The data shows that 88% of respondents felt that their trainers always addressed their doubts and concerns, while 12% reported that trainers only sometimes provided answers. This suggests that most trainers were attentive to students' needs, though there is room for improvement in consistently addressing all doubts to further enhance the learning experience.

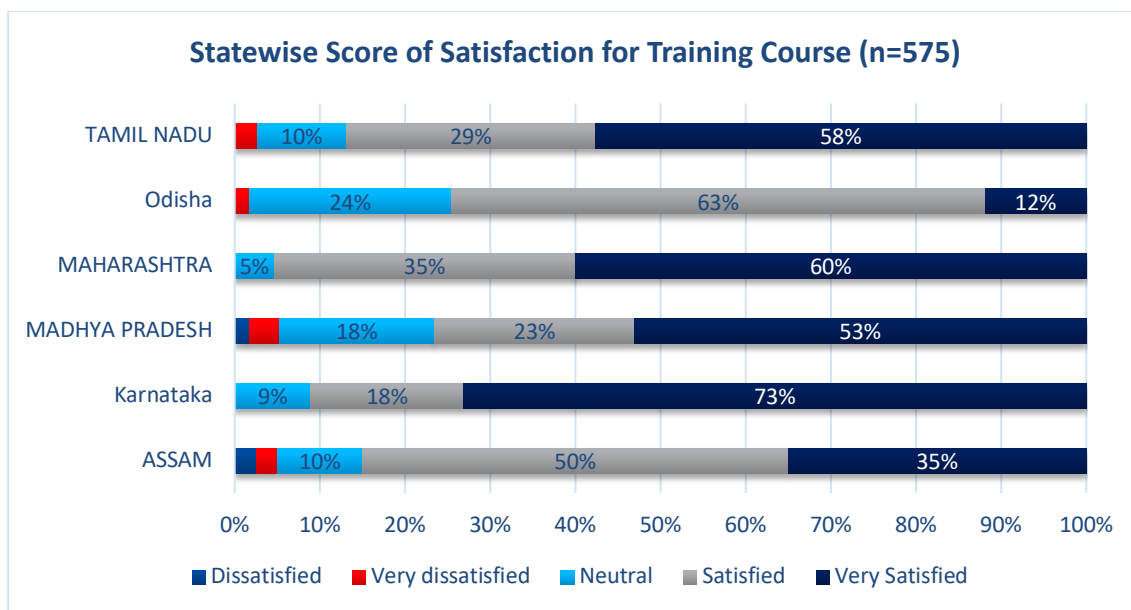
The majority of respondents, 57%, found the trainers very helpful, while 31% rated them as helpful. Additionally, 10% felt the trainers were somewhat helpful. Only 1% each indicated that the trainers were not helpful or not helpful at all. This suggests that most participants had a positive experience, with trainers being perceived as largely supportive and effective.

Distribution of Degree of Help Provided by Trainers (n=575)



The overall training experienced by the beneficiaries in terms of quality of training and the trainers were positive as per the overall satisfaction score given by all beneficiaries below.

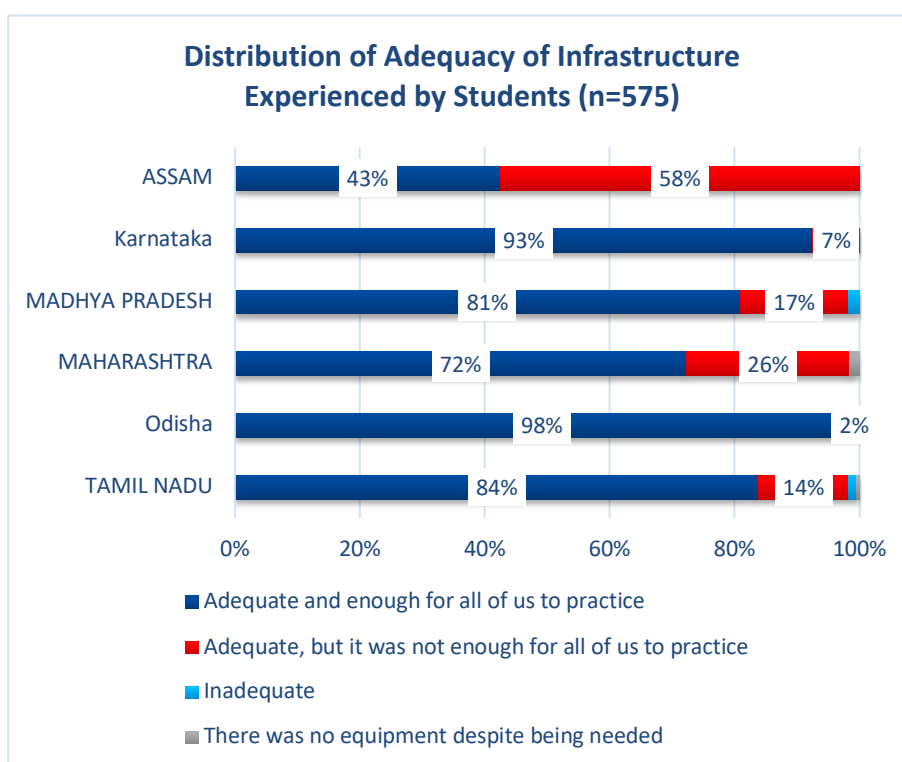
The chart highlights the state-wise distribution of satisfaction levels for the training course. In Karnataka, the majority of respondents (73%) were very satisfied, with only 9% dissatisfied or very dissatisfied. Tamil Nadu follows with 58% very satisfied but has 10% of respondents who were dissatisfied or very dissatisfied. Odisha stands out with 24% expressing dissatisfaction, but still, 63% were satisfied, and 12% were very satisfied. Maharashtra had 60% of respondents very satisfied, with only 5% expressing dissatisfaction. In Madhya Pradesh, 53% were very satisfied, while 18% showed dissatisfaction. Assam had a more neutral response, with 50% of participants neutral and only 35% very satisfied. Overall, Karnataka and Maharashtra showed the highest levels of very satisfied participants, while Odisha had the highest dissatisfaction rate.



Effectiveness of Infrastructure of the Training Programme:

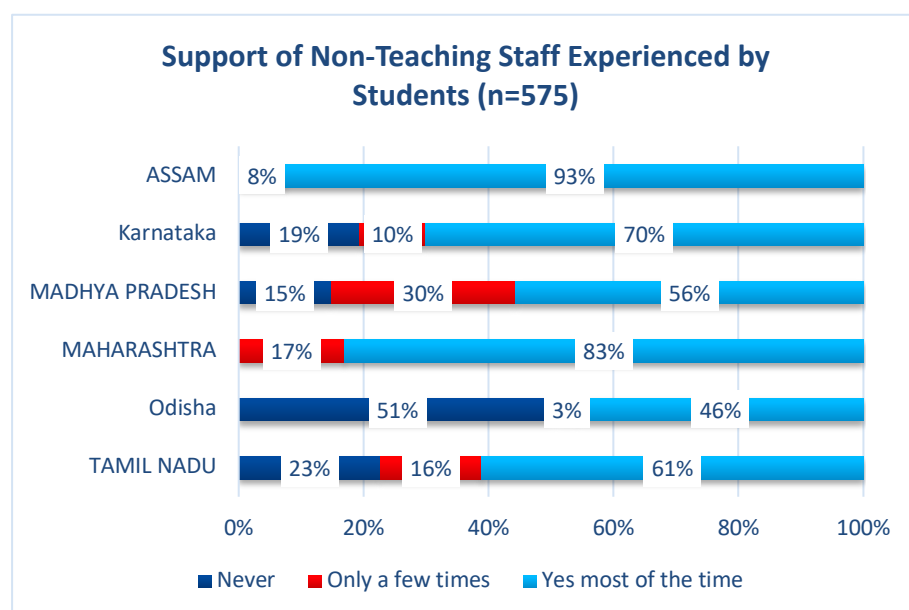
The chart shows the distribution of infrastructure adequacy as experienced by students across various states. In Karnataka, 93% of respondents found the infrastructure adequate and sufficient for everyone to practice, with only 7% saying it was not enough. Odisha had the highest level of satisfaction, with 98% indicating adequate infrastructure and 2% stating that equipment was missing despite being needed.

Tamil Nadu had 84% reporting adequate infrastructure, but 14% found it inadequate, and 2% mentioned a lack of equipment. Madhya Pradesh had 81% satisfied with the infrastructure, but 17% found it inadequate, and 2% mentioned missing equipment. Maharashtra had 72% indicating adequate infrastructure, but 26% found it inadequate, with 2% reporting no equipment available. Assam had the lowest infrastructure adequacy, with 58% reporting inadequate resources, though 43% stated that it was enough for everyone to practice.

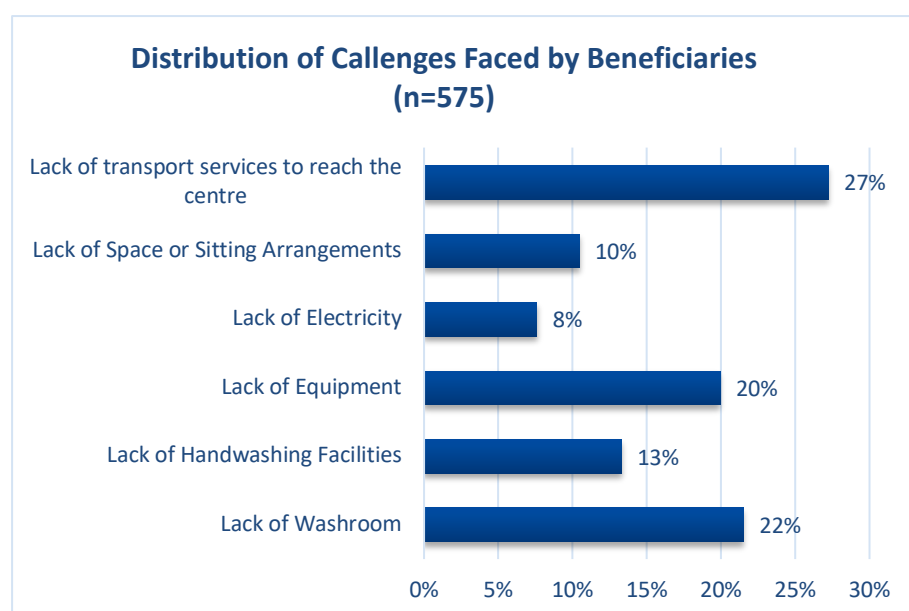


Maharashtra had 72% indicating adequate infrastructure, but 26% found it inadequate, with 2% reporting no equipment available. Assam had the lowest infrastructure adequacy, with 58% reporting inadequate resources, though 43% stated that it was enough for everyone to practice.

Overall, while Karnataka and Odisha had the highest infrastructure adequacy, Assam faced significant challenges with inadequate infrastructure, impacting student experience.



The majority of students across six states received support from non-teaching staff, with Assam (93%) and Maharashtra (83%) reporting the highest levels of support most of the time. In contrast, Odisha had the largest proportion of students (51%) who never received support. Karnataka, Madhya Pradesh, and Tamil Nadu reported more mixed experiences, with a significant percentage of students receiving support only a few times or not at all.



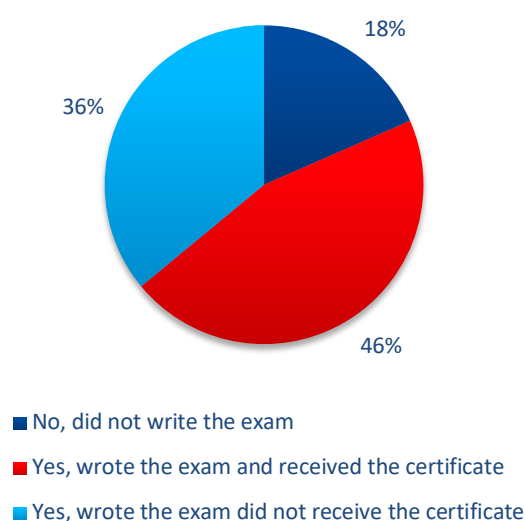
The most commonly reported issue was the lack of transport services to reach the centre, affecting 27% of beneficiaries. This is followed by a lack of washroom facilities (22%) and a lack of equipment (20%). Other challenges included the lack of handwashing facilities (13%), lack

of space or sitting arrangements (10%), and lack of electricity (8%). The data suggests that transportation and basic infrastructure, such as washrooms and equipment, are significant barriers for beneficiaries.

3.3 Efficiency of the Programme

The programme aimed to reach a substantial number of women from low-income households in Assam, Karnataka, Madhya Pradesh, Maharashtra, Odisha, and Tamil Nadu, which required considerable resources to meet these ambitious targets. This section examines the efficiency of the intervention, focusing on how promptly and resourcefully the programme delivered its outcomes.

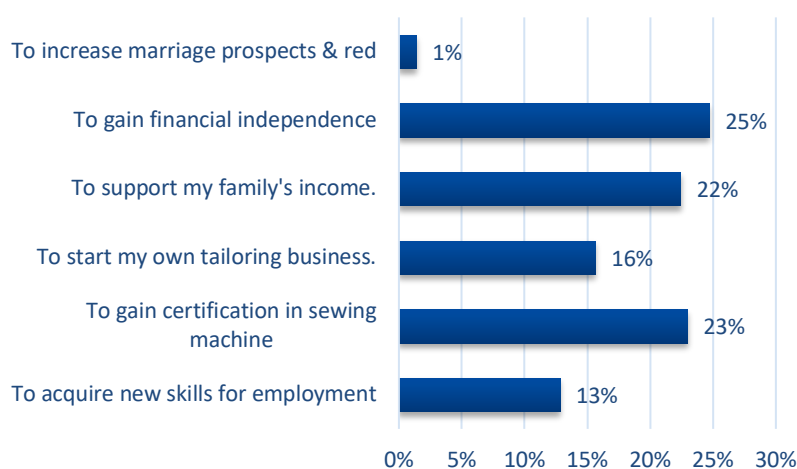
Distribution of Beneficiaries who completed the training and received NSDC certificate (n=575)



The data shows that 46% of beneficiaries completed the exam and received the NSDC certificate, while 36% wrote the exam but did not receive the certificate, indicating potential inefficiencies in the certification process. Additionally, 18% of beneficiaries did not write the exam, highlighting resource gaps in ensuring full participation. These figures suggest that while nearly half of the participants benefited as planned, improvements in exam preparation, support, and certification processes could enhance overall programme efficiency.

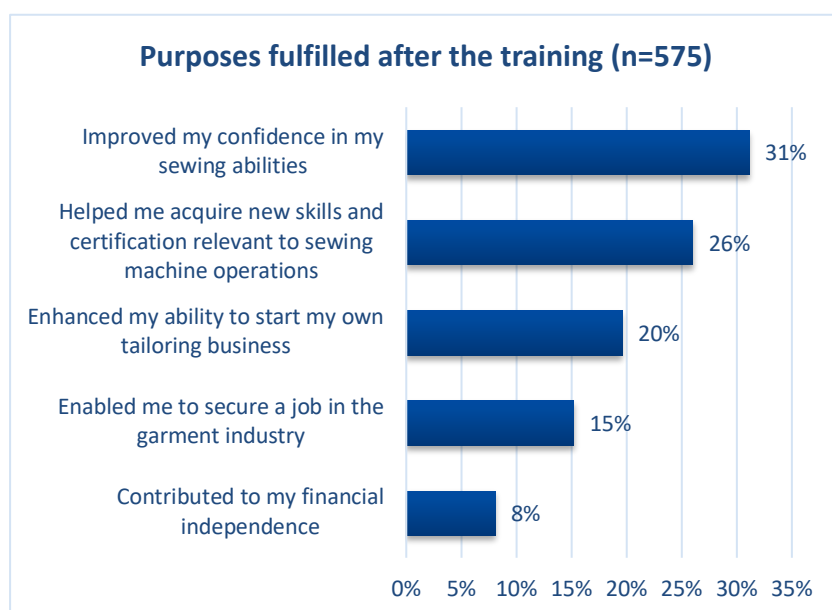
and certification processes could enhance overall programme efficiency.

Distribution of Purposes of Beneficiaries for Joining the Training (n=575)



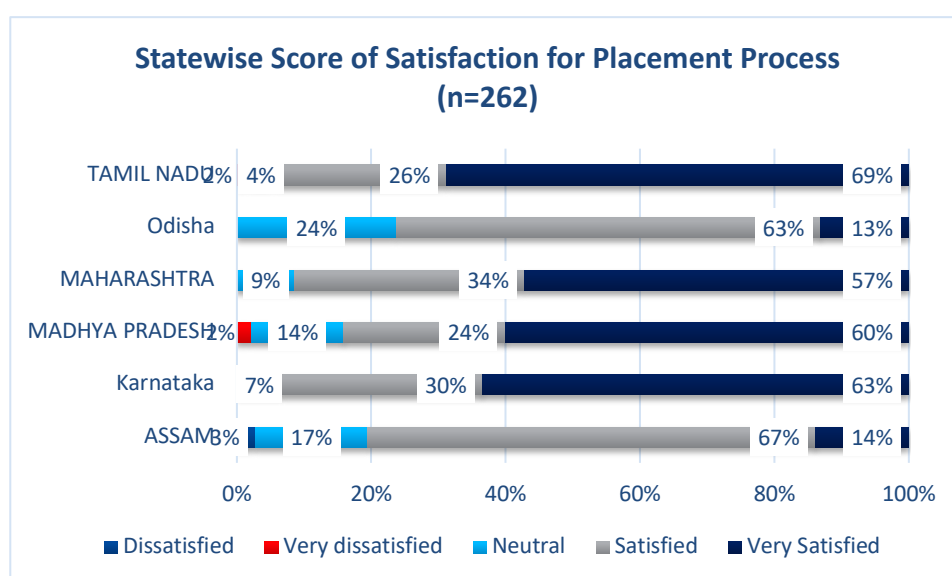
A substantial number of participants (25%) aimed to gain financial independence, and 22% sought to support their family's income, indicating that the resources invested in the training were aligned with addressing key economic needs. Additionally, 23% participated to gain certification in sewing, which suggests that the programme efficiently targeted skill development. The relatively low

percentage (1%) of participants joining for social reasons, such as marriage prospects, further reflects the beneficiaries' focus on achieving practical and economically beneficial outcomes.



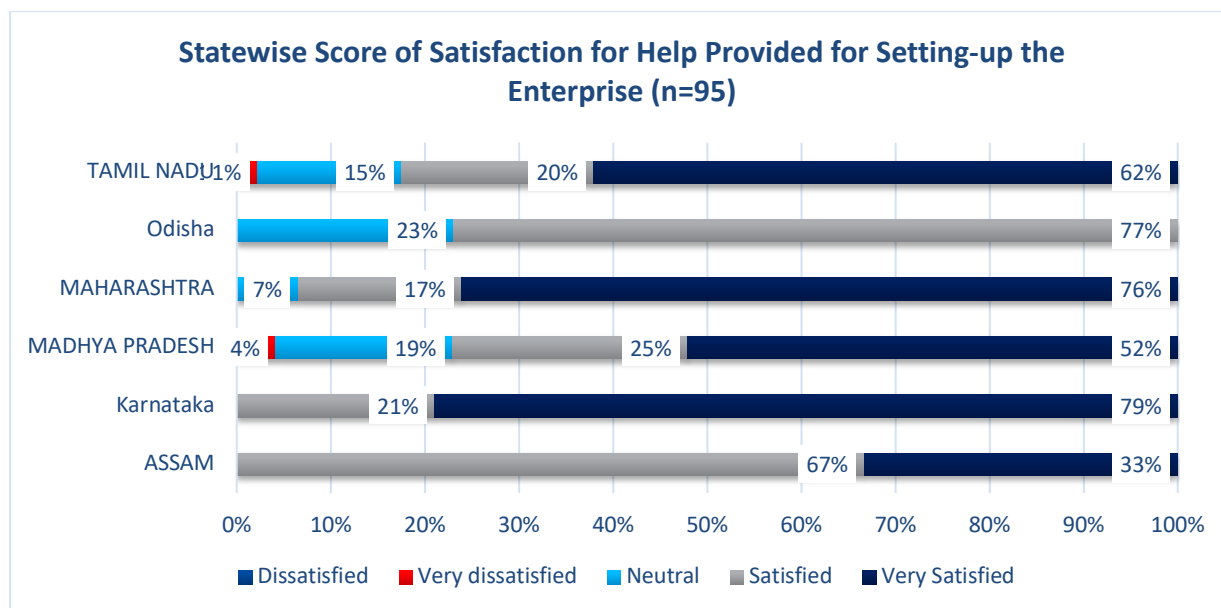
The most significant outcome was an improvement in their sewing abilities, with 31% of beneficiaries citing this. Additionally, 26% of beneficiaries achieved certification relevant to sewing machine operations. Other notable achievements included developing the skills to start their own tailoring business (20%) and securing employment in the garment industry

(15%).



The majority of respondents from all states expressed satisfaction with the process, with over 60% rating it as either "Satisfied" or "Very Satisfied." However, there were some variations in the distribution of satisfaction ratings across different

states. A small percentage of respondents from all states expressed dissatisfaction. Overall, the data suggests that the placement process was generally well-received, but there is room for improvement to further enhance satisfaction levels.

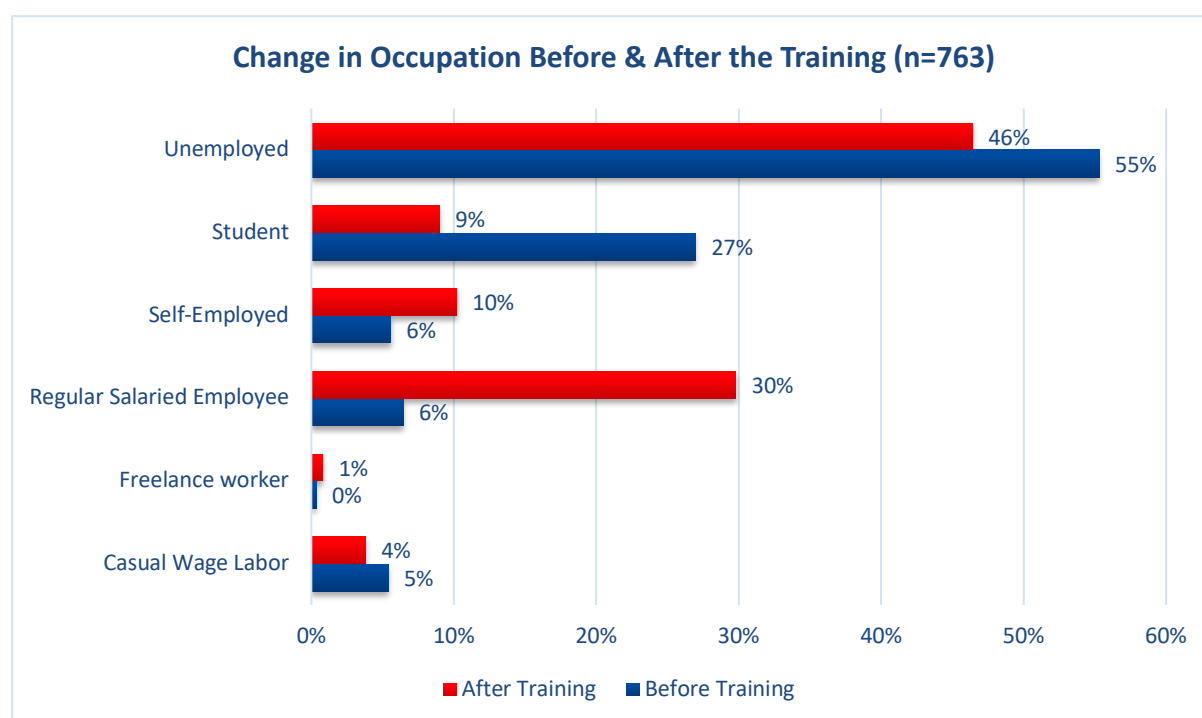


Odisha and Karnataka had the highest satisfaction, with nearly 80% of beneficiaries reporting they were very satisfied. Tamil Nadu, Maharashtra, and Assam also showed strong satisfaction, though most beneficiaries in Assam reported being only satisfied rather than very satisfied. Madhya Pradesh had the most mixed responses, with a significant portion of beneficiaries reporting neutral or dissatisfied experiences, indicating a need for improvement in support. The programme's implementation appears largely effective in most states, but feedback from beneficiaries in regions like Madhya Pradesh highlights potential inefficiencies in resource utilisation or delivery that could be optimised for better results.

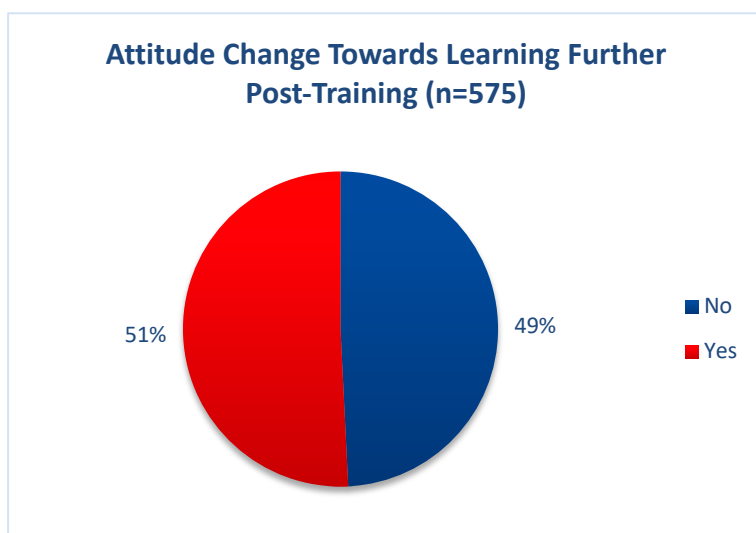
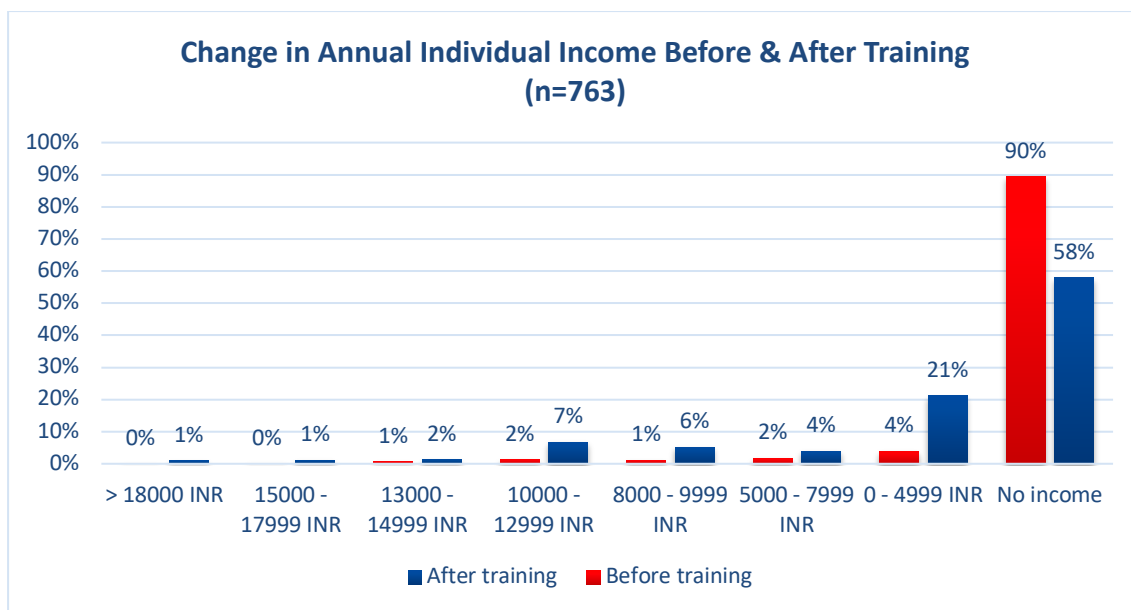
3.4 Impact of the Programme

To achieve a complete understanding of the programme's impact, this section looks at the wide-ranging and potentially life-changing effects on the social environment. It carefully examines the indirect, secondary, and future outcomes that result from the project, including changes in occupation, shifts in income levels, improvements in quality of life, alterations in attitudes, changes in contributions to household expenses, enhancements in decision-making abilities, and increased creditworthiness. By focusing on these aspects, the assessment highlights how the programme influences the community beyond its immediate goals and what long-term benefits it may bring. This approach helps illustrate the broader significance of the training for sewing machine operators and its potential to create positive change in the lives of individuals and the community as a whole.

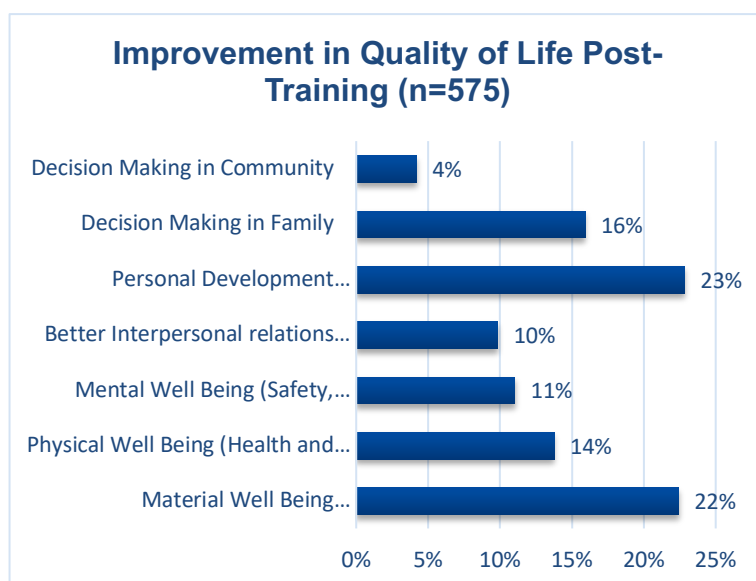
The training programme led to a notable reduction in unemployment, from 55% to 46%, and a significant increase in regular salaried employment, from 6% to 30%. Many students (27%) transitioned into the workforce, with only 9% remaining students post-training. Self-employment also rose from 6% to 10%, while there was a slight increase in freelance work and a small decline in casual wage labour. Overall, the programme positively impacted participants' employment status, particularly by increasing stable job opportunities.



The training programme reduced the percentage of participants with no income from 90% to 58%, while those earning 0-4999 INR annually increased from 4% to 21%. There were modest gains in the 5000-9999 INR range, growing from 2% to 6%. However, few participants moved into higher income brackets, indicating that while the programme helped generate income, most beneficiaries are still in lower earning categories.

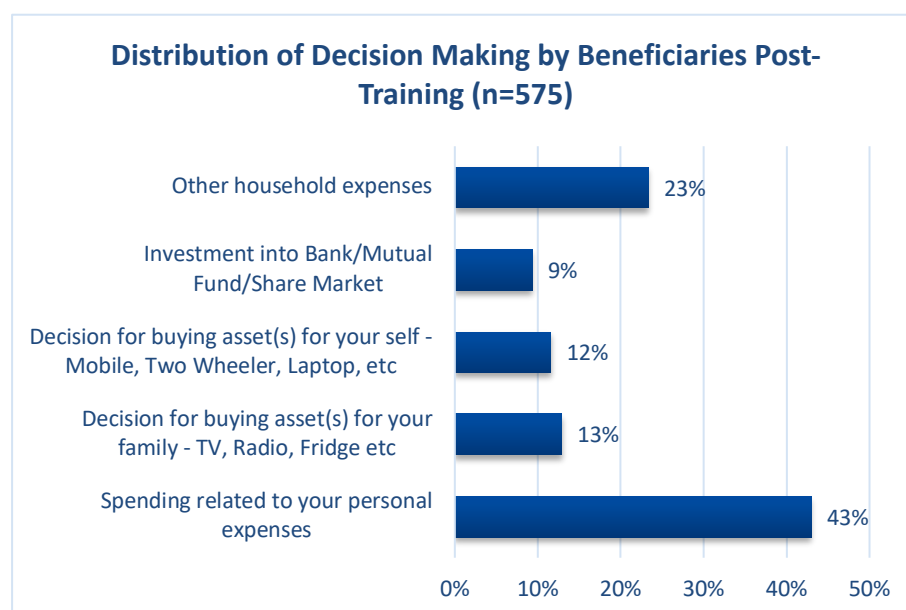


51% of the participants indicated a positive change in their attitude, indicating that the training programme was effective in motivating them to continue learning and pursuing further certifications and skill development. However, 49% of the participants reported no change in their attitude.



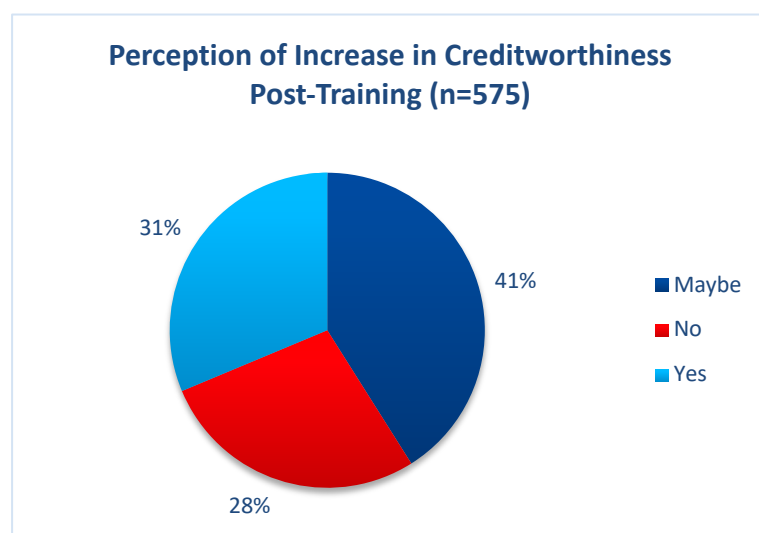
The data shows that the most significant improvements in quality of life among beneficiaries post-training were observed in personal development (23%), material well-being (22%), and decision-making in the family (16%). Other areas that showed improvement include better interpersonal relations (10%), mental well-being (11%), physical well-being (14%), and decision-making in the community (4%). Overall, the data suggests that the training programme had a

positive impact on the beneficiaries' quality of life, with the most notable improvements in personal and material well-being.

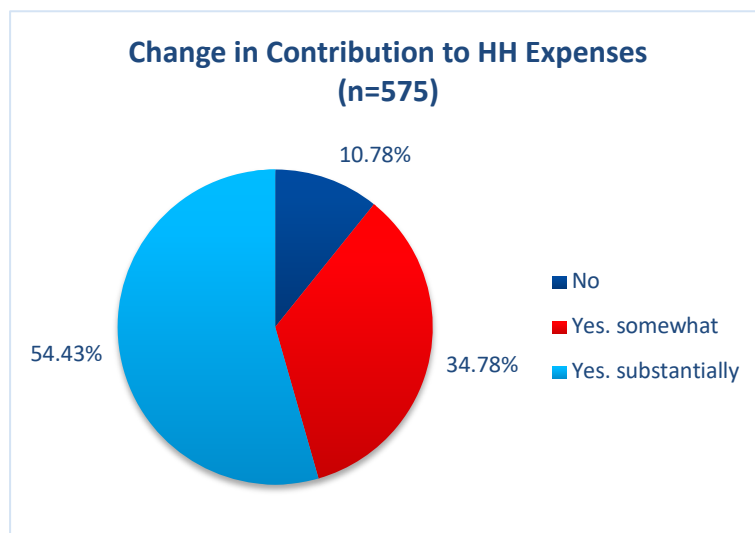


The most common decision-making area is related to personal expenses (43%), followed by other household expenses (23%). Other areas of decision-making include investment into bank/mutual fund/share market (9%), the decision to buy assets for oneself (12%), and the decision to buy

assets for the family (13%). Overall, the data suggests that the training programme has empowered beneficiaries to make informed decisions regarding their finances.



The chart shows the perception of an increase in creditworthiness among the beneficiaries post-training. 41% of the beneficiaries perceived an increase, 31% were unsure, and 28% did not perceive an increase. Overall, the data suggests that the training programme had a positive impact on the beneficiaries' perception of their creditworthiness.





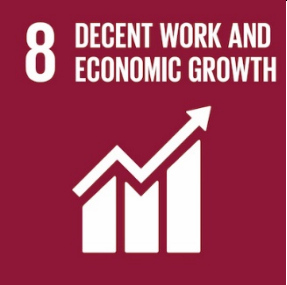
or somewhat increase.

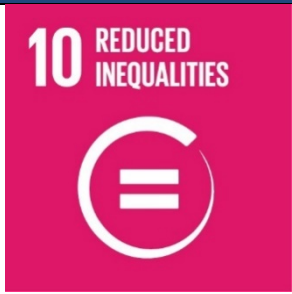

The pie chart shows the change in contribution to household expenses among the beneficiaries. 54.43% of the beneficiaries reported a substantial increase, 34.78% reported a somewhat increase, and 10.78% reported no change. Overall, the data suggests that the training programme had a significant impact on the beneficiaries' ability to contribute to household expenses, with a majority reporting a substantial

3.5 Coherence

The Coherence section of the report checks the alignment of the programme with other interventions in the country, i.e., with similar programmes which were being run by other institutions.

Alignment with SDGs

SDG Goals	SDG Targets	Alignment
 <p>4 QUALITY EDUCATION</p>	<p>Goal 4: Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p> <p>Target 4.4: Substantially increase the number of youth and adults with relevant skills for employment, decent jobs, and entrepreneurship.</p> <p>Target 4.5: Eliminate gender disparities in education and ensure equal access to vocational training for vulnerable groups.</p>	Full Alignment
 <p>5 GENDER EQUALITY</p>	<p>Goal 5: Gender Equality 5.7: Equal Rights to Economic Resources, Property Ownership and Financial Services.</p>	Full Alignment
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Goal 8: Decent Work and Economic Growth Target 8.3: Promote productive activities, decent job creation, entrepreneurship, and growth of micro-enterprises.</p> <p>8.5: Achieve full and productive employment and decent work.</p>	Full Alignment

SDG Goals	SDG Targets	Alignment
	Goal 10: Reduced Inequality 10.2: Empower and promote the social, economic and political inclusion	Full Alignment
	Goal 17: Partnership for the goals 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Full Alignment

Alignment with National Policies

National Policy/Scheme/Mission	Objectives & Strategies	Alignment
National Policy for Skill Development and Entrepreneurship, 2015	To provide an umbrella framework to all skilling activities being carried out within the country, to align them to common standards, and to link the skilling with demand centres.	HDFC provided Sewing machine operator training to 10000+ women during FY 22 and FY 23
Pradhan Mantri Kaushal Vikas Yojana (PMKVY)	The objective of this Skill Certification Scheme is to enable a large number of Indian youths to take up industry-relevant skill training that will help them secure a better livelihood.	HDFC provided Sewing machine operator training to 10000+ women during FY 22 and FY 23
Jan Shikshan Sansthan (JSS)	To improve the occupational skills and technical knowledge of the non/neo literates and persons having a rudimentary level of education.	HDFC provided Sewing machine operator training to 10000+ women during FY 22 and FY 23
Samarth	The Samarth programme is a flagship skill development scheme of the Indian government aimed at providing demand-driven, placement-oriented training programmes to the youth in the textile sector. It was	HDFC provided Sewing machine operator training to 10000+ women during FY 22 and FY 23 with certification under the National Skills Qualifications Framework (NSQF)

	launched in 2017 under the Ministry of Textiles.	
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Alignment with CSR Policy

Schedule VII (Section 135) of the Companies Act, 2013 specifies the list of the activities that can be included by the company in its CSR policy. The table shows the alignments of the intervention with the approved activities by the Ministry of Corporate Affairs.

Sub- Section	Activities as per Schedule VII	Alignment
(ii)	Promoting education, including special education and employment enhancing vocational skills especially among children, women, the elderly, and the differently abled and livelihood enhancement projects;	Completely

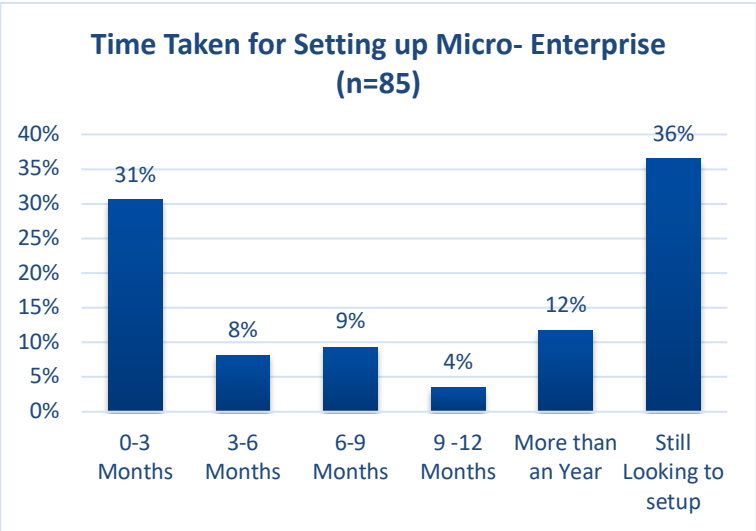
Alignment with BRSR Principles

The programme's intervention also aligns with the ESG Sustainability Report of the corporate. Particularly, concerning the Business Responsibility & Sustainability Reporting Format (BRSR) shared by the Securities & Exchange Board of India (SEBI), the programme aligns with the principle mentioned below:

<p>Principle 5</p> <p>Businesses should respect and promote human rights</p>	<p>Principle 8</p> <p>Businesses should promote inclusive growth and equitable development</p>
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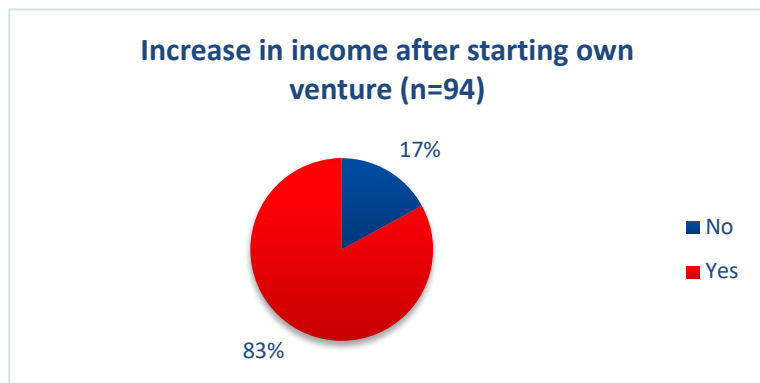
3.6 Sustainability

In terms of sustainability, the focus is on the enduring impact of the intervention. This section examines the effects of post-training and how these changes have influenced the lives of the beneficiaries in a lasting way.

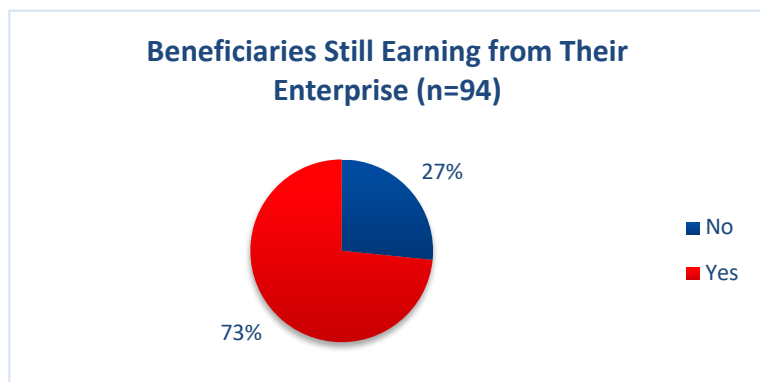


The majority of respondents (40%) took between 0 and 3 months to set up their micro-enterprises, followed by 31% who took between 3 and 6 months. A smaller proportion took between 6 and 9 months (9%), 9 and 12 months (4%), and more than a year (12%). 36% of the respondents were still looking to set up their micro-enterprises at the time of the survey. Overall, the data suggests that while many individuals were able to set up

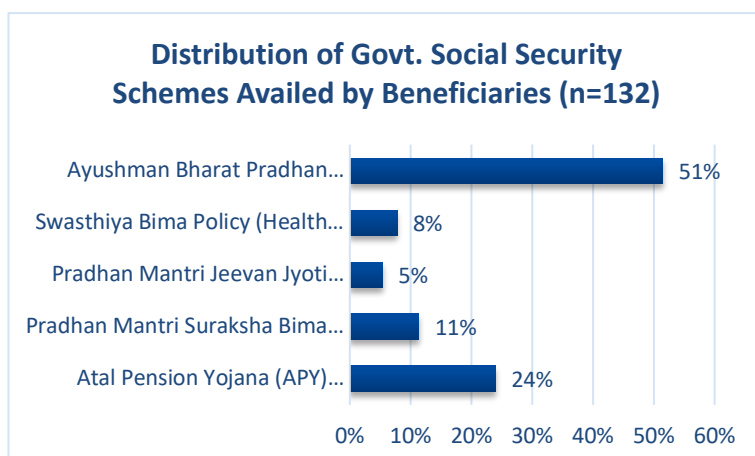
their micro-enterprises relatively quickly, the process can be time-consuming for some, and a significant number of individuals were still working on establishing their businesses.



A significant majority of respondents (83%) reported an increase in income, while 17% reported no increase. This suggests that starting one's venture can be a viable strategy for increasing income.



73% of the beneficiaries reported still earning from their ventures, while 27% reported not earning anymore. This suggests that a significant majority of the beneficiaries were able to sustain their enterprises and continue generating income.



The most popular scheme was Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (AB PMJAY), with 51% of beneficiaries availing it. Other popular schemes include Atal Pension Yojana (APY) with 24% and Pradhan Mantri Suraksha Bima Yojana (PMSBY) with 11%. A smaller proportion of beneficiaries availed Swasthiya Bima Policy (Health Insurance)

and Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY).

Accessing these government social security schemes is important for beneficiaries as they provide financial protection, improve quality of life, reduce financial burden, and form an important part of the social security net. By availing of these schemes, beneficiaries can benefit from financial protection, improved quality of life, reduced financial burden, and social security.

These social security schemes align with the OECD DAC criteria for sustainability, which emphasise the importance of promoting social inclusion and equity, improving health and education outcomes, and reducing poverty and inequality.

3.8 Rating the Implementing partner on the PPP matrix

The rating criteria and ranking of the implementing agency have been based on primarily 3 factors People, Processes, and Platforms.

The PPP framework revolves around the dynamic interplay of its three key elements. **People**, who actively participate in programme execution are complemented by **processes** that enhance efficiency and accuracy. The **platform** component, in turn, facilitates tasks and automates processes. The harmonious equilibrium among these elements, optimising the synergy between people, processes, and platforms, empowers agencies to attain organisational efficiency.

Visualised as a golden triangle with each side equally significant, the PPP framework embodies a holistic approach to project success, from execution to outcomes. Neglecting any element can disrupt the framework's balance and, consequently, impact the project's overall success.

The rating criteria consider multiple factors, and the implementing partners have been given individual ratings based on their scope of work and level of engagement. The below-mentioned table describes the major indicators which were used for evaluating the partner.

The **People** parameter considers the responsibility and capability of individuals engaged in project implementation for specific tasks. Additionally, it takes into account the behavioural aspects exhibited by these individuals during project execution while providing support for the data collection process.

The **Processes** parameter examines the practices employed by stakeholders throughout the project implementation. This encompasses the consideration of proper permissions and ethical practices. Additionally, the critical aspect of partner coordination played a pivotal role in implementing the programme on a large scale and was thus carefully considered.

Sensitive information was collected and stored from beneficiaries during the project. The **Platform** indicator was designed to assess partners based on their data management capacity and any best practices they employed, utilising technically sound mediums. Additionally, information about each beneficiary, as provided by the partners and shared with CSRBOX's team during the evaluation process, was factored into the consideration for the programme.

Legend: Kindly follow the above-mentioned table for inferences on the PPP ranking.

Rating	Inference
4-5	Very Good
3	Satisfactory
Less than 3	Unsatisfactory

Framework Element	Indicator	Individual Scoring	Consolidated Scoring
People	Governance Mechanism	4	4.25
	Quantity of resources hired	5	
	Quality of resources hired	4	
	Involvement of multiple stakeholders	4	
Processes	Whether proper permissions were taken to operate the centre and camps	5	4.61
	Whether any hindrances were faced and how they overcame the same	5	

Framework Element	Indicator	Individual Scoring	Consolidated Scoring
	MOU between HDFC and Wazir Skills	5	
	Permission taken from beneficiaries	5	
	Rating of project activities by beneficiary	4.1	
	Training Quality & Facilities	4.5	
	Resolution of Doubts & Queries	4.4	
	Resolving technical issues	5	
	Placement Support	4.2	
	Support for Enterprise Setup	3.9	
Platform	Mode of data collection during the programme	3	2.6
	Data privacy	3	
	Usage of any DBMS software of other secure data-storing platform	3	
	Data quality	2	
	Data Storage & Maintenance for tracking	2	



Chapter 4

Recommendations

Recommendations to the Project

- The program aimed to enhance women's participation in the labor force by providing skill development and entrepreneurship training in the apparel sector, specifically through a sewing machine operator course. An in-depth impact assessment, using both qualitative and quantitative research methods, revealed a range of insights. This section presents recommendations and suggests actionable steps to improve the effectiveness of similar initiatives in the future.

Training Quality & Facilities

- 80% of the beneficiaries reported adequacy of equipments at training centre, there is scope for improvement inadequacy of equipments in training centre
- Twenty-two percent of beneficiaries reported inadequate washroom facilities, and 27% identified the lack of transport services as a significant challenge. As many beneficiaries come from remote rural areas, it is recommended that training centers be equipped with adequate and hygienic washroom facilities. Additionally, locating centers in accessible areas and providing pooled transport services can further improve participation and overall program outcomes.
- The overall satisfaction levels of training centres at Odisha and Maharashtra were at 74% and 75% respectively were found to be the lowest among the other states. Measures can be put in place to improve satisfaction levels at these locations

Post-Training Support & Services

- Only 36% respondents reported receiving the certificates after course completion. 19% have reported that they have not written the exam. Certification provides crucial credibility for skill training.
- Fifty-eight percent of beneficiaries reported no improvement in income following the training, a notable reduction from the previous figure of 90%. However, given that the program's core objective is to increase women's participation in the labor force, the percentage of women experiencing a positive change in income should be significantly higher.
- 31% of participants set up their micro-enterprises within 0-3 months, a significant 36% are still in the process of setting up after 18 months of the program. This suggests that while a portion of participants successfully set up quickly, a considerable number face delays, indicating a need for additional support, such as mentorship or financial assistance, to help expedite the process for those still struggling.



Chapter 5

Impact Stories

From Struggles to Success: A Journey of Empowerment and Financial Independence

Growing up in a modest household in a rural district of Assam, a young woman recognized early on the need to support her family financially. With her father working as a carpenter and her brother as a driver, the family faced constant financial challenges. Though she had only completed her 10th-grade education, she was determined to contribute meaningfully to her family's well-being.

In July 2021, she found an opportunity that would transform her life when she enrolled in a skill development program under the HDFC CSR Project, "Women Empowerment by Creating Sustainable Livelihood." The program, facilitated by SMO Wazir Advisors Pvt. Ltd., provided her with comprehensive training as a sewing machine operator in the garment industry. Beyond technical skills, the training helped build her confidence to step into the workforce.

By September 2021, her dedication and new skills earned her a job at a leading garment company in Tamil Nadu. Starting with a modest monthly salary of ₹7,020, she worked diligently and steadily improved her skills. Over time, her salary increased to ₹11,000, allowing her to send regular financial support back home, easing her family's burden.

With hard work and disciplined saving, she has accumulated ₹1 lakh—a significant achievement for both her and her family. Her journey from a household with limited resources to becoming financially independent showcases her resilience and determination to create a better future.

This story illustrates the transformative impact of skill development initiatives like the HDFC CSR Project. Through perseverance and newly acquired skills, she not only uplifted her own life but also became a source of hope and support for her family, reflecting the true spirit of empowerment and sustainable livelihood.

A Stitch in Time: Transforming Lives Through Skill Development

In a rural village in the Dindigul district of Tamil Nadu, a woman faced significant financial challenges. Living in a rented house, she and her husband both worked as daily wage labourers, struggling to make ends meet and pay their monthly rent. However, hope arrived when she learned about a skill development course through a gram panchayat member.

Determined to improve her circumstances, she enrolled in the program, which provided training in factory work and tailoring—professions she saw as honourable. Initially, she operated a single sewing machine, but her dedication drove her to master multiple machines. Her hard work paid off as she received annual increments at her job and increased her productivity, earning praise from her employers.

Through a government scheme, she was also provided with a sewing machine, which she utilized after her 8-hour shifts at the factory, in her free time to run a tailoring business at home. Her newfound skills and income allowed her to save enough money to build a small house, transforming her family's living situation. She attributes this remarkable change to her

participation in the training course, which not only enhanced her professional skills but also empowered her to create a better future for her family.

From Trainee to Trainer: A Journey of Growth and Empowerment

A woman from rural Odisha was searching for a stable livelihood opportunity when she learned about a tailor training program. Though it required her to migrate to Tamil Nadu for both the training and job placement, she saw it as a chance to change her future. With courage and determination, she left her home and migrated, where she was provided with training, hostel accommodation, food, and a stipend.

She dedicated herself fully to the training, mastering the skills needed to excel as a sewing machine operator in the garment industry. Her hard work and perseverance paid off, and her career growth was nothing short of extraordinary. Today, she has risen to the role of a trainer, passing on her skills and knowledge to new candidates coming from similar backgrounds.

Settled in Tamil Nadu with her husband, she has not only built a stable life but also completed her undergraduate degree with the finances earned from her employment. Her journey from rural Odisha to becoming a skilled trainer and achieving financial independence is a testament to the life-changing impact of skill development programs.

Annexure

Disclaimer For the Impact Assessment Report

- This report has been prepared solely for the purpose set out in the Memorandum of Understanding (MoU) signed between Renalysis Consultants Pvt. Ltd. (CSRBOX) and HDFC Bank Ltd. to undertake the Impact Assessment of their Corporate Social Responsibility (CSR) project implemented.
- This impact assessment is pursuant to the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021, notification dated 22nd January 2021.
- This report shall be disclosed to those authorised in its entirety only without removing the disclaimer. CSRBOX has not performed an audit and does 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.
- This report contains an analysis by CSRBOX considering the publications available from secondary sources and inputs gathered through interactions with the leadership team of HDFC Bank Ltd., project beneficiaries, and various knowledge partners. While the information obtained from the public domain has not been verified for authenticity, CSRBOX has taken due care to receive information from sources generally considered to be reliable.
- In preparing this report, CSRBOX has used and relied on data, material gathered through the internet, research reports, and discussions with personnel within CSRBOX as well personnel in related industries.

With Specific to Impact Assessment, CSRBOX:

- Has neither conducted an audit or due diligence nor validated the financial statements and projections provided by HDFC Bank Ltd.
- Wherever information was not available in the public domain, suitable assumptions were made to extrapolate values for the same;
- CSRBOX must emphasise that the realisation of the benefits/improvisations accruing out of the recommendations set out within this report (based on secondary sources) is dependent on the continuing validity of the assumptions on which it is based. The assumptions will need to be reviewed and revised to reflect such changes in business trends, regulatory requirements, or the direction of the business as further clarity emerges. CSRBOX accepts no responsibility for the realisation of the projected benefits;
- The premise of an impact assessment is 'the objectives of the project along with output and outcome indicators pre-set by the programme design and implementation team. CSRBOX's impact assessment framework was designed and executed in alignment with those objectives and indicators.



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