



Impact Assessment of a Focused Development Program
– **Balgram School Transformation Project** –
G0024

A Report



Impact Assessment of a Focused Development Program —School Transformation Project

A Report

Project ID G0024

Study Team

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Abbreviations

CSR	Corporate Social Responsibility
CWC	Child Welfare Committee
DWCD	Department of Women and Child Development
ICPS	Integrated Child Protection Scheme
IDI	In-Depth Interview
ISC	India Sponsorship Committee
JJ Act	Juvenile Justice Act
KII	Key Informant Interview
MI	Monitoring and Impact
NGO	Non Government Organization
STEM	Science Technology Engineering Mathematics
STP	School Transformation Project

Introduction

Background

HDFC Bank CSR, under its Parivartan Program, has supported the efforts of the government education department by digitizing classrooms and providing infrastructure development support the orphanage school in Lonavala town of Pune district in Maharashtra named as “Antar Bharati Balgram School” (English Medium). Under the support, around 96 beneficiaries were supported with a bouquet of key activities mainly on infrastructure development. HDFC Bank named this support as a School Transformation Project (STP).

About Antar Bharati Balgram School

Antar Bharati Balgram was initiated in 1982 by India Sponsorship Committee¹ (ISC) which is a registered and recognised non-profit organisation established in 1967. ISC runs a Balgram, designated shelter home approved by ICPS/JJ Act and licensed issued by Department of Women and Child Development. A Balgram is a children’s village that provides family-based care to nurture personal relationships, educational betterment, and skill development. It is the flagship program of ISC where they provide education to children from KG to 10th standard. A total of 216 students were enrolled at the time of visit and of these, 86 were from the Bal Gram campus and 130 were day scholars from neighbouring villages. The Balgram premises has two separate parts—(1) School campus and (2) Residential campus for children. Usually, children staying in the campus are sent by Child Welfare Committee (CWC) for the care and protection under ICPS.



Objectives of School Transformation Project

The following were the specific objectives of the project:

- Improving visualization and creativity amongst children by interactive, fun and practical approach methods of learning
- Promoting critical thinking and analytical skills by developing self-learning.
- Increasing the participation of students and teachers in interactive learning.
- Increase in attendance, since the students don’t want to miss the classes.



¹ <https://indiasponsorship.org/>

- Help the student to learn the value of discipline, friendship, fellow feelings and sympathy
- Help children develop a sense of responsibility for making them self-dependent.
- Create an environment for collaborative learning through mutual cooperation.
- Provide **equal access to technology** and tools to all students in order to provide equal opportunities for all students

Objectives of the Impact Assessment Study

IMPACT PSD was entrusted to conduct an impact assessment study of the FDP—**School Transformation Project (STP)** with following objectives:

- To assess the **effectiveness** of the Smart Classroom’s practical and fun approach methods of learning through structured questionnaires for stakeholders such as teachers and school representatives.
- To understand the situation in the schools regarding access to digital education before and after the project.
- To understand how the program helped in facilitating the environment to promote the usage of ICT in this school.
- To understand how the program helped in Promoting critical thinking and analytical skills by developing self-learning in this school.
- To assess the improved visualization and creativity amongst the student before the intervention and after the implementation of the project through structured questionnaires for stakeholders such as teachers and school representatives
- To review the performance data of students from school teachers for assessing the improved academic performance and grades of the students.
- To assess the increase in attendance and participation indicating the interests of students in learning.
- To assess ease and access of technology to the students.

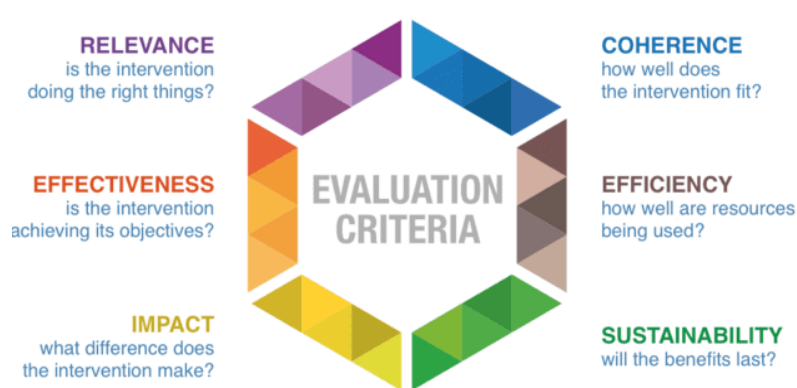
Broadly, HDFC Bank intended to evaluate the effectiveness, efficacy of the project interventions and sustainability of the project outcomes.

The forthcoming sections provide the description of study methodology and salient findings obtained from the impact assessment study.

Methodology

Assessment Framework

For undertaking the impact assessment study, following assessment framework was used which is the standard OECD-DAC criteria² considered as one of the gold standards in evaluation. This framework recommends adapting this framework, wherever feasible and applicable:



Using this framework, following questions/indicators were proposed and adopted to assess STP, using the six parameters stated above. These questions were finalized in discussion with the HDFC MI team.

	Indicators/Questions
Relevance	<ul style="list-style-type: none"> • What criteria were adopted for identifying the orphanage school for STP • How was the need assessment undertaken for the support • To what extent did the STP meet the identified needs
Coherence	<ul style="list-style-type: none"> • What challenges were faced by Balgram Schools due to non-availability of Smart or Digital Classroom and Infrastructure • How the type of equipment, digital content and other essentials were finalized for the Digital Classroom • How did the Digital Classroom and infrastructure support the Balgram school in achieving the expected results • Options available with the Balgram school for repair and maintenance services of Digital Classroom and maintenance and upkeep of constructed infrastructure (sadan and classrooms)
Efficiency	<ul style="list-style-type: none"> • What proportion of students were regularly attending digital classroom • What proportion of teachers could receive the benefits and type of benefits achieved • What subjects are being taught using the Digital Classroom • How many students could get benefits of Sadan and Classrooms academically, socially and health-wise
Effectiveness	<ul style="list-style-type: none"> • The extent to which Digital Classroom contributed to improv the retention and regularity of students in classes

² <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

	Indicators/Questions
Impact	<ul style="list-style-type: none"> • Proportion of teachers and students stated the type of benefits and achievements • Proportion of teachers/principal reported: <ul style="list-style-type: none"> ○ Increase in attendance or participation of students ○ Improvement in learning outcomes of students ○ Improvement in critical thinking and analytical skills of students
Sustainability	<ul style="list-style-type: none"> • Teachers and Principal have the understanding on how Digital Classroom must be used to support students and in achieving the desired and improved results/learning outcomes. • Mechanism in place for regular maintenance and repairing, availability of vendors' contacts and allocation of funds for smooth functioning of Digital Classroom and upkeep of Sadan and Classrooms infrastructure

Research Methodology

A mixed methods approach was followed wherein both quantitative and qualitative data was gathered through infrastructure checklists (for digital classrooms, toy rooms and Sadan building), individual In-depth interviews with the Principal and Superintendent and group discussion with the Balgram staff.

Target Groups

Following target groups were included in the study:

- Principal
- Teachers
- Sadan staff
- ISC management – Executive Director

Study Coverage

Target Group	Coverage
Digital Classroom Checklists	8
Sadan Checklist	1
Classroom Checklists	LKG, UKG, Grade 11 th & 12 th
Toy room Checklist	1
In-depth Interview with Principal/Teachers	2
In-depth Interview with Executive Director	1
Key Informant Interview with Sadan staff (Superintendent and Sadan Caretakers)	2
In-depth discussion with Yuva Unstoppable team	3 members

Development of Tools

A set of checklists was developed to assess the status of infrastructure in terms of availability, functionality, maintenance provisions, etc. for the digital classrooms, toy room, classes, etc. For in-depth interviews and Key Informants Interviews, discussion guides were developed to capture information regarding the type of support received, how the support provided the benefits, how the support has promoted critical thinking and analytical thinking among students, what challenges and constraints were faced prior to the receipt of support, what ways were being adopted to overcome those challenges prior to the receipt of support, etc. The discussion guides were finalized in discussion with the HDFC Bank MI team.

Study Implementation

Two senior management team members from IMPACT (Dr. Manish Subharwal and Dr. Sanjay Gupta) conducted the Site Visit to Balagram School at Lonavala. Following process was adopted for the impact assessment:

- A discussion meeting with the ISC and Balgram team where the Executive Director of Balgram was also present. The purpose was to understand about the school and the implementation of activities.
- An in-depth discussion with the Principal and Vice Principal of the school, the enrolment, teaching, grades, facilities, etc. and the support received from HDFC Bank/Yuva team.
- In-depth discussions with teachers (Science and Mathematics) were also undertaken to know the benefits for the students and impact of the support provided by HDFC Bank
- Physical visits to all the digital classrooms, newly constructed classrooms and toy room as well as Sadan building.
- In addition, interaction was undertaken with Sadam Mother (In-Charge of Shelter Home)
- A debrief session was also conducted at the end of the visit.

Data Analysis and Report Writing

A Content Analysis was undertaken by the assessment team and report writing was undertaken by senior researchers.

Assessment Findings

This chapter highlights the key findings derived from the assessment study. The discussion has been presented in accordance with the objectives of the impact assessment envisaged for the study in the forthcoming text.

School Information

Antar Bharati Balgram School is an English medium school having a current strength of 216 students where 86 students were from Balgram residential facility and 130 were the day scholars who come from the nearby villages. The school is a co-ed school registered with Maharashtra State Education Board that offers education from Grade 1st to 10th. The school has a complete set-up in terms of classes, digital classes, STEM lab and Geography room, art room, toy room, staff room and Principal and Vice Principal room. School also has a Google Lab equipped with Computers with Chrome servers to access the education related materials. Currently, the school does not have Grade X as recognition from the board of secondary education is still awaited.

Current Status of HDFC Support

HDFC Bank supported the Antar Bharati Balgram and School through YUVA for providing multiple interventions. All the activities carried out under the support were verified and assessed. The following discussion provides the current status of the activities along with the discussion on anticipated impact for each component.

I. ESTABLISHMENT OF DIGITAL CLASSES

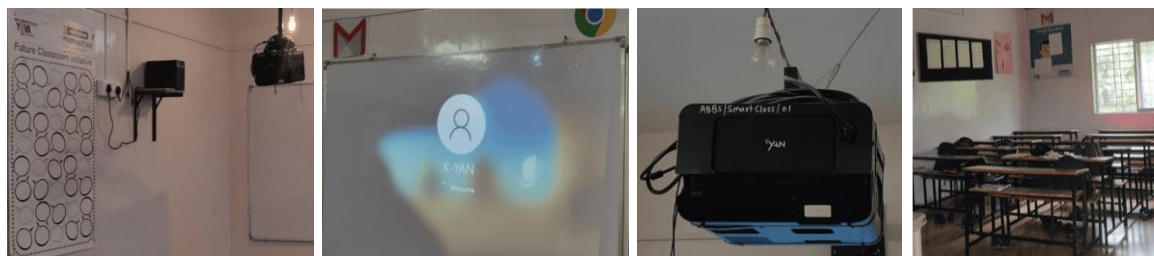
The school has been provided with 8 digital classes where 8 smart projectors named as K-Yan have been installed (4 newly constructed and 4 old classrooms). Along with the smart projectors, keyboard and mouse are also given that eases the operations for the teachers. The K-Yan devices were supplied with digital content as well as internet facility to access the desired content instantly and continue the discussion on the topics being taught during the classes.

K-Yan is the Integrated Digital Teaching Device developed in collaboration with IIT Mumbai in 2004. It is a portable, easy to use, plug and play device which converts any wall into an Interactive surface. It offers an unparalleled use experience within a classroom and is a powerful device that makes group learning easy.

It is comprised of High-End Computing System, High Luminosity Projection system with Virtual Interactive Board feature to convert any projection surface as Interactive board. This is Internet ready and embedded with High Quality Audio System, a DVD Drive and 6 USB ports etc.



All eight K-Yan devices were found appropriately installed and functional being used for the teaching. The teachers demonstrated the use of K-Yan device and all the features that they use while teaching the students. Apart from the installation of K-Yan device, the digital classrooms are provided with benches where students can sit comfortably and study.



Impact of Digital Classes

The principal and teachers were asked to specify the type of advantages they could observe among the students after using K-Yan for teaching. Teachers appreciated the HDFC Bank support for the unique K-Yan device that helps in delivering the topics effectively. Initially, teachers deliver the curriculum-based chapter and then encourage the discussion on the topics such as context, equipment, concepts and principles, etc. Along with the discussion, teachers use the digital content as well as internet-based videos and audi-visual subject matter so that students could understand, assess and analyse themselves and establish the relationship with the topic being discussed.

Principal and teachers both shared that students demonstrate their anxiety towards the topics and pose their questions to rectify their doubts. Teachers also take more interest when they observe that students are curious and showing interest in learning. At the same time, teachers also assess that students are facing problems in grasping the context and content, they use different digital content to focus on the similar topic so that students examine and develop insights.

“Students not only demonstrate their sound knowledge on topics due to use of digital classes using K-Yan but also convert their ideas in making the projects at the Science and Mathematics Lab by developing workable models.”

Science teacher

Teachers overwhelmingly attested that students find this teaching pedagogy very interesting. Students demonstrate their learning and knowledge levels during the oral Q&A sessions as well as in routine unit tests at regular intervals. Science and Mathematics teachers expressed their satisfaction that use of digital class through K-Yan has paved the new paths.

The principal shared his observation that students show more interest towards STEM subjects as they get to learn so many concepts, theories, principles and uses related to Science and Mathematics as well as Geography. This allows students to explore and gain new perspectives.

Teachers had opinion that they have not observed any difference between boys and girls with respect to their learnings. In the school, both boys and girls are provided with equal opportunities of accessing the similar digital content and technology for the effective learning.

A salient aspect of their techno-pedagogy is that students are empowered to request further assistance with particular topics and concepts in which they are struggling, and its opposite is also true in cases where teachers believe that they should repeat a chapter in order to acclimatize students to using digital content for instruction.

II. CONSTRUCTION OF NEW CLASSROOMS

The school earlier had classrooms at the ground level only. Under the HDFC Bank support, four (4) new classrooms were constructed at the first floor and additionally, toilets were provided for the students at the first floor. Following observations were made during the physical visit:

- The construction of classrooms was as per the standards and duly matched with the existing exteriors of the school building.
- The classrooms have been nicely painted and decorated with posters and charts.
- All the newly constructed classrooms were provided with a new set of benches for the students with desks to keep their bags and books.
- The newly constructed classrooms did not have solid concrete roof but iron sheets have been placed considering the situation during the rainy season and avoiding leakages.
- The principal and teaching staff were found satisfied with the type of support in terms of classrooms and furniture.



- The staff members exhibited that the newly constructed classrooms along with K-Yan device have been very helpful in providing the quality education which promotes collaborative learning and has developed enabling environment where students learn new concepts with ease and at their convenience.
- With the help of newly constructed classrooms, all the grades have separate classrooms. Teachers shared that they could see the ownership among the students in maintaining the discipline and keeping the classrooms cleaned.
- Learning outcomes have improved among the students as they show their performance in the class tests.
- Principal had opinion that school has gained popularity that it has a good infrastructure set-up not only in terms of availability of separate classrooms for each class but also equipped with K-yan device (digital classroom facility with computers).
- On enquiry, the teachers reported that parents also express their gratitude that school is providing quality education to their children.

- In addition, one toy room was also built for the students where students from LKG and UKG can play with toys and indoor games. The walls of the toy rooms were found painted and decorated with pictures where children can enjoy and have fun.



III. CONSTRUCTION OF BALGRAM SCHOOL OFFICE

With the help of HDFC Bank support, Balgram and school has a common office building which was totally renovated to give a new shape with appropriate infrastructure. Adjoining picture illustrates the renovation work done for the building.

In past, the old structure had a common hall where the staff had their seats and record keeping infrastructure. Some part of the hall area was being used for organizing the group meetings. After receiving the HDFC Bank support, the entire area has been remodeled and renovated with newly partitioned section for the administration staff members, conference room for the meetings and guest welcome, counselor room where inmates and students can get the appropriate guidance and counseling, security room, store for the goods and items, common seating area, air conditioned room for the Balgram superintendent and toilets.



The staff of Balgram expressed their satisfaction with the support as all necessary requirements have separate spaces. Staff has a dedicated area where they manage the Balgram records, a modern conference room with furniture, etc. Staff members had an opinion that the new look gives an impression of an establishment.

Assessment team observed that the renovated building has been maintained as per the standards and being utilized for the purpose it was supported.

IV. CONSTRUCTION OF ADOLESCENT SADAN FOR BOYS

Under the support, HDFC Bank provided support to construct the new sadan building for adolescent boys. The Balgram premises has multiple Sadan buildings (Total 10) for the children referred by CWC for the Care and Protection. The Balgram has been sanctioned a license for managing 100 children in all. Each Sadan has a female in-charge called as Sadan Mom who stays with children in the same building and manage all the facilities, cooking, cleaning, maintenance, daily routines for children, etc. In each sadan, 10 children stay with the Sadan Mom like a family so that children could be provided with a family care and values.



Among these 10 sadans, one belongs to adolescent boys (16 to 18 years) which was constructed with the help of HDFC Bank. As expected, the Sadan building's exterior was designed to resemble other remaining 9 Sadan structures. Since it's a new building, it has a few different features that set it apart from the others, like a kitchen with modular cabinets and drawers and other contemporary amenities. In the new building, a provision of separate room with attached toilet has been given for the Sadan Mom.



Assessment team was reported that currently there are no inmates aged 16 to 18 years and currently, other children studying in the higher grades come and study in the building. The building was maintained and operational with all the desired amenities.

The building has enhanced the capacity of Balgram to accommodate more children, especially those into adolescence phase. Moreover, adolescent boys need different environment within the Sadan and that could cater to their needs such as facilitation in their studies, peaceful atmosphere, area where they can sit and chat, etc. The Sadan building provides all that needed support, though no adolescent boys were currently staying.

The Superintendent and Senior Manager of Balgram shared that the building has been constructed adjoining to the principal's residence so that adolescent boys can easily access to the principal for their academic requirements such as doubts clarification on certain topics in Science and Mathematics subjects.

V. Painting Work

One of the key requirements within the school was to provide child friendly and decent exterior looks so that students feel happy within the school as well as close to their classrooms. Painting work support was provided by HDFC Bank to promote children with learnings, more living space and enjoy the school scenario.

Annually, the school walls become muddy and washed by rain, so painting was also done on them so that exterior walls look vibrant.

The impact of wall paintings was clearly seen during the visit. Students with the help of Art teacher had undertaken wall painting closed to their art room. The students were taught about the paintings, color scheme and how they can attempt. The results were very good as the walls painted by students involved Science related pictures.



Summary of Findings

- The digital classes supported with K-Yan has been absolutely effective for the students in enhancing their knowledge levels related to concepts, principles and practical in Science and Mathematics.
- Teachers have adopted a techno-pedagogy so that they could use the K-Yan while accomplishing their academic curriculum. Due to the availability of K-Yan, teachers have started their lesson planning and identify the topics and components to teach students using digital content.
- Teachers expressed that a vast improvement has been observed in terms of increment in knowledge levels related to Science, Mathematics and Geography. Students' understanding on concepts and methods has increased phenomenally.
- The Mathematics and Geography teachers reported that it has been observed that almost all the students ask questions and demand clarifications after the lesson delivered through K-Yan (digital class). The questions asked by the students indicate that there is an improvement in their analytical skills and critical thinking that motivates them to ask questions to seek clarifications.
- Use of K-Yan and digital content has enhanced the ability of students to think and visualize things happening and assess various challenges/barriers, solutions for addressing the concerns, etc. Because these students see various concepts and principles in a coordinated audio-video motion, they relate topics/concepts, etc. with the real life situations, of course assisted by teachers.
- Improvements in the students learning outcomes have been reported among the students that can be well attributed to the use of digital classes. No impact on the attendance of the students as almost all students are regular in attending the schools.
- The school has gained popularity due to use of digital classes across the geography. Though not much increase in enrolment has been seen but certainly, parents see value in getting their children admitted in the school.
- The newly constructed classrooms have all modern facilities (benches, desks and K-Yan projectors) along with decoration of walls using posters and charts. With such a beautiful ambience, students get the enabling environment for the group learning coordinated by teachers.

- The toy room provides a safe space for children to play indoor games like board games, quizzes and models that promotes sharing and coordinating learning among students.
- The renovation and construction work for Balgram school office has got a visibility in terms of infrastructure setup and facilities. Teachers and staff both enjoy the set-up for academic purposes and showcase the achievements by displaying the awards and trophies won by students.
- In addition, a parking shed was also constructed using HDFC Bank support which helps all the teaching staff as they park their vehicles in the shed during the rainy season.

Impact Assessment on OECD Criteria

This chapter provides the impact assessment findings considering the OECD research framework or criteria to oversee the overall impact of the HDFC Bank support to Antar Bharati School at Lonavala for the school transformation through infrastructural development support.

Findings

Relevance

(HDFC Bank support to Antar Bharati Balgram School was well researched and relevant to their needs)

The support/assistance in terms of construction and technology being offered by HDFC Bank to Balgram School has been very relevant and pertinent to their needs for upgrading the infrastructure not only physical construction of classrooms but also for inclusion of techno-pedagogy (use of K-Yan).

5

Balgram has been a distinguished place offering shelter home as well as school for the children. Though Balgram had infrastructure for children residing in the shelter home and students of the schools but a developmental works and upgradation was badly required and the Balgram administration were facing problems in terms of lack of space and technological development, etc.

HDFC Bank was approached to provide support for the school transformation project which was well processed and offered to the Balgram through a partner NGO.

Antar Bharati Balgram School provides all necessary support to children staying in the shelter such as stay, food, medical, education and protection. School has been evolved as one of the best English medium schools in the geography run under the Maharashtra State Education Department, supported by Department of Women and Child Development for the Care and Protection of Children. The parent organization India Sponsorship Committee (ISC) successfully run this project under the able leadership of the Executive Director and the implementation team.

Under this component, HDFC Bank support has been found absolutely RELEVANT. This sets the context that HDFC Bank understood the needs of the Balgram School to offer their assistance through partner NGO, YUVA Unstoppable.

Coherence

(HDFC Bank support provided to Antar Bharati Balgram School was timely and as per the standards stipulated for the school)

Discussion with the Balgram officials reflected that there was a strong coherence in its execution. The HDFC Bank support was timely and intended to meet the needs of the students and Balgram school and meeting the academic as well as quality standards.

5

During the physical verification, it was observed that the support for digital classes is contributing to the increase in knowledge levels of students, enhancing their interests in STEM subjects, encouraging them to visualize concepts and see the practical implementation, etc. Other than this, the construction support for new classrooms was urgently required for providing the quality education as well as catering to more students. The whole sort of HDFC Bank support adhered to the essential protocols and standards needed for the schools, shelter and students. All the support is being utilized at its fullest extent establishing the coherence.

The HDFC Bank support was found to be COHERENT. The assistance showed timely and efficient execution that met the required level of standards and protocols.

Effectiveness

(HDFC Bank support has been executed to improve the performance of students with respect to their learning outcomes; construction of new classrooms, office building and Sadan served the purpose)

HDFC Bank support was found to be very effective that has enhanced the capacity of teachers to use techno-pedagogy as well as demonstrated the increase in the knowledge levels of students; their ability to visualize concepts, undertake practical work and prepare projects, and above all, asking questions that exhibited their analytical skills.

5

Principal and teachers expressed their satisfaction with the type of support HDFC Bank had offered. About 8 classrooms have been successfully upgraded to the digital classrooms with the availability of K-Yan, a device that has computer, internet facility and digital content storage and provides interactive smart board on which teachers deliver their subjects. For effective delivery of lessons, effective system and technology was required that was supported by HDFC Bank. To the large extent, school teaching staff, Vice principal and Principal shared that the received support has been effective and students demonstrate their learnings.

The construction of new classrooms is a big relief for the school as now all the students sit in their designated classes whereas two grades were accommodated in the same classroom to run the classes. The toy room support is an exceptional support for the students where they learn things by doing and enjoy being there. This develops the sense of sharing, coordination and team spirit among the students. For students of Grade 1 and 2, the toy room is like a home at school.

Balgram was in need of a designated residential structure for adolescent boys aged 16 to 18 years which was provided by HDFC Bank, which is a big relief for accommodating the elder students and inmates. The structure is being used for the preparation of exams, tutoring, discussions, group studies, etc. Ultimately, the structure is serving its purpose as informed by the staff as well as observed at the time of physical visit.

The effectiveness of the HDFC Bank support demonstrated **EFFECTIVE** execution of the digital classes and use of toy room included in the support as well as construction of new classrooms and other related structures.

Impact

(Antar Bharati Balgram School ensures overall academic development of students through high-end and quality equipment (K-Yan), and classrooms infrastructure support. Improvement in the infrastructure provides opportunity to the students to achieve knowledge and analytical skills)

HDFC Bank probably is the only organization that has helped the Balgram school with not only digital classrooms setup but also provided the new classrooms. Students have got extreme benefits in terms of increase in knowledge levels, increase in confidence, focussing on STEM subjects, achieving better grades than earlier. The reasons are plenty such as teachers use techno-pedagogy that helps in better delivery of topics as well as generates understanding of the students through audio-visual methods.

4

At the onset, the teachers exhibited their great satisfaction and found overwhelmed by sharing that the students have been benefitted with the digital classes as they can see the practical and how machineries function, all the concepts, theoretical aspects, principles, etc. that were earlier taught on blackboard are now delivered using smart boards and K-Yan. All classrooms are having digital classes which not only enhance the recognition of the schools but also it generates confidence among parents that their children would get the best education. Newly constructed classrooms with infrastructure has already enhanced the capacity of school and students have the ownership of their classes.

The new sadan building for adolescent boys has been extremely helpful as the children of elder age have diversified needs that Sadan is catering to. School office building also gives the glimpse of school standards with a vast infrastructure set-up.

The HDFC Bank support has demonstrated high IMPACT in terms of improving the knowledge levels, interest towards STEM subjects, better grades and developing the analytical skills.

Sustainability

Balgram school exclusively works on funds received from various donors and has been successful in generating funds to accomplish their multiple needs. Through HDFC Bank support, the Balgram school has got fully transformed but still needs fund to maintain and upgrade the older technology in future. Moreover, repair and maintenance would remain an issue but ISC provides some operations and maintenance support which may or may not be sufficient in future.

3

Overall score - 4.4 out of 5

List of People Contacted

Name	Designation	Organization
Ms Medha Oke	Executive Director	Indian Sponsorship Committee
Mr. Tejas Supekar	Director Operations	Indian Sponsorship Committee
Mr. Santosh Chavan	Head, Finance and Admin	Indian Sponsorship Committee
Dr. Shubhangi Bhor	Program Head - Balgram	Balgram
Mr. Satish Katkar	Superintendent Balgram	Balgram
Dr. Sandesh Kadam	School Principal + Vice Principal Teachers	Antar Bharati Balgram School Antar Bharati Balgram School Antar Bharati Balgram School
	Sadan Moms (Sadan In-charge)	Balgram
	Students' Leaders at Sadans	Balgram
	In-Charge – Medical Room	Balgram
Mr. Hemang Joshi	Head—School Transformation Program	YUVA Unstoppable
Ms. Heer		YUVA Unstoppable
Mr. Vivek Warade	Senior Manager—Monitoring & Impact	HDFC Bank CSR





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