Draft Impact Assessment Report for COVID-19 Support project

Project Code: G0030

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Doing Good in a **Better** Way

HDFC BANK PARIVARTAN
A step towards progress

Contents

Chapter 1. Project Background and Overview

This section provides an overview of the funding organisation, the project cardinals and the detailed interventions.

CSR initiatives of HDFC Bank

HDFC Bank is actively contributing to the improvement of the lives of millions of Indians through its social initiatives. These endeavours, collectively known as 'Parivartan,' are designed with the objective of fostering sustainable empowerment within communities, thereby making significant contributions to the economic and social development of the nation.

HDFC Bank has a long-standing commitment to corporate social responsibility (CSR), and healthcare is one of its key focus areas. The bank has implemented a number of CSR projects in the healthcare sector, with the goal of improving access to quality healthcare for underserved communities.

The themes of HDFC's CSR project include:

Rural Development

HDFC Bank team believes in including villages in economic progress for overall development. The Bank's Holistic Rural Development Programme (HRDP) addresses the specific needs of each village through carefully planned interventions developed in consultation with the community and stakeholders.

Skill Development and Livelihood Enhancement

In the realm of Skill training and livelihood enhancement, Parivartan provides backing for numerous projects. This initiative encompasses capacity building, the promotion of financial literacy, credit and entrepreneurial endeavours, along with enhancing skills for agricultural and related practices.

Promotion of Education

The bank's educational initiatives are designed to foster learning by establishing a conducive and efficient learning atmosphere in schools. Within the second pillar of education in Parivartan, the interventions concentrate on teacher training, incorporating alternative methods, promoting innovation, and enhancing school infrastructure through refurbishment. HDFC Bank Parivartan has introduced smart classes in various states, aiming to integrate technology with education.

Healthcare and Hygiene

In the area of Healthcare and Hygiene, primary efforts revolve around supporting the Indian Government's Swachh Bharat Abhiyan through initiatives that raise awareness, induce behavioural change, and construct toilets. Additionally, to foster healthcare and hygiene, the Bank regularly conducts health camps, raises awareness about nutrition, ensures access to clean drinking water, and organizes blood donation drives. Moreover, the Bank has installed oxygen plants at 18 locations nationwide to aid hospitals in meeting the heightened demand for oxygen during the COVID-19 pandemic.

Financial Literacy and Inclusion

They hold the belief that the initial stride toward financial inclusion involves fostering financial literacy. Through HDFC Bank's extensive network of over 5,400 branches, millions have gained insights into fundamental concepts like savings, investment, and accessing organized financial resources via financial literacy camps conducted nationwide. Moreover, their branches emphasize delivering basic financial services and implementing capacity-building programs

The HDFC Bank's Parivartan initiative is dedicated to ensuring access to medical facilities for everyone. As part of this commitment, the bank has aided government hospitals and community health centres by providing medical equipment and Oxygen Plants. The initiative will assess the effectiveness of the Focused Development Project (FDP), which specifically evaluates the feasibility and long-term sustainability of the medical equipment supplied to these healthcare facilities.

Under one of its COVID support programs, the HDFC has provided Oxygen Plants to the government hospitals.

To address the critical situation of extreme demand for oxygen during the time of COVID-19, HDFC, within its Parivartan initiative, supported community health centres by installing Oxygen Plants in 18 cities across 18 states.

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 below-mentioned 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
(i)	Eradicating hunger, poverty, and malnutrition (Promoting health care, including preventive Health) and sanitation (Including contribution to the Swatch Bharat Kosh set up by the Central Government for the promotion of sanitation) and making available safe drinking water;	Completely
(viii)	Contribution to the Prime Minister's National Relief Fund or [Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund) or] any other fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women;	Partially

Alignment with ESG Principle

The project'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 project aligns with the principle mentioned below:

PRINCIPLE 2

Businesses should provide goods and services in a manner that is sustainable and safe.

Alignment with SDGs

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2016 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

Sustainable Development Goal	Target	Alignment
	**Goal 3: Good Health and Well-being** **3.3** By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	Completely

	**Goal 9: Industry, Innovation and Infrastructure** 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Completely
	**Goal 12: Responsible consumption and production** 12.2 By 2030, achieve the sustainable management and efficient use of natural resources	Completely
	**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	Completely

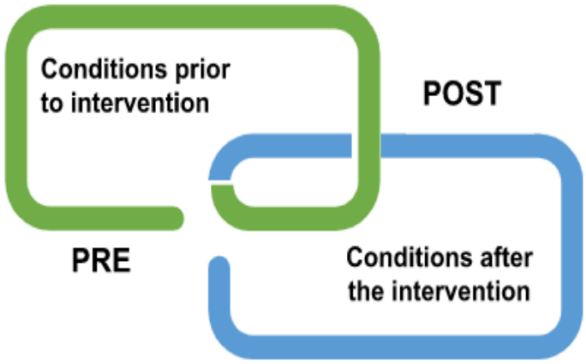
Chapter 2: Design and Approach for Impact Assessment

This section provides an overview of the objectives of the study, the adopted research methodology and other details revolving around the study.

2.1 Objective of the Study

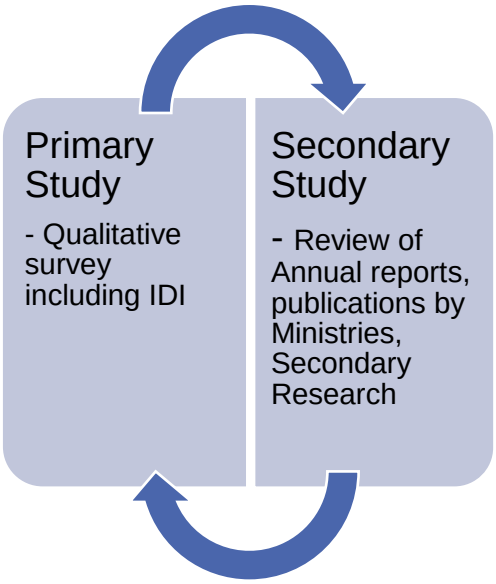
- To assess the effectiveness of the installation of an Oxygen Plant.
- To evaluate what extent installation has benefitted the patients.
- To assess the level of reach and geographical coverage by the Oxygen Plants.
- To assess the mechanism adopted for the maintenance to sustain the functioning of the Oxygen Plants.
- To assess the utility of Oxygen Plants after the COVID pandemic and its sustainability.

2.2 Evaluation approach, methodology and 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, 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, stakeholders 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 stakeholders. 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 Oxygen plants 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 a qualitative approach to data collection and analysis. The qualitative aspects involved in-depth interviews (IDIs) with the Medical Superintendent and Key machine operator.

In addition to primary data collection, the consultants studied various project documents like Project Proposals, 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:

2.3. Stakeholder mapping

In-depth discussions were held with the hospital staff and the individual in charge of operating the Oxygen Plant to acquire information about the plant's operations and its overall impact.

A site evaluation of the plant took place at the following locations:

S.No.	Name of Hospital	Location
1.	Govt. Civil Hospital	Jalalabad, Punjab
2.	Sadar Hospital, Khasmaha	Jamshedpur, Jharkhand
3.	M R Bangur Hospital	Netaji Nagar, West Bengal
4.	Fakhruddin Ali Ahmed Medical College Hospital	Barpeta, Assam
5.	District Model Hospital	Trivandrum, Kerela
6.	State Cancer Institute	Jaipur, Rajasthan
7.	Atal Bihari Vajpayee Government Medical College	Vidisha, Madhya Pradesh
8.	District Civil hospital, Sonipat	Sonipat, Haryana
9.	KC General Hospital, Bangalore	Bengaluru, Karnataka

Following stakeholders were considered for interaction to collect data:

S No.	Stakeholder	Method of Data Collection	No. of Interviews/ per location
1	Key Machine Operator	IDI	1
2	Hospital SPOC	IDI	1
	Total		**18**

Limitations of the study

At 6 out of the 9 locations visited, the oxygen plants were non-operational for various reasons. Nevertheless, the team successfully carried out the visits to gather information on the causes of their non-functionality. This involved engaging in thorough discussions with the stakeholders.

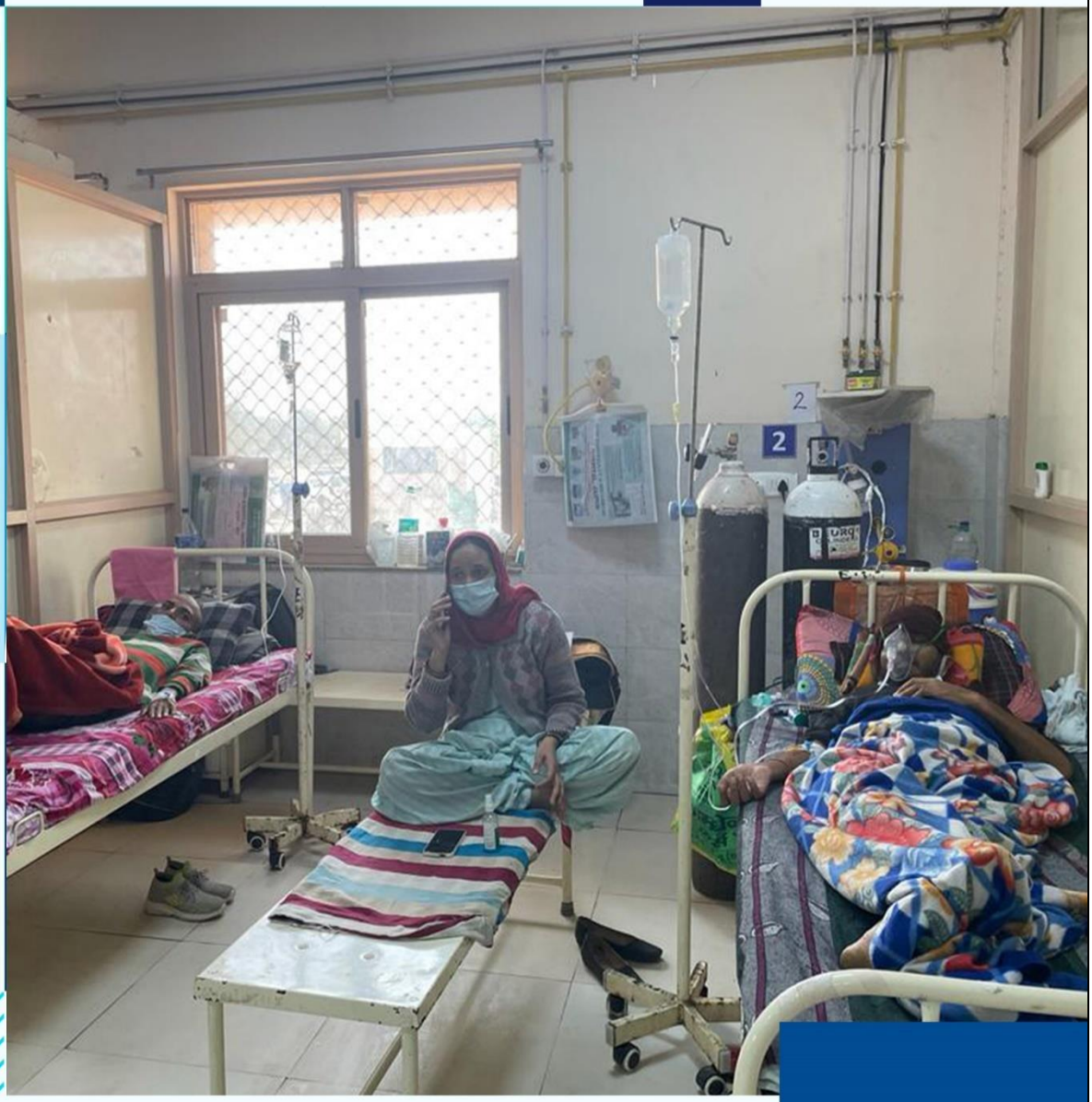
Img: Oxygen Plant, Govt. Civil Hospital Jalalabad

2.4. Theory of change

Activities	Output[1]	Outcome	Impact
• Installation of Oxygen Plant in the hospital	• 18 hospitals equipped with oxygen plants. • 700+ beds got oxygen supply connection • Approximately INR 20,000 spending on outsourcing oxygen saved.	• Increase in bed occupancy rate of the hospital. • Decrease in the response time during the emergency situation. • Decrease in hospital spending to outsource oxygen	• Improving access to life-saving resources. • Improved healthcare service utilization and efficiency. • Saving lives through prompt medical attention.

Img: Oxygen Plant, District Civil hospital Sonipat

[1] Exact numbers would be mapped after qualitative interactions.



Chapter 3: Finding of Impact Assessment Study

The following section of the report indicates the key findings and insights drawn from the impact assessment study based on the OECD-DAC framework's standard parameters as outlined. The insights have been drawn adopting a 360-degree approach to data collection by gathering data through qualitative methods from multiple stakeholders involved in the programme.

3.1. Relevance

An oxygen plant contributes directly to the improvement of health outcomes by generating medical-grade oxygen.

During the second wave of COVID-19 in India, there was an unprecedented surge in the demand for medical oxygen. Hospitals across the country faced a critical shortage of oxygen as the number of COVID-19 cases escalated rapidly. This surge in demand led to a significant strain on the healthcare infrastructure, highlighting the urgent need for a substantial and immediate increase in the production and supply of medical oxygen to effectively manage the severe respiratory complications associated with COVID-19.

The plant provided by HDFC as a part of their CSR initiative is intended to address a critical need for medical facilities, especially in times of health crises, with the potential to save lives.

These plants ensure a sustainable and localised source of oxygen, mitigating reliance on external supplies during health crises. With the lessons learned from the second wave, such provisions enhance the country's preparedness, ensuring timely and uninterrupted access to vital medical resources, especially oxygen, to address potential surges in demand and safeguard public health.

Hence, the commissioned Oxygen plants play a significant role in preparing hospitals to generate oxygen on-site, enhancing their capacity to respond to emergencies effectively.

3.2. Effectiveness

The effectiveness of an oxygen plant relies on its operational status. Out of the 9 oxygen plants inspected, 3 were operational, 3 were completely non-functional, and the remaining 3 were functional immediately after installation but are currently not operational.

S.No.	Name of Hospital	Location of plant	Status	Comments	Date of installation
1	M R Bangur	Netaji Nagar, West Bengal	Functional (since installation)		January, 2022
2	Sadar Hospital, Khasmaha	Jamshedpur, Jharkhand	Functional	Encountered minor problems post-installation, which were promptly addressed.	April, 2022
3	Govt. Civil Hospital	Jalalabad, Punjab	Partially functional	The compressor is presently nonfunctional, leading to inadequate pressure for oxygen supply to all the beds.	December 2021
4	K C general Hospital	Bangalore, Karnataka	Was functional	Complaints of zeolite emission	31st March, 2022

			after installation, was last used on 7th October, 2023	since August, 2023.	
5	District Civil hospital, Sonipat	Sonipat, Haryana	Was functional after installation, currently not used because hospital doesn't have much demand. The smaller capacity plant present meets up the requirement of the hospital hence this plant is not used.	The hospital staff claimed the plant was operational during COVID-19 (immediately after installation), yet there is no data to substantiate this claim. When the team member visited the site, the plant was locked.	12/1/2021 (tentative)
6	State Cancer Institute	Jaipur, Rajasthan	Was functional after installation Currently-non-functional	The plant is encountering problems with both its on/off switch and display functionality, and this challenge has persisted for the last 3-4 months.	31st January, 2022
7	Atal Bihari Vajpayee Government Medical College	Vidisha, Madhya Pradesh	Non-Functional (Never been functional)	The changeover valve is not connected to the PSA unit.	31st May, 2022
8	District Model Hospital	Trivandrum, Kerela	Non-Functional (Never been functional)	Not commissioned yet. Insufficient electrical connection for plant operation.	NA- provided in 2021
9	Fakhruddin Ali Ahmed Medical College Hospital	Barpeta, Assam	Non-Functional (It has never operated, a short circuit occurred	Not functioning because of electrical short circuits and a shortage of	19th November, 2021 Commissioned-30th December, 2021, Pipeline connections

			immediately upon activation)	trained personnel.	completed on March 24, 2023

The table above specifies the status of the plants across the locations. The observations from the interactions can be classified as follows:

1. **Utility of the Oxygen plant**: As per interactions with the Key Machine Operator and other Hospital Staff, the plants **were an added support to the existing oxygen-generating capacity of the hospital.** The requirement of oxygen at the locations where plants are non-functional is fulfilled by:

Locations	Back-up available
Bangalore	Three additional oxygen plants are currently in existence.
Sonipat	There is an additional oxygen plant with a capacity of 250 LPM, supplied through the PM Cares fund.
Jaipur	The oxygen supply is met through outsourcing the oxygen cylinders as per requirement.
Vidisha	The Liquid Medical Oxygen (LMO) available in the hospital is ample and effective in providing oxygen to every bed.
Trivandrum	Outsource the oxygen which refills the cylinder as and when required.
Barpeta	Three additional oxygen plants are currently in existence. These are used to supply the oxygen.

Img: Oxygen Plant, K C general Hospital, Bangalore

2. **Servicing and Maintenance:** The installed oxygen plants, with a capacity of 960 LPM, are substantial and necessitate regular maintenance. Unfortunately, across all locations, there has been a lack of servicing, leading to frequent breakdowns and non-functionality. The timely maintenance to optimize plant functionality can be ensured by the stakeholders. The assessment reveals that even in locations where the oxygen plants were initially functional, technical issues and frequent breakdowns have emerged due to inadequate servicing.

3. **Training and Skilled Manpower:** Field observations suggest that machine operators lack sufficient training to operate the machinery effectively. While key operators received initial training across all locations, subsequent training sessions were not conducted. Given the complexity of the advanced machinery, continuous training and skill development are essential for proficient operation. Possessing technical knowledge is crucial for efficiently handling the plants.

4. **Oxygen connection on beds:**

Location	Status of beds connected
Bangalore	Currently non-functionals but there is an oxygen supply connection for 360 ward beds and 50 ICU beds.
Sonipat	250 beds are connected via pipeline, but the plant is non-functional
Jaipur	The oxygen supply was connected to 120 beds.
Vidhisha	Not commissioned
Trivandrum	Not commissioned
Barpeta	The pipeline connection was completed on March 24, 2023. Currently non-operational due to electrical short circuits
Jalalabad	All 100 ward beds and 10 ICU beds are connected, but presently, only 25 beds receive oxygen supply due to the non-functionality of the compressor.
Jamshedpur	There is an oxygen connection for 6 ICU beds and 180 ward beds.
Netaji Nagar	There is an oxygen supply connection for 713 hospital beds (13 wards, except general ward), and 440 ICU beds.

The oxygen plants across all the locations possesses the capability to efficiently provide 93% pure oxygen to around 195 beds. This has the potential to strengthen the healthcare system, ensuring the availability of immediate healthcare services during emergencies.

> *The pressure generated by oxygen plant provided by HDFC is inadequate for supplying oxygen to the ICU located on the 6th floor. Therefore, it is unsuitable for treating ICU patients. Instead, this plant can be utilized in the general ward and the under-construction trauma centre with a capacity of 192-195 beds.*
>
> -Dr. Chandrakant, Associate Professor (Oxygen in-charge), Atal Bihari Vajpayee Government Medical College, Vidisha

3.3. Efficiency

1. **Saving in cost of outsourcing oxygen:** Upon engaging with stakeholders in Jaipur and Trivandrum, it was determined that hospitals, on average, allocate approximately INR 20,000 per month for outsourcing oxygen.
   Consequently, **the oxygen plant has the potential to serve as a cost-efficient alternative, assisting the hospital in alleviating the financial burden associated with fulfilling its oxygen needs.**

2. **Reduction in Hospital Response Time for Oxygen Availability**: With the capacity of the oxygen plants to generate oxygen on-site, the hospitals can swiftly make oxygen available in emergencies. This has the potential to significantly decrease the response time from 2-3 hours to 30 minutes for urgent scenarios.

The oxygen plant provided through HDFC's CSR initiative has assisted hospitals in decreasing the time required to arrange oxygen promptly. Additionally, it has led to a reduction in the expense hospitals would otherwise incur by outsourcing their oxygen needs.

3.4. Convergence

The plants across all the locations were provided to government hospitals. This shows the convergence with the government. Collaborative efforts with the government health authorities ensure seamless integration into existing healthcare infrastructure.

Convergence with national priorities:

1. **The Clinical Establishments (Registration and Regulation) Act, 2010:**[2] This act mandates the registration and regulation of all healthcare facilities, including hospitals. It lays down specific standards for infrastructure and equipment, including the requirement for hospitals to have a functional oxygen supply system.
2. **The National Disaster Management Authority (NDMA)**[3] has also issued guidelines for oxygen preparedness in hospitals. These guidelines emphasise the importance of having

[2] http://www.clinicalestablishments.gov.in/cms/Home.aspx
[3] https://nidm.gov.in/PDF/pubs/NDMA/18.pdf

backup oxygen supplies, regular maintenance of oxygen plants, and training of personnel in oxygen administration.

Therefore, the initiative led by the HDFC as a part of their CSR initiative shows a strong convergence with government initiatives.

3.5. Impact

Location	Impact/ Potential Impact
Netaji Nagar	The plant operates for **16 hours each day, catering to over 440 patients daily**. The utilization rate has remained consistent since its installation. Hence, the plant's regular maintenance and optimal use have ensured continuous and uninterrupted oxygen supply to hospital patients.
Jamshedpur	**Oxygen is provided to over 150 beds within the hospital, serving more than 100 patients on a daily basis.** This has contributed to enhancing the accessibility of healthcare services for patients.
Jalalabad	The plant has the **capacity to support over 90 patients daily**. However, because of the compressor's non-functionality, only 25 beds currently receive oxygen supply.
Bangalore	The plant played a crucial role in **doubling the ICU capacity of the hospital from 50 to 100 beds during the COVID-19 period.** As a result, it demonstrated a notable impact during this critical time and possesses the potential to support over 300 patients per day.
Sonipat	Immediately after installation**, the plant could provide oxygen for patients occupying 250 beds** in the hospital.
Jaipur	The **plant catered to 50 beds in the Operation Theatre**, its regular maintenance and functionality can **save upon the cost** incurred in outsourcing the oxygen which is **INR 200 per cylinder.**
Vidisha	The plant has the **capability to supply oxygen to 195 beds simultaneously.** Its activation can contribute to meeting the oxygen requirements of the new emergency ward that the hospital is planning to establish.
Trivandrum	It has the capability to **reduce the hospital's monthly expenditure of INR 17,000**, which is currently spent on procuring oxygen.
Barpeta	The plant is linked to **6 wards within the hospital.** Its operational capacity can assist in serving patients in the COVID ICU, TB and chest ward, Male medicine ward, Female medicine ward, New male medicine ward, and new female medicine ward.

3.6. Sustainability

Oxygen is the all-time requirement of hospitals and therefore is a sustainable initiative. If the plants across all the locations are well maintained and made functional, it will help make the project more sustainable.

1. **Capacity Expansion**: The presence of an oxygen plant can help in the expansion of healthcare facilities, such as increasing the number of ICU beds or establishing new wards. This capacity expansion positively impacts the hospital's ability to serve a larger patient population. The plant can further supply oxygen in the form of cylinders to nearby CHC/PHC just by installation of boosters and re-fillers.

2. **Cost saving**: The plants can reduce the dependency on external oxygen suppliers, leading to long-term cost savings for the hospital. This financial efficiency contributes to the sustainability of the healthcare facility.

3. **Long-term- reliability**: The installation and maintenance of an oxygen plant can provide a long-term solution, ensuring a consistent and reliable oxygen supply for an extended period. This reliability is essential for the sustained delivery of healthcare services.

> *The PSA oxygen plant supplied by HDFC proved highly beneficial upon its installation. Every department, excluding the general ward, now has a connection to the oxygen line. This in-house plant significantly reduced outsourcing costs for oxygen and enhanced the frequency of its availability. A total of 440 ICU beds are now linked through the PSA oxygen plant, facilitating timely services for patients in the hospital.*
>
> -Dr. Sishir Naskar, Superintendent
>
> M R Bangur Hospital, Netaji Nagar

Img: Dr. Sishir Naskar, Superintendent, MR Bangur Hospital, Netaji Nagar

Chapter 4: Recommendation to the Project

1. **Timely maintenance of the Oxygen plant**
   Current Scenario: In various locations, operators lacked adequate training to efficiently operate and maintain the plants. This has led to challenges in plant operations, with breakdowns and malfunctions occurring due to insufficient maintenance.

   Recommendation: It is recommended to implement regular maintenance for the oxygen plant to enhance its lifespan and ensure optimal functionality. This proactive approach will help prevent the associated repair costs and minimise downtime.

2. **Utilisation of the Plant for Oxygen Cylinder Refilling**
   Current Scenario: Presently, the plants are solely employed to provide oxygen to the beds. In hospitals where alternative oxygen sources or plants fulfill the oxygen demand, these provided plants have become non-operational.

   Recommendation: In such locations, consider re-fillers can be installed to fill oxygen cylinders. These cylinders can then be utilised to distribute oxygen to nearby hospitals and patients confined to beds.

3. **Training of the operator**
   Current Scenario: The machine operator received initial training, but subsequent refresher sessions or follow-ups were not conducted.

   Recommendation: Provide the concerned individual with a comprehensive standard operating procedure (SOP) document. This document can serve as a reference for the operator, offering guidance as needed. It can also serve as a valuable resource for new personnel joining the team or replacing the existing member.

4. **Usage of plants in the separate wards**
   Current Scenario: Currently, the plant is linked to the primary hospital oxygen supply. Following the decrease in oxygen demand post-COVID-19, the usage of the oxygen plant for routine hospital supply has diminished.

   Recommendation: Utilise the existing oxygen plant to deliver oxygen to a specific department within the hospital. This approach will guarantee ongoing utilisation of the plant.

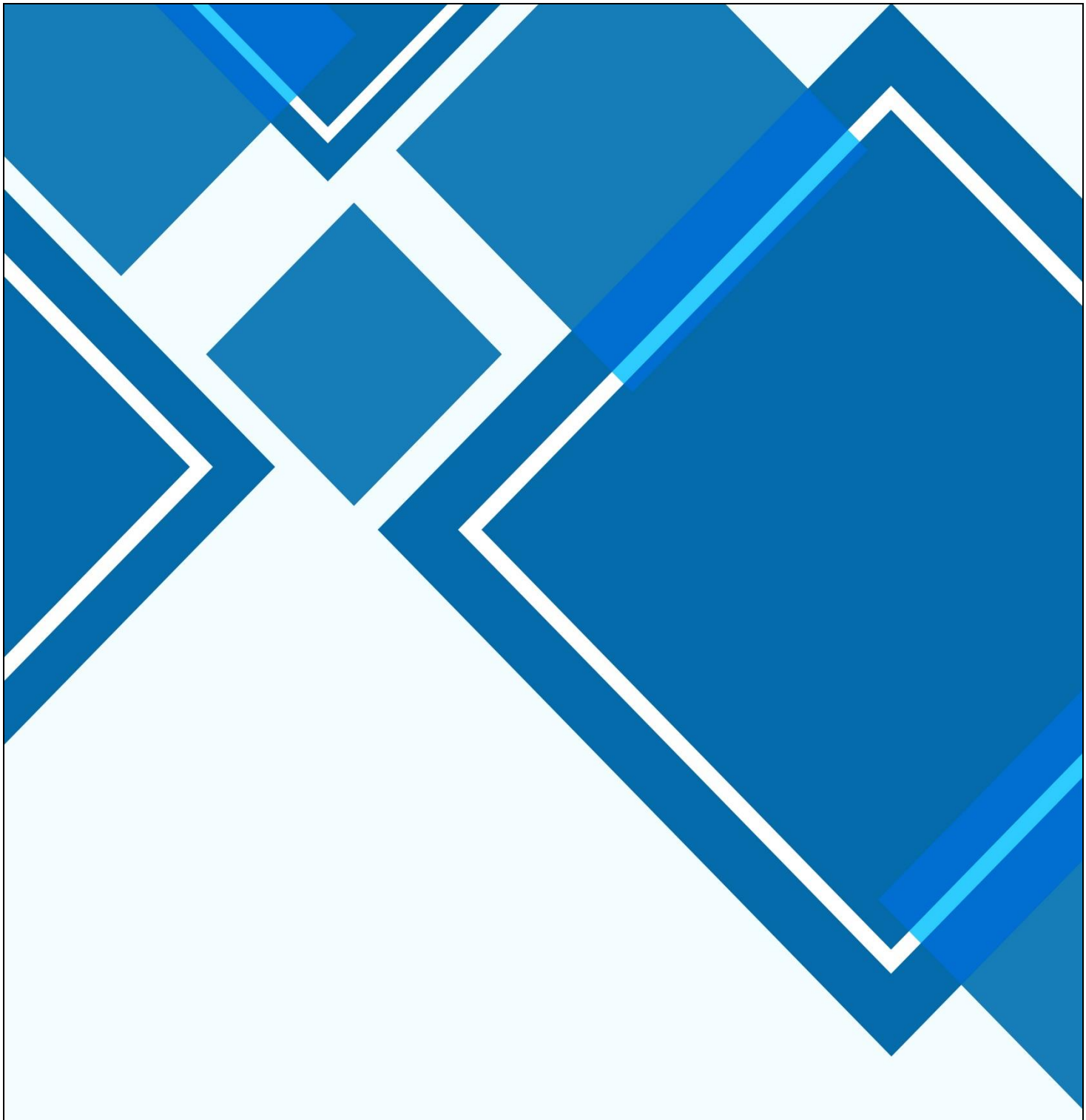
Disclaimer of Impact Assessment Report

- 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 to undertake the Impact Assessment of their Corporate Social Responsibility (CSR) projects implemented.
- This impact assessment adheres to the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021, notification dated 22nd January 2021.
- This report shall be disclosed to those authorized 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, 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 Specifics to Impact Assessment, CSRBOX:

- Has neither conducted an audit, or due diligence nor validated the financial statements and projections provided by the HDFC Bank;
- Wherever information was not available in the public domain, suitable assumptions were made to extrapolate values for the same;
- CSRBOX must emphasize 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 program design and implementation team. CSRBOX’s impact assessment framework was designed and executed in alignment with those objectives and indicators.



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