IMPACT ASSESSMENT AND MID TERM EVALUATION OF CSR ACTIVITIES IN 2017-18 BY RAIL VIKAS NIGAM LIMITED
ACKNOWLEDGMENT

We would like to express our deep gratitude to Mrs Gita Mishra, Director (Personnel), Mr. D. Ghosh Roy, Executive Director (Mech) and Mr. Anil Kumar Mahato (Coordinator, CSR) from RVNL for their continuous support and guidance to the National CSR Hub research team.

A special thanks to Director and the entire staff of IHBP, Behala, Kolkata, for their whole hearted support and cooperation in helping us to complete this study within the stipulated time frame. Very warm thanks also to the entire staff at Ramakrishna Math, Naora, Ramakrishna Mission Sevashrama, Vrindaban and Ramakrishna Mission Sevashrama, Kankhal for their hospitality.

Prof. B. Venkatesh Kumar
Director,
National CSR Hub
Tata Institute of Social Sciences
Mumbai
RESEARCH TEAM

Project Director
Prof. B. Venkatesh Kumar

Sr. Consultant
Ms. Dilnavaz Munshi

Research Team
Mr. Kaushik Datta
Mr. Aritra Moulick

Data Collection, Analysis and Documentation
Mr. Kaushik Datta
Mr. Aritra Moulick

Secratarial Support
Ms. Vaishali Gajbiye
Ms. Rajisha Vineet
Ms. Sushma Kir

Peer Review
Ms. Prachi Kathuria
Mr. Jibby Mattews
Contents

1. INTRODUCTION 1
2. IMPACT ASSESSMENT STUDY 4
3. MID TERM EVALUATION 13
4. CONCLUSION AND RECOMMENDATIONS 24
About National CSR Hub

National Corporate Social Responsibility Hub (NCSR Hub) was established in 2011 by the Department of Public Enterprises to enable the Public Sector Enterprises to design and implement holistic and rights-based CSR initiatives. Tata Institute of Social Sciences (TISS), Mumbai and Department of Public Enterprises (DPE), Government of India had come to realize that there is a need to have centralized system where core functions of CSR including learning and knowledge dissemination take place.

The core activities of the Hub are:
- Vision and strategic direction setting for Policy and Programme
- Advisory role for PSEs on Policy and Programme implementation
- Research and development and ‘evidence-based’ policy advocacy
- Capacity building of PSEs, partners and civil society institution
- Impact assessment, monitoring and evaluation
- Empanelment and partner management
About Rail Vikas Nigam Limited

Rail Vikas Nigam Limited (RVNL), a Public Sector Undertaking of Ministry of Railways, was created in 2003 under the National Rail Vikas Yojana (NRVY) to implement capacity augmenting railway projects, viz., gauge conversion, newline, doubling or third line through budgetary and non-budgetary resources to remove bottlenecks on the Indian Railways network, and to facilitate port connectivity and multimodal corridors to the hinterland and fast track basis. With the assignment of metro works in Kolkata and construction of workshop projects, RVNL has emerged as a major provider of Rail Infrastructure projects in fast track mode.

Working on turnkey basis, RVNL undertakes project development and implementation and has been mandated to undertake resource mobilization directly or by creation of project specific SPVs or any other financing structure, appropriate for various kind of projects. RVNL is supporting Ministry of Railways in strengthening the policy and regulatory framework of PPPs in the Railway Sector. RVNL has been registered as a company under Companies Act 1956 on 24.1.2003. It is a wholly owned Government company under the provisions of Section 617 of Companies Act. Certificate of Incorporation was obtained on 24.1.20031.

Ministry of Corporate Affairs had introduced the CSR as a mandatory activity that every company having a net worth of 500 crore INR, or more or a turnover of 1000 crore INR or more, or a net profit of five crore INR or more under section 135 of Companies Act 2013. Post this; Rail Vikas Nigam Limited designed their CSR policy, which aimed to improve the quality of life of the communities and stakeholders on a sustainable basis, preferably in the project areas where it is operating. RVNL has also constituted a CSR committee to budget, implement and monitor the CSR activities of the company. (RVNL, 2011)

Setting the context

Impact Assessment is a means of measuring the effectiveness of organisational activities and judging the significance of changes brought about by those activities. Impact assessment was done on two projects.
Research Methodology

Objective

Impact assessment study of CSR project “Modular Operation Theatre Complex & additional 50 bedded post-operative care ward in Ramakrishna Mission Sevashrama Hospital, Kankhal (Haridwar)”

- To assess the outcome of new facilities provided under the project in RKMS, Kankhal, Haridwar in term of research and treatment.
- To assess the Efficacy, Effectiveness and Performance of the New Medical facilities
- To assess the Functional Analysis of facilities
- To access the access and the influencing factors of the facilities

Impact assessment study of CSR project “Girl's nursing hostel of Ramakrishna Mission Sevashrama School for Nursing Vrindaban”

- To assess the overall environment of the hostel facility
- To assess the precaution and safety taken by the hostel authority for the girls nursing students staying in the hostel
- To assess the sense of attachment towards the hostel.

Research Design

The research design of both the study was descriptive study. Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual, or of a group.

Study Tools

Primarily the tools employed in the study are qualitative tools; a semi-structure questionnaire and Key Informant Interview (KII).
Semi-Structure Questionnaire

- For RKMS (Haridwar) Semi-structured interviews were conducted with doctors and other medical practitioners to understand their perception and the outcomes of the new facilities
- For Vrindaban the Semi-structured interviews were conducted with students to understand the overall environment of the hostel and to know the sense of attachment.

Key Informant Interview (KII)

KII was conducted with the surgeons and senior doctors for RKMS (Haridwar) and with Principal and Warden for the Girl Nursing Hostel facility for RKMS Vrindaban.

Sampling

The method of sampling used in the study is convenience sampling. Purposive sampling is considered more appropriate when the universe happens to be small and a known characteristic of it is to be studied intensively. This sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample, which represents the universe. When population elements are selected for inclusion in the sample based on the ease of access, it can be called convenience sampling.

Ethical Consideration

All ethical considerations were taken into account during the study. Prior to interview, the consent was taken from all research participants. The respondents/research participants were informed about purpose of the study. They were also told that the data or information collected from them will be confidential. All the conversations were made in Hindi and Bengali. Respondents were also given a choice to respond or not respond to the questions asked.
Impact Assessment Study of CSR project

MODULAR OPERATION THEATRE COMPLEX AND ADDITIONAL FIFTY-BEDDED POST-OPERATIVE CARE WARD FOR UNDER-PRIVILEGED PEOPLE FROM BACKWARD DISTRICTS OF UTTARAKHAND

Under CSR project of RVNL, a state-of-the-art medical facilities has been created, which includes modular operation theatre (OT) complex and additional fifty-bedded post-operative care ward, in the existing 116 years old charitable hospital of RKMS, Kankhal. The hospital provides high quality health care services to the community at very nominal rates and free services to poor underprivileged people.
Perception about new facilities

As per the Medical officer in-charge of the modular Operation Theatre complex, the modular operation theatre has facilitated in enhancing the efficacy and convenience in performing major surgeries, such as, laparoscopy, endoscopy etc and minor surgeries. According to surgeons, the state-of-the-art operation theatre complex has created a very pleasant and hassle free working environment. Temperature and humidity can be controlled effectively for operation. Thus, infection rate is very less and it is only 2-3 percent. Equipment provided in the OT complex is a big value addition. Earlier it was very difficult to perform surgeries, whereas now it is done with ease. The modular OT has immensely helped in better treatment.

Functional Analysis

It is noted that surgeons and doctors are performing 5 to 6 minor surgeries and 2 to 3 major surgeries per day in the new OT complex. The treatment is free of charge for all patients as they come from lower strata of society. Being a charitable hospital, surgeons can give better treatment to the patients free of charge with much more ease.

Management and Planning

Hospital has in-house technicians/ engineers for up keep of state-of-the-art equipment. Training is imparted to all concerned staff by authorised trainer to ensure that staff has knowledge and requisite skills to operate and manage the operation theatre.

Access

The modular operation theatre has accelerated the access to beneficiaries from lower strata of society to avail the services of major surgeries free of cost. After installation of the modular operation theatre, the hospital is providing beneficial
services of 5 to 6 minor and 3 to 4 major surgeries every day. The operation theatre is open for 24 hours with in-house doctors.

**Case studies**

Dr. Ranendralal Modak, a Sr. Doctor from RKMS Hospital, Kankhal has dedicated his life to serve the needy. He has been associated with the hospital for more than a decade. Dr. Modak with Swami Nityasuddhananda, the Secretary of RKMS, Kankhal, initiated the talk on building modular OT, to provide patients with beneficial services. Now, he and other doctors can operate major surgeries with ease. He also stated that private clinics having similar type of equipment charge very high rates, which is beyond the reach of the poor and needy person of the locality.
Impact assessment study of CSR Project

HOSTEL FACILITIES OF 120 GIRLS NURSING STUDENTS AT RAMAKRISHNA MISSION SEVASHRAMA SCHOOL OF NURSING, VRINDABAN

Under CSR project of RVNL, a “Nivedita” girls nursing hostel has been set up in the campus of RKMS, Vrindaban to provide comfortable accommodation to the girl students pursuing nursing course. The school of nursing at RKMS, Vrindaban started in 1980 to provide education and skill in general nursing and midwifery.
Nivedita nursing hostel was inaugurated by His Excellency Governor of UP. The hostel provides comfortable accommodation and environment to 120 girl students free of cost. Students mostly belong to lower stratum of the society from different states. The hostel facility also supports nursing interns who work in the hospital.

**Basic Facilities**
The hostel provides an excellent environment with modern facilities such as solar heater, UV RO water plant, modular kitchen and dining hall. The students are quite satisfied with the facilities provided. All the facilities in the hostel are in proper working condition. A nominal amount of Rs 5,000 is taken from the students as refundable caution money.

Hostel has two types of shared rooms. Some are shared between two students and others are shared between three students. The rooms are large enough to accommodate two to three students. Students from different geographical backgrounds share the rooms.

Rooms are cleaned everyday while the washrooms and toilets are cleaned twice a day. Students are extremely satisfied with the up keep and maintenance of the hostel. CCTV surveillances has been provided in the main gate of the hostel for security and safety. There is a strict security near the premises. Dining hall with modular kitchen is inside the premises. Students expressed their great satisfaction on the quality of food. The hostel is very well ventilated.

**Sense of attachment**
The hostel has completed one year. The students staying for last one year are very much attached with the hostel. The fresher are in awe of their new place of stay. The students expressed that the warden is very co-operative and helpful. For extra-curricular activities, a common room with television and a badminton court have been provided. The students get free pass to go outside the
premises on every Thursday. Internet connection has been provided to the students in the computer laboratory.

**Hostel Facility**
From the discussion with the students, it is concluded that the hostel has provided modern facilities for comfortable stay. The students residing in the hostel have a great sense of attachment. There is a great bonhomie among the students coming from different geographies. Authorities have taken grate care in providing safe, secure and comfortable facilities for the girl students.
The **mid-term evaluation study** covered current status of CSR projects, the facilities provided under the projects, stakeholder feedback, and issues in the implementation of the projects and how the issues can be rectified and implementation can be efficiently continued.
Research Methodology

Objective

The objective to assess the community toilet blocks in Ghazipur are as follows:
- To assess the overall awareness level of the community in term of the level of hygiene and sanitation.
- To understand the measure taken by the authority for the maintenance of the toilets.

The objective to assess the solar lighting system in the school premises of Keshav Dham, Vrindaban are as follows:
- To assess the improvement in the morale and interest of the students in the study after the installation.
- To assess the feel of secure environment inside the campus.

The objective to assess education and development of differently abled children in IHBP, Behela, Kolkata program are as follows:
- To assess if the objectives of the project being met;
- To identify issues in programmatic implementation and provide recommendation to make programme more efficient.

Research Design

The research design of both the study was descriptive study. Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual, or of a group.

Study Tools
Primarily the tools employed in the study are qualitative tools; a semi-structure questionnaire, Focus Group Discussion (FGD) and Key Informant Interview (KII).
a) For Community Toilets (Ghazipur): Semi-structured interviews were conducted with the users of the toilet to understand their perception and also the level of the awareness among the community.

b) For Solar Lighting (Keshav Dham, Vrindaban): Semi-structured interviews were conducted with the personnel attached with the project and FGD was conducted with the students to understand the overall environment of the hostel and what has improved after the installation.

c) For IHBP (Behala, Kolkata): KII were conducted with the director of the institute and also with the teaching staffs. FGD was conducted with the parents to know the overall assessment and improvement to their children and also to get feedback from them about the programme.

**Sampling**

The method of sampling used in the study is *convenience sampling*. Purposive sampling is considered more appropriate when the universe happens to be small and a known characteristic of it is to be studied intensively. This sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe. When population elements are selected for inclusion in the sample based on the ease of access, it can be called *convenience sampling*.

**Ethical Consideration**

All ethical considerations were taken into account during the study. Prior to interview the consent was taken from all research participants. The respondents/research participants were informed about purpose of the study. They were also told that the data or information collected from them will be confidential. All the conversations were made in Hindi and Bengali. Respondents were also given a choice to respond or not respond to the questions asked.
EDUCATIONAL SUPPORT TO UNDERPRIVILEGED CHILDREN AND HEALTH SUPPORT IN THE BACKWARD DISTRICT OF SOUTH 24 PARAGANAS, WEST BENGAL

This is a flagship CSR project of RVNL developed and implemented by Ramakrishna Math, Naora. The project mainly focuses on the multiple activities for the holistic development of underprivileged children along with free medical services for tribal and minority population of Bhangar & Canning Blocks in the backward District of South 24 Parganas (West Bengal).

**Vocational training unit and coaching centre**

Under this innovative CSR project, the major beneficiaries are children who are the first-generation learners in the family. RVNL with RKM, Naora has created the very first step to draw the children and to keep them motivated. Not only
free coaching centre has been initiated but also vocational training unit has been set-up.

Seven centres with around 1025 beneficiaries are providing free coaching before and after the school hours to keep children well versed with subjects and motivated. An early childhood education centre has also been set up with 72 children from the age group of 3 to 5 years. These toddlers are given special classes for creating awareness about basic personal hygiene and to develop school going habits, as they are all first generation learners. With the help of the coaching centre, in the year 2016-17, 4 out of 5 students has cleared the class 10th examination. Computer classes are held regularly to impart basic knowledge and in near future, with internet connectivity to impart advance education on the computer.

**Cultural and Sport Centre**

400 students are given training on yoga and other extra-curricular activities by providing them with various sports equipment, costumes and nutrition. Four girl students have been selected in the district women football team.

**Mobile Medical Unit and Medical Camp**

Since its inception, the MMU has treated 11,022 patients free of cost in the remote areas. 230 medical camps have also been held to treat 19,712 patients. Check-ups done in the medical camps are free of cost. For major treatment and surgeries patients are referred to Ramakrishna Mission Sevashrama Hospital in Kolkata. Camps have been held for cataract surgeries and dental surgeries.

**Allopathy and Homeopathy Dispensary Unit**

Since its inception, the dispensary unit or Naora Centre has been a great boon to the people from these remote areas. Patients are extremely satisfied with the services with free medicines and doctor’s treatment. The doctors are easily accessible.
COMMUNITY TOILET BLOCKS IN GHAZIPUR DISTRICT UNDER NAMAMI GANGA & SWACHH BHARAT MISSION
Under this CSR project, community toilet blocks with modern facilities and amenities have been provided at various places in Ghazipur (U.P) as part of Namami Ganga & Swachh Bharat Mission of Government of India. The locations at which the toilets have been constructed and commissioned are:

1) Collector Ghat
2) Samshan Ghat
3) Streamer Ghat
4) Lal Darwaza
5) Saidpur Ghat
6) Kargil Market
7) Kachhari Area

The project has been implemented by Sulabh International. These community toilet blocks are provided with modern facilities. Solar panels are also installed. Toilets are cleaned every time after being used. The water is available all the time in the toilet blocks. For uninterrupted services in the toilets, there is a designated person who looks after the overall maintenance.

People residing in the neighbourhood can easily access and freely use these toilet blocks. Earlier in absence of any toilet, they were used to open defecation on the banks of the river. Usage of toilet blocks has generated a high degree of awareness among people about negative implications of open defecation.
SOLAR LIGHT SYSTEM IN VIDYA MANDIR, KESHAV DHAM, VRINDABAN
Solar lighting was installed and commissioned by TERI in Sarswati Vidya Mandir, Keshav Dham, Vrindavan with the aim of improving learning environment for children in the school, library premises as well as in the hostel premises. This would enable boarding pupils to study in the evenings and would make school buildings including classrooms, dormitories and sanitation facilities safer, resulting in improved school performance and a reduced likelihood of children dropping out.

The project targeted 900 students and 35 teachers as beneficiaries residing in the campus. After installation of solar light in the premises, students are having extra hours in the night for study and for other academic discussions with other fellow students. Teachers can conduct extra lessons and supervise night preps to the students. Morale and interest in study has increased among pupils. After installation of solar light, students can access the library at night. Students feel secure and safe. They can access the toilets during night. The solar lighting system is maintained and is functioning properly. School authorities do not charge students residing in the hostel to pay for the amenities.
Institute for the Handicapped and Backward People (IHBP) was set up with the main objective to provide education to the differently abled children and to make them lead a self-sustained and dignified life in the society in terms of livelihood, education. IHBP has been providing education and training to Hearing Impaired, Mentally Challenged, Cerebral Palsy and vulnerable children of the age group of 1 to 18 since its inception.

Under this CSR project, IHBP is providing education and development of 100 underprivileged differently abled children. Due to the immense support from RVNL, IHBP has made progress in educating the differently abled students to
make them pass the secondary education. Out of 10 students 8 students in the year 2016-17 has passed the secondary education. IHBP has made students to appear in the normal school rather than the special or open school in order to make them equal rather than tagging them. This initiative was to make the disabled students confident and equals in the society.

Quality of education is maintained. Every classroom has a separate teacher on the basis of the need of each children. For the hearing impaired, there is a separate classroom, which is equipped with microphones and modern hearing aids to encourage students for academic excellence. According to Dr. Hassan Founder Director, the organisation is trying to get accreditation for conducting higher secondary classes for students who have passed the secondary education. Interactive classrooms encourage students to engage with enhanced focus on the subjects. Interactive classroom have e-learning module (television), educational/ cognitive toys, headphone and microphones with amplifiers etc.

Through surveillance and assessments teachers are accessed regarding their quality and capability to handle students. The teachers give daily updates on the progress and activities of the children to parents. Students are paid Rs 100 as travelling allowance and free nutritional lunch, which is prepared in-house in hygienic condition. In addition, students are provided with uniform, school bags, stationery, books, kits and free medical treatment. During the discussion, the parents expressed their complete satisfaction on overall development and growth of their children. They conveyed their earnest request for continuation of the CSR project.
Conclusion and Recommendations

MODULAR OPERATION THEATRE COMPLEX AND ADDITIONAL FIFTY-BEDDED POST-OPERATIVE CARE WARD FOR UNDER-PRIVILEGED PEOPLE FROM BACKWARD DISTRICTS OF UTTARAKHAND

RKMS Hospital at Haridwar is a multi-speciality hospital and has made a significant impact in the field of health. RKMS Haridwar has followed Swami Vivekananda’s ideology “Healthcare is a right, not a privilege” to cater to the medical needs in the region and has bridged the gap for people from lower strata of society to avail modern medical treatments. Under CSR project of Rail Vikas Nigam Limited, RKMS Haridwar has created a modular operation theatre complex and fifty bedded post-operative care ward and has provided state-of-the-art equipment and facilities, which has immensely improved the hospital’s ability to perform major surgeries with ease.

The hospital is performing 5 to 6 minor and 3 to 4 major surgeries every day. These has made the hospital more accessible to people not only from lower strata but also from middle strata from nearby states with very nominal charges. Free of cost treatment along with medicines has provided a great impact to the people in dire need of such medical intervention.

Based on the findings and discussions with hospital authorities it is recommendations that dedicated in-house technicians may inducted for maintenance of modular operation theatre and solar panels may be considered for clean and sustainable sources of energy.
HOSTEL FACILITIES OF 120 GIRLS NURSING STUDENTS AT RAMAKRISHNA MISSION SEVASHRAMA SCHOOL OF NURSING, VRINDABAN

The audit team after its study and impact assessment of the CSR project concludes that the hostel with modern facilities and providing a safe, secure and comfortable stay for girl students pursuing nursing course, is a model worthy for emulating. There is a strong sense of attachment among students residing in the hostel.

EDUCATIONAL SUPPORT TO UNDERPRIVILEGED CHILDREN AND HEALTH SUPPORT IN THE BACKWARD DISTRICT OF SOUTH 24 PARAGANAS, WEST BENGAL

The audit team believes that this CSR project is very special in nature as beneficiaries are underprivileged children from SC/ ST category in the backward district who are also the first generation learners. The CSR project could directly target and impact the lives of intended beneficiaries from underprivileged communities in a short time frame whereas government sponsored projects takes long time.

The CSR project has led to all round development and value education to 400 under privileged children and provided primary health care services to the population of about 85,000 people belonging to underprivileged and weaker sections of society in the backward District.
In view of a very positive feedback and impact the program has generated among the stakeholders, the audit team is of the opinion that RVNL should continue this CSR project for the betterment of the underprivileged children and people in the backward District and should continue this project for its sustainability on the long run.

COMMUNITY TOILET BLOCKS IN GHAZIPUR DISTRICT UNDER NAMAMI GANGA & SWACHH BHARAT MISSION

The audit team was very satisfied that the toilet blocks constructed on near the river banks in Ghazipur District with superior quality are maintained very well. Toilets are cleaned after its use.

These toilet blocks have changed perception among local people about health and hygiene. Local people now prefer to use the toilets rather than going to the river bank as it gives them both sense of security and hygiene.

SOLAR LIGHT SYSTEM IN VIDYA MANDIR, KESHAV DHAM, VRINDABAN

The solar lighting has proved very useful to the resident students. Solar lighting system has improved the access of the students to library and other parts of the campus at night.
Under this CSR project, IHBP is providing quality education and training to 100 differently abled underprivileged children in a special school. IHBP is totally dependent on RVNL for financial support to the institute and its activities. The importance of this CSR project can be realised as it has directly benefited differently abled underprivileged children from socially and economically backward sections of society.

During interaction with parents, the importance of the project could be realized. Parents conveyed their request for continuation of support as they are very happy with the performance and progress of their children who are moving towards self-dependent stage.

In view of a very positive feedback and impact the project has generated among the stakeholders, the audit team is of the opinion that RVNL should continue this CSR project for the betterment of the differently abled underprivileged children in the backward District and should continue this project for its sustainability on the long run.