

# CSR Impact Assessment Report 2024



Impact Assessment by

# Table of Contents

---

<b>01</b>	Executive Summary	<b>01</b>
<b>02</b>	Introduction	<b>07</b>
<b>03</b>	Impact Assessment	<b>09</b>
<b>04</b>	Impact Analysis	<b>22</b>
<b>05</b>	Recommendations	<b>27</b>

# Executive Summary

---

Hexaware Technologies is an information technology (IT), business process outsourcing (BPO), and consulting services company, with a presence in 40+ offices across 19 countries. It's HQ is in Navi Mumbai, Maharashtra. In the past 35 years, Hexaware engaged with over 200 clients globally and is among the Top 20 Indian IT Services organization as per NASSCOM industry rankings.

At Hexaware, there is a deep commitment to Corporate Social Responsibility (CSR) through ethical conduct and community betterment. The initiatives foster employee's active involvement and teamwork, prioritizing stakeholder wellbeing across social, environmental, and ethical realms through a holistic approach.

## Impact Assessment

An impact assessment was conducted for four NGO partner interventions to evaluate their relevance, efficiency, and effectiveness. The assessment reviewed implementation pathways, identified key success factors and challenges, and highlighted areas needing improvement from program design to execution. A comprehensive framework, developed by Give Grants based on the OECD-DAC framework, was used to capture impacts effectively and recommend actionable improvements. This approach ensures that interventions continue to achieve their goals, delivering meaningful and measurable results. The three-point assessment framework provided a robust tool for ongoing evaluation and improvement of the programs' outcomes.

### Magic Bus

**Key Findings-** Positive feedback highlighted skill application, increased productivity, and confidence building. Participants unanimously recommended the program, emphasizing its transformative potential.

**Key Impact-** The program significantly improved participants' career trajectories, with 96.7% securing jobs, mainly in Banking and Financial Services. Participants' monthly incomes increased, with 90% earning between ₹10,001 and ₹20,000.

**Recommendations-** Addressing challenges in infrastructure, flexible timing and expanding the curriculum can further strengthen Magic Bus' mission to empower youth and break the cycle of poverty.

### Rainbow Homes

**Key Findings-** The Program has effectively bridged critical gaps in child protection and development by fostering a nurturing environment. Integrating residential care with strong community engagement has improved educational outcomes, physical and emotional health, and long-term resilience. Participatory initiatives like Child Participatory Review and Reflection (CPRR) have strengthened children's voices and promoted leadership.

**Key Impact-** A 70% improvement in academic performance, with over 33% achieving gains in basic English, Hindi, or Tamil literacy was reported by the children. Health enhancements were reported by 70% of children, with 96.6% attending monthly health camps. Life skills development saw 90% of beneficiaries applying learned skills, and 56.7% reported increased emotional resilience.

**Recommendations-** Enhance Staff Training and Retention, Focus on Behavioral Interventions, Strengthen Parent Engagement will ensure a supportive environment for all.

## Foundation for Promotion of Sports and Games

**Key Findings-** The program's comprehensive support in coaching, nutrition, physiotherapy, and sports science has ensured long-term sustainability and career development.

**Key Impact-** include significant performance improvements, top rankings, and milestone achievements. Notable recoveries and continuous CSR support from Hexaware have furthered its reach and impact, contributing significantly to the growth and success of Indian athletes on the global stage.

**Recommendations-** Increasing international training exposure, strengthening collaboration between OGQ and national sports federations, improved support services are some of the key recommendations for continual success of the program.

## India Sponsorship Committee

**Key Findings-** The Balgram project is recognized as a transformative initiative, fostering confidence and well-being, with 100% of participants likely to recommend it.

**Key Impact-** The program reported 88.6% of participants enrolled for over a year, with significant improvements in academics (97.1% attending special coaching classes), health (91.4% engaged in daily activities), and social skills.

**Recommendations-** Improving financial literacy, bilingual activities for inclusive environment, access to coding classes and implementing structured feedback mechanisms will benefit the program.

## Desk Review of NGO Partners

Hexaware, in collaboration with Give Grants, planned to restructure its CSR portfolio to enhance strategic alignment, efficiency, and impact. Through a comprehensive evaluation of 23 NGOs (CY 2023), the company optimized partner selection, prioritizing high-performing organizations and impactful initiatives. This restructuring aimed to strengthen thematic coherence, accountability, and transparency in CSR interventions. A detailed desk review and NGO scoring exercise were conducted to assess alignment with Hexaware's CSR goals, ensuring funding for the most effective partners. This framework enables sustainable and scalable social impact, reinforcing Hexaware's commitment to responsible and impactful corporate giving.

The 100-point assessment framework was designed to evaluate NGOs across 10 key metrics, ensuring a structured and data-driven approach to NGO selection and CSR impact. The key evaluation areas included:

- Governance, financial compliance, and management systems (10 points) to assess transparency and accountability.
- Sectoral focus and operational reach (2 points) to evaluate alignment with strategic CSR priorities.
- Program design (13 points), covering Theory of Change (ToC), Logical Framework Approach (LFA), and M&E frameworks to ensure well-structured interventions.
- Beneficiary selection and profiling (12 points) to verify inclusivity and relevance.
- Program implementation, evidence of progress, and impact (27 points)—the most weighted category—to measure effectiveness and accountability.
- Staffing and support systems (5 points) to assess organizational capacity.
- Financial resourcing (3 points) to examine funding mix and sustainability.
- Advocacy and branding (8 points) to evaluate awareness-building efforts and sector influence.
- Scale-up strategies (2 points) to determine replicability and future growth potential.
- Sustainability planning (18 points) to ensure long-term impact and transition strategies.

Programs scoring below 60% will be shared corrective parameters and give them 6-12 months period to perform effectively.

A structured approach to program design, monitoring, and evaluation (M&E) has been developed to enhance the strategic alignment, efficiency, and impact of Hexaware's CSR initiatives. The project proposal format needs to be revised ensuring that each initiative is data-backed and well-justified, either through baseline assessments or previous monitoring insights. The One Thematic Area – One Design approach provides a standardized framework for all NGO partners, ensuring consistency in program objectives and outcomes.

To strengthen sectoral contributions, cross-cutting themes such as gender inclusion, disability rights, life skills education, mental health support, and child protection will be embedded across all projects, with specific indicators for measurement. A dashboard for M&E and data visualization will be introduced to streamline monitoring, enhance reporting accuracy, and enable data-driven decision-making.

A detailed M&E framework, added as an LFA addendum, will define measurement criteria, frequency, and data collection processes, ensuring greater rigor in tracking project performance. Standardized templates for impact assessment and risk management will also improve transparency and accountability. To further enhance NGO effectiveness, capacity-building support will be provided, focusing on empowerment-focused implementation and community engagement.

These measures collectively aim to optimize Hexaware's CSR initiatives, ensuring sustainable and scalable social impact while strengthening accountability and transparency across all interventions.

Hexaware's CSR initiatives are evolving to maximize impact, efficiency, and sustainability. To strengthen portfolio management, cost-effectiveness metrics and beneficiary selection criteria will be incorporated into the dashboard for ongoing tracking. Beneficiary profiling and mapping will help refine program designs, ensuring strategic alignment with broader objectives.

Encouraging learning and research among NGO partners will foster sectoral knowledge, advocacy, and branding efforts. Additionally, capacity-building initiatives will equip staff and partners with the necessary skills to manage scaled operations effectively. To promote scalability and replicability, standardized toolkits, templates, and training manuals will be developed, alongside knowledge-sharing platforms for best practices.

A key priority is enhancing CSO/CBO involvement, particularly for the 11 NGO partners where engagement is limited. This will ensure better execution support and a smoother transition toward autonomy. Peer learning models will further facilitate knowledge exchange, enabling underperforming partners to learn from high-performing NGOs.

The monitoring and evaluation (M&E) framework will be strengthened with dedicated staffing, even through shared service models, to enhance tracking, reporting, and accountability. Finally, institutional linkages will be reinforced through formal agreements, training, and accountability frameworks, ensuring the long-term sustainability of CSR interventions.

These strategic measures will optimize Hexaware's CSR efforts, ensuring impactful, scalable, and sustainable social change across its key focus areas.

# Impact Analysis

As part of the desk review, the impact of programmes implemented by other partner NGOs was also analysed. The following are the key impacts for each focus area.

## Education Interventions

Educational interventions focus on academic support, bridging gaps for underprivileged children through tutoring, coaching, and life skills training to enhance performance and future readiness. A holistic approach integrates counseling, therapy, and experiential learning to foster children's physical, emotional, and social growth. Prioritizing health, well-being, and social inclusion, these programs ensure stability, promote leadership, and create supportive environments for positive societal integration.

## Skill Development

Skill development programs has resulted in significant advancements in inclusion, empowerment, and economic transformation across diverse communities. V-Excel, Purnkuti, Yuva Parivartan, TRRAIN, and TWEET Foundation have played pivotal roles in fostering financial independence, employment, and social integration for marginalized groups, including individuals with disabilities, women, youth, and transgender individuals. Their efforts have led to improved livelihoods, gender equity, workplace inclusivity, and systemic societal change.

## Healthcare & Sanitation

Freedom Trust's Walk India project has restored mobility and independence for over 200 lower limb amputees, enabling many to regain careers and financial stability. Mission for Vision has expanded access to eye care through camps, affordable treatments, and capacity building, empowering thousands to lead independent and productive lives. V-Excel Education Trusts Early Intervention project plays a key role in early identification of developmental delays in children with disabilities and equips them with essential motor and sensory skills necessary for daily living and educational participation. Yuva Unstoppable's School Transformation Program includes providing WASH initiatives like creating separate toilets for boys and girls, designated drinking water points and wash areas.

## Environment

EFI has led the scientific revival of freshwater lakes and ponds across the country, enhancing biodiversity and water quality. Its community-driven conservation efforts have raised public awareness and promoted local participation in freshwater restoration. These initiatives ensure sustainable ecological outcomes, benefiting both wildlife and human communities.

## Women Empowerment

AAWC has transformed the lives of trafficked women and their daughters by providing education, healthcare, and job placements, breaking cycles of exploitation and enabling independence. Katalyst has empowered young women through mentorship, financial support, and career readiness training, preparing them for leadership roles across industries. Both initiatives have successfully enhanced employability, fostered self-sufficiency, and created sustainable career pathways for women across India.

## Rural Development

The Gram Vikas Program by Seva Sahayog has transformed rural livelihoods by enhancing agricultural productivity, increasing farmers' incomes, and promoting sustainable practices like drip irrigation and organic fertilizers. It has diversified income sources through poultry and goat farming while improving financial literacy and access to government schemes. The introduction of biogas systems has reduced fuel costs, supported reforestation, and empowered women through skill development, fostering economic growth and community resilience.

# Outreach through Partner NGOs

Sl. No.	Project Name	Implementation Partner	Total Outreach
<b>Educational Initiatives</b>			
1	Hexaware Scholarship (Idea Foundation)	Foundation for Initiatives in Development and Education for all (IDEA)	475
2	V-Excel - Special Education (KLC)	V-Excel Educational Trust	200
3	Purnkuti - Manosakha	Purnkuti	50
4	Art1st Education (Cascade & Little Light)	ArtFirst Foundation	160
5	Space Kidz India	Ski Star Foundation	100+
6	Rainbow homes	Rainbow Homes Foundation	240
7	Indian Sponsorship Committee	India Sponsorship Committee	100+
8	Digital Equalizer Project - Chennai	American India Foundation	5142
9	Uplift - Better Human Project	Uplift Child and Community Trust	400+
10	Education of girl children project	Vidya & Child	250
<b>Skill Development</b>			
11	V-Excel - Skill Development	V-Excel Educational Trust	28
12	Purnkuti - Dhara Project	Purnkuti	150
13	Hexaware- MB Skilling Project	Magic Bus Foundation	600
14	Yuva Parivarthan - Skilling	Kherwadi Social Welfare Association	600
15	TRRAIN - Pankh 3 Centers (Chennai, Pune & Delhi)	Trust for Retailers and Retail Associates of India (TRRAIN)	600
16	Tweet - Garima Greh & Gurukul for Trans Excellence	Tweet Foundation	200
17	Skilling for Visually Impaired	Atmadeepam, Nagpur	180
<b>Environmental Stewardship</b>			
18	Environmental Foundation of India	Environmental Foundation of India	8 water bodies & 1 urban reforestation
<b>Women's Empowerment and Gender Equity</b>			
19	AAWC - Udaan	Apne Aap Women's Collective	75
20	Katalyst India	Human Capital for Third Sector	60

Sl. No.	Project Name	Implementation Partner	Total Outreach
<b>Healthcare &amp; Sanitation</b>			
21	Walk India Project/Dream runners	Freedom Trust(Foundation for the Rehabilitation Education and Empowerment of the Disabled of Madras),	200
22	Mission for Vision	Mission for Vision	1000
23	V-Excel - Early Intervention	V-Excel Educational Trust	200
24	Yuva Unstoppable	Yuva Unstoppable	4 schools
<b>Sports Initiatives</b>			
25	Olympic Gold Quest	Foundation for Promotion of Sports and Games	72
<b>Rural Development</b>			
26	Integrated Rural Development Project	Seva Sahayog	1000+
27	Helping Stray Animals	Humane Animal Society	2000 persons 450 strays



# Introduction

---

Hexaware's Corporate Social Responsibility (CSR) policy reflects its commitment to creating meaningful and lasting impacts on disadvantaged and marginalized communities through strategic philanthropic initiatives. The CSR programs are designed to support credible partners in addressing critical social, environmental, and economic challenges across all sections of society. Hexaware envisions to engage in strategic philanthropic initiatives to improve the quality of life of disadvantaged and marginalized communities.



## Focus Areas and Thematic Sectors

Hexaware's Corporate Social Responsibility (CSR) initiatives are strategically designed to address critical societal, environmental, and economic challenges. The policy focuses on seven core thematic areas to ensure impactful and sustainable contributions, aligning with Hexaware's vision of fostering inclusive growth and empowerment.

### 1. Educational Initiatives

#### Key Focus Areas

- Supporting the educational participation of most vulnerable children, including those in institutional settings and children with disabilities.
- Promoting STEM education, remedial classes, bridge courses, and artistic learning methods.
- System strengthening and capacity building of teachers
- Infrastructure upgradation – WaSH facilities, school buildings, play grounds, etc.

### 2. Skill Development

#### Key Focus Areas

- Training in vocational skills to bridge the gap between education and employment.
- Specialized programs for marginalized communities and for people with disabilities to foster self-reliance and economic independence.

### 3. Environmental Stewardship

#### Key Focus Areas

- Supporting eco-friendly initiatives and sustainable practices.
- Raising awareness on climate change and resource conservation.

#### 4. Women's Empowerment and Gender Equity

##### Key Focus Areas

- Addressing gender-based violence and advocating for gender equity.
- Educational and economic empowerment initiatives tailored for women and gender minorities.

#### 5. Healthcare & Sanitation

##### Key Focus Areas

- Providing medical supplies for children and early childhood interventions.
- Improving school sanitation and organizing blood donation drives.

#### 6. Sports Initiatives

##### Key Focus Areas

- Financial aid for Olympic and Paralympic athletes.
- Encourages employees to participate in marathons to raise awareness for social causes.

#### 7. Rural Development

##### Key Focus Areas

- Addressing challenges in agriculture, livelihood, education and healthcare.
- Enhanced access to basic facilities including WASH infrastructure in the rural areas.

#### 8. Animal Welfare

##### Key Focus Areas

- Provide medical care, shelter, and adoption services to rehabilitate stray dogs.

The program also fulfills the provisions of item (ii) and (vii) outlined in Schedule VII of the Companies Act, 2013.

The projects are in alignment with the following Sustainable Development Goals (SDGs) outlined in the United Nations Agenda 2030.



# Impact Assessment

## Background

In today's globally interconnected and socially conscious world, corporate social responsibility (CSR) has emerged as a critical pillar for business operations and sustainability. Companies are no longer judged solely by their financial performance but also by their commitment to ethical practices, environmental stewardship, and community engagement. This shift underscores the significance of assessing the tangible and intangible impacts of CSR initiatives. As an independent assessor, Give Grants is able to provide an objective analysis of the effectiveness and reach of these initiatives. This impact assessment report offers a comprehensive evaluation of how CSR activities contribute to the welfare of various stakeholders, including local communities, and the environment. Our goal is to deliver insights into the direct and indirect benefits derived from CSR efforts, thereby enabling organizations to refine their strategies and enhance their positive social impact. Through this impact assessment report, we aim to reinforce the commitment to responsible business practices and demonstrate dedication to creating a positive and lasting difference in society. The findings will not only guide future CSR endeavors but also serve as a transparent account of efforts to stakeholders and the broader community.

## Objectives

- Assess the relevance and efficiency of the intervention and review the implementation pathways
- Understand the effectiveness of the intervention.
- Understand the major success factors and challenges in the intervention.
- Find the areas of improvement across all the factors from program design to implementation.
- Provide an assessment framework to be able to capture impacts in a manner that is an effective recommendation.

## Methodology

The three point assessment framework is used in the assessment is developed by Give Grants based on the OECD-DAC framework for impact assessment. It broadly investigates the Program Design, focusing mainly on relevance of the intervention, rationale for the selection of intervention, beneficiaries, locations & the NGO partner and Preparedness for the intervention; Program Delivery which focuses on efficiency & effectiveness of program implementation, capability to mitigate challenges along with understanding the depth of Impact and Sustainability of impact.



# Sampling Strategy

NGO Partner	Sample Beneficiaries	Key Informant Interviews
Magic Bus	30	19
Rainbow Homes	30	19
India Sponsorship Committee (ISC)	35	14
Foundation for Promotion of Sports and Games (FPSG)	10	15



## Sample Size Rationale

- Purposive sampling
- Same beneficiary cohort across geographies; sample size predefined
- High beneficiary availability locations sampled
- Sample size representative of all stakeholders involved in the program in addition to beneficiaries



## LIMITATIONS

In case of few study areas, there was a low turnout of beneficiaries and stakeholders for in-person interactions. Mainly due to difficulty in travelling, as beneficiaries are physically-challenged and/or having limited mobility.

# Magic Bus

Magic Bus, founded in 1999, is a non-governmental organization in India that empowers children and youth from underserved communities. The organization's "Childhood to Livelihood" model aims to address poverty through life skills education and employability training. Magic Bus's Adolescent Program helps children aged 10-19 develop self-management, literacy, numeracy, and employability skills. The Livelihood Program targets youth aged 15-24, providing them with skills and opportunities for sustainable employment.

## Program Design

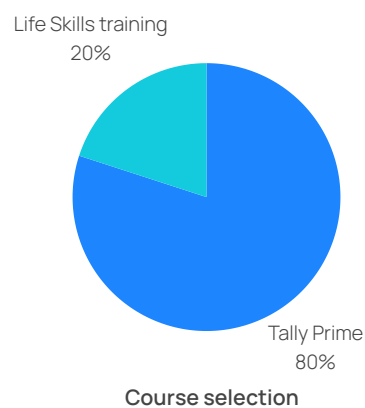
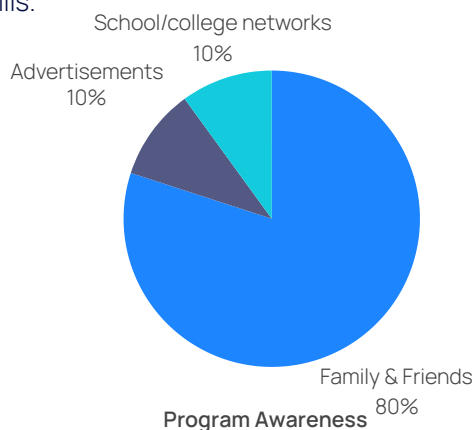
The program was designed to address critical skill gaps and improve employability for underprivileged youth. Key aspects of the design include:

### Program Awareness:

- 80% of participants learned about the program through family or friends, indicating strong community-based promotion.
- 10% discovered the program via advertisement channels, and another 10% through school/college networks.

### Course Selection:

- 80% of participants chose the Tally Prime course, reflecting its relevance to current job market needs.
- 20% opted for Life Skills training, highlighting a subset of participants focused on foundational skills.

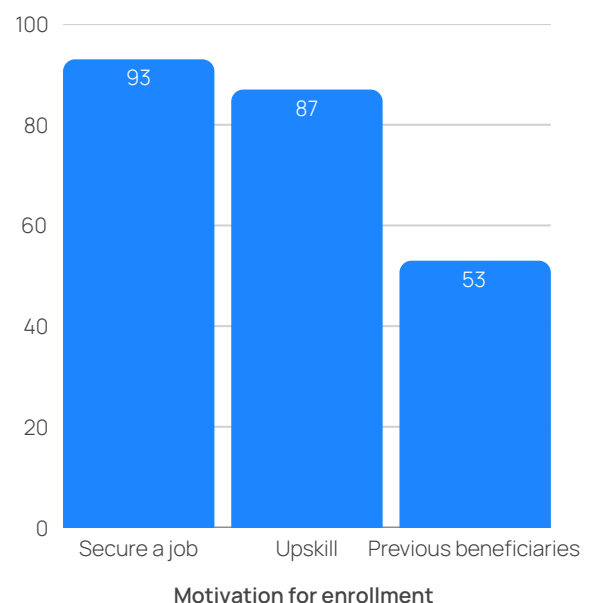


### Motivation for Enrollment:

- 93.3% joined the program because it would help them secure a job or apprenticeship.
- 86.7% sought to upskill and align their capabilities with job market requirements.
- 53.3% were inspired by the success stories of family or friends who had benefitted from the program.

### Alignment with Career Aspirations:

- 100% of participants reported that the training program was relevant to their career aspirations, reinforcing the program's focus on market-driven curriculum design.



## Program Delivery

### Duration of Training:

- The training program was designed to be concise yet impactful, lasting 0–6 months. This duration provided sufficient time to cover essential topics while maintaining participant engagement.

### Medium of Instruction:

- A bilingual approach was adopted, ensuring inclusivity and understanding for participants from diverse linguistic backgrounds. Both English and regional languages were used throughout the program.

### Enrollment Process:

- The application process was streamlined and straightforward, with all participants (100%) reporting that it was easy to complete. Requirements included basic documentation such as Aadhaar card, educational certificates, and passport-sized photographs.
- Selection criteria were based on documentation, educational background, interest in the program, and in some cases, family financial conditions. Counseling sessions were also provided during the enrollment process.

### Training Methods:

- A blend of in-person (66.7%) and hybrid (33.3%) teaching methods was employed. This flexible delivery model ensured accessibility and convenience for participants with varying schedules.

### Practical and Hands-on Training:

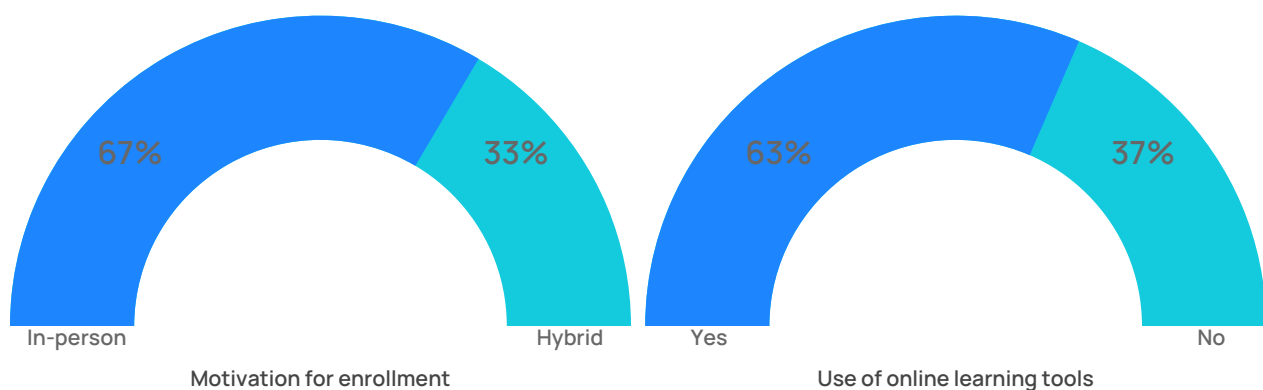
- All participants (100%) reported receiving practical, hands-on sessions during the course, which enhanced their real-world application of skills.

### Online Learning Tools:

- 63.3% of participants supplemented their training with online tools, reflecting the program's adaptability to modern learning trends.

### Core Topics:

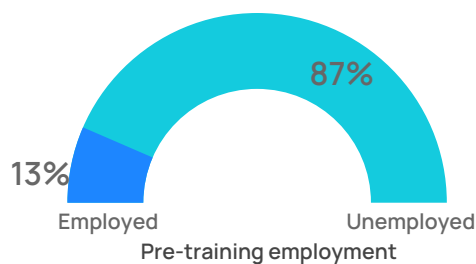
- The curriculum covered essential areas such as Tally Prime, GST filing, communication skills, teamwork, leadership, and financial literacy. These focus areas were directly aligned with employability needs.



## Impact and Sustainability

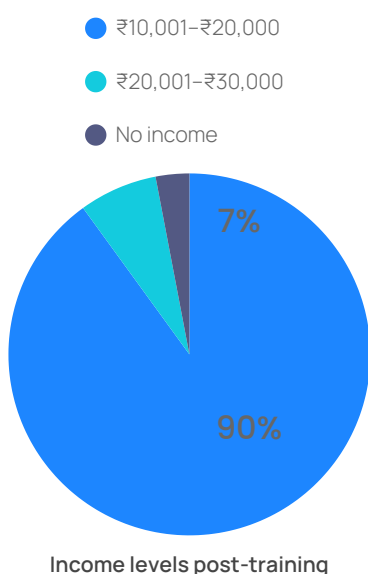
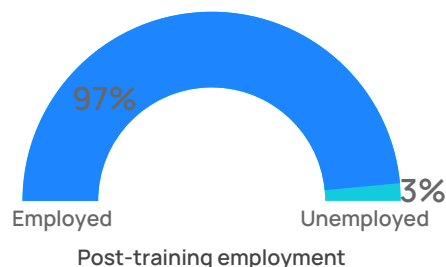
### Pre-Training Employment:

Before the program, 86.7% of participants were unemployed. Among the 13.3% who were employed, sectors included customer service, pharma, retail, and sales, with a pre-training income of ₹5,001–₹10,000.



### Post-Training Employment:

96.7% of participants were employed post-training, predominantly in the Banking and Financial Services sector (60%). Other sectors included retail (10%), manufacturing (6.7%), and IT, healthcare, and education/training (each 3.3%).



### Income Growth:

Post-training, 90% of participants reported earning ₹10,001–₹20,000 monthly, and 6.7% earned ₹20,001–₹30,000, demonstrating significant income improvements.

### Time to Employment:

53.3% of participants secured employment within a month, and 30% within six months, highlighting the program's effectiveness in job placement.

### Skill Utilization:

All participants applied the skills acquired from training in their current roles, reporting reduced turnaround times for tasks and increased efficiency.

### Sustainability Indicators:

Participants unanimously agreed that the program provided financial security, job security, skill enhancement, and an opportunity to serve as role models in their communities.

100% of participants stated that they would recommend the program to others, underscoring its perceived value and impact.

## Conclusion

Magic Bus' training programs have demonstrated a substantial impact on participants' employability and income levels. By addressing infrastructure challenges and expanding course offerings, the program can further enhance its reach and effectiveness. The overwhelmingly positive feedback indicates that Magic Bus is on track to achieve its mission of empowering youth and driving social change.

# Rainbow Homes

---

The Rainbow Homes Program is a nationwide initiative providing comprehensive care to vulnerable children, including those who are homeless, orphaned, abandoned, street children, or affected by violence. The program, established in 2002, operates 48 Residential Homes and 22 Community-Based Rainbow Community Centers across multiple cities, providing education, healthcare, and emotional support. By situating homes within government schools and public spaces, Rainbow Homes ensures accessibility and safety for the children.

## Program Design

The Rainbow Homes program is designed to provide a holistic approach to the development and well-being of homeless and marginalized children. The program's primary objective is to create a nurturing environment where children can thrive, offering them access to fundamental needs such as food, shelter, education, healthcare, and emotional support. The program aspires to empower children to lead dignified and independent lives by addressing these areas.

- **Education:** The program ensures that children are enrolled in government schools while supplementing their education with bridge courses, special tuition sessions, and skill-based training programs. This dual approach aims to address gaps in learning and equip children with necessary academic and life skills.
- **Health and Nutrition:** To ensure physical health, children receive regular health check-ups, and their BMI is monitored. Nutritious meals are provided, often planned with input from the children themselves, fostering a sense of ownership and responsibility.
- **Emotional Well-being:** Counseling services, life skills training, and extracurricular activities such as arts, crafts, and sports help enhance children's emotional resilience and social skills.
- **Social Integration:** The program promotes community-based care, awareness of child rights, and activities to strengthen the bond between the children and their families.

## Program Delivery

- **Background of the Parents:** Parents of enrolled children often come from marginalized communities with limited financial resources, earning between Rs. 3,000 to Rs. 25,000 monthly. Families with more than 5 members constitute 50% of the total. Parents enroll their children in Rainbow Homes for better educational opportunities, stability, and care.
- **Child Identification and Enrollment:** Children are identified through community outreach, referrals from parents, and collaboration with the Child Welfare Committee (CWC). Social mobilizers play a crucial role in identifying vulnerable children, particularly dropouts, homeless, or those who have never attended school.
- **Beneficiaries' Participation and Engagement:** Over 80% of the children have been part of the program for more than one year. 40% learned about the program through a team member, while 56.7% were enrolled by their families, highlighting community involvement.
- **Monitoring Academic, Physical Health, and Mental Well-being:** Academic Monitoring: Regular assessments, feedback from schools, and special tuition sessions ensure academic progress. Bridge courses help children catch up.
- **Physical Health Monitoring:** Health camps and BMI tracking are conducted. Over 70% reported significant health improvements, with 96.6% noting 1 to 3 health camps monthly.
- **Mental Well-being Monitoring:** Counselors and staff engage with children through sessions and activities to assess and improve emotional health.
- **NGO Program Team** coordinates residential homes and manages operations with structured staff roles. Feedback mechanisms provide continuous improvement opportunities. Key challenges include managing behavioral issues, migration-related disruptions, and consistent funding.

- Center Staff maintain strong rapport with children, monitoring daily activities, health, and academic progress. Challenges include emotional issues, staff retention due to low salaries, and infrastructure gaps.
- **Parents' Engagement:** Parents report high engagement through regular meetings and communication with staff, appreciating the program's impact on their children's behavior and academic performance.

## Impact and Sustainability

- **Academic Excellence:** The Program team reports significant improvements in academic performance among children enrolled in the program. Bridge courses and special tutoring sessions have effectively addressed educational gaps, helping some children transition from being dropouts to excelling in their studies. Among the respondents, 53.4% are students in grades 7 to 9. Notably, among respondents, 70% of children found teaching methods to be innovative, such as YouTube videos, quizzes, and storytelling, highly effective in understanding lessons. Furthermore, 60% of children reported significant progress, while 33.3% noted moderate improvement in their ability to read basic English, Hindi, Marathi, or Tamil since joining the center.
- **Improvement in Health:** According to the program team, the program's focus on regular health check-ups, nutritious meals, and hygiene practices has resulted in notable improvements in the children's physical health. Many children who were underweight at the time of enrollment have now achieved healthy weight levels. The distribution of healthcare kits and organization of routine medical camps have further enhanced overall health outcomes. Over 70% of children reported significant improvement in their health and hygiene knowledge. Additionally, 96.7% of respondent children expressed increased confidence in participating in sports and games compared to when they first joined the center, reflecting a growing interest in physical activities.
- **Emotional and Social Development:** The program team has noted that counseling services and life skills training have led to significant improvements in children's behavior, confidence, and social skills. Many children have become more disciplined, respectful, and mindful of hygiene practices. Furthermore, over 56.7% of beneficiaries reported feeling very confident, and 20% moderately confident, in participating in school and community activities. Additionally, 96.7% of respondent children reported engaging in creative activities such as essay writing, quiz competitions, and story writing, which have contributed to enhancing their emotional and social well-being.
- **Life Skills Training:** 53.3% of students reported that the life skills sessions were very useful in helping them solve real-life challenges, while 40% found them moderately useful. 90% of beneficiaries reported that they consistently apply these skills in their daily lives, resulting in improved decision-making and problem-solving abilities.

## Conclusion

Hexaware's CSR funding for Rainbow Homes has transformed the lives of homeless and marginalized children. The program's holistic approach addresses crucial areas such as education, health, emotional well-being, and social integration.

# Foundation for Promotion of Sports and Games

---

The Olympic Gold Quest (OGQ), established by Indian sports legends Geet Sethi and Prakash Padukone, is a non-profit initiative under the Foundation for Promotion of Sports and Games. OGQ is dedicated to supporting Indian athletes in their quest to win Olympic and Paralympic gold medals. OGQ's mission is to identify and nurture potential medal talent by providing comprehensive support, including access to physiotherapists, dietitians, mental trainers, coaches, and injury management experts. The organization works closely with all stakeholders to instill pride and confidence in athletes, ensuring they have the resources needed to excel on the global stage.

## Program Design

The OGQ program provides comprehensive support to athletes and para-athletes, offering a well-rounded ecosystem that includes world-class coaching, personalized training, sports science services, and essential resources. Focused on high-potential sports like badminton, archery, shooting, wrestling, and boxing, the program ensures holistic development through expert teams in nutrition, physiotherapy, strength and conditioning, and psychology. By maintaining a flexible yet structured approach, OGQ tailors its support to individual athlete needs, ensuring access to top-tier facilities and resources for optimal performance. This program, designed for both emerging and elite athletes, effectively prepares them for international competition, driving sustained Olympic success for India. Following are the high-level findings emerging out of various stakeholder interactions undertaken as part of the study.

- **Holistic Athlete Development**

The program integrates a multidisciplinary team of sports science experts, including nutritionists, physiotherapists, strength and conditioning coaches, orthopedic specialists, and psychologists. This team provides holistic support, covering every aspect of an athlete's development, from physical conditioning to mental well-being.

- **Sports-Specific Tailored Support**

OGQ's athlete managers provide personalized, sport-specific support, including training, injury management, and competition participation. Resource allocation is driven by performance, ensuring that each athlete receives the specific assistance needed based on their discipline, such as archery, wrestling, badminton, or boxing.

- **Access to World-Class Facilities and Resources**

Athletes under the OGQ program have access to state-of-the-art training equipment, healthcare services, and travel support, ensuring that every resource needed to perform at an international level is readily available. The program also works to ensure that athletes are provided with appropriate food and nutrition, even during travel for competitions.

- **Strong Collaboration with Mentors and FPSG Team**

OGQ benefits from the strong support of trusted mentors and the FPSG team, who work closely with athletes to ensure alignment with their goals. Regular feedback and mentorship play an important role in the development of athletes, contributing to the overall success and progression of the program.

- **Sponsorship and CSR Initiatives**

The program is further strengthened through partnerships like Hexaware's CSR initiative, which has supported 50–75 athletes in 2023, ensuring that OGQ can reach and develop a wider pool of talent across India, including athletes from underprivileged backgrounds.

## Program Delivery

The OGQ program is a comprehensive and dynamic athlete development initiative that provides world-class support across various dimensions of training, rehabilitation, and performance preparation. Focused on both short-term milestones and long-term Olympic goals, the program ensures athletes receive tailored support through expert coaching, personalized nutrition plans, injury management, and mental conditioning. With a dedicated team of athlete managers, coaches, nutritionists, and physiotherapists, the OGQ program fosters effective communication and seamless collaboration to address the unique needs of each athlete, ensuring their readiness for major competitions and the pursuit of Olympic success. The program remains focused on delivering holistic and high-quality athlete care.

- **Beneficiary athletes:** The delivery aspect of the OGQ program has received highly favourable feedback from its beneficiary athletes. All athletes reported effective communication, consistent feedback from coaches, and comprehensive logistical support for competitions, including travel, accommodation, and entry arrangements. Athletes indicated that their nutrition and dietary needs were fully addressed, and the majority 9 out of 10 received valuable rehabilitation support, encompassing physiotherapy, mental health counselling, and nutritional guidance. All the 10 respondent athletes found the support provided to be highly effective or effective, with 9 out of 10 confirming that they were able to return to their previous performance levels after rehabilitation. Overall, the program demonstrates a high level of effectiveness in delivering comprehensive preparation, support, and rehabilitation to its athletes.
- **Program Team:** The members of this team reported the OGQ program focuses on both short-term and long-term athlete development, with the long-term goal of preparing athletes for the 2028 Olympics and short-term milestones such as World Championships and annual competitions. Daily training sessions involve 200-300 athletes. Athletes compete in 5-6 national and international tournaments annually. In 2023, athletes from key sports like archery, badminton, boxing, wrestling, and shooting participated in major events.
- **Athlete managers:** In the OGQ program they ensure seamless athlete support by tracking progress through performance data, competition results, and regular coach feedback, with particular focus on injury recovery. They face challenges in managing schedules due to logistical issues, particularly for athletes in rural areas, as well as difficulties related to athletes' attitudes, social media distractions, and non-cooperative parents. Effective communication and collaboration with coaches, nutritionists, physiotherapists, and strength & conditioning specialists are crucial to provide tailored support. Athlete concerns are addressed promptly, and escalated when necessary, ensuring smooth coordination and high-quality care.
- **Coaches, Physiotherapists and Nutritionists:** The OGQ program's strength and conditioning coaches manage large athlete groups while tailoring training plans for both senior and junior levels, facing challenges such as coordination with federations, limited access to high-performance facilities, and managing training loads. Nutritionists work closely with athletes to customize nutrition plans, addressing challenges like adherence, weight management for combat sports, and athlete preferences, while maintaining efficient coordination with coaches and medical staff. Physiotherapists provide personalized injury prevention and recovery support, overcoming challenges like environmental factors and athlete impatience, with strong communication and collaboration across the sports science team to ensure optimal care. Despite some logistical challenges, the program remains well-coordinated and effective in supporting athletes' development and recovery

## Impact and Sustainability

- **Athlete Performance & Achievements**

All 10 athletes in the OGQ program reported notable improvements, achieving milestones such as world championships, Asian Games medals, and personal records. Key achievements include Gold at Khelo India, Asian Championships, and World Championships. Financial backing and sport science support were crucial in enhancing rankings and providing international exposure.

- **Sustainability & Long-Term Support**

Six athletes expressed moderate confidence and four were very confident in sustaining their performance post-program. The OGQ program ensures continued success through ongoing support in coaching, nutrition, injury management, and access to necessary equipment. Financial assistance for travel, accommodation, and training, especially for financially constrained athletes, strengthens long-term performance.

- **Program Team & Strategic Support**

The program has seen remarkable achievements, including top rankings and Olympic success from athletes like Rudrangsh Patil, Ridam Sangwan, and Manu Bhaker. Hexaware's contributions and a diverse funding strategy, including support from over 150 CSR donors, individual donations, and long-term partnerships, ensure sustainability.

- **Athlete Management & Career Development**

Athlete managers provided world-class facilities, financial support, and personalized guidance, shaping athletes' careers. Success stories include Olympic medalists like Sarabjot Singh and Olympic bronze medalist Aman. The focus on sports science and injury management ensures career longevity.

- **Coaching Impact**

Strength and conditioning programs enhanced performance, fitness, and mental resilience, emphasizing injury prevention and rehabilitation.

- **Nutrition Support**

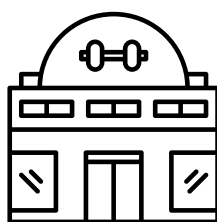
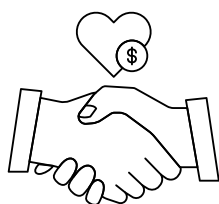
The nutrition program improved weight management, muscle development, and recovery, benefiting combat sports athletes.

- **Physiotherapy & Injury Recovery**

The physiotherapy program improved recovery time and performance, with notable success stories like Swapnil Kushali's and Nitu Gangas' injury recoveries.

## Conclusion

Hexaware's CSR support for the Olympic Gold Quest (OGQ) program has played a critical role in transforming the development of Indian athletes, ensuring they have access to world-class resources and opportunities to achieve their full potential. Hexaware's commitment to athlete development has addressed crucial aspects of performance, coaching, nutrition, physiotherapy, and career management. This support has not only enhanced the athletes' abilities but also paved the way for their continued success, both on the international stage and in the long-term sustainability of their careers. Through its comprehensive and far-reaching impact, Hexaware's CSR initiatives are truly shaping the future of Indian sports.



# India Sponsorship Committee

The Balgram Project, an initiative under the India Sponsorship Committee and supported by Hexaware, located at Lonavala in Maharashtra, is designed to create a nurturing environment for children from underprivileged backgrounds. The program emphasizes holistic development, focusing on educational, physical, and social well-being. This assessment includes responses from 35 children, aged 12 to 18, to evaluate the program's impact and identify areas for improvement.



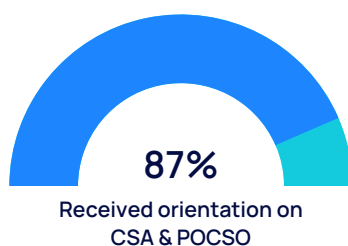
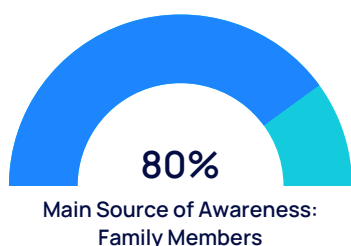
## Program Design

The participants represent a diverse group, with 57.1% being female and 42.9% male. The majority (37.1%) are 15 years old, followed by 22.9% who are 13 years old. The participants belonged to various grades, with the largest group (34.3%) being in the 10th grade. A special "Star Class" was introduced in 2023. 88.6% of the children have been part of the Balgram Project for over a year, showcasing a long-term commitment to the program.

The Balgram Project's design prioritizes awareness, education, and physical well-being through structured activities and support systems.

- **Awareness and Orientation:** The majority (80%) of participants learned about the Balgram Project through family members, while 20% were referred to by institutions such as the police or hostel staff.
- **CSA/POCSO Orientation:** " Once enrolled, 88.6% of the children received orientation on Child Sexual Abuse (CSA) and POCSO. Of those who attended, all found the training "very helpful," gaining a clear understanding of how to protect themselves and others. This reflects the program's strong emphasis on creating a safe and informed environment for children.
- **Scholastic Development:** The program's curriculum has been designed to align closely with schoolwork. All participants (100%) agreed that the curriculum supports their studies and that the learning materials are directly relevant to their school subjects. Additionally, the teaching methods employed in the program were unanimously praised, with participants finding them clear and easy to understand. This consistency indicates the effectiveness of the project's educational strategies.
- **Physical Development and Health:** The Balgram Project places a high value on physical health and activity. All children (100%) reported that the activities help them stay active and healthy. Most participants (91.4%) engage in physical activities daily, while a smaller group participates several times a week or rarely. These structured activities play a key role in promoting overall physical well-being.
- **Nutrition and Health Awareness:** The program's efforts to ensure good health and nutrition are evident, with 100% of participants acknowledging that they receive nutritious food and snacks as part of the program. Furthermore, all children reported receiving information on healthy eating habits, which has contributed to their overall health and well-being.

The program's thoughtful design, emphasizing both education and physical health, has created a strong foundation for children's holistic growth. The quantitative data highlights the project's success in meeting its goals and its potential to further enhance its impact.



## Program Delivery

The Balgram project is designed to ensure the overall development of its participants by focusing on academics, extracurricular activities, physical well-being, and practical support. By addressing various aspects of a child's growth, the project creates an environment where participants can thrive.

- **Scholastic Development:** The Balgram project places significant emphasis on academic growth. Special coaching classes in Maths, English, and Science are provided, with 97.1% of participants confirming their attendance. These classes are scheduled regularly, with 62.9% attending daily, 31.4% attending weekly, and 5.7% attending occasionally. Each and Every participant feels that these classes have improved their foundational knowledge, highlighting the effectiveness of the initiative. Coding classes are also offered as part of the program. A majority (65.7%) of participants have attended these sessions, reflecting the program's effort to introduce technological and computational skills to the children, preparing them for a digitally driven future.
- **Administrative and Financial Support:** To ensure administrative needs are met, the project has successfully updated the Aadhar numbers of 80% of participants. Moreover, 51.4% of the children have had a bank account opened as part of the project, although 48.6% remain unsure about this. However, it is noted that none of the participants currently have access to their bank account details, which presents an area for improvement in financial literacy and access.
- **Access to Educational Resources:** Libraries are an essential resource within the project, and every Sadan is equipped with one. All participants have access to their Sadan library, with 37.1% using it daily, 40% weekly, and 22.9% occasionally. This availability ensures that children can engage in reading and self-learning outside of their formal classes. The program also provides access to specialized STEM, Maths, and Geography Labs at school. An overwhelming 97.1% of participants have used these labs, with 94.3% engaging in activities or experiments weekly and 5.7% participating occasionally. These labs encourage experiential learning, sparking curiosity and enhancing their understanding of subjects through hands-on activities.
- **Support for Academic Success:** Participants unanimously agree that the tutoring and lessons provided by Balgram are helpful for their studies. Furthermore, all participants confirmed that they have sufficient time to complete their school assignments despite the structured activities and programs they are involved in. This reflects the program's balanced approach to fostering academic growth while ensuring children are not overburdened.
- **Physical Development:** Physical activities are an integral part of the Balgram project, ensuring that children stay active and healthy. Regular physical activities are conducted for all participants, and 97.1% actively participate. A majority of children report feeling stronger and healthier since engaging in these activities, demonstrating the success of the physical development initiatives.
- **Health and Nutrition:** The Balgram project ensures all participants receive nutritious meals and health education, with 100% of children reporting improved health as a result. Regular bi-annual health check-ups are conducted for every participant, further emphasizing the program's focus on their physical well-being.
- **Social and Recreational Activities:** All participants have had the opportunity to attend outings such as movie visits, historical sightseeing, and nature trails, enriching their social and cultural experiences. Additionally, 88.6% of participants engage in music, art, or dance sessions weekly, fostering creativity and self-expression.

## Impact and Sustainability

- **Inclusiveness:** Children expressed appreciation for a variety of aspects of the Balgram project. Many highlighted the family-like and supportive environment, the free facilities, and the personalized care provided by the staff. Extracurricular activities such as coding, sports, and art sessions were especially popular, along with the inclusive, non-discriminatory culture of the project.
- **Staff Training and Support:** All participants agree that the staff at Balgram are well-trained to help them with their learning and activities. The staff is described as friendly and supportive, ensuring that children feel comfortable seeking help when needed. Additionally, the teaching methods employed by the staff are effective, helping all participants understand the activities better.
- **Holistic Growth and Confidence:** The Balgram project has contributed significantly to the holistic development of its participants. All children reported that the project helps them grow physically, mentally, and socially. They also feel more confident in themselves and their abilities because of their involvement in the program. The skills being learned are seen as valuable for their future, with every participant believing these lessons will help them succeed.
- **Physical:** 100% reported improved physical health through regular activities.
- **Mental:** Children felt confident in their abilities, with all participants believing the skills they learned would help them in the future.
- **Social:** The project provided a sense of family and community, with many highlighting the supportive environment and non-discriminatory practices.
- **Continued Participation and Safety:** An overwhelming 97.1% of participants expressed their desire to continue participating in the Balgram project. Safety is a key focus, with all participants feeling safe and protected during the project's activities. Clear rules are in place to ensure their safety, and most children (85.7%) feel secure even when visiting their homes during vacations, thanks to the support of Balgram staff and parents. All participants were "extremely likely" to recommend the program to others in their community, reflecting their high level of satisfaction and trust in the project.
- **Likelihood to Recommend the Project:** All participants stated that they are extremely likely to recommend the Balgram project to others in their community. This demonstrates their satisfaction with the program and its positive impact on their lives.



## Conclusion

The Balgram project has demonstrated significant positive impacts on the lives of its beneficiaries, enabling them to grow academically, physically, and socially. The holistic approach and dedicated staff have created a nurturing environment that participants view as a home and community. Continued efforts to address the identified areas for improvement will further enhance the project's impact and sustainability.

# Impact Analysis

## Education Initiatives

### American India Foundation - Digital Equalizer Project

- **Reducing the Digital Divide:** Addresses socio-economic disparities in digital access and learning. Supports children in neglected regions and under-resourced schools to succeed in a globalized world.
- **Encouraging Women in STEM:** Promotes gender equity by supporting women's participation in science and technology careers.
- **Economic Empowerment:** Contributes to increased income and improved quality of life for underprivileged communities. Ensures access to better learning resources, critical life skills, and improved educational outcomes.

### IDEA Foundation- Hexaware Scholarship

- **Financial Support:** Helps students complete their courses without economic burden.
- **Academic Motivation:** Encourages students to stay focused on their studies and career goals.
- **LSE (Life Skills Education) Sessions:** Provide essential skills and guidance to enhance personal and academic growth.
- **House Visits:** Offer continuous motivation and support, ensuring students remain engaged in their education.

### V-Excel Education Trust - Special Education (KLC)

#### Holistic Child Development:

- Multi-disciplinary approach with educators, therapists, counsellors, and a school doctor ensures comprehensive support.
- Waldorf Pedagogy nurtures physical, emotional, and social growth, leading to enhanced learning experiences and better social skills.
- Encourages self-confidence and creativity through experiential and developmental learning.

#### Health & Well-being:

- Health-focused education incorporating diet, structured routines, and family support promotes better physical health and emotional stability.
- Strengthens family bonds, ensuring children receive continuous care and encouragement at home.
- Love and trust-based learning fosters secure teacher-student relationships, resulting in a positive attitude toward education and personal growth.

#### Emotional & Behavioral Support:

- Personalized counselling services using art, music, movement, and play therapy help children reduce anxiety, improve self-expression, and build emotional resilience.
- Extending counselling to parents, siblings, and grandparents creates a supportive home environment, reinforcing children's progress.
- Behavioural modification guidance for parents helps address challenges at home, leading to harmonious family dynamics and better parenting strategies.

## Purnkuti - Manosakha

- **Academic Empowerment:** Provides tutoring and academic support, helping children from underprivileged families bridge educational gaps and achieve better academic outcomes.
- **Holistic Development:** Offers life skills training, mental health resources, and extra-curricular activities to foster overall growth, boosting confidence, social skills, and emotional well-being.
- **Social Integration:** Creates a safe and inclusive environment where children can build strong social connections, developing the skills needed for positive integration into society.
- **Career Preparation:** Equips children with vocational training and career guidance, empowering them with the skills and knowledge needed to pursue future employment and contribute to economic independence.

## Art1st Foundation - Art1st Education (School of Joy)

- **Inclusive Access to Art Education:** Ensures equitable access to art education, especially for children from marginalized communities, opening opportunities for all students to explore and develop their artistic potential.
- **Mentorship and Support for Educators:** Provides a unique mentorship model and a comprehensive visual arts curriculum, empowering schools and educators to effectively integrate art into their teaching.

## Ski Star Foundation - Space Kidz India

- **Inspiring Future Space Leaders:** The Ski Star Foundation and Space Kidz India are actively nurturing the next generation of space science leaders by engaging students in STEM education through hands-on initiatives like space missions, satellite launches, and programs that promote gender equality, such as the ShakthiSAT mission.
- **Inclusive and Global Engagement:** The Young Scientist India Program provides students across India with opportunities for mentorship, feedback, and interactions with cosmonauts, fostering a global perspective and encouraging innovation. The program also ensures equitable access by offering transportation reimbursements for government school students, promoting inclusivity and participation from diverse backgrounds.

# Skill Development

## V-Excel Educational Trust - Youth Empowerment Services

- **Successful Employment Placements:** Individuals with developmental disabilities secured jobs in various organisations, fostering financial independence and workplace inclusion.
- **Social Inclusion & Community Engagement:** Participation in sports meets, choir services, and social events has boosted confidence, teamwork, and social skills among participants.
- **Art exhibition:** TATTVA art exhibition program is a key component of the initiative where special artists showcase and sell their artworks. In 2024, the program engaged with 129 special artists, providing them with an important platform for creative expression and economic empowerment.
- **Academic & Research Contributions:** Involvement in paper presentations, research initiatives, and outreach programs has expanded learning opportunities and professional exposure.
- **Experiential Learning:** Field trips and hands-on activities provide real-world experiences, enhancing practical knowledge and adaptability.

## Purnkuti - Dhara Project

- **Economic empowerment of women:** Empowered women from low-income communities, migrant workers, and domestic workers through skill development, vocational training, and entrepreneurship programs, enhancing their economic independence and financial stability.
- **Women empowerment and gender equity:** Promoted mental well-being and gender inclusivity by conducting awareness sessions, counselling support, and advocacy initiatives addressing gender-based violence (GBV), financial inclusion, and rights-based awareness, fostering a more equitable and resilient society.

## Kherwadi Social Welfare Association - Yuva Parivarthan

- **Enhanced livelihood participation:** The program has successfully facilitated the entry of youth into both wage and self-employment opportunities, improving their participation in local economies.
- **Increased income for young adults:** Graduates of the program have experienced higher and more stable incomes, contributing to financial independence and economic stability for their families.

## Trust for Retailers and Retail Associates of India - Pankh

- **Empowered PwDs with sustainable livelihoods:** Through Hexaware's partnership with TRRAIN, 1,645 Persons with Disabilities (PwDs) were identified, trained, and supported to build sustainable livelihoods, creating pathways to independence and self-worth.
- **Developed key skills for workplace readiness:** Participants gained essential skills in retail, communication, workplace etiquette, and interview readiness, ensuring they were job-ready and equipped to succeed in their roles.
- **Promoted inclusivity and diversity in the workforce:** The collaboration fostered inclusivity by offering job opportunities to PwDs, encouraging workplaces to embrace diversity and highlighting the transformative potential of inclusive hiring practices.

## Tweet Foundation - Garima Greh & Gurukul for Trans Excellence

- **Empowering Trans Lives:** TWEET Foundation provides crisis support, shelter, skill development, and access to healthcare, legal aid, and employment, enabling transgender individuals to live independently and with dignity.
- **Advancing Education and Employment:** The foundation promotes inclusive education and skill-building programs, creating better academic and job opportunities while reducing marginalization and unemployment.
- **Strengthening Healthcare and Legal Rights:** By advocating for gender-affirming medical treatments and legal protections, the TWEET Foundation improves access to essential healthcare and strengthens anti-discrimination policies.
- **Fostering Social Inclusion:** Through media representation, awareness campaigns, and stakeholder collaboration, the foundation challenges stereotypes, promotes acceptance, and drives systemic change for an inclusive society.

# Healthcare & Sanitation

## FREEDOM Trust - Walk India Project/ Dream runners

- **Restoring Mobility and Independence:** Through the "Walk India" project, Freedom Trust has enabled 200+ lower limb amputees to regain mobility and resume careers, contributing to their independence and the economy.
- **Comprehensive Support for Disabilities:** The Trust provides specialized training, scholarships, and prosthetic care while fostering a strong network of local organizations and rehabilitation teams, empowering individuals with disabilities to thrive and build sustainable livelihoods.

## Mission for Vision - Cataract Surgeries

- **Enhanced Accessibility to Eye Care:** Established eye care centers, organized eye camps, and provided free or affordable treatments for underprivileged communities.
- **Capacity Building & Sustainability:** Strengthened eye care institutions through professional training and infrastructure development, ensuring long-term impact.
- **Empowerment & Social Equity:** Restoring vision has enabled thousands to lead independent and productive lives, contributing to economic stability and social inclusion.
- **Commitment to Inclusive Healthcare:** MFV serves individuals regardless of nationality, religion, or socio-economic background, promoting universal access to quality eye care.

## V-Excel Education Trust - Early Intervention

- **Early detection & Intervention:** This plays a key role in identifying developmental delays in children, particularly those with disabilities, and providing early support.
- **Motor & Sensory Skills Development:** Equips children with essential motor and sensory skills necessary for daily living and educational participation.
- **Enhanced Life Skills:** Helps children overcome barriers and gain the confidence to thrive in everyday activities and learning environments.
- **Counselling & Therapeutic Services:** Offers counselling and therapeutic services to both children and caregivers, helping them manage challenges effectively.

## Yuva Unstoppable - School Transformation Program

- **Improved Learning Outcomes and Attendance:** The School Transformation Programme has resulted in a 4X improvement in learning outcomes in subjects like Math and Science, while also improving overall school attendance by 15%. Schools with interventions such as WASH and Smart Classrooms have experienced significant increases in attendance, with a 14% increase in WASH-enabled schools and a 16% increase in schools with both WASH and Smart Classroom facilities.
- **Holistic School Transformation:** Through the program, schools are transformed into cleaner, safer, and more engaging spaces. Key initiatives include providing separate bathrooms for boys and girls, creating designated areas for drinking water and washing dishes, refurbishing school areas with paintings, and offering other essential facilities. These changes create a more welcoming and supportive environment for students, leading to increased enrollment and improved school attendance.

# Environment

## Environmental Foundation of India - Environment Conservation

- **Restoration of Natural Habitats:** EFI has played a pivotal role in the scientific revival and ecological restoration of 431 freshwater lakes and ponds across 18 states in India. This initiative has fostered biodiversity and enhanced water quality in these vital ecosystems.
- **Community Awareness:** Through community-focused conservation initiatives, EFI has successfully increased public awareness and encouraged local populations to take an active role in the preservation and restoration of freshwater bodies, ensuring sustainable outcomes for both wildlife and human communities.

# Women Empowerment

## Apne Aap Women's Collective - Udaan

- **Empowerment and Skill Development:** Apne Aap Women's Collective has successfully empowered trafficked women and their daughters by providing comprehensive support, including residential support, outreach, education, healthcare, life skills training, and job placements. These interventions help break the cycle of intergenerational prostitution, offering women and girls a pathway to independence, dignity, and improved quality of life.
- **Holistic Support for At-Risk Girls:** The Udaan program has significantly impacted the lives of young girls in red-light areas by offering shelter, mental and physical health support, and life skills training. This initiative ensures that girls at risk of trafficking are given the tools to reintegrate into society, preventing their exploitation and equipping them to lead fulfilling, self-sufficient lives.

## Human Capital for Third Sector - Katalyst India

- **Empowering Young Women for Leadership:** Katalyst fosters the development of young girls by providing mentorship, financial support, and digital resources. It focuses on equipping them with vital skills in communication, career readiness, and decision-making, effectively preparing them for leadership positions across various sectors.
- **Boosting Employability through Practical Experience:** Katalyst enhances students' employability by organizing internships, field visits, and corporate interactions. This initiative connects them with leading organisations, ensuring successful job placements and paving the way for sustainable careers for women in urban areas and Tier 1 and Tier 2 cities throughout India.

# Rural Development

## Seva Sahayog Foundation - Integrated Village Development Program

- **Increased Agricultural Productivity and Income:** The Gram Vikas Program helped 289 farmers produce 29,229 kg of agricultural goods, generating ₹17,69,151, marking a 69% increase in farmer participation.
- **Enhanced Livelihood Support:** Over 105 farmers were onboarded to the mahaDBT portal, 131 villagers were linked to government schemes, and 60 Sheti Shala and 28 Gram Sashaktikaran Varga sessions empowered 454 participants with financial literacy and farming techniques.
- **Adoption of Advanced Farming Techniques:** 20 farmers adopted modern farming methods like drip irrigation, organic fertilisers, and pest management, improving productivity and sustainability.
- **Diversified Income Opportunities:** Training in poultry and goat farming enabled farmers to explore income-generating activities during the non-farming season.
- **Biogas Initiative Benefits:** The biogas initiative is expected to save families ₹8,000-10,000 annually on LPG costs, while reducing firewood consumption, benefiting the environment and promoting reforestation.
- **Empowerment of Women:** Women are using the saved time from firewood collection to undergo skill training, improving their financial independence and contributing to family income.
- **Water Resource Development:** The project installed Rain Water Harvesting (RWH) roof catchment system for the families and the Jalkund water tanks for the farmers. They prepared soak-pits for water recharging.

# Recommendations

## Program Design - ToC, LFA and M&E framework

- **Revising the project proposal format with the project rationale sections:** The project proposal format needs to be revised to include specific sections for the program rationale supported by need assessment/baseline studies. If it is a continuous project, the previous year's closing quarter's monitoring/ evaluation data can serve as the project's need assessment context. For the new projects, secondary sources and entry point discussions with the community can be used as the figures for need assessment.
- **One Thematic Area – One Design:** This approach introduces a standardized design for thematic areas that outlines broader outcomes and goals that Hexaware aims to impact within the target areas/population. This standardized design will serve as a framework for ensuring consistency and alignment across the various implementing partners (NGO partners) and activities.
- **Introducing Cross-Cutting Theme Indicators for Sectoral Contributions:** To enhance the holistic impact of Hexaware's projects, cross-cutting themes such as gender, disability, life skills education (LSE), mental health support, child protection, and participation will be integrated into all project designs. These themes will have specific indicators to measure contributions, ensuring that sectoral impacts are quantified and monitored consistently. The inclusion of cross-cutting themes will also enable Hexaware to highlight its contributions to these critical areas in its annual impact assessments.
- **Dashboard for M&E and data visualization:** Develop a dashboard or report format to visualize contributions to each cross-cutting theme and the sectoral interventions.
  - **Increased Rigor:** The detailed framework ensures consistency and accuracy in tracking and evaluating project performance.
  - **Streamlined Monitoring:** The dashboard centralizes data, reducing duplication and enabling easy access to key metrics.
  - **Improved Accountability:** Clear indicator definitions and roles ensure all stakeholders understand their responsibilities.
  - **Data-Driven Decisions:** Real-time insights allow for timely adjustments and evidence-based decision-making.
  - **Enhanced Reporting:** Annual impact assessments are enriched with comprehensive, centralized data.
- **Detailing the M&E framework as an addendum to the LFA:** To enhance the rigour and clarity of the Monitoring and Evaluation (M&E) processes, a detailed M&E framework will be included as an addendum to the Logical Framework Approach (LFA). This framework will specify the measurement criteria, data collection process, frequency, and indicator definitions.
- **Strengthen impact reporting:** Develop standardized templates for risk assessment and impact evidence collection. Incorporate structured community feedback mechanisms into project reporting. Provide capacity-building support to NGOs on empowerment-focused implementation.

- **M&E staffing:** Engaging Monitoring and Evaluation (M&E) staff in projects is essential for ensuring effective implementation, tracking progress, and achieving desired outcomes. Even through a shared services model, their involvement can add significant value.

## Beneficiary profiling

- Incorporate cost-effectiveness metrics and beneficiary selection criteria into the Portfolio Management Dashboard for ongoing tracking.
- Use beneficiary mapping insights to refine project designs and ensure alignment with broader goals.

## Advocacy and Branding

- Encourage Learning & Research activities among NGO partners
- Generate learning materials in the common sector for publications

## Scalability and Replicability

- Capacity building through staff and partner training is essential to manage the complexities of scaled-up operations effectively. Additionally, establishing strategic partnership models with larger organizations can accelerate growth and facilitate broader implementation.
- To facilitate effective replication, developing standardized frameworks such as toolkits, templates, and training manuals will enable easy adaptation across different contexts. Knowledge sharing through dedicated platforms can help disseminate lessons learned and best practices, ensuring continuous improvement.

## Transition Plan and Sustainability

### Enhance Execution Roles for CSOs/CBOs

- Encourage more direct engagement of CSOs/CBOs in project execution for the 11 NGO partners where they are less involved. This ensures better support during critical phases while transitioning towards autonomy.

### Promote Peer Learning

- Leverage the success of the 18 NGO partners with self-sufficient groups to design knowledge-sharing platforms, enabling underperforming NGO partners to adopt best practices.

### Expand Capacity Building

- Ensure that all NGO partners adopt robust capacity-building programs tailored to the needs of their specific beneficiary groups.

### Monitor Empowerment Outcomes

- Track measurable outcomes of empowerment strategies, such as increased decision-making roles or financial independence of beneficiary groups.

### Strengthen Institutional Linkages

- For the NGO partners already engaging CSOs/CBOs, deepen collaborations through formal agreements, training, and shared accountability frameworks.

