



IMPACT ASSESSMENT OF CSR PROJECTS

FY 2024-25



Prepared by:

KPMG in India (ESG)

July 2025

Prepared for :

**Samvardhana Motherson
International Ltd. (SAMIL)**



KPMG Assurance and Consulting Services LLP
2nd Floor, Block T2 (B Wing)
Lodha Excelus, Apollo Mills Compound N M
Joshi Marg, Mahalaxmi
Mumbai - 400 011 India
Telephone: +91 (22) 3989 6000
Fax: +91 (22) 3090 1510

Strictly Private & Confidential

Samvardhana Motherson International Limited (SAMIL)
14th Floor,
Plot No. 1, Sector 127,
Noida-Greater Noida Expressway, 201301,
Uttar Pradesh, India

Date: 28th July 2025

Subject: Final Report for Impact Assessments for the eligible CSR projects

Dear Sir/Madam,

This refers to our engagement letter dated 12th May 2025 with Samvardhana Motherson International Limited (SAMIL) ("you") ("the Contract").

We appreciate the opportunity to assist Samvardhana Motherson International Limited (SAMIL) in conducting an impact Assessment for their eligible CSR projects.

This report is our final report and signifies completion of our Services as described in the Engagement Contract. The performance of our Services and the report issued to you pursuant to the Services are based on and subject to the terms of the Contract.

This report is solely for your benefit and information and is not to be referred to in communications with or distributed or disclosed for any purpose to any third party without our prior written consent. We have been engaged by you for the Services and to the fullest extent permitted by law, we will not accept responsibility or liability to any other party in respect of our Services or the report.

It has been our privilege to work with you, and we look forward to continuing our relationship with you.

Yours sincerely

Full Signature
Jignesh Thakkar
Partner
KPMG Assurance & Consulting Services LLP

Disclaimer and Notice to Reader

- This report has been prepared exclusively for Samvardhana Motherson International Limited (“Client”) in accordance with the terms of the agreement dated 12th May 2025 between Client and KPMG Assurance & Consulting Services LLP (“KPMG” or “we”) (collectively ‘Contract’). The performance of KPMG’s services and the report issued to the Client are based on and subject to the terms of the Contract.
- This report is to be used strictly as per terms of business agreed under the Engagement Letter.
- This report sets forth our views based on the completeness and accuracy of the facts stated to KPMG and any assumptions that were included. If any of the facts and assumptions is not complete or accurate, it is imperative that we be informed accordingly, as the inaccuracy or incompleteness thereof could have a material effect on our conclusions.
- While performing the work, we have assumed the authenticity of all documents or information referred or provided. We have not independently verified the correctness or authenticity of the same.
- We have not performed an audit and do not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion.
- In accordance with its policy, KPMG advises that neither it nor any partner, director or employee undertakes any responsibility arising in any way whatsoever, to any person other than KPMG Assurance & Consulting Services LLP in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused.
- In connection with our report or any part thereof, KPMG does not owe duty of care (whether in contract or in tort or under statute or otherwise) to any person or party to whom the report is circulated to and KPMG shall not be liable to any party who uses or relies on this report. KPMG thus disclaims all responsibility or liability for any costs, damages, losses, liabilities, expenses incurred by such third party arising out of or in connection with the report or any part thereof.
- While information obtained from the public domain or external sources has not been verified for authenticity, accuracy or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. We assume no responsibility for such information.
- Our report may make reference to ‘KPMG Analysis’; this indicates only that we have (where specified) undertaken certain analytical activities on the underlying data to arrive at the information presented; we do not accept responsibility for the veracity of the underlying data.
- **By reading our report the reader of the report shall be deemed to have accepted the terms mentioned hereinabove.**

Table of Contents

List of Figures	3
List of Tables.....	3
List of Abbreviations	4
1. Introduction to the study	5
1.1 Context Setting and Background	5
1.2 About SAMIL and its CSR	5
1.3 About the agency conducting impact assessment	5
1.4 Projects Under Impact Assessment	6
2. Evaluation and impact assessment methodology	8
2.1 Objectives of the Study	8
2.2 Scope of the Study	8
2.3 Methods of evaluation	8
2.4 Detailed methodology	11
2.4.1 Sampling Strategy	11
2.4.2 Stakeholder Mapping.....	13
2.4.3 Impact Map	14
3. Impact Findings – SDC.....	22
3.1 Profile of the respondents	23
3.2 OECD-DAC Analysis	23
3.2.1 Relevance.....	23
3.2.2 Coherence.....	24
3.2.3 Effectiveness	26
3.2.4 Efficiency.....	27
3.2.5 Impact.....	28
3.2.6 Sustainability	30

3.2.7	Conclusion	30
3.2.8	Recommendations.....	31
4	Impact Findings – OGQ	32
4.2	Profile of the respondents	32
4.3	OECD-DAC Analysis	32
4.3.1	Relevance.....	32
4.3.2	Coherence.....	33
4.3.3	Effectiveness	35
4.3.4	Efficiency.....	36
4.3.5	Impact.....	36
4.3.6	Sustainability	37
4.3.7	Conclusion	38
4.3.8	Recommendations.....	39
5	Impact Findings – KRISH Sustainable Habitat.....	40
5.2	Profile of the respondents	40
5.3	OECD-DAC Analysis	40
5.3.1	Relevance.....	40
5.3.2	Coherence.....	41
5.3.3	Effectiveness	42
5.3.4	Efficiency.....	43
5.3.5	Impact.....	44
5.3.6	Sustainability	44
5.3.7	Conclusion	45
5.3.8	Recommendations.....	46
6	Impact Stories/ Case Study.....	47

List of Figures

Figure 1: SAMIL CSR Focus Areas	5
Figure 2: OECD-DAC Framework	9
Figure : Methodology of the study	11

List of Tables

Table 1: List of SAMIL's CSR projects.....	7
Table 2: Sample for SDC	12
Table 3: Sample for OGQ	12
Table 4: Sample for Krish	13
Table 5: Stakeholder mapping	14
Table 6: SDC Impact Map.....	14
Table 7: OGQ Impact Map.....	18
Table 8: KRISH Impact Map	20
Table 9: SDG alignment of the CSR interventions	25
Table 10: SDG alignment of the CSR interventions	34
Table 11: SDG alignment of the CSR interventions	41

List of Abbreviations

Abbreviation	Expansion
CBC	Cow Breeding Center
CEP	Coaches Excellence Program
CPPC	Cow Product Processing Centre
CSR	Corporate Social Responsibility
DPIC	Dairy Production & Innovation Center
FGD	Focused Group Discussions
KII	Key Informant interviews
OECD- DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OGQ	Olympic Gold Quest
REIC	Rural Entrepreneurship & Incubation Centre
SAI	Sports Authority of India
SAMIL	Samvardhana Motherson International Ltd
SDC	Skill Development Centre
SDG	Sustainable Development Goals
SLMTT	Swarn Lata Motherson Trust

1. Introduction to the study

1.1 Context Setting and Background

1.2 About SAMIL and its CSR

Samvardhana Motherson International Ltd. (SAMIL) is a globally diversified manufacturing leader, serving automotive OEMs and various other industries. With deep roots and a significant operational presence in India, the company is committed to fostering an inclusive and sustainable future.

Guided by its mission of responsible corporate citizenship, SAMIL integrates sustainability into its business practices through structured Corporate Social Responsibility (CSR) initiatives. These programs are designed to be sustainable, measurable, replicable, and scalable, reinforcing the company's reputation as a socially and environmentally responsible enterprise.

Over the years, SAMIL has consistently expanded its CSR efforts across different regions, beneficiary groups, and communities. In alignment with Schedule VII of the CSR Rules, the company undertakes its CSR projects within key focus areas that drive meaningful impact.



Figure 1: SAMIL CSR Focus Areas

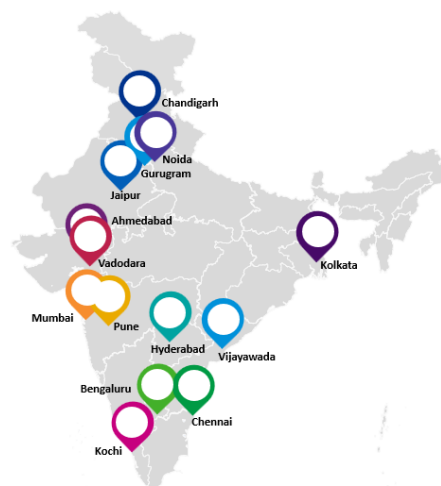
1.3 About the agency conducting impact assessment

KPMG's member firm in India was established in September 1993 and since inception, KPMG in India has been one of the fastest growing member firms in KPMG's global network. Today, KPMG in India is one of the largest member firms, employing more than 40,000 professionals in India, operating from 26 offices across 14 cities. This expansive coverage allows KPMG to provide seamless coverage while

providing advisory and strategy services relating to the financial services, urban development, transaction advisory, environment (energy, resources, and climate change), audits, management, legal and tax areas.

KPMG India brings together a diverse team of professionals, including civil engineers, economists, sociologists, financial and accounting specialists, urban planners, IT experts, education and training specialists, as well as development practitioners and experts in social advisory, monitoring, and evaluation.

With a robust resource pool and extensive experience, KPMG India is well-positioned to provide technical and functional support across a range of projects. The firm has successfully collaborated with national, subnational, and local/regional governments, along with multilateral and bilateral organizations, delivering impactful solutions that drive sustainable development and social progress.



1993

September, our first office and staff in India

41K

Highly skilled professionals today

15%

KPMG's global workforce based in India

650+

Partners & Associate Partners leading the firm

5200

Clients spanning sectors – public and private cos.

30

Offices across 14 cities

#1

Leading Advisor to Government of India*




25+

Strategic Alliances**

1.4 Projects Under Impact Assessment

Swarn Lata Motherson Trust (SLMTT) is the CSR arm of Motherson Group which includes SAMIL. SLMTT has taken up the task of implementing the Group's various CSR initiatives either directly or with support from expert NGO partners. While Skill Development and Waste Management are the flagship projects of SAMIL, they have also supported other initiatives such as Olympic Gold Quest (OGQ) and Krish Sustainable Habitat. A thorough impact assessment study has been conducted for the following eligible projects of SAMIL's CSR programmes –

Table 1: List of SAMIL's CSR projects

Project	Thematic Area	Details
Skill Development and Vocational Training (SDC) 	Skill Development	<p>The Skill Development Centre (SDC) implemented by Sambhav Foundation empowers youth from socially disadvantaged communities by providing practical training and 21st-century skills to enhance employability and income potential. The programs include technical trainings like Retail Sales Associate, CNC Operator, Fitter Electrical & Electronics Assembly, Auto Sales Consultant, Associate Desktop Publishing, Automotive Assembly Operator, and Automotive Service Technician, and non-technical trainings like role plays, group discussions, mock interviews, and storytelling all aimed at creating pathways to decent and sustainable work.</p>
Olympic Gold Quest 	Sports	<p>Olympic Gold Quest (OGQ) is an initiative under the Foundation for Promotion of Sports and Games, founded by Indian sports icons Geet Sethi and Prakash Padukone. Its mission is to support Indian athletes in winning Olympic and Paralympic medals by providing world-class training, coaching, sports science, equipment, and international exposure. OGQ currently supports over 200 athletes, including senior, junior, and para-athlete, across Olympic and Paralympic sports. The program uses a rigorous selection process combining quantitative performance metrics and qualitative assessments, and monitors progress through national and international tournament outcomes.</p>
KRISH Sustainable Habitat 	Livelihood Enhancement	<p>KRISH Sustainable Habitat is an initiative implemented by ISKCON (BGIS) in the Braj Region, focused on rural transformation with multiple facets. The current impact assessment focuses on the support provided by SAMIL for dairy enterprises and sustainable agriculture in Phase 2. Phase 1 includes a K-12 school, Cow Breeding Center, and</p>

		skill development in farming and cow-based livelihoods. Phase 2 expands with a Rural Entrepreneurship & Incubation Center, Dairy Innovation Center, and marketing infrastructure to build a full value chain for KRISH dairy products, empowering women and distressed farmers through livelihood generation.
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2. Evaluation and impact assessment methodology

2.1 Objectives of the Study

The broad objective of this impact assessment study is to evaluate the impact of the CSR projects in relation to its target beneficiaries and other stakeholders. The primary focus of the assessment will be to examine the relevance and effectiveness of the project in achieving its stated objectives and addressing the real needs of the intended beneficiary group. The study aims to generate evidence on what has worked, for whom, and under what conditions, while identifying gaps and opportunities for amplification.

Findings from the assessment are expected to contribute to the continuous improvement of day-to-day management and overall administration. The insights gained can also support the effective design and implementation of future CSR programs of the organization. Additionally, the implementation agency will benefit from the assessment through actionable inputs to strengthen governance and delivery mechanisms. Importantly, the study also assesses the long-term impact and sustainability of the program's interventions.

2.2 Scope of the Study

The objective of the study was to assess the outcomes and impact created on the stakeholders covered under the project. The scope of work included the following:

- Conducting an impact assessment study of the CSR project.
- Desk Review of existing project documents such as MoU, Baseline report, Monitoring report, Closure report, and Endline report Assess and report findings in relation to the impact created
- Assessing gaps and providing recommendations

2.3 Methods of evaluation

The impact of the programme was assessed using the OECD-DAC framework. It is geared to assess the effectiveness of development and humanitarian project. Established by the Organisation for Economic Co-operation and Development (OECD)'s Development Assistance Committee (DAC), it provides six key criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

These principles help organizations and governments measure the success of their initiatives, ensuring they align with global development goals and create lasting positive change.

OECD-DAC framework measured the performance of programme on the aforementioned 6 parameters. Overview of areas assessed under each of these five parameters is provided below:

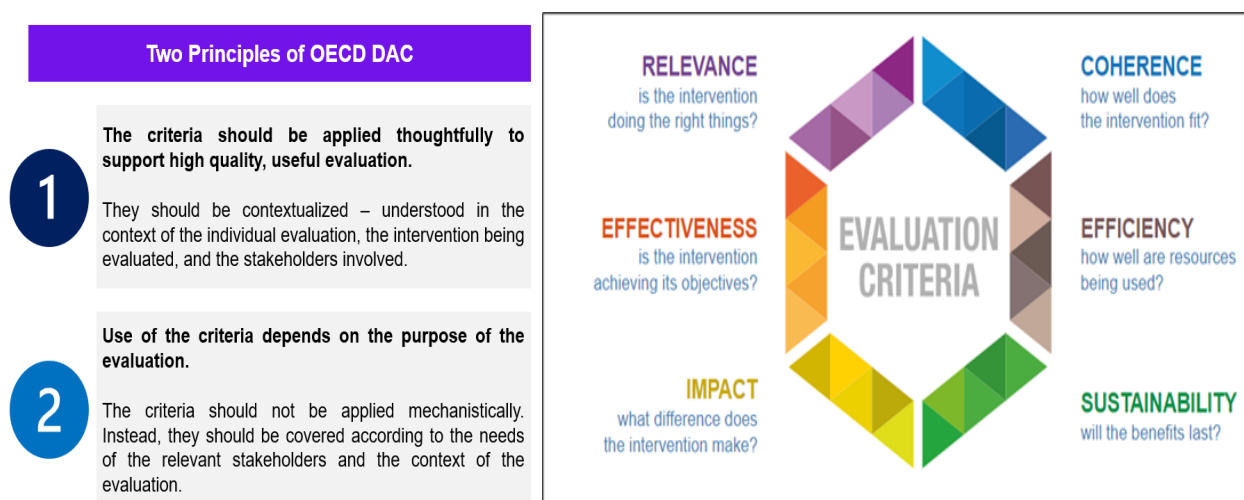


Figure 2: OECD-DAC Framework

Elaborately, six evaluative criteria by the OECD-DAC evaluation framework are as follows:

- **Relevance:** The extent to which the objectives of an intervention are consistent with recipients' requirements, country needs, global priorities, and partners' policies.
- **Effectiveness:** The extent to which the intervention's objectives were achieved, or are expected to be achieved, considering their relative importance.
- **Efficiency:** A measure of how economic resources/inputs (funds, expertise, time, equipment, etc.) are converted into results.
- **Impact:** Positive and negative primary and secondary long-term effects produced by the intervention, whether directly or indirectly, intended, or unintended.
- **Sustainability:** The continuation of benefits from the intervention after major development assistance has ceased. Interventions must be both environmentally and financially sustainable. Where the emphasis is not on external assistance, sustainability can be defined as the ability of key stakeholders to sustain intervention benefits – after the cessation of donor funding – with efforts that use locally available resources.
- **Coherence** (i.e., policy coherence): The need to ensure consistency across security, development, trade and military policies, and humanitarian policies.

The below table describes how KPIs of the programs were evaluated using OECD-DAC criteria.

Table 2: OECD-DAC Criteria

Objective	Key Performance Indicators (KPI)	Means of Verification
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Evaluation Criteria 1: Relevance		
To what extent is the project aligned with the needs of the target beneficiaries?	Alignment with needs of the beneficiaries Needs assessment/impact reports	<ul style="list-style-type: none"> • Direct beneficiary questionnaire • Key Informant Interview (KII) • Desk Review
Evaluation Criteria 2: Coherence		
To what extent is the project internally aligned with SAMIL core values	Linkage with the core CSR goals and objectives of SAMIL	<ul style="list-style-type: none"> • SLMTT team • Document Review
To what extent is the project externally aligned with national/government policies	Linkage with government policies and strategies, Skill Development	<ul style="list-style-type: none"> • SLMTT team, Industry experts • Document Review
Evaluation Criteria 2: Effectiveness		
Are the objectives of the project being achieved?	Target achievement in comparison with actual achievement	<ul style="list-style-type: none"> • Direct beneficiary questionnaire • Stakeholder consultations
Has the project been implemented promptly?	Challenges identified by the implementing team in project implementation	<ul style="list-style-type: none"> • SLMTT team
Evaluation Criteria 3: Efficiency		
Have the human resources been plotted efficiently?	Defined team structure and allocation of project team	<ul style="list-style-type: none"> • Document Review • Stakeholder consultations
Has the project been implemented in a timely manner?	<ul style="list-style-type: none"> • Whether timelines are defined or not • Whether there are any extensions given to the project • Resource mobilization 	<ul style="list-style-type: none"> • Document Review
Evaluation Criteria 4: Impact		
Has the project achieved its intended/ unintended impact on the beneficiaries?	Impact Indicators: <ul style="list-style-type: none"> • Increased employability for trainees in targeted trades • Improved overall employability and job readiness of trainees 	<ul style="list-style-type: none"> • Survey Questionnaire • Stakeholder consultation with NGO team, employers
Evaluation Criteria 6: Sustainability		
What sustainability mechanisms are in place?	Mechanisms include <ol style="list-style-type: none"> (1) Stakeholder-led governance (2) Local capacity building for operational sustainability (3) Financial sustainability 	<ul style="list-style-type: none"> • Progress reports • Consultation with SLMTT and its implementation team

	through user fees, linkages, collaboration, etc.) (4) Exit strategy	
What is the perception of beneficiaries towards the continuation of these benefits	Percentage of trainees believing the outcomes to be sustained after the project	<ul style="list-style-type: none"> • Direct beneficiary questionnaire • Key Informant Interview (KII)

2.4 Detailed methodology

Guided by the overall OECD-DAC framework as presented earlier, the study took a cohesive and integrated approach to assess the socio-economic impact of CSR projects implemented by SAMIL and assessed its impact on the lives of communities or beneficiaries. An outline of the methodology to address the process for the CSR project is highlighted in the figure below:

Consultation and Scoping	Research Design	Data Collection, Cleaning, and Analysis	Reporting
<ul style="list-style-type: none"> • Engagement initiation and kick-off meeting • Understanding programmatic aspects of all three projects • Review of existing programme documents provided by SAMIL, SLMTT, and NGO partner • Stakeholder Mapping 	<ul style="list-style-type: none"> • Developing and finalizing the Theory of Change and Sampling Technique for the Impact Assessment Study • Developing and finalizing data collection tools such as questionnaires, checklists, in consultation with the SAMIL and SLMTT teams • Finalization of the field plan for data collection 	<ul style="list-style-type: none"> • Field visit for data collection on a sample basis for identifying the impact on beneficiaries for all tree projects • Stakeholder engagement • Cleaning of the data collected • Analysis of collected data 	<ul style="list-style-type: none"> • Submission of a presentation on preliminary findings • Developing and submission of the first draft of impact assessment reports Incorporation of feedback from the SAMIL team and submission of final impact assessment reports • Final presentation of key findings

Figure 3: Methodology of the study

2.4.1 Sampling Strategy

2.4.1.1 Skill Development Centre

Given the nature of the study, KPMG used a mixed-method study (qualitative as well as quantitative) to assess the program's impact. The study employed a robust sampling approach tailored to the unique nature of each project. A **simple random sampling technique** was used for the sample selection of the trainees for the Skill Development Centre (SDC) project, whereas **purposive sampling** was used for the remaining stakeholders.

Simple random sampling is a fundamental technique used in research and statistics to ensure that every individual or item in a population has an equal chance of being selected. This method minimizes bias and provides a representative sample. This method ensures that the sample includes individuals who can provide the most relevant and insightful data for the study.

Purposive sampling is a non-probability sampling method where researchers deliberately select participants based on their knowledge, relevance, or expertise concerning the research topic.

Table 2: Sample for SDC

S.No.	Stakeholders	Mode	Sample Planned	Sample Covered
1	Trainees	In-person/Online	50	50
2	Family Members	Online	2	2
3	Employer Pool	Online	3	3
4	NGO Representatives	Online/In-person	2	2
5	SLMTT Representatives	In-person	2	2
6	Industry Experts	Online	2	2
Total			61	61

2.4.1.2 Olympic Gold Quest

KPMG adopted a qualitative research approach to assess the impact of the program, ensuring depth and contextual relevance in its findings. The study was guided by a robust sampling strategy, customized to suit the distinct nature and objectives of each project. For the Olympic Gold Quest (OGQ) initiative, a **purposive sampling technique** was applied to identify participants most relevant to the evaluation, enabling focused insights into athlete development and program outcomes.

Table 3: Sample for OGQ

S. No.	Stakeholders	Mode	Sample Planned	Sample Covered
1	Athletes	In-person/ Online	10	13
2	Coaches	In-person/ Online	2	1
3	Sports Science team	In-person/ Online	2	2
4	NGO Representatives	In-person/ Online	2	2
5	Athlete Manager	In-person/ Online	2	2
6	SLMTT Representatives	In-person/ Online	2	1
7	Nutritionist	Online	0	1
8	Physiotherapist	In-person/ Online	0	2
Total			20	24

2.4.1.3 KRISH Sustainable Habitat

The study adopted a qualitative research approach to assess the impact of the program. For the KRISH project, a **purposive sampling** strategy was employed to ensure the inclusion of respondents most relevant to the evaluation objectives and thematic focus.

Table 4: Sample for Krish

S.No.	Stakeholders	Mode	Sample Planned	Sample Covered
1.	Livestock farmers and milk vendors (Beneficiaries)	In-person interviews	17	13
2.	Students of Bhaktivedanta school (Beneficiaries)	In-person interviews	2	2
3.	Employees of CBC, CPPC, DPIC, and Bhaktivedanta School	In-person interviews	18	15
4.	Consumers of KRISH products	Online	4	4
5.	Visitors of REIC	In-person interviews	5	4
6.	Government Stakeholders	In-person interviews	1	1
7.	ISKCON and SLMTT project teams	Online	3	3
Total			50	47

94% of the sample planned has been achieved as part of this study.

3 of the respondents were not available for the survey during the data collection duration. Further, data saturation had been achieved.

For 8 surveys, dual roles were being carried out by the same person, or one beneficiary had been part of two different sets of training hence the relevant survey was carried out with 4 respondents.

2.4.2 Stakeholder Mapping

Understanding the effect of SAMIL's CSR project on stakeholders is essential to assessing the differential impact of the project on different groups or communities of people. Therefore, a stakeholder analysis was conducted involving an examination of stakeholders that have interest and influence in the processes and outcomes of the project.

Table 5: Stakeholder mapping

Project	Primary Stakeholders	Secondary Stakeholders	Data Collection methodology
SDC	Trainees at the SDC centre, Family members of Trainees	Employer pool, NGO team representatives, Industry experts, SLMTT team representatives	Focus group discussions (FGDs), in-depth interviews using detailed questionnaires, quantitative surveys, and key informant interviews were conducted across projects to collect data for the impact assessment
OGQ	Athletes	Coaches, Sports Science team Coach, Athlete Manager, Nutritionist/ Physiotherapist, NGO team representatives, SAMIL team representatives	
KRISH	Livestock farmers, milk vendors, students of Bhaktivedanta school	Employees of Cow Breeding Centre (CBC), Cow Product Processing Centre (CPPC), and Dairy Production & Innovation Center, Bhaktivedanta school; consumers of KRISH products; visitors of Rural Entrepreneurship & Incubation Centre (REIC); government stakeholders; ISKCON and SLMTT project teams	

2.4.3 Impact Map

An impact map draws a causal relationship between the activities of a program and its results and impact. The impact maps for the projects are elaborated in the following table:

SDC

Table 6: SDC Impact Map

Objective	Input	Activities	Output	Outcome	Impact
To empower workforce by providing adequate training in market-relevant skills across sectors	CSR funding contribution by SAMIL for the running of the awareness campaigns	Implementing awareness campaigns for the skilling programme through strategic outreach channels, including digital and print media,	No of candidates mobilized through mobilization drives, referrals, etc.	Increased awareness and participation in the skilling programme, leading to higher enrollment and engagement from target communities.	1. Increased confidence and employability for certified trainees across skill trades 2. Improved overall employability and job readiness of trainees

		community-based referrals, and targeted mobilization initiatives.			3. Contribution to the overall national efforts on creating sustainable skill development ecosystems
	CSR funding contribution by SAMIL to support outreach and mobilization efforts.	Mobilization drive to mobilize 815 candidates across 7 trades and 21st century skills	Total No of candidates mobilized	Increased participation and readiness of 815 candidates for skill development programs	4. Strengthened community trust in skill development initiatives. 5. Improved socio-economic mobility through enhanced job readiness.
	Qualified trainers and instructors with domain expertise.	Conducting skill-based trainings for 815 trainees	No. of trainees enrolled	1. Increased access to skill development opportunities 2. Strengthened technical proficiency and hands-on experience 3. Improved learner engagement and commitment to training 4. Identified barriers to retention and areas for program improvement 5. Enhanced real-world exposure and industry-relevant experience 6. Broadened	6. Strengthened industry-institute linkages. 7. Reduced unemployment rate in the project-implemented locations. 8. Higher job retention rates.
			Total learning and training hours by trainee		
			No. of trainees reporting regular attendance		
			No. of trainees who dropped out		
			No. of OJT activities (75 AST)		
			No. of guest lectures (2 per quarter) No. of Industrial visits (1 Per Batch)		
			No. of internal assessment conducted		
			No. of trainee trained on professional		

			skills (communication, confidence, etc.)	industry insights and awareness of career pathways 7. Measured learning progress and ensured training effectiveness 8. Improved soft skills, confidence, and workplace readiness	
	1. Development or adoption of standardized assessment tools aligned with the curriculum and industry standards. 2. Printing and distribution of certificates to successful candidates.	Assessment and certification	No. of candidates successfully completing assessments	1. Validated skill acquisition and training effectiveness 2. Enhanced credibility and employability of certified candidates	
			No. of certificates awarded (target 815)		
	1. Industry partnerships and employer database 2. Career counselling and job	Facilitating placement for trainees	No. of career counselling sessions held (1 per batch)	1. Increased credibility and formal recognition of skills 2. Improved career awareness and	
			No. of companies contacted for placement		

	readiness sessions		No. of trainees receiving counselling and preparation guidance	informed decision-making among trainees	
			No. of placement related activities held	3. Enhanced readiness for job interviews and workplace integration	
			No. of companies reached out	4. Broadened industry exposure and understanding of career pathways	
			No. of trainees placed (465 target)	5. Strengthened industry linkages and job matching opportunities	
			No. of trainees receiving post placement follow ups (3 months)	6. Expanded employer network and placement potential 7. Improved employment outcomes and livelihood opportunities 8. Sustained support for job retention and career progression	

OGQ

Table 7: OGQ Impact Map

Inputs	Activities	Output	Outcome	Impact
Funding for sports science support	Facilitate integrated support from OGQ's 7-member Sports Science Team to optimize athlete performance.	No of sports science team members supported via this project	1. Reduction in injury rates and downtime 2. Enhanced training efficiency and recovery timelines	1. Improved performance of athletes at the National and International Levels 2. Enhanced Global Rankings and International Exposure 3. Enhanced continuity in training and preparation cycles 4. Reduced dropout rates due to financial constraints
	Conduct regular medical tests and assessments as per OGQ's protocol.	No. of medical tests and assessments conducted for athletes.	3. Increased athlete satisfaction with support services	
Funding for Equipment & Sports kit		No of athletes receiving sport equipment.	1. Improved athlete comfort, safety, and confidence during training and competition	
	Identification and procurement of the equipment's and sports kits for the athletes	No of athletes receiving sports kit.	2. Reduced performance gaps due to a lack of essential gear 3. Increased athlete satisfaction and preparedness for national and international events	
Exposure to foreign/ domestic training & coaching support			1. Improved athlete readiness and peak performance timing	
	Collaborate with athletes to strategically plan training and competition schedules.	No. of athletes receiving domestic & international training	2. Increased qualification and success rates in key competitions 3. Broader international exposure under varied competitive conditions 4. Enhanced Physical Fitness Levels	

	Enable athlete participation in key national and international training camps and tournaments.	1. No. of athletes qualified for domestic & international tournaments 2. No. of athletes participating in domestic and international tournaments	1. Improved technical skills and tactical awareness 2. Increased adaptability to different competing styles and conditions 3. Increased confidence and motivation in an athlete	
Exposure to Foreign & domestic tournaments	Identify and engage world-class coaches to deliver training tailored to Olympic and Paralympic preparation.	1. Number of world-class coaches onboarded annually 2. Number of athletes receiving individualized training from these coaches 3. Accelerated Injury Recovery Rates	1. Enhanced skills - technical and tactical 2. Stronger coach-athlete development pathways	
Funding for disbursement of Stipend	Timely disbursement of stipend to athletes	1. No. of athletes receiving stipend 2. No. of coaches receiving a salary	1. Increased athlete and coach commitment and morale 2. Better access to training for sports	
Coaches Excellence Program (CEP)	Conduct residential workshops for coaches	No of residential workshops conducted	1. Enhanced understanding of modern coaching techniques 2. Stronger network opportunity for cross learning and peer learning	

KRISH Sustainable Habitat

Table 8: KRISH Impact Map

Input	Activities	Output	Outcome	Impact
Financial and technical support provided by Motherson building and functioning of following infrastructure under project KRISH Sustainable Habitat: 1. Cow Breeding Centre (CBC)/ Cow Breeding Institute and Cow Product Processing Center (CPPC)	Establish and operate a Cow Breeding Center.	Number of indigenous cows sheltered	Adoption of scientific cow breeding practices	Enhanced rural livelihoods through integrated agriculture and dairy-based enterprises.
		Improved milk yield of cows	Improved cattle genetics	
		Number of Artificial Inseminations (AIs) conducted		
	Provide veterinary services and subsidized treatment for livestock.	Number of livestock treated under subsidy	Improved livestock productivity	Value addition to raw milk via CPPC leading to better health and nutrition for consumers.
		Number of people who found livestock treatment more affordable/accessible post CBC operation initiation	Improved animal health	
			Reduced veterinary costs for farmers	
	Setting up operations of a dairy processing unit	Complete construction of 1 fully functional cow breeding center	Improved market access for dairy farmers	Long-term human capital development through improved access to quality education.
		Average milk processing capacity under operation (Ltrs./day)	Increase in the monthly income of livestock farmers	
		Number of farmers covered under the milk collection scheme	Increase in employment opportunities for local farmers	
		Number of dairy products processed and marketed	No. of specialists and employees hired for the CPPC	
		Number of villagers employed in milk processing plant & manufacturing operations		
	Purchase and installation of i-Reefer Vehicle (size 8x5.5x6.5 (LxWxH)) with container, panel and sensors	Number of trips made for milk/product transportation	Reduced spoilage and improved product quality	
		Number of farmers enabled to sell their product overcoming distance challenges	Improving access to market opportunities for farmers	

2. Skill Development & Incubation via Rural Entrepreneurship & Incubation Center (REIC)	Conducting industrial exposure visits for visitors on dairy farming	Number of companies/entities for which exposure visit conducted	Cross learnings implemented by the companies/visitors in their own facility leading to optimization of their operations
		Number of trainings conducted	
	Conduct structured training programs for dairy farmers	Number of dairy farmers trained	Increased awareness of farmers and visitors regarding dairy farming
	Conducting REIC village outreach campaign	Number of REIC village outreach campaign conducted	Increase in self-employment in rural areas
3. Dairy Production & Innovation Center (DPIC)	Setting up a Dairy Production and Innovation Center (DPIC)	Complete construction of 1 fully functional Dairy Production and Innovation Center (DPIC)	Number of specialists and employees hired for the DPIC
		Number of products marketed by DPIC	
	Sales and distribution setup including cold chain logistics and vendor partnerships	Number of cold chain centers established	Increased brand visibility of Krish e products Innovation in products in dairy and allied livelihoods
	Marketing and promotion of DPIC-branded dairy products in local and regional markets.	Number of vendor partnerships established Number of stakeholders/customers reached as part of marketing/branding efforts	Strengthened rural dairy value chain with end-to-end infrastructure from breeding to processing and distribution.
4. Education Operations	Monitoring day to day functioning of the K-12 School	Number of regular students covered under the Informal School program	Improved access to quality education
		Number of new school students admitted in new improved campus	Reduced dropout rates

		Average dropout rate		
		Number of students passing 10th/12th standard		
		Number of students pursuing higher studies		
		Total number of kids in the 10th & 12th exam who appeared for board		
		Number of kids scoring more than 75%		

3. Impact Findings – SDC

The respondent profile for the Skill Development Centre (SDC) project captures a wide spectrum of voices central to its functioning and impact. The primary stakeholders are youth from varied socio-economic and educational backgrounds, who get the firsthand experiences of the training ecosystem, from enrollment to skill acquisition and aspirations for employment.

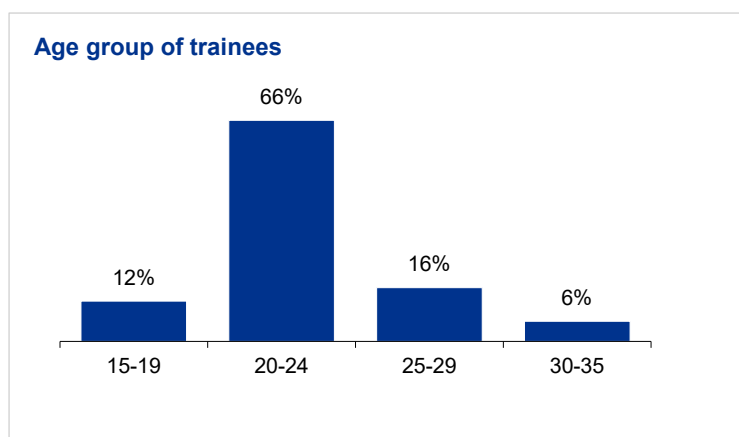
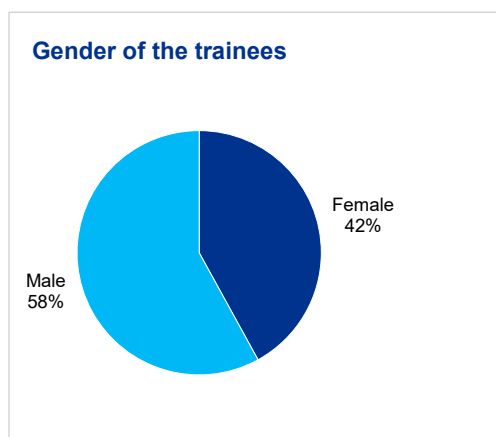
Their family members also offer critical insights, shedding light on the social and financial dynamics that influence participation and long-term support. Beyond the immediate beneficiaries, the study engaged with a broader network of stakeholders. Employers and industry experts provided perspectives on the alignment of training with market needs, the employability of graduates, and evolving skill demands. Representatives from the implementing NGO and the SLMTT team contributed operational and strategic viewpoints, reflecting on program design, delivery challenges, and community engagement.

Based on our initial reading of the project documents, it is evident that the project successfully exceeded its target for FY 2023–24, with 924 trainees certified against the planned target of 815. The course-wise breakdown of target, enrollment, and certifications is as follows:

S. No.	Courses	Target	Enrollment	Certified
1	Retail Sales Associate	150	167	153
2	Associate Desktop Publishing	125	148	129
3	Automotive Service Technician	75	86	80
4	CNC Operator	100	146	121
5	Fitter- Electrical and Electronic Assembly	65	115	100

6	Automotive Assembly Operator	125	164	156
7	Auto Sales Consultant	25	25	25
8	21 st Century Skills	150	170	160
Total		815	1021	924

3.1 Profile of the respondents



Male respondents make up 58%, while females account for 42%. The 20–24 age group dominates with 66%, followed by the 25–29 age group (16%) and the 15–19 age group (12%).

Among the respondents for the impact assessment study 48% were graduates, 36% hold ITI/Diploma/Polytechnic qualifications, 12% have completed 12th grade, and 4% have pursued post-graduation. This indicates that the program attracts individuals with a range of educational backgrounds, particularly those with technical or undergraduate qualifications, reinforcing its relevance to moderately skilled youth seeking employment.

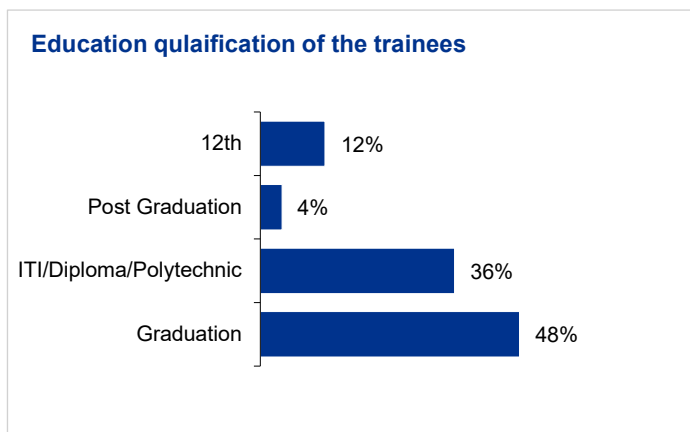
Note: based on our preliminary reading of the project documents, the total trainees certified for FY 2023-24 were 924, and among the trainees, 30.84% have completed higher secondary education, representing the largest group. This is followed by 27.16% who have passed the 10th grade, 23.16% who are ITI graduates, 10.38% who hold diplomas, and 7.3% of the participants are graduates.

3.2 OECD-DAC Analysis

3.2.1 Relevance

The Skill Development Centre (SDC) initiative is strongly aligned with both national policy priorities and the aspirations of India's youth. Its core objective, to empower individuals through market-relevant skill training, aligns with the goals of the National Policy for Skill Development and

Entrepreneurship¹ and the Skill India Mission², which emphasizes scalable, inclusive, and industry-aligned skilling.



The program's structure supports key government schemes such as Pradhan Mantri Kaushal Vikas Yojana (PMKVY 4.0)³ and PM-NAPS⁴, which promote short-term training, on-the-job learning, and private sector engagement. With 76% of trainees enrolled in 2 and 3-month courses and a focus on trades like 21st Century Skills, Automotive Assembly Operator (AAO), Retail Sales Associate (RSA), Fitter-Electrical and Electronics Assembly (F-

EEA), Automotive Service Technician (AST), Auto Sales Consultant (ASC), CNC Operator, and Associate Desktop Publishing (ADTP), the SDC initiative ensures responsiveness to industry demand and government-endorsed sectors.

The program aligns strongly with national priorities by nurturing India's youth, its demographic dividend through targeted training support, empowering a generation equipped to drive economic growth, innovation, and inclusive development.

Trainee motivations to join SDC further reinforce the program's alignment with youth aspirations. A majority of the respondents mentioned that they joined the program out of interest in vocational learning and upskilling, reflecting a strong desire for personal and professional growth. Additionally, a few of the respondents were influenced by the program's placement record, highlighting the importance of employment outcomes in decision-making. Other factors, such as free training, course accreditation, infrastructure, or faculty, and personal or contextual motivations, also played an important role, indicating a diverse range of needs being addressed.

3.2.2 Coherence

Coherence refers to the compatibility of the intervention with other interventions in a country, sector, or institution.

It measures the extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.

The program aligns with the following SDGs: -


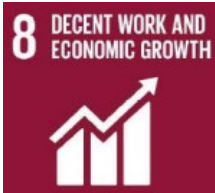
¹ [National Policy for Skill Development and Entrepreneurship](#)

² [Skill India Digital Hub \(SIDH\) - Upskilling, reskilling, career growth and lifelong learning](#)

³ [Pradhan Mantri Kaushal Vikas Yojana 4.0 \(PMKVY 4.0\) | Ministry of Skill Development and Entrepreneurship](#)

⁴ [PM NAPS](#)

Table 9: SDG alignment of the CSR interventions

Project	Sustainable Development Goals	Target
SDC	  	<p>Goal 1. End poverty in all its forms everywhere</p> <p>Target 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.</p> <p>Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs & entrepreneurship</p> <p>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all</p> <p>Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>Target 8.6 By 2030, substantially reduce the proportion of youth not in employment, education, or training</p>

The project also aligns with several government initiatives mentioned in the table below.

Scheme/Policy Name	Objective	Relevance to Project
Pradhan Mantri Kaushal Vikas Yojana (PMKVY 4.0)	To provide short-term, industry-aligned skill training to youth, including on-the-job training and certification.	The SDC program mirrors PMKVY's focus on short-term vocational training, certification, and placement support, enhancing employability in government-endorsed trades.
National Apprenticeship Promotion Scheme (PM-NAPS)	To promote apprenticeship training by providing financial incentives to employers and improving access to practical skill development.	The SDC's emphasis on OJT, internships, and industry visits aligns with PM-NAPS' goal of enhancing workplace readiness through experiential learning.

Skill India Mission	To empower youth by providing skill training across sectors, improving employability and productivity.	The SDC contributes to Skill India's goals by offering sector-relevant training, certification, and placement support to youth.
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3.2.3 Effectiveness

Feedback on Training Facilities and Trainers: The overwhelmingly positive feedback on training infrastructure and instructional quality is a strong indicator of the program's effectiveness. **96%** of trainees rated the training facilities as "Excellent", suggesting that the physical environment- classrooms, labs, equipment, and learning resources - meets or exceeds expectations. This level of satisfaction is crucial for sustained learner engagement and retention.

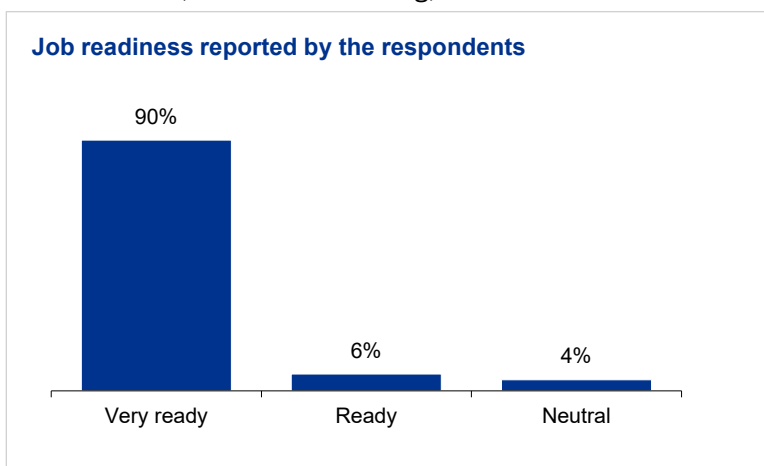
Similarly, 98% of trainees rated the trainers as "Very Effective", reflecting the instructional team's role in delivering high-quality skilling and fostering learner confidence. The combination of high-quality infrastructure and skilled trainers creates a conducive learning ecosystem that supports skill acquisition and confidence building. This reflects the program's success in delivering a learner-centered experience, which is essential for vocational training where practical application and mentorship play a pivotal role.

Certification Received: Certification is a key outcome in skill development programs, serving as formal recognition of a trainee's competencies. In the SDC program, **94%** of the respondents mention that they have received certification upon completing their training, indicating high levels of course completion and assessment success. This not only validates the effectiveness of the curriculum and instructional methods but also enhances the employability of graduates. The remaining 6% did not collect certification due to personal reasons.

Overall, the high certification rate reinforces the program's credibility and its alignment with industry standards and employer expectations.

Interview Preparation and Job Readiness: Interview preparation and job readiness are critical components of the SDC program's effectiveness, as they directly influence the transition from training to employment.

The data shows that 98% of trainees rated the interview preparation as “Very well”, indicating that the support provided was not only timely but also tailored to the expectations of employers. This includes mock interviews, resume building, communication skills enhancement, and guidance on



professional conduct, all of which contribute to building confidence and competence.

In terms of job readiness, 90% of trainees felt “Very ready” to enter the workforce, while 6% felt “Ready” and only 4% remained “Neutral.” These figures reflect a high level of preparedness among participants, suggesting that the

training was not limited to technical skills but also addressed soft skills and workplace adaptability.

The effectiveness of this component is further reinforced by the involvement of external experts and industry professionals, who added depth and relevance to the preparation process. Their insights helped trainees understand real-world expectations and industry standards, making the transition to employment smoother and more successful.

Overall, these outcomes demonstrate that the SDC program not only equips trainees with skills but also ensures they are confident, informed, and ready to perform in professional settings, an essential marker of a high-impact skill development initiative.

Placement Outcomes: Placement outcomes are a critical measure of effectiveness in any skill development initiative. The SDC program demonstrates exceptional performance in this area, with 100% of the respondents receiving placement support. This high engagement reflects trust in the system and the perceived value of the support provided.

Most notably, 78% of respondents secured jobs in the same trade they were trained in, indicating strong curriculum-industry alignment and relevance of the training. Furthermore, 88% rated the placement process as “very effective,” underscoring the quality of employer connections, interview preparation, and job matching efforts.

These outcomes affirm the program’s success in translating training into tangible employment opportunities, a key indicator of its impact and effectiveness.

3.2.4 Efficiency

The Skill Development Centre (SDC) project reflects strong operational efficiency through structured planning, optimized resource use, and responsive delivery. Respondents consistently reported timely access to training materials, well-maintained infrastructure, and coordinated session schedules, contributing to a smooth learning experience.

CSR funding from SAMIL supports mobilization, training, certification, and placement activities. Training is delivered by qualified instructors, complemented by guest lectures and industrial visits that enhance practical exposure.

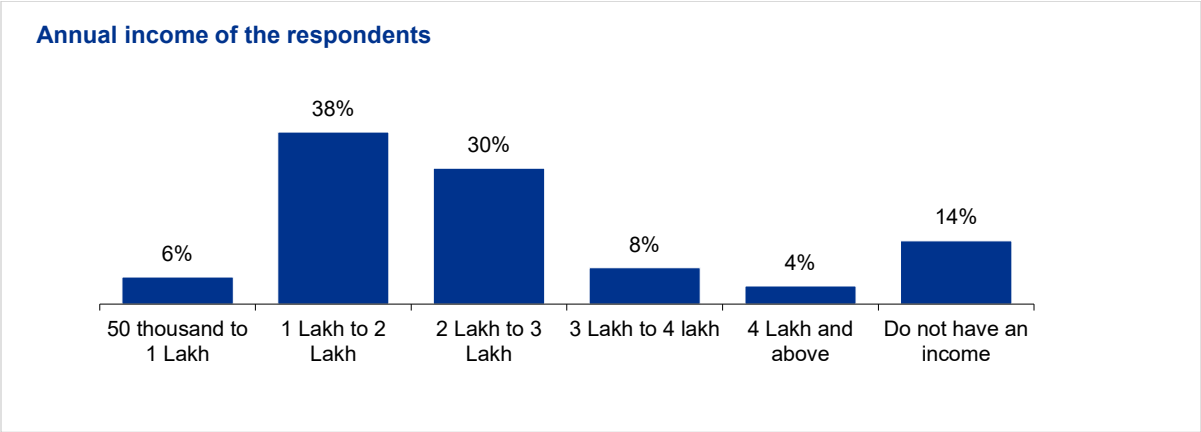
Operational workflows are supported by internal tracking systems for attendance, certification, and placement. Regular assessments and feedback mechanisms help maintain training quality. Placement coordination is robust-100% of trainees received support, and 78% were placed in their trained trade, reflecting strong alignment between training and employment.

A strong 81% of respondents reported that sufficient placement opportunities were provided to the trainees, reflecting effective industry engagement. However, 19% felt a need to broaden the range of employee opportunities involved.

The overall operational framework of the SDC program remains robust, with high levels of satisfaction, timely resource delivery, and strong placement coordination. These elements collectively reflect a well-managed and responsive system that effectively supports skill development and employment outcomes. With ongoing refinements in industry engagement, the program is well-positioned to further enhance its efficiency and impact.

3.2.5 Impact

Annual Income



The income distribution of trainees post-training reveals a strong presence in the middle-income bracket. 38% of respondents earn between ₹1,00,000 and ₹2,00,000 annually, while 30% fall within the ₹2,00,000 to ₹3,00,000 range. When benchmarked against India’s per capita income of approximately ₹1.8 lakh in 2023–24, a **significant portion of trainees are either approaching or exceeding the national average**, indicating meaningful progress toward financial independence. This suggests that the program is effectively enabling participants to access stable, entry-level employment opportunities. The correlation between income and educational background, particularly among graduates and diploma holders, indicates that formal education, when combined with vocational training, enhances earning potential.

8% of the trainees earn between ₹3,00,000 and ₹4,00,000 annually, and 4% earn above ₹4,00,000, both well above the national per capita income benchmark. This reflects a smaller but promising segment of trainees achieving higher-than-average earnings.

While the project provides placement support for all certified trainees, income data shows that 6% earn less than ₹1,00,000 annually, and 14% reported having no income. Although these individuals were placed immediately after certification, many were unable to continue due to challenges such as long commute distances, opting for freelance or informal work, and personal constraints, including family emergencies. These factors led to early job exits or underemployment.

Currently, the project offers post-placement support for a period of three months. However, the feedback from lower-income trainee segments indicates a potential need to explore extended or additional support beyond this period. This would help strengthen career progression pathways and promote more equitable and sustained economic mobility across all beneficiary groups.

Job Continuation Post-Placement

Among respondents placed by SDC, 43% are continuing in the same job, while an equal 43% have moved on from their initial placement. This reflects a balanced outcome, with nearly half maintaining continuity in their first job post-training, while the rest have transitioned to other opportunities.

For those who did not retain their jobs, 70% of the respondents mentioned reasons such as personal circumstances, career changes, or further education as to not continue. Notably, no trainees cited limited growth opportunities or lack of interest in the field. These insights suggest that while the placement process is effective, addressing external and financial factors could further improve job retention outcomes.

The Skill Development Centre (SDC) program has made a tangible difference in the lives of its trainees, not just through employment outcomes but also in terms of personal growth, confidence, and community transformation.

Transformational Impact on Trainees and Communities

Many respondents entered the program with limited exposure to formal work environments. Through structured training and real-world engagement, they developed a clearer understanding of workplace expectations, professional conduct, and career pathways. This transformation is evident in the way trainees speak about their readiness to take on responsibilities and navigate job interviews with confidence.

The program has also helped shift aspirations. Trainees who previously viewed employment as a distant goal now see it as an achievable milestone. This shift is particularly significant for those from underserved communities, where access to structured skill development is often limited.

The exposure to industry experts, guest lectures, and hands-on training has broadened their horizons and encouraged long-term thinking about career progression.

Family members of trainees have noted changes in attitude, discipline, and motivation, suggesting that the program's impact extends beyond the individual to the household level. The trust built through transparent communication and visible outcomes has strengthened the program's reputation within the community, encouraging more youth to enroll.

3.2.6 Sustainability

Sustainability in skill development programs extends beyond immediate employment outcomes; it encompasses long-term career stability, continuous growth, and the capacity of trainees to navigate post-placement challenges. The SDC program established by SLMTT shows encouraging signs of sustainability through its well-structured post-placement support and responsive follow-up systems.

Respondents have reported high satisfaction levels, with 72% rating the support as "Very Effective" and another 6% as "Effective." This means 78% of beneficiaries found the assistance valuable, underscoring the strength of SDC's follow-up mechanisms in facilitating a smooth transition into the workforce.

While the program is financially supported through CSR contributions only, posing challenges to its long-term economic sustainability, it demonstrates strong operational resilience. Well-defined systems and protocols are in place, including structured governance and effective human resource management.

3.2.7 Conclusion

The SAMIL Skill Development Centre (SDC) initiative has emerged as a transformative force in empowering youth through industry-aligned training, holistic support, and meaningful employment pathways. Its design reflects a deep understanding of the socio-economic realities faced by young individuals, particularly those from underserved communities, and responds with a structured, inclusive, and aspirational approach.

The program's strength lies in its comprehensive ecosystem, spanning mobilization, training, certification, placement, and post-placement support. Trainees have reported significant personal growth, increased confidence, and a clearer understanding of workplace expectations. These outcomes are not only a testament to the quality of instruction and infrastructure but also to the program's emphasis on experiential learning and mentorship.

In addition to technical training, the initiative integrates Workplace Skills (WPS) modules that focus on communication, adaptability, ethics, and leadership. Based on our reading of the available project documents and interaction with the respondents, activities such as role plays, group

discussions, mock interviews, and storytelling have been instrumental in building interpersonal skills, emotional intelligence, and professional etiquette.

The program also fosters discipline and engagement through structured routines and recognition mechanisms like the Student of the Month awards. Regular skill gap analyses and WPS performance assessments ensure that training remains responsive to industry needs and individual progress. Extracurricular activities, including sports day, cultural events, and alumni meets, promote team building, leadership, and community bonding, contributing to the overall development of trainees.

Importantly, the initiative has fostered a shift in mindset among participants, many of whom now view employment and career progression as attainable goals. This transformation extends beyond individuals to their families and communities, reinforcing the program's broader social impact.

While the program has demonstrated strong outcomes, economic sustainability remains a key area for continued focus as the project is only funded under CSR support.

In essence, the SDC initiative stands as a promising model for skill development, one that not only equips youth with technical skills but also nurtures ambition, resilience, and upward mobility.

3.2.8 Recommendations

To enhance the long-term impact, sustainability, and scalability of the initiative, the following recommendations are proposed:

- 1. Strategic Employer Mapping:** Employer partnerships should be strategically mapped to match the specific skill sets of trainees across trades. This includes identifying employers who offer growth-oriented roles, supportive work environments, and geographic accessibility.
- 2. Continuous Employer Feedback Loops:** Establishing structured feedback mechanisms with employers can help capture insights on trainee performance, workplace readiness, and evolving job requirements.
- 3. Co-Designing Curriculum with Industry Experts**
Involving employers and industry specialists in the co-design and periodic review of training content ensures that the curriculum remains relevant and responsive to market trends. Basis our observation, the initiative already includes guest lectures and industry visits, which can be expanded into formal advisory roles for curriculum development.

4 Impact Findings – OGQ

4.2 Profile of the respondents

The assessment draws on insights from a diverse group of stakeholders involved in the design and implementation of the Olympic Gold Quest (OGQ) program. In addition **to twelve athletes across Olympic and Paralympic disciplines spanning shooting, badminton, archery, boxing, wrestling, and para-sports, inputs were gathered from athlete managers, coaches, the sports science team, representatives from SAMIL’s CSR team (SLMTT), and the partnering NGO.**

The athletes reflect diversity in gender, ability, geography, and career stage, offering perspectives grounded in both elite performance and grassroots progression. Complementary insights from coaches and athlete managers highlighted mentorship dynamics and operational delivery, while the sports science team contributed evidence on performance enhancement through physiotherapy, psychology, and nutrition. The SLMTT and NGO teams added context on strategic alignment, governance, and field-level implementation. This multi-stakeholder input provides a well-rounded understanding of the program’s reach and relevance.

4.3 OECD-DAC Analysis

4.3.1 Relevance

The OGQ program, supported by SAMIL under its CSR initiatives, demonstrates a high degree of alignment with the priorities and policies of the intended beneficiaries, the recipient organization (OGQ), and the donor (SAMIL). The program’s activities and outputs are not only consistent with the stated objectives but also address key structural and contextual gaps within India’s elite sports development ecosystem.

SAMIL’s overarching CSR focus on nation-building through strategic investments in human capital finds meaningful resonance in the OGQ initiative. By focusing on high-potential athletes across Olympic and Paralympic disciplines, including several from socially and economically marginalized regions, the program advances core CSR objectives such as:

- Empowering youth through sports-based skill development
- Advancing gender equity and inclusion of differently abled individuals
- Supporting national aspirations for sporting excellence on global platforms

The selection of athletes from underserved geographies (e.g., rural Haryana, Tamil Nadu, Jharkhand) further substantiates the geographical and thematic relevance of the intervention.

The program’s activities are directly responsive to the stated objective of equipping athletes with the knowledge, skills, and mental preparedness needed to excel at international levels. Key outputs include:

- Deployment of a multidisciplinary sports science team (nutritionists, psychologists, physiotherapists)

- Provision of equipment, training kits, and access to international competitions
- Customized coaching and rehabilitation plans tailored to each athlete's discipline and stage of performance
- Financial stipends to address livelihood and sustenance gaps.

Findings suggest that these inputs have enabled athletes to strengthen their technical competencies, improve tactical understanding, manage performance anxiety, and maintain nutritional and physical standards essential for elite competition.

Further, athlete testimonials also reflect improvements in multiple dimensions. For instance, enhanced awareness of training best practices, injury prevention, and game-time strategy, marked improvements in strength, mobility, and sport-specific technique, heightened confidence, psychological resilience, and goal clarity.

These outcomes are consistent with the OGQ program's theory of change and reinforce its relevance in achieving the dual goals of personal athlete development and broader social impact through sport.

Notably, the program demonstrated a strong degree of adaptability and responsiveness to the evolving circumstances of its beneficiaries. This was evidenced by tailored interventions such as establishing home-based training environments for athletes with mobility constraints, facilitating career continuity through targeted support during post-injury transitions, and offering psychological assistance to address gender-based social pressures that may hinder performance.

These adaptive measures demonstrate the program's ability to respond to real-time challenges and individual needs. By adjusting support based on each athlete's circumstances, the initiative remains relevant and effective across a wide range of situations, ensuring that no talent is left behind due to context-specific barriers.

4.3.2 Coherence

The OGQ program exhibits strong coherence, both within its internal systems and in relation to national and international standards. It aligns seamlessly with India's broader objectives for Olympic preparedness, while also integrating methodologies and tools that reflect global best practices. The program's multidisciplinary structure, encompassing strength and conditioning, mental health, nutrition, and physiotherapy, ensures that athletes receive well-rounded support comparable to global high-performance environments. OGQ's model is well-aligned with emerging international trends, including the growing emphasis on sports science, data-informed training, mental health integration, and lifecycle-based athlete management. The team is committed to ensuring that Indian athletes access the same quality of exposure, equipment, and training standards as their international counterparts.

Internally, coherence is maintained through collaborative planning, regular feedback loops, and knowledge-sharing between staff. Coaches and athlete managers noted that training calendars are designed in consultation with multiple stakeholders to optimize performance peaks. Stakeholders

also observed **behavioral and attitudinal shifts among athletes and coaching staff**, crediting OGQ's open knowledge culture and emphasis on continuous learning.

While OGQ has made efforts to work alongside national bodies such as the Sports Authority of India (SAI), stakeholders acknowledged that greater formal integration with government systems could enhance coherence and expand reach. Nonetheless, the program complements existing government schemes such as the **Khelo India Scheme, Target Olympic Podium Scheme, and the National Sports Development Fund**, reinforcing its strategic alignment with national priorities.

OGQ's approach is also well-aligned with CSR strategies and India's Olympic vision, though stakeholders noted that expansion will require broader awareness across ecosystem actors. Enhanced visibility and sensitization, particularly among public agencies and CSR funders, would support further integration and scale. The program's existing contributions, particularly in para-sports and early talent scouting, continue to add value to the sporting ecosystem through both direct athlete development and indirect systems strengthening.

The SDGs aligning with the CSR interventions are depicted below:

Table 10: SDG alignment of the CSR interventions

Project	Sustainable Development Goals	Target
OGQ		<p>Goal 3. Ensure healthy lives and promote well-being for all at all ages</p> <p>Target 3.4 Promote mental health and well-being through physical activity and sports.</p>
		<p>Goal 10. Reduce inequalities within and among countries</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>
		<p>Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p> <p>17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnership</p>

4.3.3 Effectiveness

The effectiveness of the OGQ program is best understood through the experiences of the athletes themselves. **Across interviews, athletes consistently described OGQ as a turning point in their sporting journeys**, enabling them to train more seriously, recover more fully, and compete at levels they had not previously reached. They spoke of the program not just as a source of financial support, but as a deeply involved ecosystem that supported them physically, mentally, and emotionally.

A majority of the athletes had **participated in national or international competitions** since receiving OGQ support and credited the program for enabling specific achievements such as medal wins, qualification for major events, or breakthrough performances. Para-athletes reported major gains in consistency, technique, and access to global exposure, areas where mainstream support systems have often failed them.

One of the most frequently mentioned aspects of OGQ's effectiveness was the consistency and customization of support. **Athletes noted that their training and recovery plans were tailored not only to their sport, but also to their bodies, calendars, and challenges.** Para-athletes, in particular, highlighted how OGQ adapted to their needs, from providing the right prosthetics or equipment to supporting mental health during high-stress competition periods. "They don't treat us differently, but they understand that our needs are different," said one para-badminton athlete.

The multidisciplinary model was described by several athletes as "the biggest difference" between OGQ and other programs. Nutritionists helped design individualized diet plans for performance and recovery, physiotherapists monitored injuries and travel fatigue, and strength & conditioning coaches adapted their regimes based on competition schedules. **Interviews with the sports science team confirmed that these plans are not static, they evolve continuously through feedback from the athlete and the rest of the support team.** This real-time adaptability emerged as a key reason why athletes could sustain high performance across multiple seasons. Many athletes also shared how OGQ played a crucial role in preventing dropouts, especially during moments of self-doubt, injury, or financial strain. Para-athletes reported receiving stipends helped them reduce their dependence on family. For many, these monthly funds were used to cover essential training costs, including transportation to training centres, supplements, equipment repair, etc. and helped them train without constantly worrying.

Athlete managers described success stories such as Aman Sherawat, whose international wrestling performance improved significantly after OGQ-supported coaching interventions in Russia. Similarly, managers pointed to the junior program as a long-term effectiveness strategy, identifying talent early, building habits, and reducing dropout risk by sustaining engagement through adolescence.

Across staff interviews, a consistent theme emerged: OGQ is seen as the only organization that doesn't just react to athlete crises, but proactively plans for peak performance windows, including weight management, nutrition for competitions, mental health readiness, and post-event recovery.

The Coaches Excellence Program (CEP) also played a key role, with both S&C and technical coaches reporting changed mindsets, increased collaboration, and improved athlete-coach rapport. In total, **85% of athletes reported accessing at least one form of sports science service and 69% stated that OGQ support helped build their overall skills and confidence**, clear indicators of effectiveness across domains.

4.3.4 Efficiency

The study found that OGQ demonstrates a high degree of operational efficiency, marked by reliable backend systems and proactive planning. Athletes consistently cited timely stipends, training kits, travel coordination, and competition logistics as strengths. **Among para-athletes receiving stipends, 46% used them for training expenses, while 38% cited improved access to nutrition, physiotherapy, and travel.**

Resource planning is conducted annually, with budgets for equipment, coaching, and travel closely monitored and adjusted to sport-specific needs. Multi-disciplinary teams, including nutritionists, physiotherapists, psychologists, and strength coaches are well-coordinated and trusted by athletes.

Operational decisions are supported by internal platforms like the DMS Athlete Monitoring System and shared databases, enabling real-time tracking and performance management. However, some stakeholders flagged inefficiencies, such as continued reliance on Excel and donor-facing systems with limited functionality. The uneven availability of advanced equipment and technology, especially for para-athletes, was also noted, often dependent on delayed approvals.

Additionally, access to athletes through federations remains a logistical bottleneck in certain cases, affecting scheduling and coordination. Despite these challenges, OGQ's structured planning and targeted support reflect a strong commitment to resource optimization and athlete-centric service delivery.

4.3.5 Impact

The impact of the OGQ program is multi-dimensional, encompassing performance gains, increased athlete retention, community inspiration, and systemic change in India's sports support ecosystem. For many athletes, OGQ served not just as a training or funding provider, but as a stabilizing presence throughout their career transitions, personal crises, and milestone achievements.

Direct impact was most clearly visible in athlete outcomes. **More than 90% of interviewed athletes described significant improvements in their skills, fitness, and self-confidence owing to OGQ's 24*7 support.** These gains were not incidental, they were linked to OGQ's targeted investments in coaching, competition exposure, recovery, and mental health. **More than 60% of athletes reported receiving customized support plans**, which were often credited for breakthroughs in international competition, qualification, or ranking. For instance, para-athletes reported improved access to adaptive equipment, personalized strength training, and competition preparation that respected their specific needs and schedules.

More than 30% of the surveyed athletes competed in the Paris Olympics with OGQ's support, reflecting the program's tangible contribution to international representation at the highest level. The remaining athletes have represented India across national and international championships, further demonstrating the breadth of OGQ's impact in strengthening competitive performance across the board.

The program has **directly contributed to podium finishes**, recovery from critical injuries, and increased participation at national and international levels, particularly among para and grassroots athletes. One of the most cited cases of impact was that of a para-archer who, after being scouted by OGQ, was able to reach competitive performance levels that were previously unthinkable. Her story, shared by both OGQ staff and the program's funder, exemplifies the program's ability to translate talent into outcomes, especially when mainstream systems fail to do so.

Impact was also visible at the level of athlete ecosystems. Several coaches noted how OGQ-supported athletes became anchors in their communities, especially in rural and semi-urban areas. This includes inspiring young girls to take up sport, increasing visibility of para-athletes, and influencing local attitudes toward fitness and discipline. **One coach noted that after Mirabai Chanu's Olympic medal, her village saw over 100 girls show up for local sports trials, a ripple effect that reinforces OGQ's value beyond the athlete.**

OGQ's model creates a bridge between high-performance sports and regions with limited sporting exposure, laying the groundwork for long-term inclusion and excellence. Stakeholders emphasized that OGQ's visibility and credibility play a vital role in activating talent pathways in underserved areas.

From a systems perspective, OGQ is not only developing athletes but also building capacity across coaching, sports science, and institutional planning. Continuous upskilling of staff, integration of technology and analytics, and federation-level collaborations contribute to a wider impact on how high-performance sport is envisioned and practiced in India.

Finally, the impact of OGQ is relational. Athletes repeatedly described the program as "family-like," "consistent," and "trustworthy." They had a positive perception for OGQ's overall support.

4.3.6 Sustainability

Sustainability is embedded in OGQ's long-term approach to athlete development and program design. Through the junior athlete program, which engages talent from as early as age 11, the organization is creating a robust pipeline for future medal contenders. Athlete managers emphasized that this early intervention model mirrors best practices seen in countries like China, where sustained performance is rooted in long-term investment.

The athletes interviewed, shared concrete goals for upcoming competitions, and expressed clear strategies for leveraging OGQ's support in their future growth. These include transitioning into senior circuits, preparing for international trials, or moving into coaching roles post-retirement. **Moreover, over 80% of the athletes plan to leverage OGQ's support for their future growth and feel motivated to prepare for upcoming Olympic events through this continued assistance.**

Stakeholders also emphasized efforts to institutionalize support systems, citing formal agreements (MoUs) with sports federations and strategic engagement with government agencies. While such partnerships remain limited in scope, they represent meaningful steps toward long-term integration of athlete development across institutional channels. The emphasis on deepening federation linkages is seen as critical to scaling impact and embedding OGQ's model more widely within the national sports ecosystem.

Lastly, stakeholders interviewed also identified clear pathways for scalability, including expanding donor engagement, increasing staff capacity, and sensitizing CSR funders to the transformative potential of investments in elite and para-sports. There was also a strong call for sustained investment in para-sport infrastructure and access to global-standard equipment, highlighting the need to balance breadth of reach with quality of resources.

4.3.7 Conclusion

The evaluation of the Olympic Gold Quest (OGQ) program reaffirms its role as a vital and pioneering institution in India's high-performance sports landscape. OGQ has emerged not only as a provider of resources but as a long-term partner in athlete development, one that prioritizes care, trust, and personalised excellence. Its ability to combine high-performance goals with athlete wellbeing distinguishes it from more transactional or fragmented support systems in Indian sport.

Through this study, it is evident that OGQ is deeply relevant to the diverse needs of athletes, particularly those navigating para-sport pathways, financial constraints, or institutional neglect. Whether in the form of stipends for training, access to consistent physiotherapy and nutrition, or support during moments of injury or burnout, OGQ's interventions are timely, strategic, and often life changing.

Athletes repeatedly described OGQ as a turning point, not just for their careers, but also for their sense of confidence, identity, and ambition. For many, especially para-athletes and those from less represented states or backgrounds, OGQ created a bridge to elite performance that was otherwise inaccessible. These accounts were echoed by coaches, sports science teams, athlete managers, and NGO staff, who all attested to the program's commitment to individualized care, cross-functional planning, and athlete-centered systems.

At an operational level, the program has demonstrated strong effectiveness and efficiency, despite constraints in infrastructure and federation-level collaboration. Staff described streamlined processes, real-time adaptability, and an organizational culture that values feedback, learning, and long-term athlete tracking. The program also works proactively, anticipating athlete needs and shaping holistic preparation strategies, rather than reacting to crises after they emerge.

However, as OGQ continues to grow, the evaluation also identifies areas for further strengthening, from greater integration with public systems and digital performance tools, to stronger post-career planning and more robust pathways for community-level engagement. Para-athletes, in particular, continue to face compounded challenges that require dedicated and sustained attention.

4.3.8 Recommendations

Based on the analysis, the following recommendations are made to further strengthen the OGQ program:

1. Invest in Athlete-Centered Technology and Performance Analytics

While the program uses structured tracking systems, many staff members highlighted the reliance on Excel-based monitoring and limited use of wearables or real-time data tools. Investing in digital infrastructure, including athlete dashboards, recovery apps, and injury tracking systems, can deepen personalization and improve decision-making across coaching and sports science.

2. Expand Integration with Federations and Government Systems

To scale its reach and reduce institutional friction, OGQ should continue building formal partnerships with national sports federations and bodies like the Sports Authority of India (SAI). This would improve access to competitions, infrastructure, and shared data, especially for para-athletes and junior athletes transitioning into senior circuits.

3. Enhance Career Transition and Post-Retirement Support

Several athletes expressed anxiety around what comes after peak competition years. OGQ can consider piloting a structured career transition or mentorship program that supports athletes in planning for education, coaching, or alternate careers, especially for para-athletes and women, who often face additional barriers.

4. Scale Mental Health and Emotional Resilience Programming

Mental health support emerged as both highly valued and underutilized. Expanding athlete awareness and access to psychologists and normalizing regular mental wellness check-ins could address invisible burnout, pressure, and performance anxiety. Integration of peer support systems could further strengthen this component.

5. Continue Strengthening Community-Level Impact Pathways

OGQ-supported athletes are already acting as local role models. The organization could formalize this impact by supporting storytelling, community outreach, or ‘giving back’ mechanisms that allow athletes to engage with grassroots talent, especially girls and youth from rural or marginalized communities.

6. Expand and Sustain Support for Para-Athletes

Para-athletes consistently reported high-quality care, but also greater logistical and systemic hurdles. OGQ should continue investing in adaptive equipment, travel support, and advocacy for structural changes within federations, ensuring para-sport remains a dedicated and visible pillar of the program.

5 Impact Findings – KRISH Sustainable Habitat

5.2 Profile of the respondents

The KRISH Sustainable Habitat initiative engages a wide spectrum of individuals whose lives and livelihoods are directly influenced by its multifaceted rural development programs. At the heart of the respondent group are local livestock farmers, milk vendors, and students from the Bhaktivedanta school, who represent the foundational beneficiaries of the project. These individuals offer valuable insights into how interventions in education, dairy farming, and sustainable agriculture have reshaped their daily routines, economic stability, and future aspirations. Farmers and vendors speak to the tangible improvements in productivity and market access, while students reflect on the integration of traditional values with modern learning, highlighting the role of education in fostering community resilience and personal growth.

In addition to these grassroots voices, the assessment incorporates perspectives from those involved in the operational and strategic execution of the project. This includes staff members working at the Cow Breeding Centre (CBC), Cow Product Processing Centre (CPPC), and Dairy Production & Innovation Center, as well as consumers of KRISH products, visitors to the Rural Entrepreneurship & Incubation Centre (REIC), and representatives from ISKCON and SLMTT. These stakeholders provide a broader understanding of the project's ecosystem—from production and innovation to market engagement and policy alignment. Employees share operational learnings and challenges, consumers offer feedback on product quality and accessibility, and institutional partners contribute insights on governance, funding, and long-term impact. Together, this diverse respondent base paints a comprehensive picture of Project KRISH- Sustainable Habitat's reach, effectiveness, and potential for replication in other rural contexts.

5.3 OECD-DAC Analysis

5.3.1 Relevance

The Braj region in Uttar Pradesh, known for its cultural heritage and agrarian roots, has faced persistent challenges including agrarian distress, youth migration, and declining livestock productivity.⁵ Traditional cow-based agriculture, once central to the region's socio-economic fabric, has suffered due to poor veterinary infrastructure, low market value for indigenous cow products, and seasonal limitations of milk production. The KRISH Sustainable Habitat project was designed to address these systemic gaps through a multi-component model that integrates cow breeding, dairy innovation, education, and entrepreneurship.

Stakeholder responses from Gram Pradhan, farmers, and ISKCON teams consistently rated the project's components-Cow Breeding Centre (CBC), Dairy Production & Innovation Centre (DPIC), and Rural Entrepreneurship & Incubation Centre (REIC)-as "very relevant". Respondents emphasized the need for a holistic rural development model that not only improves livestock health but also creates economic value from cow by-products such as dung and urine. This is especially

⁵ [World Bank Document](#)

critical for indigenous cows, whose milk is nutritionally superior but undervalued in conventional dairymarkets.

The KRISH Sustainable Habitat project has demonstrated strong contextual relevance through its multi-pronged approach to rural development. **Stakeholder feedback revealed that over 85% of respondents rated the Cow Breeding Centre (CBC) as “very relevant”, citing significant reductions in disease burden and veterinary costs.** Farmers previously spent INR 1,500–2,000 per month on livestock treatment, which has now been mitigated through subsidized services and scientific breeding practices. The project’s emphasis on indigenous cow preservation was particularly appreciated, as conventional dairy systems undervalue the nutritional benefits of indigenous cow milk, leaving farmers with little incentive to rear them. Additionally, the seasonality of milk production was identified as a barrier to consistent income, making the utilization of cow dung and urine for product innovation a critical intervention. Land revival efforts also addressed the issue of low agricultural productivity and high fertilizer costs, further reinforcing the project’s relevance. Senior project stakeholders confirmed having done preliminary and recurring studies to inform their action plan. Senior stakeholders confirmed that recurring field assessments and community feedback have guided the evolution of the project’s components, ensuring that interventions remain grounded in local realities.



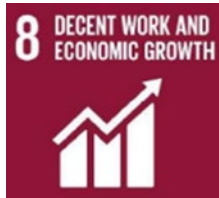

5.3.2 Coherence

The KRISH Sustainable Habitat project demonstrates strong alignment with both national development policies and global sustainability frameworks, making it a coherent model for integrated rural transformation. At the national level, KRISH complements key government schemes such as the [Rashtriya Gokul Mission](#), which promotes indigenous cow breeds and scientific livestock management; Deen Dayal Upadhyaya Grameen Kaushalya Yojana ([DDU-GKY](#)), which focuses on rural skill development; and the National Education Policy ([NEP](#)) 2020, which emphasizes holistic and value-based education.

Globally, KRISH contributes to several UN Sustainable Development Goals (SDGs), which are mapped below:

Table 11: SDG alignment of the CSR interventions

Project	Sustainable Development Goals	Target
KRISH - SUSTAINABLE HABITAT		Goal 1: End poverty in all its forms everywhere 1.2 Reduce poverty by at least 50% 1.4 Ensure equal rights to economic resources and access to basic services
		Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

	   	<p>2.1 Universal access to safe and nutritious foods</p> <p>2.3 Double agricultural productivity and incomes of small-scale food producers</p> <p>Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>4.1 Ensure free, equitable, and quality primary and secondary education</p> <p>4.3 Equal access to affordable technical, vocational, and higher education</p> <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>8.3 Promote development-oriented policies that support productive activities</p> <p>8.5 Full and productive employment and decent work for all</p> <p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</p> <p>9.5 Enhance research and upgrade industrial technologies</p> <p>9. B Support domestic technology and development, and industrial diversification</p>
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KRISH's focus on cow-based livelihoods, rural skilling, and education directly supports the global SDGs. Stakeholders in the project confirmed that KRISH is contributing meaningfully to both national and global goals, especially in areas of youth employment and livestock farming, and care.

5.3.3 Effectiveness

The KRISH Sustainable Habitat project has demonstrated a high degree of effectiveness in achieving its long-term goals, which were clearly articulated in the Memorandum of Understanding (MoU) and

validated through stakeholder interviews and periodic reports. These goals include the preservation of indigenous cow breeds, revival of barren land, promotion of cow-based livelihoods, and rural transformation through education and entrepreneurship. According to project leads and beneficiaries, 90% of the stated objectives have been met, with tangible improvements in cattle health, milk productivity, school enrollment, and income generation. The Cow Breeding Centre (CBC) has significantly reduced disease burden and improved calving success, while the Rural Entrepreneurship & Incubation Centre (REIC) has trained hundreds of youth and livestock farmers in dairy and cow-based product development.

Stakeholders consistently emphasized the clarity of the project's vision, which revolves around reviving indigenous cow-based livelihoods and preserving cultural heritage. Beneficiaries understood the objectives as centered on cow protection, community empowerment, and economic sustainability. The success of the project was attributed to several key factors: deep community engagement, timely donor support, and strong implementation teams. The Bhaktivedanta school upgrade has led to improved academic performance and aspirations, with students preparing for competitive exams like JEE and NDA. The DPIC's product diversification and branding efforts have created new market linkages, enhancing income stability for farmers and vendors.

5.3.4 Efficiency

The KRISH Sustainable Habitat project has demonstrated commendable efficiency in its implementation, especially considering the scale and complexity of its integrated model. Beneficiaries across stakeholder groups reported minimal delays, with services such as veterinary care, training, and milk collection being delivered in a timely and organized manner. However, internal project teams highlighted two major external challenges that impacted their internal timelines: the COVID-19 pandemic, which delayed construction and training activities, and the lumpy skin disease outbreak, which caused significant economic losses for farmers due to high treatment costs and cattle mortality. Despite these setbacks, the project team showed agility in reallocating resources, adjusting timelines, and intensifying outreach, ensuring continuity of services and community engagement.

The project's end-to-end value chain approach—from cow breeding and veterinary care to product processing, branding, and distribution—was consistently cited as a key factor in its operational efficiency. Unlike fragmented rural schemes, KRISH's habitat-based model reduced duplication and optimized resource use. Infrastructure such as the Dairy Production & Innovation Centre (DPIC) and Cow Breeding Centre (CBC) was already delivering measurable outcomes, with stakeholders noting that “every rupee was accounted for.” The i-Reefer vehicle played a crucial role in maintaining milk quality and reducing spoilage, further enhancing logistical efficiency. While the Gurukul (school) was reported to be highly sustainable, sourcing working capital remains a challenge for the dairy and cow-based livelihood components. Senior stakeholders acknowledged that due to the project's scale and uniqueness, it may require more time than conventional projects to showcase its full impact on behavior, livelihoods, and the environment. Nonetheless, the project's ability to maintain

momentum and deliver services during crises reflects a high level of operational resilience and community trust.

5.3.5 Impact

The KRISH Sustainable Habitat project has had a transformational impact on the Braj region, particularly in the domains of livestock health, education, rural livelihoods, and community engagement. Farmers reported a marked increase in milk yield, a reduction in veterinary costs, and widespread adoption of scientific breeding practices. The Cow Breeding Centre (CBC) played a pivotal role in this transformation, offering subsidized treatment, artificial insemination services, and regular outreach campaigns. These interventions have not only improved cattle productivity but also restored farmers' confidence in rearing indigenous cows, which were previously undervalued due to market biases and disease susceptibility.

The project's emphasis on cow-based livelihoods has helped identify new income streams for rural households. Through the Dairy Production & Innovation Centre (DPIC) and Rural Entrepreneurship & Incubation Centre (REIC), farmers and youth have been trained in the manufacturing of cow dung and urine-based products such as phenyl, agarbatti, soaps, and ghee. Stakeholders confirmed that farmers now feel secure in keeping indigenous cows, knowing that the ISKCON team provides veterinary, training, and market access support. The ripple effect of the project is evident in the rise of milk by-products production units, cow dung ventures, and increased participation in dairy entrepreneurship.

The Bhaktivedanta school has significantly influenced community attitudes toward education. It is widely respected for its value-based curriculum, academic excellence, and support for underprivileged students through scholarships. Students have shown increased interest in learning and aspirations for higher education, with many preparing for competitive exams like JEE and NDA. The school's reputation and outreach have also catalyzed broader social change, encouraging families to prioritize education and holistic development. Overall, the KRISH project stands out as a model for integrated rural development, with stakeholders unanimously agreeing that no other initiative in the region unifies land, livestock, livelihoods, education, and healthcare as effectively.

5.3.6 Sustainability

Sustainability is a core objective of the KRISH Sustainable Habitat project, and the team has made notable progress in building a model that can operate independently of continuous external aid. The project's design emphasizes community ownership, local hiring, and value chain integration, which are essential for long-term viability. Select respondents from the senior leadership team confirmed that one of the key goals is to preserve the rural fabric of Indian society and create a model that can be replicated across other regions with similar socio-economic profiles. We understand from the stakeholders that Bhaktivedanta Gurukul has already achieved near self-sustainability, operating through a mix of scholarship support, community contributions, and low-cost education delivery.

However, other components such as the Dairy Production & Innovation Centre (DPIC) and the Rural Entrepreneurship & Incubation Centre (REIC) still require external support to scale and stabilize.

While the dairy plant is reportedly at a break-even point, strategic investments are needed to transition it into a revenue-generating unit that can fund its operational costs and cross-subsidize free veterinary services for cows. The majority of stakeholders, including beneficiaries, expressed that free health services for cows and subsidized training are critical to the project's success, but may not be feasible without continued donor or government support. Encouragingly, respondents also indicated a willingness to pay for services once initial support phases out, suggesting a shift toward market-based sustainability.

To further strengthen sustainability, the team is exploring ongoing collaborations with government bodies such as Parag Dairy (UP Government) for packaging and distribution. Expanding such partnerships with government agencies like NABARD or the AYUSH Ministry could unlock new funding streams and technical support. Overall, KRISH is well-positioned to evolve into a self-sustaining ecosystem for rural transformation, provided it continues to invest in strategic planning and institutional convergence.

5.3.7 Conclusion

The impact assessment of the KRISH Sustainable Habitat project reveals a compelling narrative of rural transformation rooted in tradition, innovation, and community empowerment

The KRISH Sustainable Habitat project has emerged as a transformative initiative in the Braj region, addressing long-standing challenges in rural development through a holistic and integrated approach. By combining cow breeding, dairy innovation, education, entrepreneurship, and land revival, the project has successfully aligned traditional values with modern development goals. Its relevance is deeply rooted in the local context, where indigenous cow-based agriculture, community-led livelihoods, and value-based education were in decline. Stakeholders consistently affirmed the project's alignment with community needs, especially in restoring the economic and cultural significance of indigenous cows and reviving barren land through sustainable practices.

In terms of coherence, KRISH complements several national and state-level policies such as the Rashtriya Gokul Mission, DDU-GKY, and the National Education Policy (NEP) 2020. It also contributes meaningfully to global frameworks like the UN Sustainable Development Goals (SDGs), particularly those focused on poverty alleviation, education, and sustainable agriculture. Stakeholders recognized the project's potential for convergence with more government schemes and emphasized its role in bridging the gap between urban-centric policies and rural realities.

The project has demonstrated strong effectiveness, with 80–95% of its long-term objectives achieved. These include improvements in cattle health, milk productivity, education access, and rural entrepreneurship. The success is attributed to community trust, local hiring, and a clear vision rooted in cultural preservation. The Bhaktivedanta Gurukul has become a beacon of educational excellence, while the DPIC and REIC have empowered youth and women to lead new enterprises. However, the need for short-term targets and a robust monitoring framework was identified to further enhance accountability and learning.

Highly efficient project implementation, especially in navigating external challenges such as COVID-19 and lumpy skin disease. The project's habitat-based model reduced duplication and optimized resource use, with infrastructure like the CBC and DPIC delivering measurable outcomes. While the Education Institute is largely self-sustaining, sourcing working capital remains a challenge for the dairy and cow-based livelihood components. Nonetheless, the project's operational resilience and community engagement have ensured continuity and impact.

The project's impact is evident in the behavioral shifts among farmers, increased income opportunities, and improved educational aspirations. Farmers now rear indigenous cows with confidence, supported by veterinary care, training, and market access. Women and youth have launched home-based enterprises, and the Gurukul has inspired a renewed focus on education and values. The ripple effect of KRISH is visible in the emergence of milk by-product production units, cow dung ventures, and broader community participation in development.

Sustainability remains a priority for the KRISH team, with components like the Gurukul and CBC nearing self-sufficiency. While the DPIC and REIC require strategic investment and partnerships, the project is on a promising path toward market-based sustainability. Stakeholders expressed willingness to contribute financially, and collaborations with government bodies like Parag Dairy offer avenues for scale. With continued mentoring, strategic planning, and institutional support, KRISH can become well-positioned to evolve into a replicable and self-sustaining model for rural transformation across India.

5.3.8 Recommendations

1. Strengthen Monitoring and Documentation

- Develop a centralized data management system to track outreach, training, veterinary services, and product sales.
- Introduce short-term targets and KPIs for each component to complement the long-term vision.

2. Develop Structured Training Modules

- Create well-defined training programs for livestock farmers and exposure visit students, specifying duration, objectives, and target groups. These should align with NSDC guidelines to ensure quality standards.
- Standardized modules will help monitor training outcomes more effectively, allowing the project to track its impact over time and refine its skilling strategy based on measurable results.

3. Deepen Government and Institutional Partnerships

- Formalize partnerships with government agencies like, NABARD, AYUSH Ministry, ICAR, and Skill India to access funding, training, and technical support.

6 Impact Stories/ Case Study

Nidhi – Empowered Through Skill Development Centre (SDC), SAMIL’s CSR Initiative

Nidhi, a 25-year-old from Uttarakhand, had always aspired to become a nurse. However, due to serious health issues and the exhaustion of her parents’ savings on her treatment, she had to put that dream on hold.

When she joined the **RSA (Retail Sales Associate) course** under SAMIL’s CSR initiative, she was **hesitant and lacked confidence**, especially in **public speaking**. Over the three-month in-person training, she experienced **immense transformation**. Encouraged by her trainers at the centre, she took on the **role of Class Representative**, which helped her **overcome her fears and build leadership skills**. Her **performance in internal assessments** was **excellent**, often scoring full marks. She completed her assessment successfully and was supported by the SDC centre in securing a job placement aligned with her training.



At her workplace, her **punctuality and dedication** were recognized by her manager. She now contributes to her family’s income, improving their **financial stability and her self-esteem**.

She is now confident and well-positioned to explore further career opportunities. Nidhi’s journey reflects the **impact of SAMIL’s initiative** not just in **skill-building** but in **restoring confidence, enabling employment, and opening doors to a better future**.

Sonal Patel, Para Table Tennis Player

Sonal Patel's journey in **Para Table Tennis** is a testament to resilience and determination. Born with **90% disability due to polio**, she overcame challenges to represent India at **Tokyo and Paris Paralympics** and won a **bronze at the 2022 Commonwealth Game**.

Before OGQ's intervention, Sonal trained at a **local club**, facing accessibility challenges, including **wheelchair limitations**. With OGQ's backing, she transitioned to **home-based training**, equipped with a **TT table, flooring, and necessary arrangements**, allowing her to practice efficiently.

Coaches now visit her home, ensuring personalized guidance, while OGQ covers all associated costs.

OGQ's **sports science team** has played a crucial role in Sonal's development. **Physiotherapy support** has improved her **technique and movement**, helping her overcome previous restrictions. Additionally, **mental conditioning and stress management** have strengthened her focus, reduced anxiety and enhancing her ability to perform under pressure.

Sonal has participated in **35 international tournaments**, including the **Tokyo and Paris Paralympics** with assistance provided by OGQ. Exposure to **foreign training methodologies** has allowed her to **observe, learn, and integrate advanced techniques** into her gameplay, significantly improving her performance. OGQ facilitated Sonal's transition from **training without a personal coach** to having **dedicated coaching support**, ensuring tailored guidance during tournaments. Financial support, including a **stipend**, enabled her to afford essential equipment like **multi-ball training tools and rubber replacements** for her paddle, removing financial barriers to her progress.

OGQ's support has been instrumental in **enhancing her ranking to 9**, securing a **government job**, and improving her overall performance. With **better diet, increased strength, and extended training hours**, Sonal has overcome previous movement restrictions and now plays **six hours daily**. Looking ahead, she aspires to qualify for the **Los Angeles Paralympics**, leveraging OGQ's continued support to achieve her goals.



From Nandgaon to New Heights

Yogesh and Keshav are brothers living in the small village of Nandgaon. Their father works tirelessly as a daily wage agricultural laborer, while their mother takes care of the home. They have two older sisters, and together, the family faces considerable challenges. Despite these hardships, Yogesh and Keshav excelled in their studies at a nearby local school.



Recognizing their potential, a compassionate local teacher introduced them to the Bhaktivedanta school. The boys shared how much they loved learning, but previously, their time was often divided. During peak farming seasons, they would help their father in the fields to ensure that their family could make ends meet. There were difficult times when they even had to go without food, as necessities often took priority over education. If it weren't for the Bhaktivedanta School, they might have been forced to abandon their education altogether.

Once they joined ISKCON's residential educational facility, a whole new world opened up for them. Freed from their previous struggles, they could immerse themselves completely in their studies. Their favorite part of school was bhakti (devotion), studying and prasadam (food cooked for devotees after thanksgiving to God). The gurukul-based education provided them not only knowledge but also a newfound sense of purpose. With this support, Yogesh set his sights on competitive exams, dreaming of gaining admission to a prestigious national engineering college and becoming a successful engineer. Keshav, inspired by a different path, aspired to serve his country, hoping to one day become an officer in the defense services or an IAS officer.

Their journey is a testament to resilience and the power of opportunity. From their modest beginnings, they dared to dream big, and with determination and support, they are on the path to transforming their lives and positively impacting their community.



Contributing Authors

This report has been prepared by the ESG team of KPMG in India. The team comprises of

- Mohammad Gulrez
- Tarif Abbas
- Mudita Lall
- Aparajita Singh
- Vaidehi Kaul
- Insha Fatima
- Rakshita Singh

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