



**IMPACT,  
EFFICIENCY  
&  
LEARNINGS**

Reflections of  
NATCO Trust towards CHANGE

Impact Assessment by Poverty Learning Foundation

[www.plf.org.in](http://www.plf.org.in)

July 2022

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This report is an outcome of 899 interviews with various categories of stakeholders, across 5 geographical locations, over a period of 60 days intensive exercise by 16 researchers from Poverty Learning Foundation.

It examined the relevance, coherence, effectiveness, efficiency and sustainability, and finally arrived at impact of each one of the interventions.

The findings, interpretations, and conclusions expressed in this work is based on the information provided by the stakeholders (data driven evidences) and do not necessarily reflect the views of research team at PLF.

#### Attribution

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## Roadmap to the contents of this report

This report begins with the "population-focused landscape model" of NATCO CSR. It is drawn after carefully synthesizing the inputs, outcomes, and impact and helps the management make decisions in future planning.

This report, purposefully divided into two main parts:

-  Part - A consists of main report with eight sections.
-  Part - B focuses on seven selected impact stories.
-  Part - C appendix

### PART – A

#### Main Report

consists of seven different sections narrating the process and outcomes

- Section 1 : Narrates the impact assessment's executive summary and synthesizes the main findings and suggestions.
- Section 2 : Highlights the background and how it matters to NATCO Pharma CSR.
- Section 3 : Summarizes the philosophy of NATCO Pharma in choosing the theme-focused verticals and interventions under its Corporate Social Responsibility.
- Section 4 : Describes different frameworks and pathways adopted during the impact assessment. It summarizes the significance of methods, tools, and analytics used in studying the ground-level situation and arriving at the conclusions.
- Section 5 : Is the core part of the report explaining the evidence-based analysis of interventions' overall outcomes. Here the analysis and inferences revolved around OECD impact assessment criteria and discussed the four verticals: Health, Education, Livelihoods, and Infrastructure.
- Section 6 : Is another core part of the report that describes the verticals focused, geographical location specific inputs, outcomes, and impact.
- Section 7 : Synthesizes the inferences discussed in Sections 5 & 6 and provides evidence-based bottom line messages and suggestions (takeaway) for future planning.

## Part – B

### Impact Stories profiling selected interventions

The selected seven case stories capture a range of perspectives instead of the single view of an individual survey response or interview. It allows for a greater understanding of the intervention and reduces the potential for bias by diluting inputs and outputs. They, in general, explain what went well and how? And complementing the outcomes in the main report.

Case Story 1: The Palanquin Bearers - Arm and Arms of NATCO Trust

Case Story 2: Covalent Bonding: Health Matters: Government and NATCO Trust

Case Story 3: Instituting a new Paradigm: C2C (Corporate 2 Community) - Bala Vikasa Kendra (BVK)

Case Story 4: Residence to Residential - Coaching Rural Kids for Government Residential Schools

Case Story 5: NATCO's Formal Schools - free access, wide coverage and easy affordability

Case Story 6: Soldiers of the Soil - Farmers Favouring 'No Pesticide' Farming

Case Story 7: Medico-Social Partnership - NATCO and LVPEI.



# NATCO Trust

Creating a synergy of ethics and a  
cohesive society where communities can  
benefit from the NATCO Pharma  
business.



# Executive Summary

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## Why this assessment?

This Impact Assessment aims to measure NATCO Trust interventions in line with its mission and their effectiveness and judge the significance of changes brought about by those activities. It is one of the powerful means of communicating, internally and externally, the contribution of actions to the Mission of NATCO Trust.

## Research & Sample framework

The assessment adopted OECD evaluation criteria and provided evidence-based conclusions. Mixed method research is the fundamental frame for examining the inputs, outputs, and outcomes. About 896 stakeholders (of which 92% were from the primary and secondary category) were interviewed thoroughly to examine how interventions were implemented and their satisfaction levels. Focus Group Discussions were organized in each village to understand the perceptions of beneficiaries and non-beneficiaries.

## Key findings:

Focusing on Health and nutrition, Education, Livelihoods, and Infrastructure with twelve interventions covering 41 villages across THREE States (Andhra Pradesh, Telangana, and Tamil Nadu) is one of the strong points to justify that NATCO Trust is addressing rural challenges and driving toward change and supporting Sustainable Development Goals.

As a pharma company, NATCO Trust has decided to invest in health care and nutrition to strengthen health care services in rural areas. In this process, it has introduced “medical care on wheels at the doorsteps of community” – Mobile Health Clinic, and supported e-Vidya primary care, LV Prasad Eye Care, Paediatric ward, Cancer care unit in GGH, OPD block in Maternity care in government hospitals, Paediatric Palliative Care at MNJIO & RCC hospital backed with lifesaving drugs.

To improve education inputs and ensure quality outcomes, NATCO trust has established NATCO high School and NATCO School of Learning, where children from rural communities, especially socially and economically marginalized

sections, can avail quality education. It also supported a few government-run schools with sufficient infrastructure and manpower.

Besides, it initiated “after-school tuitions” to coach the children in a rural setting to improve their learning skills in mathematics, science, and languages. Gurukula Coaching is another important initiative supporting the children to clear the common entrance test and get into Gurukula schools (the 21st Century Schools) run by the government.

To reduce the harmful effects of in-organic farming on farmers and consumers, NATCO Trust has promoted Non-Pesticidal Management (NPM) practices encouraging small and marginal farmers. The Trust also urged farmers to adopt Zero Budget Natural Farming (ZBNF), raising crops without using fertilizers, pesticides, or other materials. These two approaches are important concerns for NATCO Pharma promoters; however, for several reasons, many farmers have not opted for this model.

Under the concept of livelihoods, NATCO Trust has initiated Vocational Training programs for women in order to strengthen their economic conditions.

Constructing modern Anganwadi Centres is one of the top-of-mind priorities of NATCO Trust. Along with it, improving school infrastructure, providing RO Plants, street lamps, and laying roads is other priorities.

All the interventions are well designed, aligning with the community's pressing needs and strengthening the government's policies. They are more relevant to the context and efficiently managed. Mainly, interventions on Health have resulted in a more significant impact with justifiable social returns to the community. The impact of mobile medical services, Cancer Care Block with sufficient infrastructure and medicines, pediatric palliative care unit, and provision of life-saving drugs are highly relevant and effective.

Besides, and more specifically, interventions on improving learning at Anganwadi, primary and secondary education are showing remarkable progress. Balavikasa - a model Anganwadi, gurukula coaching, and after-school tuition- needs special mention in this context.

NATCO Trust has constructed a couple of Anganwadi centers with state-of-art model designs and is equipped with sufficient Infrastructure. It can be considered one of the best learning models replicated elsewhere.

Besides "feel-good" outcomes, there are quite a few interventions where NATCO Trust tried its best to promote outcomes at the expected level. For instance, interventions focusing on NPM and ZBNF. It has valid reasons, as most farmers

who opted for this less benefitted financially except using the produce for home consumption.

Overall social returns are well established in more than 90% of the interventions by NATCO Trust.

**Finally**, the assessment suggests NATCO Trust management review the "landscape" model suggested in the report and plan further.

# PROLOGUE

## 2

### Context

## Why this report matters in the context of NATCO Pharma CSR?

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Adhering to value for business and society, NATCO Pharma has created a coherent corporate social responsibility (CSR) strategy that aligns social and environmental efforts with societal context to maximize positive social, environmental, and economic outcomes.

NATCO Pharma Corporate Social Responsibility (CSR) is a self-regulatory business model that allows businesses to be socially accountable to their stakeholders and society. By adopting clear CSR strategies, its approach to social accountability includes:

- > Empowers employees to leverage the corporate resources at their disposal to do good,
- > Working with the clients to address societal challenges,
- > Bolster a company's image and build its brand,
- > Boost employee morale in the workplace and lead to greater productivity, which has an impact on how profitable the company can be, and

NATCO Trust, a philanthropic wing of NATCO Pharma, strives for the social and economic growth of the nation through its Corporate Social Responsibility. As one of the firms committed to creating positive, enduring change in the community, take a focused approach to social responsibility that includes empowering people, communities, and institutions to address societal challenges, focusing on **health, education, livelihoods, and Infrastructure**. It continues to integrate the SDGs into its strategy to have a lasting positive impact on society.

Adhering to new CSR protocols<sup>1</sup>, NATCO Pharma has to understand whether the interventions have impacted society and, if so, to what extent; and thereby continue its CSR investments to readdress the issues challenging social-economic development. In this process, PLF<sup>2</sup> has been handpicked by NATCO Pharma to conduct an impact assessment of its interventions across five geographical locations: Guntur, Kothur, Nagarjuna Sagar, Hyderabad, and Chennai.

PLF has adopted OECD (Organization for Economic Co-operation and Development) impact evaluation framework and analyzes the inputs, outputs, outcomes, and impact. This assessment's richness lies in its research, sample framework, and assessment pathways. Besides, this assessment has interacted with 899 different categories of stakeholders across five geographical locations, covering 21 villages (including cities – Guntur, Hyderabad & Chennai).

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<sup>1</sup> Ministry of Corporate Affairs (2021) General Circular No. 14.2021, MCA, Government of India, [https://www.mca.gov.in/Ministry/pdf/FAQ\\_CSR.pdf](https://www.mca.gov.in/Ministry/pdf/FAQ_CSR.pdf)

<sup>2</sup> Having registered with Ministry of Corporate Affairs – CSR00002642.

This assessment has revolved around the intervention-wise relevance, coherence, effectiveness, efficiency, and sustainability and finally examined the social impact. It contributes to better development results and builds a solid evidence base for NATCO Pharma CSR learnings and policy making.

To conclude, this report gives a contextual understanding of evaluated vertical wise interventions. It gives a contextual understanding of a project's setting, such as the influencing factors in the project's environment and significant elements and their relationships. In other words, getting a sense of the "overall picture" and how the project fits within it; determining all features, e.g., facts and assumptions, ascertaining how they interact; and adopting approaches that enable efficient and effective responses.

In a nutshell, this report gives:

-  Significance of interventions to the local context,
-  Deep understanding of the tangible and intangible benefits, and
-  Smart opportunities to do much better in the future.

# 3

## Centre of Excellence Overview of NATCO Pharma CSR

(Synthesis about NATCO Pharma CSR philosophy<sup>3</sup>)

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The Centre of Excellence - NATCO Trust against the challenges related to school education, malnutrition, health, and sustainable livelihoods was established in 1995 and has since engaged with over sector-specific interventions under NATCO Pharma Limited Corporate Social Responsibility. The fundamental aim is to strengthen the capacities of the community and institutions to ensure:

- ✓ improved learning outcomes,
- ✓ supplementary nutrition to pregnant and lactating women,
- ✓ institutional deliveries,
- ✓ mobile medical services to the doorsteps of the rural community,
- ✓ potable drinking water,
- ✓ improved medical infrastructure, and
- ✓ organic farming for quality home food.

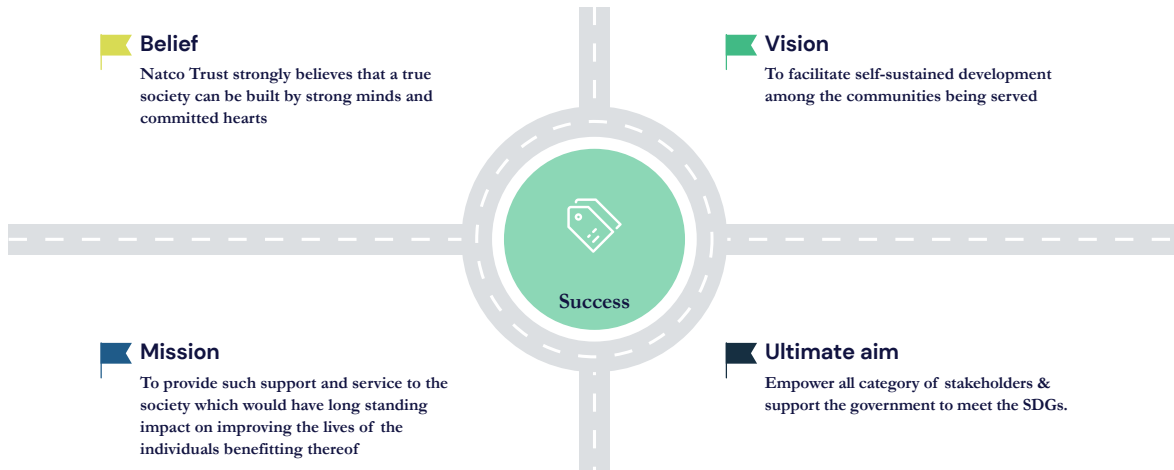
The interventions are “trilateral” informal arrangements between the (i) government, (ii) community, and (iii) NATCO Trust, based on partners’ comparative advantages, to ensure sustainable outcomes leading to Sustainable Development Goals (SDGs). The core principles of the interventions are guided by the standard protocols of Corporate Social Responsibility as well as aligned with organizations value propositions.

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<sup>3</sup> What we understood from our interaction with CSR team, including promoters and stakeholders.

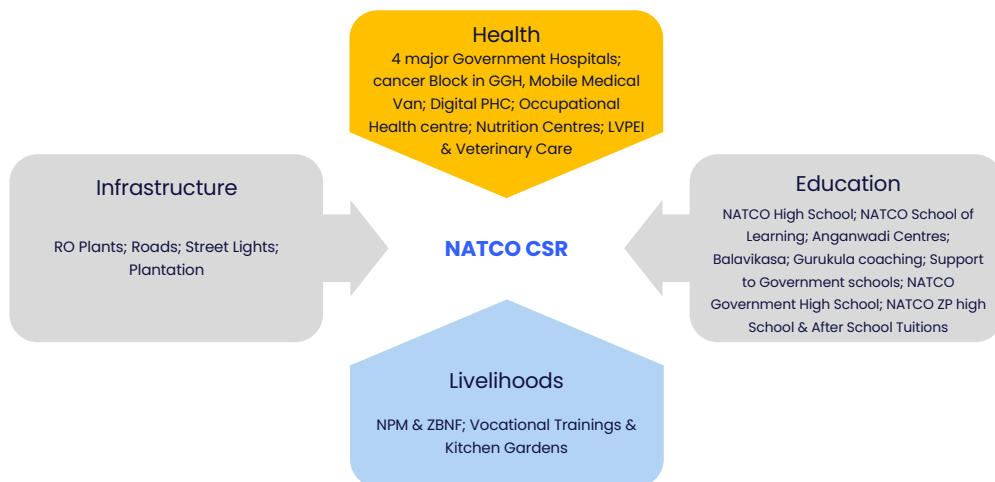


## Value Proposition



NATCO Trust operates across specific geographical locations of Andhra Pradesh, Telangana, Tamil Nadu, Assam, and Uttarakhand. It has focused on four vertices, under which there are quite a few concept based focused interventions.

## Four Verticals of NATCO CSR



Besides these vertical-focused interventions, NATCO Trust has contributed a lot during the pandemic period by supporting the government with “pandemic controlling and preventing”

materials. It also sensitized the community and prepared them to cope with the pandemic (Covid – 19).

### **7-S Model**

The NATCO Trust 7-S Model identifies seven components to map its CSR space that must work together for effective socio-economic change. It has mapped the CSR space, and designed the interventions on FIVE fundamental principles:

# NATCO Trust 7S MODEL

CSR Space

## Population focused

Socially and economically marginalized due to exclusion

## Need based

Aligning to the individual and community needs to drive the change

## Circumstances demanded

Related choices and chances for individual, family and the community

## Location specific

Disadvantaged neighborhoods

## Aligned to Government efforts

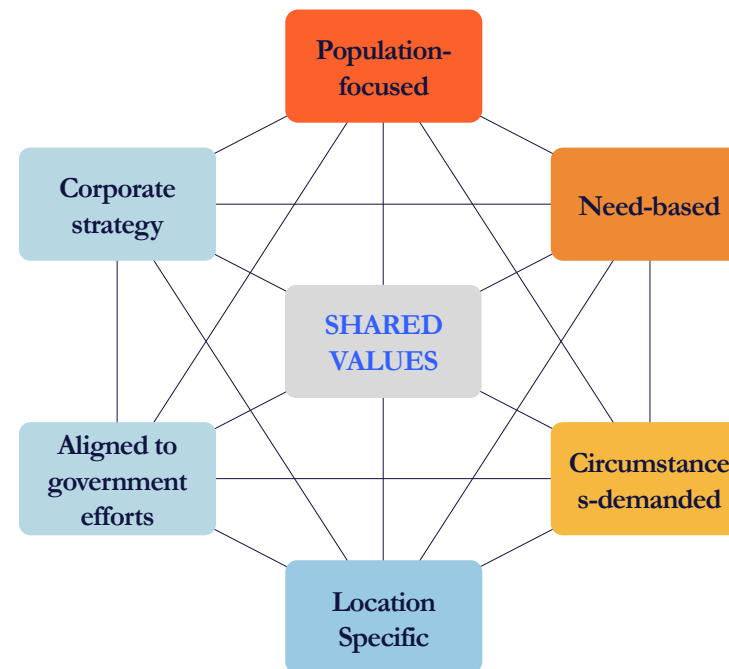
Innovations to supplement implementation science

## Corporate business strategy

Policies and practices to influence stakeholders positively

## SHARED VALUES

Organizational values developed by the leadership and adopted by the members of the organization



Interventions are focused on four geographical locations<sup>4</sup>: (1) Nagarjuna Sagar, (2) Kothur, (3) Guntur, and (4) Hyderabad.

<sup>4</sup> Where Impact assessment has been done.

## 4

# Impact Assessment Framework and Pathways

*(Significance of impact assessment, different frameworks used and pathways chosen to analyse the inputs, outputs, outcomes and Impact of interventions)*

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Present impact assessment studies the effect of NATCO CSR interventions on welfare outcomes. More specifically, Poverty Learning Foundation (PLF - impact assessment group) tried to establish whether the interventions had a welfare effect on individuals, households, communities, and institutions and whether this effect can be attributed to the specific intervention. In other words, the present impact assessment looks at project results at a higher level.

The critical objectives of this impact assessment is to:

- Examine the interventions in terms of inputs, output, outcome, and impact through the OECD evaluation criteria<sup>5</sup>, and provide evidence based conclusions.



Specifically, for the present context, each one of these criteria are defined as:

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<sup>5</sup> OECD impact assessment criteria:

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

<b>Relevance:</b>	The extent to which the NATCO CSR intervention’s objectives and design respond to primary stakeholders needs, NATCO Pharma & Trust policies and priorities, and continue to do so if circumstances change.
<b>Coherence:</b>	The compatibility of the intervention with other interventions in the state, and institution.
<b>Effectiveness:</b>	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across social groups and geographical locations.
<b>Efficiency:</b>	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
<b>Impact:</b>	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
<b>Sustainability:</b>	The extent to which the net benefits of the intervention continue, or are likely to continue.

While answering these six criteria, to ensure “high quality” and usefulness of the report, PLF has adopted two OECD principals:

Principle 1: The criteria were thoughtfully applied to support the outcomes. In other words, the outcomes are contextualized – understood in the context of the assessment, the intervention being evaluated, and the stakeholders involved. The pre-validated questions and answers explain how the criteria are specifically interpreted and analyzed.

Principle 2: Given the purpose of the assessment, mechanistic analysis<sup>6</sup> has been excluded. Instead, it covered the needs of the relevant stakeholders and the assessment context. More time and considerable resources are devoted to data collection and analysis for each criterion, depending on the purpose of the assessment. Data availability, resource constraints, timing, and methodological considerations also influenced how (and whether) a particular criterion is covered.

## Research framework:

Given the nature of assessment and key objectives, a combination of “exploratory” and “conclusive<sup>7</sup>” research designs were considered to draw framework and data collection tools.

In principle, this assessment address three types of questions:

- 🧩 Descriptive questions ask about what is taking place. They are concerned with processes, conditions, organizational relationships, and stakeholder views.

<sup>6</sup> Relating to theories that explain phenomena in purely physical or deterministic terms.)

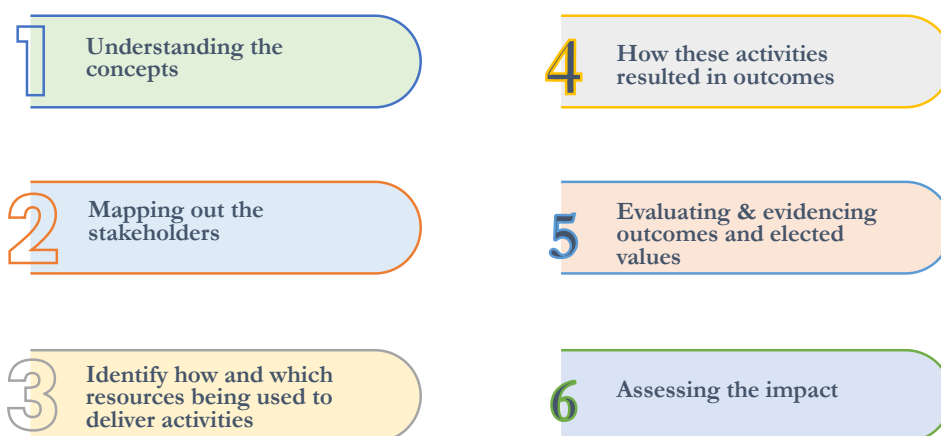
<sup>7</sup> Conclusive Research Design (CRD) applied to generate findings that are practically useful in reaching conclusions or decision - making. It provides a path-way to verify and quantify findings of exploratory research. In general, exploratory research design explores the topic with varying levels of depth and it forms the basis of more conclusive research.

- ✚ Normative questions compare what is taking place to what should be taking place. They assess activities and whether or not targets are accomplished. Normative questions also apply to inputs, activities, and outputs.
- ✚ Cause-and-effect questions focus on attribution, and they ask about what difference the intervention makes to outcomes.

While designing and validating the semi-structured questionnaires, checklists for Focus Group Discussions (FGD), observations and records verifications the above three types of contextual questions were embedded into the tools.

The assessment has adopted following series of engagement pathways:

## Engagement Pathways



- 1: Soon after the first interactive meeting with the NATCO CSR team based in headquarters, PLF reviewed the literature provided by the team, understood the concepts behind each one of the interventions, its significance, design, objectives, implementation engineering, and moderated the scope for assessment.
- 2: It is clear through interactive meeting, that five categories of stakeholders having direct and indirect stakes in the CSR operations. Each one of these categories play different roles at different levels (see Table 1 below).

Table 1: Stakeholders			
	Category of stakeholders	Primary functions	Population groups
Different categories of stakeholders have direct and or indirect concerns about the program.	Primary Stakeholders	Primary stakeholders are those from local communities and are access the interventions.	Children (0 to 19 Years); Pregnant women and Lactating mothers (having <3 years infants); Community; Small and marginal farmers; and Women.
	Secondary Stakeholders	Secondary stakeholders are responsible for identifying the pressing needs at the community level, conducting scoping and feasibility studies, identifying sequences of priorities, preparing SWOT analysis, defining the end goals, deriving the budgets, partnering with the concerned government departments, and arrive at Theory of Change/Logical-Frame and implement the interventions.	NATCO CSR team (Project Manager to ground level team).
	Tertiary Stakeholders	Tertiary stakeholders are employees of the organization and partnering organizations, including external technical experts and government agencies.	Technical experts associated with the interventions; concerned employees of NATCO Pharma; relevant government departments & implementing partners (if any).
	Quaternary Stakeholders	Quaternary stakeholders are the promoters of the organization whose philanthropical stakes are involved and valued much.	NATCO Pharma promoters including chairman, CEO and CSR head & other top management team.
	Quinary Stakeholders	Quinary stakeholders are the customers for out-products and philanthropical associations who are concerned about society's overall well-being and development.	Customers (end product users & promoters); National & international philanthropical associations & Media

- 3: The PLF assessment team synthesized available literature (including annual reports, SOPs, and partnership documents), listed various human, financial and technical resources, examined the design, activities, and implementation pathways, and prepared preliminary



notes on “how these resources are being utilized”? PLF assessment team then converted the notes into actionable points and transformed them into questions to understand the relevance, coherence, effectiveness, efficiency, impact, and sustainability.

- 4: How the said interventions resulted its outcomes has been drawn from the analytics (pathway 5 & 6).

### Sample framework:

In consultation with CSR team, sample for impact assessment has been finalized and accordingly interventions in Guntur, Kothur, Nagarjuna Sagar, Hyderabad and Chennai were covered. PLF team has spent 17 days on preparatory work followed by 48 days field work and 65 days on analytics and report writing (April to July 2022). Along with three senior team members, 4 mid-level associates, 5 investigators, 4 data entry operators, 3 analysts and 2 senior consultants were involved right from conceptualizing the assessment to complete the report.

Assessment has covered following Intervention villages:

## Intervention Villages

Covered during impact assessment

Guntur	Brahmanakoduru; Patchalatediparru; Jupudi; gollamudipadu; Guntur (Urban)	✓
Kothur	Inmulnarva; Sanghiguda; Kothur; Salivendraguda; Mekaguda; Devarakonda (Nalgonda district)	✗
Nagarjuna Sagar	Nellikai; Pulya Thanda; Tangilla Thanda; Jal Thanda; Chintalpalam; Yerracheruvu Thanda; Jamma Kota	✓
Hyderabad	Borabanda; Hyderabad (city)	✓
Chennai	Chennai (Urban)	✗

Location wise sample is as follows:

Location wise sample villages covered			
Regions	Total no. of locations covered under the same	Total no. of locations in which NATCO interventions are present	Percentage
Guntur	7	7	100
Kothur	9	22	41

<b>Sagar</b>	7	16	44
<b>Hyderabad</b>	5	5	100
<b>Chennai</b>	2	2	100
<b>Total</b>	<b>30</b>	<b>52</b>	<b>58</b>

Impact assessment has covered substantial (More than what is required for assessment) locations during the assessment. Of 52 locations (Villages/Urban areas) assessment has covered 58% of the total locations. Looking into the details of interventions covered in each one of the location:

<b>Regions</b>	<b>Interventions covered under sample in each region</b>
<b>Guntur</b>	After-school tuitions
	NATCO School of Learning
	NATCO support to Anganwadi centres
	Nutrition centres- Antenatal and Postnatal
	Backyard Kitchen Gardens
	Non-Pesticide Management
	Zero Budget Natural Farming
	NATCO Cancer Care unit in GGH
<b>Kothur</b>	After-school tuitions
	Gurukula Coachings
	NATCO High School
	NATCO Mobile Health Clinic
	NATCO Digital Primary Health Centre
	NATCO- LV Prasad
	Vocational centre
	NATCO support to Anganwadi centres
	Nutrition centres- Antenatal and Postnatal
	Backyard Kitchen Gardens
	Veterinary clinic
	Non-Pesticide Management
	RO plants
<b>Sagar</b>	After-school tuitions
	Gurukula coaching
	NATCO Mobile Health Clinic
	NATCO support to Anganwadi centres
	Bala Vikasa Kendra
	Nutrition centres- Antenatal and Postnatal
	Backyard Kitchen Gardens
	Non-Pesticide Management
<b>Hyderabad</b>	NATCO Govt. High School Borabanda

	NATCO support to Anganwadi centres
	After-school and Gurukula coaching
	NATCO support to MNJIO & RCC hospital
	NATCO Support to Niloufer Hospital
	NATCO Support to Gandhi Hospital
	Osmania Government General Hospital & Dental hospital
<b>Chennai</b>	RO Plants

All to gather, 896 stakeholders (of which 92% from primary<sup>8</sup> and secondary<sup>9</sup> category) were interviewed thoroughly to examine the way interventions were implemented, and their satisfaction levels. Focus Group Discussions were also organized in each one of the village to understand the perceptions of beneficiaries and non-beneficiaries.

### Quality control

Quality control is exercised throughout the assessment process. Depending on the assessment's scope and complexity, quality control is carried out internally along with the internal reference group. It adheres to the principle of independence of the evaluator. The assessment cross-validated and critically reviewed the information sources used and the validity of the data using various methods and sources of information.

### Ethics and standards

PLF approach to the assessment is based on the evaluation standards set by Oxford Implementation Index Montgomery. It underpins the approach to ethics, which is also governed by PLF's own Institutional Review Board (IRB). It also adhered to the reporting standards. The peer group has reviewed the first draft and revisions made in the final report accordingly.

### Analytics

following steps were involved in analysing the data for further inferences:

Step 1:	examine the completeness of filled-in questionnaires and remove those questionnaires having insufficient information.
Step 2:	data entry & re-entry on a random basis to check data quality in fabricated master sheets.
Step 3:	clean the data, and coding's, particularly for qualitative answers
Step 4:	run STATA software and draw final analytical tables
Step 5:	verify and re-examining the analytical tables for accuracy

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<sup>8</sup> Beneficiaries

<sup>9</sup> Implementers

Step 6:	write inferences.
Step 7:	internal review by senior advisors
Step 8:	submission of the report

Data analysis for primary qualitative data and documents followed the structure of the assessment matrix, using the analytical ‘nodes’ that identified during the assessment (a structured approach as well as an unstructured approach to analysis), to code the evidence collected.

# METALOGUE

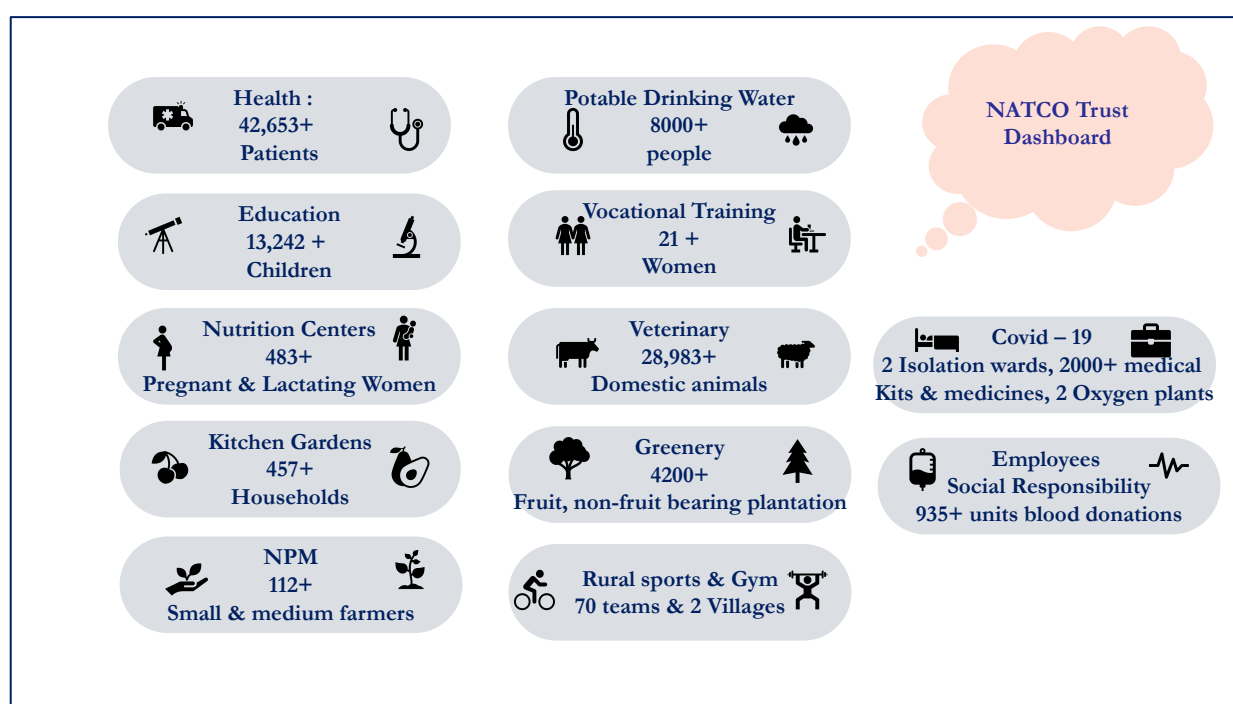
## 5

# Giving back to our communities

## NATCO Trust dashboard

Supplementing the government initiatives towards reaching Sustainable Development Goals is the fundamental principal adopted by NATCO Trust. Its outreach is wider, covering Andhra Pradesh, Telangana, Tamil Nadu, Assam and Uttarakhand.

Present assessment has reviewed its intervention wise outreach and the dashboard<sup>10</sup> looks like:



Twelve interventions, covering 41 villages across 'THREE States'<sup>11</sup> (Andhra Pradesh, Telangana and Tamil Nadu) itself is one of the strong points to justify that NATCO Trust is addressing rural challenges<sup>12</sup> and drive towards change and support Sustainable Development Goals.

These interventions are intended to bring tangible and intangible benefits into the lives of the primary stakeholders<sup>13</sup>. besides, they are either directly or indirectly supporting next level stakeholders, especially the government departments.

<sup>10</sup> Source: data presented to the NATCO Board in June 2022 by NATCO Trust

<sup>11</sup> States covered during impact assessment

<sup>12</sup> In its operational areas

<sup>13</sup> Primary stakeholders are beneficiaries.

## 6

### Location Specific Overall Outcomes: Health, Education, Livelihoods & Infrastructure

*(Summary of vertical wise critical inputs, outcomes, including social returns of investments, learnings and innovations/ best practices emerged).*

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#### Context:

*During the formative stage of CSR planning, team has conducted feasibility research in the specified locations, identified critical challenges before the community, mapped the Government welfare policies and schemes, examined the gap and drafted its Detailed Project Report (DPR) by aligning it to the company business policy.*

*The notable point in this context is – NATCO Trust has taken ethical approach by keeping its CSR interventions away from political affiliations, and adopted “leave no one behind” policy”. It is serving all sections of the community, focusing on socially and economically marginalized sections.*

NATCO Trust has strategically chosen location specific intervention design. As a mandatory policy of the company all the CSR interventions<sup>14</sup> are concentrated in and around its pharma hubs located in Kothur, Nagarjuna Sagar, Hyderabad (in Telangana State) and Chennai (In Tamil Nadu). As it happens to be the native place of the promoters, need based interventions were introduced in Guntur (In Andhra Pradesh).

As specified in the forgoing discussion, NATCO Trust is, at the moment, focusing on four verticals: (i) Health and nutrition, (ii) Education, (iii) Livelihoods and (iv)

Infrastructure. Under each one of these verticals, based on the pressing needs of the community, it has planned few specific interventions.

#### Health & Nutrition

Access to "quality health care facilities" is one of the biggest challenges in rural areas. Many rural people are caught in poverty, ill health, low-productivity downward spiral, and hence meeting the health expenditures is one of the catastrophic challenges for most of the low and middle-income families in a rural setting. Government schemes to provide health care seem to have been of little

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<sup>14</sup> What PLF has covered during impact assessment. Besides these locations, NATCO Trust is working with communities in Guwahati and Dehradun



help. The out-of-pocket expenditure of households in rural India has shot up, says the study conducted by Prayas, a non-profit from Chittorgarh in Rajasthan, along with Oxfam India<sup>15</sup>.

Improving nutritional status among pre and post-natal women, ensuring primary medical services for seasonal and non-communicable diseases, and strengthening the local health care systems are the priorities for NATCO Trust.

Given the in-sufficient primary health care services in rural areas, being a pharma company, NATCO Trust has decided to invest on health care and nutrition. In this process, it has introduced “medical care on wheels at the doorsteps of community” – **Mobile Health Clinic, and supported e-Vidya primary care, LV Prasad Eye Care, Paediatric ward, Cancer care unit in GGH, OPD block in Maternity care in government hospitals, Paediatric Palliative Care at MNJIO & RCC hospital backed with lifesaving drugs.**

To ensure the nutritious food for post and pre-natal women, NATCO Trust has introduced National Institute of Nutrition recommended **supplementary nutrition** (milk, egg, peanut chikkee, etc through **nutrition centres**). Such supplementation during pregnancy and lactation will have positive association with nutritional status of children under-five years of age.

Along with supplementary nutrition, NATCO Trust is also **educating the post and pre-natal women** on food habits, Antenatal Care (ANC), and consumption of Iron Folic Acid Tablets (IFA).

**Patient counselling** in Government Hospitals is another activity promoted to educate and sensitize the patients and their care givers.

Supporting the Swachh Bharath Mission, Trust has taken steps to ensuring proper **sanitation** in schools, Anganwadi centres and the hospitals.

NATCO Trust has promoted the **backyard kitchen garden**<sup>16</sup> to ensure some savings for women on their grocery, produce organic vegetables that have more nutrients for daily consumption and thereby have healthy food for their family.

In a few locations, NATCO Trust has identified scarcity of water during the summer seasons. People, particularly women, fetch drinking water from a long distance in a few areas. To facilitate the community with potable drinking water, NATCO Trust has introduced **RO (Reverse Osmosis) water plants** from which families can fetch potable drinking water.

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<sup>15</sup> Oxfam India study, <https://www.downtoearth.org.in/news/out-of-pocket-health-spending-has-risen-in-rural-india-study-35613>

<sup>16</sup> Backyard Kitchen Gardens is the most utilitarian department of the garden and also the most ancient. The cultivation of an orchard-cum-vegetable garden close to the household or community to which it belongs is considered by the archaeologist Helen Leach to be the earliest form of gardening.

The sad consequences for domestic animals are life-threatening diseases that spread unchecked and painful untreated injuries with the parasite infestation. It negatively impacts the routemen agricultural operations of the community. Thus, NATCO Trust has focused on **strengthening animal welfare (Veterinary services)** as one of its CSR activity.

## Education:

Over the last decade, learning outcomes for children in India have steadily declined<sup>17</sup>. The ASER report repeatedly giving warning signals: enrolment rates at primary level are declining, dropout rates at secondary level is increasing, and rising the question – Why Indian children cannot read and write? To revitalize the education system, Government of India has introduced several programs, including “Samagra Shiksha” - an Integrated Scheme for school education, which is an overarching programme for the school education sector extending from pre-school to class XII and aims to ensure inclusive and equitable quality education at all levels of school education.

To bring the change in the education system and ensure quality of outcomes, NATCO trust has established **NATCO high School** and **NATCO School of Learning** where children from rural communities, especially socially and economically marginalized sections can avail quality education. It also supported few government run schools with sufficient infrastructure and man power.

Besides, it initiated “**after school tuitions**” to coach the children in rural setting to improve their learning skills in mathematics, science, and languages. **Gurukula Coaching** is another important initiative supporting the children to clear the common entrance test and get into Gurukula schools (the 21<sup>st</sup> Century Schools) run by the government.

It is also supporting improvement of physical infrastructure in selected **Anganwadi Centres** and also with trained volunteers to coach the young and build their learnings suits to the next level transition (between pre-primary to primary).

One of the notable intervention is – **Balavikasa** centre where the children in the age group of 3 to 6 years are trained with **innovative teaching methods and learning materials**. It is the unique intervention of NATCO Trust.

## Livelihoods

The ecological and economic problems of pests and pesticides in agriculture gave rise to several eco-friendly innovative approaches that do not rely on chemical pesticides. These initiatives

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<sup>17</sup> [https://idronline.org/state-of-school-education-india-pre-covid/?gclid=Cj0KCQjwof6WBhD4ARIsAOi65ajxHr6bBsSCxnpluBZ-LsCMqzCMsrbbqu7tcGjiwSZnrVG06Lzu3UAaAg8NEALw\\_wcB](https://idronline.org/state-of-school-education-india-pre-covid/?gclid=Cj0KCQjwof6WBhD4ARIsAOi65ajxHr6bBsSCxnpluBZ-LsCMqzCMsrbbqu7tcGjiwSZnrVG06Lzu3UAaAg8NEALw_wcB)

involved rediscovering traditional practices such as Non-Pesticidal Management, and this trend has important implications both for policy and practice.

To reduce the harmful effects of in-organic farming on farmers and consumers, NATCO Trust has promoted **Non-Pesticidal Management** (NPM) practices encouraging small and marginal farmers. The Trust also urged farmers to adopt **Zero Budget Natural Farming** (ZBNF), raising crops without using fertilizers, pesticides, or other materials. These two approaches are important concerns for NATCO Pharma promoters as well.

Under the concept of livelihoods, NATCO Trust has initiated **Vocational Training** programs to women in order to strengthen their economic conditions.

## Infrastructure

Constructing **modern Anganwadi Centres with state-of-art infrastructure** is one of the top of mind priority of NATCO Trust. Along with it, improving school infrastructure, providing street lamps, laying roads are also another priority.

## Synthesis:

- *All the interventions are either directly and or indirectly supporting the government initiatives (Policies & Schemes) and moving towards SDGs.*
- *Given the local conditions, the above-specified interventions NATCO Trust are considered to have appropriate “coherence” (fit to the existing scenario in the operational areas) and “relevant” (in the right perspective for the community).*

## 6.1 Interventions in Nagarjuna Sagar, Telangana State

Given its presence in Nagarjuna Sagar, in Nalgonda District, NATCO Trust has invested its CSR in 16 villages<sup>18</sup>, focusing on health, education, and livelihoods. With most of the population being Scheduled Tribes (*Lambadi/Sugali* tribe), the remote villages in and around the Nagarjuna Sagar region do not have full-fledged access to clean drinking water, and accessible and affordable healthcare facilities, good quality education for children, and alternate livelihoods. With its demand-driven<sup>19</sup> approach, NATCO trust has been implementing interventions tailored to the needs of the communities.

To understand the impact of NATCO trust interventions in the Nagarjuna Sagar region, the Impact Evaluation team conducted 266 primary, and 44 secondary stakeholder interviews, and 6 Focus Group Discussions in 7 villages and the results are as follows:

### HEALTH AND NUTRITION

This process has three significant interventions: NATCO Mobile Health Clinic, Nutrition Centres, and Backyard Kitchen Gardens, under the umbrella of Health and Nutrition. Given the (i) geographical location of 16 villages, (ii) lifestyles of the community, particularly the tribal community, and (iii) support from government systems, having mobile health clinics, providing supplementary nutrition, and promoting backyard kitchen gardens are the most **relevant** interventions under CSR.

### NATCO Mobile Health Clinic (NMHC)

Mobile Health Clinics (MHCs) are an innovative healthcare delivery model that could help alleviate health disparities in vulnerable populations and individuals with chronic diseases, particularly in rural and tribal areas where primary health care is ineffective.

Starting in 2010, the NATCO Mobile Health Clinic offered primary healthcare and referral services at the community's doorsteps, focusing on non-communicable diseases in 16 villages. The NMHC team consists of a doctor, a nurse and a pharmacist. The patients were provided free treatments and medicines, and were followed up by NATCO personnel on regular basis.

During the pandemic, NATCO Trust stopped its services. After that, **due to the non-availability of the doctor, mobile services were not resumed to date** (situation in May 2022).

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<sup>18</sup> Surrounding the NATCO Pharma formulation facility.

<sup>19</sup> Demand by the community/addressing the pressing needs of the community on priority.

A sample of 38 informants who have availed of the services was interviewed to quantify the impact. Of this, 39 % of the beneficiaries belonged to the Scheduled Tribe, followed by 29 % OBC population, **indicating the intervention's reach to the most vulnerable sections of the society**. It covered 49% of the beneficiaries above 50 years of age, indicating its services' relevance **to older populations**.

NATCO CSR team, including staff nurses, **are playing a prominent role** in sensitizing the community on health issues', and mobilizing the needy to the NMHC. About 61% of the informants stated that they got to know about NMHC through NATCO personnel. Quite a few came to know about the services through publicity campaigns, friends and neighbours. The following graph shows various ways the beneficiaries became aware of NMHC services.

Several indicators in the Impact Evaluation highlight the adaptability of the services of NMHC to the needs of the most vulnerable populations of the villagers. During the Focus Group Discussions, participants 87% explained that the NMHC is parked in locations that make it convenient for elderly population to commute to the clinic, during its visits to the villages.

*“unlike other health service providers, the NATCO volunteers always informed us a few days ahead about the NMHC visit to our village. They ensured that nobody would miss the services when they visited our village. In addition to this, NMHC van was also located in the most easily accessible and prime location of the village” – Sakshi (44) homemaker during FGD.*

Even in terms of **accessibility** and **affordability**, NMHC had proven to extend its services with the objective of serving socially and economically vulnerable communities. During its visits, it treated chronic ailments such as: Hypertension, Diabetes, seasonal fevers, and cough and cold on free of cost. Besides, free medication is also provided to the patients.

The health-cards system is one of the significant systems helping follow-up with the patients and ensuring regular and timely consultations. About 79 % of the beneficiaries have health cards and are tracked by the NATCO volunteers regularly until the person comes to normal health.

The Referral system is vital as the illnesses and medical conditions of the patient are beyond the medical capacities of NMHC. Such cases were referred to hospitals where they could get next-level appropriate treatment. In this context, the advantage for NATCO Trust has networked with the Government general and specialized hospitals in Hyderabad.

It can be considered an **effective practice, as more than 55% indicated satisfaction with NMHC services**.

In this process, a **systematic communication network** was established between NATCO Trust counsellors, staff nurses in NMHC, and administration of - LVPEC (Kothur), Gandhi Medical Hospital, Osmania Government General Hospital, Niloufer Hospital, and MNJ Cancer Hospital. Having **counsellors at these hospitals is one of the significant advantages** of ensuring timely health services at the tertiary level.

*“our village has no proper transport facility. Many older people are dependent on NMHC for their primary health needs. The doctor at NMHC used to patiently check each and every patient, and provide free medication” – FGD participants in Pulyathanda*

It is evident that many beneficiaries heavily relied on NMHC for primary healthcare services. Since the NMHC is frozen its services, the majority are visiting government hospitals for treatment.

A mixed picture has emerged about the user (respondents' point of view) satisfaction levels.

- About 87 % have expressed overall satisfaction with the NMHC services – attitudes and concerns of medical staff, quality of service, cleanliness of the mobile medical clinic, support on follow-up visits, and referrals.
- About 89 % categorized the NMHC services with good quality medicines and services of medical staff, including NATCO volunteers.

It is important to note that the active operations of NMHC have impacted the RMPs (Local Rural Medical Practitioners) services which are expensive (both consultation fees and medicines). It benefited the local community, whose out-of-pocket expenses on primary health care came to “zero” as the services are free of cost in NMHC.

Besides, expenses and time on travel (to approach PHCs) have been gained by the needy when NMHC services come to their villages/habitations. This way, **NMHC services are more effective and efficiently provided by NATCO trust.**

Over time, due to the non-availability of a doctor, NMHC stopped its operations from July 2021. NATCO Trust could not get the replacement despite several efforts. Existing para-medical staff, at present, limited the basic health services to the in-house employees.

**Keeping NMHC on a shelf has left many people with primary health challenges. . Out-of-pocket health expenditures have increased for many families, as they are forced to approach private or RMP practitioners.**

*“We cannot afford the treatment and medicines. My husband passed away a few months ago, he was suffering from diabetes” – says elderly women.*

For most of the needy, the health expenditures are sometimes going beyond their financial capacities. In Jammanakota village, an elderly woman expressed that

she incurs more than 500 rupees expenditure per month to buy medicines for diabetes and BP conditions.

During the FGDs, villagers also expressed that they relied on RMPs and Private hospitals for treatment in the absence of NMHC, which increased their household expenditures. What ever impact created by NMHC is gradually vanishing from the minds of the community – critical point came out in the FGDs and one-on-one interviews. Thus, the significance, and relevance of

NATCO Mobile Health Clinic Services to the villagers, is glaring from the data findings and FGDs during the assessment.

- **More than 90 % of the informants demanded immediate revamping of the NMHC services, including availability of regular doctor.**

Under CSR planning, having health services, mainly Mobile Health Clinic, is one of the primary factors in gaining the confidence and trust of the local community. It is because the community always prioritizes health and related services and makes its journey with CSR implementers.

- Therefore, it is advised that **NATCO Trust has to move towards filling the gap and re-initiate the NMHC services as quickly as possible.**

## **Backyard Kitchen Garden<sup>20</sup>**

In 16 operational villages in Nagarjuna Sagar, NATCO trust distributes seeds and encourages the cultivation of vegetables using Non-pesticide Management in the backyards of the houses. The motive is to encourage and enhance the concept of **"healthy food and healthy living"** among all age groups.

**The volunteer's role is significant in promoting this concept.** About 71 % of the informants confirmed the active role of NATCO Trust volunteers and staff members in promoting the kitchen gardens. Outcomes of FGDs highlight that the primary motivation of families in cultivating kitchen gardens is to provide organic vegetables for home consumption for better health. They are aware of pesticide-infused vegetables and the benefits of eating home-grown vegetables. The volunteers have provided such knowledge during periodical visits to villages.

Villagers expressed that the seeds distributed and the kitchen garden produce chosen depend on seasons. Some commonly grown vegetable plants in the kitchen gardens include **brinjal, ladyfinger, beans, tomatoes, leafy vegetables, and bitter guard.**

- Nearly 96% of the respondents said they fully consume the produce they obtain from their kitchen gardens.
- Of all those who are maintaining kitchen gardens, 58 % use only organic fertilizers, and 4 % use kitchen ingredients as fertilizers.
- 54% of the informant's general perception is that using kitchen garden produce is showing positive trends, particularly among the children's health conditions. In their opinion, soon after using the kitchen garden produce, their children are in good health, as they are not sick so often.

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<sup>20</sup>Establishing the "effectiveness" of the kitchen garden on the health outcomes of those who use the kitchen garden produce is required scientific investigations, which is not a part of the present assessment – limitation.



- According to 30% of the informants, health expenditures have come down. Moreover, their expenditure on purchasing vegetable's for daily consumption reduced considerably.
- Quite a few (25 %) are earning by selling the excess production in their kitchen gardens in the market and earning. In other words, they are getting additional economic benefits by having kitchen gardens.

**NATCO volunteers are making regular visits** (once in a week) to households to observe the maintenance, progress and use of kitchen gardens - according to 96 % of the informants. During the visits, the volunteers discuss the problems faced by villagers in cultivating the plants, enquire about fertilisers used, take pictures, and distribute seeds if required.

Owning livestock, was observed to be an added benefit in cultivating backyard kitchen gardens, as 78% are using backyard manure. Those who do not own livestock, 60% are either procuring manure from other farmers or are using kitchen ingredients as fertilisers. 13.3 % are purchasing similar manure.

Quantifying FGD outcomes says that **96 % rated the intervention as useful program, and expressed that they would recommend others to cultivate NATCO-supported backyard kitchen gardens.** It can be considered as impact of the backyard kitchen gardens as it is giving social and economic returns to the households.

However, the informants during interviews and villagers during FGDs put forth quite a few **challenges** that they were facing while cultivating backyard kitchen gardens:

- Half of the respondents have said they are facing major problems due to animal and pest infestation in the gardens.
- About 37 % pointed out that the trainings and information (on methods of cultivation and manures to be used) provided by the volunteers is in-adequate.
- Similarly 30% said that they are not receiving sufficient seeds on time. These two points need to be considered by the team and take appropriate steps.

Those who do not have sufficient space in their backyards are not cultivating backyard kitchen gardens.

Drawing from these challenges, **42% of the villagers have suggested NATCO Trust to provide proper training on how to cultivate and protect vegetables from the pets in the backyard kitchen gardens;** and 54% have asked for distribution of organic fertilisers from NATCO trust.

## Supplementary Nutrition centres

NATCO Trust provides supplementary nutrition and health awareness to Antenatal and Postnatal mothers with the vision of improving maternal health, institutional deliveries, and ensure proper

child birth weight. NATCO volunteers distribute supplementary food such as chikki (prepared with handmade sugar and dry peanuts), dates, millets, and biscuits to the eligible women in operational villages.

The supplementary food is distributed from when the pregnant women registers with Anganwadi centre until six months after the delivery. The **volunteers undertake awareness classes regarding importance of regular health check-ups, awareness of home-cooked nutritious meals, breastfeeding, institutional deliveries, and infant care.**

### **Antenatal women:**

*“In the Sagar region, many women face the problem of blood percentage deficiency (anaemic). Those who are not educated enough do not fully understand the importance of consuming nutritional food. In addition to this, many families cannot afford consuming nutritional food due to economic circumstances. In this context, nutrition centres in the Sagar region are crucial for the betterment of pregnant and lactating women’s health” – says one of the village volunteers.*

To understand the benefits from the supplementary nutrition program, assessment team has interviewed 18 randomly selected **antenatal women** (in the age group of 18 to 26) from different villages. Half of the respondents were currently in the 8<sup>th</sup> month of their pregnancy.

Along with Anganwadi teachers (39%), NATCO volunteers (61%) are playing important role in sensitizing the eligible women about the importance of supplementary nutrition as well as other critical antenatal measures. Volunteers are making home-visits and educating the eligible women.

- Nearly 89% of women are visiting the Anganwadi centre every day, where they would receive nutritional supplements and awareness classes of NATCO Trust.
- Due to pre-occupied domestic work, child rearing, and supporting the family in agriculture operations, 11% are availing supplementary nutrition twice a week.

The respondents indicated that the NATCO **volunteer undertook various responsibilities including distribution of nutritional supplements, conducting awareness classes, following up on Antenatal care visits, documenting the health and nutrition of the mothers, and making home-visits.**

- Assessment team has noticed that **highest majority, that is 94% of the informants rated the nutrition supplements as good quality**, however when it comes to quantity, 71% said it is not sufficient.

Most of the women said that they were receiving meals, egg and milk from Anganwadi centres. While 94% of them indicated that they were consuming the Anganwadi meals. Of this, 78 % seems to be satisfied with the quality.

One Anganwadi teacher in Chintalapalem, informed that 7 years ago, NATCO trust provided eggs and milk when they were not receiving the same from the government. She further stated that **during times of pandemic crisis, the NATCO volunteers visited the homes of Antenatal and Postnatal mothers to distribute nutritional supplements and sanitizers regularly and educated them on pandemic precautions.** It is one of the best services provided by volunteers.

In terms of awareness classes, all of the women are currently receiving awareness on number of Antenatal visits, Institutionalised deliveries, and on initiating breastmilk, from Anganwadi teacher, ASHA worker and NATCO volunteer.

*“The NATCO volunteer interacts with AN & PN mothers everyday to highlight the importance of nutritious food in their routine. She enquires about their blood percentages and checks their Antenatal care reports. On several occasions, the volunteer and I work together to provide awareness classes to these women” – says one of the Anganwadi Teachers.*

➤ About 78% of the women indicated that they were receiving information on Antenatal visits and institutionalised deliveries along with **infant care hygiene practices** from the NATCO volunteer.

While all of the women believe they are benefitting from NATCO trust’s Nutrition centres, **57% of them asked for distribution of ragi malt in the nutrition centres.** They expressed that they used to receive ragi malt from NATCO volunteers regularly earlier, which has been discontinued during the pandemic. Anganwadi teachers of some sample villages have also asserted the need of Ragi java and fruits for the AN PN mothers.

An ASHA worker with 15 years of experience acknowledges the efforts of NATCO trusts by saying *“The volunteers provide essential awareness to AN PN mothers about their health and nutrition during pregnancy, vaccinations and post-partum care. They are constantly in contact with us to understand and keep track of ANC health check-ups and deliveries in the village.”*

Somewhere 67% of the women have requested for the distribution of fruits along with other nutritional supplements.

### **Postnatal mothers:**

Assessment has interacted with 23 Postnatal mothers (between 18 to 26 years). Nearly 61% of the PN mothers confirmed the active role of volunteers in educating them on infant care and health

precautions. Similarly, 27% knew about the services through the Anganwadi teacher in their registered Anganwadi centres.

Since quite a few of them are in postpartum recovery stage were unable to visit the centres every-day. 74 % of the lactating women said that they visited Anganwadi centres every-day and 18 % of them visited two times in a month. Many of these women mentioned that their caretakers go in their place to receive Anganwadi meals from the centre.

- A larger majority, that is **96% of them receiving nutritional supplements from the centre.**
- About 57% of them said that the volunteer regularly checked their hospital reports and providing required support.
- About **91% of the respondents confirmed that they were consuming both chikki and dates provided by NATCO trust in the nutrition centres. Most of them rated the quality as good.**

Nearly 87% of women indicated that they were consuming meals from the Anganwadi centre, and 9% of the respondents indicated dissatisfaction with the meals they are receiving at Anganwadi centres. 96 % and 91 % of them said that they were consuming eggs and milk from the centre, respectively.

96 % of the women mentioned that they were receiving awareness regarding Antenatal care visits from various sources- from Anganwadi teacher, ASHA worker and NATCO volunteer. 91.3 % indicated that they were receiving awareness regarding institutionalised deliveries, initiating breastmilk to new-born, and ensuring good hygiene. Among all of the components of the awareness classes, respondents rated awareness on Antenatal visits as the most helpful.

- Overall, **87% of the postnatal women indicated that they were benefitting from the Nutrition centres, as they are aware of ANC visits.** About 80% informed that 3 to 4 ANC visits are must – indicates their improved knowledge levels.
- **Roughly 48% of the respondents requested for the continuation Ragi malt in the nutrition centre,** and 44 % of them suggested distribution of fruits. While 26% of them asked for a more regular supply of nutritional supplements, 17 % requested for increase in the quantity.

One of ASHA worker says “AN and PN mothers in the village believe that the nutrition support from NATCO is essential to improve their physical health”. She further said “the efforts of NATCO volunteer, ASHA worker and Anganwadi teacher, all complement each other to multiply the support towards AN PN mothers. NATCO volunteer also provided me incredible support during the lockdown period when I made home visits regarding vaccinations and COVID-19 care”.

She suggested having separate rooms in the Anganwadi centres for AN and PN mothers. On the same lines, Angawadi teachers also requested for infrastructural support towards the Anganwadi centres.

- Nearly 56 % of the pregnant women indicated that the supplements are beneficial to them, while 39 % cannot judge its usefulness.
- About 44 % said that quantity is sufficient, however majority suggested to increase the quantity of the supplements provided. Quite a few suggested to provide fruits.

It seems that whatever supplements are provided are insufficient as 48% of them are satisfied with the supplements they are receiving. Thus **majority suggested increasing quantity and additionally providing ragi java and fruits.**

Overall, Nutrition supplementation by NATCO Trust is well received by the eligible women. **Majority (91%) have given high rating – both in terms of quality and quantity. However, among this category, majority said that quantity needs to be improved, along with diversification of supplements.** Several informants suggested Ragi Java and fruits on regular basis as most of the tribal women prefers locally available supplements.

## EDUCATION

### Gurukula coaching

The Telangana Gurukul Common Entrance Test is conducted annually by the Telangana Residential Educational Institutions Society (TREIS), Telangana State Government. Students selected in the entrance exam join 5th class vacancy seats in social welfare schools and receive free education, food, and clothes.

While the initiative by the government has proven to transform the lives of underprivileged children, NATCO's trust support is helping to increase the accessibility of the initiative to a larger population.

The children in remote villages of Nagarjuna Sagar do not have access to good quality education and the skills required to attempt competitive exams. Many being first-generation learners, their families are not equipped enough to support them in their educational endeavors.

To understand the impact of Gurukula coaching in the Nagarjunasagar region, the assessment team has interacted with parents of children attending the coaching classes.

In this process, NATCO volunteers make home visits to motivate parents about children's education. They support the parents in the application process for entrance exam, and ensure the attendance of children to Gurukula coaching conducted by NATCO volunteers.

- **93% of the parents came to know about gurukula coaching through NATCO volunteers.**

Parents of children attending tuitions, have expressed that the coaching is being conducted in two centres in the government primary schools. Children from the surrounding villages, travel to the locations to avail coaching for Gurukula entrance exam.

- More than half of respondents (55 %) have said that their children are availing coaching from NATCO volunteers from the current academic year, while one-fourth of them (25%) have expressed that their children enrolled in the tuitions more than two years ago.

NATCO Trust appointed **vidya-volunteers are playing critical role** in providing books to an extent, conducting mock exams, supporting in the application process, and sometimes providing transport facility to the children to the examination centre.

- **Nearly 98% of the parents indicated the special attention of vidya-volunteers towards their children. They assess the strengths and weakness of the children and aligning the coaching.**
- Since the vidya-volunteers are maintaining the intimate contacts with the parents, 86 % of the parents said that they are interacting with vidya-volunteers at least once in a month to understand the progress of their children.

In the words of one vidya volunteer of sagar region  
*"Gurukula coaching is not only enhancing the future of the children in these remote villages, but is also drastically changing the behaviour of parents towards their children's education".*

The vidya volunteers in their interviews stated that they use several innovative teaching-learning material and interactive methods to engage young children in learning

efficiently. To improve the learning skills children are divide into groups and participate in the group interactions.

All the parents with whom assessment team has interacted are of the opinion that NATCO supported Gurukula coaching highly beneficial to their children. In other words **parents have given high rating to Gurukula coaching.**

During the assessment, 70 % of the respondents have one of their children already admitted into a Gurukula school. Some of them have indicated that they continued to receive support from NATCO trust after the admission in the school.

While the benefit of the intervention is evident, the parents have also discussed some challenges and suggestions regarding Gurukula coaching provided by NATCO trust.

In one of the focus group discussions, a concerned parent has expressed *“NATCO management motivate parents to educate their children further, and the coaching is extremely helpful. However, our children are travelling nearly 14 km everyday. This costs us about 50 rupees a day. It would be helpful if the coaching is given within our village.”*

➤ **40 % of the respondents requested for furniture in the coaching centres, including chairs and tables. Half of them have requested for the expansion of coaching to their villages and increasing the number of volunteers,**

**as it is becoming difficult for their children to travel far off distances to attend coaching.**

### **After-school tuitions**

After-school tuitions are conducted for primary school students with the motive of strengthening their basics and nurturing their inquisitiveness. These tuitions are conducted within the school premises in each village by the respective volunteer assigned to the village.

Assessment team has interacted with 61 parents in the Nagarjuna Sagar region to understand the functioning and benefit of after-school tuitions to their children. About 90% of the informants have told that they came to know about this facility through NATCO Volunteers. Nearly 67 % are sending their children to the tuitions in the current academic year, and 23 % from the previous year.

According to the parents, the **volunteers undertake the responsibilities of coaching, strengthening basics, clarifying doubts, conducting exams, motivating children and parents about regular attendance, and conducting extracurricular activities.** Nearly all of the parents (98 %) have noticed improvement in reading among their children after attending after-school tuitions. Similarly 39% have said that the performance of children in their school exams has improved.

It is evident that volunteers are managing day-to-day activities of the tuition, design lesson plans, and track the progress of each child. They maintain registers to track the attendance of the child. Over the years, they have observed **significant improvement in writing and reading** among the students, and overall performance at schools.

In this context, one of the government school teacher says “NATCO volunteers use child-centric and innovative teaching methods in order to enhance the abilities of the child. After-school tuitions are useful not only to the children, but also to government teachers as it reduces the burden of the teacher. NATCO volunteers strengthen the basics of the child which make them more prepared and equipped to understand classroom lessons better”.

➤ **Nearly 97 % of the parents rated after-school tuitions as useful for their children.** They further suggested that drinking water, stationary, snacks and infrastructure will attract more number of children to attend after school tuitions regularly.

### **Support to Anganwadi centres**

NATCO Trust supports Anganwadi centres in three ways: (i) demand-driven infrastructure, (ii) academic and nutritional support to children, and (iii) human resource support to the centres. The motive is enhance the access, equity and quality of education at foundation level and supplement the efforts by the women and child welfare program.

To understand the support, assessment team has interacted with 44 parents of children enrolled in Anganwadis in the sample villages. All of them have indicated that NATCO trust provides snacks or supplementary food to children at the Anganwadi centres. NATCO volunteer are taking additional classes to the Anganwadi children using NATCO teaching-learning materials such as flash cards while also assisting the Anganwadi teacher in the daily lesson plan.

➤ **About 78 % of the informants have indicated that their children learn through flash cards, and 57 % said that the volunteer teaches them English and Telugu rhymes, and numbers.**

Besides, volunteers are teaching the children about the hand-washing and cleanliness habits. The volunteer also counsels the parents on nutritious food to children. Most of the parents are in regular interaction with the volunteers and understanding their children's progress in the Anganwadi centre.

NATCO volunteers also play a pivotal role in the formal monthly meetings conducted in the Anganwadi centres, according to Anganwadi teachers. They help in organising the meetings, and actively participate in the discussions.

While talking about the support from NATCO Trust, **98% of the parents have appreciated the teaching methods and learning materials adopted by the volunteers and they are satisfied with it as they gradually observing improvement in understanding and learning among their children.**



One of the Anganwadi teacher said “as government employees, we have several duties to fulfil and it is often difficult to manage everything. The NATCO volunteer takes care of the class on the days I am occupied with other duties. However, we need a dedicated volunteer assigned only to our centre. This would be extremely beneficial to our children.”

Another Anganwadi teacher states “children listen more attentively when the volunteer teaches them. They get very excited about the rhymes and are enthusiastic about coming to the centre. The volunteer speaks in both local tribal language and telugu to ensure that the children understand the lessons better”.

Anganwadi teachers, in their interactions with Impact Evaluation team, have expressed that the day-to-day activities at the Anganwadi centre are divided among Anganwadi teacher and NATCO volunteer. The volunteer takes additional lessons using flash cards to enhance the creative learning of the child, which is complementing the lessons being taught by the Anganwadi teachers. The volunteer also assists the Anganwadi teachers in

several of her duties, such as maintaining registers, checking weights of the children, providing meals and ensuring hygiene.

Besides, one of the Anganwadi teachers have also stated that the NATCO volunteers made home visits during the lockdowns, to take in-person lessons for children enrolled in the Anganwadis ensuring that the children did not forget what they had previously learnt at Anganwadis.

- Nearly **95% of the parents expressed their satisfaction about the overall support provided by NATCO Trust to Anganwadi centres.**

To improve the support to Anganwadi centres from NATCO trust, one-fourth of the parents have requested for improvement in the **nutritional supplements**. A majority of them have also requested for provision and stationary and uniforms for their children. Anganwadi teachers have also requested for additional supply of **stationary and flashcards**. Some have also indicated the poor infrastructural conditions of the centres, and have asked the support of NATCO trust to improve it. They have always requested for additional and dedicated volunteer support for each Anganwadi.

**Overall, villagers during FGDs have told that NATCO Trust support to Anganwadi centres is of immense help, effective and efficient and bringing impact through improving learning standards among the children.**

## **Balavikasa**<sup>21</sup>

**The NATCO Trust has promoted a model Anganwadi centre – Balavikasa - with an intention** to bring innovative teaching methods and materials to improve the learning skills among children. The NATCO trust constructed a separate building, and the dedicated volunteer supervises its operations.

<sup>21</sup> The assessment team discussed elaborately in impact/case stories.

**Community involvement in running the Balavikasa centre is one of the best practices.** Every day the hot meal is cooked and served by the mother of a child in the centre. Nutritious food, including eggs and vegetables grown in the region, is served to children (Mid-day meal). The assessment team has observed **better reading abilities and hand wash practices** among the children.

The assessment team felt that quite a few immediate improvements are **essential** to make Balavikasa child-friendly:

- **Inner walls need eye-strain-free colors (preferably white);**
- **User-friendly pathway to reach the centre;**
- **Replacement of existing outdoor playing materials; minimum 4 feet smooth surface to the inner walls to prevent injuries while children are playing inside the centre;**
- **Sufficient lighting within the centre and**
- **Uniforms for children**

## **Synthesis:**

- i. NATCO volunteer's critical role in educating the community on different development issues and interventions is one of the factors behind sustaining the interventions and achieving the outcomes.
- ii. Mentoring and monitoring of volunteers are by the management team complementing the outcomes.
- iii. The management can think of diversified, scientifically certified supplementary nutrition for AN & PN women.
- iv. Improvements are essential in the Balavikasa centre to make it more attractive and child-friendly.
- v. Given the local conditions, subjected to the prioritized needs of the local community, expansion of interventions in this geographical region is essential.
- vi. Given the age-old culture of the tribal community, a focus on health and hygiene is critical to improving the standard of living.
- vii. On top priority, it is also essential to bring NMHC services back into operations.

## 6.2

### Interventions in Kothur, Telanagana State

NATCO Pharma has a formulation facility with 1038 employees at Kothur in Telangana. As a mandatory CSR policy, NATCO Trust undertakes several interventions focusing on health and nutrition, education, livelihoods, and infrastructure programs benefitting the local community in 19 villages surrounding the facility.

In order to understand the functioning, efficiency, impact, and relevance of these interventions to the target populations, an impact evaluation team has visited 6 sample villages, interacted with 268 beneficiaries and 46 volunteers, and interacted with the villagers during

five Focus Group Discussions.

#### HEALTH AND NUTRITION

With focus on community-based healthcare and health education, NATCO trust attempts to promote healthy living among those who cannot access and afford the same.

NATCO trust is committed to improving the target population's health and nutrition by providing free medical services and nutritional supplements, educating women on health issues, and conducting health camps through

village volunteers. Besides, the trust also supported the establishment of LV Prasad eye clinic in the region.

#### NATCO Mobile Health Clinic (NMHC)

The NATCO Mobile Health Clinic started its operations in 2010. It has made the primary healthcare facilities accessible at the doorsteps of villagers, specifically those residing in poorly connected villages and elders. Its primary function is to examine individuals with hypertension and diabetes and those suffering from seasonal fevers, including Non-Communicable diseases (NCD), and provide appropriate medication. In deserved cases, the patients were referred to appropriate hospitals in Hyderabad, where NATCO has strong relations.

With one doctor, paramedical staff and a pharmacist, the NMHC visits villages surrounding the NATCO pharma facility and conducts health check-ups. In order to understand the impact of the same, 36 satisfaction surveys were conducted from 7 sample villages in the kothur region.

The assessment team noticed the volunteers' role in educating the community about the mobile health facility and mobilizing them to access the service in their villages.

- 87 % have primarily approached NMHC to get treated for hypertension
- 33 % avail treatment for seasonal fevers and common ailments, and
- 27 % for diabetes.

As a protocol, those suffering from ailments that are not curable/treatable at NMHC were referred to the tertiary level government hospitals in Hyderabad. Occasionally, a few deserved cases were referred to NATCO Digital Primary Health Centre (NDPHC).

- 40 % of the patients were referred to NDPHC,
- 27 % were referred to government hospitals supported by NATCO trust in Hyderabad, and
- 60 % have told NMHC doctors provided medical advice for issues that are not in the capacity of NMHC.

All of the informants (100%) expressed their satisfaction with the doctor's attitude, treatment, quality of medicines, and the behaviour of the staff.

*"The mobile clinic is very helpful for elders like me to get treatment and support to maintain my health", says an elderly person during the FGDs.*

- Overall, 80 % were satisfied with the services at NMHC in Kothur.

- During the FGDs, villagers expressed that NMHC made healthcare services easily accessible and **reduced their out-of-pocket health expenditures by providing free doctor consultations and medication.**

Soon after the interruptions to the services during the pandemic, NATCO Trust took quick measures and reinstated the services.

- About 47 % of the villagers asked for better medical infrastructure, including the facility to get **a complete urine examination (CUE), and a complete blood picture (CBP)** at NMHC.

### **NATCO Digital Primary Health Centre**

The NATCO Digital Primary Health Centre (NDPHC) is one of the collaborative efforts (partnering) with e-Vaidya services. Located in Mekaguda village, NDPHC's primary aim is to offer essential healthcare services to residents of 70 surrounding villages and to provide treatment for non-communicable diseases, seasonal diseases, and minor injuries. It has one female doctor and paramedical staff including the receptionist, pharmacist and nurse.

The services, however, became restricted to villagers in Mekaguda after the onset of the pandemic.

During the patient satisfaction survey, the assessment team observed that most of the informants (67 %) who have availed of the services live within one kilometer of NDPHC. It mainly treats hypertension, diabetes and seasonal fevers.

Most of the informants said that they are availing NDPHC services for Hypertension, and 71 % were receiving treatment for diabetes. Close to 96 % of the informant's said that they have health cards issued by NDPHC with their medical histories and treatment availed from the center. 67 % of the respondents also said that there are visiting doctors at NDPHC to address certain illnesses.

According to the doctor at NDPHC, on an average of 80 patients visits the centre every day. The most common complaints from patients include viral and seasonal fevers, skin allergies and agriculture work related injuries. Nearly 96 % of the respondents indicated availability of lab facilities at the centre.

All of the informants have received medicines free of cost that helped to **minimize their out-of-pocket expenditures on health services**. For critical health issues that are beyond the capacity of NDPHC, the doctors refer the patients to specialists in closest government or private hospitals.

After obtaining the treatment, the patients indicated that NDPHC also follows up with them for the future course of action. 58 % of them indicated that the paramedical staff at NDPHC do the follow-ups, whereas 29 % of them expressed being in contact with NATCO volunteers about the same.

All of the informants were content with the ease of booking appointment, cleanliness of the clinic and patient management at the centre. About 92 % are satisfied with the doctor's attitude towards the patients, treatment procedure and quality of medicines.

Though 58 % expressed their satisfaction with NDPHC services positively, **42 % rated the services as "not up to the mark," and the "why" factor says the delay in issuing the test reports (38%), patients are not getting relief despite of using medication (21%), and being a primary health centre, and its services are confined only to Mekaguda village.**

## **LV Prasad Eye Clinic (LVPEC)**

NATCO trust partnered with LV Prasad Eye hospital in setting up LVP Eye Clinic in Kothur to facilitate affordable eye health care accessible to villagers in the surrounding areas. NATCO Trust provided financial support for the construction of the hospital building.

It is evident that of 40 patients interviewed, 58 % availed services more than twice. About 83 % have been admitted to the hospital at least once to undergo more prolonged treatment procedures such as cataract surgery and post-surgery care.

*“Many patients from surrounding villages visit LV Prasad Eye Clinic for treatment. Before the construction of LVPEC, we were having to travel all the way to Hyderabad to access eye care. At LVPEC, we are able to access check-ups and glasses for affordable cost”* says a villager in a Focus Group Discussion.

➤ NATCO Trust in association with LVPEC conducts free eye camps in Kothur region.

*“The eye camps conducted by NATCO trust are very beneficial to us as we cannot afford these services otherwise. Many older people have undergone free and successful cataract surgeries at LVPEC with the support of NATCO trust’s eye camps. NATCO volunteers also follow-up with us after our surgeries and support during recovery”* says one of the villager during FGD.

About **95 % are satisfied with the overall services** of LVPEC, as the system in the hospital, especially with fixing appointments with the doctors, services by professional ophthalmologists, and services of supporting staff. Quite a few (17.5 %) are dissatisfied with the long waiting time to consult the doctor

behavior of nursing and pharmacy staff. Nearly 78 % recommend LVPEC to other patients seeking eye care.

## Backyard Kitchen Gardens

As part of the NATCO Trust's initiatives, women were encouraged to cultivate pesticide-free backyard kitchen gardens to increase consumption of safe and healthy vegetables and save expenditure on purchasing vegetables from outside markets.

The assessment team has interviewed 29 beneficiaries in the sample villages of Kothur region. Of this, a larger majority (86%) are women. About **79 % of beneficiaries indicated that NATCO trust volunteers made home visits to educate them about kitchen gardens and provided the necessary guidance and tools to begin the cultivation.**

NATCO trust volunteers educated the women on cultivating and managing the kitchen gardens. Besides, they also distribute seeds and manure. Keeping good health by consuming organically produced vegetables is the primary motivation behind the practicing cultivation of kitchen gardens. Chilly, tomato, brinjal, and leafy vegetables were some of the common plants cultivated in the gardens.

The respondents utilize the garden produce in three ways- consume the produce, sell the produce, and use the produce for seed banking. All of the beneficiaries indicated consuming the vegetable produce from the garden. 24 % and 21 % said that they use the produce for selling and for seed banking respectively.

All of the respondents said that they witnessed significant health and economic benefits from backyard kitchen gardens. They strongly believe that the health of children in their households has

improved post the consumption of garden produce. 24 % affirmed reduction of chronic diseases such as diabetes among household members.

In terms of economic benefits, the beneficiaries said that their household expenditure has decreased due to reduced buying of vegetables from the market. 24 % said that they generate some income from selling the produce in the markets.

The beneficiaries indicated that NATCO **volunteers made regular home visits to track the progress of the gardens and to address any challenges**. 62 % of the respondents said that the volunteers visit their gardens once in a week.

About 93 % of the beneficiaries use only **organic fertilizers** in their gardens, and the rest of them indicated not using any fertilizers at all. Some (34 %) indicated owning livestock and using **livestock manure** for cultivating kitchen gardens. Those who do not own livestock (66%), said that they procure the same from neighbors and other farmers.

While **97 % rated the intervention as beneficial**, some discussed challenges faced by them while cultivating kitchen gardens. 41 % of the beneficiaries seems to be facing difficulties due to animal and pest infestation in the gardens. Some said that it is difficult to cultivate kitchen gardens in the region due to water scarcity and lack of space.

The beneficiaries (76 %) requested for additional seeds from NATCO trust. 21 % of them also asked for manure and fertilizers from the trust.

## **Nutrition Centres**

NATCO trust established Nutrition centres in several villages surrounding the NATCO Pharma facility in the Kothur region. The nutrition centres aim to make accessible nutritional supplements and health awareness to women living in remote villages. NATCO trust collaborates with Anganwadi centres to provide the necessary services to pregnant and lactating women in the villages.

About 18 Antenatal mothers interviewed are 18 to 26 years, and 38 % of them are in the 9th month of their pregnancy.

Most (31%) came to know the nutrition centre and its services through NATCO **volunteers**. 25 % of them became aware of the Nutrition centres through Anganwadi teachers, and the rest got the information from neighbors and peer groups.

All respondents said that they visit Anganwadi centres every day to obtain services from both NATCO trust and the government.

The Antenatal mothers were asked to elaborate on the role of NATCO volunteers at the Nutrition centres. In response, 94 % of the women said that the volunteer distributes supplements such as



chikkis, dates, and biscuits. 81 % received awareness classes from volunteers, and 50 % were mentored regularly on health check-ups.

*“We guide AN and PN mothers from pregnancy to delivery. We clarify their questions and discuss the challenges that they are facing. We also check their ANC visit records. Primarily, our role is to provide nutritional supplements”* says one of the volunteers.

The volunteers also track and document the changes in the health status of the women in Anganwadi centres. They assist the Anganwadi teachers and ASHA workers in supporting AN and PN women through various services.

*“NATCO volunteers continued providing their services even during the lockdown periods. They made home-visits to provide nutritional supplements and awareness classes to AN & PN women during the time”,* says an Anganwadi teachers.

About 81 % of the women confirmed receiving meals from Anganwadi centres, and 69 % indicated consuming the same. 50 % rated the quality as good. While only 44 % of the women indicated receiving eggs from Anganwadi centres, 100 % of the women said that they receive eggs from

NATCO trust every day.

*“Many women in the region cannot afford nutritional supplements. Several women also face the problem of iron deficiency. In such cases, the supplements provided by NATCO trust are immensely helpful”,* according to an ASHA worker.

Similar is the case with milk. In addition to this, 88 % mentioned the quality of supplementary nutrition from NATCO Trust is good.

One of the primary agendas of Nutrition centres is to educate women about Antenatal care and health. NATCO volunteers work with ASHA workers and Anganwadi teachers, to provide such awareness lessons to pregnant women.

*“In addition to all their responsibilities, NATCO volunteers ensure that government’s best efforts reach wider number of AN PN mothers”,* says an ASHA worker.

About 94 % of the women mentioned that they receive awareness regarding ANC visits, institutional deliveries. **81 % specifically mentioned the active role of NATCO volunteers in**

**educating them on ANC, institutional deliveries, infant care and hygiene practices.**

While all of them rated the intervention as good, **38 % requested for supply of fruits from NATCO Trust along with other nutritional supplements.**

Anganwadi teachers have requested for better water facility in some centres. They also suggested incorporating **ragi java as part of the nutritional supplements** distributed by NATCO Trust.

About 14 Postnatal mothers in the villages surrounding NATCO pharma facility were interviewed to understand the usefulness of Nutrition centre’s services in their postpartum stage. About 93 %

are in the age group of 18-26 years. Of it, 43 % of the women said that they first came to know about the nutrition centres through Anganwadi teachers. 21 % became aware of the same through NATCO personnel.

- NATCO Trust volunteer's active role is visible in terms of distributing **nutritional supplements and conducting awareness classes on a regular basis.**
- **Only 21 % of the women said that NATCO volunteers regularly track their follow-up health checkups.**

As a mandatory services, Anganwadi centres are providing mid-day meal (hot cooked meal) to An and PN women. About 86 % of the lactating women interviewed are receiving and consume it in the Anganwadi centres. Only 43 % rated the quality of the same as good.

When asked about awareness classes, 93 % of the women indicated receiving awareness regarding institutionalized deliveries. 64 % expressed receiving the same from NATCO volunteers. 71 % of the beneficiaries also expressed receiving awareness regarding providing adequate warmth to the newborn, ensuring good hygiene and recognizing early signs of illness in the newborn from NATCO volunteers. 43 % indicated receiving support for immunization from either ASHA workers, Anganwadi teachers or NATCO volunteers.

- **While all of the respondents were content with the intervention, 57 % requested for provision of fruits from NATCO trust.**

## **EDUCATION**

### **After-school tuitions and Gurukula coaching**

In the villages surrounding the NATCO Pharma facility, NATCO trust initiated an integrated program for After-school tuitions and Gurukula coaching to support children studying in Government schools. The interventions aim to improve the quality of education of children by providing additional support through tuitions, and help secure seats in Government Social Welfare schools.

The interventions are implemented through NATCO trust's Vidya volunteers, who are trained to undertake these tuitions. About 63 interviews of caretakers of children attending the tuitions were taken to understand the impact on NATCO trust's impact on target populations:

- **52 % belonged to Other Backward Castes, and**
- **43 % belonged to Scheduled Castes.**
- **46 % are currently enrolled in fourth grade.**

Nearly 81 % of the respondents indicated that their children were receiving support for Gurukula coaching exam from NATCO trust. While all of them said that NATCO volunteers conduct classes as part of the coaching:

- 69 % of the respondents said that mock tests are being conducted,
- 45 % had received materials and books for the coaching.

NATCO volunteers also support the students in the completing application process for the examination, and during the examination by providing transportation facility whenever required.

A majority of the respondents, 94 %, expressed that Gurukula coaching classes are immensely useful for the future of their children.

Among those who received Gurukula coaching from NATCO trust, 32 % are currently students of Gurukula schools. They indicated that they continue to receive support from NATCO trust even after securing admission in the schools. NATCO trust, they expressed, guided them through the admission process and helped them overcome any challenges they faced in the schools.

*“Students in these villages cannot afford to avail private tuitions and coaching classes. Gurukula coaching through NATCO trust, aims to support such students to achieve their academic endeavours.....“Upon receiving admission into Gurukula schools, students obtain free education until intermediate level. This reduces a huge burden for their parents, and ensures several opportunities for the children. Students are thus very motivated to attend NATCO trust’s coaching classes.” ~ says one of the volunteers.*

In addition to their opinions about Gurukula coaching, parents were also asked to discuss the impact of After-school tuitions on their children. 60 % of the students have been attending After-school tuitions from the current academic year.

When asked about how the respondents became aware about the tuitions, 60 % of them said that it was through their interactions with NATCO volunteers. 27 %

became aware through government school teachers and staff.

A majority of the respondents, 84 %, witnessed improvement in their children’s reading due to After-school tuitions. More than half of them said that their children are scoring better in their exams with the support of NATCO trust.

At After-school tuitions, NATCO volunteers undertake the responsibilities of teaching lessons, clarifying questions, and strengthening basics of primary school children. 75 % of the parents indicated that the primary role of the volunteer is to assist their children by clarifying doubts and building better knowledge about the subjects they study at school.

89 % of the parents also indicated that their child receives individual attention from the NATCO volunteer at the After-school tuition.

*"I am well aware of the strengths and weaknesses of every child in my tuition. I pay individual attention and ensure that each child is grasping what is taught in the tuitions. NATCO trust also encourages us to use innovative learning methods to teach the children", says a Vidya Volunteer.*

school headmaster.

*Another volunteer says "We also support the government teachers at primary schools in their lessons. We are hence aware of what is going on in the schools, and plan the tuitions accordingly".*

a month.

"We often receive a lot of positive feedback and gratitude from students regarding the tuitions", expresses a volunteer when asked about feedback and complaints from the students. The volunteer adds, "in addition to my responsibilities as a tutor, I also maintain records of every child's progress to track the child's improvement".

All of the respondents indicated overall content with NATCO trust's intervention to improve the quality of education of primary school children. 87 % of them expressed immense satisfaction with the support of volunteers in the tuitions.

When asked about suggestions to improve NATCO services, **65 % of the parents requested expansion of tuitions to more villages** and additional volunteer support. 49 % requested the provision of stationary and uniforms, as whatever is given by the government is insufficient.

### Anganwadi centres

In the Kothur region, 45 interviews of parents of children registered in Anganwadi centres were conducted to understand the impact of NATCO trust's interventions in early childhood education and development. 62 % of the sample population belonged to Other Backward Castes and 27 % belonged to Scheduled Castes. 36 % of the children in the sample population are aged 5.

The respondents have indicated that NATCO trust supports their children in the aspects of education, health and hygiene.

*"We support Anganwadi teachers in delivering government curriculum to the children. We also teach NATCO trust's curriculum to the children- this includes rhymes, poems, worksheets and flash cards. In addition to this, we make children do exercises and teach them habits of hygiene", says a NATCO volunteer.*

Besides, Vidya volunteers also conducted tuitions during the pandemic lockdown periods by making home visits. "Home tuitions during the lockdown period, helped in reducing the learning gap of children", according to a Government

The volunteers also regularly interact with the parents and caretakers to discuss the progress of the children in the tuitions. 68 % of the respondents said that they interact with the volunteer at least once in

trust. Sprouts, biscuits, chikkis are some of the nutritional supplements provided by NATCO trust to the children.

- **Nearly 56 % of the children learn habits of hygiene from NATCO volunteers.**
- **76 % of the parents indicated that they are witnessing changes in their child's behavior.**

*"Children are more enthusiastic to come to school, after the support of NATCO volunteers", expresses an ASHA worker. She adds, "NATCO volunteers undertake an array of responsibilities at the Anganwadi centres. They assist the Anganwadi teacher, teach lessons to children and distribute snacks. They also support ASHA and ANM workers in various ways".*

*Another Anganwadi teacher says, "NATCO volunteer's support to the centre is extremely essential. As an Anganwadi worker I am involved in several activities that compromise my time with my children at school. The volunteer helps me in bridging the gap, and ensures that children are effectively learning".*

When asked about their interaction with NATCO volunteers, 56 % of the parents said that they interact with NATCO volunteers in the monthly meetings conducted at the Anganwadi centres. 40 % mentioned that they interact with the volunteers on a daily basis.

A majority, 82 %, have described that they discuss their child's academic progress and behavior during their interactions with the volunteer.

Besides, NATCO volunteers also maintain attendance registers, individual student records, Parent-Teacher meeting registers, and visitor registers to track the progress of

children. They also give daily updates to NATCO supervisors regarding the activities they had undertaken on that particular day.

*When asked about the volunteer's role in monthly meetings, an Anganwadi teacher said, "NATCO volunteer plays a primary role in conducting monthly meetings. She helps in organizing the meetings every month. In the meetings, she discusses the child's progress, and encourages parents to regularly send their children to school".*

While all the respondents said that their children benefit from NATCO trust's support to Anganwadi centres, 87 % of them believe that their children primarily benefit from the educational support from NATCO trust.

*"NATCO trust's focus on English is necessary to the growth of children. The curriculum followed by NATCO volunteers, complements the government curriculum and ensures the overall educational development of a child", says an Anganwadi teacher.*

Overall, the parents rated the intervention as good and impactful to the lives of young children on the region.

*“The work of NATCO volunteers is helping to reach to more children who require services from both the government and NATCO trust”, says an ASHA worker. She adds, “ASHA workers, AWC teachers and NATCO volunteers work as the team to make necessary services accessible to children”.*

However, most of the parents (93 %) requested for provision of uniforms from NATCO trust, which was stopped during the pandemic.

Some Anganwadi teachers (for instance – Inmulnarva village) requested of

washrooms with running water facility at their centres. Many also requested for the provision of additional play materials at the centres.

## **NATCO High School**

The NATCO High School (NHS), is an initiative by NATCO trust to make best-quality educational accessible to children residing in the surrounding villages. Located in Kothur, the school aims to help rural students avail innovative educational practices.

With the aim of understanding the teaching methods, facilities at NHS and the impact of the same on children, 20 students belonging to grades 9<sup>th</sup> and 10<sup>th</sup> were interviewed. Boys and girls were randomly selected and considered as a sample for the interviews. Out of the sample population, 55 % were OBCs and 20 % belonged to the Scheduled Tribes.

- 65 % of the students, have been enrolled in NATCO High School since their pre-primary.
- 55 %, described that they secured admission into NHS through an entrance exam.

NHS, according to the students, stands out from other schools due to the use of unconventional methods of teaching. 90 % of the interviewed students have indicated that they experienced unconventional teaching methods at school. Half of them mentioned the use of digital methods and lab experiments by teachers as part of the curriculum. 15 % of them said that they have experienced open classrooms, field trips and practical learning at NHS. 70 % of the students said that learning through unconventional methods helps them understand their lessons better.

*“At NHS, we use activity-based learning, art-integrated learning, ICT and peer learning to as some of the teaching methods. This makes the process of learning livelier and more inclusive for the children”, says a teacher at NHS.*

*In the words of the social science teacher, “I conduct puppet shows, screen documentaries and make children listen to podcasts. I believe, this way, the students understand the concepts better”.*

Students also receive additional support from their teachers and management for their board exams. More than half of the students (55 %) indicated receiving additional hours of teaching, pre-board exams and additional materials from NHS, to support their board exam preparation.

Besides, students also mentioned receiving assistance from school staff for their future educational pursuits. 95 % of the students said that they receive constant and regular guidance from their teachers about potential career paths and competitive exams. Half of the students said that they find this support immensely useful.

Another teacher says, *“special classes are held to reiterate the topics already taught, and mock tests are conducted to make the students familiar to the board exam patterns and environment”*.

The interviewed students expressed participating in an array of extracurricular activities including sports, arts, dance, farming, annual day celebrations and others at NHS. All of the respondents had

participated in at least one sport during their time in NHS. 35 % said that they regularly take part in arts activities at school.

In addition to this, NHS also takes them to relevant exposure visits, according to 80 % of the respondents.

*“Every batch is compulsory given career counseling and is oriented to choose right and interesting career paths. We also encourage students to regularly interact with their seniors and build their awareness about various career options”*, answers a teacher when asked about career counseling at NHS.

Awareness programs related to menstrual hygiene, WASH practices and behavior, are conducted by teachers, academic mentor and staff and facilitate the holistic development of children at NATCO High School.

- About 80 % of the students mentioned attending awareness programs related to menstrual hygiene, and 55 % of students found the programs helpful.
- 95 % of the students attended WASH awareness programs, and 70 % found the same very useful.
- Support of academic mentor in organizing such programs is duly acknowledged by the students.

Parent-teacher meetings are being conducted regularly to update the parents/caretakers with the progress and learning of children at NHS. 75 % of the students said that their parents interact with the teachers at least once in a month.

Students were asked to rate their satisfaction with various facilities provided at the NATCO High School. All of the students, expressed **satisfaction with classroom infrastructure** at NHS. Out of this, more than half (55 %) said that they are extremely satisfied with the same. About 65 % of the students said that they extremely **satisfied with the teaching methods and extra-curricular activities** at the school.



*In the words of a teacher, “NHS provides opportunities for both students and teachers to develop their skills. The focus is more on holistic development rather than securing marks. Working here gives me the opportunity to help students from economically poor backgrounds, and it gives me immense pleasure to do the same”.*

While students discussed several outstanding aspects of NHS, and their satisfaction with the facilities at the school, some students also discussed certain challenges faced by them. About 15% of the interviewed students said that they are uncomfortable in the current school uniform (Jeans and T-shirts) and requested

for a change in the same. Particularly girls expressed feeling extremely uncomfortable in the uniform. In addition to this, 45 % of the students requested for additional time for sports and extra-curricular activities.

## LIVELIHOODS

### Vocational training

With the objective of up-skilling rural women and helping them generate a source of income, NATCO trust initiated vocational training of women through tailoring classes in the Kothur region. The classes are based in NATCO High School at Kothur. With help of a designated tailor, the women learn various techniques of stitching that help them establish their own practice for income generation. The course is for a duration of 3 months, but students are encouraged to continue if need be.

In addition to this, on several occasions, NATCO trust provided paid tailoring opportunities for trained women for NATCO High School uniforms and NATCO pharma uniforms.

To understand the impact of the intervention, in-depth interviews with 12 women from villages surrounding the NATCO pharma facility at Kothur were interviewed. All of women have either attended the vocational training in the past, or are currently students of the course. They all are residing with 5 km proximity from the vocational training classes. 10 out of the 12 interviewed women belong to the age group of 26 to 40 years.

When asked about what motivated them to attend vocational training by NATCO trust, the women discussed that the volunteers and trainer undertook campaigns in the villages to make the women aware about the importance of skill development and income generation. Many said that they are in need of sources of income, and could not afford joining private vocational training courses. In such cases, NATCO trust provided them with an opportunity to develop their skills free of cost.

- Most of the (87% +) expressed their satisfaction over the equipment and training methods at the centre. Particularly the training procedure is well appreciated, as they easily learned stitching blouses, kurtas, t-shirts, shirts, skirts and shorts.



- Even those who finished their 3-month course, are encouraged to come to the centre and practice stitching, according to the respondents.

Upon completion of course at the vocational centre, an examination is conducted towards the end. Based on the performance in the examination, students are provided certificates for the vocational training course.

- **While most of them set up their own practice, 41 % of them made income from stitching uniforms for NHS students and NATCO pharma employees.**

Through various tailoring practices (such as own practice, employed tailor etc) , the respondents made an average of Rs. 3300 per month from tailoring.

While the women expressed gratitude towards NATCO trust for facilitating their skill development and providing income generation activities, they requested for more machines at the training centre. They also requested NATCO trust to provide long-term and stable opportunities in tailoring, in order to generate regular income for their families.

## Support to veterinary clinic

NATCO trust supports a government veterinary hospital in Mekaguda village. Farmers owning livestock access free treatment for their animals from the clinic with the support of NATCO trust. Eight interviews of farmers from Mekaguda and surrounding villages were interviewed to understand the impact of NATCO trust's support to the veterinary clinic. The farmers expressed owning various types of livestock such as cows, buffalos and lambs. The livestock are one of the main sources of living for the farmers, and they primarily use the livestock to sell milk and dairy products.

Most farmers, in the interviews, indicated that they visit the veterinary clinic at least ten times in a month. At the clinic, they access free treatment for their sick animals, collect calcium and other necessary tablets. While the **treatment is free of cost, the farmers indicated that they obtain calcium mixture for half the market price with the support of NATCO trust.**

The doctors, according to most of the respondents, are available occasionally and visit the hospital whenever necessary.

While NATCO trust is helping the farmers through its support to the veterinary clinic, the **farmers requested for full-time veterinary doctor with veterinary assistant to meet essential demands.**

## 6.3 Interventions in Guntur, Andhra Pradesh

In four villages surrounding Ponnur Mnadal in the Guntur region, NATCO trust is supporting certain target communities in the aspects of health, nutrition, education and agriculture.

### HEALTH AND NUTRITION

#### NATCO Cancer Block, Government General Hospital

The NATCO Trust has taken initiation supported the construction of new cancer block with infrastructure facilities to improve the quality of cancer care services. People diagnosed with cancer undergo free treatment at this block where government doctors are providing the services. **A majority of the population availing the services, are from economically disadvantaged sections.**

At the NATCO Cancer Block, 28 satisfaction surveys were conducted to understand the facilities and their benefit to the patients. A quarter of the respondents were OBCs, and 21.43 % of them belonged to the Scheduled Castes, indicating the reach of the hospital's services to the most marginalized. 89 % of the patients said that they have Aarogya Sri health insurance.

Patients from across the two Telugu states come to NATCO cancer Block to avail free health treatment. 61 % of the patients indicated availing public transport to reach the hospital.

**64 % of the patients have visited the hospital more than twice, and 86 % have been admitted in the hospital for treatment.**

Results of the patient/caretakers' satisfaction survey show:

- **Greater satisfaction over the doctor's attitude and willingness to address the patient's specific health issues and the cleanliness of the hospital.**
- **96 % satisfied with the treatment procedures and the quality of medications.**

When asked about their interactions with nursing staff and pharmacy staff, only 57 % and 50 % of them responded that they are satisfied with the behavior of the nursing staff and pharmacy staff respectively.

**Several patients expressed gratitude for being able to avail affordable cancer treatment in their home state.** However, some of the patients (14 %) are facing challenges regarding the availability of medicines. 7 % of the patients also **requested for counselling facilities** in the hospital.

## Backyard Kitchen Gardens

NATCO trust initiated the Backyard Kitchen Gardens initiative to encourage people to grow their own pesticide-free vegetable produce. In order to understand the impact of this intervention, 32 beneficiaries were interviewed.

About 91 % of the interviewees were women, and 88 % of them belong to the Scheduled Castes. For 44 % of them, the primary occupation is agriculture. The beneficiaries indicated that the NATCO volunteers made home visits to make them aware about the benefits of a backyard kitchen garden, and motivated them to practice the same.

NATCO trust supports the beneficiaries through providing vegetable seeds and training about beginning and maintaining backyard kitchen gardens. All of the respondents said they are receiving seeds from the volunteers. 91 % of them said that they are receiving training and awareness support.

Villagers have expressed that their main motivation to cultivate backyard kitchen gardens is to ensure the long-term health and well-being of their family members. Many expressed that they started cultivating with the intention of reducing costs incurred from buying vegetables from the market. Leafy vegetables, tomato, and brinjal are among the common things cultivated by the beneficiaries.

All of the respondents said that they consume the vegetable produce from their gardens.

- **47 % maintaining a seed bank from the produce.**
- **59 % use only organic fertilizers for maintaining the garden, and**
- **34 % are not using fertilizers at all.**

The respondents also discussed the various health<sup>22</sup> and economic benefits that they are experiencing after cultivating backyard kitchen gardens.

- 84 % perceived improvement in the health of household members as for most of the time-consuming products from their kitchen gardens.
- 44 % indicated a reduction in the effects of chronic diseases among household members.
- An important observation is that using kitchen garden vegetables and other products has considerably reduced expenditure on purchasing vegetables from the market.

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<sup>22</sup> Present assessment cannot assess or justifies the health outcomes, as it is beyond the scope of work and scientific methods are essential to establish the relationship.

- The second point is that few (43%) are selling the excess production and earning money.

NATCO volunteers are making weekly home visits to review the progress of the kitchen gardens and make relevant suggestions to help garden-owners. According to one of the NATCO volunteers, there are more than 200 beneficiaries of backyard kitchen gardens in the villages surrounding Gollamudipadu in the Guntur region. It is an outcome of regular visits by volunteers and technical support to the households.

A quarter of all of those who are maintaining kitchen gardens own livestock. 88 % of those who own livestock, utilize the manure to fertilize the gardens. Among those who do not own livestock, 50 % are procuring manure from their relatives and friends and 29 % are using kitchen ingredients (such as buttermilk) as manure.

- **One of the most important encouraging factors is that managing kitchen gardens is not an expensive, as 84 % of the households having kitchen gardens are incurred zero expenses and 16 % indicated that their expenditure on the gardens is very low.**

*“the objective of backyard kitchen gardens is to promote consumption of pesticide-free food, and to make people aware of the health benefits of the same. Several beneficiaries have told me that their chronic health issues such as knee pains, gut issues and diabetes have started to reverse after they started consuming kitchen garden produce”.*

As said by one of the volunteers responsible for the implementation of the intervention;

- Though overall satisfaction levels are high with the support from NATCO Trust, 47 % are not able to control pest attack and requesting for pest-control support from NATCO Trust.
- 16 % requested for the distribution of fruit seeds and fruit plants.
- 81 % requested for a more frequent and regular distribution of seeds.

## **Non-pesticide Management (NPM) & Zero Budget Natural Farming (ZBNF)**

Through NPM and ZBNF, NATCO trust not only aims to make pesticide-free food accessible to target populations, but also improve their livelihood through the same. The impact evaluation team interacted with 14 NPM farmers and 8 ZBNF farmers in the four villages in Guntur district, to understand the health, nutrition and economic benefits of the interventions.

## Non-pesticide Management (NPM)

About 86 % of the farmers practicing NPM were aged above 40, and 36 % of them belonged to the Scheduled Castes. Agriculture and agricultural labour were the primary occupations for all of the respondents.

The respondents stayed close to their farm lands, with less than 2 km distance from their homes to their lands. Farmers practiced NPM on both own and leased land. The average of land owned by the respondents is 3.6 acres, out of which 0.8 average acres of land is used to practice NPM farming. On the other hand, the average land leased by farmers is 4.7 acres, out of which on an average 0.8 is being used for NPM.

When asked about what motivated them to practice Non-pesticide management agriculture, health concerns and low investment were the primary reasons quoted by the respondents. In the words of a Sarpanch, “we were not aware about organic farming until NATCO trust introduced the same to us. Villagers now practice organic farming for various health and economic reasons, and it is benefitting them”.

- Paddy, maize, jowar, and black gram are the common crops grown by farmers using NPM. Quite a few farmers cultivated more than one crop at a time.
- Most use *Jeevamrutham*, *panchagavya*, fish and egg amino acids, neem oil, DAP, and urea.

The benefits of NPM, as indicated by the farmers are:

- **71 % said expenditure on farming has reduced considerably.**
- **57 % mentioned about making the produce for profit from selling in the outside market.**
- **66% confirmed market demand for the produce, specifically for paddy.**
- **93% said by consuming the rice and other produce through NPM is giving “feel good” feeling.**

The role of NATCO volunteers is well established in motivating the farmers towards NPM, train them for the same, and provide support whenever necessary. Particularly their technical role in preparing organic fertilisers. 93 % and 21 % of them received training on cropping methods and seed banking, respectively.

Among those practicing NPM farming, 71 % of them own livestock and use livestock manure for their crops. Those who do not have livestock (29 %), indicated purchasing manure from nearby farmers.

While the respondents have rated the intervention as good, some of them were facing certain challenges in practicing NPM.

*In the words of one farmer, “in pesticide farming, we use weedicides to remove weeds. Since that cannot be used in NPM farming, I am incurring high costs to pay labourers to manually remove the weeds”.*

Others have indicated challenges related to irrigation, and unseasonal rains.

Farmers have requested for additional economic support from NATCO trust. They also requested for buy back facility and minimum support price for their produce from the trust.

### **Zero Budget Natural Farming (ZBNF)**

In NPM agriculture, the usage of non-organic fertilisers such as DAP and urea is permitted to an extent to save crop damage. On the contrary, ZBNF is a completely organic form of agriculture without the use of chemical fertilisers, pesticides or any other external materials.

All of the 8 interviewed farmers practicing ZBNF, are aged above 40. 87.5 % of them belong to the Scheduled castes, and agriculture is the primary occupation for all of them. While 87.5 % of them used leased land for agriculture, 50 % of them are tenant farmers (do not own any land).

The primary motivation for starting ZBNF for many farmers, is to overcome health issues. Farmers seemed to have recognized the health consequences arising out of consuming chemically produced food. NATCO trust, they expressed, has made them aware and motivated them to take up the initiative to practice Zero Budget Natural Farming.

- **According to the farmers in this category, paddy is the major produce followed by jowar and maize. Organic fertilisers including jeevamrutham, kashayam, neem oil, panchagavya, and kitchen ingredients are used by the farmers as manures.**

When asked about the benefits of practicing ZBNF:

- 87.5 % of them said that consuming the produce from their lands has reduced buying from the market that is in turn leading to reduced household expenditure.
- 50 % of them indicated selling the produce and generating income from the same.

All of the respondents expressed that the health of children in their households has drastically improved due to the consumption of vegetables and produce cultivated through ZBNF. 87.5 % indicated improvement in the health of women, and 50 % discussed reduction of chronic diseases among family members.

NATCO trust undertakes the responsibility of training the farmers in making organic fertilisers, distributing seeds, helping farmers with challenges whenever they arise and regularly following-up with them to track progress.

All of the respondents have confirmed receiving training from NATCO volunteers for preparation of fertilisers and cropping methods. 50 % of them said that they receive support for seed banking.

Three-fourths of the farmers said that they own livestock and use livestock manure for farming. Those who do not own livestock, purchase manure to make organic fertilisers.

While all of the respondents are content with the benefits from ZBNF, they requested for further assistance from NATCO trust to make fertilisers.

## Nutrition Centres

By providing supplementary nutrition and awareness classes to Pregnant and Lactating mothers, NATCO Trust's nutrition centres aim to work hand-in-hand with government infrastructure and services. NATCO volunteers in the particular villages distribute nutrition supplements to the pregnant and lactating women registered in the Anganwadi centres.

During the assessment, the team found a smaller number of Antenatal mothers in the sample villages who were pre-occupied with other activities and could not give time, which is one of the limitations.

Among the respondents, 44 % belonged to the age group of 18 to 26. A majority of them (78 %) belonged to the Scheduled castes. One-third of them are currently in their fourth month of pregnancy.

- About 78 % of the interviewees indicated that the NATCO volunteers visited their homes to increase awareness regarding the Nutrition centres.

NATCO volunteers distributed supplements and provided awareness to the women during their home visits. Few women also received services from Nutrition centres in the Anganwadis. 44 % of the interviewed pregnant women visited the Anganwadi centres only thrice a week.

When asked to explain the role of NATCO volunteers with reference to the Nutrition centres, 89 % of the women said that the volunteers distribute nutritional supplements. 78 % indicated that the volunteers conduct awareness classes, and 33 % have indicated that NATCO volunteers regularly follow-up on the ANC visits of the women.

*In the words of a NATCO volunteer, "I undertake responsibilities related to several of NATCO trust's interventions. For AN PN mothers, I conduct awareness classes and distribute nutritional supplements. I enquire about their ANC visits and check their health records".*

*She continues to say, "I also maintain registers to document how many women are benefitting from Nutrition centres. Photographs are circulated to my supervisors regularly to keep them updated about the activities."*

Anganwadi teachers, in their interactions with the Impact Assessment team, mentioned that they work closely with the NATCO volunteers to ensure that pregnant and lactating women receive all the support they require. NATCO volunteers not only assist the

Anganwadi teachers with responsibilities such as distributing meals and ration, and regular health check-ups, but they also undertake initiatives to increase the awareness of the women about their own health and well-being.

While the Anganwadi centres provides meals, eggs and milk to registered pregnant and lactating women in the villages, NATCO trust provides chikkis, dates and occasionally biscuits as supplementary nutrition. All of the respondents said that they are receiving meals from the Anganwadi centres, although only 78 % of them are consuming the same.

About 78 % of women indicated receiving chikkis from the NATCO volunteers, and all have them have rated the quality as good. On the contrary, only 44 % of them said that they are receiving dates from the volunteers.

besides, several beneficiaries also indicated receiving millet made snacks from the NATCO volunteers. They mentioned that the volunteers also conduct workshops and events to increase awareness on how to cook and consume millets.

One of the primary agendas of NATCO trust's nutrition centres is to provide awareness lessons to the pregnant and lactating women regarding health and nutrition during pregnancy and child-care. 78 % of the interviewees said that they were receiving awareness regarding ANC visits from Anganwadi teachers (33 %), ASHA workers (11 %) and NATCO volunteers (33 %). While all of them said that they were receiving awareness regarding institutionalized deliveries from one or the other source, 67 % of them expressed receiving the same from NATCO volunteers. 67 % of the total respondents informed that they receive awareness on initiating breast milk, recognizing early signs of illness in children, and support during delivery from either the Anganwadi teacher, ASHA worker or the NATCO volunteer. Similarly, 56 % of them indicated receiving awareness on infant care and hygiene.

While all of the respondents rated the intervention as good, 11 % of asked for a more regular supply of nutritional supplements, increase in volunteer support, and requested for ragi malt. 22 % suggested NATCO trust to expand awareness classes.

About 14 Postnatal mothers in the four villages receiving support from NATCO trust in the Guntur region were interviewed to assess the usefulness of Nutrition centres. Among this group, 36 % of them belonged to the age group of 18 to 26 years. 79 % of the respondents were Scheduled castes, implying the reach of the intervention to the most marginalized populations of the region.

About 43 % of the women said that they first came to know about the services provided by the Nutrition centres through their interactions with NATCO volunteers and personnel. 36 % of became aware of the same through the Anganwadi teachers in the Anganwadi centres that they are registered at.

A majority of women (71 %) only visited the Anganwadi centre once a month post-partum. Only 14 % of them visited the centre every day and continued to receive meals and nutritional



supplements given by the Anganwadi centres and Nutrition centres respectively, through their caretakers.

Nearly 86 % of them informed receiving awareness classes from NATCO trust's nutrition centres through the NATCO volunteer. 79 % indicated that the volunteers are distributing nutritional supplements such as chikkis and dates. 36 % of the mothers said that the volunteers made regular home visits to follow-up on the health of the women.

In some Anganwadi centres, women do not visit every day. Particularly, mothers make lesser visits to the centres for a few months after giving births. In such cases, the NATCO volunteers provide Nutrition centre services to the mothers through home visits. On the days mothers come to the Anganwadi centres to collect their rations, NATCO volunteers ensure their presence and assist Anganwadi teachers.

The respondents indicated that they were receiving meals, eggs and milk from the Anganwadi centres, and nutritional supplements such as chikkis and dates from NATCO trust's Nutrition centres. Only 50 % of the total interviews said that they are receiving meals from the Anganwadi centres, and only 43 % are consuming the same. A larger percentage (86 %) indicated receiving eggs from the Anganwadi centres, while 79 % are consuming the eggs provided.

79 % of the women informed that they milk from the Anganwadis. All of them are consuming the same and are satisfied with the quality. 64 % of the lactating women said that they are receiving chikkis from NATCO volunteers. While 57 % of them were consuming the chikkis, 50 % rated their quality as good. On the contrary, only 21 % indicated receiving dates from NATCO trust.

When asked about awareness classes provided by NATCO trust, 93 % of them mentioned that received support for building awareness on Antenatal care visits, institutionalized deliveries and on initiating breast milk to the new born. 64 % of the respondents said that the NATCO volunteers were providing them awareness on institutionalized deliveries.

About 43 % of the interviewees described that NATCO volunteers provided them with the awareness to recognize early signs of illness in their child. According to an ASHA worker, "nutritional supplements provided by NATCO trust are helping women cope with iron deficiencies. NATCO volunteers also help women better access government facilities."

Overall 86 % of postnatal mothers expressed satisfaction with the services provided by NATCO trust's Nutrition centres. When asked for ways to improve the services, 21 % of the mothers requested for a more regular supply of nutritional supplements by the NATCO trust.

# EDUCATION

## After-school Tuitions

NATCO trust conducts After-school tuitions for primary school students to assist their learning at school and foster their fundamental cognitive abilities. Interviews of 27 caretakers of children attending After-school tuitions by NATCO trust were conducted to understand the impact of the intervention on the learning of the children.

Nearly 59 % of the sample population belonged to the Scheduled castes. 33 % of the children are currently enrolled in second grade. 44 % of the children have been attending After-school tuitions since more than two years ago.

- **About 67 % of the caretakers responded that they became aware of After-school tuitions because of their interactions with NATCO trust volunteers and personnel.**
- **78 % appreciated the role of the NATCO volunteer in the After-school tuitions is strengthening the basics of the child in core subjects such as mathematics and languages.**
- **15 % said that the NATCO volunteer clarifying subject-related queries of the child and assists in homework.**
- **78 % said that their child is receiving individual attention from the volunteer in the After-school tuitions.**
- **About 76 % of the parents witnessed an improvement in their child's reading because of After-school tuitions, and 44 % indicated an improvement in scores in school.**

*"As a tutor, I plan my lessons every day, make teaching notes and materials, conduct exams to track progress of children, and make children aware about hygienic habits", says the NATCO volunteer.*

NATCO volunteers also interacted with caretakers to discuss various aspects of the child's learning and progress. 63 % of the respondents indicated that they interacted with the NATCO volunteers at least once a

month. Many expressed that the volunteers were approachable on a daily basis, and have informally interacted with them on many occasions.

When asked about their satisfaction with the services provided by NATCO trust, 48 % of the sample population said that they were very satisfied with the learning material provided by NATCO trust. 33 % indicated the same about the volunteer support in the tuitions.

Overall, 93 % of the respondents said that their children are benefitting from the After-school tuitions conducted by NATCO support. According to Government high school headmasters, students are indicating better performance in their academics as result of After-school tuitions conducted by NATCO trust.

When asked about challenges they are facing and suggestions to improve the intervention, 93 % of them expressed the need for drinking water at the locations where After-school tuitions are being conducted. 30 % requested for additional volunteer support to the students.

Headmasters and teachers at government schools requested for provision of school uniforms and stationary for children by the NATCO trust. They further suggested conducting **regular health camps** for children at school

### Support to Anganwadi Centres

To understand NATCO trust's support to Anganwadi centres in the four villages surrounding Gollamudipadu, 27 interviews of caretakers of children registered at the Anganwadi centres were conducted. Three-fourths of the respondents (74 %) belong to the Scheduled Castes. 37 % of the children registered in the centres are aged 5 years.

According to the caretakers, NATCO volunteers support the growth of children in aspects of education, health and hygiene, and behavior.

- **85 % of the respondents have said that their children learn through flashcards provided by NATCO trust, with the assistance of the volunteers.**
- **26 % and 22 % indicated that their children are learning numbers and rhymes, respectively.**
- **59 % said that the volunteer teaches and makes children practice hygienic habits.**
- **44 % indicated that they are witnessing changes in their children's behavior.**

ASHA worker says, *"the learning material provided by NATCO trust is helping children learn in new and innovation ways"*.

All of the respondents said that they interact with the NATCO volunteers to discuss the progress of their children. 59 % of them interact with the volunteers regularly or on

a daily basis, and 22 % interact through monthly meetings at the Anganwadi centres.

About 70 % of the respondents said that their interactions involved discussions around Academic progress and performance of their child. 56 % of the sample population rated these discussions as very useful.

Similarly, 96 % of the informants responded that they believe NATCO trust's support to the Anganwadis in their villages is benefitting their children. Among this population, 88 % witnessed educational benefits, and 12 % witnessed nutritional benefits.

A large percentage of the respondents, 89 %, are immensely satisfied with NATCO volunteer's support at the Anganwadis and the learning material provided by NATCO trust. Overall, 96 % of the caretakers rated NATCO trust's support to Anganwadis as good.

## NATCO School of Learning

The NATCO School of Learning (NSL), located in the Gollamudipadu village, is an educational institution with state-of-the-art facilities set up with the objective of providing quality education to rural children. With innovative teaching methods, children learn an array of subjects including agriculture.

In order to understand the teaching methods, facilities, satisfaction of the students and their perceptions, 21 students belonging to grades 9<sup>th</sup> and 10<sup>th</sup> in NSL were interviewed by the impact assessment team.

An equal number of boys and girls were considered in drawing the sample for the interviews. Out of the sample population, 48 % of were OBCs and 10 % belonged to the Scheduled castes.

About 86 % of the interviewed students, were enrolled in the NATCO School of Learning since their elementary grades. The same percentage said that they procured admission in the school through an entrance exam conducted at the time of joining.

According to the students, one peculiar feature of the NATCO School of Learning is the use of unconventional teaching methods by teachers. When asked to explain the use of these methods further, 57 % of the students said that their class lessons involve digital teaching and lab experiments. 38 % of them said that open classrooms are a common practice in the school, and 24 % of them indicated that they are taking to field visits.

*"At NATCO School of Learning, I am encouraged to use unconventional methods of teaching in my classroom. I use resources like abacus, place value blocks, solids, pan balances, and occasionally outdoor environment such as trees, to explain concepts to my students. I believe they understand more clearly when they learn practically", says the mathematics teacher at school.*

24 % of them indicated that they are able to visualize the lessons and learn practically through these methods.

*An English teacher at NSL explains, "we give children scope to conduct interviews, interviews and participate in role-plays, dramatization and perform in different events". She continues, "Students get hands-on experience and understand the concepts in a better way. Through this they attain important life-skills such as creativity, collaboration and critical thinking".*

Students also affirmed that the usage of unconventional methods in the classroom, greatly benefits their learning. According to 76 % of the respondents, learning through unconventional teaching methods helps them understand lessons better.

Additional support is provided to the students studying in grade 9 and 10 for the board exams, by teachers and the academic mentor. 90 % of the students interviewed indicated that

they were receiving the same. 48 % of them said that the teachers conduct mock tests simulating the board exams to help them prepare better. 52 % of them said that they receive additional material.

Students also receive guidance and assistance for their future educational pursuits.

- **76 % of the students said that their teachers and the academic mentor provide suggestions regarding potential opportunities.**
- **48 % of them said that they receive support for competitive exams.**

*“Teachers are given opportunities to get trained in advanced methods of teaching through capacity building programmes. There is focus on holistic development of students here, while in other schools it is purely focused on academics”,* explains a teacher who has been working with NSL since its inception.

Students are also involved in a variety of extracurricular activities including sports, arts, dance, farming and others. All of the students in the sample population said that they were involved in one

or other sport at the NATCO School of Learning. Many (57 %) also participate in interschool competitions related to sports and cultural activities.

Teachers and staff also took in charge of conducting awareness programs for children on health and hygiene:

- **57 % of students mentioned receiving awareness on menstrual hygiene and 43 % believe that it is very useful for them.**
- **Similarly, 86 % of the students said that they were receiving awareness regarding WASH practices.**

Parent-teacher meetings are conducted once in a month or based on necessity to discuss the performance and behavior of children with the parents.

When enquired about their satisfaction with facilities at the NATCO School of Learning, 95 % of the students expressed some level of satisfaction with the infrastructure. Out of this, 57 % are extremely satisfied.

- **67 % of the students are extremely satisfied with the guidance on board exam and teaching methods at the school.**
- **Many (52 %) also said that the teachers were very approachable to clarify doubts and discuss any issues the students are facing.**

While it is evident that the students were satisfied with their experiences at NATCO School of Learning, many expressed that there is scope for improvement in certain aspects.

In the words of a teacher, *“NSL is a boon to the surrounding villages of Gollamudipadu. Having been part of this esteemed institution since 2011, I can see students blooming with confidence and stepping into the real world with flying colours”*.

*“NSL is extremely beneficial to rural children. It is making education accessible and affordable to them”*, explains another teacher.

62 % of the students suggested an increase in sports and non-academic activities at school. Many students, especially girls, expressed discomfort with the school uniform due to various reasons. They suggested having alternatives for jeans as the school uniform.

38 % of the parents requested for stationery and uniforms to be provided for the children by NATCO trust. 33 % of them also suggested providing additional tuition support through increasing tuition hours and expanding tuitions to other locations.

## Interventions in Hyderabad, Telangana State

In the Borabanda region of Hyderabad, NATCO trust is undertaking CSR activities related to educational development of young children. NATCO trust provides infrastructural and manpower support to NATCO Government High School at Borabanda.

Along with this, NATCO volunteers also conduct After-school tuitions and coaching for Gurukula entrance exam. The volunteers also support the Anganwadi teachers in fulfilling the curriculum and in assisting the overall development of children registered in the Anganwadis.

56 beneficiaries were interviewed to understand the impact of NATCO trust activities in the region.

### EDUCATION

#### Gurukula coaching and After-school tuitions

NATCO trust provides an integrated program of After-school tuitions and Gurukula coaching for primary school children to improve their access and quality of education.

21% of children attending Gurukula coaching and After-school tuitions by NATCO trust were interviewed to understand the impact and efficiency of the coaching. Among the respondents, 62 % of them were OBCs. 38 % of the children of the interviewed population belonged to grade 5.

Among the total sample population, **90 % of them indicated that their children were receiving support from NATCO trust towards the Gurukula entrance exam.** A majority of them indicated that the NATCO volunteer provides training classes for the Gurukula entrance exam for their children. 43 % of them have said that they received materials and books for NATCO volunteers. 14 % of them mentioned that the volunteers conducted regular mock tests of Gurukula entrance exam.

All of them expressed satisfaction with the support provided by NATCO trust for the Gurukula entrance exam. Parents of children from all grades have found NATCO support helpful. According to the NATCO volunteers, 17 students who attended the After-school tuitions by NATCO trust have secured seats in Government Gurukula schools.

While the Gurukula coaching is integrated with the After-school tuitions provided by NATCO trust, interviews were conducted to understand the impact of After-school tuitions and Gurukula

coaching separately. 62 % of the students registered in the after-school tuitions provided by NATCO trust in the current academic year. After-school tuitions were instituted in order to better support the education of the children and strengthen their fundamentals in core subjects such as English, and languages.

When asked about how they became aware of the After-school tuitions, more than three-quarters of them said that they were directly motivated by the NATCO personnel to join the tuitions.

- **57 % of the parents have seen improvement in their children's scores at school as a result of After-school tuitions.**
- **90 % of them said that their children are better at reading after attending the tuitions.**

Parents of the students in After-school tuitions indicated that the volunteers play the role of undertaking coaching classes, strengthening basics, clarifying doubts of students, and ensuring regular attendance of the students.

- **67 % of the parents said that the volunteer helps their children in establishing foundations in the subject.**
- **81 % of the parents also said that their children receive individual attention from NATCO volunteers at the tuitions.**

One of NATCO Trust volunteers says: “we motivate students and parents by making home visits and explaining to them the benefits of undertaking After-school tuitions and coaching for Gurukula entrance exam. We ensure that they regularly attend the tuitions”.

Overall, 90% of the parents rated NATCO support towards After-school tuitions and Gurukula coaching as good.

38 % of the parents requested for stationary and uniforms to be provided for the children by NATCO trust. 33 % of

them also suggested providing additional tuition support through increasing tuition hours and expanding tuitions to other locations.

## **Support to Anganwadi centres**

35 parents of children registered in the Anganwadi centres in the Borabanda region of Hyderabad were interviewed to understand the impact of NATCO trust's support towards Anganwadi centres. Out of the interviewed population, 63 % of them were OBCs, and 17 % of them belonged to the Scheduled Castes. 40 % of the children registered in the Anganwadi centres were aged 5 years.

The respondents described that the role of NATCO volunteers at the Anganwadi centres are three-fold: support to education of the child, increasing health and hygiene awareness among children, and providing behavioural counselling to the children.



When asked about volunteer's support towards education, 97 % of the parents indicated that their children learn rhymes in both Telugu and English with the help of the volunteer. 91 % of them said that they learn through the flash cards provided by NATCO trust.

A quarter of the respondents have said that the children learnt and practice habits of hygiene with the support of the volunteer, and 23 % have indicated that their children inculcated good behaviour.

Through the interactions with the Anganwadi teachers, it was evident that the NATCO volunteer plays a supporting role in the Anganwadi centres by assisting the Anganwadi teacher in everyday classes and curriculum. According to the teachers, the volunteers primarily focus on teaching children habits of good hygiene.

94 % of the parents have expressed that they interact with the NATCO volunteer and participate in discussions related to their children. Out of these parents, 79 % of them indicated that their interactions with the volunteers took place in the monthly meetings at the Anganwadi centres. 18 % of them interacted on a daily basis. 97 % of them said that they discussed the academic progress of the children. 67 % of the parents found the meetings with the volunteers useful to understand the learning and progress of their child.

A large percentage of the parents (94%) answered yes when asked if NATCO's support is beneficial to their children's overall growth. They believed that their child is benefiting through NATCO's support in the aspects of Education, Nutrition, and Health and Hygiene. Parents also indicated that their children were receiving individual attention from the volunteer. Some also expressed better functioning of the Anganwadis after NATCO volunteers started supporting the same.

All of the respondents seemed to be satisfied with the support of NATCO volunteer at the Anganwadi centres. 83 % of them expressed some level of satisfaction with the learning material provided by the NATCO trust to the Anganwadi centres. Many indicated that the children were not receiving support for play material for children.

Overall 89 % of the parents rated NATCO support to the Anganwadi centres as good. When asked about suggestions to improve the support provided by NATCO trust to the Anganwadi centres, 66 % of the parents requested for improvement in the nutritional supplements provided by NATCO trust. More than half (57%) of them asserted the need for play materials for children at the Anganwadi centres.

When the Anganwadi teachers were asked about what can be improved in the Anganwadi centres, they requested for flash cards and learning material to be provided to the centre. They also expressed the need of having full-time volunteers dedicated to each Anganwadi centre that is supported by the NATCO trust in the borabanda region.

## Health initiatives

### Osmania Government General Hospital

NATCO trust established a Out-Patient (OP) desk in Osmania hospital. Through this the counsellors assist the patients in taking the OP slip and approaching the respective departments.

The health counsellor at the NATCO trust desk enquires about the illnesses and problems of the patients, and guides them to take the OP slip. After this, the counsellor checks the OP slip and guides the patients about which doctor or department to visit. The counsellors also enquire about the health history of the patients and check their previous reports. They clarify questions and act as a bridge between the patients and hospital administration/doctors.

The HoD of the dental department at Osmania Hospital, discussed the importance and impact of the dental camps conducted in several NATCO villages by NATCO trust and Osmania. He explained that in the most recent camp, nearly 230 people were screened and many were referred for further treatment. He emphasized that making such camps accessible to those who cannot afford dental treatment, is necessary and extremely beneficial. The HoD suggested to increase the frequency of camps, to extend its benefits to larger populations.

*In the words of the RMO at Osmania Government General Hospital, "Health counsellors are the need of the hour in hospitals such as Osmania. Most patients are illiterate and belong to very poor and vulnerable communities. With the support of counsellors, are able to access the medical services they require without much difficulty".*

RMO says that with about 1200-1400 outpatients in a day at Osmania, health counsellors bridge the gap between administration and patients and ensure efficient functioning of the hospital.

She mentioned that the counsellors also used to provide counselling to patients regarding diet, drug compliance, hygiene, post-operative care and addictions. However, this has been discontinued after the pandemic. She suggested continuation of the counselling facilities to improve awareness among patients and caretakers.

Another RMO at Osmania Government General Hospital, requested for an increase in the number of health counsellors assigned to Osmania hospital. He also sought the support of NATCO trust in modernizing and digitizing the help-desk platform, to make the services more efficient and accessible.

### Gandhi hospital

The health counsellors at Gandhi Hospital also assist the outpatients through a help desk set up at the entrance of the hospital. With over 3000 outpatients a day at Gandhi, health counsellors help the patients by guiding them to their respective departments for consultation. The counsellors

constantly interact with the doctors and staff management to discuss the grievances of the patients and address their concerns.

The RMO of the hospital mentioned that the health counsellors often visit the doctors to learn about several medical terminology to assist the patients, as the counsellors are not medically trained.

The cases that are identified from villages where NATCO Trust is having its interventions are taken up by health counsellors with utmost attention. They guide the patients and support them throughout the process. They also follow-up with the doctors about the treatment and ensure that all services reach the patients.

“The support of the health counsellors reduced the waiting time at the hospital for the patients. Due to the large number of outpatients and a complex system at the hospital, many patients otherwise would not have been able to access the services”, said the RMO.

The RMO also requested NATCO trust to support the infrastructure of the hospital, by providing additional ventilators and addressing ward-specific issues.

## **Nilofuer hospital**

NATCO trust supported Nilofuer hospital by constructing the outpatient building with pediatric facilities. The construction of the three-floored building, and the provision of infrastructure including lights, fans, benches and lifts were undertaken by NATCO trust. NATCO trust also took the responsibility of maintaining the building for the initial six years after the construction.

The two NATCO health counsellors at Nilofuer, run a registration and OP help desk at the entrance of the hospital. They check the reports OP slips of the patients, and guide them to the departments they are required to go to.

“Without the support of NATCO health counsellors, the process and schedule of the hospital would go haywire” - RMO

RMO say that the counsellors are fully aware of the topography of the building and the departments, are help patients access quick and timely care.

NATCO trust with the help of health counsellors and doctors at Nilofuer, conducted health camps in the Borabanda of Hyderabad to address the pediatric concerns of the children in the region. The cases from the camps have been referred to Nilofuer hospitals, and are followed up by the health counsellors.

While the health counsellors are currently operating for the OP, the RMO suggested NATCO trust to appoint health counsellors for in-patients. He also requested for having health counsellors during all hospital shifts to facilitate the services better.

NATCO trust also supports the labour ward of Nilofuer hospital through two nurses. The counsellors take care of referral cases at the labour ward and support the patients through the process. “The NATCO nurses are very well-trained and efficient, I do not have to worry about the wards when the nurses are there”, says the head nurse. She adds, “the nurses have a cordial relationship with the patients, doctors and other nurses. Sometimes they work both shifts as per the requirement of the hospital. It will be helpful to have more nurses from NATCO trust”.

- **Blood donation camps have been facilitated by NATCO trust to support the blood bank at Nilofuer, Osmania Government General Hospital, Gandhi Government General Hospital, Rotary and Rotract Clubs, and NTR Trust.**

Employees of NATCO pharma facilities participate in the camps, which usually are conducted annually.

### **MNJ Cancer Hospital**

NATCO trust supported the construction of 44 bedded **pediatric palliative care ward** at the MNJ cancer hospital.

With the support from MNJ hospital, NATCO trust also conducts pre-cancer screening camps to assist early detection of cancer among women in NATCO Trust operational villages. The cases detected were then referred to MNJ cancer hospital, and the patients received treatment there with the support of NATCO trust. One positive cases and several infected cases were treated at MNJ with the help of early detection at NATCO trust’s health camps.

The health counsellors also established an OP desk at MNJ clinic to assist the patients in accessing the required facilities. Several patients coming to MNJ belong to vulnerable populations and are unaware about the procedures to be followed at the hospital. The support of the counsellors here is very essential.

The health counsellors also participate in hospital several hospital activities such as awareness walks, survivors meetings and others. They also conduct games, and activities in the pediatric ward to engage children who are suffering from cancer.

In addition to this, NATCO trust also provides essential cancer drugs free of cost.

*“The essential and free cancer drugs are given to extremely poor patients with or without Aarogyasree cards”, explains the director of MNJ.*

The director suggested to appoint additional and trained counsellors in MNJ. She said that there is a requirement of at least 10-12

counsellors in each ward. In addition to this, the director and other staff requested for a more regular and systematic supply of essential cancer drugs from NATCO trust.

It also provides support to MNJ, at the palliative care wing through a health counsellor. The palliative care health counsellor conducts home visits and runs home care programs with the

objective of understanding family dynamics and addressing the psychological needs of children. The counsellor categorizes the needs of the children into high priority, medium priority and low priority, and helps the ward in delivering better services.

## 6.5 Interventions in Chennai, Tamil Nadu

Present assessment has focused on **RO Plants** in Chennai. The provision of potable water is a high priority in overall development of the standard of living of a community. To support this objective, NATCO has partnered with the village panchayats of Andarkuppam and Kaniyammanpet villages, in setting up an RO plant in both the villages on an operator run model.

NATCO Trust has set up two RO plants, each of 2000 liters capacity, at a cost of Rs. 11 lakhs each in the villages of Andarkuppam and Kaniyammanpet villages, Manali New Town. The community has identified and provided the required site for establishment of the plants. The water source from the plants is from the borewells. NATCO has provided the plant equipment. NATCO is also supporting in maintaining the plant for a period of one year. The units are managed in a business mode and self- managed by the community.

A token system has been established and issued to those who want to obtain water from the same. In the community operated model, the users will have to insert a Rs.5 coin into the slot provided and take the required water. Currently the maintenance of the plant is being done from the revenue generated from the plant operations.

Each 20-liter draw is charged Rs. 5. The maintenance and the operator salary is being met from this revenue generated. The maintenance and supply operations are currently running smoothly without any major hindrances except power fluctuations.

The ground water in the town of Manali is highly compromised. Due to the presence of several industries in the area, the quality of groundwater in the area is very poor. This accentuates the need for a RO plant in the area to provide clean and pure drinking water to the households. In terms of coverage, currently the two plants cater to 250 HH and 300 HH respectively. The number of cans is not restricted to the households. The water is currently being used for drinking and cooking by the households. In this way, **establishing RO plants in this area is more relevant.**

A few beneficiaries of the water plants were interviewed. All of them opined that the water obtained from the plant was of better quality than the water they obtain from the borewell and the private operators. The cost was also economical when compared to the private operators. Many of them use the water for cooking purposes also. Since the village committee themselves oversee the operations of the plant, any issues pertaining to the plant are immediately resolved. The issue of equitable water access has also been resolved to a great extent as previously, the SC/ST households in the area were unable to purchase water from private operators due to high cost and had to rely on borewells and piped water supply which is available only once in 3 days.

The **RO plants are currently being maintained by the village committees themselves, thereby promoting ownership and sustainability of operations in the long run.** There is currently a plan to link the corporation water supply pipeline to the RO plant directly, eliminating the need for water problems. The proposal has been submitted and they are awaiting sanction of the same. The major investment to be incurred is with regard to setting up the equipment, however, as the plant self-generates revenue, the model is sustainable and easily replicable in places of demand.

### **Infrastructure Support in Schools**

NATCO Trust approached the Panchayat Union Middle School, Andarkuppam, and supported the school by providing essential infrastructure. In 2016, when the area was inundated with heavy rains and flooded, the NATCO Trust provided the children with clothes and school uniform as most of their clothes were damaged due to the water. Since 2017-18, they have been regularly supporting the school, by providing essential infrastructure like desks, tables, and chairs for use of students and teachers and school bags. In addition, they have provided an incinerator for sanitary pads disposal in the girl's bathroom. The school ground was also levelled, and shrubs and weeds were cleared.

NATCO Trust also provided the school with 2 RO units for provision of safe drinking water for the children. Currently only one is operational since the cost of maintenance of both the units together is very high.

The school management are very with the facilities provided and have also made a request for more essential infrastructure requirements, such as reading tables, modern sitting benches for the school in the upcoming academic year. Due to the interventions undertaken, the school strength has increased from 80 students in 2018 to 213 students in the current academic year.

In addition to the above activities, NATCO has also undertaken other CSR activities in the last year as follows

- i. Donation to Manali Industrial association – Rs. 5 lakhs
- ii. Donation to corporation school- Rs. 5 lakhs
- iii. Medicines distribution to Tamil Nadu Medical services Corporation Ltd.
- iv. Donation to Nammaku Namme Scheme for painting school walls- Rs. 40,000.
- v. Establishment of RO plant for Manali New Town PHC- Rs. 1 lakh

Assessment team has identified quite a few field realities: The NATCO CSR unit in Chennai is constantly flooded by requests from the local municipal corporation and the nearby villages for even minor things like pipe repairs, clothes distribution. If not undertaken, sometimes they are being pressured to do the same. In addition to the defined plan for the CSR unit to implement in the year, several activities are undertaken without a sustainable plan and direction. There is only a two-man team to manage the implementation of the activities. If the scale of activities is proposed

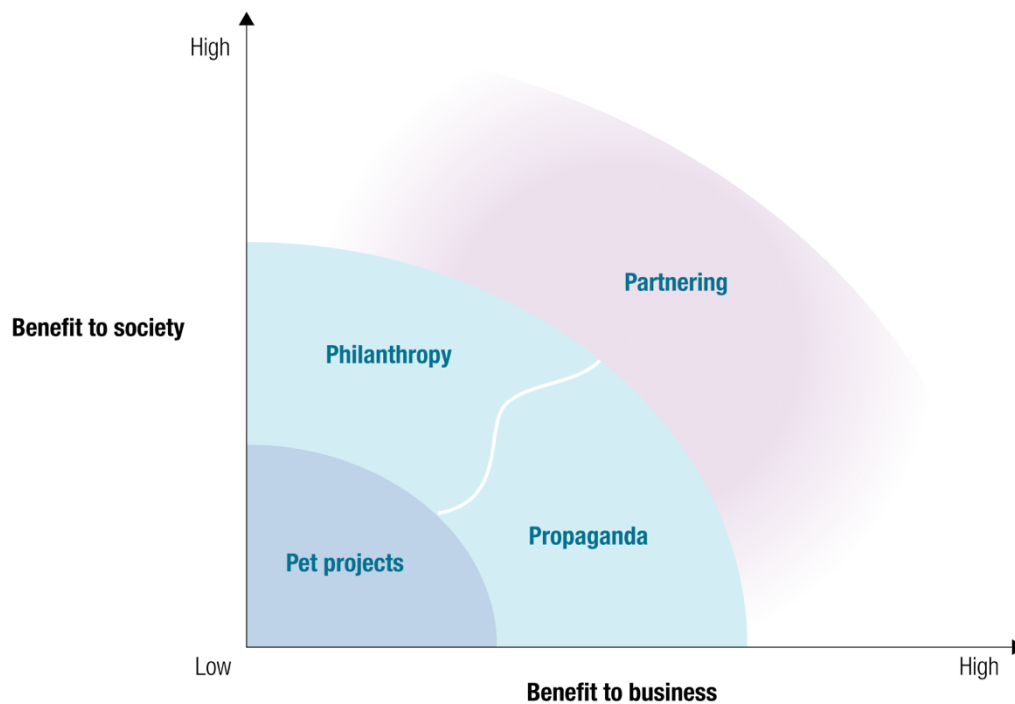
to be increased, a larger team may be needed to be kept in place to manage the implementation of the activities.

## EPilogue



## NATCO Trust CSR Landscape

To examine the CSR space created by NATCO Trust, PLF has adopted a working definition developed by the McKinsey & Company<sup>23</sup>, that falls under the dual objectives – (i) benefiting business, and (ii) benefiting society, and the range of potential benefits in each case.



Based on the outcomes of the impact assessment, a model landscape has been suggested to NATCO Trust for future course of action.

<sup>23</sup> <https://www.mckinsey.com/featured-insights/leadership/making-the-most-of-corporate-social-responsibility>

Landscape of NATCO Trust - synthesized from the story board of Impact Assessment						
Population Group who are availing the interventions	Intervention	Framework *	Challenges identified at ground level	Core Objective	Benefits created	Social Impact (preliminary assumption)
Children (Cohort 3 to 6 years of age)	Early childhood education	Propaganda & Partnering	Quality of teaching and outcome	Supplement the efforts of WD&CW in strengthen foundation platform	Improvement in learning skills	Model
	Balavikasa (Model Anganwadi)	Propaganda	Quality of teaching and outcome	Create a learning model with innovative teaching methods & community engagement	Improvement in learning skills	High
	Snacks	Pet projects		Enjoyment to kids		Low
	Construction of new Anganwadis	Propaganda & Partnering	Lack of proper infrastructure and facilities	Supplement the efforts of WD&CW in establishing user friendly learning hub	Spacious infrastructure (Not child friendly)	Model
	Paediatric Ward in MNJ	Philanthropy & Partnering	Poor infrastructure for paediatric cancer patients	Facilitate cancer care & cancer cure medicines for children with cancer	Better care & support	High
Pregnant & Lactating Women	Nutrition supplementation	Pet projects	Follow-up services (Hypothetical)	Supplement the efforts of WD&CW in minimize anaemic conditions and promote safe delivery	Cannot establish scientific reasoning - limitation	Low
	Sensitizing on Pre & Post-natal care	Pet projects	Follow-up services (Hypothetical)	Supplement the efforts of WD&CW in promote safe delivery	Awareness	Model

	OPD Block in Niloufer Hospital	Philanthropy & Partnering	Poor / insufficient infrastructure	Facilitate care & support to lactating mothers	Better care & support	High
<b>Children &amp; Adolescents (Cohort 7 to 18 years of age &amp; 19 + age)</b>	After School Tuitions	Philanthropy	Quality of learning outcome	Improve the learning standards	Improved learnings	High
	NATCO High schools	Propaganda	Quality of learning outcome	Improve quality of teaching and strengthen its outcomes	Better learnings	Medium
	School infrastructure	Pet projects	Lack of proper infrastructure and facilities	Supplement the efforts of ED in bringing better infrastructure	Infrastructure	Medium
	Snacks	Pet projects		Enjoyment to students		Low
	Gurukula entrance coaching	Propaganda	Quality of learning outcome	Quality inputs and improve learnings outcomes	Improved learnings	High
<b>General Population</b>	Mobile Medical Services	Philanthropy	Limited outreach of the services	Supplement the efforts of Health Dept in providing quality services at the doorsteps of rural & tribal community	Significant outreach	High
	Cancer Block, GGH	Philanthropy & Partnering	Quality of cancer care with no out of pocket expenditure on hospital services	Supplement the efforts of Health Dept in providing high standard quality of cancer care services and save the lives	Significant care & support services	High

	LVP Eye Hospital	Philanthropy & Partnering	Quality of eye care with minim expenditure	Supplement the efforts of Health Dept in providing high standard quality of eye care services to rural and tribal communities	Significant care & support services	High
	e Vidya clinic/PHC	Propaganda & Partnering	Quality of health care to tribal communities	Supplement the efforts of Health Dept in providing high standard quality of eye care services to rural and tribal communities	Better care & support	Medium
	RO Plants	Pet projects	Quality of potable drinking water	Accessible potable drinking water facilities	Quality of drinking water	High
	Support during Pandemic	Philanthropy & Partnering	Government under pressure to consolidate the needed health care materials	Supplement the efforts of Health Dept in facilitating the care and support services to the people at risk	Significant care & support services	High
Small & marginal Framers	NPM & ZBNF	Propaganda	Quality of inputs and outputs & soil fertility	Promote organic farming and improving healthy foods, increase soil fertility	Quality of inhouse food consumption	Medium
Women	Vocational Trainings	Pet projects	Women in economically vulnerable position	Empower women economically to improve the inputs & outcomes in the household	Economic benefits (cannot establish significant evidences)	Medium

Domestic Animals	Veterinary Services	Propaganda	Quality and timely services	Supplement the efforts of Veterinary services of the government	Risk mitigation	Le
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### Definitions

**Pet projects** reflects individual/personal interest results in minimal benefits to society & company business

**Philanthropy** projects confer majority of benefits on society and branding

**Propaganda projects** builds company reputation with little real benefits to society

**Partnering projects** allows significant shared value creation that has been achieved through smart partnering.

