



Jindal Stainless Limited

SROI Report

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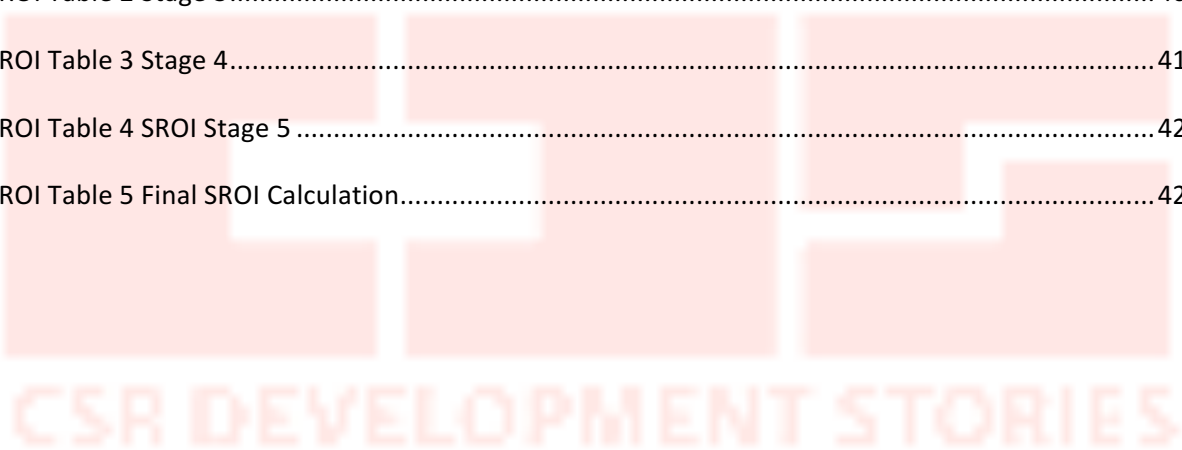
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Acknowledgment

The team at CSR Development Stories sincerely likes to thank the team of Jindal Stainless Foundation for the support given to the ground surveyors and for tirelessly working with the team and the management team for providing access and all necessary information.



Chapter 1: Executive Summary

Key findings

- The skills and livelihood training activities for women through Self Help groups and for farmers is likely to have a substantial impact on the lives of communities at Hisar and Jajpur.
- These under developed communities and the marginalized people therein are vulnerable. People here do not have skills to livelihood and their current lack of exposure do not provide them with opportunities to change their financial situation and future. These programs run by Jindal Stainless Foundation (JSF hereon) have provided awareness, skills and market access to these people, thus helping them become independent and hopeful of their future.
- The programs have positively impacted a high percentage of the families targeted, which has in turn helped enhance the economic activity in the region.
- Rs 1,07,07,402 in social value is expected to be generated, when compared to the Rs. 69,31,202 investment made in the programs organized by JSL. Thus, the Social Return on Investment (SROI) ratio equates to 1.54:1. If the current investment is maintained in the programs, we infer from our study that for every Rupee invested into the programs over the next 3 years, then the return on the investment made would return social value **1.54 times**.
- Our study demonstrates that training has been a very effective tool, especially for the women beneficiaries, who would ordinarily not get access to such training easily. The increase in awareness and help in accessing market has helped them become entrepreneurs.
- To increase success and the social value returns from the programs offered by the JSL team, there should be an increase in number of beneficiaries so that the expenditure incurred is spread over more people and thus get higher than 1.54 times social returns.

About the Skill Training and livelihood promotion programs

The Jindal Stainless Foundation (JSF henceforth) has delivered “The skills training activities for women Self Help groups and farmers” program in Hisar and in Jajpur since 2007.

The program provides ongoing intensive and targeted marginalized and vulnerable tribal community and women SHG groups and connects them with skills, family, community and market place. JSF also provides them access to the market place where they can thrive as entrepreneurs. For those seeking employment, these programs offers like employment and health services which support the women and the tribal people.

Evaluating the Impact of the programs

Jindal Stainless Foundations helps women Self Help groups and marginal farmers by providing them with skills training, market access and financial support through programs that helps them kick start their small entrepreneurial ventures. JSF has worked with more than 1,800 this year so far.

Many of the programs that have been running since 2007, some started around 2010 and some have been running since 2014 or so. Since the programs have been running over many years, the outcome of those past years can be seen even in this year since the nature of intervention is skills training and

providing livelihood generation. For our calculations we have not considered most of the impacts of these interventions to simplify calculations. Many of these interventions are expected to last 2 to 3 years and some will last till only till the interventions are provided and some would continue even when some activities are stopped although the outputs would suffer somewhat.

These programs assist the direct beneficiaries in increasing their self-esteem, providing them with opportunities to engage in employment or becoming an entrepreneur thus, contributing positively to others around them and participating in economic activities. This not only strengthens them to stand on their toes but also helps them to work with their community and provide support to their families by generating primary and supporting income.

The programs have been successful in achieving substantial changes in the lives of these people and their immediate family members, despite their challenging circumstances.

This report evaluates the performance of these programs and makes an attempt to forecast how likely these positive outcomes are likely to continue into the future.



Chapter 2: About Jindal Stainless Limited

Jindal Stainless Limited is one of the largest stainless steel conglomerates in India and ranks amongst the top 10 stainless steel conglomerates in the world. It's not only the magnitude of its operations that determines the credibility and name, but is inspired by the vision for innovation and enriching lives. Jindal Stainless Group has an annual crude steel capacity of 1.8 MTPA and the group has an annual turnover of Rs 14,500 crores. JSL has initiated strategic growth plans in both domestic and international markets and has made investments towards capacity expansions through forward and backward integration.

Jindal Stainless has reflected their strength in the business of stainless steel by not only bringing best manufacturing facilities and business practices but has also created a Foundation, Jindal Stainless Foundation (JSF) which is running various developmental initiatives all of which are aimed at reaching out to the individuals & communities who reside in the area of its operations in Jajpur, Odisha and at Hisar, Haryana. JSF helps provide the marginalized people near their plant operations with a platform to empower themselves.

Corporate Social Responsibility is a strategic approach, which integrates social and environmental concerns into JSL business operations. Based on this guiding principal, Jindal Foundation addresses relevant issues like Community Development, Education, Integrated Health Care, Skill Development, Women Empowerment, Environment and Business & Human Rights. JSF implements these programs not only across all its plant locations but, also in areas which are out of its sphere of influence. To implement these programs effectively, partnerships have been made with NGO's and Institutions which specialize in fields of education and skill development and industrial training. (JSL, 2016)

CSR Philosophy and Mission Statement

Corporate Social Responsibility (CSR) is the strategic approach towards sustainable community development and the key to inclusive growth. With that as a focus, JSL's Corporate Vision is "Improving lives through trustworthy and innovative stain-less solutions".

Aligned to its vision, JSL through its Foundation has a wide range of social development programs initiated around its corporate offices, plant locations and factories with the aim of empowering communities and bringing succor to their woes. In addition, efforts are being made to sensitize employees on social issues and get them engaged in community work through volunteering programs. This has given our stakeholders including the employees, the community, and others in the supply chain, an opportunity to get connected with each other especially in the immediate operational space. Jindal Stainless Limited has established links with various National/International CSR initiatives and stressed upon participatory approach of Program Development and Design.

JSL Foundation, a registered society under the Registrar of Societies, was established with the aim of implementing various social and environmental initiatives through direct & indirect methods. Mrs. Deepikka Jindal, Chairperson Jindal Stainless Foundation, provides the overall guidance for the CSR initiatives. Direct interventions are carried out by professional and experienced CSR team members at plant locations, and programs are also implemented through reputed national and international civil society and Non Government Organizations. JSL believe that "CSR is the direct connect between "Head &

Heart” and can only be achieved when the professional understands and speaks the “Language of Heart.”

Serial number	Topic	Number
1	No. of SHGs Formed	25
2	No. of Bank A/Cs opened	175
3	Total Women Members	2044
4	Credit linkage provided during FY 16-17 (in Rupees)	19,71,095
5	Saving during FY 16-17 (in Rupees)	39,15,000
6	Cumulative credit linkage facilitated for the women SHGs through the local banks has reached	Rupees 1.11 Crore

Table 1 Details about JSL Livelihood Project

International Women's Day International Women's Day (IWD) was celebrated at JSL on 8th March 2017. The theme for IWD this year was “Be Bold for Change”.



Chapter 3: The Skills Training Project

The Social return of Investment study was conducted in both their manufacturing facilities at Hisar and Jajpur, Odisha.

JSL addresses key social and environmental issues and encourage participation of all stake holders in various community based initiatives. JSL strives to develop an enabling environment for all stakeholders through Community based Sustainable Development Programs and in so doing facilitate Inclusive Development.

Sustainability initiatives of Jindal Stainless are being guided & spearheaded by Mrs. Deepikaa Jindal through the Jindal Stainless Foundation of which she is the chairperson. Jindal Stainless Foundation (JSF) is running various developmental initiatives all of which are aimed at reaching out to the individuals & communities and to provide them with a platform to empower themselves.

The team at JS Foundation believes that Corporate Social Responsibility is a strategic approach, which integrates social and environmental concerns into our business operations. Based on this guiding principal, Jindal Foundation addresses relevant issues like Community Development, Education, Integrated Health Care, Skill Development, Women Empowerment, Environment and Business & Human Rights.

Women Empowerment and Livelihood Promotion

This year, 175 women Self Help Groups (SHGs) were promoted / adopted by the CSR team with 2044 women members. An amount of ` 19,71,095 /- was saved by the SHGs during the year. The total cumulative credit linkage facilitated for the women SHGs through the local banks has reached Rs. 1.11 Crore.

ANNUAL SHG STATUS

Grameen Mahila Sanjivane Gruh Udyog has been promoted as a micro-enterprise by the CSR team at Kumbhiragadia village since 2014. This food processing unit has been catering to the needs of the village women. On the request of the women group, the CSR department has provided 70% of the total cost of stabilizer and pulverize, and the group has installed pulverize in the unit.

Details of Livelihood Promotion Activities, women SHGs:

Processing of flour, bean etc	Mushroom Production	Poultry farming	Sahaja Sanitary Napkin Making Unit
Sale of SHG products in plant – Graeme Duran	Production of snacks by the women SHG Members	ASMITA Boutique Centre	ASMITA Production Centre

Table 1 Details of work done by SHGs

All of the above mentioned programs are being implemented not only across all the plant locations but, also in areas which are out of the sphere of influence. To implement these programs effectively, partnerships have been made with NGO's and Institutions which specialize in fields of education and skill development and industrial training.

Skill Development

In addition to its Stainless Steel manufacturing facility, JSL has established an extensive distribution network through its service centers and warehouses and used continuous innovation in its growth strategy. The extensive distribution network in both Domestic and an overseas market, serve the JSL customers from its Stainless Steel manufacturing facilities at Hisser, Haryana and Jaipur, Odisha. JSL's Stainless Steel capacity after full expansion at Jaipur, Odisha will be about 2.5 million tons per annum.

Jindal Stainless Foundation has established Jindal Institute of Industrial Training in Hisar (Haryana) and Jajpur (Odisha) to impart training in various trades to the youth belonging to the region with the aim to make them independent and self-reliant. The courses taught at the institute have been modified keeping in mind the need of the market. The Institutes have modern training infrastructure and instructors who individually mentor the students.

The courses offered are at Basic and advanced courses level in Dress Designing & Fashion Technology, Industrial Electrical, Computer Software, Computer Hardware and Networking, Beauty culture among others. To ensure excellence the training programs are updated with industry requirements, Jindal Stainless Limited has formed strategic partnerships with various Corporates and NGOs, including NIIT Foundation, Schneider Electric, Usha International etc

The skill training centers being run at Hisar are designed to draw both young men and women for enrolment. Special efforts are put in to attract women candidates for the courses and empower them with skills sets which can help them become self-reliant in the long run.

Forward and backward market linkages have been established to ensure that after training the students also have an opportunity to work and earn a decent living in some trades.

In Jajpur, Jindal Institute of Industrial Training (JIIT) runs the skill training initiatives and independently run at the village level. The courses being run at the JIIT are industry specific and designed to provide employment to the youth. JIIT has been upgraded and new long-term courses have been introduced in Higher Diploma in Hardware and Networking in partnership with the NIIT Foundation.

To train unemployed local youth, a one and half month's course in "Auto Mechanic and Driving" was started in partnership with NABARD. After the completion of the training, trained youth have been able to get various job opportunities locally like, drivers for school transport vehicles and other light vehicles in the locality.

A 13 months' full time residential program to train youth as development instructors had been implemented in partnership with the Human People to People India (HPPI). A total of 65 students were trained under this program and around 50% of the students are now employed in various NGOs and grass root level organizations in Odisha.

A new training program in Industrial Electrical developed in partnership with Schneider Electric Foundation, has been initiated to provide the youth in and around the plant locations in Jajpur & Hisar. Besides exposing the students to industrial electrical knowledge, it also helps preparing them to access job opportunities in the neighboring industry.

Women Empowerment

Women Empowerment has been one of the key issues for Jindal Stainless Foundation. JSL have been working with women through Self Help Groups (SHGs), Skill training, Computer Literacy and Income Generation Programs. Various programs on Handicrafts, Beauty Culture, Dress Designing, Cookery, Dal Processing, Food Processing, Agarbatti Making, Mushroom Cultivation, Computer literacy programs etc. are being done with women.

Over Two hundred Self Help Groups (SHGs) have been formed in Jajpur and Hisar to promote the concept of saving, micro-credit and micro- enterprise. Approximately 3000 women are doing regular monthly savings, they have successfully engaged with banks with over 60 lakhs is being disbursed as loans and subsidies for various development programs.

The groups have reached a stage where various micro-enterprise initiatives have been started with them like Agarbatti making, food and dal processing, phenyl making, mushroom cultivation etc. Various training programs on enterprise development and marketing of products have also been provided to the women to give them exposure and build their confidence. Collaboration with NABARD has also been established under PPP model to initiate 'Market on wheels'.

The focus of JSF, during the years has shifted to identifying micro-enterprise opportunities for the women and encourage entrepreneurship. There is growing confidence among the women and they are eager to start something on their own. Jindal Stainless Limited is forging new partnership to take forth the existing initiatives and promote various income generation activities.

In Hisar, the women empowerment initiatives are being run through the Self Help Groups and the Vikas Kendra Initiatives. There are 58 SHGs that have been formed in Hisar and are involved in monthly savings. Small training and income generation initiatives are also being carried out with the women like handicrafts, chalk making, phenyl making etc.

DETAILS	Name of the Course	Duration of the course	No. of students
Vikas Kendra	Beautician	3 months	25
Vikas Kendra	Mehendi	15 days	70
Vikas Kendra	Detergent Making	1 day	120
Vikas Kendra	Paper Lanterns/Diya's	1 Day	100
Vikas Kendra	Handicrafts (wall hangings etc.)	Ongoing	100
Total			315

Table 2 Livelihood Course Name, duration and number of students

Jindal Stainless Foundation has been giving a lot of thrust on the Women Empowerment programs. 124 women Self Help Groups (SHGs) have already been promoted and linked to nationalized and local banks. Capacity building and training of the groups in the areas of food processing like tomato sauce, jam, jelly, pickle, papad, snacks etc. Candle making, Agarbatti etc. have been taken up during the year. Details of the activities under taken are given below:

A group of active women from the community had been identified initially who had been extensively trained by another NGO in Uttarakhand. Now these women are acting as master trainers for the other SHGs and passing on the skills.

Number in SHGs	Total members	No. of Bank A/C	Cumulative savings	Credit linkage (in RS.)
117	1587	117	4444745*	6379500

Table 3 SHG funds and credit available

Average fund available per SHG till the end of the month is Rs.90709/- and per member it is Rs.6672/-.

Enterprise Promotion: 24 SHG groups have been encouraged to take up various income generating activities such as Pisciculture, Papad and Badi making, Agarbatti, mushroom cultivation, vermin composting, preparation of various kinds of local snacks, phenyl production, spices, namkeen, golden grass etc.

As a part of the CSR initiatives under Women Empowerment, JSL runs various tailoring centers in around the plant location in Jajpur. Every year, **over 100 women are trained in stitching and tailoring** through these centers. Most of the trained women start their small enterprises at the household level and are able to flourish financially.

In an effort to bring the program to the next level and add more value in the lives of these women a new production center model was introduced. These production centers would produce good quality finished products which would then be connected to markets in and outside Odisha.

Asmita: A group of twenty young women were handpicked for the initiative and provided intensive training on home furnishing products in IKAT. A one-and-a-half-month long training was conducted at the Jindal Institute of Industrial Training, a master trainer from All India Artisans and Craft workers Welfare Association (AIACA) conducted the training. This program was in partnership with the Earthy goods Foundation and a Delhi based designer Ms. Sangeeta Sen.

The training program was followed by a design workshop of home furnishing products made in Ikat. After the design workshop a range of products were made under the brand name ASMITA

Skills Training Projects

JSL conducts the following skills training activities for women Self Help groups and farmers:

- *Tailoring*

Intervention: Infrastructure, training, equipment, making material, forward linkage, support in availing bank loans for women who want to be self-employed, support in boutique infrastructure by providing space, machines et al.

- *Phenyl Making*

Intervention: Infrastructure, material cost, training to make phenyl, forward linkage.

- *Agarbatti*

Intervention: Infrastructure, machine, training, making material, forward linkage.

- *Cattle Breeding*

Intervention: Cattle medical check-ups and maintenance support, forward linkage of cattle products with Jajpur main market.

- *Farmers*

Intervention: Farmers training program on the use of pesticide, soil rotation and maintenance, providing forward linkage support for ground nuts and milk products.

- *Computer Training*

Intervention: Infrastructure, machines, training, supporting them with jobs or enabling them to be self-employed. 115 people training on computers till date.

- *Electrical*

Intervention: Infrastructure, machines, training and support to be self-employed

- *Snacks item*

Intervention: Infrastructure, training, forward linkage

- *Driving*

Intervention: Training people to drive along with guiding them on driving license. Till date 25 people are trained. Since no investment has been made in this activity for the period 2016 to 2017, it has not been considered for evaluation in this study.

- *Mobile repair and maintenance*

Intervention: Infrastructure, equipment, training, supporting them to be self-employed by availing funds from bank loans et al. Till date 60 people have been trained.

Since no investment has been made in this activity for the period 2016 to 2017, it has not been considered for evaluation in this study.

The study

Locations visited for preliminary studies:

Trijanga

Trijanga is a rehabilitation colony wherein people who were staying on the plant land are rehabilitated. The people staying here are were dependent on agriculture before the presence of



Figure 1 Sanitary Napkin making unit

mining companies. The companies such as Tata, Jindal, Mesco and some small scale mining companies established their presence since more than a decade. The community consists of farmers. The people residing in the community had to be rehabilitated along with given job to a member of each family. JSL along with giving a job to the family member also envisioned to empower other adults in the family by mode of skills training. The focus of Skills training program has primarily been women and farmers.

Trijanga: Danagadi

Sahaj Sanitary Napkin by Susmita

Gram Unnati Foundation – Farmers training on products and Forward Linkage by Himanshu Kumar

Tailoring Classes by Nasreen Kausar

Electrical Learning

Computer Training by Jayaprabha Naik and Swagatika

Trijanga: Odisahi - Balang

Phenyl Making – Maa Henguda

Agarbatti

Candle Making (Seasonal)

Mushroom Cultivation

Poultry farming

Kointha Village



Figure 2 Skills training centre - Beauty and Wellness Program

At Kointha Village, JSL Foundation already trained 200-300 girls in tailoring. Some of the girls are working in Bangalore in garment factories whereas some have become entrepreneurs. After running the center for 3 years they reached a saturation point and shifted the center to Maukhur village.

- Tailoring center
- Agarbatti making
- Self-employed Sabitri Tailors
- Pankhpada – Nilemani Dekhu Sarang
- Tailoring center by Sarita Rai since 4 years.

Tailoring centers are run by JSL in 6 different villages.



Figure 3 Stitching centre

Assonbale village

Sheep farming is a major activity here. JSL is supporting this initiative by conducting regular health check-ups for the cattle, training women, supporting them with forward linkage and support in availing bank loans.

Three groups are active in Assonbale for sheep farming and are led by Laboni Karait actively:

- Jai Maa Mangala – 10 women
- Baba Bhola Shankar – 35 women
- Lakshminarayan – 10 women
- Tailoring Classes are run by Basanti

21 people divided in 2 batches for 3 hours per day. The duration of the course is 6 months.



Figure 4 Sticking Center in Dakrapada



Figure 5 Agarbatti Making Unit

Dakrapada

Incense sticks making is the primary activity supported by JSL for SHGs. JSL provides them with infrastructure, machine, materials to make, forward linkage in the market.



Figure 7 Market place to sell products supplied by end-beneficiaries

Kumbhair Gadiya

JSL intervention is helping them in Forward Linkage, availing bank loans, marketing milk products by packaging and positioning their products.



Figure 6 Cattle Rearing

Cattle Farming – Milk production

Farming – Ground nuts, paddy, vegetable farming and others

Total SHGs – 15

2 groups met:

Tareni – 13 women

Mahamangala – 15 women

Rabana village



Figure 8 Cattle Breeding

Phenyl Making

Electric bulb assembly

Snacks making by 2 SHG Groups:

Durge (10 women)

Subhadra (10 women)



Figure 9 Asmita Boutique

Stainless Steel Application Training Program in Rohad:

Jindal Stainless has initiated a new project in Rohad this year in consortium with partners like Xyneto, UNDP, IKEA, Indian Development Foundation and Lok Bharti Education Society. The project aims at skill development and training of women, thereby creating employment opportunities for them in stainless steel industry. The training is imparted to equip them with the knowhow of various processes including cutting, welding, polishing, packing, as well as on quality control and quality assurance of stainless steel. Once the training is over, these women are provided with the placement support and employment opportunities at Jindal Stainless. This year, 76 of these women were employed in the factory.



Figure 10 Women Entrepreneur - Shop



Figure 11 Shop owner who buys products supplied by End Beneficiaries

Chapter 4: Stakeholder Analysis

Stakeholder analysis is a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and implementing a policy or program. Stakeholders are people or organizations who have an interest in the activity or program that is being promoted by and Organization, in this case Jindal Stainless Limited.

Policymakers and managers at JSL CSR team can use the stakeholder analysis to identify the key actors and to assess their knowledge, interests, positions, alliances, and importance related to the policies followed by JSL while formulating its CSR programs.

The analysis includes stakeholder characteristics such as knowledge of the programs undertaken, interests related to the programs, the importance of their role in the impact of the programs, their potential alliances with other stakeholders and their ability to affect the success of the programs.

Identifying the key stakeholders is extremely important to the success of the analysis. The CSRDS team prioritized the list of potential stakeholders to include only those individuals who have a direct interest in the programs and activities conducted by JSL at Hisar and Jajpur locations. It was important to consider only those who could affect its implementation and did not consider those who did not have the ability to affect the activities undertaken.

The stakeholders that we identified have been grouped into the following categories:

Direct Stakeholders / Internal Stakeholder	Indirect Stakeholders / External stakeholders
<ul style="list-style-type: none">Jindal Stainless Foundation (who provide fund, manpower, resources and other inputs to run various programs evaluated in this study and the recipient of this Report)	<ul style="list-style-type: none">Families of the end beneficiaries
<ul style="list-style-type: none">End Beneficiaries of the project	<ul style="list-style-type: none">Community of Jindal Stainless
<ul style="list-style-type: none">NGOs that JSL works with at the ground-level	<ul style="list-style-type: none">Consumers of the products which are supplied by end beneficiaries
	<ul style="list-style-type: none">Government Authorities

Table 4 Stakeholder Analysis

Developing the interview questionnaire

Once the CSRDS team chose and defined the key stakeholder characteristics, a standard questionnaire was developed for interviewing stakeholders.

The questionnaire was to be administered by a team trained by the CSRDS team in conducting the interviews and capturing the data.

Based on the resources available, CSRDS team met with all the stakeholders in their own premises and tried to meet the maximum number of stakeholders that could be interviewed.

Chapter 5: SROI Survey Questionnaire

Conducting the SROI Study

The team conducted personal interviews that captured qualitative information and also evaluated various emotive elements to create a holistic understanding of the impacts of the programs undertaken on all the stakeholders.

The detailed interviews were then collected and recorded and the information compiled and tabulated.

In developing the questionnaire, the CSRDS team was mindful of the cultural sensitivities and hence the interviewing team was so chosen that they would be able to administer the questionnaire in the local dialect and language and have conducted similar research before over many years.

The questions were a mix of direct questions since it's quite an efficient method but were asked in a friendly manner so that reliable answers could be obtained because some stakeholders may not be accustomed to communicating in such a direct and candid manner.

Many of the questions are clearly stated, specific, and also has many open-ended questions wherever possible thus creating a good measure of descriptive information

The questionnaire included an introductory section that the interviewer read to each stakeholder which helped the respondents to understand the objectives of the interview, identifying the team collecting the information and explaining to them what will be done with the information. The respondents were assured that all responses will remain anonymous.

Some of the interviews were conducted as a team and both the interviewers took notes although there was a well defined person leading the interview. The information collected was entered in the same words as the stakeholder used.

There was a pretest conducted and after analyzing the results of the pretest, the questionnaire was accordingly modified before proceeding with the priority stakeholder interviews.

The completed interview questionnaires information collected was then transferred to the analysis table to ensure that the stakeholders' responses are recorded accurately and objectively.

Although the interviewer at times clarified the interviewee's statements, she did not try to summarize responses in her own words and captured verbatim and also if some stakeholder did not understand a question, the interviewer rephrased the question only slightly so that the consistency of all the interviews was maintained. Very few respondents needed any clarifications or rephrasing of questions.

The stakeholder analysis yielded useful and accurate information about those persons and organizations that have an interest in the CSR activities conducted by JSL.

This information can be used to provide input for other analyses as more action plans would be made in the future.

Survey Questionnaire:

(A) End Beneficiaries

Name:

Age: Sex: M/F

Address:

Family members:

Occupation Before - _____

Earning Before - _____

Occupation Now - _____

Earning Now - _____

Benefits post intervention:

Health care: _____

Education: _____

Consumerism: _____

Increase in assets: _____

Behavioral Changes: _____

Aspirations before: _____

Aspirations Now: _____

What is the response time for grievances? _____

Any other skills you'll would like to learn? _____

What more can the company do, your expectation? _____

Any other comments _____

Families of End Beneficiaries

What are the behavioral changes you observe?

Lifestyle changes?

Expectations from the project your family is involved in?

(B) Questionnaire for Staff

Name:

Designation:

What is under your job purview?

List of the challenges you face at job?

List of the challenges you face with the communities?

What should be the steps taken to improvise the project?

How can the community level grievances be resolved?

Any comments?

(C) Questionnaire for External Stakeholders:

Local business market

Which products have the most demand?

What is the quality of the products by the SHGs?

Your suggestions to improvise or have variables in the product

Which other products can be made by the SHGs

What should be the price points?

How can JSL increase the prices of the existing and new products?

(D) Government

What is the Government budget for livelihood project?

What is the amount spent?

Independent Clients

What are the products you buy?

Are you happy with the quality and quantity?

Is the price of the products competitive?

What are the other products you'd like to buy from SHGs?

Any suggestions for improvement?

Chapter 6: Data Analysis

The analysis was then done of the data collected using MS Excel and graphical representations and interpretations were presented below.

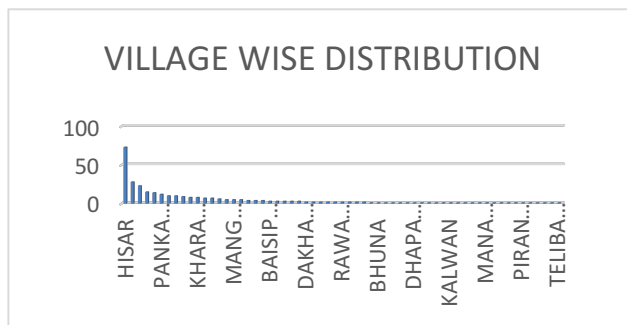
This report outlines change in financial, physical and psychological behaviour of people in villages after intervention. Also, this report gives idea about family information, education, health, job, development, aspiration, grievance, lifestyle and family end beneficiaries before and after intervention

Key documents:-

- 1) Data.xl: contains data collected
- 2) Sheet1: visualization of basic information of villages
- 3) Sheet2: visualization of basic information of tehsil
- 4) Sheet3: visualization of age and gender wise distribution
- 5) Sheet4: visualization of basic information of families
- 6) Sheet5: visualization of occupation before and after intervention
- 7) Sheet6: visualization of income before and after intervention
- 8) Sheet7: visualization of benefits post intervention
- 9) Sheet8: visualization of aspiration before and after intervention
- 10) Sheet9: visualization response time for grievance
- 11) Sheet10: visualization of wanted skills
- 12) Sheet11: visualization of expectations from company
- 13) Sheet12: visualization of change in behavior of clients
- 14) Sheet13: visualization of lifestyle changes
- 15) Sheet14: visualization of expectations in project family is involved

Part A: Demographic profile of respondents

1. Village Distribution

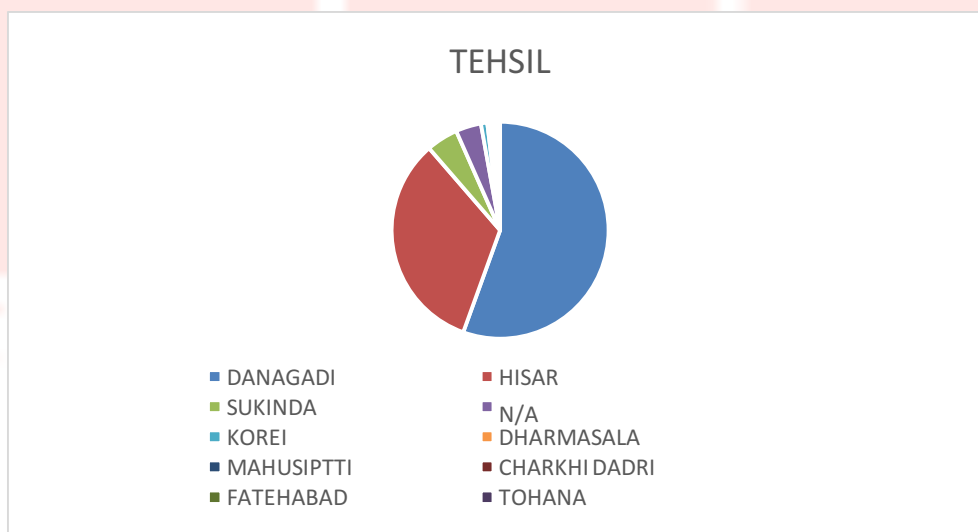


Data Analysis 1 Village wise distribution of respondents

Inference

- Most of the people are from Hisar and Danagadi.

2. Tehsil

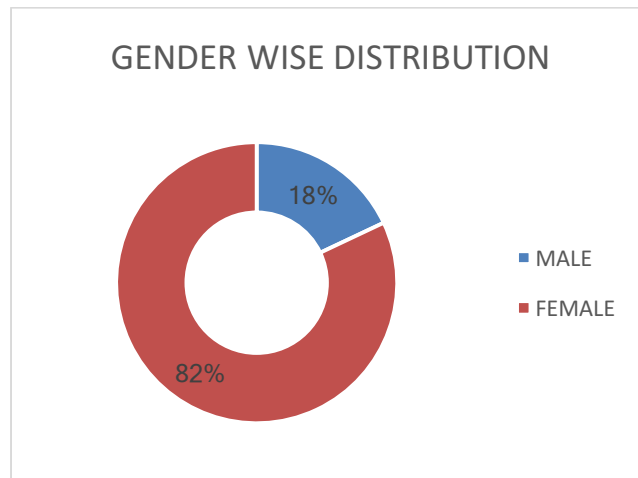


Data Analysis 2 Tehsil wise distribution of respondents

Inference:

- Most of the people are from Danagadi Tehsil.

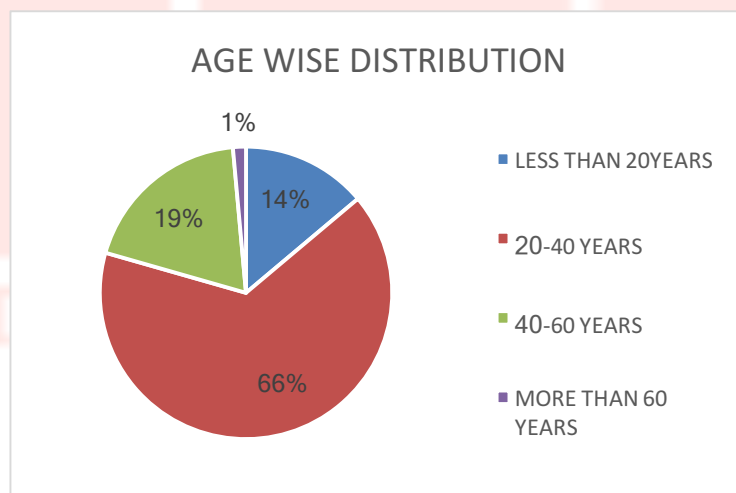
3. Gender and Age distribution



Data Analysis 3 Gender wise distribution of respondents

Inference

- Of the total respondents interviewed, 82% were female and 18% were male.

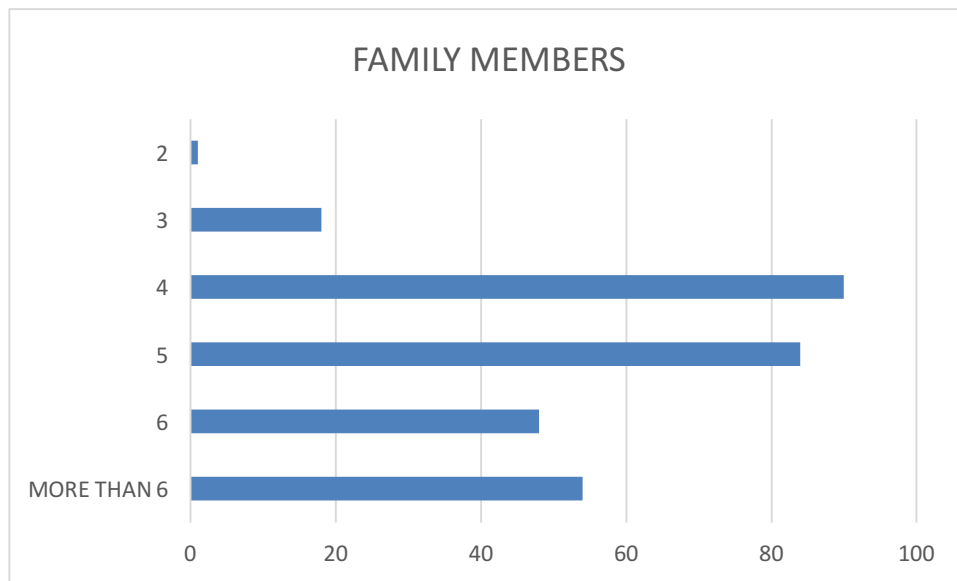


Data Analysis 4 Age wise distribution of respondents

Inference

- Of the total respondents interviewed, most of them are 20 to 40 years old.

4. Family Distribution



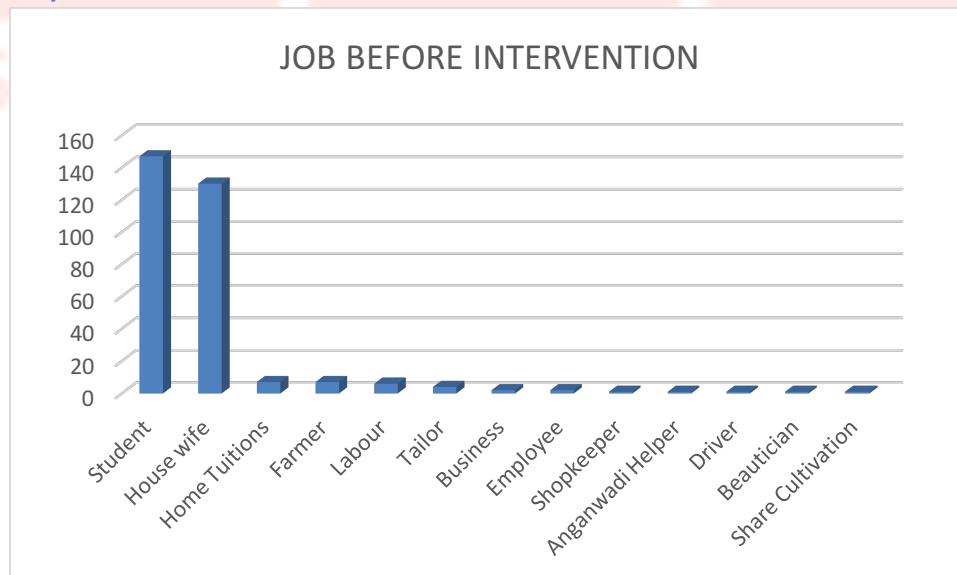
Data Analysis 5 Number wise distribution of family members

Inference

- Higher number of people compared to family size of 4 or more and smaller has a family size of 3 or less this putting financial stress on the end beneficiaries lives and survival of livelihood, especially if there are higher numbers of dependents.

Part 2– Perception of the respondents before and post intervention

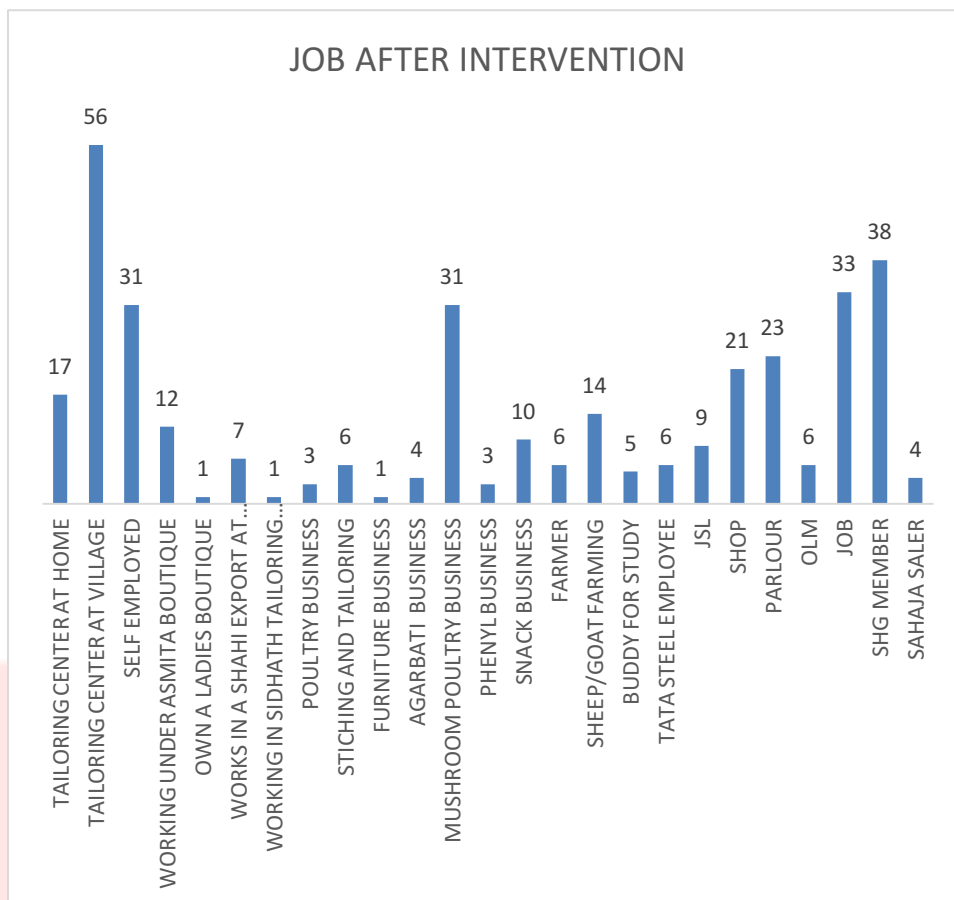
I. Occupation



Data Analysis 6 Job of respondents before intervention

Inference

- Before intervention most of the respondents were unemployed.
- Majority of respondents are students and housewives.

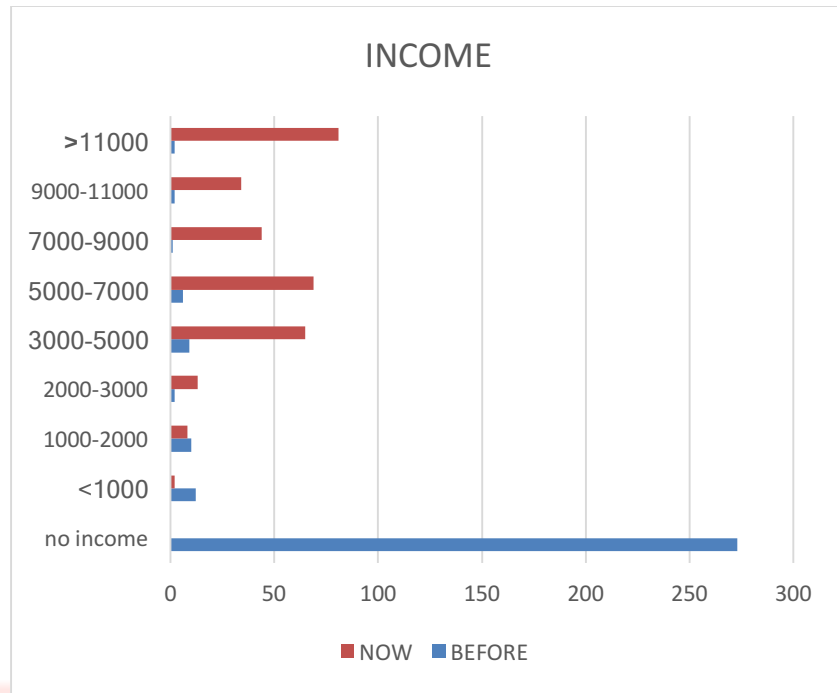


Data Analysis 7 Job of respondents after intervention

Inference

- Due to intervention job frequency increased and most of the residents are employed
- There is significant increase in business in the area of snacks, agarbati, goat-sheep farming, phenyl and furniture.
- Most of the housewives opt for tailoring center in or outside of village also stitching centers.
- Number of parlors in villages increased vaguely.
- Most of the students are in buddy 4 study program.
- 30% of residents got job in Tata steel, JSL, OLM, Asmita and Sahaja sellers.

II. Income

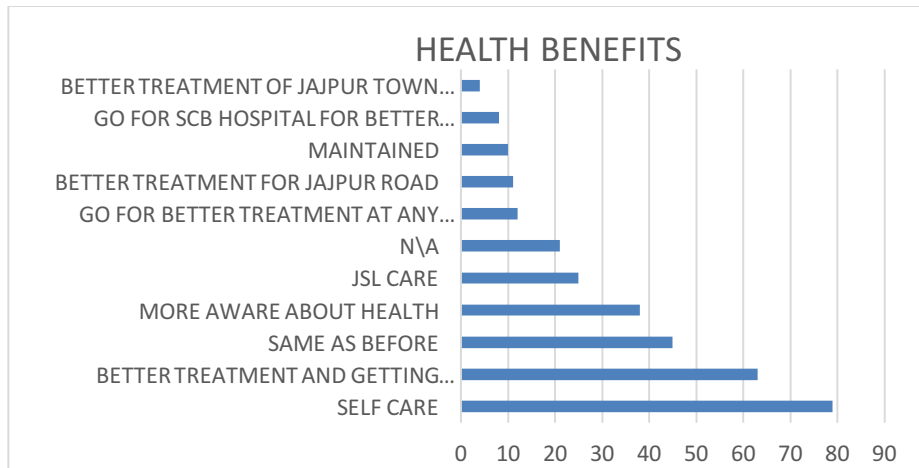


Data Analysis 8 Income of respondents before and after intervention

Inferences

- Before intervention 273 respondents had no income and average salary was 3900.
- After intervention everyone has income and average income is 9400.
- Average income increased by 5,500.
- More than 80 respondents have income more than 11,000 after intervention.
- Only 2 respondents have less than 1000 income after intervention.

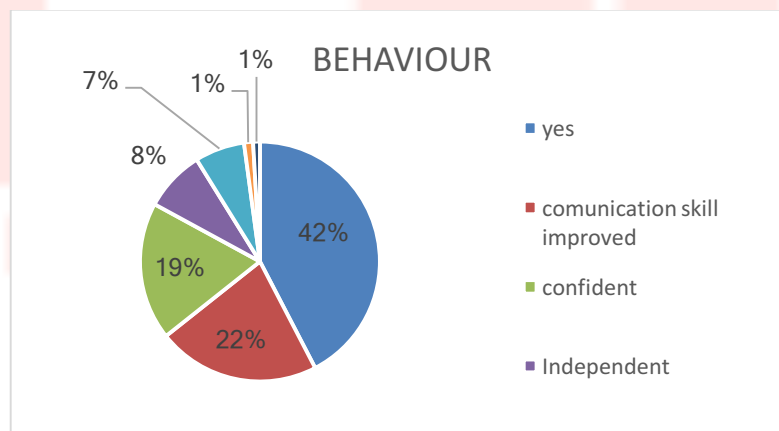
III. Benefits



Data Analysis 9 Health benefits post intervention

Inference

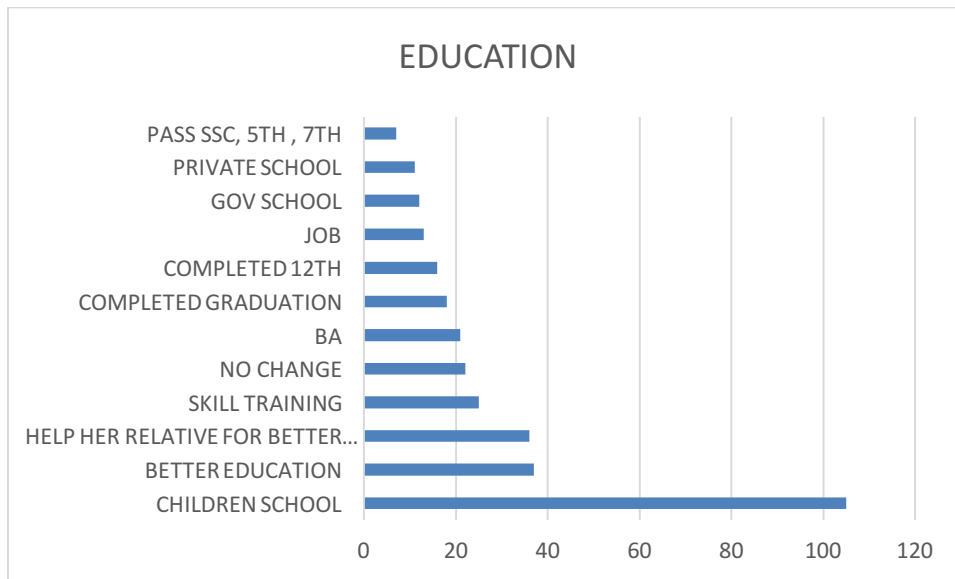
- Post intervention respondents opt for better health treatment. Most of them started to take care of themselves.
- Post intervention respondents are more aware about health.
- Only 10% of respondents are having same health benefits as before, 90% are having better health benefits.



Data Analysis 10 Behaviour change post intervention

Inference

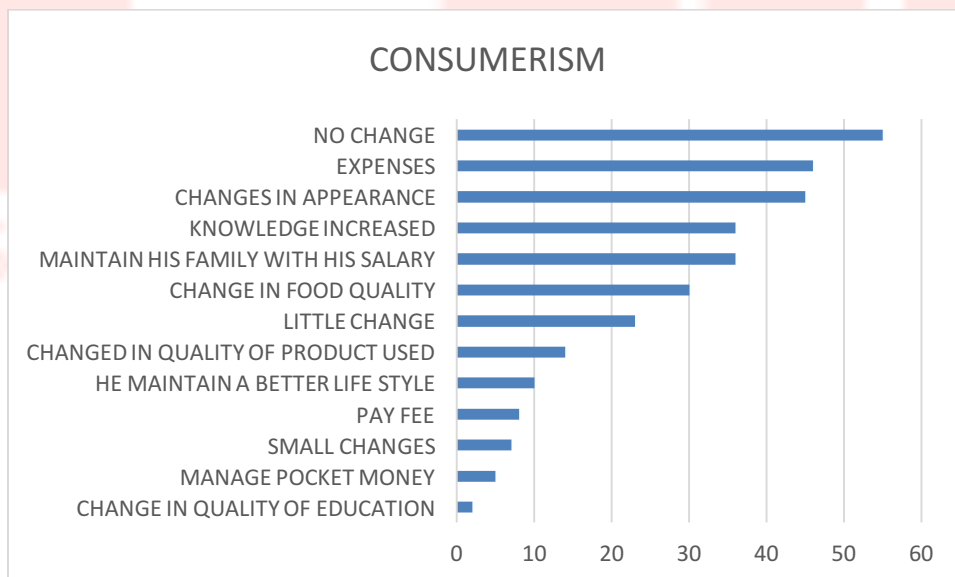
- After intervention all of respondents' behavior changed
- 8% of them are now independent and 19% of them are more confident
- 22% of residents' have improved communication skills



Data Analysis 11 Education change post intervention

Inference

- 90% of residents got better education.
- 43% of them admitted their children into school.
- 20% of residents' helped relatives for better education.



Data Analysis 12 Consumerism post intervention

Inference

- Due to intervention respondents have better lifestyle, as their food quality improved, they use quality products now, quality of education improved also they have better appearance now.
- Due to intervention respondents' knowledge increased, they maintain good household.

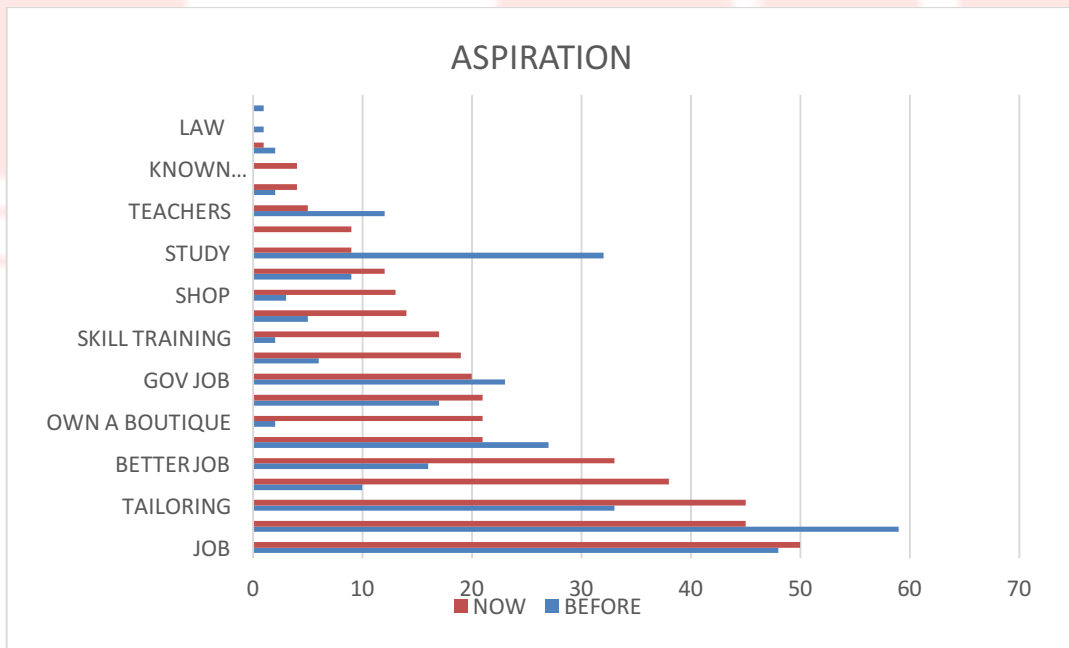


Data Analysis 13 Increase in assets of respondents

Inference

- Due to intervention there is increase in assets of respondents such as houses, mobiles, clothes, electrical appliances, vehicles and investment.

IV. Aspiration



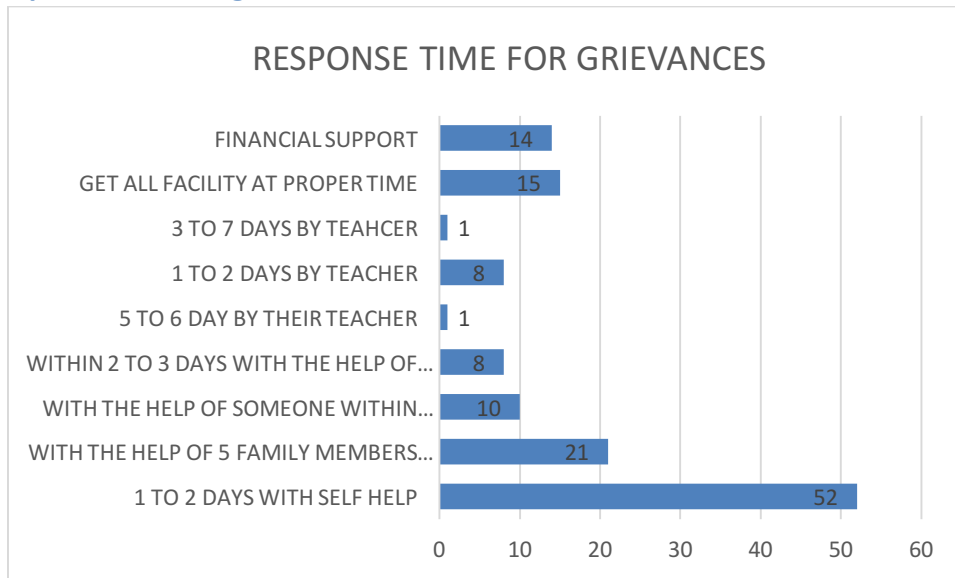
Data Analysis 14 Aspiration before and post intervention

Inference

- Before intervention, most of the respondents wanted job and education.
- After intervention most of the respondents want to earn more money from the job.
- After intervention only 11% want education but 31% want better skill training programs.
- After intervention people wants to stand out and become known personality
- There is great increase in shops and boutique owned by respondents.

Part 3– Perception of the respondents after the intervention

1) Response time for grievance

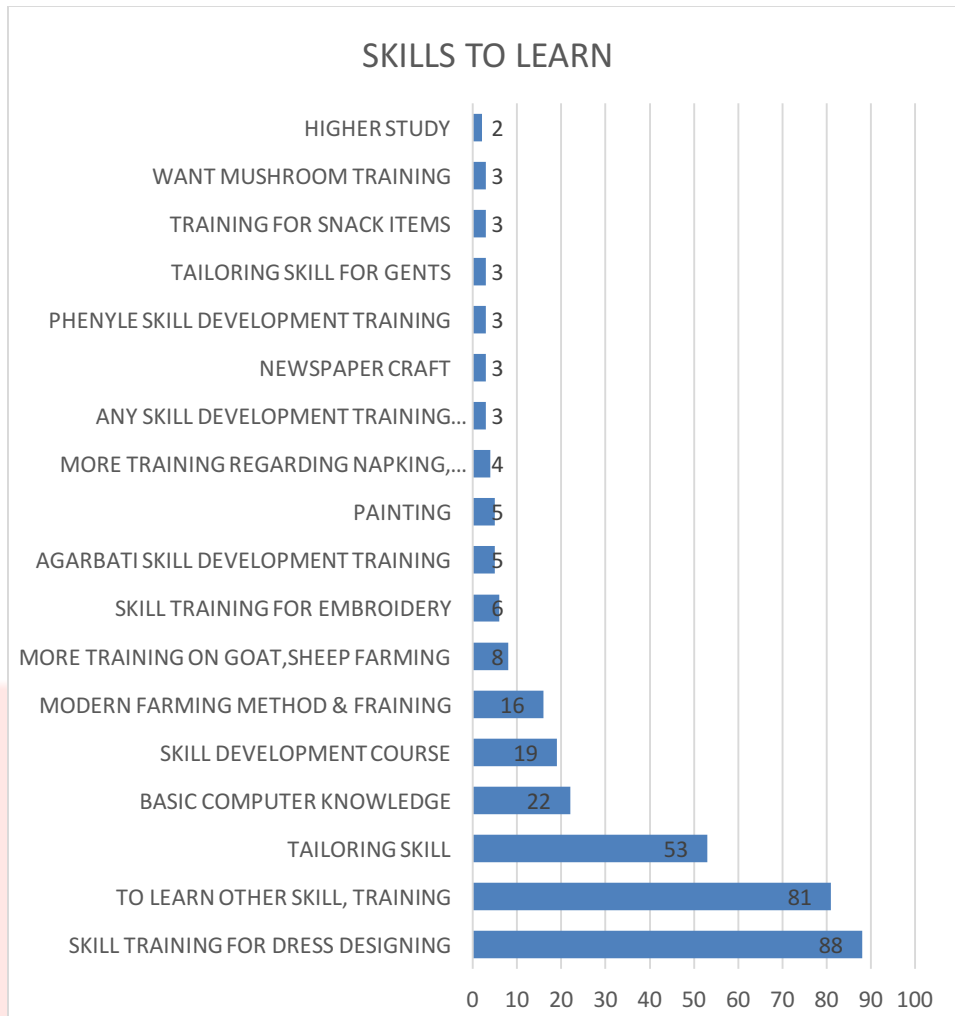


Data Analysis 15 Response time for grievance

Inference

- According to family of resident response time for grievances is 1 to 2 days with self help
- Also, they believe family and teacher support is also needed for decreased grievances.

2) Skills respondents want to learn

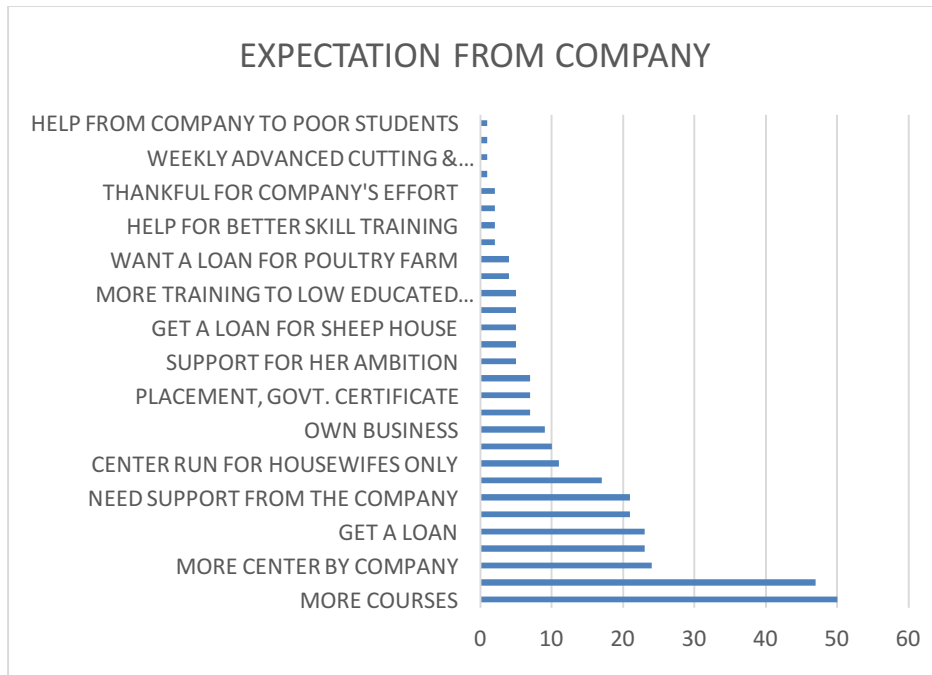


Data Analysis 16 Skills to learn

Inference

- More than 45% of the residents wants to learn fashion designing, dress designing and stitching and skill training for embroidery
- They also want to learn other skills such as modern farming, animal farming
- They want skill development programs for agarbatti making, computer knowledge

3) Expectations of respondents from JSL company

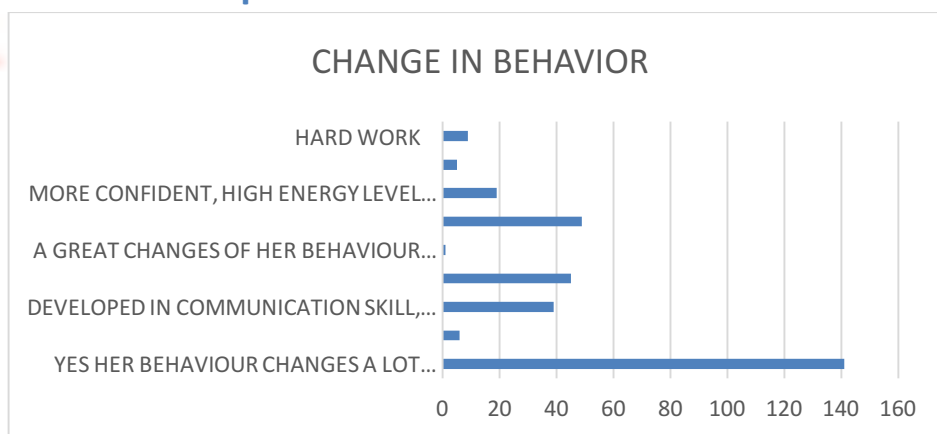


Data Analysis 17 Expectations from the company

Inferences

- 50% of residents want more courses and more centers from company
- 20% of residents want to get a loan for house, vehicle or for poultry farm.
- 12% of residents want to own a business
- Residents wants more courses for women having low education and for poor students

4) Behavior of respondents

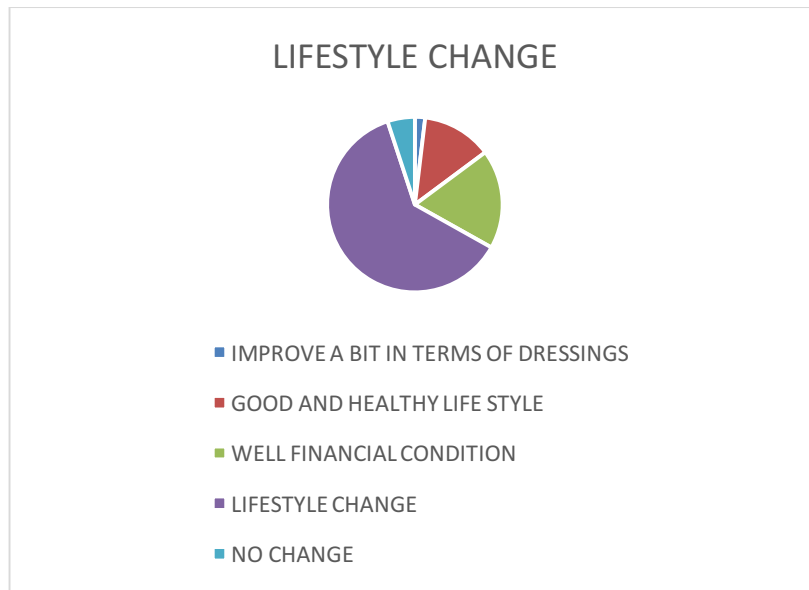


Data Analysis 18 Change in the behaviour respondents

Inference

- After intervention there is significant change in behavior of residents, they are more happy, energetic.
- Their communication skilled developed vaguely.
- They have better manners, are hardworking and punctual.

5) Lifestyle

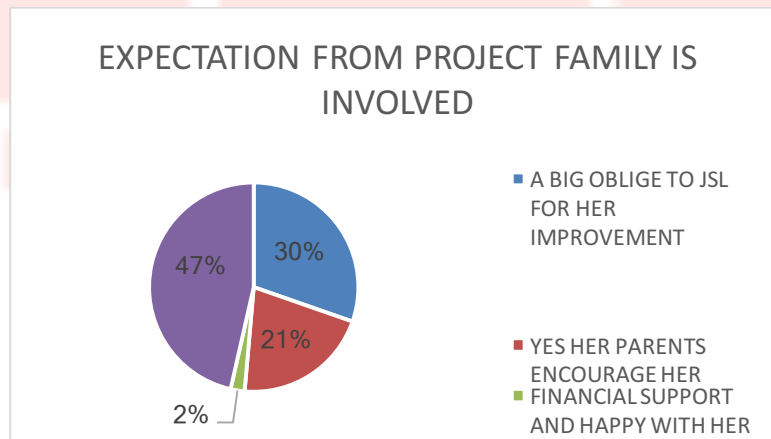


Data Analysis 19 Lifestyle change

Inference

- There is good and healthy change in lifestyle of residents.
- All of them have well financial condition and improved appearance.

6) Expectations from project in which family member is involved



Data Analysis 20 Expectation from project in which family member is involved

Inference

- 30% of families thank JSL for change in their lives.
- 47% of families support residents for the project involved.

Chapter 7: The SROI methodology

Step 1. Establishing scope and identifying stakeholders

This process involves determining which aspects of the investment will be considered in the analysis, which stakeholders will experience outcomes due to the investment, and the timeframe over which outcomes and investment are considered.

Step 2. Mapping outcomes

The next step in the SROI process involves mapping the logical links between the activities (economic and/or social) supported by an investment and the outcomes (changes) that these activities create. For each, outcomes of the activities were mapped for all identified stakeholders. Outcome mapping also included academic and non-academic research

Step 3. Evidencing outcomes and giving them a value

This step involves determining how many stakeholders experience each mapped outcome and then establishing the financial value of each mapped outcome.

Valuing Outcomes

Mapped outcomes were financially valued using financial proxies from academic literature as well as financial proxies based on information provided directly by respondents.

Step 4. Establishing impact

This step involves considering what other elements are part of the change experienced by stakeholders including:

- Deadweight – the change that would have happened anyway
- Displacement – the displacement of other positive activity
- Attribution – the change attributable to others

It also considers whether and how much an outcome that extends into the future (past the year of investment) will drop off over time. These elements are applied as discounts to the value included in the SROI analysis (expressed as percentages).

They help ensure that the SROI value is not over-claimed, and provide a 'reality check' on the actual impact of the social investment.

In the current analysis, these values have been based on feedback from target stakeholders as well as academic and grey literature research.

Step 5. Calculating the SROI

The last step in an SROI analysis is calculating the SROI ratio. The ratio is calculated by multiplying the number of stakeholders achieving an outcome by the value of that outcome (financial proxy), and then discounting for impact. All outcomes are then added together for the total present value, which is divided by the total investment.

Step 6. Reporting

The final activity related to an SROI analysis is the creation of an SROI report and other communications documents. The current report is part of this final activity. Communication can also involve presentations, executive summary reports, reports for government use, reports for other stakeholders etc.

The results can also be used by the management and CCSR team at JSL to conduct ongoing analysis for continuous program improvement.

An SROI analysis can be an 'evaluative' or 'forecast' analysis. An evaluative analysis provides a definitive statement of value based on rigorous primary research of outcomes achieved by stakeholders. A forecast analysis provides a projected value statement based on rigorous secondary research that reveals reasonable expectations of outcomes achieved by stakeholders.

This SROI study is Evaluative. This analysis covers the time period January 2016 to October 2017.

The study started in August 2017 so that outcomes data is as up to date as possible. The study is Evaluative. Pre-project data was collected in September – October 2017.

Monitoring of outcomes took place in October – November 2017

Final data was collected ending November 2017

This SROI report is aimed primarily at Jindal Steel Foundation management, and the Jindal Stainless Limited senior management who are responsible for overall strategic review of the Jindal Steel Foundation activities.

The SROI process and the report has also been part of the review of the project's direct management of JSF activities. The written report, along with its SROI calculations and other technical approach, is most appropriate to communicate the value of the activities undertaken to the strategic level decision makers and will be utilized by the JSF team for their future initiatives and activities.

Hence the report format has been designed to present data and conclusions in a simple table and charts. The team from the JSF CSR team can use this report by analyzing the simple charts, pictures in this report which has been produced with headline figures, charts and pictures.

$$\text{SROI ratio} = (\text{financial proxy for outcome} \times \text{quantity of outcome}) - (\text{deadweight} + \text{displacement} + \text{attribution}) \times \text{duration (adjusted for drop off and discount rate)}$$

The results, sensitivity analysis and recommendations are subsequently applied to get a fair value of the social returns generated by the activities undertaken by JSF.

Chapter 8: SROI Inferences, justification and assumptions

This research was conducted using the internationally standardized Social Return on Investment (SROI) methodology.

This SROI methodology helps in articulating and understanding the financial value of outcomes created after employing a social investment, revealing in monetary terms the social value that is created for every rupee invested in the various CSR activities undertaken by JSL.

SROI methodology goes beyond the generic economic analysis and focuses on the value of outcomes or changes experienced by a variety of stakeholders and does not limit to focusing only on investments and outputs.

Many social outcomes, experiences by direct beneficiaries like increase in self belief and self confidence, are represented in financial terms alongside more tangible cost savings for governments initiatives targeted at these beneficiaries.

The SROI analysis combines quantitative along with qualitative and uses participatory research techniques to give a holistic account of the impacts generated. The end result of an SROI analysis is an SROI ratio that compares investment made as compared to the financial value of social outcomes generated demonstratively and reflected in monetary terms, the financial benefit of social investments made.

This information helps in developing future plans of interventions and helps in deciding which program and initiatives to strengthen and which to run for longer durations.

It is important to note that while SROI enables social initiatives to be assessed as social outcomes and expressed in financial returns, it is important to note that the social value return calculated through an SROI analysis is not equivalent to a financial return that would see the creation of spendable rupees. It is used to just better understand by valuing social outcomes through financial measures rather than any other economic indicators, say GDP.

In SROI financial proxies are used to estimate the social value of non-traded goods to different stakeholders. Different stakeholders will have different perceptions of the value they get from different things. By estimating this value through the use of financial proxies, and combining these valuations, we arrive at an estimate of the total social value created by an intervention.

Limitations of this SROI study

Evidencing Outcomes

For the current study, the number of stakeholders achieving each mapped outcome was determined based on primary data gathered from tenant stakeholders via interviews through a questionnaire, as well as secondary data from research sources. Due to limited opportunity to engage a large sample of respondents, evidence on the achievement of outcomes has been bolstered by reference to research.

The impact of this reliance on research on the robustness of the current findings is discussed in the 'Limitations' section of this report.

Findings

This SROI analysis presents evidence that for every Rupee invested in the Project by JSF, 1.54 of social value is generated.

This value is likely to be an understatement, as we have been cautious in our calculations. For example, a number of outcomes and stakeholders were excluded from the analysis. Where there was a choice, the lowest financial proxy has been used. We have been cautious about the duration of outcomes. Although stakeholders attributed changes to the project, a cautious approach has been taken on attribution.

However, SROI is about much more than just the investment ratio. This analysis has been a useful exercise for the Project in recognizing the value of all the unseen care that the project workers invest in the service users. As you will see from the results of our surveys and quotes from people with mental ill-health, careers and professionals, this analysis has shown that it is hard to find alternative interventions that could produce the same therapeutic results as Gardening in Mind. Many stakeholders would rather describe the benefits of the project as 'invaluable.'

The low numbers of users involved means that there needs to be some caution in drawing conclusions about the impact of this type of intervention for people with mental ill-health generally. It was noted that the majority of the people with mental ill-health lived in stable local accommodation, many as Mind residents or with family. It was also noted that, while female users enjoy great benefit from the project, they represent only a small fraction of the total during the period, although we understand there may typically be a higher percentage. This is considered under Recommendations.

Reporting to Stakeholders

Monthly updates on the process and then the report were held.

Elements of the report were reviewed by other stakeholders.

An open day was held for stakeholders where key findings were displayed and where stakeholders had an opportunity to ask questions on an individual basis.

Project staff and family careers were involved in communicating the findings of the report to Service Users.

The final report has been reviewed by CSRDS.

The final report will be presented to stakeholder organizations via JSF staff and JSL CSR team to assist in developing the future direction of the project.



Stakeholders	Intended/unintended changes	Inputs		Outputs
Who will we have an effect on? Who will have an effect on us? Number of Beneficiaries	What do we think will change for them?	What will they invest?	Value	Summary of activity in numbers
Direct Beneficiaries	55 self employed 76 working through tailoring (8 to 10 loss of parent has allowed young girls to run household)	1.20 lacs machinery + maintenance, electricity, trainers salaries, 5 centre rent paid	5,00,000	6 month's course, 2 batches per year trained, 5 centers. 260 Every year passing out, help with placement services, few free sewing machines and helped some with EMI
373	Tailoring, Dress Designing Hisar		16,20,660	
35	Phenyl Making	RM for training, Stearing machine, Trainer cost, 4 Coordinators, Electricity	2,72,650	Independence, status increase, farms and plant workers
557	Sambhav Foundation, Hisar	Work done in association with Sambhav Foundation in Hissar		1 year training program. Sambhav training BFSI, BPO etc. 274 placed
20	Agarbatti	JSL provided Master Trainer, 3 - 4 days training 8 hour everyday, 2 Coordinators, market access, Equipment 13,000	2,98,965.38	Agarbatti Training, Exposure, Facilitation
500	Cattle Rearing	Training to manage goats and sheeps (training 3 4 hours, 4 cluster in a year, monitoring through vets, 2 - 3 times in a year, insurance 100 cattle)		Improvement in Cattle Breeding and rearing and the milk production and profit available to cattle rearing farmers
1200 cattle per camp	Cattle Health Camp	Administering Vitamin, Minerals, Medicines	2,71,060	Monitoring and maintaining Cattle health
95	Poultry farming	Training, exposure vaccination, medicines, 1000 chicks (50 rupees per chick) monitoring of poultry	8,186	Free chicks given in 2012 which have grown in regular income to poultry farmers
470	Farming	Capacity Building of farmers, developed linkages, soil testing, training, Quality input seed supply, marketing support, Bio fertiliser Supply, 100 acres covered, Soil health management , Kurri Kheti Abhiyan, farmers meeting, developed linkages, Sharing experiences of others farmers, marketing support, exposure visits to MP and Rohtak, HAU Kisan Mela, Kurukshetra Gurukul.	21,59,514	Increase in farm cultivated area, yield, production, Selling Price for farmers, Nutritional food intake, Better Soil Health, PGSOC Certification of group of 6 farmers. Solar irrigation - benefitted 30 farmers & 20 farmers in 2 months, Market linkage-135 farmers, Quality input seed supply-305, Technical training for 400 farmers, Three farmers established Vermi Compost unit. A group of 6 farmers received a PGS certificate from Organic Council. Farmers marketing their Vegetable and other produces in local markets.

120	SAHAJA Sanitary napkin	Rs. 1.6 lacs worth Machines provided, Training, initial raw material	270648	Rs. 1.6 lacs worth Machines provided, Training, initial raw material
15	Computer Training	faculty honorarium, 15 computers, maintenance, electricity, rented premises	8,20,000	faculty honorarium, 30 computers, maintenance, electricity, rented premises
15	Advanced Electrical Course	15,000 to 20,000 per batch expense, 1 permanent faculty and plant engineers teach, Time, appliances and room,	4,17,000	Training 7 month courses, 2 batches in a year in the plant provided room)
15	Snacks item	Training time provided, market access	2,92,519	Ladies trained in food processing products, bakery items, tomato, candle making, pickle etc
Survey findings reflect that the average family income increased by approximately Rs. 4,500 per month)				
The community where the JSL programs have been launched has affected the confidence and participation of the marginalised segments in the economic activities and also impacted the social fabric of the community as a whole				

SROI Table 1 Stage 1 and 2

Stage 3

Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value	Source
How would we describe the change?	How would we measure it?	Where did we get the information from?	How much change will there be?	How long will it last?	What proxy did we use to value the change?	What is the value of the change?	Where did we get the information from?
Sense of empowerment 75% women skilled manpower, confidence, income, own business, factored for marriage, (20% left after a year, some groups came together and sold in village)	Survey conducted by senior experts and counsellors of AI	survey questionnaire and stakeholder interview	65	3	Cost of getting training in private centre	9,500	The amount of fees they would pay to go to a private tailoring training school
		survey questionnaire and stakeholder interview	100	3	Cost of getting training in private centre	9,000	The amount of fees they would pay to go to a private tailoring training school

Only training, 2 months for Market access, 15 hours training/year	100 people trained (only women) 35 housewife additional income currently	survey questionnaire and stakeholder interview	15	3	Cost of getting training in private centre	1800	http://www.vobium.com/view/courses/1-14731-852/phenyl-disinfectants-making-course-training-coaching-tuition-by-lansh-training-centre
		survey questionnaire and stakeholder interview	274	1	Cost of getting training in private Colleges / Training Institutes	12000	http://ishlainless.com/pdf/JSHL-Annual_Report-4-9-2017-2016-17.pdf
2 groups, all ladies, total 50, 40% margin, 3,000 additional income (10 women)	Change in expenditure in family due to additional income	survey questionnaire and stakeholder interview	10	2	Cost of getting training in private Colleges / Training Institutes	3500	http://www.niralbi.com/12-agarbatti-pooja-courses
4 Goats and 3 sheeps advise - fast growing - sold (60 % women)	Change in life style	survey questionnaire and stakeholder interview	5	1	Cost of purchasing and vet expenses of new cattle	3600	https://www.indiamart.com/proddetail/kenguri-sheep-15733680712.html
8 camps per year, Village level intervention	10,000 cattle health camp	survey questionnaire and stakeholder interview	40	1	Loss of cattle	45000	https://www.indiamart.com/proddetail/haryana-desi-cow-3941094530.html
30 percent tribals, SC ST OBC Poor farers, marginal agricultural laborers raise the chicks and sell, 100 % women	10 chicks per woman, Family makes Rs30,000 per year on sale, served individually, egg delivered for max 2 years	survey questionnaire and stakeholder interview	80	1	cost incurred by Odisha and Central government under rural employment scheme (100*30*80)	3000	http://finance.odisha.gov.in/Budgets/Outcome_Budget-2016-17/PR_outcome_budget_2016-17.pdf
Marginal farmers and women make Rs. 3 to 15 lacs/year	- Increase in yield by 15 to 20 percent, - Better price for their produce - Income increase by 7-10%, -Improvement in quality of produce, - Input Cost reduced by 5-10%.	Interview, Focused group discussion	260	1	cost incurred by Odisha and Central government under rural employment scheme (100*30*80)	3000	http://finance.odisha.gov.in/Budgets/Outcome_Budget-2016-17/PR_outcome_budget_2016-17.pdf
						110000	https://www.indiamart.com/jayashree-inds/
4000 Pads sold to 2 neighboring villages/month,	Women make Rs.1 per pad as their margins	survey questionnaire and stakeholder interview	7	1	Cost incurred in buying and Interest servicing to buy economical jayshree industries machines	3500	http://www.gram-infotech.com/hardware-repairing.php
Training programs conducted of 3, 6 and 9 months durations	Working with Companies such as Tata, self-employed, government , higher studies	survey questionnaire and stakeholder interview	10	2	Cost incurred in fees in low cost private institution	3200	http://www.jetking.com/hardware-and-networking-courses.php

Training 7 month courses, 2 batches in a year in the plant provided room) total 120 in a year	People trained in basic electrical works- employed as contract labor, some higher studies some self employed	survey questionnaire and stakeholder interview	25	1	Cost incurred in fees in low cost private institution	6900	http://kti.ac.in/courses.aspx?CourseID=92ea60d6-4e9d-4780-8d21-2ce8edbd2553
Ladies trained in food processing products, bakery items, tomato, candle making, pickle etc	1200 ladies trained over 7 years, 25 of which are now self employed and selling in neighboring vilages and stores	survey questionnaire and stakeholder interview	7	2	Cost incurred in cooking classes	1000	https://www.urbanpro.com/bhubaneswar/cooking-classes/379147
Family spends more money due to additional income	Assets are built and increase in mobility	survey questionnaire and stakeholder interview	5000	1	Decrease in health expenses due to better health family members	968	http://finance.odisha.gov.in/Budgets/2017-18/Annual_Budget/Peoples_Guide_English.pdf
More economic activity, More equitable society and growth oriented	reduction in crime	survey questionnaire and stakeholder interview	150000	1		6300	https://www.sarkariyojna.co.in/odisha/

SROI Table 1 Stage 3

Stage 4

Intended/unintended changes	Deadweight %	Displacement %	Attribution %	Drop off %	Impact
What do we think will change for them?	What would have happened without the activity?	What activity would we displace?	Who else would contribute to the change?	Will the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution
Tailoring, Dress Designing Jaipur	10%	15%	20%	15%	379,363.50
Tailoring, Dress Designing Hisser	10%	15%	20%	15%	550,800.00
Phenyl Making	10%	15%	20%	15%	16,524.00
Sambhav Foundation, Hisser	10%	15%	20%	15%	2,012,256.00
Agarbatti	10%	15%	20%	15%	21,420.00
Cattle Rearing	10%	15%	20%	15%	11,016.00
Cattle Health Camp	10%	15%	20%	15%	1,101,600.00

Poultry farming	10%	15%	20%	15%	146,880.00
Farmers, Hisser	10%	15%	20%	15%	220,320.00
Farmers Jaipur	10%	15%	20%	15%	257,040.00
Marginal Farmers	10%	15%	20%	15%	471,240.00
SAHAJA Sanitary napkin	10%	15%	20%	15%	21,420.00
Computer Training	10%	15%	20%	15%	48,960.00
Advanced Electrical Course	10%	15%	20%	15%	29,559.60
Snacks item	10%	15%	20%	15%	3,060,000.00
Family members	10%	15%	20%	15%	2,962,080.00
Community	10%	15%	20%	15%	57,834,000.00

SROI Table 2 Stage 4

Stage 5

Intended/unintended changes	Calculating Social Return				
	Discount rate		3.5%		
What do we think will change for them?	Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5
Tailoring, Dress Designing Jajpur	379,363.50	322,458.98	274,090.13		
Tailoring, Dress Designing Hisser	550,800.00	468,180.00	397,953.00		
Phenyl Making	16,524.00	14,045.40	11,938.59		
Sambhav Foundation, Hisar	2,012,256.00	0.00	0.00		
Agarbatti	21,420.00	18,207.00	0.00		
Cattle Rearing	11,016.00	0.00	0.00		
Cattle Health Camp	1,101,600.00	0.00	0.00		
Poultry farming	146,880.00	0.00	0.00		
Farmers, Hisser	220,320.00	0.00	0.00		

Farmers Jaipur	257,040.00	0.00	0.00		
Marginal Farmers	471,240.00	0.00	0.00		
SAHAJA Sanitary napkin	21,420.00	18,207.00	0.00		
Computer Training	48,960.00	0.00	0.00		
Advanced Electrical Course	29,559.60	0.00	29,559.60		
Snacks item	3,060,000.00	0.00	3,060,000.00		
Family members	2,962,080.00	0.00	2,962,080.00		
Community	0.00	0.00	0.00		
	0.00	0.00	0.00		
Total					10,707,402

SROI Table 3 SROI Stage 5

Calculating SROI

Present value of each year (after discounting)

Total Investments made	Rs. 69,31,202
Total Present Value (PV)	Rs 1,0707,402
Net Present Value (PV minus the investment)	Rs 3,776,199.62
Social Return Every Rs per Rs	1.54

SROI Table 4 Final SROI Calculation

Chapter 9: Observations and Recommendations

Recommendations for enhancement of the women empowerment and Livelihoods project of JSL.

Observations

During the study, the CSRDS research team observed while administering the questionnaire and also while conversing inferred that the end beneficiaries, are very happy and content with all the programs undertaken by JSL and its foundation at Hisar and Jajpur.

More than 84 % of the beneficiaries surveyed have been positively impacted by the programs run by JSL and were very excited with the employment opportunities that they have got after being trained. The new opportunities that exist in their family members due to enhanced spending capacity and increase in awareness levels of the community shows in their enthusiasm during the survey. Some self initiated beneficiaries have already formed teams to identify ways to use their new found skills to enhance their income generating possibilities.

Recommendations

ODISHA

- a) CSRDS team believes that the self help groups and individuals who have extracted most from the JSL livelihood programs be trained in aspects of packaging, distribution, go to market strategy and product development so that they can build their produce and package it better and distribute to larger area and thus enhance their income
- b) It would motivate others and become case study examples and bring natural leadership in communities
- c) It would improve quality of life for all in the community and also help develop the area as a market place in years to come.
- d) The JSL CSR team can help in increasing visibility of the products and market access to the products and services developed by the beneficiaries thus making it a sustainable venture.
- e) The CSRDS team infers that increasing the Social Entrepreneurship opportunities for the beneficiaries, going forward, would be the best way to create a sustainable CSR program for JSL. For example, in the sanitary napkin and the grinded grains entrepreneurial ventures, the women can focus on improving product finish and packaging and sell their products under a brand name say Sahaj, which would make the chain self sustaining and also enhance value to all.
- f) The CSRDS team observed that a very high number of menstruating women in the areas surveyed, do not have access to sanitary products, which poses a big threat to their health. To encourage use of sanitary napkins, the government provides napkins to girls from BPL families at subsidized rates. Some state governments have also been promoting napkins prepared by SHGs by opening 'mobile exhibition centres' so that the SHG members could effectively market their products and reach out to consumers located in remote places. Jindal Foundation should request the Central/State government for subsidy to help reduce the prices of the napkins manufactured under Sahaja under 50% subsidy. This would not only increase the adoption of the napkins by the teenagers in the community and cause the social change in behavior that the government seeks.

- g) JSL can also explore creating an **“Umbrella Brand”** under the Foundation for all the products that are being sold in the neighboring communities. All the Self help group names can be registered as sub brand under JSF and the products can then be corporatized with standardization of the products and services followed by systemic quality checks and rolled into retail distribution network at district level. This would enable each vertical to be self-sustainable and also enable JSF to have some surplus to expand its programs.

It was observed during the interviewing of the beneficiaries at Jajpur, that most beneficiaries were tending to be dependent on Jindal Stainless CSR team for help in giving them employment options in the future. Besides livelihood and skills training, JSF should identify future enterprises and future managers among the beneficiaries being training to create social entrepreneurs of the future. They can become job providers to others in the community.

1. Enterprise model in poultry farming can be done by giving assistance to individuals to upscale their enterprise and increase their incomes. Financial assistance maybe required to support them to take their enterprise from rearing twenty Chickens to at least rear 100 chicken and leap towards sustainability.
2. Products with groundnut as a base can be added in the product line for sales.
3. Mushroom Cultivation as a business venture coupled with access to market can be added to the current enterprises run by the SHG's.
4. Training modules on mobile repairing and automobile driving or any other trades / services came out while discussing with the respondents.
5. Exposure visits to industries for skill enhancement as well as capacity building outside the state can help in building confidence and feeling empowered.
6. The sanitary napkin unit wants to manufacture pads with wings and thus seems ready to upscale their production.

HISAR

1. It was observed that the farmers were more self initiated in finding markets access for their produce. The same was not observed in handicrafts but was somewhat observed in tailoring in Hisar, wherein they have been building capacity and skills. Some help in forward market linkage maybe required from the JSL team to develop for handicrafts.
2. Entrepreneurship training for the young girls so that they are equipped with the skills to set up their own enterprise even after marriage.
3. Provision of financial assistance could be made for more individual enterprises among women, at the village level or also at colony level.

Conclusion

The benefits of Livelihood and training activities conducted by JSF team are well documented and known to the stakeholders on the ground.¹

Evidence that Livelihood and training activities conducted by JSF team is effective is reflected in this report. The study observes that there is considerable room for expansion of these activities in other areas to increase social impact.

This study concludes that the training model used has been an effective intervention for women empowerment and many people who are indirect beneficiaries have also experienced social upliftment and that has produced substantial social returns in the community.

The benefit to the Government is demonstrated by not only the capacity building of the marginalized people but also by the increase in the financial security to the immediate family members of the beneficiaries. This creates a sense of well being and confidence in the society impacted and also helps some of the young people take larger strides in their lives by moving out of the area and move to cities and become a part of the mainstream urban environment.

It reduces the costs incurred by many government departments like Ministry of Human resource development, Ministry of Women Affairs, Ministry of Education, Ministry of Skill Building and helps reduce crime and social discord.



Chapter 10: Other Interventions by JSF

Agri startups

Total number of beneficiaries targetted	Nature of Impact - benefits over last one year	Input (all benefits given)	Ouput (benefits seen in the targetted people
One Agriculture project initiated in September 2017 with partner agency Gram Unniti Foundation	The project is in progressive stage	Indirect benefit expected to show soon. Farmer group meetings and village meetings conduted. Sensitization programs have initiated.	The direct and indirect impact to be evaluated in 2018

Education

The education initiatives undertaken by JSL are diverse and vary as per the need from the community. Every year they reach out to 3000 children at their various plant locations across the country. The programs range from setting up village libraries, running non-formal education programs to bridge the gap between children who are out of school and enroll them to the formal education set ups to computer education centers and interactive computer learning programs called hole in the wall to bridge the digital divide.

Efforts are also put in to ensure that the children who have enrolled in schools do not drop out due to poor performance. Remedial education centers running in schools provide the much needed support to the students in subjects like mathematics, science and English.

At Hisar the education initiatives are being run through the following initiatives:

- The Bridge School
- Adult Education
- Computer Education
- Hole in the Wall

The Bridge School Center at Hisar is aimed to connect out of school children of Hisar and connect them to formal schools. Every year more than 50 students are mainstreamed into formal schools.

“Computer education program and the Hole in the Wall” program look at reducing the digital divide between children studying in private schools and those studying in government schools. The adult education program being run through the Vikas Kendras are being run with an aim to provide basic literacy to women.

Under education 5 Bridge course centers, 5 Remedial Education centers, two computer laboratories and 6 interactive self learning computer programs are being run in the peripheral villages of our plant location in Jajpur in partnership with a NGO Smile Foundation.

Non Formal Education (Bridge Course): The main aim of the bridge course centers is to mainstream students into formal schools and efforts of the JSL Foundation have brought about a considerable decrease in the number of out of school children in the area.

To ensure the success of the program a strong relationship has been built with the community and the parents of the children coming to the bridge school. Regular interactions are organized with the parents and the Village Education Committee (VEC) members to sensitize them about the importance of education and also get their support for the project initiatives. Mothers are a major stakeholder in the project and efforts are being made through the project to increase their awareness about the health, nutrition and education of their children.

Remedial Education Program:

Five remedial education centre's had been started as an intervention to increase the performance of the students at 5 different schools. With continued efforts over the years, drastic changes have been seen in the performance of the students in these adopted schools.

This year 174 students had appeared for their higher secondary examination out of which 135 (78%) students have passed the exam. Jakhpura High School achieved 100% result and around 22% students passed with first division marks. This year again girls have performed better with, Ms. Anbha Parida of Jakhpura School achieving 91% marks.

298 students in five High Schools took admission in the Remedial Education Program in the month of April-11.

Exposure Visit Program:

A two day exposure visit was organized students from the remedial centers. The exposure visit involved – visits to various historical places in the state, sharing of Mission Education Project with the Finance Minister of Odisha, addressing press at Red Cross Bhawan, Bhubaneswar, visiting Puri and Nandankanana etc.

Computer Education Program

The Computer Education Program is being implemented at the Budhiraja High School, Danagadi and Gulam Rasul School. During the year, students got comprehensive knowledge on computer fundamentals, MS Word, Excel, Power Point, paint, internet, publisher etc. 305 students enrolled in the program, there has been a lot of interest among students to be enroll for computers.

Hole in the Wall (HiWEL) Learning Centre's: Hole in the wall is a unique self learning computer based program for children. As the name suggests, it is an initiative which has a computer system in the open which can be accessed by the children in the community or a school without restrictions. The program encourages children to explore the computer system on their own and explore the various learning programs on maths, science, cleanliness, sanitation, also involves interactive computer based exercises for children. Six units have been installed in 6 government schools at various locations in Jajpur.

Education through Sports This program is focused on underprivileged children and looks at enhancing their sports skills on the playground and overall personality development through sports. Through games the program addresses issues like education, personal hygiene, friendship, gender sensitivity, leadership skills, communication skills etc. 1000 children residing in Shiv Colony, Surya Nagar, JIL colony, Jindal Colony & Nahar Colony are benefitting from the program.

Village Library: The village library has been functioning at Hudisahi and Bainsipur of Trijanga rehabilitation Colony and goes to Manatira and Balungabandi villages weekly “Bhramyamana Pathagara”. During the year a total of 12310 newspaper readers visited the Hudisahi and Bainsipur center and 1133 readers visited the Mobile library and 1129 readers took books for reading from the library.

School Infrastructure Development program

Development of Budhiraja High School Danagadi: Classroom furniture was supplied to the school. Additional rooms are being constructed by JSL to accommodate students. The newly constructed building of Kumbargadia High School was inaugurated by the Honorable Finance Minister & PE Gol.

Integrated health care program

Integrated Health Care programs have been designed to address both preventive and curative health issues. Interventions are carried out through the 400 bedded super-specialty hospital in Hisar, Health Care Centre, Mobile Health Van program, Awareness Generation Programs, HIV/AIDS Intervention, Save the Girl Child Program and program on Cancer & Drug Abuse.

All these initiatives aim at providing quality healthcare services and also work on preventive care by creating awareness in the community on various diseases. Along with providing healthcare facilities and outreach facilities, specific interventions have been designed on HIV/AIDS and to address the issue of Female Feticide. The program on female feticide is being implemented in Hisar and focuses on creating awareness about the issue and closely monitoring stakeholders like married women, young mothers, local hospitals and health professionals in the area. One of the biggest challenge faced by Jindal Stainless Limited while addressing the Health related issues is the accessibility of health services. The issues of accessibility were of two kinds – one was limited or low quality health facilities available and the second was the lack of awareness among the community which led to limited use of the available healthcare facilities.

Static Health Facilities

The N. C. Jindal Hospital at **Hisar** is a 450-bedded hospital with a fully functional cancer-treatment and cardiac center. It is the biggest hospital in a region where almost 7 million people live. To ensure that the hospital is operationally self-sufficient and the services affordable to all, almost the entire hospital infrastructure has been provided by Jindal Stainless Limited. Financial aid is available to the extremely underprivileged patients coming to the hospital. The N. C. Jindal Hospital treats almost 3.6 Lac OPD patients & 38,000 Indoor patients every year.

Community health care centers in Jajpur reach out to the rural population of the district. People from the nearby villages come to avail the health facilities. On a yearly basis the center caters to a population of 6000 people. The health center also has a specialized dental department which caters to around two hundred patients in a month and 2400 patients in a year.

Mobile Health Care

A mobile health care unit in a health van reaches out to over 23 villages in Jajpur and Hisar. The health vans reach out to communities which have little or no access to healthcare facilities. A

medical team consisting of one Doctor, Pharmacist and a Coordinator visit the village on a weekly basis and provide primary health services to the people in need. In a year around 12000 patients receive treatment and avail health care facilities through these centers.

Awareness Programs

Pandemic diseases like HIV/AIDS which has potential to spread, needs to be informed to people. Workplace information and education programs are essential to combat the spread of such epidemics and to foster greater tolerance for employees afflicted with such diseases like HIV/AIDS.

The program has identified and trained 25 master trainers in Jajpur and 20 in Hisar who will act as a change agent in disseminating the knowledge and skills to the communities. These resource persons have been providing training and conducting awareness generation sessions with the sub-floor employees of JSL and the outsourced workmen/workers.

Diagnostic Camps and Surgery Cataract surgeries are conducted at the Eye Hospital and Research Centre Dhenkanal.

Save the Girl Child The diminishing population of the girl child in the State of Haryana, which has one of the worst sex ratios in the country to address the issue of the declining sex ratio and create conducive social environment respecting an individual's right to birth.

Primary health care, which as per the latest McKinsey survey is the number two problem across the world only after climate change, and is a major area of the JSL interventions.

CSR DEVELOPMENT STORIES

Chapter 11: CSR Development Stories Team

1. Dr. Michael Hopkins – Quality Check
2. Ms. Sanjukta Raiguru - Certified SROI Assessor
3. Mr. B Prakash Tripathi – SROI Report writer
4. Ms. Gurpreet Kaur – Senior CSR Consultant
5. Ms. Snehal Durge – Data Analysis
6. Mr. Manjunath Patel – Data Entry and verification
7. Ms. Harsha Mukherjee – Preliminary Studies Report
8. Team of 10 – Ground Surveyors



Chapter 12: Future engagements required for sustainability of the program

- JSL has started Agri start ups which shall show impact in the targeted beneficiaries and shows promise. Evaluation of the impact needs to be conducted when it is fully functional.
- JSL needs to establish a consistent and robust monitoring and evaluation mechanism to ensure timely reports that will create a sustained higher impact and healthy SROI in the future.
- JSL should undertake SROI studies annually in all the locations where programs are implemented. It will help understand which programs are more impactful and which needs to be more productive or efficient or which can be dropped.
- Since capital expenditure incurred is high when programs were launched, SROI calculated is found to be relatively low. With time as more beneficiaries get impacted, creating a compounding effect, the effective costs per head will go down and SROI values will increase proportionately. SROI study should also be conducted for other social initiatives undertaken by JSL which have not been part of this study.
- The programs with high capital costs and high level of beneficiary drop-out rates tend to give less SROI, and such programs can be phased out and money judiciously redeployed in lower capital intensive programs which give higher Social returns and benefits to the communities
- Most of the respondents have shown a level of satisfaction and happiness with the initiatives undertaken by JSL and that is a very encouraging. The same should be communicated to stakeholders like the government bodies and agencies and also the neighboring villages to enhance future engagement possibilities and support in the future.
- JSF can explore creating a JSL umbrella brand under which all the Self help groups can sell their products in the future which will bring visibility to the good work done by JSF. It will also create a corporatized environment in the self help groups and improves the quality and delivery of the products.

This may help create higher margins to these products which can make current programs sustainable and the society would have more social entrepreneurs who can provide jobs to others in the community.

For more details

Ms. Harsha Mukherjee – harsha@iicsr.com **Phone:** +91 981 997 9635

Mr. Mayuresh Pawar – cmo@csrds.net **Phone:** +91 996 727 7927

Registered Address:

123 Esplanade Mansion, M.G Road, Churchgate, Mumbai – 400 023

Communication Address:

302 Khushwah Chambers, Makwana Road, Andheri – East, Mumbai – 400 059

