

Impact Assessment Study Report of The Akshaya Patra Foundation - HPCL Corporate Social Responsibility (CSR) projects (2012-13)

An Extract from Impact Assessment Study Report HPCL Corporate Social Responsibility (CSR) projects (2012-13)

CONDUCTED BY NATIONAL CORPORATE SOCIAL RESPONSIBILITY HUB, TATA INSTITUTE OF SOCIAL SCIENCES

Mumbai: February 2014

A brief background on the CSR model of Hindustan Petroleum Corporation Limited

The Corporate Social Responsibility (CSR) model of Hindustan Petroleum Corporation Limited (HPCL) is based on “Creating Shared Value”. The shared value model is based on the concept that corporate success and social welfare are interdependent. A business needs a healthy & educated workforce, sustainable resources and adept government to compete effectively. For society to thrive profitable and be competitive, businesses must be developed and supported to create income, wealth, tax revenues, and opportunities for philanthropy and sustainability.

The emphasis of HPCL has been in the areas of Sustainable Livelihood, Child Care, Education, Health Care and Community Development. Aligned with these focus areas guiding the CSR interventions of HPCL, the company has undertaken projects in following broad categories:

- Primary Education
- Scholarships for Students
- Drinking Water Facilities
- Health Care
- Vocational Training
- Rehabilitation of Persons with Disabilities
- Other Welfare Activities

This report is an outcome of the Impact Assessment Study conducted by National Corporate Social Responsibility Hub (NCSR Hub), Tata Institute of Social Sciences (TISS) for HPCL. The study was conducted for eight projects of HPCL spread across 15 locations in 7 states of India.

Following are the details of HPCL CSR projects considered for the Impact Assessment study:

Name of the project	Implementing partner/s	Locations covered
ADAPT	ADAPT	Mumbai, Maharashtra
Akshaya Patra	The Akshaya Patra Foundation	Guwahati, Assam
Child Rescue Van	Childline India Foundation	Kolkata, West Bengal
Rural Health Program	Wockhardt Foundation	Paradip, Odisha
Nanhi Kali	K.C. Mahindra Educational Trust and Nandi Foundation	Mumbai, Maharashtra
Suraksha	Transport Corporation of India Foundation	Sikandara, Uttar Pradesh Satara, Maharashtra
Swavalamban	CCI-Skill Pro	Sitapur, Uttar Pradesh
	CII-Skill Pro	Guwahati, Assam
	CII-Future Sharp Academy	Kolkata, West Bengal
	CII-Vernajyoti Educare	Purulia, West Bengal
	CII-Orion Edutech	Balasore, Odisha
Unnati	NIIT	Jabalpur, Chhindwara in Madhya Pradesh & Patna in Bihar

The main objectives of the study were to:

- i. Assess the key impact areas of the project
- ii. Assess the effectiveness of the key strategies and innovations applied by the to create the impact
- iii. Explore the potential for enhancing the impact of the project

Summary of Impact Study Assessment of The Akshaya Patra Foundation

The Mid Day Meal initiative was conceived in June 2000 by The Akshaya Patra Foundation with a vision that *“No child in India shall be deprived of education because of hunger.”* With a desire to serve food to those in need, Akshaya Patra envisioned the Mid Day Meal project in schools which also served the underprivileged children. After the success of the programme in Karnataka, it was expanded to other parts of the country as a public-private partnership. The Central and State Governments as well as individual and institutional funders have joined hands in implementation of Mid-Day Meal in schools covered by Akshaya Patra. The objectives of the Mid-Day Meal Scheme are to reduce classroom hunger and increase school enrolment and attendance, thereby improving socialisation among castes and addressing malnutrition. This is also expected to empower women through employment.

The project is currently implemented across nine states of India. In Kamrup district of Assam, Akshaya Patra covers 53,000 children in 593 schools. The study has aimed at assessing impact of Akshaya Patra in the schools supported by HPCL. HPCL under its CSR is supporting meals for 2500 children of 20 primary and secondary schools. For the purpose of this study sample size of 10 schools were selected. Representative schools based on number of students as well as levels of education viz., - primary and secondary were selected. The stakeholders considered included schools, students, the Akshaya Patra team and HPCL.

The initiative has been very impactful in Guwahati schools. HPCL’s contribution has been able to fill the last mile gap in contributing towards the national goals envisaged under the Mid-Day Meal Scheme of the Central Government. While the Government provides partial support per child per day, the balance is covered by HPCL for 2500 students in 20 schools of Kamrup district. HPCL’s contribution to the programme is crucial in sustaining the MDM in select schools and provisioning of good quality meals.

In collaboration with The Akshaya Patra Foundation HPCL has been able to fill the last mile gap in contributing towards the national goals envisaged under the Mid Day Meal Scheme of the Central Government. The cost of per day meal of each student covered under the MDM in Kamrup district is in the range of Rs. 7.50 to Rs. 8.00. The Government

provides partial support to MDM programme implemented by Akshaya Patra by contributing Rs. 3.50 per child per day. The balance Rs. 4.50 to Rs. 5.00 is covered by HPCL for 2500 students in 20 schools of Kamrup district. HPCL's contribution to the programme is crucial in sustaining the MDM in select schools and provision of good quality meals which are nutritive in value and served hot during the lunch breaks. The introduction of Akshaya Patra in the Mid-day Meal (MDM) Scheme of the Government has resulted into savings of food grains allocated for the schools. Since Akshaya Patra supplies food based on the expected actual attendance instead of enrolments, more optimum allocations are made.

The biggest impact area of the project is the health of the school children. The entire cooking and delivery process in the Akshaya Patra project has been designed such that the nutritive value of the food is maximised, based on a basic set of guidelines prepared by a body of nutrition experts covering food preparation, storage and supply. The processes are not only standardised but have also been quality tested and certified by ISO. This ensures that hygienic and nutritious food reaches the children. This impact on health was observed to be particularly high on children from very poor families.

This also ensured that cooked food and not food grains were provided to the children. Headmasters of three schools admitted that since food-grains were often supplied in bulk which exceeded the storage capacity of most of the smaller schools, the school authorities were left with no choice but to distribute food grains to the students according to the per head allocation. There was also a noteworthy reduction in the burden of the teaching staff for non-academic activities such as buying grocery, vegetables and fuel wood for cooking. With readymade food being served under the Akshaya Patra Project, the energy and time of the school staff is spared for more productive academic work.

Moreover, cooking for the MDM, when carried out by the school authorities, was done using fuel-wood, which is not only difficult to source but is also a polluting source of energy. Akshaya Patra cooking is done through steam generated by boilers that run on gas, which is environmentally more benign and ensures a cleaner ambience in the school premises.

Stakeholder perspective

Components of the project	Stakeholders		
	School	Students	Akshaya Patra
Quality of food- nutritious value, taste, variety	<p>The schools were satisfied with the nutritive value of food. However school teachers and principals shared that more variety could be added to the menu. With respect to taste of the food, there was a mixed response. Schools where students were not completely happy with the taste shared that it was because of preference for specific local manner of cooking among different tribal groups or other communities</p> <p>All schools shared that children received hot meals every day.</p>	<p>There was mixed response from students on the taste and variety of food. Students who ate regularly and for whom the Mid Day Meal was either the first meal or best meal of the day liked the taste of the food.</p> <p>Some students liked taste of particular items such as Pulav, Kheer etc.</p> <p>More variety in menu was desired by students.</p>	<p>The team was aware of the preferences for particular types of tastes and items in the menu. However following challenges limited the teams' efforts in fulfilling all beneficiaries preferences:</p> <ul style="list-style-type: none"> -Limitation of funds -Need to maintain the nutritive value of food than giving preference to taste in the cooking method -Diversity in the taste preferences of the beneficiaries belonging to different communities and regions.
Sensitisation and exposure to the project	<p>Need for sensitisation and more awareness on the project among teachers, parents as well as students will help in converting the reluctant parents and children to eat MDMs provided by Akshaya Patra-HPCL.</p>	-	<p>Akshaya Patra team has already envisaged a separate awareness creation and sensitisation component in the project. However, due to inadequate funds, it has not been implemented.</p>

	Many children spend meagre resources on unhealthy food instead of eating the MDM, as they and their parents are not aware of the importance of healthy diet.		
	School management and former cooking staff		Akshaya Patra
Engagement of earlier MDM cooks under Akshaya Patra	The workers who were responsible for cooking food before Akshaya Patra's intervention continue to be engaged in the MDM as they ensure systematic serving of food to children. However, the challenge is ensuring the provision of their salaries on time.	-	Akshaya Patra continues to engage with the former cooking staff of the school to ensure that women are not displaced from their jobs due to Akshaya Patra's intervention and continue to receive their incomes.

Impactful Strategies and Features of the Project

The strengths of the project which have resulted into such strong positive impacts are embedded in the comprehensive delivery model and daily estimate of attendance.

The highlights of the comprehensive delivery model include:

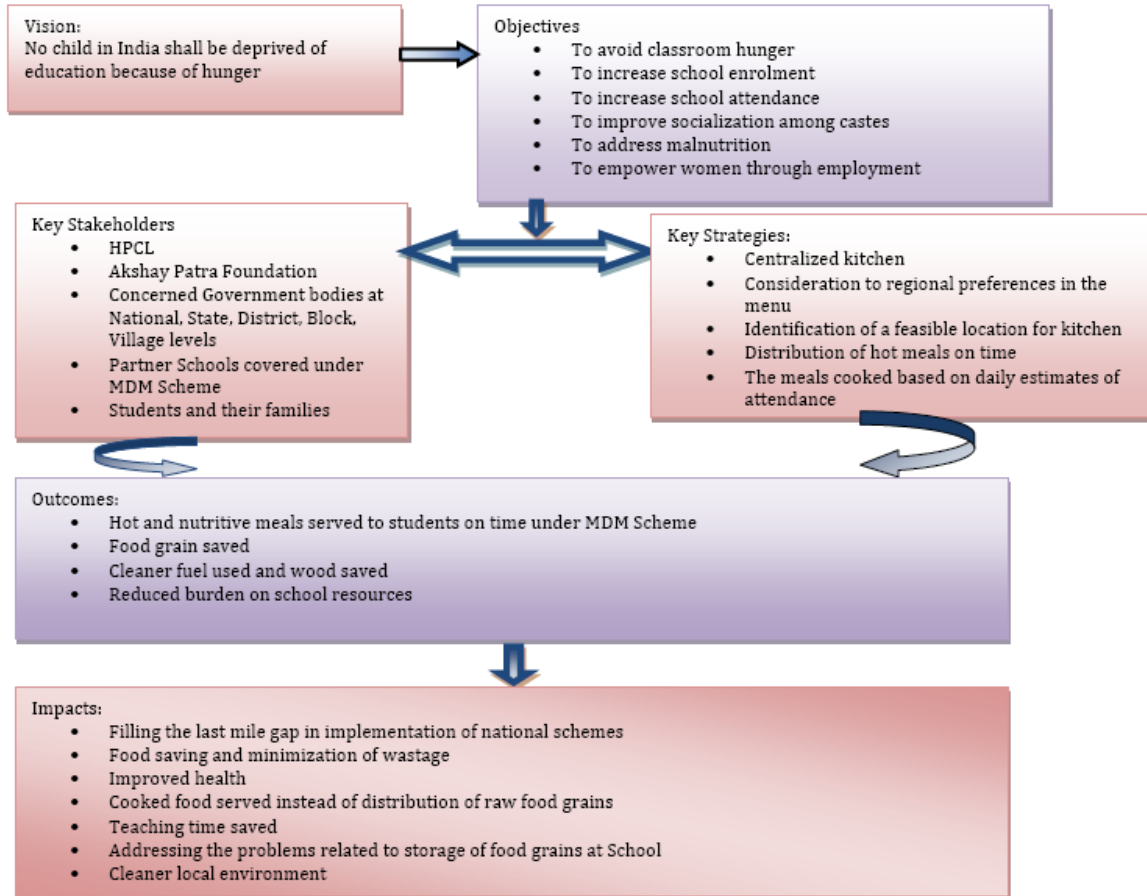
- i. The centralised kitchens in Guwahati ensures large scale cooking of meals in mechanised manner to maintain quality and hygiene standards
- ii. The menu is decided taking into consideration as much as possible the regional preferences of the beneficiaries
- iii. The location of the kitchen is decided taking into consideration the feasibility of ensuring delivery of hot meals to the select schools in given radius on time
- iv. The distribution model comprising of Akshaya Patra vans ensures in maintenance of punctuality in delivery of hot and nutritive meals

Target number decided on daily basis

The meals to be cooked are based on daily estimates of attendance of the students. This minimises wastage of cooked food.

Akshaya Patra Impact Value Chain

A. Impact Value Chain



Conclusion

The HPCL-Akshaya Patra initiative of MDM is impactful since it ensures that the purpose of the MDM scheme is fulfilled effectively. The degree and the extent of impacts may vary from school to school and child to child depending upon the socio-economic background of the children, however, the overall positive impacts on health and academics of the children is overwhelming. The schools also stand to benefit from the intervention since their burden of storage and cooking of food is removed, giving them more time for academic pursuits.

In order to expand the scope of the programme to more children and for demystify wrong beliefs and apprehensions about the MDM among parents and students, provisioning of necessary support for sensitisation and awareness activities on nutrition and the process followed by Akshaya Patra is recommended among all key stakeholders such as school management, teaching / non-teaching staff, the students and parents. Also, tracking the outcome of project by using standard and measurable baseline and end line indicators such as those related to physical growth for every child will help in better monitoring, evaluation and impact assessment of the project by HPCL and Akshaya Patra.