Azure Power India Pvt Ltd

Impact Assessment of CSR interventions for 2018-2019

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Executive Summary

As required by Companies Act, Azure Power has invested INR 3,30,04,433 towards its CSR activity. The breakup of investment is provided in Chapter 5 under 'Budget'. After the conclusion of financial year an independent monitoring team was appointed to undertake CSR impact evaluation. The evaluation took place during the period June to July 2019. This is as per Azure Power's CSR policy.

The methodology of CSR impact evaluation focused on the socio-economic and holistic impact of the implemented CSR projects, focusing on number of beneficiaries reached, and their overall progress under the following assessment parameters:

1. Relevance
2. Employee Engagement
3. Sustainability
4. Scalability
5. Coverage
6. Cost Efficiency

The evaluation methodology consisted of undertaking desktop study of the Azure Powers' CSR policy and relevant documents, understanding the project along with implementation agency and understanding the requirement of the Companies Act. An evaluation process was formulated to ascertain how each of the projects would be evaluated. Stakeholder engagement plans and questionnaires were then developed accordingly. This was followed by relevant site visits where the project being implemented were evaluated and key stakeholders consulted. The outcome of the evaluation process and findings are presented in detail under Chapter 4 'Impact Evaluation'.

The projects implemented under Azure powers CSR initiatives are bundled under:

1. RO water filtration plants
2. Skill development training
3. Installation of solar streetlights
4. Smart class interventions
5. Mobility Support to Disabled Army Personnel: Motorized Wheelchairs & Modified Two wheelers

A snapshot of the performance of the activities is given below.

Figure 1 Comparison of all the CSR initiatives across various evaluation parameters
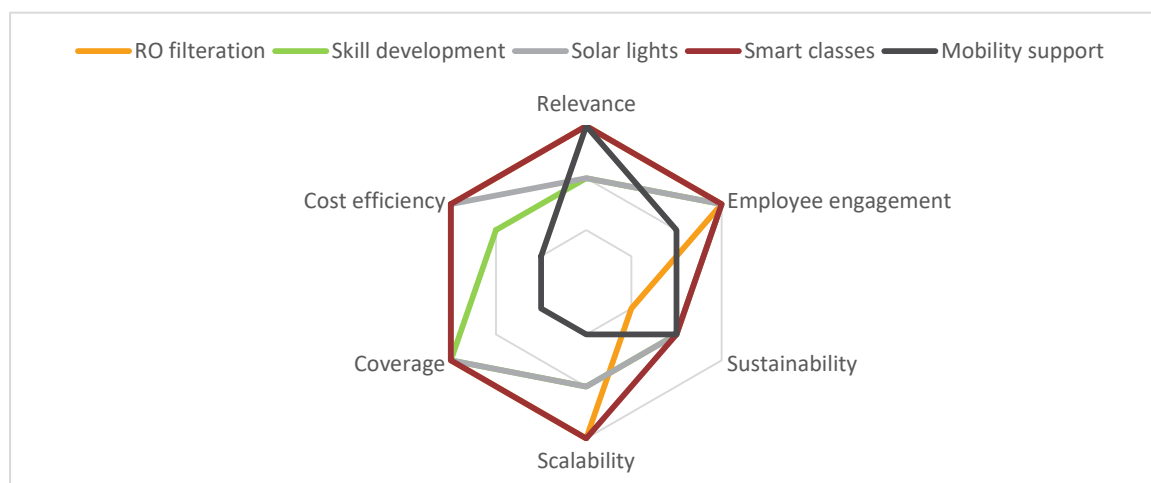
Figure 2 Dashboard of impact and outreach of the CSR interventions

6,000 Community members	**1,066** Beneficiaries	**13** Villages	**5,000** Children	**36** Veterans
RO Water Filtration Plants Implemented in: • Gujarat • Punjab • Karnataka • Andhra Pradesh • Rajasthan	**Skill Development Training** Implemented in: • Gujarat	**Installation of Solar Streetlights** Implemented in: • Gujarat • Punjab • Karnataka • Andhra Pradesh • Rajasthan	**Smart Class Installation** Implemented in: • Gujarat • Punjab • Karnataka • Andhra Pradesh • Rajasthan	**Mobility Support to Army Veterans** Implemented in: • Punjab
Budget Utilized: INR 84,61,072	Budget Utilized: INR 68,76,450	Budget Utilized: INR 45,49,649	Budget Utilized: INR 81,13,676	Budget Utilized: INR 33,98,786

Overall Azure power through its well thought – need based interventions had a positive impact on more than 12000 individuals including community members, children and the disabled.

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INTRODUCTION

1. Introduction

1.1 Background

Azure Power India Private Limited is a leading independent power producer and developer of solar energy with a mission to be the lowest-cost power producer in the world. Azure sells power generated by solar energy on long-term fixed price contracts to its customers and prices it below the prevailing alternatives for these customers.

Azure developed India's first utility scale solar project in 2009. Since then Azure has become a fast-growing leader in developing and operating solar power plants across India. Azure currently has a portfolio of 3 GW under various stages of construction and operation in 24 states across the country. As an example, In Gujarat, Azure has a portfolio of about 470 MW in various stages of commissioning and construction. These span over seven sites in five districts of Gujarat are at Chhidra, Sanes, Vadol (Mal Itadi), Gabat, Muloj, Netramli and Vartol.

Entrepreneurship, excellence, honesty and social responsibility are the core values driving the growth of the company. In addition to their core values, Azure has clearly defined focus areas as highlighted in their CSR policy. Currently, Azure CSR operates with the goal of further benefiting and developing the areas in which it already operates, thus ensuring

> **In line with its CSR philosophy and requirements as per Schedule VII of Sec 135 of the Companies Act 2013, Azure Power has focused on the following thematic areas:**
>
> - Preventive health care and sanitation including contribution to Swachh Bharat Kosh and making available safe drinking water;
> - Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects;
> - Ensuring environmental sustainability;
> - Rural development projects;
> - Slum area development

a holistic involvement in its target states.

Azure Power commenced its CSR activities over three years ago with interventions in Uttar Pradesh, Punjab and Rajasthan. The companies CSR interventions have been based on prevalent community needs, which in previous years have been identified through community visits and feedback submitted by the Village Development Committees (VDCs) formed by Azure in intervention villages. These VDCs comprise village level stakeholders who are interested in the overall development of the village and may consist of members from the Gram Panchayat, AWW, doctors, teachers, farmers, women and minority communities in the village.

Since the commencement of its CSR interventions, Azure has worked on and provided support to the VDCs on proposed interventions. These interventions ranged from rural infrastructure, solar lights, industrial & home water purifiers, skill development training, smart classes and mobility solutions. Currently, Azure CSR interventions span over six states and have both short term and long-term goals. The focus of this report is to

highlight the intervention areas, methodology for assessing the needs, procedure for executing interventions and subsequent impact of the interventions.

1.2 Scope and Timeline of CSR interventions 2018-2019

The scope of work regarding assessment and identification of CSR activities developed and was carried out over three phases, and thus evolved with each phase.

The first phase centred around existing project sites in Gujarat, owing to Azure's involvement in the state. A detailed need assessment at the project sites in Gujarat was conducted. The need assessment provided quantitative and qualitative information on the economic, social, health and educational status of population around the project sites based on which focus areas and activities were identified (Annexure A).

The second phase further expanded this scope, after it was found that it would be beneficial to further include states, based on proximity and areas in which Azure Power already has a strong presence. Another need assessment was conducted through telephonic conversation by Azure personnel with the community members in five additional states. The five states identified were Rajasthan, Karnataka, Punjab, Uttar Pradesh and Andhra Pradesh.

In addition to the community, Azure through its interventions wanted to specifically benefit armed personnel who had been disabled in combat. The third phase concerned specific CSR interventions which would benefit Army Veterans and work towards Azures focus areas of Health & Disability, identified during the initial need assessment exercise. The third phase was undertaken in the state of Punjab.

Figure 3 Phase wise Assessment & Implementation

Phase I (Nov 18- Dec 18)

Skill Development

Clean Drinking Water

Solar- powered Street Lights

Phase II (Jan 19- Feb 19)

Solar-powered Street Lights

Smart Class based Education

Industrial RO units

Phase III (Feb 19)

Modified Two Wheelers

Motorized Wheelchairs
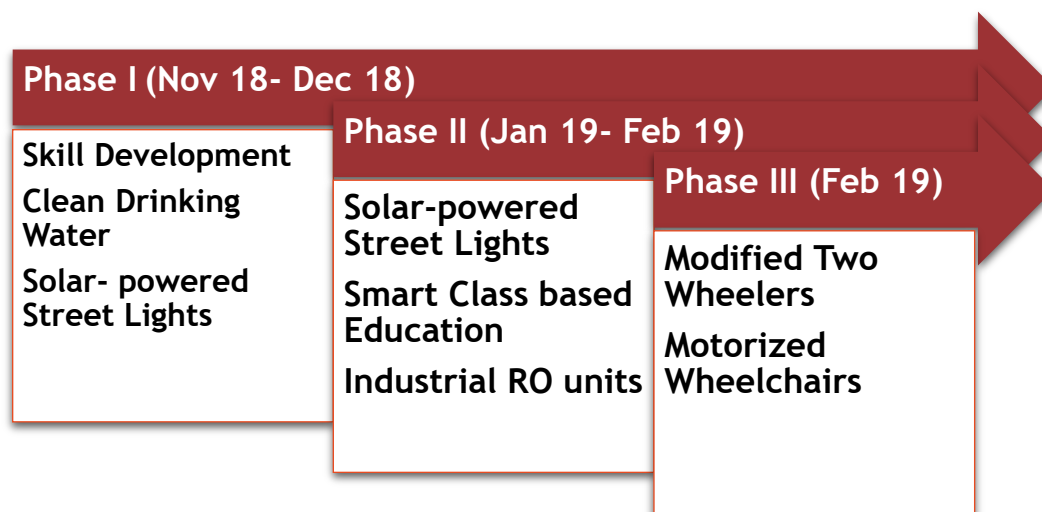
1.3 Process flow of Interventions

All interventions carried out were part of a 7-step systematic process, that originated through initial interactions with Azure power, Frost & Sullivan and Thinkthrough consulting (TTC). A breakdown of this process is given below.

Figure 4 Process flow of Impact assessment

Agreement Between Frost & Sullivan & Azure Power
Inception Meeting and Defining Intervention Areas
Needs Assesment and Schedule VIII Alignment
Process of Identification of Vendors
Process of Due Dilligence & Selection
Process of Monitoring
Project Completion & Impact Assesment

1.3.1 Initial Agreement between Azure Power, F&S and TTC

In response to a Request For Proposal('RFP') floated by Azure power on 07-09-2018 for *'Building CSR capacities of Azure's own personnel or those of implementing agencies'*, a consortium of Frost & Sullivan and ThinkThrough Consulting submitted a proposal on 18-09-2018. In the initial RFP floated Azure power shared indicative intervention areas such as WASH, education, livelihood & skill development. Additionally, indicative locations were also suggested e.g.: Assam and Gujarat. Based on the submitted RFP the consortium was selected to carry out the project for the year 2018-19.

1.3.2 Inception Meeting further discussion on focus areas

The inception meeting was organised between Azure Power and Frost & Sullivan & TTC. As part of this inception meeting, Azure power shared documents including a preliminary list of needs compiled by the Azure CSR staff and a set of indicative areas for intervention. Subsequently, a list of focus and intervention areas for the needs assessment was finalized.

1.3.3 Need assessment and Schedule VIII alignment

Both quantitative and qualitative information on the economic, social, health and educational status of population around the project sites was gathered during the need assessment. Based on the collected data along with the insights of the on-site Azure staff, recommendations related to short term as well as long term projects were made. These recommendations were shared with Azure through the need assessment report.

A total of 31 interventions were suggested and mapped out against 6 thematic areas by TTC in the 1st needs assessment (Annexure 7.4). Further, the assessments in Phase II & III

were conducted using the already defined thematic areas as guiding tools. As part of this mapping, due diligence was conducted to make sure that these interventions fell under Schedule VII of Sec 135 of the Companies Act 2013.

These assessments allowed Azure to prioritize and select the projects as per the real needs of the community. It also enabled Azure to undertake implementation in a manner that ensured longevity both from the perspective of meeting the needs of the community as well as the recall of Azure in the community as an initiator of these projects. These projects are discussed in detail in the Chapter 0.

1.3.4 Process of Identification of Vendors

For the process of selection of vendors for different activities under CSR intervention, a process of open tendering was adopted. As part of the process, RFPs which included specific requirements, areas of interventions and vendor details, were prepared for individual activities. These RFPs were floated on www.ngobox.com. Simultaneously, the TTC team contacted local vendors and shared RFPs with them via email. An example of the RFP floated has been provided in the annexures (Annexure 7.6).

Interested vendors provided techno-commercial proposals, as per the RFPs, along with relevant KYC documents such as income statements, registration certificates and PAN details. Only those vendors who are registered as private limited companies were considered for carrying out the activities. Subsequently, each vendor was required to fill and share with TTC a vendor registration form, which contained additional KYC and income details as well as similar experience.

Figure 5 Vendor shortlisting process

Vendor Shortlisted
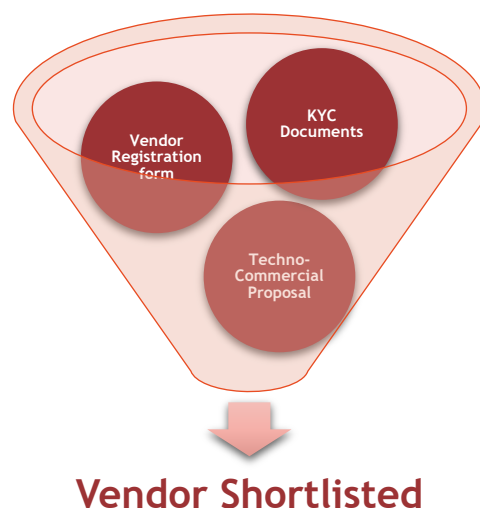
1.3.5 Process of Selection and Due diligence

Upon careful review of the technical and commercial offers by the vendors, each vendor was contacted to review the proposal submitted along with similar projects undertaken in the past. Based on the review, a final comparison list with L1, L2, and L3 vendors was developed and shared with Azure Power for their consideration.

In the next step of selection, the vendors were invited for a detailed discussion with Azure Power procurement team. During this phase, the payment terms were also finalized,

which were in line with the procurement policy of Azure Power. Upon selection of the vendor, the final work order was released by Azure power.

Figure 6 Vendor due-diligence process

Shortlisted Vendor Due Dilligence

Vendor Comparison Sheet Developed
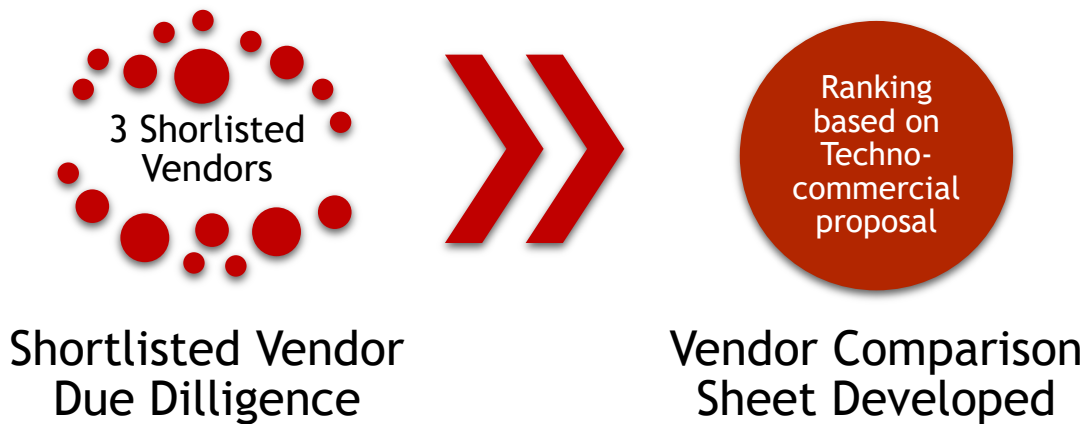
1.3.6 Process of Monitoring

Once the selection process of the vendor was complete, the vendor was required to submit a tentative timeline for the project execution to TTC and Azure Power within the first week. As part of the process, relevant details (if required) of local Azure coordinators were shared with the vendor, who were required to provide weekly updates on the project progress. Regular updates were requested by TTC over call as well as on email, along with supporting documents and photographs. The progress of project implementation was mapped with the work plan of the project.

1.3.7 Project Completion & Impact Assessment

Upon project completion vendor provided confirmation and final report to Azure highlighting key benefits of the interventions and total number of beneficiaries impacted. This final report also included success stories and challenges, if any, faced by the vendors. Upon project completion, an impact assessment was carried out by TTC to assess the benefit that resulted due to these interventions.

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Approach & Methodology

2. Approach & Methodology of the Assessment

2.1 Approach

TTC undertook an impact assessment of CSR interventions by Azure to assess the outreach of the program along with direct and indirect impact on beneficiaries. For the effective assessment of the program, initial desk research was conducted to gain insight of the project intervention, implementation plan and geographies etc. Subsequently, activities such as tool development, stakeholder mapping, data collection plan were conducted.

ThinkThrough Consulting's (TTC) team followed a consultative and participative process where each stakeholder was duly recognized for their role. In order to deliver an accurate assessment, a mixed methods approach was used, utilising both qualitative & quantitative tools to collect data from various stakeholders.

Following which the study was conducted over a period of 1 month (mid-June to mid-July 2019) and during this period all field and remote data collection related activities were completed. The data was collected in phased manner through site visits, telephonic conversations, quantitative and qualitative tools; followed by data analysis.

2.2 Methodology

2.2.1 Literature review

An extensive secondary literature review of relevant documents was undertaken to understand the interventions implemented, rationale behind the activities and intended impact on the lives of the beneficiaries. The documents included, Azure's CSR policy and focus areas, previous needs assessment conducted, reports submitted by partners carrying out the interventions and previous CSR impact assessments. Literature review also helped TTC in understanding the implementation process and roles and responsibilities of the supporting staff.

2.2.2 Stakeholder Mapping and Sampling

Stakeholders were mapped based on the outreach of the initiatives and the beneficiaries involved in the project. All relevant stakeholders critical to the project implementation were identified based on the roles and responsibilities of different stakeholders. Table 1 below mentions the list of identified stakeholders.

Table 1 Table for stakeholders

S#	Intervention	Stakeholders
1.	RO water filter– School & Smart classes	School principals
		School teachers
		School children
2.	Solar street-lights	PRI members
		Community residents
3.	Skill development	Children
4.	Vehicles for the disability army veterans	Disability army veterans

Apart from the list of stakeholders mentioned above, our field team also interacted with the implementation team members including field level volunteers.

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The literature review helped the team divide interventions into two segments based on the number of beneficiaries. It was highlighted that skill development was the only activity which had more than 30 direct beneficiaries and was implemented only in Gujarat. In order to capture conclusive data, a saturation model was used for all the interventions except skill development. For the intervention of skill development, beneficiaries were selected on sample basis and 20 percent of total beneficiaries from each of the intervention village were covered.

2.2.3 Tool Development

As mentioned earlier, a mixed methodology approach was adopted and qualitative and quantitative data collection tools were developed accordingly. Sample questionnaires for the relevant interventions have been attached in the annexure below (Annexure 7.1 & 7.2). The questions were developed to capture the outreach and impact on the interventions. Questions related to challenges and problems faced during the installation and maintenance were also included to capture the long-term sustainability of the intervention.

2.2.4 Field plan for data collection

The field team visited Gujarat for data collection whereas, questionnaires were circulated to all the other state implementation partners. Data collection team stationed in Delhi had a continuous interaction with the implementation partners to ensure that all the data is captured as per the saturation model. Whereas, the following field plan was followed to capture data in Gujarat.

Table 2: Field Deployment Plan

Districts	Villages	Visit of Survey Date	No of Sample	Team
Aravali	Gabat	16-07-2019	51	A&B
	Muloj	16-07-2019	42	A&B
Bharuch	Chhidra	18-07-2019	28	A
Kheda	Vadol	18-07-2019	32	B
Sabarkantha	Mnetramali	17-07-2019	23	B
	Vartol	17-07-2019	25	A

Azure CSR program managers and volunteers provided on-ground support to the field team for the effective qualitative and quantitative data collection.

2.2.5 Data collection

For the ease of data collection, quantitative tools were translated into Hindi and orientation training was provided to the field team. To ensure that language barrier does not hinder data collection and to increase the comfort level of beneficiaries', the field team comprised of local members who were well versed in both Gujarati and Hindi. Further for the data collection in Patiala, the Veteran Sahayata Kendra was able to liaison and help reach all benefited army veterans.

2.2.6 Data analysis and report writing

Data on the field, Gujarat, was captured via pen and paper and was later converted into a digital format for ease of analysis through SPSS. Whereas, the data from all the other

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locations was provided by implementation partners in excel. The data collection team from Delhi was in close coordination with the implementing partners to ensure timely and quality data collection. The captured data was compiled, triangulated and comprehensively analysed for understanding the impact and outreach of the interventions.

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Focus Areas

3. Focus Areas for CSR interventions Across Three Phases

This section covers Azure's CSR focus areas and the needs identified across all three phases. Each focus area was finalized based on need assessments conducted during the three phases, which served as the basis for all subsequent CSR interventions. The map below depicts the focus areas, which were covered in each of the states where interventions were carried out on behalf of Azure. The chapter then elaborates on each focus area and the specific interventions identified.

Figure 7: State Wise Focus Area Coverage

Rajasthan
- Education
- WASH
- Rural Infrastructure

Punjab
- Education
- WASH
- Health

Gujarat
- Education
- WASH
- Rural Infrastructure
- Skill Development

Karnataka
- Education
- WASH
- Rural Infrastructure

Andhra Pradesh
- Education
- WASH
- Rural Infrastructure
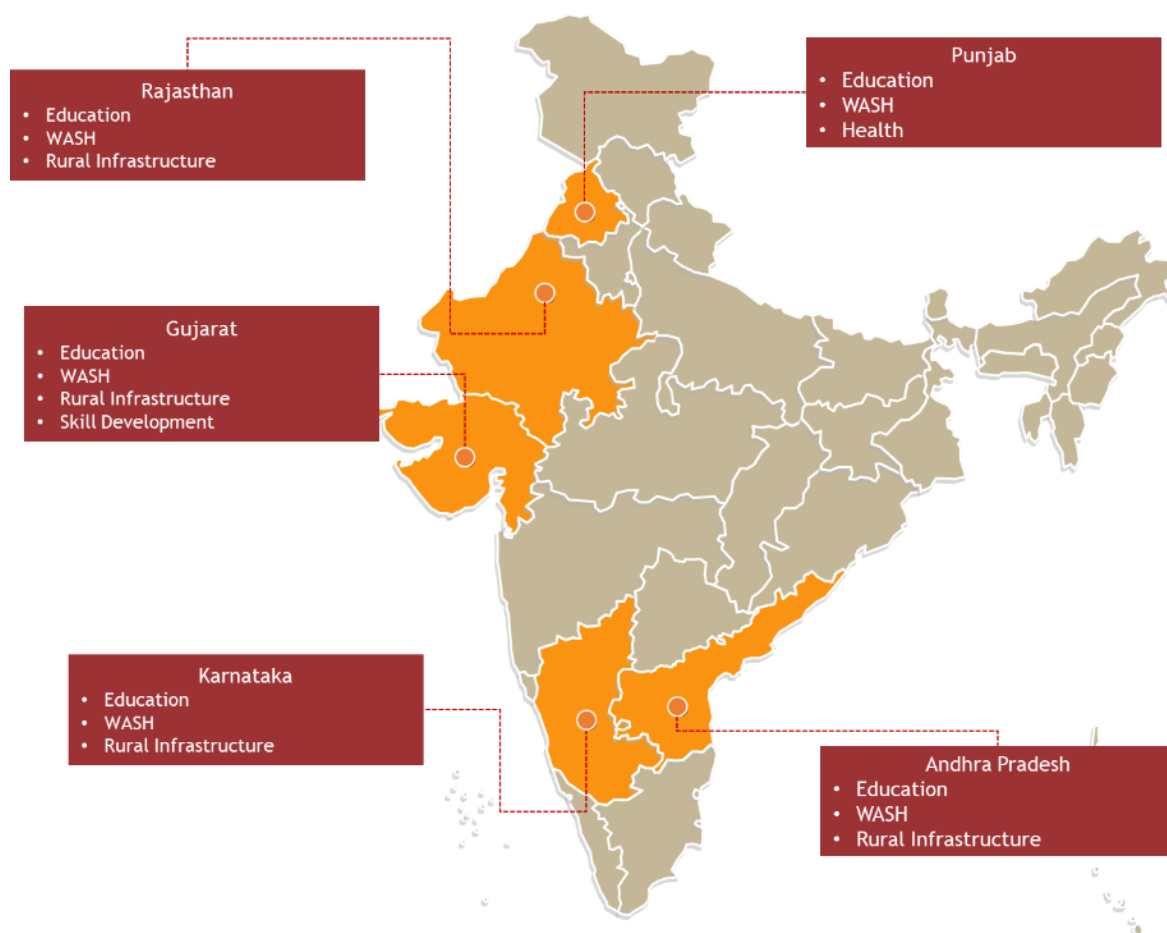
3.1 Education

Education served as a central thematic area for Azure CSR interventions. During the need assessment conducted in Phase I and subsequently in Phase II, four main components were kept in mind: availability, accessibility, infrastructure and learning quality. In the villages visited in Phase I, accessibility of education was seen to be adequate, however the infrastructure was seen to be limited or at a very basic level. This finding was further strengthened in the assessment conducted in Karnataka, Uttar Pradesh and Rajasthan,

As for learning levels, about 38 percent children from grade 3 to 5 in Gujarat could not read standard I level text, as per data from Annual Status of Education Report (ASER) 2016. In arithmetic, the ASER 2016 reported that almost 67 percent students from grades 3 to 5 could not solve a subtraction problem. This was also reflected in the need assessment conducted in Phase I and II.

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Figure 8 ASER learning levels of children in 4 intervention districts of Gujarat
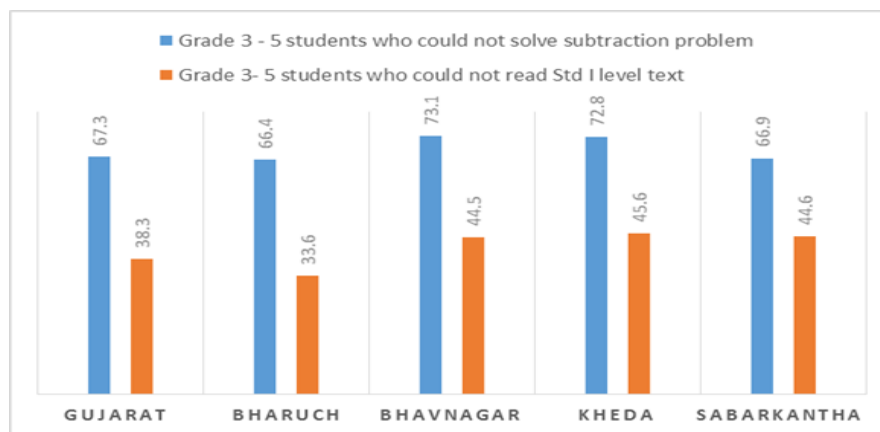
Source: ASER 2016

As per the need assessments conducted across all three phases the following gaps were identified under the focus area of education:
- No provision of smart classes and holistic learning tools
- Access to education for girls after grade 8th
- Adequate transportation from villages to institutes of higher education and colleges
- Lacking participation of SMCs and community
- Student drop-out was observed as a challenge in the villages. The students are enrolled but many of them do not turn up in schools;
- Lack of any vocational training
- No career counselling for students

Intervention selected: SMART CLASS INSTALLATION

3.2 Health & Disability

Interventions in health and disability have been highlighted by the Organization for Economic Co-operation and Development (OECD), as vital to the overall development of a country. It is observed that countries with poor health infrastructure conditions find it harder to achieve sustained growth. Thus, Azure powers' focused on health & disability with the vision to have an indirect positive impact on the economic growth of the country. During the need assessment in Phases I and Phase II alcoholism was the primary issue that was identified in Rajasthan region. Whereas, in Phase III needs assessment, it was noted that disability benefits and pensions were not enough to provide disabled veterans with adequate means of mobility. As a result, they were often confined to their homes or had to rely on constant assistance and outdated wheelchairs as a means of mobility.

Interventions selected:
1. Provision of modified two-wheelers
2. Provision of motorized wheelchairs

As per the need assessments conducted across all three phases the following gaps were identified under the focus area of health & disability:

- Erratic availability of health personnel and hence more reliance on private health system
- Curtailed mobility of disabled veterans and no provisions of wheelchairs or mobility scooters
- Distance from government health facilities
- Alcoholism and addiction to tobacco and related substances is an issue in all the villages
- No health awareness camps for women and girls;
- Low awareness about subsidised health insurance policy as well as incentive schemes provided by the government

3.3 Livelihood

As per Census 2011, Gujarat had 7,60,202 unemployed individuals between the age group of 20-59 years who were seeking or were available for work. Of these, 2,79,886 were males and 4,80,316 were females. In the villages that the team visited, there were a total of 13,008 workers as per Census 2011. Of these, just 4,444 or about 34 percent of the women were workers and a majority were marginal workers.

Corroborated by the need assessment conducted in Phase I, the main sources of livelihood in the rural areas visited, remain agriculture, dairy farming and labour in the fields. Majority of the villages covered such as Nadiyakala in Rajasthan are no longer involved in cottage industry or traditional crafts. Further, villages like Sanes, Muloj and Manjipur lack a steady source of irrigation, which further curtails employment during the dry season.

While programs like *Mission Mangalam*, have been set up by government to revive the Self-Help Groups (SHG) within the villages and provide them with marketable skills as an alternative source of livelihood. Limited awareness amongst the youth about the kind of skill required to achieve gainful employment was noticed. No career counselling or career awareness sessions or camps had been held in the villages covered under the assessment. Further, it was found that youth does not see entrepreneurship or self-employment as a feasible or practical option due to lack of inspirational personalities around them. A major gap identified in this focus area was the lack of skill development opportunities, specifically for women in the nearby locations.

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As per the need assessments conducted across all three phases the following gaps were identified under the focus area of Livelihood:
- Lack of skill development centres or programs at the village level
- Over reliance on agriculture as the main source of livelihood
- There are very few (negligible) women/girls in the organized workforce;
- Few or no Self-Help Groups
- Lack of cottage or household industry in the region;
- No food processing or value addition to the raw agricultural produce;

Intervention selected: Skill training

3.4 WASH

Access to regular, safe and potable water is essential and fundamental to living a healthy life. WASH is an important focus area of Azure's interventions as highlighted in their CSR policy, under 'sanitation including contribution to Swachh Bharat Kosh and making available safe drinking water'. Of the areas assessed, Gujarat, Rajasthan and Uttar Pradesh are drought prone areas where availability of water for consumption and other household purposes is scarce.

Certain schemes and projects at the national & state level such as the Narmada Master Plan and state specific water supply boards are in place, it was noted that at the village and household level, a regular and clean supply of water is still lacking.

At the village level committees called *Pani Samitis* manage local level water supply, maintain infrastructure and manage the operations of the village level water supply.

As per the need assessments conducted across all three phases the following gaps were identified under the focus area of water and sanitation:
- Need for water purification infrastructure in schools
- Lack of drinking water purification infrastructure in villages particularly in Punjab;
- Limited ground water availability, due to the rocky terrain
- No long-term vision or expertise to ensure water security and supply to the villages;
- Lack of institutional focus from the Gram Panchayat and a weak presence of the Pani Samitis

Interventions selected
1. Installation of RO filters in schools (100 LpH)
2. Installation of industrial RO filters (1000 LpH)

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3.5 Rural Infrastructure

At the village level, Gram Panchayats are tasked with managing, operating and maintaining the infrastructure like roads, lighting and drainage. For these purposes, the Panchayat can raise revenue from the villagers and is also provided financial grants by the government per the finance commission award. As per the 14th Finance Commission (2015 - 2020), 90 percent grant is allotted based on the population of the Gram Panchayat and 10 percent grant is allotted based on the area of the Gram Panchayat.

During the need assessment it was observed that most villages have almost all the basic infrastructure like roads, drinking water provision, partially pucca houses, proper anganwadi centres although the level of facilities differ.

During the needs assessment lack of street lights and rising concern of safety was highlighted by the VDCs and Gram Panchayats. As suggested by some Panchayats and VDCs, solar street lights was a relevant need, the responsibility of operation and maintenance of which could be taken over by the Panchayat.

As per the need assessments conducted across all three phases the following gaps were identified under the focus area of Rural Infrastructure:
- Lack of availability and maintenance of street lights
- Non-availability of water due to lack of water pipeline or water tanks;
- Primary schools did not have playground facilities
- Safe spaces for the community with a focus on women were lacking
- No waste disposal system in place.

Intervention selected: Installation of solar street-lights

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4. Impact Evaluation

The following section covers the impact of the interventions undertaken as a result of the focus areas and needs identified. Each intervention was carried out by following a clear and defined process of identification, due diligence and procurement which has been covered in section 1.3.5.

Table 3: Overview of Interventions

Intervention	Vendor Name	Outreach
RO water filtration in schools (100 LPH)	Deltapure Water India Ltd	26 units installed across 4 states
Industrial RO filtration units (1000 LPH)	RO care India	15 industrial units installed in Punjab
Skill Development Training	Probe Research & Social Development Private Limited	1066 individuals trained and 805 of those trained have been placed
Smart Classes	Next Education Pvt ltd.	35 units installed across 5 states
Solar street light installation	MyWay Solar	228 solar street lights installed across 4 states
Motorized wheelchairs for the benefit of disabled army personnel	Karma Healthcare Ltd	13 motorized wheelchairs delivered to disabled army veterans
Modified two-wheelers for the benefit of disabled army personnel	Yashodha Motors Pvt Ltd	23 modified TVS Jupiter scooters delivered to disabled army veterans

4.1 Intervention wise Impact

4.1.1 RO water filtration plants

Under WASH initiatives Azure installed 26 RO plants in various schools across four states and 15 industrial RO plants in Punjab. Based on the on-ground requirement the capacity of these plants was decided and plants of capacity 100 Litre Per Hour (LPH) & 1000 LPH were finalized for schools and industrial purposes respectively. The following table provides the details of state wise distribution of the intervention.

Table 4 Coverage of RO intervention

States	Interventions	
	100 LPH RO - Schools	1000 LPH RO - industrial
Gujarat	15	
Rajasthan	4	
Andhra Pradesh	2	
Karnataka	5	
Punjab		15

Through quantitative data collection it was noted that these RO plants have had a direct impact on more than 2,000 children in Gujarat alone. Collectively, school interventions have had an impact on close to 6,000 community members and 78 staff members. During interactions with the project team and community members it was understood the water TDS is extremely high in these regions specifically in Gujarat and ground water is unfit for drinking. Therefore, a clear impact of installation of RO filters at schools ensured that children get water with a low TDS value.

School teachers and principals also communicated that children now fill water bottles in school itself rather than getting filled bottle from home. Thus, the weight carried by children has also reduced. It was also understood that proper maintenance support is provided by the supplier to schools in case of any functional issues, ensuring sustainable use of the RO.

Based on the findings it can be safely inferred that school and industrial RO installation has contributed in improving the quality of drinking water available to children and staff.

4.1.2 Skill development training

Azure power supported skill development activities through trainings in 7 villages in Gujarat. The subjects being covered as part of the trainings include cutting & tailoring, computer operation, mobile repair and motorcycle repair. These hour-long trainings were conducted in batches of 30 students each and overall 1066 students were trained under the initiative.

Table 5 List of beneficiaries for skill development training in Gujarat

Sl #	Name of the village	No. of youth trained	No. of youth placed / self-employed
1	Chhidra	140	129
2	Gabat	257	150
3	Maluj	208	134
4	Netramali	113	100
5	Sanes	63	63
6	Vadol	158	108
7	Vartol	127	121
Total		1066	805

Source: Project report of Azure power CSR skill training programme

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Quantitative survey of 205 respondents who participated in skill development program was done of which 96 percent believed that training was relevant for them. Of these 96 percent respondents, 98 percent had done basic computer training. During interaction with these respondents it was understood that they found training to be helpful as there were limited opportunities of computer education in the region. These beneficiaries exhibited confidence in the topics they were taught.

During interaction with the team and community it was understood that these trainings received strong community support. It was noted that individuals in the community had provided safe spaces to the implementation partner for the purposes of setting up the temporary training centre. This also shows the buy-in of the local community and awareness of Azure Powers' interventions. Cutting & tailoring was particularly well-received among the women in the community. In some of the villages an additional evening batch was started to cater to the demand. It was also noted that based on the training certificates community members of SC and ST caste received stitching machine free of cost from the government.

Overall these trainings had a positive impact on the lives of the respondents as 99 percent believed that these trainings will be helpful in getting jobs. Though during interaction

with the community, it was found that due to cultural restrictions, girls are still not encouraged to work outside the house. Thus, cutting & tailoring converted into business opportunity with most of the trainees working at home and helping families earn additional income. Also, many students from computer training and motorcycle repair have got various jobs in nearby cities. These beneficiaries have been able to earn a approximately ₹ 5,000 - ₹ 8,000 in various jobs such as data entry operator, mechanic at a garage etc.

Thus, these skill building trainings had a positive impact on the lives of respondents by imparting knowledge and confidence in them.

4.1.3 Installation of solar streetlights

Azure power supported installation of 228 solar streetlights in schools and villages across 4 states of India. Of the total installations, 200 installations took place in villages in Gujarat and the remaining 28 installations in local government schools across the other 3 states.

Table 6 Solar streetlight installation details

State	Installation details
Gujarat	200 lights installed
Rajasthan	8 lights installed
Karnataka	16 lights installed
Andhra Pradesh	4 lights installed

Qualitative interactions revealed that most of the streetlights are strategically placed to ensure benefit to a large amount of the community members. Thus, these lights have been placed on main junctions and intersections of the village. It was also noted that in some villages the house density was low, thus in these cases streetlights have been installed just in front of the houses of the beneficiaries.

During interaction with the PRI members it was understood that in some of the villages, streetlight have helped reduce the electricity bill by 7-8 percent. Also, continuous monitoring in the form of switching on and off is not required for these streetlights thus saving additional human effort.

Additionally, during discussions in the field, the community members expressed desire for additional streetlights, as it is extremely beneficial in terms of impact on saving the cost incurred in form of bills and manpower. Apart from that it was observed that there was an overall improvement in the safety and security of the village.

Therefore, solar streetlights have not only helped in environment sustainability but also in improving the safety conditions of the village. Intervention also provided a direct monetary benefit to the panchayats by reducing the power bills.

4.1.4 Smart class intervention

Azure installed 35 smart classes in various schools across four states in India. These classes were installed with the intended impact of improving the holistic educational facilities for the students.

Table 7: Coverage of smart classes

States	Smart class - Schools
Gujarat	15
Rajasthan	8
Andhra Pradesh	2
Karnataka	5
Punjab	5

During interactions with the teachers it was understood that these classes are extremely helpful, as children are now able to grasp concepts easily. Teachers also pointed out an overall improvement in the enthusiasm of students towards the classes, since these new methods have been installed. It was noted that currently one period for each class is conducted every day and are distributed in a way to ensure that all the subjects are covered evenly via smart classes. Principal also communicated that collectively, RO and smart classes have helped in changing the community's perception towards the schools. Also, they were hopeful that these interventions will have a long-term impact on the school performance.

Though, due to change in the curriculum of the state boards, teachers are facing some challenges in senior classes as some of the topics have become obsolete. Azure and its implementing partner-Next Education are making effort to implement the latest curriculum on priority.

Overall, positive outlook towards the initiative was observed with a direct impact on over 5000 students across 5 states.

4.1.5 Mobility Support to Disabled Army Personnel: Motorized Wheelchairs & Modified Two wheelers

36 disabled veterans benefited directly as a result of Azure's interventions. Data on the impact of these interventions was collected from through assessment questionnaires sent to all 36 Army veterans.

Table 8 Coverage of army veterans

Intervention	Number of Veterans
Provision of modified two-wheelers	23
Provision of motorized wheelchairs	13
Total veterans benefited	36

Azure Power is supporting 23 disabled army personnel in close coordination with the *Veteran Sahayta Kendra*, Patiala. Over 65% of beneficiaries reported being satisfied with two-wheelers received by them. Remaining 35% of the respondents reported feeling very satisfied with the interventions.

During our interactions, it was revealed that the veterans are currently using these modified two wheelers for local travel within their villages; with approximate distance travelled during a day ranging between 1 to 5Km. Further, as a result of this increased day-to-day mobility, the beneficiaries were able to assist with household tasks such as shopping.

Azure power further impacted lives of 13 disabled army personnel in close coordination with the *Veteran Sahayta Kendra*, Patiala. As part of the intervention, Azure power facilitated the purchase of 13 motorized wheelchairs from the vendor Karma Healthcare.

All 13 respondents reported a positive impact on their daily lives as a result of this intervention. Since the provision of the wheelchairs, most veterans, a majority of whom were bedridden, reported using the wheelchairs primarily for in-house mobility.

During the impact assessment, one beneficiary reported problems with the motorized wheelchair battery as it had gotten damaged due to bad weather in the region. However, this was an isolated case.

4.2 Overall comparison of CSR initiatives on evaluation criteria

For overall comparison of all the CSR initiatives undertaken by Azure all the initiatives were eventually graded as High, Medium & Low on the following parameters:

- Relevance
- Employee engagement
- Sustainability
- Scalability
- Coverage
- Cost efficiency

The grading of high, medium and low is defined for all the parameters in isolation for effective and efficient grading.

Table 9 Definitions of evaluation parameters

Parameters	High	Medium	Low
Relevance	Immediate need of the intervention	Intervention was needed but no urgency	Alternates for the initiatives was available
Employee engagement	CSR team and other local employees participated and had clarity of the initiative	CSR team and other local employees were only aware and had minimum participation in the initiative	CSR team and other local employees were not even aware and did not participate in the initiative
Sustainability	The initiative and impact of the intervention will continue even without further intervention from Azure	The initiative and impact of the intervention will continue but with drop in the number of beneficiaries	The initiative and impact of the intervention will be minimum without further intervention from Azure
Scalability	Project intervention can be scaled further with the minimum investment	Project intervention can be scaled further with similar investment	Project intervention can be scaled further only with high investment
Coverage	Proportionality of number of beneficiary's vs intervention		
Cost efficiency	Cost per unit vs number of beneficiary's[1]		

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[1] The details of financial spending and beneficiary coverage are provided in Budget chapter (5.Budget)

All the projects were evaluated on the above parameters using the data gathered on the field and through documents shared by Azure. For calculating the cost efficiency per unit cost was calculated based on the number of beneficiaries and the cost incurred in the project. For the convenience of the calculations and grading overall figures were considered and interventions were not bifurcated on the basis on the states. It must also be noted that none of the projects have been evaluated 'high' on sustainability as the actual sustainability of the project cannot be evaluated within 3 months of implementation.

Table 10 Evaluation of the CSR initiatives based on evaluation parameters

Parameters	Interventions				
	RO filtration	Skill development	Solar lights	Smart classes	Mobility support
Relevance	High	Medium	Medium	High	High
Employee engagement	High	High	High	High	Medium
Sustainability	Low	Medium	Medium	Medium	Medium
Scalability	High	Medium	Medium	High	Low
Coverage	High	High	High	High	Low
Cost efficiency	High	Medium	High	High	Low
Remarks	Close monitoring will be needed to ensure regular maintenance is done after exit of Azure	Skill development has medium level scalability as investment to beneficiary number is low in comparison to RO and Solar lights	Sustainability of solar lights depends on the ownership from the local panchayat	Sustainability of smart classes is dependent on ownership of the school administration and proper maintenance support from the supplier	Mobility support was a relevant intervention but with limited coverage and cost efficiency. Also, low scalability as the amount spend is per individual.

Figure 9 Comparison of all the CSR initiatives across various evaluation parameters

BUDGET

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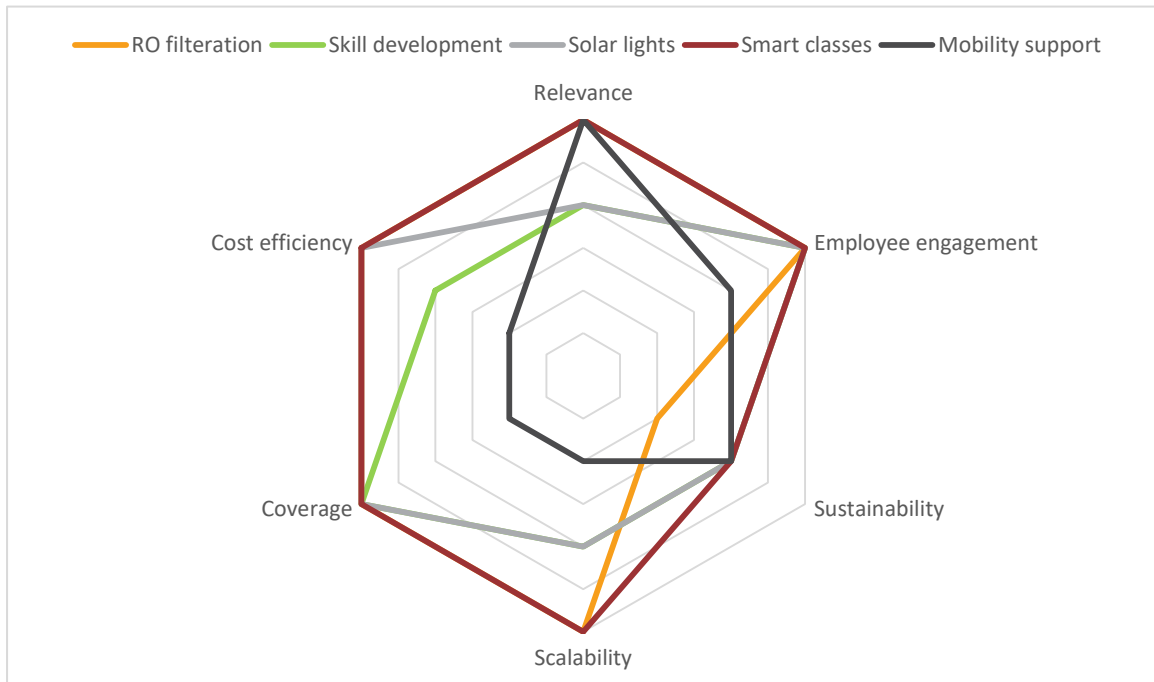
5. Budget

For the year 2018-2019, the total budget of CSR implementation was ₹ 3.30 Crores which was spent on all the interventions across 5 states. 50 percent of the total budget was spent on interventions in the state of Gujarat, where interventions primarily focused on smart classes, RO filters, solar streetlights and skill development. It was further noted that 27 percent of the total budget was spent in Punjab, where interventions were made in WASH and health & disability segment. Whereas, only three percent of the budget was spent in Andhra Pradesh. It was further noted that only five percent of the budget was spent on administration and other miscellaneous expenses.

Figure 10: State-wise distribution of funds (in %)
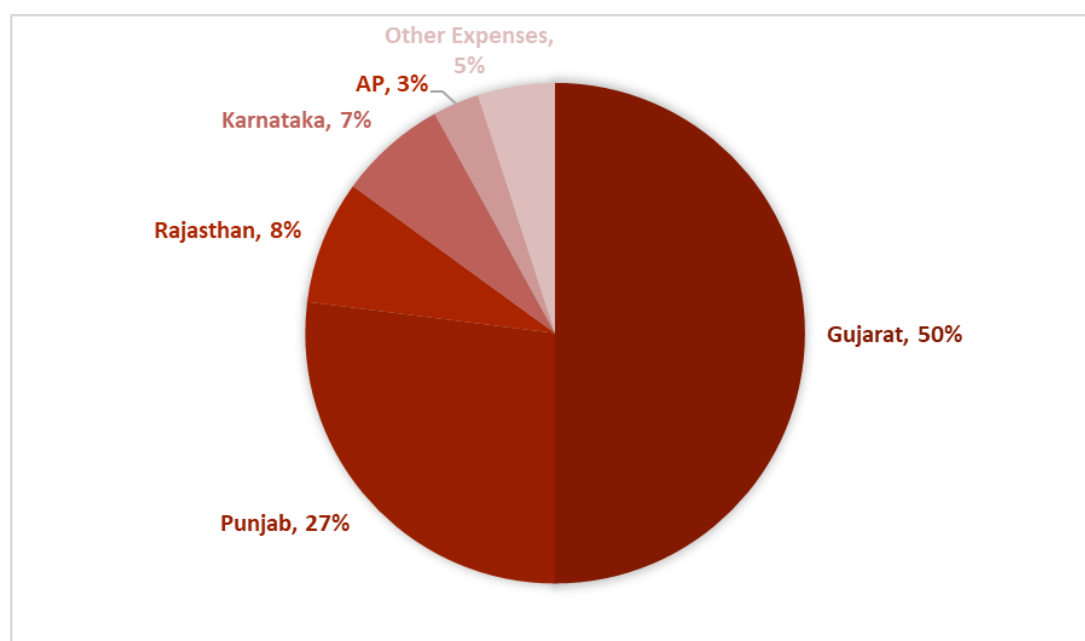
5.1 Budget for CSR Allocation in Gujarat

Interventions in Gujarat covered 15 schools, in which both smart classes and RO filters were installed. Further, investment was made in skill development training of 1066 individual beneficiaries and installation of 200 streetlights.

Table 11 Details of budget expenditure for Gujarat

Intervention	Actual cost per unit (₹)	Number of units	Total cost (₹)
RO water filtration in schools (100 LPH)	1,45,022	15	21,75,330
Skill Development Training	6,451	1066[2]	68,76,450
Solar streetlight installation	19,955	200	39,90,920
Smart Class Installation	2,22,728	15	33,40,925
Total			1,63,83,625

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[2] 1066 individuals trained on one of the three identified skills: Basic computer education, Tailoring and Motorcycle repair

5.2 Budget for CSR Allocation in Punjab

Interventions in Punjab covered provisions made to 36 disabled army veterans in the form of modified two wheelers and motorized electric wheelchairs. Further, smart classes were installed in 5 schools and RO filters in 15 industrial units.

Intervention	Actual Cost Per Unit (₹)	Number of Units	Total Cost (₹)
Provision of Modified two-wheeler to army veterans	63,025	23	14,49,566
Provision of Motorized wheelchair to army veterans	1,49,940	13	19,49,220
RO water filtration (1000 LPH)	3,12,700	15	46,90,500
Smart Class Installation	2,22,728	5	11,93,188
Total			92,82,474

Table 12 Details of budget expenditure for Punjab

5.3 Budget for CSR Allocation in Rajasthan

Rajasthan accounted for 8% of the total CSR expenditure, with interventions focusing on solar streetlight and smart class installation. Further, 4 schools were also fitted with RO filters.

Table 13 Details of budget expenditure for Rajasthan

Intervention	Actual Cost Per Unit (₹)	Number of Units	Total Cost (₹)
Solar streetlight installation	19,955	8	1,59,637
RO water filtration in schools (100 LPH)	1,45,022	5	5,80,088
Smart Class Installation	2,22,728	8	19,09,100
Total			26,48,825

5.4 Budget for CSR Allocation in Karnataka

The intervention areas for Karnataka were identical to that of Rajasthan, as the focus areas cover solar lights, RO filters and smart class installations. Approximately 7% of the total budget was utilized in this state.

Table 14 Details of budget expenditure for Karnataka

Intervention	Actual Cost Per Unit (₹)	Number of Units	Total Cost (₹)
Solar street light installation	19,955	16	3,19,274
RO water filtration in	1,45,022	5	7,25,110

Intervention	Actual Cost Per Unit (₹)	Number of Units	Total Cost (₹)
schools (100 LPH)			
Smart Class Installation	2,22,728	5	11,93,188
Total			22,37,572

5.5 Budget for CSR Allocation in Andhra Pradesh

With a utilization of approximately 3%, Andhra Pradesh has the lowest number of interventions and budget allocated. With 2 schools, equipped with smart classes and RO filters; further an installation of 4 solar streetlights.

Table 15 Details of budget expenditure for Andhra Pradesh

Intervention	Actual Cost Per Unit (₹)	Number of Units	Total Cost (₹)
Solar streetlight installation	19,955	4	79,818
RO water filtration in schools (100 LPH)	1,45,022	2	2,90,044
Smart Class Installation	2,22,728	2	4,77,275
Total			8,47,137

5.6 State Wise summary of allocation

Given below is a state wise summary of expenditure. Note: The CSR consultancy fees have accounted for 4.68% of the total budget.

Table 16 State wise budget distribution

State	Total Actual Cost[3] (₹)
Gujarat	1,63,83,625
Punjab	92,82,474
Rajasthan	26,48,825
Karnataka	22,37,572
Andhra Pradesh	8,47,137
CSR Consultancy Fees	16,04,800
Total	3,30,04,433

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[3] Actual costs have been rounded off.

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CONCLUSION

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6. Conclusion & Recommendations

6.1 Conclusion

The CSR Policy, philosophy and guidelines of Azure Power mandate that the company shall:

- Engage with the community in which it operates to identify the needs of the community
- Contribute to the development of human capital of the nation by promoting excellence through improving access to education, skill development, investment in vocational training etc.
- Promote preventive healthcare education/awareness and improve access to affordable healthcare
- Promote sustainable lighting solution for people in remote areas who don't have access to the conventional electricity grid
- Encourage and motivate its employees to spend time in volunteering on CSR programs and activities as championed by the company

The company through its CSR projects has been able to meet all the mandates set by the CSR policy. Engagement with the community and needs assessments were conducted before conducting all interventions. Through the projects described in this impact assessment, Azure was able to contribute to development of human capital through skill development activities. The figure below provides a snapshot of the overall impact.

Figure 11 Dashboard of impact and outreach of the CSR interventions

6,000 Community members	1,066 Beneficiaries	13 Villages	5,000 Children	36 Veterans
RO Water Filtration Plants	**Skill Development Training**	**Installation of Solar Streetlights**	**Smart Class Installation**	**Mobility Support to Army Veterans**
Implemented in: • Gujarat • Punjab • Karnataka • Andhra Pradesh • Rajasthan	Implemented in: • Gujarat	Implemented in: • Gujarat • Punjab • Karnataka • Andhra Pradesh • Rajasthan	Implemented in: • Gujarat • Punjab • Karnataka • Andhra Pradesh • Rajasthan	Implemented in: • Punjab
Budget Utilized: INR 84,61,072	Budget Utilized: INR 68,76,450	Budget Utilized: INR 45,49,649	Budget Utilized: INR 81,13,676	Budget Utilized: INR 33,98,786

Additionally, interventions like RO filter and provision of mobility to the disabled focused on promoting healthcare and sanitation. Finally, through installation of solar lights, they

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were able to provide sustainable lighting solutions. Azure employees and personnel were also involved in multiple stages of the CSR activities and were encouraged to take an active role in the same.

Overall Azure power through its well thought – need based interventions had a positive impact on lives of thousands of community members including children and disabled.

6.2 Recommendations

- Comprehensive need assessment may be carried out during the first two quarters of the financial year. This will enable Azure Power to identify needs and commence procurement prior to FY 2018-19.
- Intervention of smart class installation had to be considered with only 2 vendors, who had bid for carrying out the intervention. Several vendors who had been contacted by TTC for their offers could not bid given the short timeline and area of intervention. Complex interventions such as those of skill development and education (including smart classes) require longer implementation period. It would therefore be beneficial to identify such needs and intervention areas during the early phases of a financial year.
- As highlighted in the Phase I needs assessment, alcoholism was found to be a challenge in most villages visited especially within the Darbar (Rajput) community where there is high consumption of illegal home brewed liquor. As per community members, many people have succumbed to alcohol related medical conditions. This was found to be very rampant in the Vadol village and its surroundings where there are many widows, as corroborated by the sarpanch and talati. Azure can plan de-addiction or other related interventions in these villages.

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ANNEXURES

7. Annexures

7.1 Tools used to Conduct Impact Assessment (Quantitative)

CSR Implementation Effectiveness Questionnaire

A. Provision for Safe Drinking Water (RO) Gujarat: Interventions in 15 schools across 7 villages

Name of the respondent …………………………………. Gender: Male ( ) / Female ( )

Village: ………………………………….. Panchayat: …………………………………………

Block/Taluka…………………………………..…….District: …………………………………………

1. Are you aware about the RO water purification systems installed by Azure Power in your school?
   i. Yes
   ii. No

2. When was the RO plant installed?

3. Do all students get access to drinking water from R.O. System?
   i. Yes
   ii. No

4. If No, the RO accessible to students from which classes?
   i. Till class 5th
   ii. Till class 8th
   iii. Till class 12th

5. Total number of student beneficiaries? _____

6. Do you feel any changes in the health condition of the students?
   i. Significantly positive change in health
   ii. Some positive change in health
   iii. No change noticed

7. Do you face any problems with R.O. machine?
   i. Yes
   ii. No

8. If yes, please mention the problem faced
   i. Noisy faucet
   ii. Leakage
   iii. Foul odour or bad taste
   iv. Nonstop water flow
   v. Water flow is slower than usual

9. How often are these RO maintained?
   i. Once in a month
   ii. Once in 2-3 months
   iii. Once in 6 months
   iv. Not done yet

10. Are you satisfied with this RO water service?
    i. Highly satisfied
    ii. Satisfied
    iii. Not satisfied

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B. Solar Light installation

Name of the respondent …………………………………… Gender: Male ( ) / Female ( )

Village: ………………………………….. Panchayat: ……………………………………

Block/Taluka………………………………..….District: ……………………………………

1. Are you aware about the Solar lights installed by Azure Power in your village?
    i. Yes
    ii. No

2. When were the streetlights installed?

3. How many streetlights have been installed in the village?

    i. Less than 10
    ii. Between 10-20
    iii. Between 20-30
    iv. More than 30

4. Total number households in the village? _____

5. What do you think has been the biggest impact of the streetlights?
    i. Improved safety of the village
    ii. Helped in village beautification
    iii. Others, _____

6. Do you face any problems with streetlights?
    i. Yes
    ii. No

7. If yes, please mention what kind of issues are faced
    i. Streetlight not switching on
    ii. Solar battery not getting charged
    iii. Bulb fusing too soon
    iv. Others,_____

8. How often are these Streetlights maintained?
    i. Once in a month
    ii. Once in 2-3 months
    iii. Once in 6 months
    iv. Not done yet

9. Are you satisfied with these streetlights?
    i. Highly satisfied
    ii. Satisfied
    iii. Not satisfied

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C. Impact-assessment of skill development training for employability.

Name

Age

Gender

Phone number

1. Name of the district
   1. Bharuch
   2. Aravali
   3. Sabarkantha
   4. Bhavnagar
   5. Khera

2. Name of the village
   1. Chidhra
   2. Gabat
   3. Maluj
   4. Netramali
   5. Sanes
   6. Vadol
   7. Vartol

3. What is your caste?
   1. General
   2. Muslim
   3. OBC
   4. SC
   5. ST

4. Which training did you receive?
   1. Basic Computer
   2. Tailoring & Cutting
   3. Bike Repairing

5. Do you training was relevant for you?
   1. Strongly Agree
   2. Agree
   3. Disagree
   4. Strongly Disagree
   5. Not applicable

6. Were materials provided to you during the training?
   1. Yes
   2. No

7. Do you think material was helpful?
   1. Strongly Agree
   2. Agree
   3. Disagree
   4. Strongly Disagree
   5. Not applicable

8. Do you think the time frame of the training enough?
   1. Strongly Agree
   2. Agree

    3. Disagree
    4. Strongly Disagree
    5. Not applicable

9. Do you think content of the training well organized?
    1. Strongly Agree
    2. Agree
    3. Disagree
    4. Strongly Disagree
    5. Not applicable

10. Were questions from participants to the trainers encouraged?
    1. Strongly Agree
    2. Agree
    3. Disagree
    4. Strongly Disagree
    5. Not applicable

11. Were the instructions given by the trainers clear and understandable?
    1. Strongly Agree
    2. Agree
    3. Disagree
    4. Strongly Disagree
    5. Not applicable

12. How will you rate the quality of the training provided to you?
    1. Extremely poor
    2. Poor
    3. Average
    4. Good
    5. Excellent

13. Do you think training provided you with additional skills to obtain livelihood?
    1. Yes
    2. No

14. Did you get a job after completion of the training?
    1. Yes
    2. No

15. If no, then what is reason for not being able to find a placement?

16. If yes, how did you get placed in the company?
    1. Support from the training organization
    2. Applied directly

17. What type of job is it?
    1. Full time
    2. Part time
    3. Self Employed

18. What is the current nature of your job
    1. Tailor
    2. Data Entry Operator
    3. Assistant at Garage
    4. Mechanic
    5. Own business
        a. Tailor
        b. Computer

       c.   Mechanic
  6. Others, _____

19. Is the candidate currently pursuing any advance trainings?
    1. Yes
    2. No

20. Is the candidate satisfied with his/her placement?
    1. Strongly Agree
    2. Agree
    3. Disagree
    4. Strongly Disagree
    5. Not applicable

21. What is your current salary?
    1. ₹ 0 - ₹ 10k
    2. ₹ 11k - ₹ 15k
    3. ₹ 16k - ₹ 20k
    4. ₹ 21k - ₹ 25k
    5. Above ₹ 25k

7.2 Tools used to conduct Impact Assessment (Qualitative)

CSR Implementation Effectiveness Questionnaire – Qualitative

A. Provision for Safe Drinking Water (RO)

11. Can you tell us something about your roles and responsibilities in the school? Since how long have you been working?
12. Are you aware about the RO water purification systems installed by Azure Power in your school? When was the RO plant installed?
13. Do all students get access to drinking water from R.O. System? If No, the RO accessible to students from which classes?
14. Total number of student beneficiaries? _____
15. What do you think has been the biggest impact of these RO plants? (Health, dropouts, attendance, any other)
16. Do you face any problems with R.O. machine? If yes, please mention the problem faced
17. Who is responsible for the maintenance of the RO plants? How often are these RO maintained?
18. Are you satisfied with this RO water service?

B. Solar Light installation

10. Can you tell us something about yourself? Since how long have you been living in the village?
11. Are you aware about the Solar lights installed by Azure Power in your village? When were the streetlights installed?
12. How many streetlights have been installed in the village? Total number households in the village?
13. What do you think has been the biggest impact of the streetlights?
14. Do you face any problems with streetlights? If yes, please mention what kind of issues are faced
15. Who is responsible for the maintenance of the streetlights? How often are these Streetlights maintained?
16. Are you satisfied with these streetlights?

C. Impact-assessment of skill development training for employability.

6. Can you tell us something about yourself? Since how long have you been living in the village?
7. Are you aware of the skill development training provided by Azure?
8. Which training did you receive?
   a. Basic Computer
   b. Tailoring & Cutting
   c. Bike Repairing
9. Why did you decide to do the training? Did you find training relevant and as per your expectation?
10. Were materials provided to you during the training? Do you think material was helpful?
11. Do you think the time frame of the training enough? Do you think content of the training well organized?
12. Were questions from participants to the trainers encouraged? Were the instructions given by the trainers clear and understandable?
13. How will you rate the quality of the training provided to you?
14. Did you get a job after completion of the training? (Probe: If no, then what is reason for not being able to find a placement? If yes, how did you get placed in the company?)
15. What is the current nature of your job? (Probe: Tailor, Data Entry Operator, Assistant at Garage, Mechanic, Own business) What type of job is it? (Probe: full time, part time, self-employed) What is your current salary?
16. Are you satisfied with the training?

7.3 Tools used for Army Veterans (Sample responses attached)

A. Modified Two wheelers for army veterans (23 individuals)

Name of the respondent ....S.....RAGHVIR SINGH

Gender: Male ( ) / Female ( )

Name of the village/town: ......KULABAN.....

District: ......PATIALA......

1. When did you receive the TVS Jupiter? 22.3.19 (Month and year)
2. What has been the biggest impact on your life due to the modified two-wheeler? Save time to go
3. Due to TVS Jupiter has there been any improvement in your 'Ease of travel'? any where
   - a. Yes ✓
   - b. No
4. Do you think it has helped in saving travel time?
   - a. Yes ✓
   - b. No
5. What is the main purpose of using the 2-wheeler?
   - ✓ a. Day to day shopping
   - ✓ b. Local travel
   - c. Others
6. On an average how kms do you drive on daily basis?
   - ✓ a. 0-5 kms
   - b. 5-10 kms
   - c. 10-15 kms
   - d. More than 15 kms
7. Does any other person drive the 2-wheeler?
   - a. Yes — self driving.
   - ✓ b. No
8. If yes, who is the other person?
   - a. Son
   - b. Daughter
   - c. Wife   NA
   - d. Brother
   - e. Neighbour / friends
9. Do you face any problems with two-wheelers?
   - a. Yes
   - b. No ✓
10. What kind of problem? — No Problem
    - a. Frequent breakdowns
    - b. Maintenance issues / Lack of trained mechanics
    - c. Availability of spare parts
    - d. Parking problem
    - e. Driving in traffic
11. How satisfied are you with the 2-wheeler?
    - a. Not satisfied
    - ✓ b. Satisfied
    - ✓ c. Very satisfied

B. Electric Wheelchairs for Army veterans (13 Individuals)

Name of the respondent ...S... KARNAIL SINGH

Gender: Male ( ) / Female ( )

Name of the village/town: WARRAICH COLONY SAMANA

District: ...PATIALA (PB)

1. When did you receive the wheelchair? 22·3·19 (Month and year)
2. What has been the biggest impact on your daily life due to the wheelchair? _____
3. Due to wheelchair has there been any improvement in your 'Ease of travel'?
   - a. Yes ✓
   - b. No ✗
4. Do you think it has helped in saving travel time?
   - a. Yes ✓
   - ✗ b. No
5. What is the main purpose of using the wheelchair?
   - a. In-house commute ✓
   - b. Local market travel
   - c. Visit to parks or nearby places
   - d. Others
6. Does any other person support in pushing the wheelchair?
   - a. Yes
   - b. No ✓
7. If yes, who is the other person?
   - a. Son ~ NA
   - b. Daughter
   - c. Wife
   - d. Brother
8. Do you face any problems with wheelchair?
   - a. Yes ✓ Wheel chair is off road now. one day while going to meet some one became wet due to rain
   - b. No Request carryout repair immediately.
9. What kind of problem?
   - a. Frequent breakdowns
   - b. Maintenance issues / Lack of trained mechanics
   - c. Availability of spare parts
   - d. Others, Bty not charging.
10. How satisfied are you with the wheelchair?
    - a. Not satisfied
    - b. Satisfied ✓
    - c. Very satisfied

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7.4 Example interventions mapping suggested as part of Phase I Assessment

S.No	Suggested Project	Thematic Area	Need	Ease of Implementation	Starting Timeline
1	Anganwadi Training and Material Support	EDUCATION	High	Easy	Immediate
2	Operationalizing School Management Committees		High	Medium	1 - 2 years
3	Activity Centres for students up to 14 years age		Very High	Medium	Immediate
4	Creating supportive infrastructure to ensure continued higher education for girls		Very High	Difficult	1 -3 years
5	Reading cum Recreation Spaces in the villages		High	Easy to Medium	Immediate - 1 year
6	Providing subject teachers in schools		High	Medium	0 -2 years
7	*Makers Lab* on the lines of *Atal Tinkering Lab (ATL)*		High	Medium to Difficult	1 -2 years
8	Provision of Computers		Medium	Easy	Immediate
9	Nutrition Support Program	HEALTH	Medium	Easy	Immediate to 1 year
10	Health Camps / Awareness Camps		High	Easy	Immediate
11	Awareness programs on Health Insurance Schemes provided by government		High	Easy	Immediate
12	De-addiction Program		High	Difficult	1 - 2 years
13	Strengthening SHG Support and Linkages along with Skill Development Program	LIVELIHOOD	High	Medium to Difficult	1 -2 years
14	Career Counselling Program for Youth + Skill Development		High	Medium	Immediate for career counselling. 1-2 years for skill development prog.
15	Livelihood Support for Vulnerable Groups *(Widows, Aged, Orphans and Disabled)*		Medium	Medium to Difficult	Will depend on the kind of project chosen. (direct financial support/ livelihood)
16	Processing of Agri Produce		High	Difficult	2 - 5 years
17	Exposure Visits to some notable Panchayats + Expert visits	INSTITUTIONS	High	Medium	1 -2 years
18	Voice to the Women		High	Medium	1 -3 years

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S.No	Suggested Project	Thematic Area	Need	Ease of Implementation	Starting Timeline
19	Support to Panchayat for Smart Village		Low – Medium	Medium to Difficult	1 – 2 years
20	Renovation of Chhidra *Uttar Buniyadi* School (High School)	RURAL INFRASTRUCTURE DEVELOPMENT	High	Easy to Medium	Immediate to 1 - year
21	Renovation and Operationalizing of Library at Chhidra		High	Easy	Immediate
22	Construction of Water Tanks at Chhidra and Netramali		High	Medium	Immediate to 1 - year
23	Drinking Water Pipeline for Manjipura (Vartol)		Very High	Easy	Immediate
24	Water Conservation Projects		Very High	Medium to Difficult	1 - 3 years
25	Water for Irrigation		Medium to High	Medium to Difficult	1 -2 years
26	Solar Street Lights		Low to Medium	Easy	Immediate
27	Cupboard doors at Netramali Primary School		Low	Easy	Immediate
28	Connecting roads to hamlets around Vadol		High	Medium	Immediate to 1 year
29	Renovation and restoration of Panchayat building at Vadol		Low	Medium	1 -2 year
30	Rooms for Higher Secondary School in Vadol		High	Easy	Immediate
31	Crematorium Roofs and approach Road		Medium	Easy	Immediate
32	Sports Development	OTHERS	High	Medium	Immediate to 2 years
33	Waste Management		Medium	Medium	Immediate to 2 years

7.5 Tools used to conduct needs assessment

1. Generic question to understand the village
   Probe areas: socio economic, cultural profile, the role that the participants play

2. Generally speaking, do you think that conditions in your village are getting better / worse / remain the same? Do you think that conditions in your village have been getting better / worse / remain the same over the past year? Please explain your reasons.
   Probe areas: Quality of life, children's education, medical care, women & children, alcoholism, income, employment

3. Apart from Government, which are the other agencies who have contributed in the development process in your village?
   Probe areas: Do they associate any specific interventions (theme) with certain organizations

4. Corporates in the region and the interventions undertaken by them.
   Probe Areas (as per the profile of the participants):
   o *In Education*
   o *In Health Services*
   o *In Rural Infrastructure Development*
   o *In Livelihood*
   a. Can you describe the process?
   b. How have these initiatives benefited the community?

Data capturing template:

1	Questions to be asked on:	2	Note Taker	3	Possible Solutions:
	Community Health		1.Availability of Health Institutions 2. Availability of health functionaries in the village. 3.Accessibility and Quality Health Services 4. Women Health Issues (can be checked with PHC / sub center) 5. Is the Ambulance service or 108 service available in the area? Have you ever used the service? 6. Has any NGO provided some special medical services in the area, like medical camps or mobile units		Solutions 1. 2. 3. 4.

			7. Have such camps been useful?		
	Livelihood and Skill Development		1. Existing Livelihood and Occupational Pattern. 2. Expectation of the People: 3. Awareness of the skills trade. 4. Willingness of the skill training 5. Employment in nearby companies (specific trades). Types of skills companies are looking for. 6. Impact of the support provided to the SHGs. 7. Prioritization of various skills trade.		Solutions: 1. 2. 3. 4. 5.
	Agriculture and allied activities		1. Present Condition (crops, produce, lands etc.) 2. Detailing of allied activities. 3. Possible areas of Intervention		
	Access to government Scheme		1.Awareness of the available scheme: 2. List of the government schemes used by the migrants, if any 3.Execution Efficiency 4. Is work provided under NREGA in the village? Does every household have the NREGA card?		1. 2. 3. 4.
	Participation of People in Local Governance		1. Status of the existing government institutions (PRI) Check on number of meetings of Gram Sabha in the last one/two years 2. Efficiency of the governance bodies. 3. Major works undertaken by Gram Panchayat in the last few years 4. Work undertaken by pani samitis		1. 2. 3. 4.
	Education:		1. List of the various educational institution. 2.Access to the primary education / secondary / sr secondary education		Preferred solution: 1. 2.

			3. Prominent challenges faced by youth (esp girls) in accessing higher education / coaching? 4 . Perception on Quality of Education in village 5.Dropouts and its reason 6. Availability of functional toilets in schools for girls and boys.		3. 4.
	Gender Issues:		1.Work load: 2.Gender Disparity 3. Women Participation in village affairs. *(Check here about widows in the village and their condition)* 4. Women's role in the decision making at the household. 5. How many SHGs are in the village and what are the main works they are involved in?		
	Infrastructure		1.Community facilities in village *(Note down the festivals that are celebrated together by entire village – any relevant practices in this regard including caste discrimination)* 2. Drinking water availability 3. Electricity and Lighting 4. Sanitation Facilities / Toilet availability 5. Housing type (kuchha, pucca) 6. Household water connectivity		
	Other Prominent Issues:		1. Horticulture 2. Details about sport facility from the government, private and participatory. 3. Nature of Sports facilitated at these centres with youth membership.		.
	Prioritization of the		Problem 1: Problem 2:		Prioritization of Problems and

	Problems:	Problem 3:		proposed projects:
		Problem 4:		
		Problem 5:		
	(This shall be the last activity of any Participatory appraisal and should be dealt after noting down the problems)			

Facilitator may also get a list of resources and institutions in the village

Any Other Notes:

Questionnaire for Village Committee Members

Interviewer Name: **Site/ Location:**

Date/ Time:

Note for facilitator: If the meeting is held with more than one village committee member, this questionnaire may be used for an FGD tool.

Name	Profession/ Occupation	Role in committee	Member since	Notes

Question 1: What is the purpose of the village committee? How and when was it formed? Who suggested that this be formed? Who can become a member of the village committee? What is the role of members?

Question 2. How does the Village Committee and Azure team interact with each other? Are there are scheduled meetings *(monthly, bi-monthly)?*

Question 3: What suggestions have so far been given to the Azure team by the village committee? What has been actioned upon? What is the status of other suggestions ? *[Ensure it does not sound as any sort of commitment from client to get suggestions implemented]*

Question 4 How are the suggestions regarding work required in the village reached at? Who decides / prioritizes?

Question 5 Share details of the village demographics, economic status of different groups, landowners, labourers? Who are the most vulnerable groups in the village? Ask specifically for orphans, widows, disabled. How does village help them? Access to government schemes – Widow pensions, old age pensions, scholarship schemes? What is the main occupation in the village? How many people go out and take jobs in cities? What are plans for/ of youth? Do they want to continue in agriculture? Why or why not?

Question 6 Community infrastructure and institutions in the village

Question 7 What is the level of education of women and girls in the village? Do women work outside their homes? What kind? How many women are member of Panchayat

Question 8: What is the current employment status of youth in the village? No. of youth, job seekers, current opportunities, ITI/KVKs, nearby industries etc.

Question 9: What do you think are some of the key challenges/constraints in the progress of the village?

Question 10: What will be the two most important things that you think can be changed for better in the village? Details. *(Can be electricity, water, jobs, houses, toilets etc.)*

Question 11: Are there any ongoing disputes with the companies in the nearby areas? Details.

Question 12: What, in your view, are the areas where more work is needed and how do you think Azure CSR could be a part of such interventions? *[Use the checklist of projects that Azure has decided on, and try to get some rationale for them as this will need to be incorporated into the report. Also, when they state areas of need, please try to get a sense of potential impact, reach, visibility for Azure, and establish relevance to the context please]*

Question.13 Who are the other corporates working in the region? What kind of CSR work are they doing

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Questionnaire for Azure Project Officers / field staff

Name of the Staff: **Interviewer Name:**

Designation: **Reports to:**   **Date:**

Working Since:

Qualifications:

Site/ Location:

Time:

Question 1: What is the CSR staff size at *<specific>* site? The roles and responsibilities of the staff. Reporting Mechanism. (*Name of staff, Gender and their roles & responsibilities; educational qualifications, locally recruited or not, trainings undertaken, organogram and duration of employment*)

1) what they report and frequency

2) Is there any planned recruitment or need for recruitment specifically for CSR

3) Employee volunteers – their role, hours put in, what exactly they do

Question 2 How long has Azure been working at this location and what do you think is the need of CSR activities here? How will it be of help to the people and the company?

Question 3: What are the core thematic areas of CSR activities for Azure?

Question 4 What are some of most important CSR projects that you have implemented here in the past 2 years *(or lesser depending upon start of work at site)?* What is the basis of the selection of these projects under given thematic area? What is the basis for planning budget for a given project? Please provide brief details of these projects along with objectives?

Question 5 How were these projects decided upon? What is the role of the village committee? How was it formed? Its role in project selection? Its composition? Was a baseline survey or needs assessment carried out in the past? *(Also ask for copy of the same, if such an assessment was carried out)*

List of all the projects being undertaken in the select villages; What are the goals/objectives planned for a given project? How are these planned?; monitoring and review mechanisms

Question 6: What is the basis for selection of beneficiaries under different activities of a project? *(Checklist: Beneficiary record/data with details of name, location, activity under which support is being offered etc.)*

Question 7 How are the projects being implemented (discuss project implementation plan)? What are the key activities under the project? What is the unit of measurement/indicators for activities across projects? What are the key objectives of projects? Is it a direct implementation or third party? Is there ample staff to cover all projects/interventions? *[Get a checklist of all projects that are ongoing or planned]*

Question 8: Who are the key stakeholders? Please discuss briefly the stakeholder roles & responsibilities? Do you think stakeholder engagement can be improved further? If yes, then describe how? *[Develop a stakeholder matrix for the report here with the staff member and ensure coverage in FGD]*

Question 9: What are some of the key challenges/constraints in project implementation? (Cite examples from projects) Do you think the challenges can be overcome? If yes, then how?

Question 10: Who are the most important partners of Azure in the region? Describe the linkages with NGOs/government?

Question 11: Are there any ongoing disputes with the people who sold off their land to the project?

Question 12: Provide information on village demographics:

   a) Population: Male: Female: Children

Request for Proposal
For
Implementation of Solar Street Lights in Gujarat

Date of Issue: 22nd November, 2018

Last Date of Submission: 30th November 2018 at 5:30 PM

Method of submission: e-mail to

Dhananjay Sahay:Dhananjay.sahay@ttcglocal.com
Gaurav Bhargava: Gaurav.bhargava@ttcglocal.com

Issued By

Thinkthrough Consulting Pvt. Ltd. (on behalf of Azure Power India Private Limited)

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1. BACKGROUND

Azure Power is a new-age independent solar energy company with cutting-edge technology. We harness the abundance of solar energy in India to offer clean and affordable solar energy to customers with zero upfront cost and operational expenses. Azure Power has been at the forefront of developments in the sector since its inception in 2007.

Azure Power has presence in 22 states. Azure has created a historic first success for private investment in renewable solar power generation in India. Azure Power has been the benchmark setter for the Indian Solar Industry with the first solar power plant launch in private sector at a mega scale in Punjab. The company also installed India's first megawatt scale solar rooftop project in Gandhi Nagar Gujarat and which was awarded the top 10 Public Private Partnership, 2013 by World Bank. Azure Power's Solar as a Service offering, manages the entire project process for its customers, reduces costs of generating electricity, and provides long term predictable pricing. Our offices are located across India and US. We are currently hiring for positions in our Delhi office.

Azure Power India Private Limited (Azure) has established a Social, Environment, Health and Safety Management System (SEHSMS), applicable to all its solar assets across India in all stages, from development to construction. This system was developed and adopted in 2012 and is regularly updated by Azure. The latest update was in December 2017.

Azure has a portfolio of more than 3 GW out of which 1.2 GW is under operation and rest is under construction.

Azure has been investing in CSR activity since last 3 years. Through its investment Azure has made positive contribution to more than 1 Lakh beneficiaries in and around the areas of its operation.

In regard to Azure Power's CSR activities, Azure have identified the need to install solar street lights in different villages in Gujarat, India.

2. SCOPE OF WORK

Azure Power wants to engage with vendors to install solar street lights at the following villages:

Sl. No.	Village	District	Quantity to be implemented
1	Chhidra	Bharuch	50
2	Gabat	Aravalli	70
3	Vartol	Sabarkantha	30
4	Netramati	Sabarkantha	50

Azure Power requests vendors to share their techno commercial proposal for implementation of the above. As part of the submission, vendors are also required to submit all relevant KYC documents as annexures in the proposals.

Thinkthrough Consulting Pvt. Ltd. has been contracted by Azure to support in the evaluation of the techno-commercial proposals of vendors. Vendors are required to submit their proposals through email at Dhananjay.sahay@ttcglobal.com and Gaurav.Bhargava@ttcglobal.com

Vendors are required to:

- Possess a track record of having installed solar lights/ appliances for at least 3 years
- Experience of working in rural areas is desirable
- Experience of working in Gujarat is desirable.

Technical specifications:

- Luminary : 18W
- Module : 100W
- Battery : 75AH

3. TIMELINES

The project needs to be completed by 15th February, 2019.

- Appointment of vendor : 30th November, 2018
- Completion of project implementation : 31st January, 2019

4. PAYMENT MILESTONES

- 30% on contract signing
- 30% on completion of structure erection for street lights
- 40% on successful test run of the solar street lights

Payment Terms: 30 days from submission of invoice

5. QUOTATION FORMAT

- Please provide technical details of the solar street lights – technical specifications, manufacturer, O&M services etc.
- Please provide credentials on similar services
- Financial quote shall provide – per unit cost, transportation cost, Civil works, Labour etc.
- GST shall be paid extra and on actual

6. ANTI BRIBERY AND CORRUPTION ("ABC") POLICY

At Azure Power, we strongly believe that in achieving our business objectives, we must always adhere to the highest standards of Business Integrity and Ethics, as well as respect and comply with all applicable national and supra-national laws and regulations. In line with our agenda of following best industry practices of Corporate Governance.

Selected entity has to abide by all provisions of Azure's ABC Policy

7.7 Images

1. School RO Filters -

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2. Skill Development

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3. Motorized wheelchair & Modified two wheeler

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4. Solar Lights

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5. Smart Classes

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