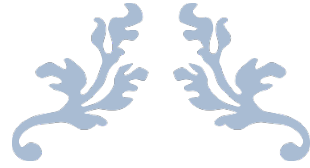


TATA STEEL FOUNDATION



RELIEF DURING COVID19 PANDEMIC

Evaluation Report



NUSOCIA



Abbreviations

CCI - Child Care Institutions

CRP - Community Resource Person

CSR - Corporate Social Responsibility

DC - District Collector

DRCG - District Resource Coordination Group

KPI - Key Performance Indicators

MNREGA - Mahatma Gandhi National Rural Employment Guarantee Act

NGO - Non-governmental Organisation

NH - National Highway

OPD - Out Patient Department

SDO - Sub-Divisional Officer

SP - Superintendent of Police

SSP - Senior Superintendent of Police

TSF - TATA Steel Foundation

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Introduction

COVID-19, as a global event with planet-wide impact, has potentially changed our perspective on how we see the world, the ways in which we think, and how we conduct our lives. Globally, the pandemic situation seemed like a black swan event, a shocking event that impacted and forced society to experience the human tragedy of lost lives, broken families, and suffering marginalized communities, as well as economic and social changes at all levels across the world.

Early in 2020, COVID-19's effects caused an extremely concerning scenario in India and other regions of the world that necessitated a fast response. In India, as the country was experiencing an unprecedented national-wide health pandemic crisis, it also had a severe impact on the social and economic development of the country, resulting in a nationwide lockdown that fueled the crisis. The seriousness galvanized people, especially when the World Health Organisation (WHO) declared COVID-19 a public health emergency of international concern on January 30, 2020. This was a trigger to sense an upcoming health crisis, its severity, and its possible impact on the lives of those involved. The government of India, along with the states and various institutions, including corporate bodies, were on alert mode and put efforts into realigning arms and resources to combat the emerging pandemic situation in the country.

Even before a formal appeal by the government, corporate leaders such as Tata Steel proactively came forward and offered resources to combat COVID-19. It is noted that all these companies were motivated to participate in COVID-19 responses not only by funding non-profits and PM CARES Funds but also by taking part themselves by supporting and strengthening health services or by driving relief efforts in the communities in their immediate vicinity. This report provides an impact evaluation of the interventions implemented by the Tata Steel Foundation in support of COVID-19 relief activities in the states of West Bengal and Jharkhand during the year 2022.

Organizational Profile

Tata Steel founded the Tata Steel Foundation in 1983 to promote sustainable development, prioritizing individuals who are left behind. The foundation's main focus is on assisting marginalised groups and those who may not have access to the tools and chances to prosper, such as the poor, indigenous groups, women, and children.

The Tata Steel Foundation (TSF) has created initiatives and programmes to help people develop the skills necessary to find jobs and increase their economic chances. They offer educational and vocational training programmes, healthcare, and social capital in their implementation. The Tata Steel Foundation strives to establish sound and cooperative relationships with regional communities and stakeholders to promote social inclusion and sustainable development. It seeks to empower local communities and facilitate their participation in decision-making processes through its community engagement programmes. Their commitment to prioritizing impact for marginalized communities and emphasis on social capital in implementation has helped them become one of the largest implementing foundations in the country.

In addition, TSF regularly contributes to disaster relief and recovery initiatives across India. They provide basic resources such as food, water, shelter, and medical care to impacted people and

collaborate with regional authorities, NGOs, and other stakeholders. They also focus on long-term recovery and rehabilitation initiatives to restore community infrastructure that has been destroyed or damaged by natural catastrophes. Similarly, they assist affected communities in upholding their quality of life by restoring their access to resources and means of subsistence. They aim to increase preparedness and resilience in communities that are already vulnerable, improve disaster management programmes, and spread knowledge about disaster risk reduction and management. These efforts are part of their larger commitment to advancing sustainable development and assisting marginalised communities.

Background

As part of their philanthropic efforts, TSF has assisted communities affected by the COVID-19 pandemic through a CSR programme called #CombatCovid19CSR. This programme involved giving out medical equipment and supplies, supporting healthcare professionals financially, and making gifts to charities involved in the relief operations. The company's actions show its dedication to resolving a serious public health concern and its readiness to support societal well-being.

Therefore, this assessment of the CSR action is significant to evaluate their CSR strategies and procedures, and NuSocia will examine them both to understand the impact of the interventions on the communities they served, evaluate the interventions' strengths and limitations, and determine whether the company's broader CSR objectives are in line with these initiatives. The assessment will support the business's future CSR actions and assist it in making informed decisions.

Strategic Initiatives

In response to the COVID-19 pandemic, the TATA Steel Foundation (TSF) formulated a 10-point action plan as a relief response. These strategic initiatives were focused on addressing the primary needs of the community. The planning for these strategic initiatives began in March 2022. The 10-point initiatives gradually took shape as the on-ground needs were identified. In the beginning, TSF used their funds, but eventually, other corporate and individual donors also contributed.

The details of the initiatives are as follows -

1. #ThoughtforFood

The #ThoughtforFood initiative was rooted in providing nutritional support to people in need during the pandemic. The initiative had three phases, with a unique target group for each phase. In the first phase, which was implemented during the first lockdown, people from the 139 *bastis* of Jamshedpur were provided with a one-time meal of *khichadi*. The initiative was designed after having conversations with the local leaders about the needs of the community. The infrastructure needed for the initiative was leveraged from the existing central kitchen set up created by TSF and the Annamitra Foundation for the provision of midday meals called '*Annamitra Kitchen*'. Phase 1 ran from March to June 2020, for around 90 days. In the beginning, the kitchen was preparing 500 meals a day, which gradually went up to 2000 meals a day and eventually 56,000 a day. For the identification of beneficiaries, TSF was closely collaborating with the Sub-Divisional Officer (SDO) and had regular

meetings. The SDO constantly shared information about identified needs, which helped create a good collaborative system among TSF and government officials.

The human resources for phase 1 involved a central team of 4 stationed in the office to receive messages, Community Resource Persons that were placed in the kitchen for packing and distribution, and a location-based team that would collect information on the number of drums of khichadi distributed. Based on the location teams' input, the quantity of khichadi distributed was either increased or lowered to optimise the demand and supply of the requirements. The on-ground team provided daily monitoring inputs. Phase 1 saw the involvement of 50 CRPs assisting in the kitchen and an additional 50 helping with distribution. At the time, the local school van drivers were unengaged; hence, they were involved in the distribution of the khichdi. Since they were aware of all the *basti* geography, their involvement greatly helped.

Phase 2, which was during the second lockdown, was in response to the requests coming in from people in East Singhbhum. The support strategy was then changed to the provision of dry rations and hygiene kits, as cooked meal provision was heavy on human resource engagement and transportation. In Phase 2, 530 volunteers and local organisations supported the distribution of 22,000 dry rations and hygiene kits. Once the kits were distributed, signatures were obtained from the organisations about the distribution. The ration kit was made to last for 10–15 days for a family of four to five members.

Phase 3 included the request-based provision of cooked meals to COVID-19-infected families in Jamshedpur city and closer parts of Seraikela. The meal included *dal*, *rice*, *sabzi*, and salad. Phase 3 continued from December 2020 to early February 2021, and approximately 1,000 meals per day were distributed.

The funding for the initiative as a whole was a combined effort of TSF, external donors from other TATA group corporations, individuals from Jamshedpur, business houses in Jamshedpur, and TATA Steel employees. For external donors, their PAN card details were taken, and only cheques or online transfers were accepted to ensure donor legitimacy. The donors were given certificates, and thank-you notes were given by the TSF's accounts department. The total funds allocated from TSF for the initiative were Rs. 9,60,95,000.

Content of a dry ration and hygiene kit	
Item	Quantity
Rice	10 kg
Dal	2 kg
Salt	1 kg
Sugar	1 kg

Cooking oil	1 lt
Soap	5
Washing powder	1 kg
Savlon/ Dettol/ Antiseptic Liquid	100 ml

2. #CashforWork

The idea behind the initiative #CashforWork was to create short-term employment engagements for reverse migrants to generate income on a fortnightly basis. Under this initiative, people were engaged in multiple activities such as -

1. Newspaper Bag making
2. Painting
3. Creation of kitchen gardens
4. Tribal instruments
5. Making wooden handicrafts

1. Newspaper bag making

The idea behind the activity was to create an activity that required low skills and capacity building to ensure quick engagement. Mostly women were engaged in the initiative, with the plan that they would prepare newspaper bags, which TSF would buy back from them at the rate of one Rupee per bag. The geographical outreach of the initiative was in the Potka Block and urban parts of Jamshedpur. The Gram Panchayat and village resource people aided in the identification of needy women, reverse migrant women, and women who were heads of their households to engage in the initiative. A few SHG members from the TSF's pre-existing network were also involved. Given the TSF's existing on-ground connection, the Gram Panchayat trusted the introduction of such an initiative to the most vulnerable and most-impacted community members.

The first step of the implementation was teaching the beneficiaries how to make paper bags through a YouTube tutorial video that was circulated by the TSF team. For the resources, newspapers were collected through donations from Jamshedpur citizens and TSF employees, and there was a daily collection of prepared bags from the beneficiaries. The TSF maintained a record of the names of the beneficiaries, the number of bags purchased, and payments made, which was updated on a fortnightly basis. The initial plan was to get 50,000 bags made, but the initiative was phased out at 20,000 bags.

2. Paintings

It was identified that some of the painters, IEC wall painters, and other artisans did not have income opportunities due to the pandemic. These individuals were brought under the #CashforWork initiative by encouraging them to do tribal and abstract paintings. TSF has been supporting a skilling initiative that creates employment opportunities for tribal girls. Due to this pre-existing connection,

they received support from the community after identifying the beneficiaries. In addition, some painters around Jamshedpur were already connected with TSF due to other initiatives like Samvaad. When the initiative was launched, more beneficiaries got connected through a snowball effect.

The geographical scope of the painting initiative was 4-5 blocks in 7 villages around Jamshedpur. The painters were provided with good-quality handmade paper to help produce high-quality paintings. The painters produced two types of tribal painting styles, *paikar* and *sohrai*, and one abstract style. After checking the quality of the paintings submitted, finally, 3 paintings were collected from 31 painters, who were paid Rs. 500 per painting. For monitoring, the TSF team connected with the painters every 3 days telephonically, and gatherings when needed were done in a common place. The initial plan was to reach more than 100 painters, but the project was able to reach 31 beneficiaries.

3. #DigitalBridges

At the start of the first lockdown, employees of TSF launched the #DigitalBridges initiative. The initiative was driven with the purpose of creating awareness about COVID-19, the precautions and clearing the misconceptions in a simplified manner. The initiative ran from the end of February 2020, until June 2020.

The initiative's implementation design involved taking virtual meetings with the Panchayat members from the Panchayats in the Kulha region (East Singhbhum, West Singhbhum, and Seraikela). Field-level CRPs were leveraged for establishing the network. Once the initial connection was established with the *Mukhiya* or members of the Panchayat, TSF employees requested the village-level leader to gather a group of other Panchayat members and social influencers to speak to them together. The conversations started with getting the know-how about the existing COVID-19 scenario in the village and then gradually moved to the explanation of the health guidelines by the World Health Organisation (WHO). Every panchayat has contacted a minimum of 3 times to convey all the updated information from WHO as it was published.

The initiative took hold in Jharkhand, and later the Odisha team reached out to the Jharkhand team to understand their implementation and communication strategy.

For monitoring of the initiative, there was a daily hourly meeting with TSF's Chief Sourav Roy, where the team used to share their understandings from the conversations. These discussions helped evolve their strategy of implementation. Data was also maintained by their state, the sex of the respondent, and the needs of their village. The data maintenance assisted them in also understanding the labour migration patterns as migrant labours returned to their villages.

4. #DigitalBridges 2.0

#DigitalBridges2.0 was launched when TSF employees started receiving requests for food and travel assistance, which reflected a need for expanding support beyond the TSF's operational areas as well as the nature of support. The initiative was driven entirely by TSF employees and their personal and professional networks. The implementation started with the TSF employees tapping into their

personal networks as well as the networks created through their programmes like Samvaad. The help was given to the beneficiaries in need in cash as well as kind. The nature of the support given varied, from the provision of food to assistance to paying rent, assistance in making travel arrangements, assistance in purchasing medicines, etc. The payments made for the support were either made to the beneficiary directly or to the NGO involved. In the later stages, there was a fact-checking team that would check the ingenuity of the request. To check the same, the requester was called, or the person assisting with the request would go check the situation and then only hand over the money. For government support, the team closely linked with the government railway department and also collated the authentic numbers of the government relief providers.

The monitoring of the initiative included two daily meetings, a WhatsApp group, and a master Excel sheet. The team checked the request from the previous day in the morning meeting. Every team member had picked a zone in India, and requests would get assigned to the most suitable team member. The excel sheet recorded the name, contact, 1-2 lines about the nature of the request, and a colour-coding comment about the status of the action. The sheet was monitored on a daily basis, and the aim was to close a request in 24-48 hours. In addition, a daily report was submitted to the operations and strategic teams. The initiative ran for nearly a year.

5. #FromtheFarm

The lockdown brought restrictions on mobility and a market shutdown, which affected people's ability to procure food as well as farmers' ability to sell their produce. In response to this, TSF started the initiative #FromtheFarm on April 4 2020, which delivered vegetables from the farmers around Jamshedpur to the people in Jamshedpur through services like Zomato and Swiggy.

For the implementation of this initiative, meetings were held with farmers about forming a farmer-producer organisation for sustainable implementation and avoiding middlemen. The initiative's design involved well-to-do farmers who acted as the nodal collectors of produce from other farmers and made sure to send the vegetables to Jamshedpur at village-level transport. At Jamshedpur, the vegetables were stocked at TSF's 2 community centres (Sonari & Bhalubasa). Deliveries were designed to cover a 10 km radius from each centre. The logistics and communication support needed for the deliveries were provided by Zomato & Swiggy themselves.

Given the state of the market at the time, the vegetables were sold at an affordable price, and the farmers were given a minimum support price. A substantial portion of the vegetables was also bought for the 'Annamitra Kitchen', which supported beneficiaries with meals under the #ThoughtforFood initiative. Whatever produce was left unsold, TSF took on the responsibility of buying it.

Some of the challenges faced involved getting permission from the government, onboarding farmers into this implementation design, and, lastly, maintaining customer satisfaction as the initiative only provided farm-fresh vegetables cultivated in the Jamshedpur geography.

TSF spent an amount of Rs. 10,48,701 on this initiative and covered the total cost of manpower as well as transportation.

6. #FarRishta

The #FarRishta initiative was designed to connect TSF's employees engaged in volunteering activities with children from their programme, Masti Ki Pathshala, who were becoming restless due to the lockdown. The Masti Ki Pathshala is TSF's residential bridge course for street children who became restless and even attempted to run away. As a solution, TSF collected nominations from its employees who liked to conduct sessions for the children. Field workers in CSR also volunteer a person from the locality to help with the initiative, which ensures the initiative has genuine volunteers.

The initiative had a geographical scope of 41 cities in India and 15 NGO partners across the country. The NGOs were made a part of the initiative by signing MoUs with them online. In West Bengal and Maharashtra, TSF also received permission from the government to get involved in state-run Child Care Institutions (CCIs). The NGOs involved worked with multiple vulnerable sections of society, like orphans, street children, HIV-positive children, sex workers, and acid attack survivors. The participating volunteers were given a sensitization and orientation session to help them communicate appropriately with the vulnerable groups. The volunteers were requested to conduct at least 10–15 sessions with their group. A total of 335 unique volunteers were part of the initiative.

The sessions covered academic as well as extracurricular topics. Children from ages 6 to 14 were involved in activities like drawing, crafts, singing, and dancing. Children from ages 14 to 18 requested sessions on how to prepare for interviews, group discussions, communication skills, and career options available outside. Senior employees from TSF were engaged with niche organisations that organised sessions on communication skills and basic English communication with sex workers and acid attack survivors. In the later stages of the initiative, some of the volunteers also connected with the elderly from old age homes for 30-minute sessions to converse with them for stress release. The initiative, which started in May 2020, is running the entire length of COVID-19's second wave.

The initiative defined its key performance indicators (KPIs) at its inception. The key performance indicators (KPIs) included information on the number of lives to be reached, the number of hours, the number of unique volunteers, and the number of sessions to be held.

One of the limitations faced was the limitation of internet connection. As the entire initiative was carried out digitally, certain groups under TSF's other programmes like slum children, could not be involved.

7. #StrongerTogether

During the first phase of the lockdown, the District Collector (DC) requested TSF to start a District Resource Coordination Group (DRCG), of which TSF will be the nodal organisation. The purpose of this group was to build a network of local grassroots NGOs that have community-level connections. Two TSF representatives, along with one resource from TATA Trusts and a district office representative, held office in the district office for the duration of the initiative. The initiative ran from April to July 2020.

During the implementation, the first step was to identify NGOs in the 8–9 blocks in Jamesdhpur and organise a meeting. The key activity of the group was to coordinate the number and nature of help needed, help people in the interiors of the country during the pandemic, and create awareness.

By this point, the other TSF initiatives like #ThoughtforFood had already kicked off. An NGO from a particular block was made the single point of contact to keep track of distributions such as *khichadi*, dry ration kits, and masks. The NGOs communicated the daily requirements of dry rations, cooked meals, and the number of beneficiaries reached to the DRCG.

As the reverse migration began, the DRCG took on more responsibilities, such as guiding panchayats to use their unlinked funds to create isolation spaces for the migrants in panchayat offices if required. They gathered data about the daily numbers of incoming migrants, their place of departure, and the nature of the work they were pursuing. Eventually, the DRCG worked in collaboration with MNREGA to collect data on the reverse migrants. Under the guidance of the district office, data on 15,000 migrants was collected. As the migrants were in a state of mental and physical trauma, the CRPs were sensitized about how to converse with them.

The DC was given a detailed report on the profile of the migrants, their skill sets, and their reasons for migration. Collaboration with MNREGA was further leveraged to create job cards for people who didn't have one. The nearby industries took in semi-skilled individuals and took on the responsibility of any training and capacity-building that would be required. The data was handed over to the district. Thus, the initiative evolved from creating awareness to data collection and analysis of reverse migration.

For monitoring purposes, daily communication with DC used to happen, and daily reports were sent to TSF. The challenges faced in the implementation were mainly due to the hierarchical structure of government offices and the delays it causes.

The TSF representative explains the initial design as "*centrally channelised and then decentralized*".

8. #HopeSprings

Under the initiative #HopeSprings, TSF ran a camp at NH-33 for the reverse migrants in 2 shifts. The morning shift used to be from 5 am - 10 am and the evening shift used to be from 6 pm - 11 pm. The camp used to provide reverse migrants with dry ration and *khichadi* support along with medical attention. The dry ration included items such as milk powder for the children and *sattu*. Most of the individuals coming to the camp were travelling from the states of West Bengal, Bihar and Uttar Pradesh. Over a period of 20 May 2020 to 20 June 2020, the camp was able to provide 15,726 kits and provide medical checkups to 1,712 people.

The initiative was solely aimed at addressing the pain points of people travelling in pandemic conditions. The support was brainstormed to provide them quick relief after their long travels without any support.

Before the implementation of the initiative, the TSF team conducted a weeklong survey to understand the number of trucks travelling, the number of people in them and the most suitable timing to have the camps. The team was in close coordination with the DC office and had passed from the SDO office. For the medical support, the Medical Officers from TSF were involved. The doctors have been provided with an OPD-like set-up and have helped provide relief for most issues, such as dehydration and fatigue.

In terms of manpower, the morning shift saw four TSF employees, one doctor, one pharmacist, and one pathology lab technician. The evening shift had four TSF employees, one pharmacist, one pathology lab technician, and two paramedical staff. The TSF team also received external help from TATA employees, other TATA Group companies, and community volunteers.

For monitoring, two registers were maintained, one by the distribution team and one by the medical team. This data was shared with the TSF team, the DC office, and the government of Jharkhand. Maintenance of this data helped them plan for the next day. In case of any additional requests, the team made sure to have a surplus with them. The camps were phased out when the number of people travelling dropped to 10-20 people.

9. #StitchinTime

#StitchinTime was an initiative launched to address the dual needs of the rising needs of masks for everyone as well as the creation of short-term income generation among women. The initiative ran from March 2020 to September 2020. Individual women as well as SHG members were involved in the mask-making. Some of the women who were part of the mask-making belonged to minority communities like Muslim communities. The members of these communities were involved to leverage their stitching skills. This involvement was also a way of creating positive involvement as the community was facing backlash and avoidance of aid and attention due to certain uncooperative incidents.

The programme kicked off by involving the inmates of the Ghagidih Jail in Jameshpur. The jail has a pre-existing set of sewing machines and fabric. The inmates were given an orientation about the kind of cloth, quality, layering design, and production hygiene that go into making masks. Gradually, it was realised that the demand for the masks was much higher than the number of masks being produced. This led to the involvement of other participants, like women who were daily-wage workers, SHG members and a few men from vulnerable communities as well. For the new participants, TSF had to establish fabric procurement to provide the raw materials.

The geographic outreach of the initiative included Jamshedpur, East Singhbhum, West Singhbhum, and Seraikela districts of Jharkhand. Over the span of the initiative, 101,659 masks were produced and 54,926 were distributed. A total of 294 households were supported through this initiative. The masks were distributed to critical frontline workers such as ASHA workers, field workers, NGO partner teams, police officers, and kitchen staff for the #ThoughtforFood initiative. The masks were also distributed to leprosy colonies, the Railway Protection Force, and the Government Railway Police.

The smooth functioning of the initiative took 7-8 days to establish the quality and efficiency of the mask-making. For monitoring, TSF had a count of the amount of fabric provided and an expected number of masks to be received in return. A collection up to 80%-90% of the expected amount was acceptable. Internally, TSF's procurement team helped identify the price per mask. For monitoring purposes, a WhatsApp group was created where multiple updates are provided on a daily basis. The initiative was able to have a two-fold benefit by providing income generation opportunities as well as the creation of highly demanded safety products like masks.

10. #FriendinNeed

#FriendinNeed was a helpline started by TSF to help people alleviate stress and anxiety related to COVID-19 among the elderly and confined vulnerable individuals. The helpline was set up in collaboration with Jeevan, a suicide prevention centre based in Jamshedpur. People were assisted through a range of efforts, such as discussions on nutrition, COVID-19, climate change, and yoga, to actual fitness sessions led on video call by the Tata Steel Adventure Foundation team. The initiative ran from March to May 2020.

Methodology

This section describes the major objectives, procedures, and methods used to collect and analyse data, along with explanations of the methodologies used for sampling, data collection, and data analysis, as well as any restrictions or presumptions that were made during the research process.

Study Objectives

- To understand the effective alignment of the intervention programmes to the CSR policies of Tata Steel.
- To understand the responsiveness of the programme design and implementation towards beneficiary communities
- To assess the processes and effectiveness of the programmes implementation and monitoring systems
- To verify the support extended during COVID-19 programme and assess the impact of the programmes on the beneficiaries.

Research Framework

The study followed a qualitative approach for the impact evaluation and analysis, with themes based on the OCED-DAC 'REECIS' (Relevance, Effectiveness, Efficiency, Impact, Coherence, and Sustainability) framework.

The themes and the areas of inquiry in each theme are given in the following table.

Themes	Areas of Enquiry
Relevance	<ol style="list-style-type: none"> 1. What is the organizational structure of CSR, and how is this project represented at the leadership level? 2. What are the CSR vision, mission, and goals? How do these interventions fit into the CSR principles of the organisation 3. How are the projects decided and the beneficiaries chosen? 4. How aligned is the initiative with local communities, and what are the general guidelines for healthcare initiatives laid out under the broader CSR strategy? 5. How do the design and the implementation of the projects respond and be sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in the various intervention communities?
Effectiveness	<ol style="list-style-type: none"> 1. Was the intervention able to achieve the set objectives? 2. What was the intervention plan? 3. How inclusive were those results? Were there any negative results?
Efficiency	<ol style="list-style-type: none"> 1. Were there sufficient Human resources deployed? Division of roles and responsibilities internally and among stakeholders 2. How were the various projects tracked and monitored? 3. How was the budget for each program distributed? 4. Did the project achieve its desired results within the agreed timeframe?

Coherence	<ol style="list-style-type: none"> 1. Collaborations and convergence with relevant stakeholders (market, research Institutions, Govt. line departments, other NGOs, etc in terms of knowledge 2. How compatible were the various interventions with respect to the existing covid-19 prevention and reduction in post-infection mortality/recovery time of the disease set by government and health departments 3. How well aligned is the initiative with local communities and general guidelines for disaster response laid out under the broader CSR strategy?
Impact	<ol style="list-style-type: none"> 1. The extent to which the intervention has generated or is expected to generate significant positive or negative effects under each of the interventions 2. What are the changes brought about in the community with regard to disease control and reduction in post-infection mortality/recovery time 3. How did the community/beneficiaries perceive the intervention?
Sustainability	<ol style="list-style-type: none"> 1. How far the net benefits of the intervention continue? 2. What measures are taken to sustain the outcomes?



Sampling

The sampling methodology, sample size, and any inclusion or exclusion criteria are described in this section. Since all the interventions were completed two years before the evaluation, the study used a **convenient sampling method** to connect with the relevant stakeholders for the study. The beneficiaries of the interventions were also connected through the respective contact person from the intervention.

A total of **39 in-depth interviews** were conducted with various stakeholders, including **key personnel for each intervention, local government authorities, beneficiaries of these interventions, and the**

TSF programme team, to obtain nuanced information regarding the programmes and identify challenges during their implementation.

The sample size for each intervention is given below.

Sl. No	Intervention	KIIs conducted
1	#ThoughtforFood	2 Point of contact person
		4 Beneficiaires
2	#CashforWork	2 Point of contact person
		10 Beneficiaries (5: Newspaper Bag, 5: Painters)
3	#DigitalBridges	1 Point of contact person
		2 Panchayat Members
4	#DigitalBridges 2.0	1 Point of contact person
5	#FromtheFarm	1 Point of contact person
		5 Farmers
6	#FarRishta	1 Point of contact person
		2 NGOs
		2 Volunteers
7	#HopeSprings + #FriendInNeed	4 Point of contact person
8	#StrongerTogether	1 Point of contact person
9	Organizational information	1 TSF Head

Data Collection

Research data for the impact evaluation was collected through desk research and key informant interviews.

- Desk research: Annual project reports, sanction documents, review documents and other TSF-provided documents were reviewed, along with publicly accessible online resources.
- Key Informant Interviews (KII): Open-ended questions from a qualitative interview guide were used to conduct in-depth interviews with key informants, which is also provided in the Annexure. The local government authorities, TSF programme staff, other NGOs operating in the area, the programme's beneficiaries, and the on-the-ground implementation team were involved in interactions.

Findings

This section of the study explains the efforts of the relief and rehabilitation interventions on the following aspects:

1. Strategy to combat COVID-19
2. Individual Support
3. Institutional Support

Strategy to Combat covid-19

This unprecedented health crisis due to the COVID-19 pandemic prompted the government to take the hard decision to lockdown to control infection. The restrictions imposed as part of the lockdown certainly helped to protect human lives and control infection; conversely, they severely impacted livelihood and economic activities. People were at risk and facing survival at that time. In such an unprecedented crisis, the challenge was to tackle scale and speed. TSF proactively came forward and responded to the panic crisis.

In the panic situation, TSF's thoughtful act of preparedness, readiness, and response was observed to be a conscious strategy and show of solidarity to combat the pandemic situation. As part of this, efforts were put into developing strategies, gathering resources, and designing relief activities to respond to emerging situations. Several key strategic initiatives were implemented rapidly and consistently during the pandemic that enabled the local community as well as the administration to deal with the acute phase of the pandemic. Multi-pronged programs were designed and rolled out quickly to ensure the health and safety of the local community as well as boost healthcare infrastructure. The situation was dynamic, and the primary emphasis was given to closing the gap in key consumables and equipment available with public health systems that serve communities in remote areas.

As part of this, a 10-point '#CombatCovid19 initiative is one of the early initiatives that demonstrate TSF's preparedness and readiness to deal with a dynamic crisis. To address the gaps, a comprehensive set of ten key activities was formulated under this initiative, with a primary focus on enhancing public health systems' capacity for communities, meeting deficits of material and information, and creating economic and other opportunities to address the sociological impacts of the pandemic. Eventually, TSF served around 10 lakh plus people under the 10-point initiative.

The collaborative and collective approach that TSF adopted to combat the pandemic situation was found to be impactful, specifically in tackling ground needs and scale. TSF proactively reached out to local administration, corporates and the community. The engagement with the local community, especially the Gram Panchayat, helped to assess the ground situation and needs, which helped to prioritise and align resources. On the other hand, collaboration with the administration facilitated reaching remote areas. TSF also leveraged a health front-line worker network like Sahiya (ASHA) and Anganwadi workers, strategically looping in the IEC campaign and vaccination drive to reach the last mile. While combating the crisis, TSF also allowed individuals, Tata Steel employees, and other corporates to participate in the drive.

Along with the public institutions, TSF also leveraged its own network of social influencers and NGO partners through their ongoing programmes such as the Tribal Leadership Programme and Samvaad. To create pan-India for initiatives such as #DigitalBridges 2.0, TSF tapped into their existing network and created a chain of reliable partners who could provide regional support. In initiatives such as #ThoughtforFood and #FromtheFarm their existing NGO partners with strong community connections allowed them to support the community as well as have mobility in these vulnerable pockets. TSF also forged new partnerships in this period. For initiatives such as #StrongerTogether and #FarRishta, TSF brought new NGOs into their fold and entrusted them to carry out the COVID-relief with the same values that drive TSF.

The TSF team viewed #CombatCovid19 not as CSR practitioners but as development practitioners with a sense of responsibility.

" The one thing that moved us is how do you leverage the fundamental DNA and culture of an organisation to build something..."

- *TSF Member during key informant interview*

Individual Support

As the COVID-19 pandemic swept across the globe, governments, organizations, and communities came together to provide support and assistance to individuals and families affected by the crisis. The Tata Steel Foundation has been at the forefront of supporting individuals and families across the country while focusing on Jharkhand and West Bengal states. The initiatives supported over 9,00,000 beneficiaries. The support to individuals was provided in the following four ways:

I. Financial Assistance: Through initiatives like #CashforWork,# StitchInTime, and #FromTheFarm efforts were made to support monetarily families from lower socio-economic backgrounds and migrant workers. Around 44,353 individuals received monetary support in return for work or farm yields.

"I am a small farmer with 3 acres of land. During COVID-19, markets were closed, and I didn't have any storage facilities. So the vegetables were getting rotten. With TSF's support, I could sell the vegetables 3 to 4 times a week and also receive payment directly into my bank account."

- *Farmer beneficiaries from #FromTheFarm initiative*

These beneficiaries were identified through the local network of the TSF staff, community resource persons, and support from local government. The focus on the individuals for #CashforWork was on the specific community members, such as women, painters, etc. The #StitchinTime initiative was focused on tailoring community members. The #FromtheFarm initiative focused on farmers from nearby areas.

II. Access to Healthcare: Access to healthcare especially for migrant labourers was a critical component of the response to the COVID-19 pandemic. Through the #HopeSprings initiative, 2 camps were set up on NH 33 for migrant labourers returning to support them with food packages, medicines

and nutritional support through milk packs for children. TSF also provided home isolation kits to 10,000 COVID19 affected patients.

“The migrants were travelling in groups; they were not speaking to anyone because of panic and trauma. We were working in shifts to monitor their health and give medicines if required.”

- Doctor from the health camp set up under #HopeSprings initiative

III. Food Security: Food security was a critical concern during the COVID-19 pandemic, as many individuals and families faced economic challenges and food shortages due to lockdowns and disruptions in the food supply chain. The distribution of food through #ThoughtForFood was a critical response to food insecurity. 3,22,604 individuals from slum areas and COVID19 affected families benefited from food through dry and wet rations.

“The ration kits were distributed to all families in our slum area. The kit supported our family of five for 3–4 days. Though it was not enough for a large family like ours, it was enough during that time for our survival.”

- Beneficiary of #ThoughtforFood initiative

IV. Social inclusion: Lockdowns, social distancing measures, and other restrictions were leading to isolation and loneliness for individuals. There were innovative methods promoted for social inclusion for individuals and communities impacted by the pandemic. Women faced significant social exclusion during the pandemic as the pandemic exacerbated existing gender inequalities and placed additional burdens on women’s time and resources. TSF made efforts to engage women through the #CashForWork initiative and supported them in earning money for their families. They also started a helpline to support the mental health of the people in collaboration with a local NGO.

Migrant labourers were also particularly vulnerable during the pandemic due to a variety of factors, including limited access to healthcare, increased risk of exposure to the virus, and economic insecurity. Many efforts were made to support the migrant population across the country and also those who have returned to their hometowns in Jharkhand. #DigitalBridges 2.0 initiative supported 94,349 migrant labourers stranded across the country. The #StrongerTogether program also supported the migrant labourers coming back to their hometowns by providing livelihood support. Education was also disrupted for students. #FarRishtas initiative helped the younger students engage in some hobbies and the older students from secondary classes got the direction of their career and enhanced communication skills. #StitchInTime initiative took special cognizance of the Muslim tailoring community, who faced exclusion after a religious congregation.

“We were doing painting work even before the pandemic, TSF was aware of the work we have been doing. So during the pandemic, we were provided with painting supplies, which helped us earn money and support our families. Though it was irregular work, it was manageable.”

- Women from #CashForWork initiative

Institutional Support

1. Support to non-governmental institutions

1.1 NGOs

During the lockdown, people, especially children, were feeling agitated because of the confinement. Through initiatives such as #FarRishta, the TSF team collaborated with 15 NGO partners, most of whom work in the child-care space, offering aid in a residential facility manner. Organisations such as the Miracle Foundation, which works with orphan children, the Desire Foundation, which works for children impacted by HIV and HIV-AIDS and SOS Children's Village were a part of the initiative.

Through the initiative, TSF leveraged their employee volunteers to connect with the children and impart academic as well as extracurricular sessions. A senior team member from SOS Children's Village stated that these sessions have helped children stay active and not become frustrated by having to stay in their rooms. The sessions also helped the children become self-confident and comfortable interacting with people and learning new arts and crafts.

1.2 Research

When the first lockdown was declared in March 2020, on the research front, the urgent need was to work on the rapid detection of the COVID-19 virus. TSF supported the Institute of Genomics and Integrative Biology (IGIB) under the Council of Scientific and Industrial Research (CSIR) with a research fund worth Rs. 3 crores. With the help of the research fund, the scientists at CSIR-IGIB were successful in rapidly modifying a CRISPR-based method for the detection of mutations to detect the COVID-19 virus. The research funds also covered elements of the research, such as the generation of test data and operational chains for a novel CRISPR diagnostic in 10,000 subjects. TSF made this contribution on April 15, 2020, a time period in the early days of the pandemic that tied in well with the need of the hour.

2. Support to government institutions

1.1 Activity-based support

Under the #FarRishta initiative, TSF received permission from the government of West Bengal to extend the initiative to the children in the Child Care Institutions (CCI). Taking a look at the engagement offered, the West Bengal government encouraged the Maharashtra government to include their CCIs in the initiative.

An average of 229 Gram Panchayats were called daily from April 20, 2020, to June 29, 2020, by a team of TSF volunteers driving the #DigitalBridges initiative. The initiative first began in Jharkhand, and then the TSF's Odisha team reached out to them to replicate the initiative there. The main aim of the initiative was to make village heads and social influencers aware of COVID-19 and help them understand the instruction mandates coming from WHO in a simplified manner.

One of the TSF employees who worked on the initiative recalled that all the leaders were lost about what to do. He stated that they promised to solely relay information from WHO updates and to avoid speaking in the capacity of legitimate medical professionals.

One of the beneficiaries mentioned that she felt a lot of confusion at the time and that there was a general state of panic in the village.

“There was a lot of misinformation and fear. People were not talking to those who got COVID; they were stigmatized to the point that no one would even talk about families who got COVID. Even the gram panchayat members were scared of approaching people and leaving homes for work.”

- Beneficiary from #DigitalBridges

1.2 Material support

Hygiene support was provided to the police force from Gopalpur, Odisha, and Dhanbad, Jharkhand.

In July 2020, the Superintendent of Police (SP), Ganjam district, sent a request letter to the TSF’s Gopalpur Unit to aid the frontline police and COVID Warriors with face masks, sanitiser, infrared thermometers, and oximeter support. In response to this request, in August 2020, TSF dedicated funds of Rs. 2.45 lakhs to support 500 police officers and the Covid Warriors force of Ganjam district with 500 N-95 face masks, 500 bottles of 100 ml bottles, 20 infrared thermometers, and 20 oximeters.

In July 2020, the TSF team received another request from the Senior Superintendent of Police (SSP), Dhanbad, Jharkhand, for the provision of 3,500 face shields. In support of this request, TSF spent Rs. 2,35,200 to provide 3,500 frontline police officers with face shields.

3. Support to healthcare

During the pandemic, TSF provided monetary support to Gopalpur TATA Medica Hospital in Berhampur, Odisha. The hospital has been dedicated to COVID care since April 2020. Four institutions were involved in supporting the 200-bed hospital - the Odisha government, the TATA Steel Foundation, TATA Steel, and High Tech Hospital. The support was given over multiple areas -

1. Procurement of equipment, instruments and consumables
2. Operational costs
3. Maintenance and HR costs

In March 2020, TSF gave Rs. 5.5 crore to the hospital to equip the hospital with patient-related as well as equipment for the medical infrastructure and aid to be given to the patients. The details are highlighted in the annexure.

Under operational, maintenance, and HR costs from April 2020 to January 2021, TSF supported the hospital in the following manner.

Sr. No.	Line Item	Amount
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1	Manpower engagement, food expenses and incentive claim expenses - April 2020 - July 2020	61,67,845.84
2	Manpower engagement, food expenses and incentive claim expenses - August 2020 - December 2020	68,93,210
3	Electricity bill till 31st January 2021	81,43,327
Total		2,12,04,382.84

Overall, TSF was able to provide support worth Rs. 8,15,61,988.84 to the Gopalpur TATA Medica Hospital. By February 2021, the hospital had treated 1833 patients suffering from COVID-19.

Analysis

This section provides a detailed analysis of the findings and observations of the activities undertaken by TSF during the pandemic. For this, the OECD-DAC global framework REECIS was adopted to examine the relevance, effectiveness, efficiency, coherence, impact, and sustainability of the interventions.

Relevance

The first criterion in the REECIS framework, relevance, measures how effectively the intervention's objectives and organisational design align with the requirements, aims, and priorities of the beneficiaries as well as those of the national, international, and partner institutions. It also takes into account whether the intervention can adjust to changing conditions and still fulfil those needs.

TSF has played an important role in contextualising the global pandemic crisis for locals. From organising a series of internal brainstorm meetings to understand COVID-19 and the magnitude of the problem and tackle its impact on vulnerable communities to collaborations with the local community and administrations, TSF was able to sense the commendable possible implications for locals on the one hand and simultaneously assess the strengths and limitations of the current health system.

The 10-point relief was created to address the primary needs of the community and the unique needs of certain sections, like migrant labour. Addressing the initial needs of awareness, the difficulty in understanding the medical jargon, and the rising misinformation, efforts were taken to make information accessible to the village-level leaders. More than 300 plus Gram Panchyats and Jamshedpur city reached out to this campaign in the very early time of the pandemic, which helped create mass awareness.

As the lockdown was imposed, the initiatives made sure to address the other key issues that emerged. Issues such as food insecurity, lack of income generation, and confinement had versatile effects on different sections of the community. TSF funded initiatives such as #FromtheFarm, #StrongerTogether, #ThoughtforFood, #CashforWork provided structured and stable support to identified beneficiary groups. Employee driven initiatives like #DigitalBridges allowed for the inclusion of new implementation partners and support opportunities, which allowed the support to be fully need driven.

At the system level, TSF also played a leading role by supporting administration. TSF realised a major gap in health infrastructure and equipment such as ventilators, oximeters, beds, isolation, etc. Health institutions were facing challenges. Looking at this situation, TSF also played a critical role in extending resources in this direction to ensure health service in time.

In terms of initiative design, having expertise in the social, political, medial, business and innovation aspects enabled TSF to gain an in-depth understanding of the on-ground impact of COVID-19.

Effectiveness

While analysing the effectiveness of the intervention, it is essential to look at whether interventions were able to achieve set objectives and how inclusive these interventions were. In this regard, it was

highlighted that TSF was able to successfully meet the demand and needs brought on by an unprecedented pandemic crisis.

Local people, NGOs, and the administration were approaching TSF for support. TSF carefully reviewed each demand by assessing needs, scale, and urgency before responding to calls. TSF's priorities were clear from the start, with activities initially emphasizing health services and food aspects and financial and other resources directed accordingly.

#ThoughtforFood, an early response of TSF to people's needs, was observed to be very effective when a sudden lockdown was imposed. As part of this, TSF worked with the District Administration. TSF strategically roped in government officers like the Sub-Divisional Officer (SDO) to monitor the activity.

Similarly, in the vaccination phase, TSF recognised the necessity to promote widespread vaccination as well as raise awareness of it. TSF adopted a three-pronged approach to bring communities in and around operational areas on board. The digital campaign, #ApnoKiSuno, focused on effective behavioral change communication through crowd-sourced videos from Village Heads on critical issues relating to vaccination. These videos helped secure 10,000+ registrations.

In addition, TSF has been involved in the dissemination of credible information during the crisis. Medical professionals' sole key recommendations were self-care and prevention, but there was very little knowledge about the new virus and countermeasures. As soon as TSF became aware of this gap, they worked to gather pertinent data, collaborate with the health department to ensure its authenticity and accuracy, and translate it into the local language. Subsequently, the content was distributed in various forms, including banners, audio, and visual, to reach audiences effectively.

TSF used technology and resources very effectively to reach a mass audience. Each activity was thoughtfully designed, assessing needs and targeting groups. Hence, all the activities successfully catered to need reaching out for the required support.

Efficiency

While the COVID-19 pandemic has hit devastatingly with varying intensity, responding to the crisis has presented an unprecedented challenge to many development agencies and governments too. In this context, it is imperative to analyse the efficiency of interventions that were carried out as relief by TSF during the pandemic.

It is remarkable to note that each activity of the initiative has demonstrated enormous response at the community as well as at the system level. TSF carried out different kinds of activities touching on survival needs, economic empowerment, and system strengthening. Moving far ahead, TSF also extended its support for research fields as well. Looking at the vast canvas of diverse nature of activities that TSF handled, it demonstrates the organisation's capability towards handling crisis situations consciously.

Some of the activities were shaped during the course to adapt to the present situation, specifically considering geography, logistics, and time. From a logistical point of view, in the case of #ThoughtforFood, the decision was changed to provide dry food and hygiene kits to long distances or remote areas. TSF has also been able to leverage human capital for relief drives very successfully. For

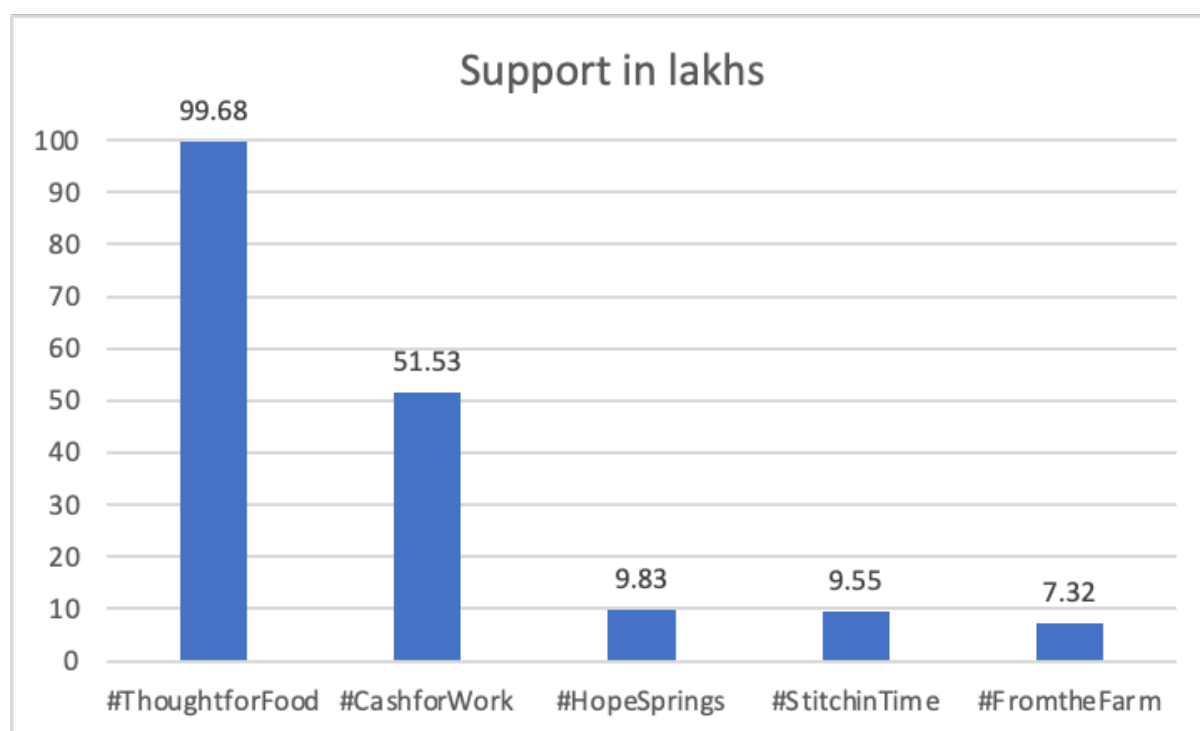
instance, through the #FarRishta initiative, TSF engaged employees as volunteers from Tata Steel Plant to lend a helping hand at major vaccination centres in Jamshedpur, which resulted in 45,000 people reaching out through more than 6,000 hours of volunteering.

At an organisational level, parameters such as -

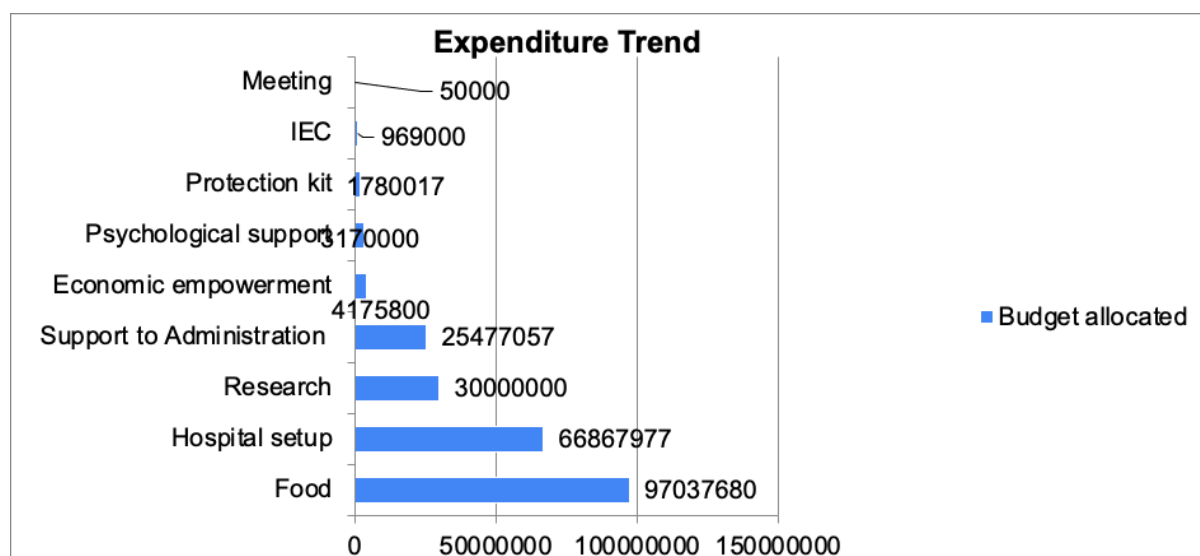
1. Having a board which consists of members who are cooperative and flexible,
2. Having capable financial and human resources and
3. A strong culture of development practitioners ensured the success of the #CombatCovid19 initiatives.

This was further heightened by the prioritisation done by the organisation in terms of human resources, collaborations and internal processes. The employee-driven efforts such as #DigitalBridges 2.0 addressed the urgent and varied assistance needed by people in the second-wave. The initiative prioritised providing aid to individuals trying to travel back to their homes or survive where they were confined. In that situation, providing prompt aid was prioritised and the initiative was crowd-funded instead of waiting for vendor registrations and budget approvals.

Focused on targeting pressing needs while remaining flexible to adopt changing scenarios, these few key characteristics were observed in the approach that adopted TSF to drive relief activities in response to the pandemic crisis. The deliberately and thoughtfully formulated '#CombatCovid19' initiative demonstrates TSF's preparedness and readiness to deal with a dynamic pandemic crisis. A set of ten key activities was formulated under this initiative to address community needs and gaps in the system.



Given the expanse of the initiative #ThoughtforFood over all three phases of the lockdown, it received the highest number of funds among the TSF funded #CombatCovid19 initiatives.



The total outlay of funds was 22.95 Crores as relief response to Covid-19 pandemic. Trend of financial expenditure shows that, 42% of total funds were invested to ensure food security during the pandemic. Primary emphasis was on food security as sudden lockdown disrupted the supply chain. Subsequent to this, 29% funds were utilised for hospital setup, procure medical equipment, utensils and protection kits for medical staff, employee and community. 13% funds directed towards research to enhance virus detection procedure, 3.0 crore given to CSIR-IGIB for benchmarking the efficacy of the IGIB developed and patented CRISPR based paper strip test to detect COVID19 virus. TSF also responded to call received from administration, almost 11% of funds were directed to support administration in Jharkhand and Odisha.

Impact

The fourth criterion of the framework examines the intervention's impact, or how much of a higher-level intended or unintended influence the intervention has achieved.

The ten initiatives of the #CombatCovid19 primarily concentrated on enhancing the capacity of public health systems, meeting the deficits in medical equipment, and creating economic and other opportunities to address the sociological impacts of the pandemic. Within the service period, TSF was able to serve around 10 lakh plus people under the 10-point initiative. TSF helped the communities navigate the unprecedented times that COVID-19 created and addressed the emerging pain points.

In addition to this, a lot of intangible psychological impact was also created by TSF, especially through initiatives like #StrongerTogether and #HopeSprings. These initiatives mostly dealt with vulnerable migrant labour. The pandemic and subsequently the lockdown created a lot of abrupt change and trauma for this community group. Through the TSF initiatives, they were able to provide mental support to these groups as well as create prospective employment opportunities. This was also achieved through #FriendinNeed where emotional and psychological support was provided to the helpline callers.

Moreover, the investments made to strengthen the health system had a remarkable impact on people's lives. The pandemic situation was uncertain and dynamic. These include ~50,000 home isolation kits, 3,78,000 testing kits, and 10 ventilators and oxygen concentrators, while more than 6,000 oximeters and 2,000 thermal scanners have been provided to frontline health workers to aid effective early detection. At the same time, TSF made efforts at the macro level as well. For instance, TSF noted the pressing need for Liquid medical oxygen (LMO) as there was a huge gap in demand and supply during the second wave of the COVID-19 pandemic. Immediately, TSF collaborated with the Ministry of Steel Authority, the Central and State Governments, and other stakeholders to optimise the LMO supply chain in the country. LMO is supplied from the Jamshedpur plant in Jharkhand and from Kalinganagar and Dhenkanal in Odisha.

Further, a series of efforts were made in technological process improvements at oxygen-generating plants that led to an over eight-fold increase in LMO supplies from the plants set up by TSF. Moreover, a proactive approach to setting up large-scale COVID care facilities with oxygenated beds close to Tata Steel Plants would enable the usage of oxygen near its production source and reduce the time taken for transportation of LMO to the extent possible. This saved many human lives during the second wave.

Coherence

The fifth criterion in the framework, coherence, examines how well the intervention fits in with other initiatives, locally or nationally. Going above and beyond traditional relief activities, TSF operationalized relief efforts with short- and long-term goals, with activities shaping the course of the relief drive. Particularly when TSF realised the long-term effects of the pandemic period were uncertain. TSF understood that people from vulnerable communities were facing a major challenge in finding enough income to feed their dependents and fulfill their daily needs even after the panic situation was over. As a result, TSF shifted its attention to economic issues and began initiatives to strengthen economically vulnerable communities. One such initiative was the #CashforWork initiative, which raised the average income of 1,000 households by promoting kitchen gardens, linking farm products to markets, making bags out of newspapers, and creating art and textile designs. Similarly, in the case of the #StitchinTime initiative, TSF engaged with communities to make 50,000 three-ply cloth masks for frontline health workers in need of personal protective equipment.

All the initiatives implemented were seamlessly supportive of the government's efforts to create COVID-19 relief. The collaborative efforts with the institutions from the social, administrative, and supply-chain spheres ensured TSF's aid reached remotely based communities.

A key aspect of coherence falls under the examination of the initiatives against the TATA Disaster Response Values.

Tata Disaster Response Values

Tata Disaster Response Guidelines have been set for the Tata Group companies to enable decision-making to respond effectively and efficiently to disasters and to bring about lasting change for the better, for the communities and areas that are affected. The guidelines lay down the foundational

values for responding to any disaster. The evaluation highlights the alignment of the response initiatives with Tata's disaster response values.

Disaster Response Value	Remarks
We want to do 'good'	The TSF team started their planning and awareness steps in February itself once they became aware of the COVID-19 severity through their global network. The team took initiative overnight as the needs of the affected community started emerging. The team prioritised time sensitivity, forewent the internal budget approval processes, and took ownership of certain initiatives in their personal capacity.
The focus our response upon the worst affected by the disaster	TSF's core understanding of social-political-business-medical dimensions helped them understand the unique vulnerabilities of different community groups.
The projects that make up our response should contribute towards communities, families and individual beneficiaries being more resilient in the long term, and we want to know that this is happening	The initiative #StrongerTogether gathered data from 15,000 reverse migrants in collaboration with MNREGA. This data helped MNREGA unlink people get job cards, and new jobs in local industries to semi-skilled and detailed data of other migrants about their previous work experience and reason for migration.
Our interactions with affected communities will be such that they maintain dignity	The implementation of the initiatives relied heavily on the preexisting TSF community network and the CRPs present on-field. Given the prior contact, there was an element of trust already present about TSF. In initiatives such as #DigitalBridges, the TSF team ensured that no photos were taken of the ration-kit distribution to the vulnerable groups. Under #FarRishta, the employee volunteers were given sensitization training before interacting with the children from the NGOs and CCIs. The #FarRishat team had hand-picked a select few senior employees who would interact with the acid attack survivors and sex workers.
The projects that make up our response should contribute towards communities, families and individual beneficiaries being more resilient in the long term, and we want to know that this is happening	The relief initiatives were responding to short-term efforts of the communities however, TSF has realigned its priority areas post pandemic to focus on institutional strengthening, healthcare support and inclusion.

The focus our response upon the worst affected by the disaster	The focus of the initiatives was entirely on addressing the primary needs of the people. TSF dedicated significant resources to the safety of the frontline workers through the distribution of masks, sanitisers, face shields, and PPE kits. In addition, monetary, nutritional, medical, as well as psychological support, was provided to migrant workers who faced many traumatic hardships during the pandemic.
We will be religion blind and politically neutral	The assistance provided to the communities was based on the information provided to TSF by the CRPs and NGO partners with strong community connections. For some initiatives, the District Collector and the Superintendent Police requested assistance
We will be accountable for our activities and policies in the course of disaster response to those who support us with resources, and to affected communities, we work with	The process was transparent and considering immediate action, there were efforts to maintain MIS for the interventions.
We will seek to work with other groups and entities so as to to best serve the interests of affected communities	The COVID-19 response initiatives showcased a strong sense of collaboration with the government, local NGOs, local stakeholders, high net-worth individuals, and a national network.
We will be responsible for in our use of resources	The funds were utilised to ensure food security and supporting health systems, which were key areas to respond to pandemic.
We will leverage the expertise and capabilities within the group to develop innovate solutions to problems faced by disaster-affected communities	The financial support from various Tata Group companies and support from Tata Steel volunteers were leveraged during relief activities.
Our disaster response teams will be adequately qualified, trained and oriented to be effective in their work in the aftermath of a disaster	The TSF staff were passionately involved in the response initiatives. Each team member and other stakeholders involved were made aware of COVID-19-appropriate behaviour. The members going on the field were given masks, gloves, handwash and sanitisers, and were also asked to isolate in their homes and avoid contact with the family members.

Sustainability

In addition to the immediate human suffering caused by the Covid-19 and the loss of livelihoods for many vulnerable communities, the COVID-19 pandemic has also highlighted several key vulnerabilities in society and the system. TSF's first priority was tackling the COVID-19 pandemic induced health vulnerability. The attempt also included some initiative as far as rapid economic rescue measures, the latter mostly aimed at providing essential liquidity and protecting the livelihoods of vulnerable communities in the face of abrupt losses of income. As the health crisis gradually abated in the region where TSF operated and other parts of the country as well, consequently, TSF altered its approach turning attention to preparing stimulus measures for triggering economic recovery of vulnerable communities. While This examining initiative undertaken by TSF during relief drive, particularly, #StitchinTime, #CashforWork, #FromtheFarm, StrongerTogether program, helped to recover that "builds back better", i.e. not only getting economies and livelihoods back on their feet quickly, but also safeguarding prosperity for the long term. Such efforts will reduce the vulnerability and improve our resilience to shockwaves when they do occur. At the heart of the approach that TSF adopted is the transition to more inclusive, more resilient societies with much reduced impacts on vulnerable communities.

TSF's view regarding their relief mandate as a growing portfolio makes way for an evolving and sustainable relief response. Every disaster response allows scaling-up of their disaster response as well as internal capabilities and resilience building. The sustainability aspect comes from the learning upgradation that comes with this evolving model. Learnings from the 10-point relief initiatives have updated TSF's own NGO network and created verticals such as 'Gender and Community' within TSF. At an organisational level, sustainability also comes from the social media presence that TSF developed during the COVID19 pandemic. The visibility created for the on-ground work can help garner support for more donors in the longer run.

Learnings/Recommendations

Based on the study to assess the responsiveness design and implementation of the initiatives, the program had tremendous impact in facilitating relief and rehabilitation efforts for the beneficiaries. However, we have below recommendations to further improve and strengthen the lives of community,

1. **Orientation** to be arranged while collaborating with the government officials to brief on the TSF mandate of working. This can ensure that TSF best practices can be integrated in the collaboration and reduce the possible delays due to the government bureaucracy. This shall also foster the collaboration with various stakeholders working in the region and effectively respond to crisis.
2. The pandemic has had a significant impact on **mental health**, and TSF could work with local organisations to provide mental health support and resources to those who need it.
3. TSF could set up remote healthcare services using **telemedicine technology** to help people access medical care without leaving their homes. This could help ensure that people still receive the care they need.
4. While introducing product-based initiatives such as masks, paper bags, etc, it is important to account into market requirements to avoid any further challenges for forward linkage.

Conclusion

The 10-point "#CombatCovid19 initiative" that TSF launched during the pandemic crisis is a set of ten key activities with a primary focus on improving the capacity of public health systems to serve communities, filling knowledge and resource gaps, and creating economic and other opportunities to address the sociological effects of the pandemic in the remote areas of Jharkhand and Odisha. In light of the rapid action needed during the worldwide pandemic emergency, TSF was able to strategically create the programmes while assessing the community's needs, obstacles, and systemic gaps, and then efficiently coordinate and deliver the support. Through the programmes, TSF was able to extend support for expeditiously closing gaps and providing key consumables and equipment to public health systems that serve vulnerable communities. Tremendous efforts were also observed in tackling the issues of food security, income generation, and creating awareness in the community. This research found that the programmes were also successful in creating a huge influence for more than 10 lakh beneficiaries through contextualising the interventions and disseminating services through effective measures while aligning with Tata's disaster response values. Moreover, the COVID-19 virus itself was a new variant as far as the health sector was concerned, and the world was actively seeking a solution while still in the discovery phase. In this circumstance, TSF played a critical role at the forefront, demonstrating solidarity and humanity towards society, which has set a role model for others in the CSR domain.

Appendix

Line Item	Quantity	Amount (Rs)
Patient Bed*	100	79,3000
Bedside Locker*	100	2,04,500
Saline Stand*	100	2,00,000
Ventilator*	25	2,68,74,975
Non-contact infra-red thermometer	100	4,11,000
BP Instruments	100	1,46,000
Wheel Chair	50	3,32,600
Digital HB Meter	200	9,46,200
Oxygen Cylinder	300	34,59,300
Patient Stretcher*	40	4,60,000
Protective Shoes	300	1,45,500
Face Shield	200	23,600
Reusable vinyl/rubber gloves	2000	2,34,000
Latex Single use gloves	5000	1,05,000
Particulate respirators (N95, FFP2)	5000	8,15,000
Medical Masks	6000	90,000
Single use long leaved fluid resistant reusable non-fluid resistant gown	3000	74000
Plastic aprons- Alcohol based hand-rub	3000	8,40,000
BMW waste polythene	400	50,000
BMW Bin	900	11,68,200
Disinfectant Benzol Chromium	200	5,54,600
Sodium Hypochloride	1000	82,000
Sharp Containers	500	2,53,000
PPE Kit	5000	74,95,000
Cover all gown disposable full sleeve	5000	55,00,000
Contingency		30,00,000
Total		5,46,57,475

*Items such as ventilators, saline stands, patient beds, stretchers, and bedside lockers were cancelled either due to the quality available or the time taken for delivery. This freed up funds worth Rs. 3.31

crore for the team. The freed-up funds were then used for the supply of essential materials and to support other departments like housekeeping, security, and other sundry purchases.

Sr. No.	Line Item	Amount
1	Cost of additional equipment	1,18,00,000
2	Cost of medicine	50,00,000
3	Expenses for the manpower (Security, Attendant & Sweeper)	43,00,000
4	Expenses for food	45,00,000
5	Expenses due to logistics	18,00,000
6	Payment of maintenance charges to Medica Synergie	37,00,000
Total		3,11,00,000

Between April and December 2020, an additional payment of **Rs. 57,00,131** was made to the hospital, with Rs. 23,32,835 from April to July 2020 and Rs. 33,67,269 from July - December 2020. These funds were dedicated to cover the day-to-day contingency expenses at the hospital.