

**Static Clinic & E-Health Centre  
(5020002)**

Evaluation Report



Name of the Project:  
**Static Clinic & E-Health Centre (5020002)**

Timeframe of the Project studied  
**2020-2021**

Duration of the Evaluation Assignment  
**March 2023- April 2023**

Location of the evaluated project  
**Jharkhand and Odisha**

Names and/or organisation(s) of the evaluator(s)  
**Athena Infonomics**

Name of organisation commissioning the evaluation  
**Tata Steel Foundation**

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# Acknowledgement

This report documents the findings from an independent evaluation of the Project, “*Statics Clinic & E-Health Centre (5020002)*” across two Indian states – Jharkhand and Odisha- for the duration 2020 -21. The evaluation was commissioned by Tata Steel Foundation (TSF) and is based on interviews with relevant stakeholder groups at district and community levels, in addition to a documentary review.

The evaluation team wishes to acknowledge the contribution and support of all those who have been involved in this project. The team specially wishes to acknowledge the following individuals at Tata Steel Foundation whose time and inputs have helped us through this process: Mr. Sourav Roy (Chief Executive Officer), Mr. Ajit Chaudhuri (Head - Strategy), Mr. Rajesh Kumar (Unit Lead - Jamadoba), Dr. Anuj Bhatnagar (Head- Public Health); Dr. Pushpa Tiwari (Clinical Associate - Public Health) and Mr. Bibek Sarkar (Manager - Public Health Research).

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This evaluation has greatly benefitted from the interviews and discussions with stakeholders. The evaluation team sincerely thanks all those who participated in the present evaluation for their valuable input and time.

Athena undertook the evaluation under the guidance of Dr Rajesh Khanna (Project Director) and Mr Puranjit Banerjee (Evaluation Specialist) with support from Ms Shivani Kapoor (Advisor), Ms Trapti M (Consultant) and Ms Shruti Cheriyan (Associate Consultant).

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# Executive Summary

- To meet the primary healthcare needs of communities, Tata Steel Foundation (TSF) provides essential basic health care services in its areas of operation through static clinics. The project of static clinic has been evaluated to study its efficiency, effectiveness, relevance and sustainability.
- As per the CSR rules of India, Tata Steel allocates at least 2% of its average net profit towards CSR. TSF, as the CSR arm of Tata Steel, implements the CSR programs with the CSR fund.
- The CSR activities of Tata Steel are overseen by a four-member CSR committee with the CEO&MD of Tata Steel as one of the members.
- Static clinics are implemented in Jharkhand and Odisha to supplement the inadequate public healthcare system in the operational areas of Tata Steel.
- The static clinics operate for 5 days in a week between 9 AM and 6 PM. The clinics provide free medical consultation and medicines to people coming from BPL families.
- The Clinics are run and managed by 1 doctor, 1 pathologist, 1 pharmacist, 1 senior assistant and 1 ANM.
- The field Units located in Jharkhand and Odisha implement the projects in the field with technical support and guidance from the thematic teams based at the HQ. The Head of the respective field Units oversees all projects that are implemented in his/her Unit area.
- The footfall in the static clinic at Joda dropped drastically from 7,884 in 2019-20 to 825 in 2020-21 due to COVID-19 lockdown. The Bamnibal static clinic had a footfall of 1604 patients in the same year. The daily footfall as reported by the clinic staff was of 30-50 patients.
- The progress of the projects is monitored at multiple levels. The Unit Head of the concerned Unit monitors the project on a day-to-day basis. The Civil Surgeon and the District Magistrate monitors the progress on a regular basis. The Head of Public Health at the TSF HQ also reviews the progress frequently.
- The Project is relevant to the local healthcare context, as the clinics operate among the marginalized and vulnerable population groups with very limited access to modern healthcare facilities.
- TSF's public health projects, including the static clinic and e-health centre, contribute to the UN's Sustainable Development Goal (SDGs) – 3: Good health and well-being. This initiative contributes towards reducing and preventing premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- TSF's static clinics in achieving the National Health Mission (NHM) by providing access to health services and being responsive to people's needs.
- By providing free services to people, static clinic induces a habit of unwillingness to pay for healthcare services. With the increasing demand from people, it may be difficult at one point of time to meet the heavy demand.
- In order to be more effective, the clinic may work in convergence with the government health service delivery system in the district and complement their services.
- The clinics may be engaged in preparation a joint health service delivery plan for the district and the block.
- The static clinics may consider scaling up its preventive healthcare services and conduct more health awareness programs in the area.

# Introduction

## Background

Tata Steel believes that the health and welfare of its people, the community and society as a whole, is intrinsic to its approach to business. With this belief, Tata Steel has been implementing several initiatives to give back to the community where they work. The Corporate Social Responsibility (CSR) initiatives of Tata Steel are being implemented around its mines and plant areas for decades, long before the Government of India enacted the CSR regulations. One of the key Corporate Social Responsibility (CSR) objectives of Tata Steel is to enable sustainable and significant betterment in the well-being of communities proximate to its operating locations. Tata Steel Foundation (TSF), the CSR arm of Tata Steel, intends to achieve this objective by taking up various initiatives in health, livelihoods, water, nutrition, education, disability, infrastructure, sports, village institutions and empowering women.

The Tata Steel Foundation (TSF) is one of the largest implementing foundations in the country. It is building on the legacy of the Tata Steel Rural Development Society and the Tribal Culture Society. Over the years, TSF has expanded the scope and spread of work to create efficient, lasting solutions to communities' core development challenges.

The public health mandate of TSF aims at ensuring that basic health parameters of the population proximate to Tata Steel operational areas are maintained through provision of primary healthcare services and promotion of healthcare awareness of people. To meet the primary healthcare needs of communities, TSF provides essential basic health care services in its areas of operation through static clinics.

TSF entrusted Athena Infonomics Private Limited to evaluate the static clinics and e-health centre project

## Evaluation Purpose and Objectives

Tata Steel Foundation is committed to delivering primary health care for communities located in its business proximity. TSF's static clinics are equipped with doctors, paramedical staff, and dispensary facilities.

The purpose of the mandatory evaluation is to evaluate the effectiveness of the inputs provided under the project of static clinics.

## Evaluation Scope

The scope of the mandatory evaluation is limited within the spread and coverage of the CSR project titled as static clinics and E-health centre.

## Evaluation Questions

The evaluation had attempted to respond to the basic evaluation questions.

- What is the organizational structure of CSR, and how is this project being represented at leadership level?
- Is the project compliant with the provisions of relevant sections of the Companies Act, 2013?
- Is there a long-term CSR strategy that outlines the vision, themes, target communities, and goals to be achieved under each theme/initiative? Are there KPIs for the same?
- Does the CSR strategy align with the broader group-level CSR strategy and themes?
- How aligned is the initiative with local communities, and general guidelines for healthcare initiatives laid out under the broader CSR strategy?
- Is the initiative being run by CSR partners? What is the process of identifying said partners and vetting/due diligence undertaken?

- Is there an implementation plan designed? Is it periodically reviewed for iterative improvement as project expansion occurs? How are these changes tracked?
- Are there explicit tracking and monitoring systems in place? What are the KPIs/Parameters defined, how closely do they track outcomes and outputs that align with initiative's objective?
- What deviation levels are defined as far as the observed outcomes, and at what level is corrective action taken? Is there a record of corrective actions taken?
- Is there any periodic review that is undertaken so as to ensure that corrective action might be undertaken as soon as any deviation is encountered?
- What are the changes brought about in the community with regards to: care seeking behaviour, awareness, accessibility care coordination, care continuation and other health indicators
- What is the feedback from the community, and how do they perceive the initiative?

- Who are the decision makers in the process, and what are the change enablers that have been identified? How can this be used to improve the process moving forward?
- Is this initiative a self-sustaining one? What are the risks arising if TSF were to step out of this initiative?

### Evaluation Approach

The evaluation was conducted using a participatory approach. In cognisance of the scope of the evaluation, we followed a system that combines process-centric evaluation and an outcome assessment. It was essential to assess the various activities and processes - suitability, usefulness and intended and unintended outcomes. The critical issue is to evaluate and determine whether the program is beneficial, eco-system changes and achieves the objectives. We propose to use a Theory-Based Evaluation (TBE) to determine the outcome impact, progress, and causality of the changes. TBE will also help us understand why and how results are achieved and how they may be improved. It will produce an evidence-based narrative and helps to explain how and why changes occurred.

Our overall approach was to understand the Theory of Change (ToC) of the Project, identify the key stakeholders who are taking part and being impacted at each level of the ToC of the Project, design instruments for data collection from each respondent groups, collect data from the stakeholders and prepare the evaluation report.

An assessment matrix was designed based on the OECD-DAC evaluation criteria of relevance and coherence, efficiency, effectiveness, outcome, impact (likely), and sustainability. These criteria are intended to assess progress and outcome, process efficiency, comparative assessment of different streams of activities, relevance and coherence of the programme with the changing eco-systems.

As per our understanding, the Project "static clinics & e-health centres" has the following ToC:



## Methodology

### Planning and designing

The evaluation team planned the exercise based on their understanding of the project from the Terms of Reference and initial interactions with the TSF Team. A research framework was developed and followed.

**Table 1: Research Framework**

Focus areas	Areas of inquiry	Stakeholders	Research Instruments
CSR Strategy	Long-term CSR strategy of TSF and how the project strategy gets aligned with the broader group-level CSR strategy and themes of TSF	Project Team	In-depth interviews using a checklist
	Organizational structure of CSR in TSF and how the current project fits into the overall organizational structure		
Planning, implementation & monitoring	Expected results of the Project and the implementation plan to achieve the results	Project Team	In-depth interviews using a checklist. Secondary research
	Current status of implementation/achievement against the plan	Project Team Unit heads Team members	Project MIS Project reports / secondary research
	The methods of review and monitoring	Project Team Unit heads Team members	In-depth interviews
	Resources availability and allocation	Project Team	
Effectiveness and Impact	Process of measuring the effectiveness/impact of the project	Project Team Unit heads	In-depth interviews
	Evidence of changes in care-seeking behaviour, awareness of public health programs and other health indicators, accessibility, affordability, effectiveness, care coordination, and continuity	Unit heads Community members Patients	In-depth interviews Field-level survey using an open-ended questionnaire
Sustainability	Availability of additional sources of funds apart from the TSF CSR funding, the methods of collection of funds	Project Team	In-depth interviews
	Participation of local community/institutions/Panchayat in the initiative	Unit head Community members	In-depth interviews Interactions with community
	Existence of a plan for phasing out / withdrawing the project and the procedure or sustaining after the withdrawal of support	Project Team	In-depth interview
Issues and challenges	Issues and challenges in planning, monitoring, implementation, funding, and sustainability	Project Team Unit heads Team members	In-depth interviews

### Stakeholder consultation

The discussions with the stakeholders were held in a participatory and transparent manner. The purpose of the evaluation was explained to the stakeholders, and their responses and perspectives on different aspects of the project were sought with the overall goal of making the project more effective. Inputs were taken from the senior management team at TSF HQ, the Unit Head and thematic team at the Unit office and the doctors, clinic staff and patients at the static clinics. The evaluation team visited the static clinic (Joda) and had

in-depth discussions with the Clinic team and the patients who were present during the visit.

Detailed discussion guidelines were used for consultation with the program management and project teams at the HQ and field levels. A structured and mostly open-ended questionnaire was used for discussions with the patients / community members. The evaluation team met the following categories of respondents:

S. No.	Location	Respondent category
1	TSF HQ	Head of Public Health, Program Head, Manager - Public Health Research
2	Unit Office	Unit Head, Thematic Head, Program Coordinator,
3	Static Clinic	Doctor, Pharmacist, Sr. Assistant, ANM
4	Static Clinic	Patients



### **Analysis and report writing**

The data collected through stakeholders' consultations and from secondary sources were analysed to find responses to the specific Research Questions, and the report was prepared.

### **Limitations of the Study**

Unavailability of program documents due to COVID-19 lockdown during the reference period of evaluation.

The evaluation for the period of 2020-21 was conducted in March 2023. The time gap of almost two years between the reference period and the actual evaluation caused loss or distortion of information due to recall value bias of the beneficiaries.

# Evaluation Findings

## Corporate Social Responsibility (CSR) Strategy



In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.

Jamsetji Tata



### CSR Mandate and Strategy is driven by the philosophy of its founder

In line with the philosophy of the founder, Tata Group firmly believes the health and welfare of its people, the community and society, as a whole, is intrinsic to its approach to business. One of the critical Corporate Social Responsibility (CSR) objectives of Tata Steel Ltd is to enable sustainable and significant betterment in the well-being of communities proximate to its operating locations.

Tata Steel Foundation is the implementing arm of Tata Steel's commitment to community. Instituted on August 16, 2016, Tata Steel Foundation is a Section 8 company with over 1000 people, across

11 units and two states of Jharkhand and Odisha. In FY23, the Foundation reached 3 million lives through its consolidated programme portfolio effectively positioned under Impact and Enterprise pathways on Public Health, Education, Livelihoods, Gender and Community Enterprise, Infrastructure and Tribal Identity, at a commitment of 500 crores.

The Strategy of TSF is to address the needs of communities and key stakeholders by focusing on initiatives in health, livelihoods, water, nutrition, education, disability, infrastructure, sports, village institutions and empowering women.

Tata Steel Foundation (TSF), is responsible for strategizing, planning, implementing and monitoring all CSR activities of Tata Steel. Tata Steel allocates at least 2% of its average net profit of the preceding three years, towards CSR activities to sustain and improve a healthy and prosperous environment and to improve the quality of life of the communities it serves. Any surpluses arising out of CSR projects or programs or activities is re-deployed back into TSF for conducting the CSR activities and does not form a part of the company's business profits

### CSR and Sustainability Committee

In the year 2020-21, Tata Steel Ltd had

a CSR Committee of the following four members:

- Mr Deepak Kapoor, Independent Director – Chairperson of the CSR Committee
- Mr TV Narendran, CEO & MD, Tata Steel Ltd – Member
- Mr Koushik Chatterjee, Executive Director & CFO – Member
- Mr O P Bhatt, Independent Director – Member

An Apex CSR Steering Committee chaired by the Managing Director and comprising the senior management team of Tata Steel Ltd conducts a quarterly review of the activities and monitors achievements against targets set at the beginning of the year.

The Company has set up a CSR Advisory Council, comprising some of the most eminent experts from the academic and developmental domains. The members of the Advisory Council provide macro policy-level inputs that not only critique, but also guide and inform Tata Steel's CSR work.

TSF, the CSR arm of Tata Steel Ltd, works under the guidance of the Tata Steel's CSR Committee. The MD (Mr TV Narendran) and the CFO (Mr. Koushik Chatterjee) sit on the Tata Steel Ltd CSR and Sustainability Committee and on the Tata Steel Foundation Board.

## CSR programs and spending

The Board of Directors of Tata Steel Ltd had approved the following CSR programs in the year 2020-21:

**Table 2: CSR Programs approved by the Board of Directors for the Financial Year 2020-21**

S No	Sector	Program	Amount allocated (Crore INR)
1	Public Health	Promoting Healthcare including preventive healthcare through civic infrastructure & services	39.32
2	Public Health	Promoting Healthcare including preventive healthcare through sanitation projects	0.95
3	Water	Provide safe drinking water through water projects including water infrastructure and solar drinking water facilities	8.38
4	Public Health	Response to COVID 19 Pandemic	107.39
5	Education	Promote and improve quality of Education and support for School Infrastructure	52.25
6	Livelihood	Livelihood generation programs through promoting agriculture and allied activities, skill development, entrepreneurship, women empowerment and programs on disability.	23.39
7	Environment	Animal welfare, protection of flora and fauna and ecological balance programs	4.85
8	Tribal Development	Promote and preserve tribal art, culture and languages	5.69
9	Sports	Promoting Sports Academies and grassroot sports	9.89
10	Renewable Energy	Renewable energy, bio-diversity programmes & rural infrastructure	6.47
11	Governance	Holistic development of Communities in Panchayats enroute between Jamshedpur and Kalinganagar	0.65
12	Disaster mitigation	Provide assistance to affected communities in times of natural calamities	1.75
13	Others	Overheads	9.19
		TOTAL ALLOCATION	270.17

The actual amount spent by TSF on various Activities is as follows:

FY 2019-20:	INR 192.7 Crore
FY 2020-21:	INR 170.3 Crore plus INR 51 Crore on COVID-19 response
FY 2021-22:	INR 254.3 Crore plus INR 151.7 Crore on COVID-19 response
FY 2022-23:	INR 468.8 Crore

### CSR Implementation Structure in Public Health

The field Units located in Joda, Noamundi, West Bokaro and Jamadoba implement the projects in the field with technical support and guidance from the thematic teams based at the HQ. The Head of the respective field Units oversees all projects that are implemented in his/her

Unit area. There are also thematic teams, such as Health, Education, Livelihood etc. within the field Units to implement the CSR activities in the respective themes. The implementation structure of the CSR initiatives of TSF may be depicted as under

The implementation structure of the CSR initiatives of TSF, particularly the static clinics, is depicted as under:

### CSR Implementation Structure of TSF



## TSF's Strategy in Public Health

The main focus of the Public Health Team of TSF is to assess the community's requirements, revisiting TSF's existing portfolio of healthcare services, and revamping the healthcare model accordingly.

TSF partners with governments and independent organisations worldwide to work towards improving the overall health and hygiene of the community in and around areas where they operate.

The public health mandate of TSF aims at ensuring basic health parameters of population proximate to Tata Steel's operations is catered through provision of primary healthcare services as well as enhancing healthcare awareness among the population.

## Impact Pathway of TSF's Public Health Initiatives

TSF's Programs aim at building regional change models which enable lasting betterment in the well-being of

communities, prioritizing those who are excluded and proximate. The Impact Pathway of TSF's programs are designed in such a way that the programs undertaken in various themes create long-term impact in the lives of its stakeholders.

The Annual Business Plan of Tata Steel Foundation for 2020-21 depicts The Impact Pathway of the Health Sector initiatives as follows:

### Impact Pathway of Public Health Initiatives of TSF



## Projects Overview

Under TSF Public Health program, health care facilities are provided to the people located in the operational villages and proximate areas in the forms of:

- Static clinic to provide consultation by experienced medical doctors at no cost
- Mobile medical units and ambulances to provide medical consultation as per a pre-decided schedule and ambulance services to the community members
- Financial waivers for patients treated at TMH/MTMH Jamshedpur

Static clinics are operated in Jharkhand and Odisha to supplement the public system in the operational areas of Tata Steel. Tata Steel's operational areas are located mostly in remote places.

Healthcare facilities are not so easily available around these places. As a result, communities are forced to depend on quacks. Also, the health-seeking behaviour of the communities is poor.

Under these challenging circumstances, the static clinics, run by the Public Health Team of TSF engages deeply with the community to promote health among the communities, bring behavioural change in the due process, bring a shift from quackery to evidence-based medicine and from delayed diagnosis to early screening and prompt treatment. The static clinics provides the following services:

- Medical consultation and treatment with validated drugs
- Vaccination: for COVID (Covishield)
- Patient counselling

## Planning, Implementation and Monitoring

The static clinic operates 5 days in a week between 9 AM and 6 PM. The Clinic provides free medical consultation and medicines to people coming from BPL families. The clinic runs as per a specific plan. The Unit is given a specific Budget for the static clinics, which is used for procuring medicines and supplies as per the morbidity pattern and needs of the area.

The procurement of medicines and supplies for static clinics is done through three ARC vendors shortlisted by the procurement departments based on the lowest bid. The drugs are generic in nature.

## Implementation Structure

The field Units located in Jharkhand and Odisha implement the projects in the field with technical support and guidance from the thematic teams based at the HQ. The Head of the respective field Units oversees all projects that are implemented in his/her Unit area. There are also thematic teams, such as Health, Education, Livelihood etc. within the field Units to implement the CSR activities in the respective themes.

The Clinic is run and managed by 1 doctor, 1 pathologist, 1 pharmacist, 1 senior assistant and 1 ANM.

## Project Outputs

The footfall in the static clinic at Joda dropped drastically from 7,884 in 2019-20 to 825 in 2020-21 due to COVID-19 lockdown. As per the app data available from the Public Health team, the Bamnupal static clinic had a footfall of 1604 patients in the same year. The daily footfall as reported by the clinic Staff was of 30-50 patients. During 2020-21, the Clinic staff were engaged in COVID related services, including arranging vaccination drives and awareness camps along with the other members of the Health team.

## Progress Review and Monitoring of Projects

The progress of the project is reviewed and monitored at multiple levels:

**At the Unit level** – The progress of all projects, including the current projects under evaluation, is monitored by the Unit Head on a day-to-day basis. The Unit Head meets with the Public Health team and the doctors running the static clinic to review the progress of work almost on a weekly basis. TSF implements all CSR initiatives in collaboration with the district and local administration. The progress of Static Clinics is also monitored by the Civil Surgeons, District Magistrate and the local administration on a regular basis.

**At the Headquarter level** – The project is closely monitored and reviewed by the Project Manager and the Head of Public Health at the TSF's Headquarter in Jamshedpur. The project data is gathered by the project team at the Unit level and uploaded on the Health App for monitoring and tracking.

## Data management and reporting system

The data relating to the static clinics are captured and maintained at the Unit level and reported to the Program team at TSF HQ in Jamshedpur.

There is a consolidated annual report of the project to furnish the progress of the project along with the details of cases treated in the reported period.

## Relevance

Jharkhand has been making a giant leap to provide more inclusive and affordable healthcare. Keeping in line with the momentum, TSF's intervention of the static clinics has ensured that even hard to reach and marginalised communities get access to the much-needed healthcare services.

Many of the marginalized and vulnerable population groups experience severe health inequities and face significant barriers to accessing high-quality healthcare. Consequently, members of these groups often have poorer health status than the general population and inadequate primary care coverage. This makes the program very relevant in the context of the state health indicators and poor health infrastructure.

## Effectiveness and Impact

The project under evaluation contributes to TSF's **Impact Pathway of Proximate Community Development**, i.e., "Build regional change models which enable lasting betterment in the wellbeing of communities, prioritizing those who are excluded and proximate".

The static clinics have been doing a great service to the poor and backward people living in the municipality areas and in the villages of adjacent location. People visit the clinic for common health issues like respiratory tract infections, neglected tropical diseases, NCDs and accidental injuries. Over the years, people have developed dependence on the health services of the static clinics.

Patients with serious ailments and accident injuries also come to the static clinics. The clinic refers the serious cases requiring higher level of treatment either to the Tata Steel Hospital or to the TMH/MTMH in Jamshedpur.

The static clinics mostly provide curative care to the patients. TSF's public health unit has been shifting its focus from curative to preventive care to increase the programmatic impact. Although the static clinics provide great services to the poor and marginalized people in the area, the impact of the clinics in the overall context of improving the health services of people is limited.

## Contribution towards Sustainable Development Goals (SDGs)

TSF's public health projects, including the current project under evaluation, i.e., "Static Clinic and e-Health Centre" contribute to the United Nation's Sustainable Development Goal (SDGs) – 3: Good health and well-being. Through this initiative, TSF contributes towards reducing and preventing premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. The initiative also helps in achieving universal health coverage by providing better access to quality healthcare services and financial risk protection.

Contribution towards Sustainable Development Goals (SDGs)

TSF's static clinics in achieving the National Health Mission (NHM) by providing access to health services and being responsive to people's needs. By providing financial support to the under-privileged communities, these projects contribute to the objects of Ayushman Bharat by reducing out-of-pocket expenditure, increasing access to quality health treatment, and addressing unmet needs of the community. The projects also contribute towards Vision India@2047 by investing towards the upliftment and development of rural communities. Further, some of the core objectives of the Department of Health, Medical Education & Family Welfare, Govt. of Jharkhand, which includes providing quality health services particularly to remote and difficult to reach communities and eliminating discrimination in the provision of health care at all levels, are all achieved through these initiatives.



# Conclusion and Recommendations

## Conclusion

The evaluation noted that the CSR of Tata Steel are implemented using a robust organization structure under the guidance and supervision of the CSR Committee of Tata Steel. The CEO of TSF is accountable to the CSR Board.

The public health mandate of TSF aims at ensuring basic health parameters of population proximate to Tata Steel's operations through provision of primary healthcare services and enhancing healthcare awareness among the population. The current project, static clinic is aligned with the overall CSR strategy of TSF in public health, as it supplements the inadequate health-system in Jharkhand and Odisha.

The evaluation noted that the Project is implemented through a well laid out plan and structure. The actual implementation is done at the clinic under the day-to-day supervision of the local Unit. The technical support and guidance is provided by the thematic team based in the TSF HQ at Jamshedpur and headed by the Head of Public Health.

The static clinic delivers its outputs on a regular basis. The output is measured by the number of patients treated by the Clinic. The footfall in the clinics drastically reduced in the evaluation period of 2020-21 due to the COVID-19 restrictions. However, the average daily footfall at the Clinics is between 30 and 50 patients.

The evaluation observed that the Project is monitored through a three-layered monitoring mechanism. The Unit head monitors the activities on a day-to-day basis, the civil surgeon and the District Magistrate review the progress at least once or twice in a quarter, and the Head of Public Health of TSF reviews the project on a regular basis. The data of the clinic is captured through an App.

The evaluation found the Project as relevant to the local healthcare context, as the Clinics operate among the marginalized and vulnerable population groups with very limited access to modern healthcare facilities.

The clinics have been effective in providing healthcare services free of cost to the people living in the proximity to Tata Steel's operational areas. However, with the main focus being providing curative care to the patients, the impact of the static clinics in the larger context of improving the health condition is limited.

## Recommendations

The Project has been effective in providing necessary healthcare services to the people living around the operational areas of Tata Steel. However, in order to be more effective, the Clinic may work in convergence with the government health service delivery system in the District and complement their services.

The Clinics may engage with the Health Department in preparation a joint health service delivery plan for the area clearly defining the role of each of the stakeholders, including the static clinics, in the overall health service delivery plan of the district and block.

The static clinics may consider scaling up its preventive healthcare services and conduct more health awareness programs in the area.

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