IMPACT ASSESSMENT REPORT OF DEVELOPMENT OF A MULTI-SKILLING CENTER IN GUMLA, JHARKHAND FOR WOMEN EMPOWERMENT

September 2026

Pernod Ricard India Private Limited

Price Waterhouse Chartered Accountants LLP

Table of Content

1. Executive Summary 6
2. About PRIPL 8
3. About the project 8
4. Method of Impact Assessment 10
   3.1. Sampling plan 11
5. Key findings and analysis 12
   4.1. Profile of the respondents 12
   4.2. Need for the intervention 12
   4.3. Impact of the intervention 15
   Dimension 1: Infrastructure Development and the Multi-Skilling Center 15
   Dimension 2: Skill Training and Livelihood Enhancement 19
   4.3.3. Women's Empowerment and Socio-Economic Outcomes 24
   4.3.4. Convergence, Institutional Linkages and Sustainability 24
3. IRECS Analysis 25
4. Recommendations 28
5. Study Limitations 29
6. Case Stories 29

Notice to Reader

- This report has been prepared solely for Pernod Ricard India Private Limited ("PRIPL") being the express addressee to this report as "Client" or "PRIPL**"**. PWCALLP does not accept or assume any liability, responsibility or duty of care for any use of or reliance on this report by anyone, other than (i) our Client, to the extent agreed in the relevant contract for the matter to which this report relates (if any), or (ii) as expressly agreed by PWCALLP at its sole discretion in writing in advance.

- By reading this you deem to agree and confirm the content of the same. If you do not agree, you are an unauthorised recipient and should return or destroy the document.

- The reader of this report understands that the work performed by PWCALLP was performed pursuant to the requirement stated under Rule 8(3) of the Companies (CSR Policy) Rules, 2014 and was performed exclusively for PRIPL's sole benefit and use. The reader of this report acknowledges that this report was prepared for the purpose stated herein and as per the terms agreed in the contract. Accordingly, it may not include all procedures deemed necessary for the purposes of the reader.

- PWCALLP makes no representations or warranties regarding the information and expressly disclaims any contractual or other duty, responsibility or liability to any person or entity other than its client in accordance with the agreed terms of engagement.

- This report by its very nature involves numerous assumptions, inherent risks and uncertainties, both general and specific. The conclusions drawn are based on the information available with us at the time of writing this report. PWCALLP does not make any representation or warranty, express or implied, with respect to the information contained in this report. The information contained in this report is selective and is subject to updating, expansion, revision, and amendment. It does not purport to contain all the information that a recipient may require.

- PWCALLP's Deliverable should be read in full and no way should be construed as an opinion, attestation, certification, or other form of assurance. We have not performed any procedure which can be constituted as an examination or a review in accordance with generally accepted auditing standards or attestation standards. We have not performed an audit and do not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion. PRIPL shall be fully and solely responsible for applying independent judgment, with respect to the findings included in this report, to make appropriate decisions in relation to future course of action, if any. We shall not take responsibility for the consequences resulting from decisions based on information included in the report.

- While information obtained (if any) from the public domain or external sources has not been verified for authenticity, accuracy or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. However, it must be noted that some of these websites may not be updated regularly. We assume no responsibility for the reliability and credibility of such information.

- Our work was limited to the specific samples/ procedures described in this report and were based only on the information and analysis of the data obtained through interviews of beneficiaries supported under the project, selected as sample respondents. Accordingly, changes in circumstances/ samples/ procedures or information available after the review could affect the findings outlined in this report. Further, the study did not include conducting any KYC checks/due diligence of the implementing partners and beneficiaries.

- We assume no responsibility for any user of the report, other than PRIPL. Any person who chooses to rely on the report shall do so at their own risk.
- Our observations represent our understanding and interpretation of the facts based on reporting of beneficiaries and stakeholders. The recommendations provided may not be exhaustive from the perspective of bringing about improvements in the project and additional steps/efforts may be required on the part of the management to address the same.
- PWCALLP performed and prepared the Deliverable at Client's direction and exclusively for Client's sole benefit and use pursuant to the requirement stated under Rule 8(3) of the Companies (CSR Policy) Rules, 2014. Our report is based on the completeness and accuracy of the above stated facts and assumptions, which if not entirely complete or accurate, should be communicated to us immediately, as the inaccuracy or incompleteness could have a material impact on our conclusions.
- The reader agrees that PWCALLP, its partners, directors, principals, employees and agents neither owe nor accept any duty or responsibility to it, whether in contract or in tort (including without limitation, negligence and breach of statutory duty), and shall not be liable in respect of any loss, damage or expense of whatsoever nature which is caused by any use the reader may choose to make of this report, or which is otherwise consequent upon the gaining of access to the report by the reader. Further, the reader agrees that this report is not to be referred to or quoted, in whole or in part, in any prospectus, registration statement, offering circular, public filing, loan, other agreement or document and not to distribute the report without PWCALLP’s prior written consent.
- In no circumstances shall we be liable for any loss or damage, of whatsoever nature, arising from information material to our work being withheld or concealed from us or misrepresented to us by any person to whom we make information request.

List of Acronyms

CCTV	Closed-Circuit Television
CSR	Corporate Social Responsibility
FGD	Focus Group Discussion
INR	Indian National Rupee
KII	Key Informant Interview
KVK	Krishi Vigyan Kendra
LED	Light Emitting Diode
MEP	Mechanical, Electrical, and Plumbing
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MoU	Memorandum of Understanding
MUDRA	Micro Units Development and Refinance Agency
POP	Plaster of Paris
PRIPL	Pernod Ricard India Private Limited
PWCALLP	Price Waterhouse Chartered Accountants LLP
SGD	Small Group Discussion
SHG	Self-Help Group

List of Figures

Figure 1: Key focus areas of PRIPL under the CSR vision 2030 .... **Error! Bookmark not defined.**
Figure 2: Snapshot of the project under assessment.....9
Figure 3: Education Levels (n=60) 12
Figure 4: Major livelihood challenges before joining the training (n=60) 13
Figure 5: trainings attended at the Multi-Skilling Center 20
Figure 6: Overall quality of training (n=60) 20
Figure 7: Knowledge and expertise of the trainers (n=60) 20
Figure 8: Skills being applied (n=40) 22
Figure 9: Support needed to continue applying the skills (n=60) 23

List of Images

Image 1: multi-skilling centre building at balatu, bishunpur block, gumla 9
Image 3: Side view of the Multi-Skilling Centre.....18
Image 4: Training room inside the Multi-Skilling Centre.....18
Image 2: Washroom facility with wash basins at the Centre 18
Image 5: Kitchen facility at the center.....21

List of Tables

Table 1: Qualitative sampling plan 11

1. Executive Summary

Pernod Ricard India Private Limited (PRIPL), in partnership with National Skill Development Corporation (NSDC), supported the development of a multi-skilling centre in Gumla district, Jharkhand, as part of its CSR commitment to promote inclusive and sustainable livelihoods. The intervention was designed to address the limited access to skill training and livelihood diversification opportunities among tribal communities, particularly women, in a highly rain-fed and agriculture-dependent region. The project primarily focused on developing essential training infrastructure, including classrooms, waterproofing, electricity/MEP works, CCTV installation, toilets, boundary walls and other facilities required to make the centre functional.

Price Waterhouse Chartered Accountants LLP (PWCALLP / PW) to assess the impact of the project interventions undertaken during the project period (FY 2023-24). PW adopted a mixed-method approach comprising both quantitative and qualitative research. A quantitative survey was conducted with 60 beneficiaries, while qualitative interactions included FGDs/SGDs and consultations with beneficiaries, Vikas Bharti representatives, NSDC, PRIF and other relevant stakeholders. The assessment examined changes in access to training infrastructure, women's participation, skill application, income enhancement, market linkage, and sustainability of the centre. The findings were organised using the IRECS framework - Inclusiveness, Relevance, Effectiveness, Convergence and Sustainability. The project details and the approach adopted for carrying out the impact assessment are illustrated below:

Implementing partner

National Skill Development Corporation (NSDC)

Project period

2023-24

Research method

Mixed method

Project budget

INR 1.19 Cr.

Sample size

60 women beneficiaries and 5 key stakeholder interactions

Research framework

IRECS

Key findings from the impact assessment study:

- Prior to the intervention, training was conducted in a small makeshift structure and, at times, under open shade. During the monsoon, leakage disrupted learning. There was no comparable training infrastructure in the area; the nearest similar facility, Bank of India's RSETI, was around 60 km away, making it difficult for tribal women to access formal training. The new centre has created a local training platform, reducing travel barriers and improving access to skill-building opportunities for women and farming households.

- Key infrastructure works such as building construction, waterproofing, electricity/MEP works, toilets, boundary walls, and basic electrical and plumbing facilities have enabled the centre to become operational.

- Functional spaces such as classrooms, kitchen, dining area, toilets, and training rooms are now being used for training activities. Beneficiaries confirmed during FGDs that the current building provides a much better learning environment compared to the earlier makeshift structure.

- Stakeholders noted that the presence of a proper building with classrooms, sanitation, lodging, and safety features has improved community trust in the training process. Women and farmers feel more confident attending trainings in a structured and formal environment. Trained participants reportedly encourage others from their villages to attend, creating a multiplier effect and increasing community engagement.

- Stakeholders noted that the presence of a proper building with classrooms, sanitation, lodging, and safety features has improved community trust in the training process. Women and farmers feel more confident attending trainings in a structured and formal environment. Trained participants reportedly encourage others from their villages to attend, creating a multiplier effect and increasing community engagement.

- The centre has facilitated trainings in locally relevant areas such as oyster mushroom cultivation, medicinal and aromatic plants, minor forest produce processing, tailoring, and nursery management. These trainings are relevant to the local context, where communities depend heavily on rain-fed agriculture and forest-based resources. Around 66.7% of respondents reported applying the skills learned, indicating that the training has translated into some livelihood practice.

- The centre has facilitated trainings in locally relevant areas such as oyster mushroom cultivation, medicinal and aromatic plants, minor forest produce processing, tailoring, and nursery management. These trainings are relevant to the local context, where communities depend heavily on rain-fed agriculture and forest-based resources. Around 66.7% of respondents reported applying the skills learned, indicating that the training has translated into some livelihood practice.

Recommendations:

- **Complete and strengthen the infrastructure for inclusive and livelihood-oriented use: PRIPL** may prioritize completion of pending infrastructure works, including accessibility features such as ramps for Persons with Disabilities. The centre may also be fully equipped with functional laboratories, tools, and processing machinery for Shatavari processing, powder making, lemongrass oil extraction, and pattal leaf plate production, especially as 66.7% of respondents identified equipment/tools as a key support need.

- **Strengthen monitoring, quality assurance, and project governance**: Future infrastructure-led projects should include periodic physical site visits, structured verification of progress, and a Monitoring, Evaluation and Learning (MEL) framework to track infrastructure completion, quality indicators, equipment installation, and training participation. Clear phase-wise milestones should also be built into project design to ensure better execution and accountability.

- **Improve training delivery and market orientation:** The local CSO may strengthen training effectiveness by increasing hands-on practical sessions, especially given the low-literacy profile of beneficiaries, and by adding modules on pricing, packaging, market identification, and direct selling. Training schedules may also be made more flexible to accommodate women's household responsibilities.

Comprehensive analyses, detailed findings & observations, recommendations, and testimonials are presented in the subsequent sections of this report.

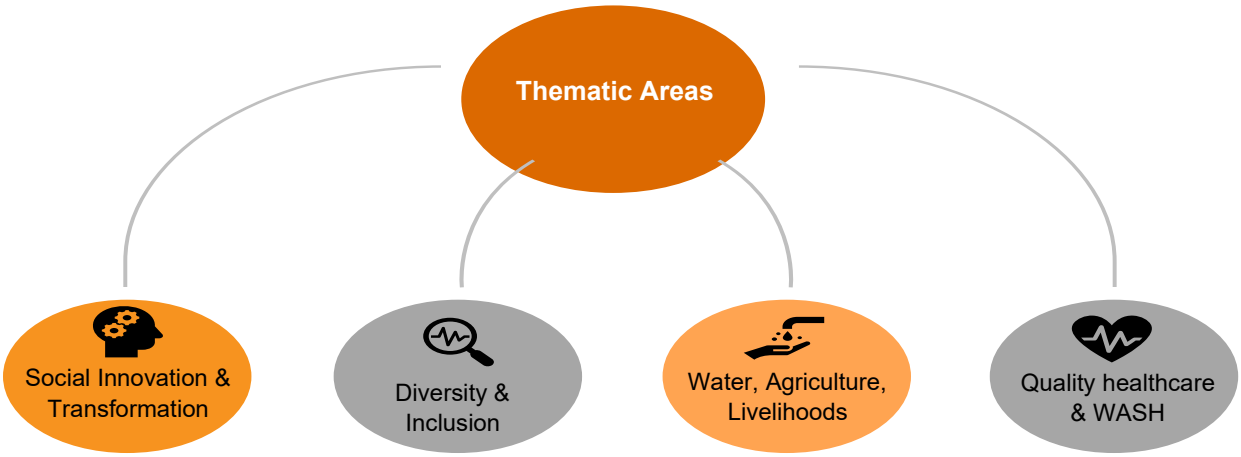
2. About PRIPL

Pernod Ricard India Private Limited (PRIPL), a multinational alcohol beverage company. As a wholly owned subsidiary of Pernod Ricard South Asia, PRIPL boasts over 30 years of heritage in India, with operations including a distillery in Nashik and 24 production sites nationwide.

PRIPL is dedicated to responsible business practices and community involvement through its Corporate Social Responsibility (CSR) initiatives. Guided by PRIPL's CSR Policy, which aligns with Section 135 of The Companies Act 2013, these initiatives prioritize sustainable development and address the needs of marginalized and disadvantaged communities throughout its operational regions in India.

The Pernod Ricard India Foundation (PRIF), a Section 8 Company and a wholly owned subsidiary of PRIPL, leads the company's CSR endeavors. PRIF is committed to driving transformational growth and development in strategic program areas. PRIPL engages actively with stakeholders, such as government bodies and community members, to ensure meaningful CSR initiatives. Through sustained community engagement, PRIPL strives to enhance local development, strengthen communities, and ensure opportunities for everyone to prosper[1].

Figure 1: Key thematic areas



3. About the project

PRIPL has conceptualized a project to develop “a multi-skilling center in Gumla, Jharkhand for Women Empowerment" **to address the critical absence of training infrastructure and livelihood opportunities for tribal women in Gumla district, Jharkhand**. This project aimed to refurbish the existing infrastructure at Balatu, Bishunpur block, Gumla district, into a **multi-skilling center to cater to the local tribal population, particularly women.**[2]

[1] Source: CSR program report 2023-24, Website
[2] MoU signed between Pernod Ricard India Foundation and National Skill Development Corporation

Figure 2: Snapshot of the project under assessment

Project Objective

Development of a multi-skilling center for providing skill training & other means of livelihood for tribal women

Project Coverage

Planned coverage:
1,600 tribal women (600 tribal women - training, 1000 SHG women - livelihood generation activity

Total Budget Utilization

INR 1.19 Cr.



Project Location

Gumla, Jharkhand

Project Timeline

2023 -24

Implementation Partner

National Skill Development Corporation (NSDC)

- The project was **implemented through a three-tier partnership model** wherein PRIPL as the 'CSR funding organisation', NSDC as the 'implementation partner', and a local Civil Society Organisation (CSO)- Vikas Bharti as the 'training and ground-level implementation partner'.

- Across multiple phases, **various infrastructure development activities** were carried out under this project as per the MoU. Construction and repair work involved wall putty, wiring, tiling, waterproofing, brick wall raising, and fixture replacements across various building areas. Additionally, kitchen granite, iron staircase installation, and washroom plumbing and repairs were completed.

- By March 2024 (project closure), repair and maintenance work was 80% complete, and new construction (civil work) was 40% complete.[3] Some planned components such as equipment installations, including 15 air conditioning units, 1 generator, 48 CCTVs, and 1 LED monitor were incomplete at the end of the project period.

- As observed at the time of the impact assessment visit, the functional portions of

IMAGE 1: MULTI-SKILLING CENTRE BUILDING AT BALATU, BISHUNPUR BLOCK, GUMLA



[3] Annual Programme Report detailing project status at project closure

the building, including classrooms, kitchen, dining area, toilets, and basic electrical and plumbing infrastructure, have been made operational and are being utilized by CSO for conducting trainings. The CSO representatives reported during the stakeholder group discussion that the building construction was completed around September/October 2025. Beneficiaries during the FGDs also confirmed that the building now provides adequate infrastructure for training compared to the earlier makeshift structure.

- Following trainings were conducted by the CSO team post the completion of the project in March 2024 till the time of assessment, which had a cascading impact on the beneficiaries and has been captured ahead in the report:

S. No.	Type of Training	Duration
1	Oyster Mushroom Cultivation	3 Days
2	Cultivation Method of Fruit Plants	3 Days
3	Cultivation Method of Medicinal Plants	4 Days
4	Collection Method of Minor Forest Produce	4 Days

4. Method of Impact Assessment

PRIPL engaged Price Waterhouse Chartered Accountants LLP (PWCALLP) to carry out the impact assessment of this project with a purpose to evaluate the impact created on the lives of various stakeholders. The scope of work included reviewing the Key performance indicators (KPIs) as defined by the Management of the PRIPL under the framework for implementing the project for the outputs, outcomes and impact of the project. Team adopted the **"Inclusiveness, Relevance, Efficiency, Convergence, and Sustainability Framework (the 'IRECS')"** to provide management with recommendations on the Project's performance for their further evaluation and consideration.

The assessment was undertaken using quantitative and qualitative methods to understand the interventions undertaken under the CSR project in mutual discussion with PRIPL. The overall methodology adopted for conducting the impact assessment study is categorized into four stages as illustrated below:

Stage 1: Desk review

- Inception meeting was done with the PRIPL team to get a detailed understanding of the project interventions.
- Built consensus on scope of work and understanding PRIPL expectations.
- Desk review of project documents (such as Project MoU detailing project specifics, Annual Programme Report detailing project status at closing and Training Documentation detailing the training content) was done.
- Based on the desk review and preliminary interactions with key stakeholders from PRIPL, mapping of project stakeholders was done in consultation with PRIPL team for interaction purpose.

Stage 2: Planning and tool preparation

- The data collection plan was finalised in consultation with the PRIPL team.
- Key indicators, research tools were also shared and finalised post incorporation of feedback from PRIPL team.
- PRIPL team was then apprised about the data collection plan for the field visit.

Stage 3: Data collection & field visit

- The field data collection process was initiated.
- Quantitative survey with 60 project beneficiary women was undertaken to record their feedback.
- Focus Group Discussion (FGD) with female beneficiaries were undertaken to gauge their views on the project.
- Small Group Discussion (SGD) with Representatives from Local CSO beneficiaries were undertaken to gauge their views on the project.
- Key Informant Interviews (KIIs) with NSDC Representative and PRIF Representative were conducted.

Stage 4: Data analysis and report writing

- Assimilated the key findings to better analyse the data.
- Prepared the draft of the impact assessment report to PRIPL team.
- Obtained and incorporated feedback received from PRIPL.
- Prepared and submitted final impact assessment report to PRIPL.

3.1. Sampling plan

As a part of the mixed-method approach, a structured sampling plan was implemented, involving a **sample size of 235 beneficiaries which was estimated based on 95% confidence level and 5% margin of error** by considering the total number of planned beneficiaries (600 tribal women to be trained) who received trainings under the project as the universe. The study, however, **covered 60 beneficiaries due to the mobilization constraints highlighted by the implementing partner**. The findings and analysis presented in the following sections of the report are based on the responses from these 60 samples.

As a part of the qualitative assessment, the following interactions including Focus Group Discussions (FGDs), Small Group Discussion (SGD), and Key Informant Interviews (KIIs) were also conducted to ensure holistic feedback on the project activities from the stakeholders:

Table 1: Qualitative sampling plan

Stakeholder Name	Mode of interaction	No. of interactions
Female beneficiaries	FGD	2
Vikas Bharti (CSO) Representatives	SGD	1

Stakeholder Name	Mode of interaction	No. of interactions
NSDC Representative	KII	1
PRIF Representative	KII	1
Total		**5**

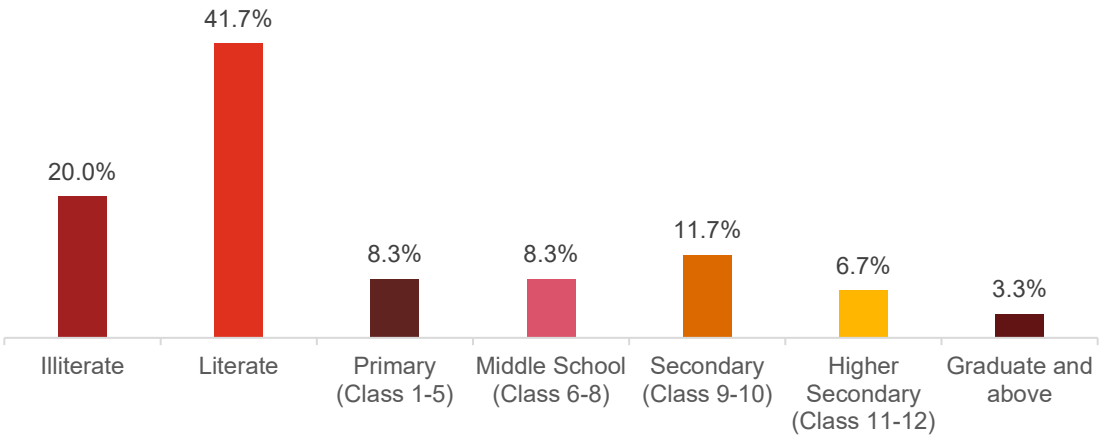
5. Key findings and analysis

This section of the report highlights the key findings and analysis on the impact created by the project among the stakeholders in Gumla. The findings and analysis are based on the responses of 60 participants (n=60) of the quantitative interactions along with information gathered during the qualitative interactions with key stakeholders.

4.1. Profile of the respondents

- **100% of respondents (n=60) were female** displaying the project focus on women.
- Respondents showed low levels of formal education, with **the majority (61.7%) being either illiterate or just literate** [4] displaying the project support to beneficiaries from the lowest educational background.

Figure 3: Education Levels (n=60)



- **100% of the respondents are members of Self-Help Groups (SHGs)** with several beneficiaries reporting to be part of SHGs for as long as 12 years.
- **100% of the respondents are engaged in agriculture (farming)** as their primary occupation along with collecting forest produce**.** They grow crops like paddy, wheat, potato, eggplant, onion, garlic, cabbage, and gram.

4.2. Need for the intervention

The findings from both quantitative and qualitative data confirm that the **project addressed deep-rooted livelihood constraints** among tribal women in Gumla:

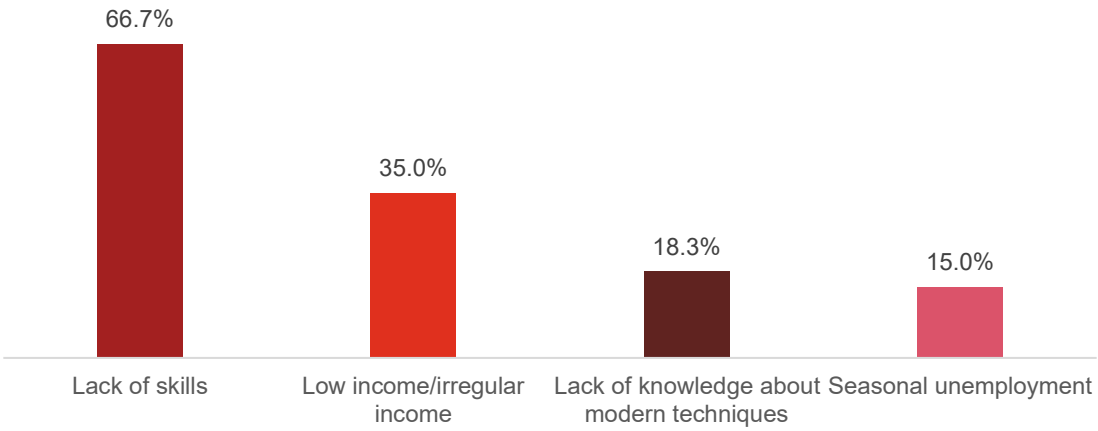
[4] An individual who can read and write with understanding in any language

- **Lack of Skills and Market Knowledge as Key Livelihood Barriers:** Two-thirds of the respondents **(67%) reported that lack of skills was their most significant livelihood challenge**. This indicates that many community members may have access to natural resources and livelihood opportunities, but are unable to fully benefit from them due to limited technical knowledge, market awareness, and value-addition skills. The second most frequently reported challenge was **low or irregular income, cited by 35% of respondents.** This suggests that existing livelihood activities are either seasonal, low-paying, or insufficient to provide stable household income.

  The **qualitative interactions further supported** these survey findings. The NSDC representative explained that the **area is largely forested and has historically had an abundance of medicinal plants**. However, **local communities lacked the skills required to properly identify medicinal plants**, understand their commercial value, process them appropriately, and connect with markets where they could sell these products at better prices. As a result, despite the availability of valuable forest-based resources, **communities were unable to convert them into sustainable income-generating opportunities.**

  Women in the villages faced **additional livelihood constraints**. Most had access only to small plots of land and were primarily engaged in subsistence farming, growing vegetables mainly for household consumption. In some cases, surplus produce was sold in local markets, but the returns were limited. Poor outcomes were linked to small landholdings, limited cultivation skills, lack of improved farming practices, weak market linkages, and low bargaining power. Overall, the findings highlight that **skill development, value addition, and stronger market access are critical for improving livelihood outcomes in the area.**

Figure 4: Major livelihood challenges before joining the training (n=60)



Multiple choice question, and total may not add upto 100%

- **Rain-Fed Agriculture Dependence and Limited Livelihood Diversification in Gumla:** The broader livelihood context further reinforces the need for targeted livelihood interventions in the project area. **Gumla district has only about 23–24% irrigation coverage**, which makes agriculture highly dependent on rainfall. This creates significant vulnerability for rural households, as farming outcomes are closely tied to the monsoon and there are limited opportunities for livelihood diversification. In such a context, households are exposed to seasonal risks, low productivity, and income uncertainty.

  The survey findings also reflect this dependence on agriculture. All 60 respondents reported **agriculture as their primary occupation, indicating near-complete reliance on farming as the main source of livelihood**. This dependence becomes particularly concerning in a rain-fed area where irrigation facilities are limited and agricultural activities are often seasonal. The earlier findings on livelihood challenges also align with this context: **66.7% of respondents identified lack of skills**

as a major challenge, while 35.0% reported low or irregular income, followed by lack of knowledge about modern techniques and seasonal unemployment. These issues point to the limited availability of stable, year-round, and remunerative livelihood opportunities.

The qualitative discussions further helped explain the local situation. During the SGD, representatives from a local CSO shared that the tribal population forms the majority of the local inhabitants in the project area, and that almost all of them are engaged in farming. They also mentioned that earlier, some tribal communities would set fire to forest areas during the winter months, either for hunting or for clearing land. This practice resulted in the destruction of several valuable plants, including forest-based and medicinal species that had livelihood potential.

However, sustained community engagement gradually helped change these practices. Through awareness-building and continuous intervention, communities were encouraged to move away from destructive forest-use practices and adopt more sustainable livelihood activities. These included plantation activities, improved harvesting techniques, and better market linkages for forest-based produce. This shift is important because it shows that with appropriate support, training, and institutional handholding, local communities can transition from subsistence-based and environmentally harmful practices to more sustainable and income-enhancing livelihood options.

Overall, the findings indicate that the **project area faces multiple interconnected challenges: high dependence on rain-fed agriculture, limited irrigation, low livelihood diversification, inadequate skills, and weak market access.** Therefore, interventions focused on skill development, sustainable use of forest resources, value addition, improved farming practices, and market linkage support are critical for strengthening livelihoods and improving household income security.

- **Constrained Women's Economic Autonomy and Limited Value Addition Opportunities:** Women's economic autonomy prior to the intervention was severely constrained due to **limited access to skills, markets, infrastructure, and income-generating opportunities**. During the FGDs, beneficiaries shared that their farming activities were largely focused on household consumption, with only a small portion of produce being sold in local markets. This meant that **agriculture did not function as a reliable source of independent income for women, but rather as a subsistence activity supporting household food needs**.

  Even when women were able to sell their produce, they had limited control over pricing and market access. In many cases, they depended on intermediaries who offered low prices, leaving women with poor returns despite their labour. The absence of direct market linkages and weak bargaining power further restricted their ability to earn fair value from agricultural or forest-based products.

  Women also reported **having little to no knowledge of value addition or processing techniques for locally available resources, including Shatavari and other forest produce**. As a result, resources with potential commercial value were either discarded, consumed locally, or sold as raw materials at very low prices. This reflects a major livelihood gap: while the area had access to valuable natural resources, women lacked the technical skills and market information needed to convert them into higher-value products.

  These challenges were further compounded by the absence of basic livelihood support systems. The **lack of processing infrastructure prevented women from cleaning, grading, drying, storing, or packaging produce in ways that could increase its market value**. Similarly, the absence of organised market platforms limited their ability to reach better buyers. Poor transport connectivity also meant that perishable produce often spoiled before it could be taken to distant markets, resulting in additional losses.

- **Inadequate Training Infrastructure and Limited Access to Skill Development Facilities:** During the FGDs, beneficiaries reported that **before the new building was constructed, the training centre functioned from a small makeshift structure.** In some cases, training sessions were conducted under open shade due to the lack of adequate classroom space. This created an unsuitable learning environment, especially during adverse weather conditions. Beneficiaries shared that during the monsoon season, the roof would leak, which disrupted training sessions and affected the continuity and quality of learning.

  The **lack of proper infrastructure was therefore a major barrier to effective skill development.** Without a dedicated and weather-resilient training space, participants faced difficulties in attending regular sessions, engaging in practical learning, and using equipment or materials safely. Such conditions were particularly challenging for women and tribal participants, who already faced constraints related to mobility, time, and access to livelihood opportunities.

  The CSO representative further highlighted that **there was no similar training infrastructure available in the area. The nearest comparable facility, the Bank of India's Rural Self Employment Training Institute (RSETI), is located around 60 km away.** For tribal communities living in remote villages, this **distance made access extremely difficult due to travel time, transport costs, poor connectivity, and household responsibilities**. As a result, many potential beneficiaries, especially women, were effectively excluded from formal skill training opportunities.

4.3. Impact of the intervention

The impact of the intervention has been assessed across two distinct but interlinked dimensions:

1. The **first dimension** pertains to the **infrastructure development of the multi-skilling center**, which constituted the core funded component under the project MoU with NSDC.

2. The **second dimension** pertains to the **skill trainings and related trainings** that have been conducted at the center post the project period as the center has since been utilised by local CSO, the training and ground-level implementation partner, for conducting various skill development programmes for tribal women.

The following sub-section details the impact of the infrastructure component.

Dimension 1: Infrastructure Development and the Multi-Skilling Center

The project's primary focus during the implementation period was the development and completion of the multi-skilling centre infrastructure. Given the absence of similar training facilities in the area, the creation of a functional, safe, and accessible centre has had a significant impact on skill development access, community participation, women's inclusion, and long-term institutional sustainability.

1. Completion of Essential Infrastructure Enabled the Centre to Become Functional

During the project period, priority was given to completing the essential components required to make the centre operational. As shared by the NSDC representative, the **project focused on infrastructure elements that were critical for the centre to function effectively.** These included construction of the main building, waterproofing, electricity and MEP works, CCTV installation, toilets, and boundary walls.

This **prioritization ensured that the centre was not merely constructed as a physical asset, but developed as a usable and functional training space.** The completion of these core components helped

address the infrastructure gap that previously limited access to structured skill development in the area. Earlier, **training activities were conducted in a small makeshift structure or sometimes under open shade, where sessions were disrupted during the monsoon due to leakage and lack of adequate facilities**. In contrast, the new infrastructure provides a stable, weather-resilient, and organized learning environment.

The availability of classrooms, sanitation facilities, electricity, safety arrangements, and boundary protection has improved the overall quality of the training environment. This has enabled the centre to host regular training programmes and provide a more formal and dignified space for community members, especially women and tribal participants, to learn new livelihood skills.

2. Improved Infrastructure Increased Participation and Community Confidence

The quality of infrastructure has had a **direct positive effect on community participation**. The CSO representative highlighted that when farmers and women visit the centre and see a well-built campus with classrooms, sanitation facilities, and lodging arrangements, **they feel more confident and motivated to participate in training**. The presence of proper infrastructure signals seriousness, reliability, and institutional credibility, which helps build trust among community members.

This is particularly important in a rural and tribal context where many beneficiaries may be first-time participants in formal training programmes. A **well-equipped centre helps reduce hesitation and creates a sense of assurance that the training will be useful and professionally delivered**. The improved learning environment also supports better attendance and engagement, as participants are able to learn in a safe and structured setting. The impact extends beyond the individuals who attend the trainings. As reported by the CSO representative, trained participants return to their villages and encourage others to join. This has created a multiplier effect, where positive experiences of one group influence wider community participation. In this way, the **infrastructure has not only supported direct training delivery but has also strengthened community mobilization and demand for skill development.**

3. Enhanced Safety and Supportive Facilities Improved Women's Participation

The centre has had a particularly important impact on **women's participation.** The NSDC representative emphasized that **safety is a critical factor when women are invited for training**. Women often need to ensure that their children and family members are safe before they can participate meaningfully in any training activity. The new centre **addresses this concern through its gated campus, which allows women to attend sessions while their children remain safely within the premises.**

The provision of washrooms, feeding areas, and children's play spaces has made the **centre more inclusive and responsive to women's needs.** These facilities reduce practical barriers that often prevent women from attending training, especially those with young children or caregiving responsibilities. By creating a safe and supportive environment, the centre enables women to spend time in training without constant concern for their children's safety.

This is an important impact because women's economic autonomy in the area was previously constrained by limited skills, poor market access, and household responsibilities. The **centre provides women with a space where they can learn livelihood skills, interact with trainers and peers, and participate in economic activities in a more enabling environment.** The infrastructure has therefore contributed not only to skill development, but also to improving women's access to public and economic spaces.

4. Shift from Makeshift Training to a Reliable Skill Development Platform

Compared to the pre-intervention situation, the new building represents a **major improvement in the quality and reliability of training delivery.** Earlier, the centre operated from a temporary structure that was vulnerable to weather conditions. During the monsoon, leaking roofs disrupted sessions and affected the continuity of learning. Such conditions limited the effectiveness of training and reduced the confidence of participants.

The new infrastructure has transformed this situation by providing a permanent and reliable training platform. Training can now be conducted throughout the year without being interrupted by seasonal conditions. This is particularly important in Gumla, where **livelihood opportunities are already highly seasonal due to low irrigation coverage and dependence on rain-fed agriculture**. A functional year-round training centre can help communities prepare for alternative and supplementary livelihoods beyond agriculture. The centre is now actively being used for skill development trainings, indicating that the infrastructure is not lying idle but is serving its intended purpose. It has **created a local institutional base for livelihood enhancement in an area where the nearest comparable facility, the Bank of India's RSETI, is around 60 km away.** For remote tribal communities, this proximity is a major benefit, reducing travel time, transport costs, and access barriers.

5. Centre Developed as a Shared Infrastructure Asset

Beyond its primary role as a training facility, the **multi-skilling centre is being positioned as a shared infrastructure asset for multiple programmes and institutions**. This has significantly enhanced the utilization and sustainability potential of the building.

During the SGD, CSO representatives shared that the **building is being used for approximately 15 to 16 different types of skill development projects run by the organization**. Each project that uses the building includes an institutional charge component within its project cost. This arrangement generates funds for the maintenance of the building without placing any financial burden on beneficiaries.

This model is important because it supports the long-term sustainability of the infrastructure. Many infrastructure-based interventions face challenges after the project period due to lack of maintenance funds or low utilization. In this case, the **centre is being integrated into multiple ongoing programmes, creating a recurring mechanism for upkeep and operational continuity.** The institutional charge model ensures that maintenance costs are absorbed through programme funding rather than being passed on to poor rural participants.

6. Continued Utilization Beyond the Formal Project Period

The centre's continued use after the formal project period is a key indicator of impact. The PRIPL representative noted that other **CSR-funded programmes and trainings are already being conducted at the centre**. This has contributed to the continuity of infrastructure utilization even after the completion of the original project phase.

The NSDC representative also confirmed that the **centre is now being used for various trainings by different departments through CSO.** This reflects the centre's growing role as a local hub for skill development and livelihood promotion. The representative further mentioned that **CSO was specifically chosen as a partner because the centre needed to be activated and continuously utilized beyond the infrastructure phase**. This indicates that the project design placed emphasis not only on construction but also on institutional ownership and long-term use.

By serving multiple departments, CSR programmes, and skill development initiatives, the centre has moved beyond being a single-project asset. It has become a community-level training platform that can support diverse livelihood interventions over time.

IMAGE 4: WASHROOM FACILITY WITH WASH BASINS AT THE CENTRE



IMAGE 2: SIDE VIEW OF THE MULTI-SKILLING CENTRE



IMAGE 3: TRAINING ROOM INSIDE THE MULTI-SKILLING CENTRE



> Earlier, training used to happen under tree shade. Now the building is fully constructed with proper infrastructure.
>
> - Female Beneficiaries during the FGD at the time of visit

Infrastructure Quality and Monitoring Perspectives:

- The PRIPL representative shared observations following their site visit, noting that the condition of the infrastructure differed from their expectations based on monthly updates. They highlighted areas for enhancement, such as staircase safety, accessibility provisions like ramps for Persons with Disabilities, and privacy measures in women's toilets. A change in the contractor during the project was mentioned as a factor influencing some structural aspects.

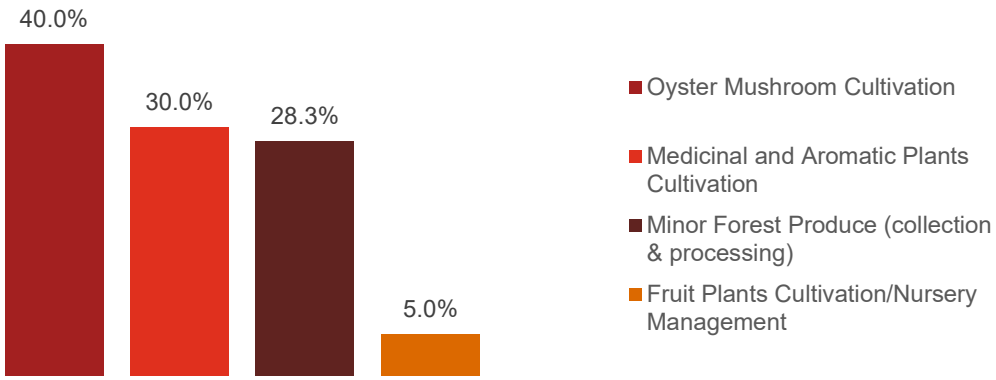
- The representative also indicated that while monthly catch-up calls and progress reports from NSDC provided updates, more frequent site visits could strengthen independent verification of progress. A planned foundation stone laying event, which would have allowed PRIPL leadership to assess the site directly, was unfortunately postponed due to security considerations in the area. NSDC indicated that milestone-based fund release, engineer verification, and on-site staff were part of their monitoring process. The differing perspectives underscore an opportunity to further enhance the quality assurance and monitoring framework collaboratively.

Having assessed the infrastructure development component, the assessment further examined the **cascading impact of the trainings conducted at the multi-skilling center, enabled by the development of the infrastructure**. CSO has leveraged this infrastructure to conduct a range of training programmes aligned with local livelihood needs, benefiting tribal women from surrounding villages. The following sub-sections present the findings on training delivery and its outcomes, women's empowerment and socio-economic impact, and convergence and sustainability of the intervention. However, it is to be noted that these following impact observations cannot be solely attributed to the funding from PRIPL as the CSO has also been undertaking multiple initiatives to conduct thee trainings on this infrastructure developed by PRIPL.

Dimension 2: Skill Training and Livelihood Enhancement

- The female beneficiaries reported **attending trainings on Oyster Mushroom Cultivation (40%), Medicinal and Aromatic Plants Cultivation (30%), Minor Forest Produce (collection and processing) (28%),** Tailoring/Stitching (10%) and Fruit Plants Cultivation / Nursery Management (5%). The selection of these training modules is closely **aligned with the local livelihood context and needs of tribal women in the project area**. The trainings were designed to build on locally available resources and existing livelihood practices of women. As reported by the CSO representatives during the SGD, the **training topics were identified through community consultations** rather than a top-down approach. Beneficiaries during the FGDs confirmed the relevance of these trainings, stating that the courses build on what they already do, such as agriculture and forest produce collection, but teach them better and more scientific methods.

Figure 5: trainings attended at the Multi-Skilling Center



Multiple choice question, and total may not add upto 100%

- The CSO representatives elaborated on the range of trainings provided. They mentioned that the trainings included mushroom cultivation, nursery preparation and sapling planting, medicinal and aromatic plants processing (e.g. lemon grass oil extraction, amla preservation, candy and jam making), and agriculture-related courses on crop selection and land utilization where CSO facilitates all these trainings through their scientists.

Training Quality Assessment:

- **70% of the respondents** rated the **overall quality of the training to be "Good".** 52% of the respondents rated the Knowledge and expertise of trainers to be "Good".

Figure 6: Overall quality of training (n=60)

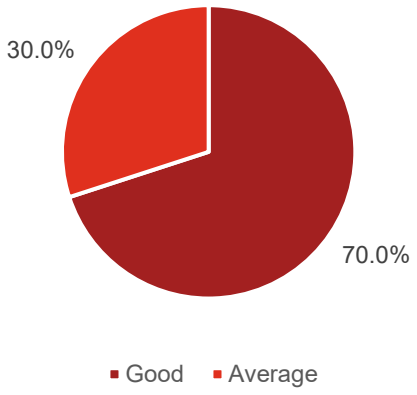
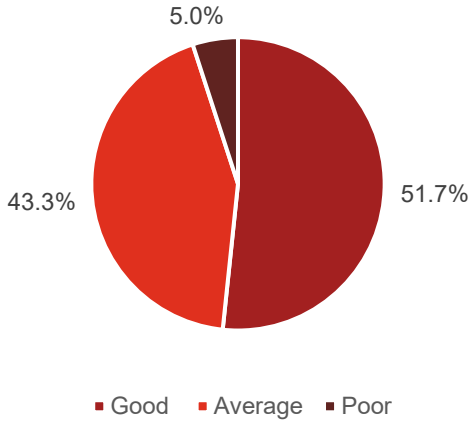


Figure 7: Knowledge and expertise of the trainers (n=60)



- **53% of respondents reported that the training included hands-on practical sessions and demonstrations**. Also, **50% of respondents found the training content relevant** to their existing livelihood activities.

- **Only 20% of respondents reported that the training covered marketing and selling of products**. Beneficiaries during the FGDs also reported that the timing and duration of training sessions could be better aligned with their household responsibilities. Women suggested that increasing the number of training days while shortening the daily duration would allow them to manage their domestic tasks more effectively while still completing the trainings. This feedback, while not criticism of the current approach, suggests that further calibration of training schedules to women's daily routines could improve attendance and reduce the stress of balancing dual responsibilities.

- The CSO representative described the training methodology mentioning that the **training is conducted using a teacher-immersion pattern, meaning it is deeply practical and experience-based.** For mushroom cultivation, beneficiaries are taught paddy straw substrate preparation, spawn handling, bag preparation, and harvesting through live demonstrations. **The organization also operates an 11-acre demonstration farm where farmers can see real cultivation practices in action.** Qualitative feedback corroborated the practical training approach. Beneficiaries stated that for those who do not understand, they are given practical demonstrations.

- Notably, the training approach incorporates a tiered progression pathway calibrated to the literacy and readiness levels of beneficiaries. As reported by the CSO representatives during the SGD, women with lower literacy levels who wish to focus on production are supported up to the production level, while those with higher education levels or greater readiness are advanced to value addition, processing, and formal certification stages. This differentiated approach is significant given that **62% of the survey respondents are either illiterate or literate** without formal schooling and ensures that the training is neither too basic for more educated women nor too advanced for those with limited formal education.

- The affordability of training was another design feature that facilitated participation. The CSO representatives clarified that the **cost of training, including lodging, food, and master trainer fees, is fully covered within the project budget and is not charged to beneficiaries**. This is particularly important for the target population of tribal women farmers, for whom even a small direct cost could serve as a barrier to participation. The revolving fund model adopted by local CSO, where a nominal institutional charge per project is built into the training budget rather than levied on individual participants (the KVK hostel facility, where a charge of Rs. 25 per day per trainee, embedded in the project budget, has made the hostel self-sustaining without external funding), ensures that operational costs are met without excluding economically vulnerable women.

IMAGE 5: KITCHEN FACILITY AT THE CENTER

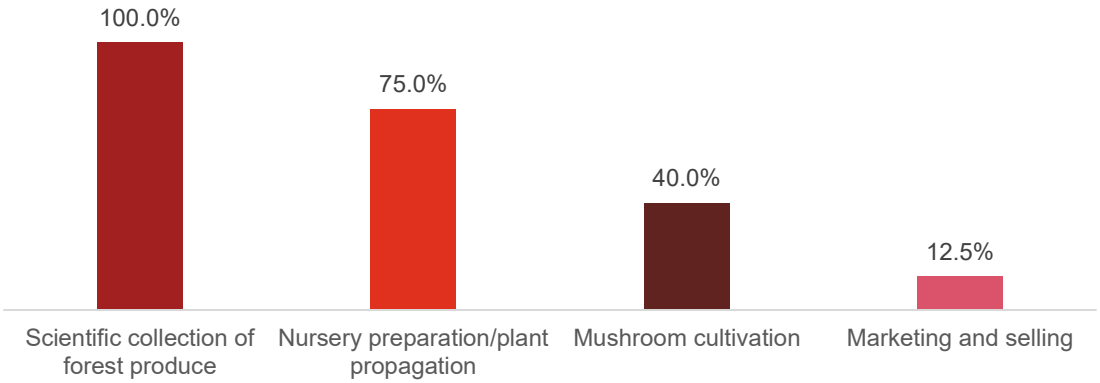


Skills Application and Adoption:

- **66.7% of the respondents reported to have applied the skills** learned in their livelihood activities with **33.3% of respondents reported that though they have not yet started applying the skills learned, they plan to do so in future.**

- Among the respondents who reported applying their skills (n=40), **all of them reported applying Scientific collection of forest produce skills, 75% reported applying Nursery preparation/plant propagation skills**, 40% reported applying Mushroom cultivation skills and 12.5% reported applying Marketing and selling skills.

Figure 8: Skills being applied (n=40)



Multiple choice question, and total may not add upto 100%

Income Impact:

- Considering that the trainings provided by local CSOi were conducted over a defined number of days, their impact was clearly reflected in the income of the respondents when probed during the survey. The respondents (n=40) reported to have witnessed an average increase of 40% in their income after the trainings from average approximate monthly household income after the training increased to INR 17,500 as compared to INR 12,500 before the trainings.

- 66.7% (n=60) of respondents reported **getting better prices for their produce** after training. Among those receiving better prices (n=40), the average price increase was approximately 18.45%.

> “Earlier, we only did farming. After training, our income sources have diversified, we now earn from Shatavari processing, lemon grass oil, mushroom cultivation, beekeeping, and improved vegetable farming.
>
> - Female Beneficiaries, FGD ”

- Beneficiaries during the FGDs described their income diversification stating that before the training, they only did farming. After training, their income sources have diversified, and they now earn from Shatavari processing, lemon grass oil extraction, mushroom cultivation, beekeeping/honey, and improved vegetable farming. They also reported availing market linkage through local CSO’s network for the sale of the produce. However, they also reported that there are **some constraints such as the seeds/saplings given are in small quantities and without machines hand-processing for value addition is extremely labor intensive with lesser returns.**

- During the FGDs, the beneficiaries reported that women who planted mango trees through the Wadi Yojana linked activity reported annual incomes of approximately INR 25,000 to 30,000 from fruit sales. These examples indicate that when training is accompanied by tangible inputs such as equipment or saplings, women are able to convert their skills into durable livelihood activities. In contrast, beneficiaries consistently reported that training alone, without frequent follow-up material support, has limited practical impact on their incomes.

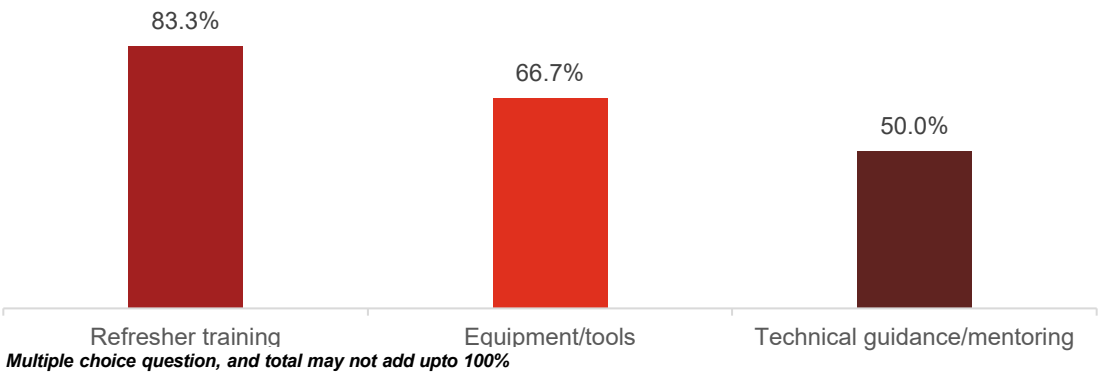
- **Despite income diversification, beneficiaries reported that market linkage remains one of the most significant post-training challenges.** Women from the FGDs reported that for regular produce such as vegetables, they sell directly in the local market that operates twice a week. However, for specialized products like processed Shatavari, the market is limited and not easily accessible. **Beneficiaries also reported that when intermediaries are involved, they tend to receive significantly lower prices.** Transport costs to distant mandis were cited as prohibitively high, and perishable produce including potatoes and cabbage often spoils at home before it can be sold. The absence of cold storage infrastructure compounds this problem. This finding is further corroborated by the quantitative data, where only **20 percent of respondents reported that the training covered marketing and selling of products.**

- Closely linked to the market access challenge is the absence of processing machinery, which was the single most consistently cited constraint across all stakeholder interactions. Beneficiaries from the FGDs, as well as the local CSO representatives and the NSDC representative, identified the need for machines as a priority. Currently, medicinal plant processing (particularly Shatavari) is done entirely by hand, which is time-consuming and labour-intensive with minimal output. The local CSO representatives reported that if machines for processing and powder-making were provided, the cultivation quantity could be increased significantly because when the work becomes easier, more women would participate. Similarly, for minor forest produce such as leaf plates (pattal), beneficiaries reported spending entire days on manual production. They noted that machine-made products command higher prices and greater demand, particularly for occasions such as weddings, and that mechanized production would substantially increase both output and income. **In the quantitative survey, 66.7% of the respondents identified equipment and tools as a key support need for continuing to apply their skills.**

Post-Training Support:

- 83.3% (n=60) of the respondents reported to have received follow-up/refresher training, mentoring/handholding support and think they can continue using the skills learned for a long time. Respondents (n=60) expressed that they need following support to continue applying the skills - Refresher training (83%), Equipment/tools (67%), Technical guidance/mentoring (50%).

Figure 9: Support needed to continue applying the skills (n=60)



Multiple choice question, and total may not add upto 100%

4.3.3. Women's Empowerment and Socio-Economic Outcomes

- All the respondents reported that their confidence and self-esteem improved after the training. This was also noted during the FGD with female beneficiaries where they stated that **they feel more confident now after the trainings and their respect in the family has increased as they are more knowledgeable now.**

- The participation of women in trainings, despite the demands of their household responsibilities, itself reflects a degree of their determination. Beneficiaries reported during the FGDs that they manage by waking up early, completing all household chores and cooking before leaving for the center, attending training from approximately 10 AM to 5 PM, and then returning home to cook dinner for the family. Women with small children face greater difficulty but also manage their schedules to attend. None of the FGD participants reported being prevented by family members from attending training. Over time, families have become increasingly supportive, particularly as they observe tangible benefits from the training. Beneficiaries noted that their husbands appreciate the new knowledge and skills they bring home, indicating a gradual shift in intra-household dynamics around women's participation in activities outside the home.

Social Capital and Networking:

- Women reported observed gains in social connections. It was noted during the FGDs that **they have started to socialise more with people who want to learn the same things**. However, only 17% of respondents reported having shared or taught the skills learned to other women in their family or community. This represents an area for improvement in terms of creating a multiplier effect.

> “We are fortunate to have connected through this center, had we stayed in our villages and had not joined here, perhaps we would never have connected with each other.
>
> - Female Beneficiaries, FGD ”

Family and Community Respect:

- The NSDC representative observed **broader intergenerational impact stating that they are building capacity for the next generation so that the entire village transforms with more trained villagers.** Even older women (aged between 40 to 60 years) are now coming for trainings which they had not anticipated.

- The indirect impact extends beyond the individual beneficiary to their family. The NSDC representative reported during the KII that when one woman in a family starts earning, the entire household of five to six members is impacted through improvements in food quality, nutrition, children's education, immunization uptake, and overall lifestyle.

4.3.4. Convergence, Institutional Linkages and Sustainability

- The **establishment of the multi-skilling center has enabled convergence with multiple government departments and institutional programmes, facilitated primarily through local CSO's existing institutional network**. With Krishi Vigyan Kendra (KVK), the organization coordinates with the Agriculture Department and deploys subject matter specialists. The NSDC representative confirmed during the KII that **local CSO was chosen as a partner precisely**

because simply building infrastructure would not be sufficient and the center needed to be utilized continuously through an organization embedded in the local ecosystem.

- During the FGDs, it was noted that the beneficiary awareness and access to government schemes remains limited, with women unable to articulate knowledge of most named schemes beyond MGNREGA. This gap persists despite the convergence facilitated at the institutional level.

> People know about government schemes through SHG and Gram Panchayat meetings, but they do not know how to actually do things. For example, people know that loans are available for mushroom cultivation, but they do not know how to cultivate mushrooms or avail the loans. So, this skill center fills that gap.
>
> - NSDC Representative, KII

- Several factors point to the potential for long-term sustainability of the intervention's outcomes. Local CSO's sustained engagement over decades provides an institutional anchor that extends well beyond the formal project period.

- Local CSO representatives reported plans to replicate the revolving fund model for the maintenance of this multi-skilling center.

- 83% of survey respondents reported that they believe they can continue using the skills learned for a long time, suggesting a high level of self-assessed sustainability. Equally, 83% reported receiving follow-up and mentoring support after the initial training, indicating that the post-training support ecosystem is functional.

- Beneficiaries expressed strong demand for the continuation of the center, with women in both FGDs urging that the project trainings should not be discontinued and expressing their aspiration that the center would benefit future generations as well.

  However, **sustainability also faces risks.** The PRIPL representative reported that the organization did not proceed with a second phase of the project due to the infrastructure execution quality. No formal multi-year commitment was made at the project design stage, and post the agreement period, NSDC indicated that it was not responsible for sharing updates. This means **that the continuity of the center relies almost entirely on local CSO's own resources and its ability to attract other CSR or government funding.** Furthermore, the absence of processing machinery and weak market linkages constrain the ability of beneficiaries to scale up their income-generating activities to levels that would be self-sustaining without continued institutional support.

3. IRECS Analysis

Basis the interactions with the key stakeholders and desk review, the impact of the project was also assessed on the IRECS framework parameters. The IRECS analysis summary has been presented in the table below:

Parameter	Assessment from Study
Inclusiveness	• The project demonstrates a strong inclusion focus, particularly through its explicit targeting of tribal women. Given that the project area has a large tribal

Parameter	Assessment from Study
	population and women in these communities have historically had limited access to formal training, livelihood skills, and income-generating opportunities, the intervention is well-positioned to address exclusion from economic participation. • A positive inclusion feature is that all surveyed respondents are SHG members and reported family support for their participation. This is important because SHGs provide a community-based platform for mobilization, peer learning, access to small financial support, and continued engagement after training. Family support also reduces social barriers that often restrict women's participation in livelihood programmes. • The project's tiered training model further supports inclusiveness by allowing women with different literacy and skill levels to participate through differentiated learning pathways. This is particularly relevant in a context where **62% of respondents are either illiterate or literate without formal schooling**. However, given this low-literacy profile, the relatively lower proportion of respondents reporting hands-on practical exposure suggests that practical and demonstration-based training could be further strengthened. • There are also some gaps in inclusive infrastructure design. The absence of ramps for Persons with Disabilities indicates that the centre is not yet fully accessible to all potential users. Addressing such gaps would make the infrastructure more inclusive and aligned with universal access principles.
Relevance	• The intervention is highly relevant to the livelihood context of Gumla district. The district has low irrigation coverage of around 23–24%, making the area highly dependent on rain-fed agriculture. This results in seasonal income, limited livelihood diversification, and vulnerability to climate and crop-related risks. In this context, a training intervention focused on alternative and supplementary livelihoods is appropriate. • The need for such an intervention is also supported by the survey findings, where 67% of beneficiaries identified lack of skills as their primary livelihood challenge before the intervention. The project responded to this gap by focusing on skill development linked to locally available resources, including medicinal plants and forest produce, rather than introducing activities disconnected from the local context. • The project's training design was also community-need-based rather than top-down. This increased its relevance, as the training was aligned with resources and livelihood opportunities already present in the area. The absence of any similar training centre in the region further strengthens the relevance of the intervention. The nearest comparable facility was around 60 km away, making access difficult for tribal women and rural communities. • However, some gaps remain in the relevance of training content. Only 50% of survey respondents found the training content relevant to their existing livelihood activities, and only 20% reported that the training covered marketing and selling of products. This suggests that while the intervention addressed

Parameter	Assessment from Study
	an important need, the training content could be better aligned with market realities, product selling, pricing, and business development.
Effectiveness	• The project shows positive outcomes in terms of income enhancement, confidence building, and application of learned skills. Average monthly household income increased from INR 12,500 to INR 17,500, reflecting a 40% increase. This indicates that the intervention contributed to improving household earnings, though the extent and sustainability of this increase may vary depending on market access and processing capacity. • A significant proportion of beneficiaries also reported applying the skills learned through the training. Around 66.7% of respondents started applying the skills, suggesting that the training was not limited to classroom learning but translated into some level of livelihood practice. Similarly, 66.7% reported receiving better prices for their produce, with an average price increase of 18.45%. This reflects early signs of improved value realization. • The intervention also had a strong effect on women's confidence. All respondents reported improved confidence and self-esteem, which is an important outcome in a context where women previously had limited economic autonomy. In terms of training quality, 70% of respondents rated the training as "Good", and 83.3% reported receiving follow-up or refresher training, indicating continued engagement beyond the initial training phase. • However, effectiveness was constrained by infrastructure execution challenges. By the end of the project period in March 2024, repair and maintenance work had reached 80% completion, while new construction was only 40% complete. Several planned installations, including ACs, generator, CCTVs, and LED monitor, remained incomplete. These delays may have affected the full operationalization of the centre during the project period.
Convergence	• The project has demonstrated convergence mainly through the institutional network of the local CSO. The CSO has played a key role in coordinating with relevant stakeholders and linking the intervention with available technical and institutional support. For instance, through Krishi Vigyan Kendra (KVK), the CSO coordinates with the Agriculture Department and subject matter specialists for technical inputs. • This convergence has helped strengthen the technical quality of the intervention and connect beneficiaries with expertise related to agriculture, medicinal plants, and livelihood practices. The use of existing local institutions has also improved outreach and trust among tribal women and SHG members. • However, convergence with government schemes appears limited at the beneficiary level. During the FGD, beneficiaries were unable to clearly identify specific government schemes by name. They primarily relied on the local CSO and their SHGs for support rather than directly accessing formal government programmes. This indicates a need to improve awareness, scheme literacy, and direct linkages with government entitlements and livelihood schemes.

Parameter	Assessment from Study
Sustainability	• The project has several elements that support sustainability. The local CSO plans to replicate the revolving fund model already demonstrated with the KVK hostel, where a small institutional cost of Rs. 25 per day is built into project costs rather than charged directly to beneficiaries. Applying a similar model to the multi-skilling centre can help generate funds for maintenance without burdening poor participants. • The fact that all beneficiaries are linked to SHGs is another important sustainability factor. SHGs provide an existing community structure for continued engagement, savings, credit access, peer support, and collective livelihood activity. This can help women continue using the skills learned after the formal training period. • The infrastructure itself is also being positioned as a shared asset. It is open to being used by different institutions and programmes, which can improve utilization and contribute to long-term maintenance. This reduces the risk of the building remaining underused after project completion. • Beneficiary perception also indicates sustainability potential. Around 83% of respondents believe they can continue using the skills learned for a long time. However, long-term sustainability will depend on strengthening market linkages, improving processing infrastructure, reducing dependence on labour-intensive hand-processing, and increasing direct access to government schemes and buyers.

4. Recommendations

Based on the findings from the quantitative survey, qualitative interactions, and document review, the following recommendations are provided for consideration **of PRIPL** to further enhance the project execution:

Infrastructure Completion and Inclusive Design

- Complete pending **infrastructure works** including inclusive accessibility features especially **ramps for Persons with Disabilities.**
- **Equip the building fully with functional equipment including functional laboratories, and processing equipment and machinery** (for Shatavari processing, powder making, lemon grass oil extraction, and pattal leaf plate production) as per the specific request by the respondents with 66.7% of quantitative survey respondents also identifying equipment/tools as a key support need.

Strengthen Monitoring, Evaluation, and Partnership Governance

- **Mandate periodic physical site visits as part of the monitoring protocol.** The reliance on monthly calls and reports without frequent ground visits resulted in a significant gap between reported and actual progress.
- **Introduce a structured Monitoring, Evaluation, and Learning (MEL) framework** that tracks infrastructure completion, quality indicators and training participation.

- **Develop projects with clear phase-wise milestones**. The current project was more towards the infrastructure development phase.

In addition to the above recommendations directed towards PRIPL, the assessment also examined the training delivery and its outcomes at the center, given that the multi-skilling center is now operational and trainings are being conducted on an ongoing basis by local CSO, the training and ground-level implementation partner.

Based on the findings from the interactions with the stakeholders, the following recommendations are **suggested for Local CSO's** consideration to further strengthen the effectiveness of the training programmes:

Strengthen Training Content and Delivery

- **Expand market-oriented training modules** as only 20% of respondents reported that the training covered marketing and selling of products. Dedicated modules on pricing, market identification, product packaging, and direct selling could be integrated into all trainings to bridge this gap.

- **Increase the practical, hands-on component of all trainings** as only 53% reported that trainings included hands-on practical sessions. Given that 62% of beneficiaries are illiterate or literate without formal schooling, more frequent practical demonstration-based learning would prove to be beneficial.

- Offer flexible training schedule that is more accommodative to women's household responsibilities. Beneficiaries suggested **increasing the number of training days, shortening the training session time, and adjusting the time slots according to their needs.**

5. Study Limitations

- **Mobilisation and Time Constraints:** The project area falls within Naxal-affected belt, which posed security and logistical constraints that limited the time available for field data collection and the assessment team had a limited window for conducting field interactions, which impacted the extent of data collection. Hence, during the field visit, only 2 out of 3 originally planned FGDs with female beneficiaries were able to be conducted due to the aforementioned time constraints during the field data collection exercise. Partial quantitative data collection with a sample of 60 against 235 (on select data points only) with limited female beneficiaries was able to be conducted due to mobilization constraints communicated by the implementing partner along with the time constraints during the field data collection exercise.

- **Limited Scope of Assessment:** This report does not capture the beneficiary perceptions on the infra quality and the rating on the infrastructure developed as the study had to delve more into the cascading impact of the conduct of trainings enabled by the development of the multi-skilling center per the suggestion from PRIPL.

6. Case Stories

Following case stories have been gathered based on our interactions with various project stakeholders during the field:

Case Story 1: From Forest Dependence to Fruit Harvest

Sunita (name changed) is a tribal woman from Gumla district whose livelihood was earlier confined to small-scale farming and forest produce collection. As she described, "Our income is very low. Whatever we sell annually gets entirely spent on household needs".

Through the center, she learned Shatavari processing, mushroom cultivation, and fruit plant cultivation. These trainings have enabled increased income for her family. She can now identify and process medicinal herbs she previously did not recognize, "If we hadn't come here, we wouldn't have known about them." Her confidence has grown, and her family now respects her knowledge, "When I share what I've learned, even my husband appreciates it". Sunita's transformation from a subsistence farmer to a woman earning independently through multiple income sources demonstrates the tangible impact of the training.

Case Story 2: Learning By Doing

Meera (name changed) is an illiterate tribal woman living approximately 60 to 70 km from the center. Her training days start at 4am. She completes all housework, travels to the center for training, attends sessions from 10am to 5pm, and returns home to cook dinner. She describes, "We put in extra effort to make it work".

She received training in Shatavari processing and mushroom cultivation. Before the training, she had no knowledge of these practices, "We had zero knowledge of l mushroom cultivation before the training." The practical demonstrations were especially valuable: "They don't just teach on a board like in a classroom; they demonstrate practically." However, she also suggests increasing training days while shortening daily duration to help her better manage household responsibilities.

Meera's story reflects the dedication of women who balance immense household responsibilities to learn new skills.

All images in this report are protected by copyright, trademark, patent, trade secret and other intellectual property laws and treaties. Some photos used in the report have been taken by the research team during the data collection. Any unauthorised use of these images may violate such laws and shall be punishable under appropriate laws. Our sharing of this report along with such protected images with you does not authorise you to copy, republish, frame, link to, download, transmit, modify, adapt, create derivative works based on, rent, lease, loan, sell, assign, distribute, display, perform, license, sub-license or reverse engineer the images. In addition, you should desist from employing any data mining, robots or similar data and/or image gathering and extraction methods in connection with the report.

Price Waterhouse Chartered Accountants LLP is a member firm of the network of the India firms registered with the Institute of Chartered Accountants of India as “Price Waterhouse & Affiliates”. The India Network of Firms consists of separate, distinct, and independent member firms, each of which is incorporated in accordance with local legal requirements and are registered with the ICAI. Each member firm of Price Waterhouse & Affiliates is also an individual member of an International Network of firms, PricewaterhouseCoopers International Limited ("PwC IL"). Each member firm of the said International Network is a separate and distinct legal entity and does not act either as the agent of PwC IL or any other member firm or is it responsible or liable for the acts or omissions of any other member firm.

“© 2026 PW India. All rights reserved. In this document, “PW India” or " "Price Waterhouse & Affiliates" refers to the network of firms which includes similarly situated independent firms, each of which are registered with the ICAI and is a separate distinct and independent legal entity and each member firm does not act either as the agent of any other member firm nor responsible or liable for the acts or omissions of any other member firm”.