



Impact Assessment Report

EdgeVerve Systems Limited

April 2024

Price Waterhouse Chartered Accountants LLP



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1. Introduction and Background

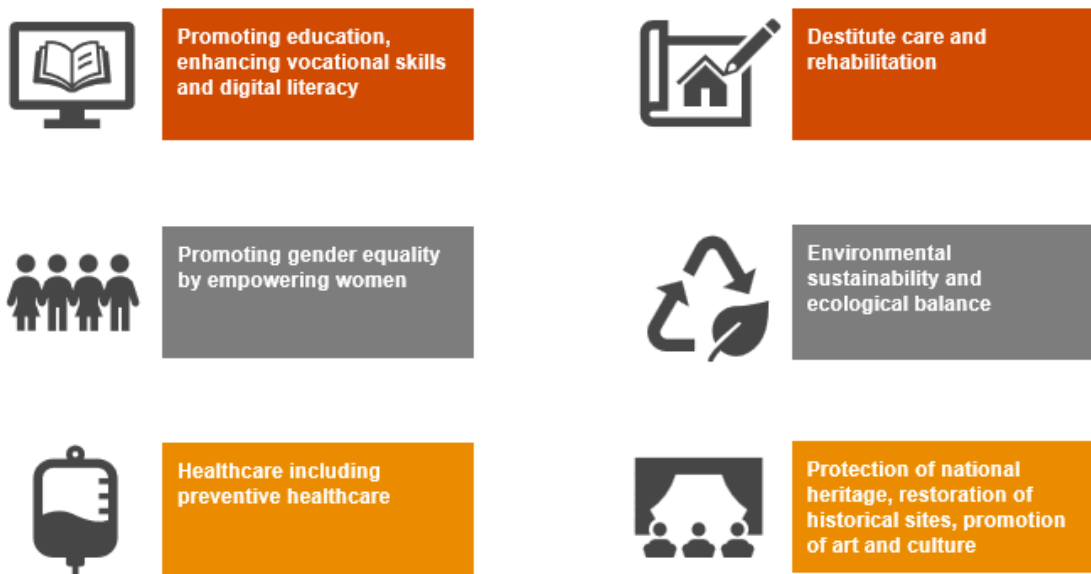
CSR at EdgeVerve Systems Limited

EdgeVerve Systems Limited (EdgeVerve) is wholly owned subsidiary of Infosys Limited and a global leader in Artificial Intelligence (AI), automation, and analytics, headquartered in Bengaluru, India. Founded in 2014, the Company is known in 140+ countries, and is trusted by 400+ global customers for its support in digital platforms which help clients capitalise on the inherent power of a connected enterprise.¹ EdgeVerve undertakes many CSR projects focusing on improving Quality of Education, Healthcare and Medical Facilities, Women Empowerment, and Art and Culture, among others. These CSR projects are implemented by EdgeVerve on its own or through the Infosys Foundation to create an impact at larger scale.²

About the Infosys Foundation

With the aim of community development, Infosys Foundation was established in 1996 as a not-for-profit organization way before CSR Rules in India became mandatory.³ Infosys Foundation partners with various government bodies and institutions organizations, social entrepreneurs, and other organizations to create an impact on the local communities. Infosys Foundation is working towards resolving some pressing challenges faced by the communities by improving Healthcare Infrastructure, supporting Education, Gender Equality and Empowerment of Women, Environmental Sustainability, Rural Development Projects, National Heritage, Art and Culture & Disaster Management.⁴ Infosys Foundation works towards the mission to support the less privileged sections of society, create opportunities and strive towards a more equitable society⁵. Below Figure depicts the CSR Focus Areas of EdgeVerve Systems Limited:

Figure 1: CSR Focus Areas EdgeVerve Systems Limited



*Source: EdgeVerve Annual Report FY 2022-23

¹ Source: <https://www.edgeverve.com/>

² <https://www.edgeverve.com/wp-content/uploads/2022/04/EdgeVerve-CSR-Annual-2022-23.pdf>

³ Source: <https://www.infosys.com/investors/corporate-governance/documents/corporate-social-responsibility-policy.pdf>

⁴ Source: <https://www.infosys.com/infosys-foundation/about/reports/documents/infosys-foundation-report-2022-23.pdf>

⁵ Source: <https://www.infosys.org/infosys-foundation.html>



2. Executive Summary

Scope of the Study:

EdgeVerve Systems Limited (EdgeVerve) has adopted a holistic approach to community development by undertaking CSR projects in the areas of Improving Healthcare Infrastructure, Supporting Primary Education, Rehabilitating the Destitute, Abandoned Women and Children, Preserving Indian Art and Culture, Removing Malnutrition and Rural Development. EdgeVerve has been undertaking CSR projects on its own as well as through Infosys Foundation and accordingly, it has contributed funds from their CSR obligations to Infosys Foundation to implement various CSR projects. Following are two such CSR projects identified by the Management as per the provisions of Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021:

#	CSR Theme	Overview of CSR Project under Assessment	Project Location	Implementation Mechanism	Total Beneficiaries	Total Spent	Contributing Entities	Quantitative Sample for the Study
1.	Arts & Culture	Provide infrastructure for the construction of Museum of Art and Photography	Bengaluru, Karnataka	Art and Photography Foundation (Implementation Partner)	-	INR 7.10 Crores	Infosys Limited, Infosys BPM Limited, and EdgeVerve Systems Limited	NA ⁶
2.	Women Empowerment	Holistic Village Development by community participation - to solve community issues and attain sustainable village development	Jhabua and Alirajpur districts, Madhya Pradesh	Shivganga Samagra Gramvikas Parishad (Implementation partner)	5,170 local community members	INR 5.00 Crores	Infosys Limited, and EdgeVerve Systems Limited	256

Infosys Limited has engaged Price Waterhouse Chartered Accountants LLP (PWCALLP) to provide support and assistance for an independent review and impact assessment of such CSR Projects.

Methodology:

In order to assess the impact of CSR projects, a mixed-method approach was deployed which involved either one of or both the quantitative and qualitative research tools (as relevant) for primary data collection. Using these tools, team conducted the interactions (virtual and on-field) with the project beneficiaries and other relevant stakeholders. Post data collection and analysis, the key insights and findings were collated in the form of a consolidated report for Management's consideration. This study was guided by the Inclusiveness, Relevance, Effectiveness, Convergence and Sustainability (IRECS) Framework which was used to provide overall feedback on the efficacy of implementation as well, as its efficiency in terms of achievement of the desired project outputs with reference to inputs.


Summary of Key Findings:

As a part of the study, a brief overview of findings for such CSR projects is provided below:

1. Provide infrastructure for the construction of Museum of Art and Photography

- MAP transitioned its programmes online to reach digital audiences. In the digital transformation innovations like 3D holography, photo lamping, 360-degree artwork, the Bloomberg Connect app, and AR filters have made **art accessible to diverse communities, enhanced visitor engagement and promoted inclusivity**.
- Local artists were empowered by providing them a platform to showcase their work in the Infosys Foundation Gallery, which offer free access to visitors. The museum's infrastructure, including ramps, lifts, and the incorporation of Braille and sign language integration, also ensured inclusion.
- International week of deaf programme with sign language interpreters and detailed artwork explanations, **engaged 230 participants**, including the Deaf community. This activity not only garnered attention but also fostered a more inclusive cultural hub, actively embracing diversity while celebrating the International Day

⁶ NA indicates not applicable as it was a qualitative study



for Sign Language. Initiatives like 'School Group Interactions', 'Make at MAP', and 'Summer at MAP' have provided unique **learning opportunities for participants, enhancing educational outreach, and making art accessible and meaningful in various learning environments.**

2. Holistic Village Development by community participation

- Youth training activities were instrumental in **helping tribal communities** find their **lost sense of pride in their culture** (60.4%, n=48). Necessary support was provided to youth in engaging with livelihood generation activities which **increased their monthly income** by ~10-20%.
- Respondents could now **apply knowledge to their village specific issues** and **solve it with technical expertise taught during training** (95%, n=19). Skills such as bamboo handicrafts, provided respondents with the confidence **to become financially independent** (39.5%, n=38).
- Families experienced **reduced expenses** (INR 300/- to INR 1,000/-) **on healthcare with women empowered to screen illnesses timely** (96%, n=51). Further, nutritional intake of families was enhanced with the consumption of fruits and vegetables from the family groves (55%, n=64).
- Organic farming training led to reduce cost of cultivation by INR 6,000/- and increase income by INR 20,000-30,000/- (for one acre of land). Besides, afforestation activities under "matavan" helped in improving the green cover and revive protected forests.

For a complete understanding of findings, IRECS Analysis and recommendations, please refer respective [project-specific findings](#).



3. Methodology for Impact Assessment

3.1. Scope of the Study

This report depicts the impact assessment of two CSR projects which are implemented by Infosys Foundation through the funding support from Infosys Limited and EdgeVerve Systems Limited from their CSR obligations.

Infosys Limited (holding company of EdgeVerve Systems Limited) has engaged Price Waterhouse Chartered Accountants LLP (PWCALLP) to provide support and assistance for an independent review and impact assessment of selected CSR Projects. This included reviewing the Key performance indicators (KPIs), as defined by the Management under the framework for implementing the CSR Projects for their outputs, outcomes, and impact. Framework was Inclusiveness, Relevance, Efficiency, Convergence and Sustainability Framework (the 'IRECS'). Recommendations on the Projects' performance was provided for Management's evaluation and consideration.

The scope of work included below activities:

- Understanding the scope and boundary of the CSR Projects to be evaluated and the assistance to be provided.
- Conducting desk review of the documentation provided by the Company and in consultation with the Company's CSR arm Infosys Foundation (the "Foundation") and its implementing partners; and agree with the Management the parameters to be assessed for the Impact Assessment.
- Conducting out the stakeholder mapping for the Company to identify key stakeholder groups to be interacted with during the assessment.
- Based on the above, develop the quantitative/ qualitative questionnaires (as relevant) to be used during the assessment for conducting in-depth interviews, interactions, meetings with the stakeholders and beneficiaries of the CSR Projects.
- For the impact assessment studies, wherever relevant based on the methodology of the study, draw an estimated quantitative sample for survey during the study.
- Data collection through virtual/ in-person interactions (as relevant) based on the questionnaires developed and consultations done.
- Based on the interactions and discussions, conducting analysis of the information and assessment of outcome/impact.
- Developing a report based on the overall findings including the recommendations for Management's consideration.

A quick overview of each of the CSR projects being assessed as a part of the impact assessment is mentioned in the below table:⁷

Table 1: Bird's-Eye View of CSR Projects Under Impact Assessment

#	Name of CSR project under assessment	CSR thematic area	Project location	Implementation mechanism	Total beneficiaries	Project implementation period
1.	Provide infrastructure for the construction of Museum of Art and Photography	Arts and Culture	Bengaluru, Karnataka	Art and Photography Foundation (Implementation Partner)	-	FY 2020-2023
2.	Holistic Village Development by community participation	Women Empowerment	Jhabua and Alirajpur, Madhya Pradesh	Shivganga Samagra Gramvikas Parishad (Implementation partner)	5,170 local community members	FY 2021-22

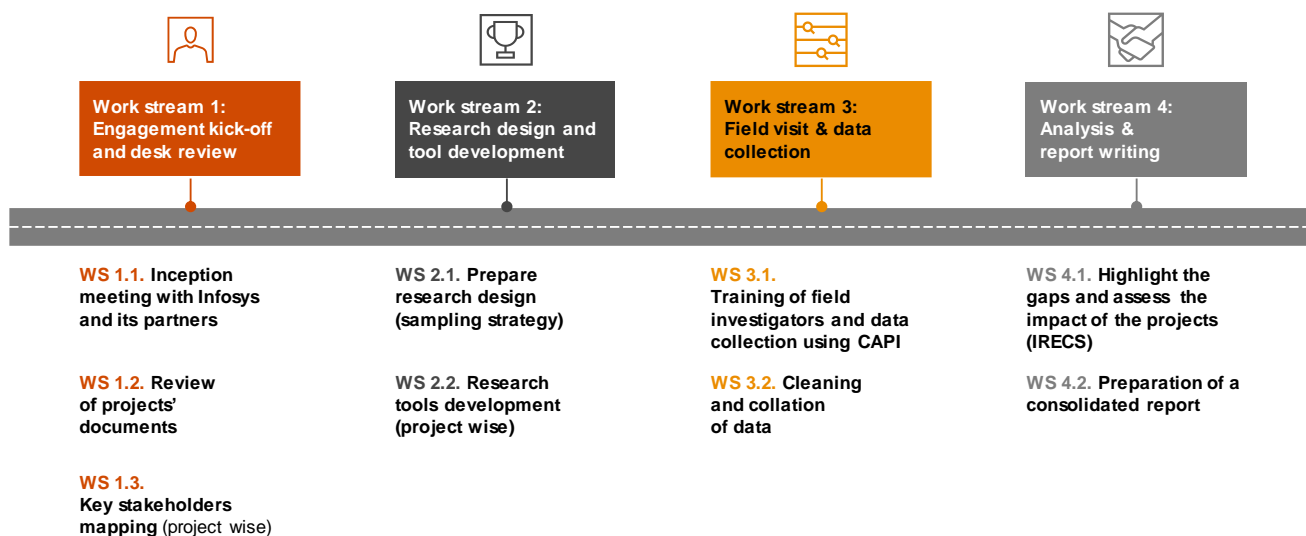
⁷ Source: Project documents as received from Infosys team

Kindly note that the information provided is from the project documents as received from Infosys team.

3.2. Detailed Methodology

To assess the impact of CSR projects (as mentioned in Table 1), the PW team undertook an integrated and cohesive approach in consultation with Infosys team. The following step by step approach enabled the research team to assess and evaluate the direct impact on the lives of project beneficiaries and other project stakeholders coming from the marginalised sections of the society:

Figure 2: Overall Approach for Assessing the Impact of CSR Projects



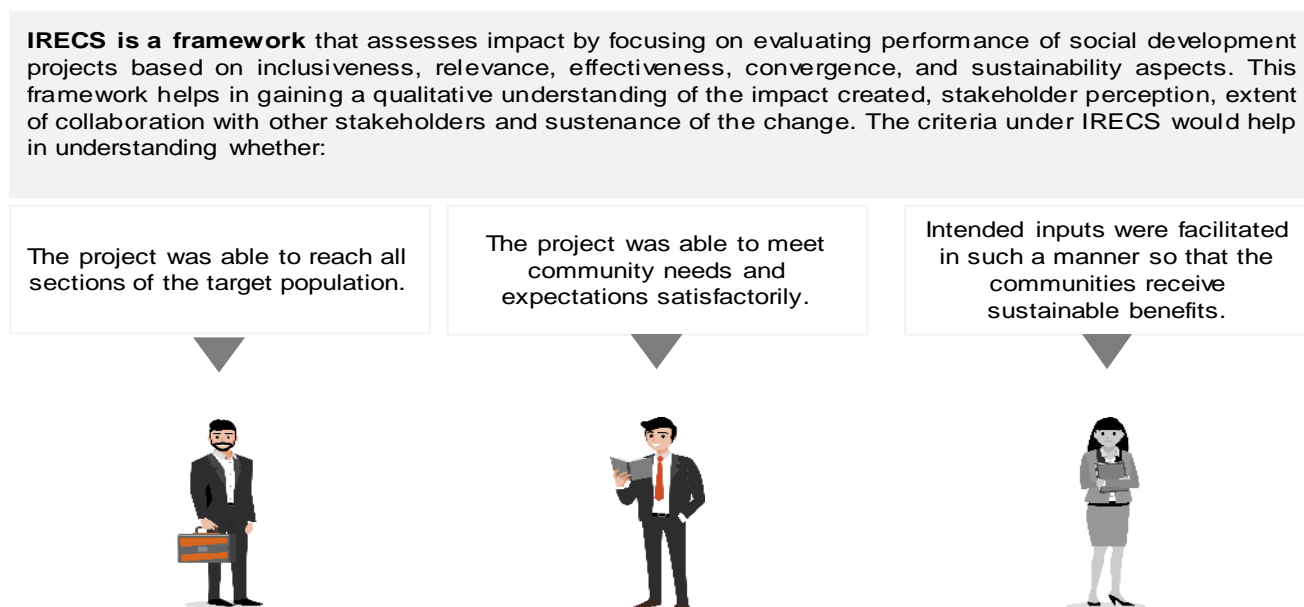
Workstream 1: Engagement Kick-off and Desk Review

The impact assessment was initiated with a kick-off meeting with the project team from Infosys Foundation. The meeting was organised to primarily gain a detailed understanding of CSR projects. The team prepared a list of documents required for initiating the impact assessment and shared with the respective project SPOCs. Once the documents were received (i.e., MoUs with the implementing agency, brief of CSR projects etc.), team initiated the desk review of the documents. The preliminary queries in relation to strengthening the understanding of the projects and its assessment were discussed. Infosys team was aligned on the overall approach for undertaking the assessment study.

Workstream 2: Research design and tool development

The research team from PW reviewed and understood the implementation processes for all the projects. The present impact assessment study was guided by the IRECS assessment framework (Figure 3) which was used to provide overall feedback on the efficacy of implementation, as well as the project efficiency in terms of achievement of the desired project outputs with reference to inputs.

Figure 3: IRECS Framework



Inclusiveness (I)	Ability of different stakeholders, particularly the poorest and most marginalized - to access the benefits of activities and be a part of institutions to derive equitable benefits from assets created
Relevance (R)	Are the services /inputs /institutions facilitated in the project able to meet community priorities? How was the planning done? Was it participatory? How were the success indicators developed? Was the community involved in development of project indicators?
Effectiveness (E)	Have the activities been able to effectively address community expectations? If the project is completed within the finalised time duration How efficiently have the resources been deployed, monitored and utilised? If there is a potential to replicate the solution in other states or districts?
Convergence (C)	Degree of convergence with government/other partnerships; relationship between individuals, community, institutions and other stakeholders.
Sustainability (S)	Do communities feel ownership over the assets created by the activities and/or will the Project initiated community interventions sustain even after the exit of the funding agency. Are the institutions strengthened adequately to effectively manage and sustain the activities after the completion of project? Has an exit strategy been drafted?

Post finalising the assessment framework in consultation with the Infosys team, PW initiated the mapping of the stakeholders to draw the sample size for the purpose of impact assessment. Below table provides a broad overview of the sample size for each of CSR projects.


Table 2: Sampling Frame and Research Methodology for the Projects Under Assessment

Project Name	Research Methodology	Total No. of Beneficiaries	Sample Size*
Provide infrastructure for the construction of Museum of Art and Photography	Qualitative	--	--
Holistic Village Development by community participation	Mixed method	5,170 local community members	256 ^{^^}

Notes: *Sample calculated using 90% Confidence Interval and 5% Margin of Error, subject to the availability of the stakeholders and mobilization support from Infosys and implementation partners.

-- Qualitative study

^{^^} Sample for these projects were changed due to the change in universe/ number of beneficiaries, same has been discussed with Infosys team.



The key stakeholders' groups were identified for each of the projects to undertake the quantitative and qualitative interactions with the project stakeholders. Post-mapping of the key stakeholder groups in consultation with the Infosys team, PW started developing the research tools for data collection from beneficiaries for all the projects.

Workstream 3: Field visit & data collection

PW team also ensured to sensitise the implementing agencies and Infosys project team on the requirements from impact assessment study and communicate the dates for the field visits. Post finalisation of the field plan, the research team from PW was oriented on the research tools (quantitative and qualitative) and dos and don'ts on the field. **Data collection for all CSR projects were conducted during the period of December 2023-January 2024.** Project wise research teams were formed to collect data from the field for the respective projects within the stipulated timeline. Once the quantitative and qualitative data was received from the field, data entry and cleaning were carried out.

Workstream 4: Analysis & report writing

After the data entry and data cleaning, the analysis was carried out to arrive at the insightful findings for each of the projects. The draft consolidated report was prepared accordingly, and key findings were discussed with Infosys team for obtaining their feedback and inputs. PW submitted the final report to EdgeVerve for management's consideration post incorporating the inputs received from the team.

The subsequent sections discuss the detailed project-wise key findings and IRECS analysis based on the desk review and stakeholders interactions carried out for respective CSR project.



4. Provide
infrastructure for the
Construction of the
Museum of Art and
Photography

4.1. Background

- Museums play an important role in imparting education through the depth of experience. They have the potential to foster a positive learning environment among young children through real artifacts, dioramas and immersive exhibitions. In today's dynamic world, cultural institutions like museums constantly face challenges and opportunities. It has been difficult task for them to stay abreast with emerging technologies as these institutions are rooted in history and artifacts of the past.⁸ The amalgamation of modernity and history has been limited, so far.
- In the recent past, the growth of digital technologies has transformed the interaction with art. **Technology is transforming the art world, offering new ways for artists to create and for audiences to experience and engage with art.** From digital art to virtual reality, technology is opening up new possibilities for creativity and innovation and further, it has also made art more accessible than ever before. Now, artists can showcase their work online to reach a global audience without the limitations of a physical space and geographical boundaries. Online galleries and platforms provide opportunities for exposure and recognition, particularly for emerging artists who may not have access to traditional art institutions.⁹ **At the same time, while online platforms offer an unprecedented reach and democratise cultural experiences, they also pose challenges.**
- **Audience engagement** that was once nurtured by physical interactions and shared experiences now requires **innovative strategies to harness interest in a plethora of online distractions**¹⁰ or else culture and heritage as arts would be diluted to modernity.

4.2. About the Project

Culture is an important initiative at the Infosys Foundation besides Healthcare, Education, Destitute Care and Rural Development. Under this initiative, the Infosys Foundation has been undertaking many CSR projects with an objective to **preserve traditional art, dance and craft to support underprivileged artists like writers, painters, poets, and musicians through financial assistance, promoting their work and helping them gain recognition in their field of work.**¹¹

One such CSR project works to **'Provide Infrastructure for the Construction of the Museum of Art and Photography'** through funding to support the Art and Photography Foundation in Bengaluru, Karnataka. The Mission of Museum of Art and Photography (MAP) is **to democratise art while making it pleasant and relatable to everyone as much as possible.** This state-of-the-art Museum further works on the **objective of changing people's perception towards art** by making the museum a melting pot of ideas, stories and cultural exchanges inspiring people to interact with art in ways that encourage humanity, empathy and a deeper understanding of the world.¹² A schematic representation of the project specifics is depicted below:

Figure 4: Schematic Representation of Project Specifics

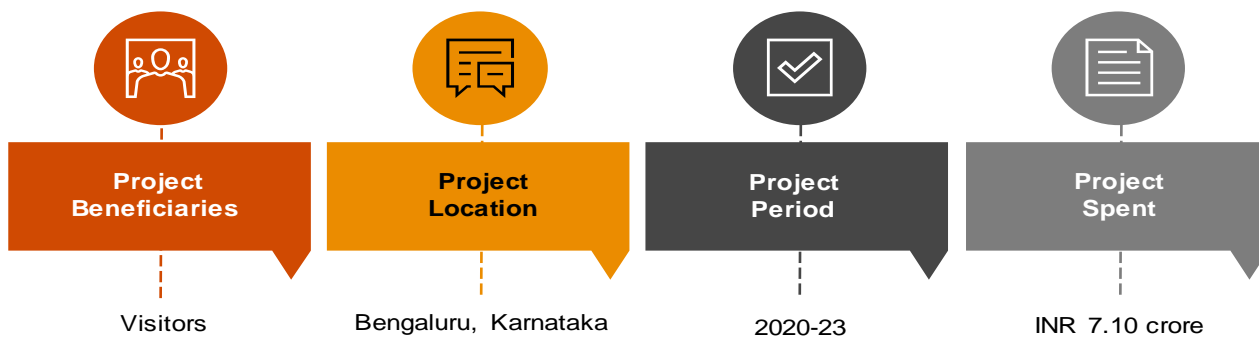
⁸Source: <https://www.stevenson.edu/online/about-us/news/role-of-museums-education/>

⁹ Source: <https://www.pinotspalette.com/naperville/blog/creative-life/-pinotspalettenaperville-art-and-technology-how-technology-is-changing-the-art-world#:~:text=Technology%20is%20transforming%20the%20art,possibilities%20for%20creativity%20and%20innovation> .

¹⁰ Source: Parry, R., 2010. Museums In A Digital Age. Abingdon: Routledge.

¹¹ Source: <https://www.infosys.org/infosys-foundation/initiatives/culture.html>

¹² Source: <https://map-india.org/about/our-mission/>



Inaugurated in FY 2022-23, MAP is dedicated to education, inclusivity, and preserving the arts¹³ to actively engage with the community through a variety of activities:

Table 3: List of Project Activities

#	Activity	Description
1.	Offering educational programmes and outreach projects	MAP conducts workshops and educational sessions where individuals can learn about various art forms. Through outreach projects, it extends its reach to underprivileged communities, ensuring access to art education for all
2.	Hosting cultural events and exhibitions	MAP organises regular cultural events and exhibitions showcasing diverse artistic expressions. These events provide opportunities for artists to showcase their work.

The MAP building focusses on accessibility and inclusivity for all visitors, particularly those with disabilities. This museum is divided into five storeys which encompass an art gallery, an auditorium, an art and research library, an education centre, a specialised research and conservation facility and other facilities (such as a cafe, a member's lounge and a restaurant).¹⁴

Basis the interactions with the Art and Photography Foundation team, it was noted that Infosys Limited and its two other subsidiaries (EdgeVerve Systems Limited and Infosys BPM Limited) have contributed funds from their CSR obligations to Infosys Foundation and provided a **funding support of INR 7.10 crore** to support the construction of the new building for MAP. This construction of the MAP building provided a platform to carry out the subsequent activities with the funding support of other donors which led to a collective impact of the project. This collective contribution benefited **92,997 beneficiaries (cumulative visitors)**¹⁵ **since its inception in FY 2022-2023**. Besides, MAP also conducted various educational and outreach activities which has benefitted range of stakeholders and its impact has been discussed in later sections of the report¹⁶. This funding from the Infosys Foundation played an important role in the realisation and success of MAP project making a positive impact on the community and cultural landscape.

4.3. About the Implementing Partner

Established in 2011, the Art and Photography Foundation (APF) is a non-profit organisation committed to preserving and promoting Indian cultural heritage by connecting arts with the wider community. APF **further awareness, education and conservation of Indian art and heritage through various educational programs**. It also manages a collection of Indian art, currently undergoing archival, digitization and preservation efforts. Artworks from this collection play a central role in the Foundation's education and outreach

¹³ Source: <https://www.apfoundation-india.org/map>

¹⁴ Source: <https://map-india.org/about/the-museum/>

¹⁵ Information received over email from MAP

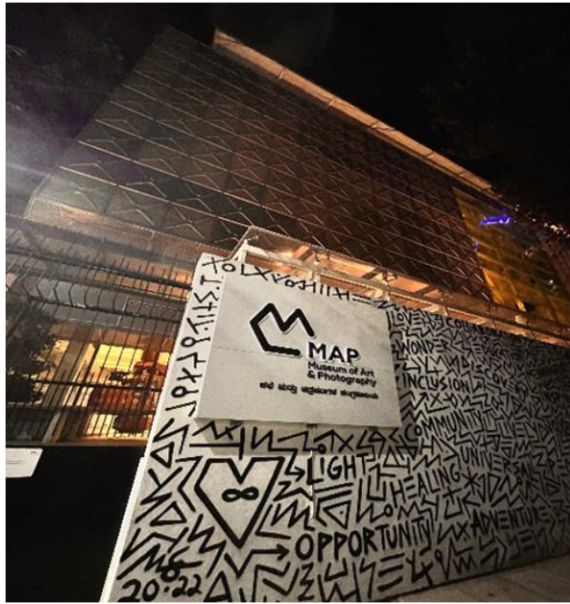
¹⁶ As per the information received from MAP team, since the Museum was operationalized in February 2023, we have captured the cumulative number of beneficiaries in different activities (as applicable) in respective sub-section.

programs aiming to grow interest in visual culture in India and establish meaningful connections between art and the local community.¹⁷

Figure 6: Location of the Museum of Art and Photography



Figure 5: Museum of Art and Photography (MAP)



4.4. Method of Impact Assessment

PW conducted the impact assessment study to evaluate the impact that has appeared since the project's implementation. The process began with a **kick-off meeting with the Infosys Foundation and APF project team** to gain an understanding on the nature of support provided under the project and further align on expectations for commencing the assessment. Following the meeting, PW team received project related documents from Infosys team which consisted of the following:

- Memorandum of Understanding (MOU) signed between the Infosys Foundation and APF team
- Completion Certificate
- Project Reports
- Pictures of MAP Museum Building Construction

PW team then began the project's desk review of received documents in line with the information received during the kick-off meeting. This helped the team in designing an assessment framework and finalising the key stakeholders for the interactions. Further, the team worked on developing a **structured qualitative methodology** for evaluating the impact of project.

A qualitative research methodology was leveraged to assess the impact owing to the nature of this project. The grant allocated for this project primarily supported the construction of the museum building. Qualitative research methodology in this scenario was useful in **assessing and exploring the subjective experiences and providing in-depth information** of the individual perspectives pertaining to the project. Moreover, this exercise intends to assess perspectives and perceptions of the different project stakeholders involved.

¹⁷ Source: <https://www.apfoundation-india.org/>

Key stakeholders were identified and tailored research tools were prepared for each stakeholder to guide the interactions with them. The evaluation frame for the study was as follows:

Figure 7: Qualitative Research Design for the Study



Once the stakeholders were identified and research tools were prepared, an **on-site visit to the museum** was conducted to interact with the respective stakeholders. As depicted in Figure 8, a total of **nineteen interactions** were concluded including **seven virtual interactions**. The **responses collected from the stakeholders' interactions were then analysed** to arrive at detailed findings as depicted in next section on [Analysis & Findings](#).

4.5. Analysis & Findings

Based on the desk review of project documents received from Infosys Foundation and the APF team and the interactions with the project stakeholders during the field visit, PW team could summarise the findings of the study as below:

4.5.1. Challenges Before and During the Implementation of MAP Project

During the interactions with Director of the Museum of Art and Photography, the PW team noted that APF was initially looking at a public private partnership with the government and the three museums across the road, i.e., Venkatappa Art Gallery, Government Museum in Bengaluru and Visvesvaraya Industrial and Technological Museum, but it did not materialise. Later, APF decided to proceed ahead and started reaching out to CSR donors (including Infosys Foundation) to support them in building this Museum.

After signing of MoU with the Infosys Foundation the Museum was planned to be opened in 2021 but **due to the restrictions imposed by the Covid-19 lockdown, the opening was delayed**. It is evident that outbreak of Covid-19 pandemic presented unprecedented challenges to cultural institutions worldwide, and **MAP was no exception**. This project was also briefly **halted in March 2020 due to the Covid-19 pandemic**, but it was resumed in May 2020. **It was a difficult time to sustain and stay relevant for the Museum as mentioned by Director of Museum of Art and Photography**. To overcome these challenges, MAP went for a digital opening of the Museum wherein they created Computer Generated Imagery (CGI) workspaces so that people could experience the Museum virtually. There also were online performances that were streamed on social media platforms such as YouTube which saw the participation of many renowned personalities. It was a challenge to do these activities in-person and hence, digital opening and digital exhibitions were undertaken as the teams continued working from different remote spaces.¹⁸ Total **15 digital exhibitions**¹⁹ were conducted till the date of study.

4.5.2. Summary of the Impact Created

MAP is a blend of old and new, where traditional art meets modern technology. MAP brings together timeless masterpieces, smart ways to access art and pioneering digital experiences. The section below offers an overview of impact created by this project on the lives of various individuals involved at different levels:

1. Creating a Sense of Ownership amongst Local Artists

¹⁸ Source: As per project documents received from Infosys Foundation

¹⁹ Source: Information received over email from MAP

As per the interactions with the Museum staff, the decision to offer free access to the Infosys Foundation Gallery at MAP has positively impacted overall visitor engagement.

- **Infosys Gallery is a welcoming space for diverse audiences.** It is a **free-to-the-public gallery that plays a crucial role in making art accessible and inclusive.** The dynamic nature of the gallery featuring **unique exhibitions on topics like Artificial Intelligence (AI), art, mental health, and photography alongside miniature paintings, etc. draw considerable footfall.**
- This Infosys Gallery is on the ground floor and serves as a space for exhibitions. Being on the ground floor makes it one of the most accessible places in MAP.
- This gallery holds a special significance due to the nature of the exhibitions hosted with a rotation of exhibits approximately every three to four months.
- The exhibitions often have a specific **connection to the community**, for instance, the **inaugural exhibition (total 8 physical exhibitions till date) featured the work of L. N. Tallur, an artist from the state of Karnataka.** The reason behind selection of **local artists is to foster a sense of ownership within the community making them feel represented in the Museum.** Building this connection encourages the community to see MAP as their Museum turning them into advocates who can convey the message to a wider audience, both nationally and globally.

Figure 8: Artwork of L.N. Tallur

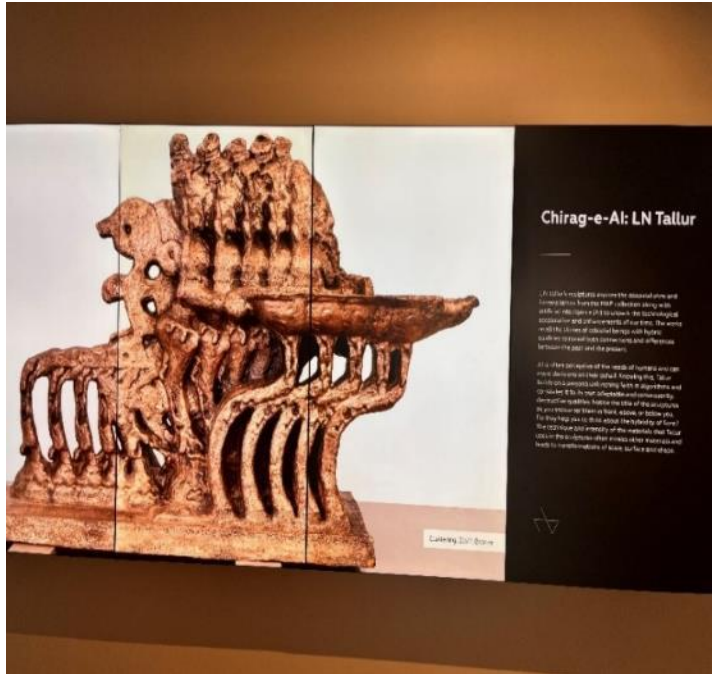


Figure 9: Infosys Foundation Gallery



2. Transforming Experience through Technology Advancements and Digital Experiences

During the interactions with the visitors and the Museum staff it was noted that **technology has played a key role in transforming the experience at MAP.** Technology has helped make art accessible to more diverse communities and helped in breaking down barriers. It was noted that MAP employs innovative approaches to offer a comprehensive engagement with traditional art by leveraging media and animation. Following are some of the key initiatives noted during the interactions:

- **3D Holograph:** The incorporation of 3D holograph technology at MAP has **positively enriched the exhibition experience** by captivating visitors with mesmerizing visuals.

- **Photolamping and DIYA app:** In response to challenges posed by Covid-19 pandemic MAP innovated the concept of 'photo lamping'. Through the DIYA app, this institute deployed an approach for **lighting the lamp during the ceremony, virtually**. Individuals could remotely engage with artifacts ensuring continued access to the museum's offerings despite restrictions on physical visits. In FY 2022-23 and 2023-24²⁰, total number of participants were **52,313 with average number of ~5,231 every month**.
- **360-degree Artwork:** Innovative integration of technology into the Museum experience (including AN immersive 360-degree views for the artworks) has facilitated **comprehensive engagement of the visitors with the artworks at the Museum contributing to an enriched visitor experience**.
- **Bloomberg Connect App:** Introduction of the **Bloomberg Connect app enriches visitor interaction by providing detailed information on various art pieces**. Visitors can use the Bloomberg app to listen to descriptions as they walk through and access the exhibition. In FY 2022-23 and 2023-24²¹, total number of users were **16,903 with average number of visitors ~1,408 per month**.
- **Augmented Reality (AR) Filters:** In partnership with META²², MAP developed AR Instagram filters based on a few artworks from the collection that are currently on display at the Museum as part of the first exhibitions. The filters have been a huge success and have enabled visitors to interact with MAP's artworks in exciting ways, educating them about different artists or art forms through games, quizzes, colouring activities and more²³.

The main aspect which makes the MAP project unique and special compared to other Museums is MAP's focus on developing a museum-going culture with people having good experience, extending the experience through technology to make it an engaging space with digital experience to cater to the audience, and by also providing the opportunities for the visitors to attend workshops.

-Development Manager, MAP

MAP's staff informed that this **institute is dedicated to foster a museum-going culture among the community which sets MAP apart from other similar institutes**. The project focuses on **creating positive visitor experiences through technology and further provides an engaging and inclusive space** with a focus on accessibility through infrastructure improvements.

Inclusivity was the major factor taken into consideration while setting up the infrastructure at MAP and accordingly, **all the content on Internal Display Interface (Figure 11) is available in multiple languages including English and Kannada to cater to the local community**. For those who cannot read and write an **audio guide is available in multiple languages furthering the inclusivity of different types of visitors**. MAP's digital initiatives including the use of technology, workshops and digital learning platforms showcase its commitment to making art not only accessible but also an engaging and enriching experience for diverse audience groups. While interacting with visitors, it was noted that **no other places nearby or even nationally offer the same kind of inclusive, easily accessible and comfortable digital experiences as MAP**. In FY 2022-23 and 2023-24, total number of audio guide users were **383**.²⁴

Figure 10: Internal display interface



²⁰ Data from March, 2023 to January, 2024

²¹ Data from February, 2023 to January, 2024

²² Meta Platforms, Inc., doing business as Meta, is an American multinational technology conglomerate.

²³ Source: <https://map-india.org/wp-content/uploads/2023/06/MAP-Annual-Report-2022-2023.pdf>

²⁴ Source: Information received over email from MAP

This experience showed that MAP is really committed to making art enjoyable for everyone irrespective of their abilities. This is a great outcome because it means that more people can enjoy and learn from art. By providing support to artists and showcasing diverse cultural expressions MAP contributes to enriching the cultural landscape. With the growing shift to digital platforms, my experience of engaging with the MAP digital initiatives has been both fascinating and enriching.

It all began when I came across a captivating sign language video shared by my friend on a social media app, where they passionately explained the intricacies of MAP's artworks. This introduction to MAP's digital presence sparked my curiosity, prompting me to delve into the online world of the Museum. Use of sign language to discuss art added an extra layer of accessibility and inclusivity making the content not only informative but also artistically presented.

- An experience shared by a visitor with impaired hearing during interaction

Impact of MAP's Digital Outreach during the Pandemic²⁵:

During the Covid-19 pandemic, MAP shifted its programmes online to reach digital audiences. Below points summarise the key activities carried out in this regard:

- **Four digital exhibitions** were released on the Google Arts and Cultural platforms whereas **five webinars** were conducted online in collaboration with the Bangalore International Centre (BIC) as well as independently.
- During the period from October to December 2020 **105 participants** engaged with such programmes. The **cumulative total of beneficiaries** who engaged online was **16,814 people**. Additionally, over **30,000 people** watched the **Art (is) Life Festival online**.
- MAP has been actively involved in developing digital learning programmes for schools as well as for the general audience. During pandemic, MAP collaborated with Artreach India for **weekend online workshops benefiting children** at Tara Homes (Shelter Homes) and piloted the inaugural family workshop for a corporate organisation. Additionally, a **masterclass on renowned artist was conducted in partnership with WizKids that drew participants** across the country. Total **6 online workshops** were organised.

3. Inclusivity in MAP's Programmes

During the interactions with various stakeholders the following MAP's initiatives were noted to foster inclusivity:

- **Tailoring Programmes to Attract All Sections of the Society:** MAP's dedication to inclusivity has deeply impacted diverse demographics, reflecting its commitment to accessibility for all. Museum's tailored programmes are designed to **make art accessible and inviting to individuals of all ages, abilities, and cultural backgrounds**, ensuring that everyone feels represented and welcomed. **MAP also invites LGBTQ and the differently-abled community to various events such as Inclusion Conference and International Week of the Deaf** which further contributes to **create a more inclusive environment within the organisation**
- **Accessibility Friendly and Inclusive infrastructure:** Right from the inception, prioritising inclusivity played a pivotal role in shaping the museum's infrastructure emphasising its importance in creating an environment that caters to diverse needs. This ongoing effort towards inclusivity has resulted in tangible outcomes such as increased participation and a more vibrant and diverse visitor community. Inclusivity is evident not only in the Museum's programmes but also in its physical infrastructure which includes amenities like ramps and lifts for individuals with varying abilities. As informed by Museum staff, MAP is also collaborating with the ReReeti Foundation to encourage Indian Museums to unite for enhanced accessibility.
- **Incorporation of Braille²⁶ and Sign Language:** **Incorporation of Braille** in all physical spaces within the Museum and the **active involvement of people with disabilities among the staff** further solidify MAP's dedication to creating a space that is accessible to everyone. **MAP embraces accessibility and inclusion for all** and hence this commitment focusses on **incorporating sign language into all visual interfaces,**

²⁵ Source: As per project documents received from Infosys Foundation

²⁶ A tactile writing system used by visually impaired people.

facilitating enhanced interpretation for individuals with auditory challenges. In a proactive move toward a more inclusive workplace **MAP has also ensured that its employees are equipped with sign language skills.**

- **Introduction of Quiet Rooms:** MAP has also redefined itself as **a welcoming space for everyone, introducing quiet rooms to provide a calming environment for neuro-divergent individuals.** This transformation has not only changed the physical aspects of the space but has also altered how people experience it.

From the perspective of our foundational education programmes, **we curate exhibitions and invite diverse groups of children to engage with them encompassing various age groups, backgrounds, and skill sets.** Our commitment to inclusivity extends to **reaching out to children from different backgrounds and people with disabilities.** For initiatives like the Bloomberg audio guide, we meticulously involve various groups such as people with visual, hearing and movement limitations in the testing phases. This comprehensive approach ensures that potential challenges including wheelchair accessibility and other concerns are identified and addressed before finalising our infrastructure and audio guides. Additionally, **we incorporate tactile works in all exhibition spaces providing people with disabilities with different kinds of sensory experiences.** This allows them to touch the tactile works and gain a deeper understanding of the paintings.

- As shared by Director of MAP during interaction

As shared by the stakeholders following are the few programmes and exhibitions **conducted with an inclusive approach** during the interactions:

- **Activity 1: Transformative Inclusive Programmes (International Week of the Deaf):** Many members of the deaf community participated in the International Week of the Deaf programme at MAP. Sign language interpreters were present throughout providing interpretation and clarification for any of their questions. Even during picture walkthroughs, the interpreters were there to explain every detail of the artwork. In FY 2023-24, total number of participants (including Deaf) were **230 across 4 days** (one event) organized.²⁷

The celebration of the International Day for Sign Language stands as a testament to MAP's impact on the community. This inclusive programme not only garnered widespread attention but also created a positive buzz on social media platforms. The engagement and participation in such events have not only elevated MAP's reputation but have also fostered a more inclusive cultural hub that actively embraces and celebrates diversity.

- **Activity 2: Visible and Invisible Exhibition:** This exhibition was initially planned to showcase highlights from the Museum's collection. However, during the planning phase it was decided to shift the focus towards a topic relevant to the community. As informed by the Director of Museum of Art and Photography, the exhibition **highlighted the paradox of women's visibility in the field of arts vis-a-vis their invisibility in the public domain raising questions about biases and patriarchal norms** with the goal to encourage reflection and contribute to social change.

During the interaction with the Director of Museum of Art and Photography, it was noted that **there are various groups being represented at MAP including individuals with disabilities and people engaged in indigenous arts, etc.** Also, while many museums predominantly exhibit classical arts and

What particularly stood out to me is how MAP has extended invitations to deaf individuals through sign language, ensuring that the digital experience is not only visually engaging but also caters to diverse communication needs. This effort to bridge the gap and make the museum's content accessible to the deaf community.

- as shared by a visitor during interaction

When I first heard about MAP, I was unsure if it would be accessible for everyone, especially for deaf people. But when I visited, I was surprised to see a deaf person enjoying the exhibits with the help of a sign language interpreter. They could ask questions and communicate easily with the staff.

- as shared by a visitor during interaction

²⁷ Source: Information received over email from MAP

consider them as 'high art' ²⁸, MAP takes a different approach **to focus on art created by diverse communities, believing that it deserves equal respect**. For example, the ancient method of bronze casting by the country's craftsmen dating back 4,000 years has never been acknowledged as 'high art' but MAP believes it's crucial to highlight and value such art.

A significant portion of MAP's collection includes items uncommon in other museums representing aspects of **mass culture** that resonate with the common people. It is evident that **art resonating with both the general public and the specific communities finds a place in the museum because it reflects the society**. So, as an organisation, **MAP is not just a space for dominant voices but also acts as a platform for marginalised communities to be heard**. Total **27,449 participants** were benefitted from FY 2022-23 and FY 2023-24.²⁹

4. Strengthening Community Engagement

MAP collaborates with many like-minded organisations to create an impact through wider community engagement. During the interactions with the museum staff, it was noted that MAP undertakes regular community engagement initiatives. One such initiative is on the **Mindscales project** which is an **international collaboration supported by the 'Welcome Trust' aiming to support mental health and well-being**. It is a space where individuals can transform their understanding of mental health and have a dialogue about it.

- For this initiative, MAP is one of the chosen institutions along with various other organisations such as the Brooklyn Museum in New York, the Mori Art Museum in Tokyo, and another institution in Berlin.
- One **notable programme under this initiative was 'Nammakatte' which was in collaboration with a renowned artist**. This space was dedicated to **fostering dialogue among children, women and the neighbourhood**. It served as a **venue for community conversations** where individuals can freely discuss everyday activities and engage in meaningful exchanges as highlighted by MAP staff. This initiative is still being implemented due to its success over a period of time.
- Additionally, individuals at Nammakatte **engaged in stitching clothes and writing messages that reflect their struggles**. This artistic expression provided them with a **platform to share their traumas fostering a safe space for healing and conversation**. This work was commissioned by MAP and **Infosys Foundation gallery was used for exhibition to display this work**. The exhibition's goal was to stress that what truly matters in a presentation is its impact and not just its aesthetic appeal. It highlighted the importance of initiating meaningful conversations accentuating the value of dialogue over visual attractiveness.

5. Enhancing Awareness and Creating Learning Opportunities

In addition to museums being the guardians of art and culture they play a crucial role in the furtherance of education in the society to the people in general and students. The following programmes undertaken at MAP depict the same by creating learning opportunities for the participants:

- **School Group Interactions:** In this programme, schools are chosen annually with a focus on supporting students in these low-income schools. MAP assisted by providing travel subsidies and other support to ensure their access to the space. This partnership involved reciprocal engagement wherein students visit MAP for workshops and MAP conducts sessions at the schools in return. These off-site workshops encouraged interactive discussions between students and facilitators enriching their learning experience. In FY 2023-24³⁰, total number of participants were **1,234 across 21 art workshops and 18 walkthroughs** organised. Total **27 schools** were engaged in such group interactions.³¹

Engaging school children from low-income background in educational programs is considered **impactful providing them with a unique insight into museum spaces**. The education team at MAP offered **insightful walkthroughs, fostering critical thinking about artworks, colors, and their contextual significance**. Interactive sessions cultivated an understanding of exhibition setups, curation and the functioning of museums.

²⁸ High art refers to works of art that are considered to have significant cultural, intellectual, or aesthetic value. They may include classical paintings, sculptures, or other forms of visual art that are esteemed for their artistic merit and historical significance.

²⁹ Source: Information received over email from MAP

³⁰ May onwards

³¹ Source: Information received over email from MAP

Initiatives like ‘Journeys Through Art’ contribute significantly to fostering critical and creative thinking within the curriculum, enriching the educational experience for diverse audiences. Customised walkthroughs for schools highlight the perspectives of both artists and students showcasing a commitment to promoting creative thinking. Additionally, the Learning Center demonstrated the ongoing efforts to improve visual storytelling and emphasised on the importance of symbolism in art interpretation. In FY 2022-23 and 2023-24, total number of participants were **190 across 8 art workshops and 4 walkthroughs** organised.³²

Overall, **these initiatives positively enhanced educational outreach making art accessible and meaningful in various learning environments.**

- **Make at MAP:** The ‘Make at MAP’ series involves presenting artwork to visitors and encouraging them to interact with it. Individuals then start thinking, responding, and creating art of their own, which they can take back home. This **process of thinking, responding, and creating one's work has added a unique dimension to the visitor experience fostering a deeper connection with the art and encouraging individual expression.** During the interactions with the museum staff, it was noted that MAP had received positive feedback from visitors regarding the interactive experience facilitated by the museum which can be attributed to MAP’s continuous engagement with the audience. For example, one of the ‘Make at MAP’ sessions received feedback to make the sessions longer, and the feedback was incorporated (it was half an hour earlier and now has been extended to longer durations). In FY 2022-23 and 2023-24, total number of participants were **243**³³ across the different events organised.
- **Summer at MAP:** ‘Summer at MAP’ was a programme for kids which was organised with an objective to **create a fun learning experience for children**, as this is the age when they learn most effectively. As informed by the Director of Museum of Art and Photography **recognising the prevalence of technology in children's lives efforts are being made at MAP to explore innovative ways to communicate in the language of digital natives**³⁴ as studies have shown that young people prefer learning through videos. Hence, **MAP deployed interactive screens** and as a digital media museum from its inception, MAP leveraged its experience to adapt and create meaningful learning experiences for children. Initially planned for one day, the **children found it so engaging that they expressed a desire to attend for additional days.** Their enthusiasm **made learning enjoyable and educational.** In FY 2023-24, total **73 students**³⁵ were benefited.
- **Global Outreach:** MAP's digital initiatives and collaborations have allowed it to reach a global audience, transcending geographical boundaries. The **virtual museum experience and exhibitions on online platforms like Google Arts and Culture and digital engagement through social media have expanded MAP's impact beyond its physical space.** Total **39 exhibitions**³⁶ were organised till date.

As noted during the interactions with the museum staff, MAP’s commitment to cultural exposure extends globally. **Geo-facilitators**³⁷ **from various cities contributed diverse perspectives to art appreciation highlighting MAP's influence in helping tourists comprehend and enjoy art.**

6. Addressing Local Cultural and Artistic Interests

While interacting with different stakeholders it was noted that **during Covid-19 pandemic a lot of artists' communities** (artisanal communities, craft communities, etc.) **were going through a very difficult time. So, MAP's team members came together and contributed an amount of INR 2,00,000 to the weavers' community.** Further, MAP decided to help new, mid-level and younger artists who were struggling to survive as it was difficult for them to even pay their rent. So, **MAP offered and issued about 20 grants of INR 50,000 each** to the artists who applied for this grant offering by MAP. This collective impact was only possible due to the support from the Infosys Foundation and other donors towards setting up this institute and providing a platform to such sections of the society.

As per the Director of MAP, the institute also **aims to provide guidance and mentorship to the artist community** especially to those who may not just need monetary assistance. Many emerging artists look to

³² Source: Information received over email from MAP

³³ Source: Information received over email from MAP

³⁴ Digital natives are people who have grown up under the ubiquitous influence of the internet and other modern information technologies.

³⁵ Source: Information received over email from MAP

³⁶ Source: Information received over email from MAP

³⁷ Global network of facilitators

institutions like MAP for support, guidance, and input. So, now in response, MAP is planning to offer mentorship to young artists from various art colleges across the city.

My collaboration with MAP, particularly through the Visible/Invisible programme has been instrumental in elevating my visibility as an artist. The unique focus on creating art forms accessible to both visually abled and visually challenged individuals has not only captured diverse audiences but has also positioned my work in a distinctive light.

Being part of an exhibition that emphasises touch and sensory experiences has broadened the reach of my art. MAP's commitment to inclusivity and its proactive support in guiding artists have played a crucial role in showcasing my work effectively.

- As shared by one of the artists during interaction

The current exhibition, 'What the Camera Didn't See' in collaboration with Pink City Studio on miniature paintings showcased a **commitment to merging traditional and contemporary styles**. Similarly, a renowned artist's commissioned works **breathe new life into the traditional art of miniature painting ensuring its preservation and introducing it to a broader audience**.

The prospect of having my work in the permanent collection at MAP and being exhibited repeatedly is an achievement for any artist. It not only adds value to the artist's portfolio but also contributes to the museum's vision of showcasing diverse and contemporary works.

- As shared by one of the local artist during the interaction

Figure 11: A still from the 'What the camera didn't see' exhibition



4.5.3. Sustainability and Revenue Generation for Museum Operations

As noted during the interactions with the Director of Museum of Art and Photography, **MAP sustains its operations through a combination of support from patrons (donors), CSR funds and diverse revenue streams** including income from the museum shop, restaurant, and venue rentals for programs. While the institution explores various avenues to raise funds, such as book and merchandise sales, etc., it faces challenges in generating substantial revenue from ticket sales or the restaurant as they are managed by external entities and MAP only receives a percentage of these earnings making it insufficient for the long-term sustainability of the Museum. Considering global models of established museums their longevity is often supported by government or private patronage.

As informed by Museum staff, sustainability in the Museum's operations is ensured by the dedicated efforts of the conservation team. **The conservation team undertakes the work of restoration and conservation. MAP also undertakes free of cost restoration for many artworks not even owned by the museum.** Besides, MAP has an acquisition committee that follows a strict policy for acquisition. Once acquired, every artwork goes to the collection, and the conservation team prepares a condition report when they first receive a collectible. The collection team at MAP diligently manages and curates the extensive collection **which currently comprises an over 60,000 artworks. They maintain this collection by coordinating with artists and photographers to ensure its preservation and accessibility to the public.**

Regular training sessions for maintenance vendors, adherence to various processes and ISO standards, and the establishment of robust disaster recovery procedures demonstrate a commitment to maintaining the Museum's integrity and longevity. Recognising the significance of museum upkeep, continuous efforts and proactive measures are in place reflecting a sustainable approach to the institution's preservation and maintenance of the art collection.

4.5.4. IRECS Analysis

Basis the interactions with key stakeholders and desk review of the project report, the **impact of this project was also assessed on the IRECS (Inclusiveness, Relevance, Effectiveness, Convergence, Sustainability) framework parameters.** The IRECS analysis summary has been presented in below table:

Table 4: IRECS Analysis

Parameter	Assessment from study
Inclusiveness	<ul style="list-style-type: none"> By tailoring programmes to be accessible and warm to people of all ages, abilities and cultural backgrounds this Museum has created a space where everyone feels represented and engaged. It has resulted in a positive impact on diverse demographics. This ongoing effort towards inclusivity has led to increased participation and a more vibrant and diverse visitor community. Notably, the incorporation of Braille at all physical spaces within the Museum, organisation of International Week of the Deaf programme, incorporation of the Indian sign language, quiet rooms for neuro-divergent individuals, efforts to engage the LGBTQIA community and the active involvement of people with disabilities among the staff further solidifies and showcases MAP's dedication to creating an inclusive space for all that is accessible to everyone. In FY 2023-24, total number of participants (including Deaf) were 230 across 4 days (one event) organised. MAP also incorporates tactile works in all exhibition spaces providing people with disabilities with different kinds of sensory experiences. MAP has undertaken active engagement with various communities through transformative inclusive programs, exhibitions like 'Visible/Invisible' addressing gender issues. Total 27,449 participants were benefitted from FY 2022-23 and FY 2023-24. The introduction of the Bloomberg Connect App enriched visitor interaction by providing detailed information on various art pieces. The app is available in

Parameter	Assessment from study
	<p>multiple languages including English and Kannada and caters to the local audience. Also, for those who cannot read and write an audio guide is available in multiple languages. In FY 2022-23 and 2023-24, total number of audio guide users were 383 and the total number of users of the app were 16,903 with average number of visitors ~1,408 per month. In this regard, it has been effective in facilitating a more inclusive experience.</p>
Relevance	<ul style="list-style-type: none"> The sustained engagement of diverse audiences over time, as evidenced by continuous participation in online programs and exhibitions highlights the project's ability to maintain relevance. MAP's relevance is highlighted in its responsiveness to the community's needs especially during the Covid-19 pandemic. This museum contributed to the well-being of artists' communities by providing financial assistance and grants. This support was crucial for both weavers and struggling artists at the time when they needed the support. Recognising the challenges faced by artists during the pandemic, MAP provided financial assistance by offering grants including about 20 grants of INR 50,000 to the artists in need showcasing its commitment and being effective in supporting the artist community during the pandemic. This collective impact was only possible due to the support from the Infosys Foundation and other donors which paved the way to establish the Museum. The Museum's digital initiatives, collaborations, and exhibitions on platforms like Google Arts and Culture have extended its relevance beyond geographical boundaries. Total 39 exhibitions were organised till date.
Effectiveness	<ul style="list-style-type: none"> The Infosys Foundation funding support along with other funders to support the construction of the new building for MAP benefited 92,997 beneficiaries (cumulative visitors) since its inception in FY 2022-2023. The provision of free access to the Infosys Foundation Gallery at MAP has had a positive impact on visitor engagement. Infosys Gallery is a welcoming space for diverse audiences because it does not require tickets. The dynamic gallery, showcasing unique exhibitions (total 8 physical exhibitions till date) on topics like AI and art, mental health and photography alongside miniature paintings attracted considerable footfall demonstrating its effectiveness. During the Covid -19 pandemic, MAP went for a digital opening of the museum and created CGI workspaces so that people could experience the museum virtually to stay relevant and effective. MAP displayed innovation in engaging with audiences and utilising social media and animation. The museum offered a comprehensive art experience. The incorporation of features like the 3D holograph further enhanced exhibitions by presenting mesmerising 3D photos/holographs. A total of 15 digital exhibitions were conducted till date. MAP innovated the concept of 'photo lamping' to address the limitations of physical Museum visits during the pandemic. Through DIYA app, it enabled individuals to engage remotely with artifacts coupled with enabled access to the Museum's offerings despite restrictions on physical visits. In FY 2022-23 and 2023-24, total number of participants were 52,313 with average number of ~5,231 every month. Celebration of the International Day for Sign Language showcased MAP's transformative impact generating widespread attention and positive social media buzz. Effectiveness of MAP's programmes is underscored by positive feedback from visitors, especially regarding the interactive experiences offered. The success of initiatives like the 'Make at MAP' series, extended workshops and the impact on diverse demographics signifies the Museum's effectiveness in delivering

Parameter	Assessment from study
	<p>engaging and educational content. In FY 2022-23 and 2023-24, total number of participants were 243 across the different events organised.</p> <ul style="list-style-type: none"> MAP engaged with schools through school group interactions. In FY 2023-24, total number of participants were 1,234 across 21 art workshops and 18 walkthroughs organised. Total 27 schools were engaged in group interactions. Initiatives like ‘Journeys Through Art’ contribute significantly to fostering critical and creative thinking within the curriculum, enriching the educational experience for diverse audiences. In FY 2022-23 and 2023-24, total number of participants were 190 across 8 art workshops and 4 walkthroughs organised.
Convergence	<ul style="list-style-type: none"> Support from the Infosys Foundation for the MAP aligned with the government’s efforts towards promoting art and culture, thus, making it convergent to existing government efforts. Collaborative initiatives are undertaken by MAP with various organisation for the cultural and educational sectors. For example, partnering with the Welcome Trust for the Mindscapes programme brings art therapists for workshops on wellbeing aligning with a broader societal focus. The collaboration with the ReReeti Foundation aims to unite Indian museums for enhanced accessibility reflecting a collective effort. Additionally, partnerships with Artreach India and WizKids highlight a joint commitment to bringing art education to the children. MAP’s collaborations align with broader cultural and societal goals showcasing a collective commitment to mental health, accessibility and art education. Total 6 online workshops were organised.
Sustainability	<ul style="list-style-type: none"> While CSR funds and revenue streams like the Museum shop contribute to operational sustainability the institution recognises the need for patronage and diverse funding sources for long-term viability. Sustainability in the Museum’s operations is ensured by the dedicated efforts of the conservation team. The museum ensures sustainability through regular vendor training, adherence to ISO standards and robust disaster recovery procedures. Recognising the importance of Museum upkeep, continuous efforts and proactive measures are taken reflecting a commitment to long-term preservation.

4.6. Alignment to the EdgeVerve Systems Limited’s CSR policy and the UN SDGs

The project also **aligned with EdgeVerve Systems Limited’s CSR policy** which mentions **Art and Culture as one of the CSR focus areas** for EdgeVerve Systems Limited. The project is also aligned with Sustainable Development Goal (SDG) 4.³⁸: **SDG 11 of ‘Sustainable Cities and Communities’** emphasis to **make cities and human settlements inclusive, safe, resilient and sustainable**. By addressing the challenges in preserving and promoting cultural heritage through collaborative partnerships this project has contributed to strengthen efforts to protect and safeguard the world’s cultural and natural heritage.



4.7. Study Limitation

- Scope Definition of Outcomes:** The MoU signed between Infosys Foundation and Art and Photography Foundation did entail the expected outcome of this project. Further, activity wise output metric in the MoU

³⁸ Source: <https://sdgs.un.org/goals>

would have helped in conducting impact assessment more effectively which was currently not part of the MoU.

4.8. Case Stories

Following case stories were gathered during the interactions held with visitors:

Case Story: Journey of Inclusion

A visually impaired woman with an immense love for art in June 2023 got to know about MAP through a friend. She **attended a special conference** for the first time when she visited MAP. **Although she couldn't explore the entire Museum during the conference, she visited the museum again on her birthday to fully experience the art and enjoy herself.** During her second visit, she was warmly greeted by the museum staff, who guided her through the exhibits with detailed descriptions of each artwork. Through their thoughtful narration she felt as though she could see the art with her mind's eye, experiencing its beauty and intricacy in a whole new way.

One of her favorite experiences at MAP was listening to their special recordings. With captivating narrations and immersive music, these recordings brought epic tales to life transporting her to distant lands and captivating her imagination.

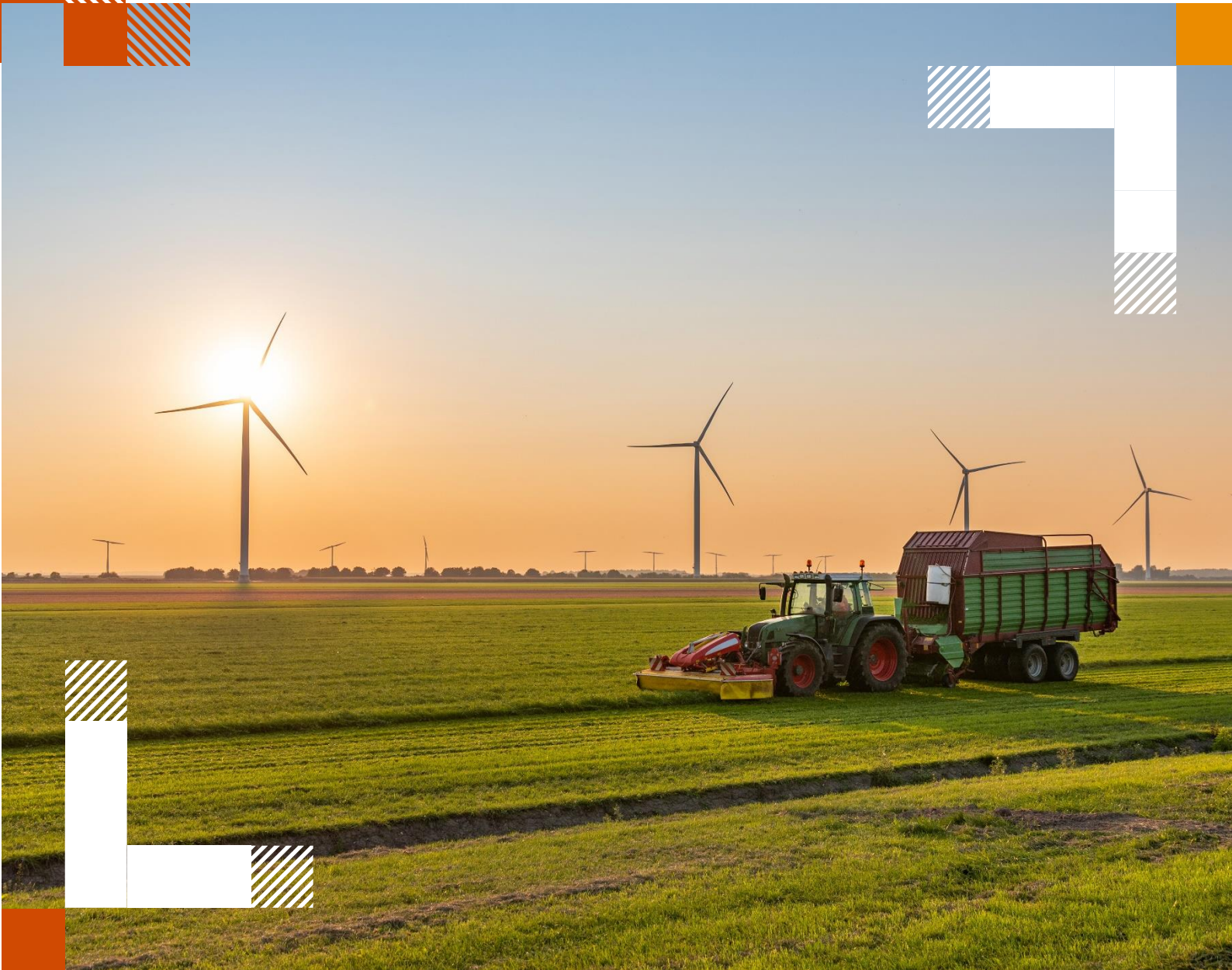
Even during the Covid-19 pandemic, MAP didn't let her down. MAP offered online workshops and presentations, especially about Mahabharata and Ramayana with music and arctic descriptions which were like a fantastic story including sign language interpretations making art accessible to everyone, regardless of their physical abilities. She appreciated the efforts that MAP put into ensuring that she could continue to engage with art from the comfort of her home. Her journey at MAP wasn't just about experiencing art, it was about feeling seen and included. Despite her visual impairment, MAP made her feel welcome and valued, showing her that art knows no boundaries. Through their innovative approaches and genuine care MAP continues to redefine what it means to make art accessible to all.

Case Story: A Father-Daughter Adventure at MAP

A local resident and the father of a daughter discovered this cultural gem through social media. Drawn by MAP's vibrant content they eagerly explored the museum uncovering a deep commitment to inclusion and embracing futuristic digital experiences from immersive 3D shows to interactive displays and a treasure of historical photographs.

Despite not being great with technology, the father found himself captivated by MAP's ingenious fusion of ancient culture with cutting-edge technology. The Infosys Foundation Gallery, especially the impactful 'Hairy Legs' exhibition, left a deep mark on their experience. Initially puzzled by its placement, the narrative behind 'Hairy Legs' prompted deep reflections on societal realities and sparked meaningful conversations.

As his daughter asked numerous questions about society and women, the father saw an opportunity for enriching conversations with his family using art as a medium to teach important lessons. This unexpected dialogue deepened their bond and enhanced their understanding of societal issues. As per the visitor, MAP is not just a museum but a cultural sanctuary, contributing to Bengaluru's cultural landscape and solidifying its role as a catalyst for art, culture, and transformative family connections.



5. Holistic Village Development by Community Participation

5.1. Background

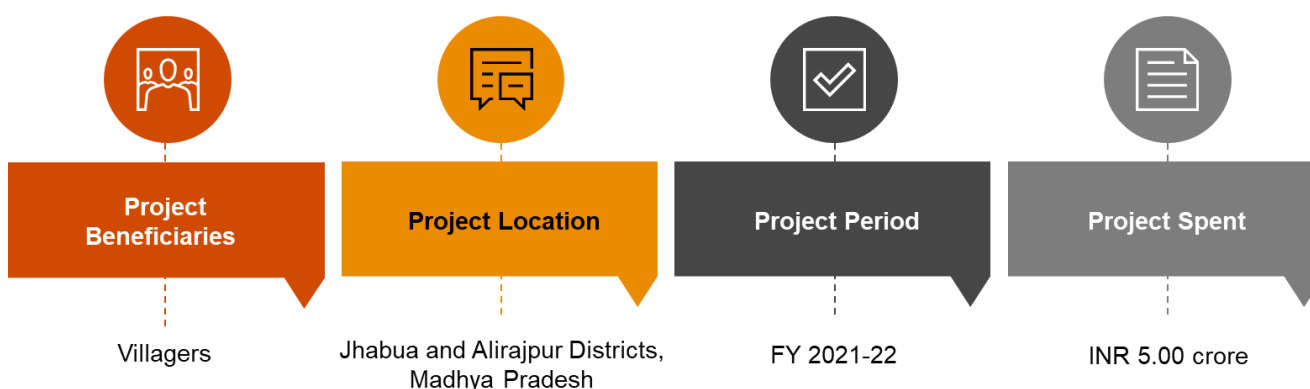
Madhya Pradesh is an agrarian economy, with over 70% of its rural population dependent on it for livelihood and sustenance. The demography of the various districts in the state is predominantly tribal (especially in rural regions). With limited growth in agricultural development over the years, communities in Jhabua and Alirajpur districts face challenges across various human development sectors. These districts are endowed with natural resources wherein various tribal groups such as Bhil community etc. uphold their beliefs of nature preservation and community participation in their daily lives. Hence, it becomes necessary to undertake interventions to uplift the Bhil community in these two districts which require special attention on their rich culture, traditions, past struggles, and sentiments towards nature.

5.2. About the Project

Infosys Foundation has been undertaking several CSR projects to support efforts in the realm of community and sustainable livelihoods development. One such project is on '**Holistic Village Development by Community Participation**' implemented by Shivganga Samagra Gramvikas Parishad (Shivganga). This project aims to solve community issues and attain sustainable village development of over 1,300 tribal villages in Jhabua and Alirajpur districts of Madhya Pradesh. This project was a part of an established partnership between Shivganga and Infosys Foundation since 2010 and since then, it has benefitted **36,356 community members**.

A schematic representation of the project specifics is depicted below:

Figure 12: Schematic Representation of Project Specifics



Below table depicts the project activities undertaken during the FY 2021-22 (assessment year):

Table 5: Project Reach across the Different Activities (2021-2022)³⁹

Activities	Sub-activities	Total beneficiaries (Jhabua)	Total beneficiaries (Alirajpur)	Total Project Beneficiaries
Youth Empowerment & Skill Development	Camps	754	200	954
	Exposure Trainings	200	754	954
	Gram Engineering Training	300	200	500

³⁹ Source: Project information shared by Shivganga

Activities	Sub-activities	Total beneficiaries (Jhabua)	Total beneficiaries (Alirajpur)	Total Project Beneficiaries
	Basic Bamboo Handicrafts Training	600	-	600
	Advanced Bamboo Handicrafts Training	80	-	80
	Bamboo Workshop Toolkits	NA	NA	NA
	Dharampuri Training Centre Infrastructure Development	NA^	NA^	NA^
Women Empowerment	Women Empowerment Training	793	-	793
	Family Grove Training	1,000	-	1,000
Land Enrichment	Organic Farming Training	283	-	283
Water Conservation	Annual Halma Event and Construction of Ponds, Stop Dams (Water conservation initiatives)	NA^	NA^	NA^
	Sacred Groves Revival Program	NA^	NA^	NA^
Community Development	Fellowships	6	-	6
Grand total		4,016	1,154	5,170

NA- not applicable as only 50 toolkits were installed

NA^ not available as these are community centric activities. These initiatives have benefited all community members from a village and its nearby vicinity, hence direct count of the beneficiaries is not available with the implementing partner.

5.3. About the Implementing Partner

In **2007**, Shivganga began its journey as voluntary Not-for-Profit organisation. It aims to foster holistic rural development by cultivating a mass movement of change led by the community⁴⁰. Their development model builds the strengths of the community, drawing inspiration from the concept of "**Parmarth**" i.e., sharing the pain of others without expectations. Shivganga ensures sustainable community participation; some examples of the same would be "**Matavan**" and "**Halma**", which are being undertaken by community members⁴¹.

5.4. Method of Impact Assessment

The impact assessment study leveraged **an integrated and cohesive approach** to assess the social impact of Infosys Foundation's CSR project implemented by Shivganga. A **kick-off meeting was held with Infosys**

⁴⁰ Source: <https://shivganga.jhabua.org/aboutshivganga>

⁴¹ Source: https://shivganga.jhabua.org/tribal_culture

Foundation to understand project activities in detail. Following the meeting, PW received following **project documents** from Infosys Foundation and Shivganga, including:

- **Memorandum of Understanding (MoU)** between Infosys Foundation and Shivganga
- **Project Report (2021-22)** chalking out different project activities and its progress over a period of time.
- **Project Completion Certificate (2021-22)** giving a landscape on utilisation against the activities.
- **Beneficiary list of the engagement** providing an overview on number of beneficiaries in FY 2021-22

PW team then leveraged the received project documents for **desk review** to understand the project's progress during the assessment period. Consequently, the team **mapped project stakeholders** for data collection for both quantitative and qualitative research methods.

In consultation with Infosys Foundation, **mixed methodology** (quantitative and qualitative research methodologies) was deployed to undertake the impact assessment study. The quantitative study focused on generating insights and evidence related to the current and expected impact. The qualitative data was leveraged to translate observations, perspectives, and experiences into valuable understandings of the actual impact. In addition to the quantitative research techniques such as surveys, qualitative research methods like Focus Group Discussions (FGDs) and In-depth Interviews (IDIs) were also deployed.

An **assessment framework** was then developed for the impact study, following which the PW team identified the key stakeholders, and sample for data collection. Team noted that this project has benefitted **4,010 individuals (youth/ artisans) across the different activities** which constitutes ~78% of the total project reach during FY 2021-2022. Since, Jhabua district had catered to all project activities, team considered 4,016 as the project universe to draw the sample size of 256. The overall sample size was calculated leveraging **90% confidence interval and 5% margin of error**, it was further split proportionally across activities.

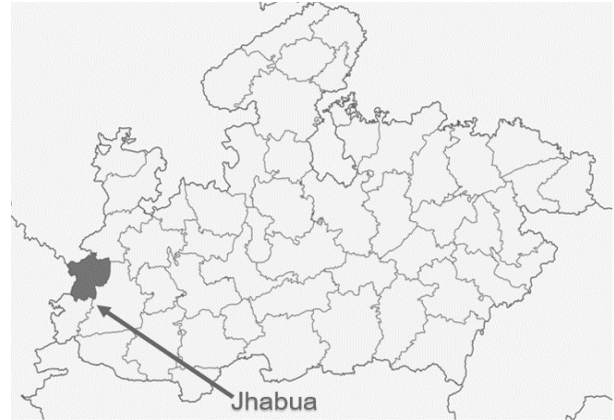
Below table provides an overview of stakeholders mapped and interacted under quantitative and qualitative survey:

Table 6: Stakeholders for Qualitative Interactions and Quantitative Survey

Project Sub-activities	Quantitative Sample		Qualitative Sample	
	Sample covered	Stakeholders	Sample covered	Stakeholders
Camps	48	Trainees	1 IDI	Trainer
			1 FGD	Trainees
Exposure Trainings	13	Trainees	1 IDI	Trainer
			1 FGD	Trainees
Gram Engineering Training	19	Trainees	1 IDI	Trainer
			1 FGD	Trainees
			1 IDI	Village Leader
Basic Bamboo Handicrafts Training	38	Trainees	1 IDI	Trainer
			1 FGD	Trainees
	5	Trainees	1 IDI	Trainer

Project Sub-activities	Quantitative Sample		Qualitative Sample	
	Sample covered	Stakeholders	Sample covered	Stakeholders
Advanced Bamboo Handicrafts Training			1 FGD	Trainees
Bamboo Workshop Toolkits	NA	NA	1 IDI	Trainer
			1 FGD	Trainees
Dharampuri Training Centre Infrastructure Development	NA	NA	1 IDI	Admin Staff
			1 IDI	Trainer
			1 FGD	Trainees
Women Empowerment Training	51	Trainees	1 IDI	Trainer
			1 FGD	Trainees
			1 IDI	Woman Leader
Family Grove Training	64	Trainees	1 FGD	Trainees
Organic Farmic Training	18	Trainees	1 IDI	Trainer
			1 FGD	Trainees
Annual Halma Event and Construction of Ponds, Stop Dams (Water conservation initiatives)	NA	NA	1 FGD	Community Members
Sacred Groves Revival Program	NA	NA	1 FGD	Community Members
			1 IDI	Village Leader
Fellowships	NA	NA	1 IDI	Fellow
			1 FGD	Beneficiaries
Total	256		27	

Besides this, **IDIs were also undertaken with Shivganga and Infosys Foundation**. In total, **29 qualitative sample involved interactions** with **~144 stakeholders to understand the holistic perspective** of this project. Team also ensured the appropriate representation across villages during the quantitative and qualitative interactions. The sample chosen was from villages of high reach in Jhabua district. These locations were finalised in alignment with the implementing partner, to ensure availability and ease of mobility of stakeholders in the data collection process.



5.5. Analysis & findings

5.5.1. Challenges before the Project

Basis the discussions with Shivganga team, it was identified that the district and community faced following challenges:

- **Lack of awareness and skills to explore alternate means of income:** High unemployment rates, low literacy rates and lack of opportunities continued to challenge the youth. This created heavy dependency on agriculture and daily-wage labour work as the sole avenues for income generation.
- **Cultural disconnect:** The Bhil tribe have a rich cultural heritage with community participation, connection with nature and its preservation at its core. However, challenges such as migration in search of livelihood, deforestation, and loss of habitat led to dilution of social and cultural diversity for the community.
- **Gap in identification of community/ village-level issues:** Dependency on government-led solutions, lack of leadership and participatory spirit among communities, gave rise to villages functioning in silos. There was notable lack of leadership within villages and platforms for individuals to come together to discuss common concerns such as water shortage, revival of forests or need for awareness of knowledge on land rights, forest rights, etc.

5.5.2. Summary of the Impact Created

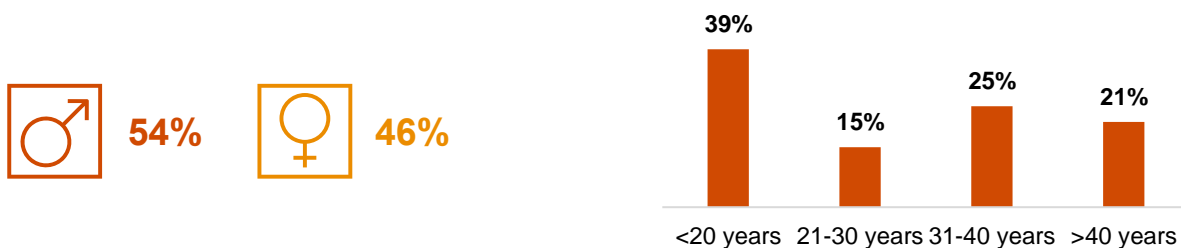
Below are the key findings:

A. Profile of the Respondents

This section presents the socio-demographic conditions of **256 respondents**:

- Out of the total respondents (n=256), 54% were men and 46% were women (Figure 14).
- The age of the respondents spans from under 20 years to over 40 years with highest number of respondents (39%) falling in the age category of 'less than 20 years' (Figure 14).

Figure 13: Gender and age wise distribution of respondents (n=256)



- **29%** (n=256) respondents shared that they have received **no formal education** whereas only 6% respondents (n=256) have completed graduation. It indicates that this project was designed to address community with varying educational backgrounds and not restricted to any educational level (Figure 15).
- A significant **48%** of the respondents (n=256) are **primarily involved in agricultural activities** whereas **5%** work as **agricultural labour**. It highlights **the dependence on agriculture and the predominantly agrarian nature of the community**. **19% beneficiaries (n=256) were students** who have been associated with youth empowerment and skill development activities.

Figure 14: Education wise distribution of respondents (n=256)

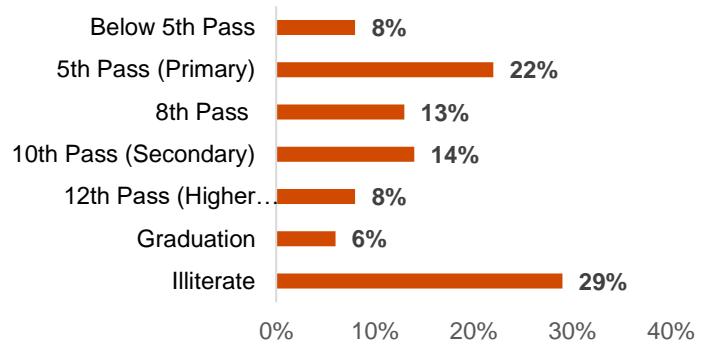
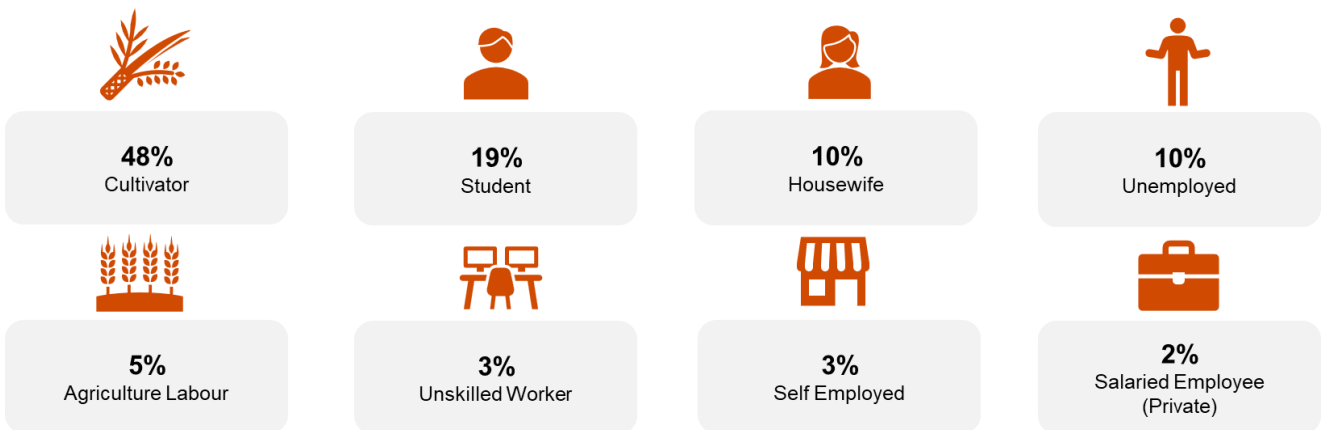


Figure 15: Occupation-wise Distribution of Respondents (n=256)



B. Youth Empowerment & Skill Development

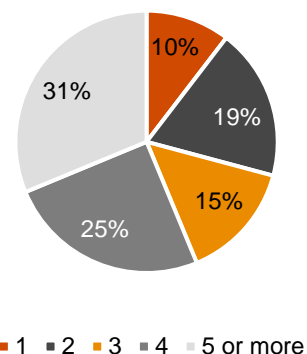
This section describes the impact created by various project activities such as camps, exposure visits, gram engineering trainings for youth, bamboo handicrafts trainings etc., on the lives of project stakeholders.

1. Youth Empowerment: Camps (n=48)

Four-day Youth Empowerment Camps (or **Vananchal Sashktikaran Varg**) were organised for motivating tribal youth with an objective to empower their community. It was analysed that:

- During 2021-22, **31.3%** respondents had attended **more than 5 training sessions** (Figure 17).
- **100%** respondents would recommend this training to other youth in the future.
- **85.4%** respondents expressed **satisfaction with the training**. Respondents stated that training curriculum had proven to be effective in uniting them with their cultural heritage. In few cases, respondents they needed more time to attend the training and understand the contents.
- It was noted that these camps helped **channelize the untapped potential of the local youth towards community development** and enabling them to be community leaders while being in touch with their tribal cultural heritage. Further, it instilled in

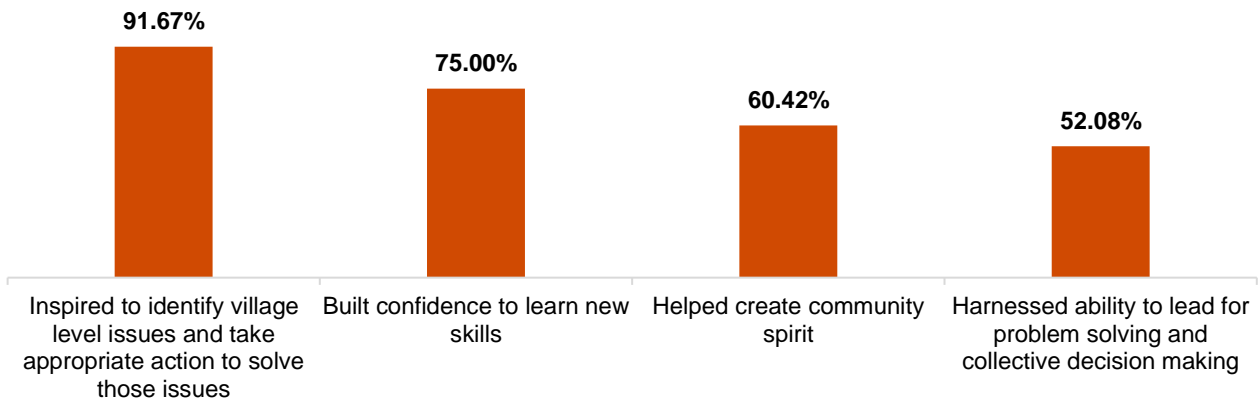
Figure 16: Trainings attended (n=48)



them a **sense of self-esteem and purpose**, through inspiring stories of tribal leaders, and freedom fighters.

- **60.4%** respondents suggested that the project has been **instrumental in helping them find their lost sense of pride** in tribal culture. Respondents (52.1%) also stated that with the interventions, they themselves felt responsible for their actions towards the larger community (Figure 18).

Figure 17: Impact of Youth Empowerment Camps (n=48)



Multiple choice question, hence total will not add up to 100%

2. Youth Empowerment: Exposure Training (n=13)

Exposure trainings were organised to enhance capabilities of the youth, and broaden their horizons with technical understanding on a multitude subject such as water conservation, afforestation, solar energy etc. Under this, select few individuals were also taken for site visits to neighbouring villages, police stations, etc., to help provide them working knowledge of government institutions. Our analysis indicates that:

- **100%** respondents were **satisfied** as it empowered youths to emerge as change agents in their villages and increased their knowledge through exposure visits.
- **69.2%** respondents stated that they learnt water conservation and afforestation, and agriculture related materials, followed by **61.5%** stating that they learnt animal husbandry. Critical issues such as **water scarcity, migration pressures, heavy debt burdens, healthcare access, and exploitation by local authorities** were covered.
- **92.3%** respondents believed in engaging in a **livelihood generation activity**. Respondents also stated an **increase of approximately 10-20% in their monthly incomes**.
- **Exposure visits** were also held at neighbouring villages (spanning over 3 to 5 days) to **understand their functioning, management and best practices around conflict resolution, agricultural practices, community building etc.** This aspect has received mix responses from respondents as
 - 15.4% respondents reported to have taken an exposure visit to the police department whereas 30.8% reported to visit to the judiciary courts.
 - While 7.7% confirmed visiting to other villages, **46.2% did not undertake any exposure visits**.
- Team also probed the respondents who attended such visits (n=7 i.e., 53.8% of 13) to understand their learning experience. They reported that they learnt how to make use of government systems to their benefit (42.9%) followed by rest of respondents highlighting following aspects:



Learnt the need and importance of different government systems



Gained knowledge on the role of different government institutions



Understood the roles of different individuals within government institutions

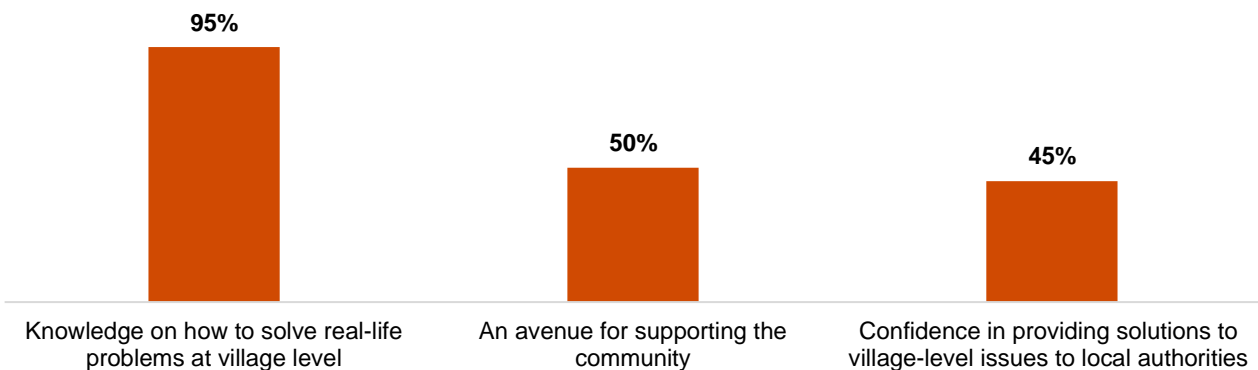
- During interactions, it was also noted that often due to lack of time, the **information was inadequate and lacked depth of details**. However, any such visit for the members was an exhilarating and exciting experience where they were provided an opportunity to travel and experience outside the boundaries of their village.

3. Youth Empowerment: Gram Engineering Training (n=19)

This activity empowered village youths to gain basic engineering skills through a **four-day training program**. It included sessions on varied techniques of water conservation and afforestation such as contour trenching, earthen dams, check dams, bunds, etc. The sessions are held at Dharampuri training campus⁴² (supported by Infosys Foundation) in **partnership with SGSITS Engineering College in Indore, Madhya Pradesh** by domain expert faculty. Basis the interactions with respondents, it was analysed that:

- **100%** respondents agreed that the training was **effective**. Maximum training was imparted on **earthen dam (85%)**, bunds (65%), and check-dam (55%).
- Respondents also stated that they could **apply knowledge in the villages (95%)**. It also provided an opportunity to reach out to other community members (50%). (Figure 19).

Figure 18: Impact of Gram Engineering Training (n=19)



Multiple choice question, hence total will not add up to 100%

Respondents stated that they were **able to use their knowledge** successfully in:

- preparing and presenting the water conservation plan⁴³ to village leaders and the community (75%)
- providing solutions to village leaders and the community besides the water conservation plan (55%)
- working with village leaders on activities related to water conservation (35%)

Respondents also highlighted that there were certain areas of improvement as mentioned below:

⁴² This 5-acre campus near the district headquarters of Jhabua has become a place of learning for villagers. With growing need, this training institution has been developed to capacitate nearly 300 or more trainees for a residential training at a given point in time.

⁴³ Trainees learned to make water conservation plans as a part of the training which were leveraged for the purpose of making ponds, dams, etc. in villages.

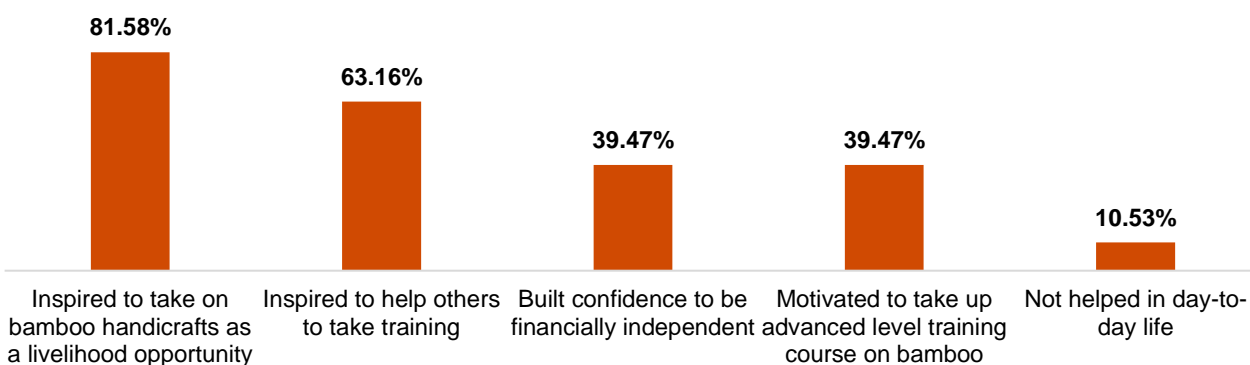
- Beneficiaries indicated the limited availability of time to attend four-day sessions as they are predominantly agricultural/ daily wage labourers and hence, suggested to **reduce session time**, if possible.
- Beneficiaries stated that the **effectiveness of teaching methods can be improved** by adding more real-world examples instead of theoretical sessions.
- Additionally, **women were not offered the opportunity** to take participation owing to low expected participation, which led to more male centric leadership in the realm of technical expertise.

4. Skill Development: Basic Bamboo Handicrafts Training (n=38)

To harness the potential of the youth and provide them with an opportunity to build skills in Bamboo Handicrafts, a **seven-day training (camp) with youth** was organized. The training was provided in Jhabua district given the easy availability of bamboo in the region. It often held in a central village to provide access to all individuals to join such camps. Based on interest and skill, the participants were selected for advanced camps. Basis the interactions with beneficiaries, team noted that:

- **94.7%** rated the training as **satisfactory**.
- **100%** felt that the training was taught through **effective teaching methodologies** and added that these camps were usually motivating and interesting. It also enabled them (**89.5%**) to participate in the advanced bamboo training.
- **81.6%** stated that the training helped them **pursue bamboo handicrafts as a livelihood opportunity** and built confidence to become financially independent (39.5%) (Figure 20).

Figure 19: Impact of Basic Bamboo Handicrafts Training (n=38)



Multiple choice question, hence total will not add up to 100%

- Respondents also reported that they **would prefer to spend lesser time (21.1%) on this activity to cover all the course work**. They also felt that the training had some irrelevant topics (e.g., discussion on tools which were not available for practice etc.), which also led to some topics of disinterest for them (5.3% each). However, as per majority of the respondents, there were **no problems with the training and training materials (81.6%)**.

5. Skill Development: Advanced Bamboo Handicrafts Training (n=5)

The advanced training was provided in **partnership with an expert designer** which was held **bimonthly in Indore with 10 participants** in each session. This training included product development, prototyping, management of tools, and final product handcrafting ready to go into market. Currently, Shivganga is marketing the Bamboo products through an e-commerce platform (i.e., www.jhabuacrafts.com).

Findings indicate that:

- **100%** respondents were satisfied.
- **80%** respondents felt that it **was a step forward for them to become trainers** in bamboo handicrafts.

- All the respondents affirmed in positive that they would suggest these trainings to others. The main reason would be the **ease in attending training sessions (80%) and easy teaching methods (60%)**, among others.
- Due to the high expense of toolkits, only a limited students were provided Handicrafts Workshop Toolkit⁴⁴. Further, it was noted that the skill has not led to any concrete income generation for the individuals considering that the products are being sold through Shivganga and being leveraged for the development and management of their Meghnagar center.

C. Women Empowerment

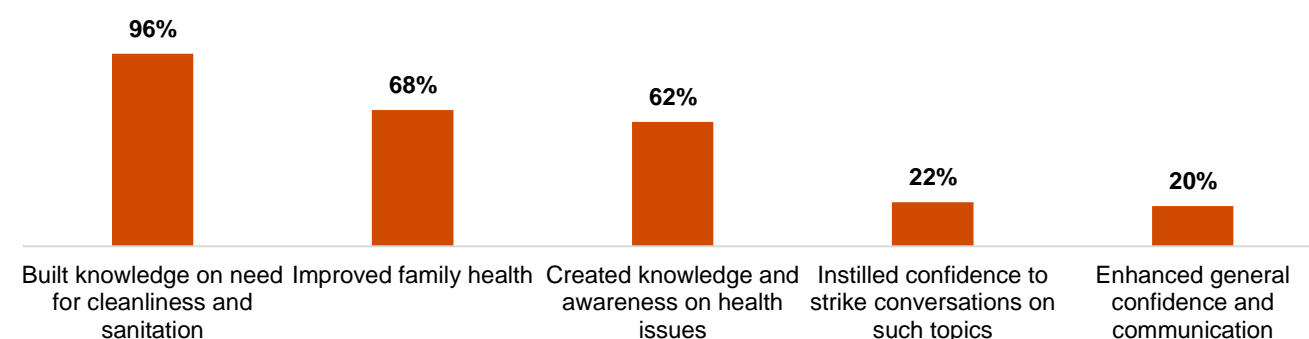
This section provides an overview of the impact created by various project activities such as empowerment camps, family grove etc. on the lives of tribal women:

1. Women Empowerment Trainings (n=51)

Shivganga involved the tribal women in Jhabua to their holistic development initiative through a series of activities focused around promoting leadership. Empowerment camps were organized at regular intervals with health as the central theme. These women were trained under **Swachh Gaon-Swasth Parivar** to impart knowledge on nutritional plants and combating nutritional deficiencies with an idea **to improve health outcomes at family and community level**. They were also given a set of nutritional saplings comprising of **saplings of fruits, herbs, and medicinal plants to be planted in their households and be used in daily cooking**. Our findings indicate that:

- **96%** respondents felt it helped in **building knowledge for cleanliness and sanitation**.
- It also helped them in **improving family health (68%), creating knowledge and awareness on health issues (62%)** (Figure 21).
- The women were now more aware to identify diseases, ensure timely check-ups of sick members and maintain hygiene and sanitation leading to less chances of getting sick.
- **96%** respondents reported a reduction in the **family health expenses**. Due to reduced expenditure, monthly savings ranging from **INR 300/- to INR 1,000/-** was reported. All respondents mentioned that they are now well-prepared and equipped in spreading awareness and supporting community members on health-related issues.

Figure 20: Awareness generation and improvement in family health (n=50)



Multiple choice question, hence total will not add up to 100%

- The project encouraged the **leadership development** among the women. It has **enhanced self-confidence among women to approach their community members** and other women of the nearby villages to link them to this initiative.

⁴⁴ Comprises of a set of tools and a shave horse for artisan to sit is provided to the select students. The purpose of this toolkit is to assist an artisan to set an individual workshop at the household level for decentralized production.

- **90%** respondents reported to support fellow community members. In addition to awareness generation, the immersive training methods adopted have imparted other skills in the women leaders such as event management, conducting of trainings, community mobilization, and so on.

“My aunt was severely anemic since the last few years and had been facing several health issues for years. Due to lack of awareness, my family was reluctant in taking her to a standard government or private health facility and had been resorting to the treatment from a quack nearby. I attended the women empowerment training and educated my family on connecting with the nearby health facility to avail treatment for my aunt. Due to this, my aunt’s life could be saved from life threatening conditions and her overall health is improved.”

- As narrated by a tribal woman during interactions

2. Family Grove (n=64)

Planting of nutritional groves in the backyards has proved useful in incorporating regular intake of essential nutrients. Under this activity, fruit bearing and other trees such as mango, guava, mulberry, curry leaves, neem, moringa, jackfruit, lemon, etc. have been planted. The women of the community have also reinitiated cooking traditional, nutritional recipes by sourcing the plants from their local forests.

Based on the discussion with the trainer and beneficiaries of family grove intervention, it was noted that about **1,200 families in 100 villages were provided with 12,000 plants** to promote the initiative. Additionally, more than **105 community members from 48 villages were provided trainings** on plantation and maintenance of the family grove plants. Below depicts the key findings in line with interactions with 64 respondents:

- **58%** respondents shared that they have **received plants/saplings** with an average of 15 saplings.
- **32% respondents** shared that they have **received trainings** under the family grove intervention which has contributed to enhancing their awareness level about the health benefits of practicing family grove.
- Additionally, **11% of the respondents** (n=64) shared that they have received **input supplies such as seeds, composts, and fertilizer** to promote the family grove.
- On probing the impact of this project activity, team noted that:
 - Nutritional intake of **55%** respondents has enhanced because of consuming fruits and vegetable from the family grove. Further, it was shared that prior to the intervention, they were **unaware of the benefits of consuming fruits and vegetables** which they started growing in the family grove.
 - **53%** respondents reported a **decrease in expenses related to buying fruits and vegetables** from outside market due to the family grove. This highlights that the intervention has been able to promote **self-sufficiency** and **cost effectiveness within the households**.
 - About **47%** respondents shared that they have been experiencing **medicinal advantages** from the trees planted under the family grove. They shared that the frequency of family members falling sick has reduced significantly and has reduced their spend on buying medicines and other healthcare expenses.
 - **5%** shared that they can generate additional income by selling the surplus produced from their family grove. However, 9% of the respondents stated that their plants/ sapling is at a nascent phase and has not yet developed to the stage where they could experience fruiting or other benefits from it.

D. Organic Farming Training (n=18)

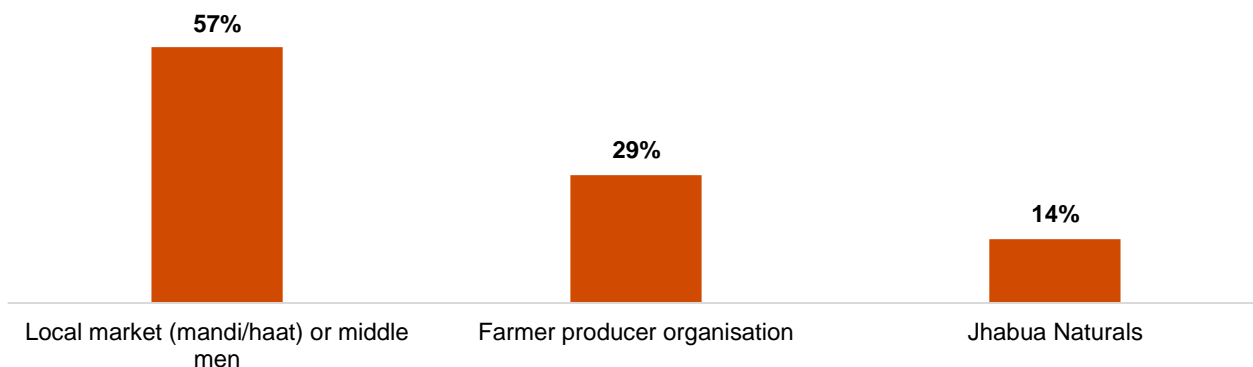
In Jhabua district, the practice of organic farming emerged as a crucial component to promote sustainable agricultural practices. Organic farming, characterised by the avoidance of chemical pesticides and fertilizers, **aligns with the environmental and cultural ethos of the tribal community**. During the interaction, it was shared that organic farming trainings were imparted by Shivganga on a monthly basis. **Refresher trainings were also provided** on weekly and fortnightly basis in line with the community's needs.

- **67%** respondents (n=18) shared that they have been a part of **exposure** visits and **56%** of the respondents were part of the demonstration plot technique.
- Training was a mix of both theoretical as well as practical components. **56%** respondents participated in the hands-on training activities where they learned about the preparation of soil, bio compost, fertilizers, and pest management of crop through practical trainings. **50%** respondents were part of the **theoretical sessions** which enabled them to conceptualise the technicalities.
- **94%** respondents have witnessed **improvement in the soil health** because of the implication of techniques learnt during the organic farming training.
- **83%** respondents noted that the crops produced through organic farming techniques are **healthier and resilient** than those cultivated through conventional farming methods.
- **67%** respondents shared that they felt **decreased dependence on the chemical inputs** as they are able to prepare their own bio fertilizers, bio pesticides and bio compost through locally available resources. They **no longer have to commute to the market to purchase chemical inputs**, reducing the hassle of transportation.
- **61%** respondents reported noticeable **enhancement in the crop yield and increased productivity**.
- **44%** respondents have claimed that organic farming has **proven to be economically efficient** for them.
- **39%** respondents stated that they have an **uptick in income through the sale of organically grown produce** as they have higher selling value in the market as compared to conventional farm produce. On probing further, team noted that these respondents sell their farm produce in the local markets (mandi/haat).
- **28%** respondents mentioned that incorporating organic farming techniques has **empowered them to embrace practices which are sustainable and eco-friendly**, resonating with the agricultural traditions practiced by their ancestors.

Figure 21: Farm produce through organic farming technique



Figure 22: Market for organic farm produce (n=7)



Jhabua Naturals- Jhabua's tribal farmers led social enterprise called "Jhabua Naturals".

- Participants shared that the **cost of cultivation** through conventional farming has **reduced due to the usage of locally available resources used in organic farming. Farmers have also experienced a boost in their annual income** as depicted below:

	Conventional Farming	Organic Farming
Average cost of cultivation incurred (One acre of land)	INR 13,000	~INR 7,000
Annual Income earned (One acre of land)	INR 40,000 - 50,000	INR 60,000 - 70,000

E. Water Conservation and Forest Management

1. Annual Halma Event and Construction of Ponds, Stop Dams

- The tribal community in Jhabua district shared that they faced severe water crisis, which triggered the challenges beyond the need for migration. The depletion of natural resources primarily due to deforestation has resulted in barren hills and exaggerated surface runoff hindering rainwater percolation which resulted in cultivating only one crop per year.
- The project identified this challenge and took initiatives to mitigate it by water conservation by involving the local youth and building their capacity through training camps, wherein they were made aware of the **importance of water conservation through "Jal Andolan"**. To develop the capacity within the village, an initiative called the **"Gram Engineering training"** was undertaken where the **youth of the village were identified and trained about the technicalities of construction of water harvesting infrastructure such as ponds, check dams, contour trenching etc.** After the completion of the training these individuals identified sites to construct water reservoirs. The process of construction of water infrastructure was carried out by the villagers across Jhabua through halma which is voluntary labor.
- In the year 2021-22, Shivganga undertook the water conservation initiative wherein they constructed **three reservoirs with 10 crore liters capacity** along with **2 small water structures** in the form of bori band acting as check dams (combined **capacity to conserve 2.6 crore liters of water**).
- The construction of these water infrastructures proved to be **beneficial for the community members as**
 - It facilitated water conservation and ground water recharge**
 - They **experienced a tangible reduction in the rate of migration**, due to the availability of water. This has also encouraged them to cultivate crops through both the seasons (kharif and rabi), which was not possible earlier.
 - They also felt reduction in drudgery of women due to reduced water carrying distance, contributing to the health and well-being of the women. The accessibility of water in their own village saves time and allows them to engage in other productive activities
- Further, the construction of these water infrastructures has **revived the ground water level** and has ensured **long term and reliable water supply** for the community and mitigating the risk of water scarcity.
- The water infrastructures constructed has benefitted in mitigation of the surface runoff and erosion. The check dams and reservoirs constructed under the project retains rainwater, preventing excessive runoff. This **curtails soil erosion, preventing the fertile soil and protecting agriculture lands.**

- The presence of water infrastructure in the village has impacted the wellbeing of the other local animal and bird who were on the verge of vanishing. It has now **attracted diverse range of wildlife and promoted biodiversity**.

Figure 23: Water Conservation through pond construction



2. Forest Management Sacred Forest Revival Program (“Matavan”)

- “**Matavan⁴⁵**” tradition in Jhabua district, is related to **protection of forests among tribal communities** across India. It demonstrates a deeply rooted commitment to forest conservation.
- This cultural norm indicate that no individual shall **exploit the wood from Forest for personal use**. Matavan plays an important role in the social setting of tribals it is not merely a practical measure, but a cultural norm upheld through generations. The religious rituals and festivals within tribal communities includes paying tribute to the Matavan emphasizing its sacred status.
- This approach from Shivganga has not only contributed to expansion of green cover but has also inculcated the sustainable ethos among the tribal community (which got depleted with time). It has **revived the ancestor’s cultural norm and the tribe’s identity in the region**.
- About **23 Matavans have been developed with more than 11,950 trees** planted under the initiative to revive forest cover.
- During the interaction with the community members, it was noted that:
 - This project **recognised the depletion of this practice from the tribal community** and identified it as a medium for implementing forest

Figure 24: Matavan



Figure 25: Afforestation under Matavan



⁴⁵ Matavan refers to “forests of mother” signifying the connection with mother earth

protection/ enhancement initiative. It **led to strengthen the cultural significance of Matavan tradition** showcasing a harmonious blend of cultural values and ecological responsibility.

- The plantation of trees under Matavan has contributed as a **natural shield against soil erosion**. They have experienced that planting more trees have **minimized erosion of soil** and has been helpful in **preserving the fertility of the soil**.
- Matavan also played crucial role in **mitigating floods** which used to ravage the crops earlier. This has been **beneficial in safeguarding livelihoods and preventing forced migration due to floods**.
- The prohibition of individual utilization of trees planted under Matavan initiative has developed a **collective commitment** within the tribal community. It has demonstrated the **commitment to the shared responsibility** for preserving forests and has also developed a sustainable approach in natural resource management.

F. Fellowship Programme

- This initiative facilitated an **immersive fellowship experience for researchers and students (fellows)** to engage with tribal development issues. The fellows worked with the tribal community on various issues such as health, social entrepreneurship, youth empowerment, etc.
- The fellows get an **experience to local development issues** while working closely with the tribal community of Jhabua district. This has resulted in **an enhancement in the professional and academic trajectories of the fellows** by providing them a proximate perspective to picture of the niche reality.
- It was noted that the exposure provided the **fellows with an opportunity to hone their leadership skills** and enabled them to **emerge as community leaders and trainers**. Along with the community leaders, the fellows led key initiatives by providing their technical inputs, pitching of innovative concepts and working towards further optimizing the existing project models to enhance their functioning.
- Through the course of the fellowship duration, some fellows have been able to conceptualise, initiate and successfully set up innovative programmes and practices for further enhancing the quality of living of the community members. For instance, the idea of **Jhabua Naturals was initiated by one of the fellows**. Another fellow worked closely with the tribal community has been able to successfully win community forest rights for 4 villages as per the Forest Rights Act, 2006.

5.6. IRECS Analysis

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

Table 7: IRECS Analysis

Parameter	Assessment from study
Inclusiveness	<ul style="list-style-type: none"> • The project is inclusive in nature as it focuses empowerment and upliftment of the community members beyond demographic bars such as gender, caste, or age and reaches out to socio economically marginalized communities in India. • The targeted respondents of the project belonged majorly from Scheduled Tribe (ST) community. • The participation of women as 46% of the total respondents (n=256) interviewed are women reflects the gender inclusive nature of the project • The project ensured participation of all age groups from the age of less than 20 years and more than 40 years involving the innovation from young age group as well as wisdom from the elderly age groups.

Parameter	Assessment from study
Relevance	<ul style="list-style-type: none"> The project is relevant as it addresses the pressing issues faced by the local tribal communities, particularly related to water crisis, migration, and exploitation of villagers due to lack of awareness on various issues. These issues had a direct impact on livelihoods, health, education, and environment. The project has provided solutions to these issues through activities such as water conservation through ponds and check dams, environment protection through afforestation activities under “Matavan”, land enrichment by promotion of organic farming, and trainings for empowerment of community members in the form of skill development and women empowerment.
Effectiveness	<ul style="list-style-type: none"> 60.4% believed that the project has been instrumental in helping them find their lost sense of pride in tribal culture. 52.1% also expressed that with the interventions, they felt responsible for their actions towards the larger community. 69.2% learnt water conservation and afforestation, and agriculture related materials, followed by 61.5% stating that they learnt animal husbandry. 92.3% respondents agreed that the exposure trainings supported them in engaging in a livelihood generation activity. Respondents also stated an increase of approximately 10-20% in their monthly incomes due to the exposure training. Respondents agreed that through the Gram Engineering Training they could apply knowledge in the villages (95%) and reach out to other community members (50%) regarding village issues. 81.6% felt that the bamboo handicrafts training helped them consider pursuing it as a livelihood opportunity and built their confidence to become financially independent (39.5%) 96% experienced reduced family health expenses post the women empowerment trainings ranging from INR 300/- to INR 1,000/-. 32% shared that the family grove intervention contributed to enhancing their awareness level about the health benefits of practicing family grove. The project has been effective in conserving water through construction of water infrastructure, in the form of three reservoirs with 10 crore liters capacity along with 2 small water structures in the form of bori band (check dams) constructed under the project has a combined capacity to conserve 2.6 crore liters of water. These infrastructures have helped the community members by reviving the ground water level and has ensured long term and reliable water supply for the community and mitigated the risk of water scarcity. Availability of water led to enhanced agricultural productivity and the rate of migration has decreased villagers are no longer compelled to seek alternative livelihood because of limited availability of water. The afforestation activities under “matavan” have been impactful as 23 Matavans having more than 11,950 trees planted has improved the green cover and has revived protected forests.

Parameter	Assessment from study
Convergence	<ul style="list-style-type: none"> The project has clear convergence with government authorities/ institutions with regards to conduct of exposure visits, however, beyond permissions and other legal documentation for activities such as Halma, Shivganga does not have convergence with the government on other activities.
Sustainability	<ul style="list-style-type: none"> The project exhibits sustainable approach by tapping into the enduring strength of the tribal tradition through skill development and youth empowerment building the local capacities and incorporating them into a larger framework. The emphasis on community participation and the preservation and utilization of local resources implies a sustainable approach to the development process and potentially addresses the challenges beyond the immediate scope. However, the project activities need can be run by themselves, as they are still in the phase of expansion.

5.7. Alignment to the EdgeVerve Systems Limited's CSR policy, and UN SDGs

The project is also aligned with EdgeVerve Systems Limited's CSR policy, which mentions **health, rural development, gender equality and empowerment of women, environment sustainability as one of the CSR focus areas** for EdgeVerve Systems Limited. The project is also aligned with Sustainable Development Goal: **SDG 1 No poverty, SDG 3 Good health and well-being, SDG 5 Gender equality, SDG 10 Reduced inequalities, SDG 11 Sustainable cities and communities and SDG 13 Climate action.**



5.8. Study Limitation

- Reflecting impact of a single financial year (FY 2021-22):** Infosys Foundation is associated with this project from 2010 and since then, it has benefitted 36,356 community members. Hence, the current impact reflected in this project is the cumulative impact created across years and it will be difficult to isolate the benefit for this particular assessment year.

5.9. Case Stories

Case story 1

Raghav (name changed), a farmer from tribal community embarked on a journey to revive his family's legacy. Raghav's ancestors had practiced organic farming for generations, relying on traditional techniques and indigenous knowledge to cultivate their land. However, over year the modern agricultural practices led to abandonment of these techniques bringing in chemical fertilizers and pesticides. Raghav came to know about Shivganga's initiative of promoting organic farming as a sustainable solution intrigued by the prospect of improving soil health reducing input cost and producing healthier crops. He decided to attend one of their training sessions.

Shivganga provided training on organic farming techniques including composting crop rotation intercropping and natural pest management. Through these training sessions Raghav learned about how to harness the power of indigenous techniques and organic input to enrich soil fertility and improve productivity through locally available resources on his farm. He has been able to minimize his cost of cultivation because of reduced amount spent on input supply and more usage of locally available resources and maximized his




profits by selling organic fruits and vegetable in Jhabua Naturals (a shop established by the tribal community members of Jhabua in Indore).

Raghav shared that earlies his annual income from farm was between INR 50,000-60,000 but now after practicing organic farming he is able to get better prices for his produce and is able to earn INR 80,000 to 1,00,000 annually.

Raghav stated that “I am grateful to Infosys and Shivganga for this initiative. Because of the organic farming training received in his village I have an enhanced income”.

Abbreviations

Abbreviations	Full forms
AI	Artificial Intelligence
APF	Art and Photography Foundation
AR	Augmented Reality
BIC	Bangalore International Centre
CAPI	Computer-Assisted Personal Interviews
CGI	Computer Generated Imagery
CSR	Corporate Social Responsibility
FGD	Focused Group Discussion
FY	Financial Year
IDI	In-depth Interview
INR	Indian Rupee
IRECS	Inclusiveness, Relevance, Effectiveness & Efficiency, Convergence and Sustainability
ISO	International Organization for Standardization
KPI	Key Performance Indicators
KSWDC	Karnataka State Women's Development Corporation
LGBTQ	Lesbian Gay Bisexual Transgender and Queer
LGBTQIA	Lesbian Gay Bisexual Transgender Queer Intersex Asexual
MAP	Museum of Art and Photography
MOU	Memorandum of Understanding
PW	Price Waterhouse
PWCALLP	Price Waterhouse Chartered Accountants LLP
SDG	Sustainable Development Goals



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