

INDEPENDENT CSR IMPACT ASSESSMENT REPORT



Client name:
Mphasis FI Foundation
Bagmane Technology Park,
C.V. Raman Nagar,
Bengaluru, Karnataka

Submitted By
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Bangalore, India



CSR Project: **Mphasis COVID Relief FY 21-22**
Assessment Year: 2021-2022
Date: 25th March 2023
Certificate reference number: IB067-2200-01-00006
Service Contract Number: BSSB-2200-00006
Based on the Inspection Visit: 10th & 14th March 2023

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Executive Summary

Bluesky Sustainable Business LLP submits this CSR Impact Assessment Report for the CSR Project "COVID-19 Relief" supported by Mphasis FI Foundation in FY 2021-22

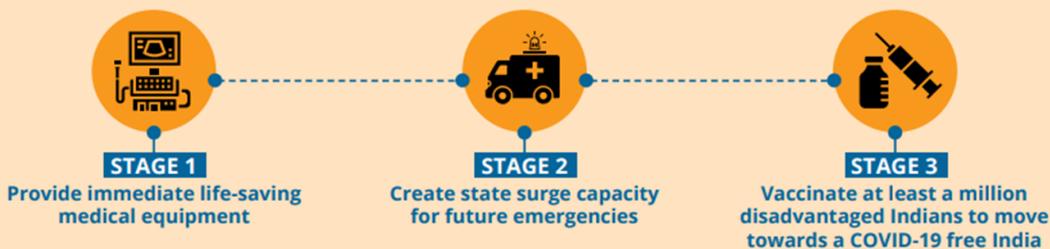
As front-runners in technology-led solutions, Mphasis' corporate social responsibility (CSR) works for socially excluded and economically disadvantaged groups through disruptive and tech-based solutions in the areas of education (improving learning outcomes), livelihood (improving employability and income generation), inclusion (empowering people belonging to the target group) and sustainability (engineering climate sustainability).

Mphasis FI Foundation contributed to COVID-19 relief activities in collaboration with two Implementing partners – American India Foundation Trust (AIF) and Give India. The two implementing partners further worked with different field partners to ensure immediate support was extended to the last-mile communities during Covid-19.

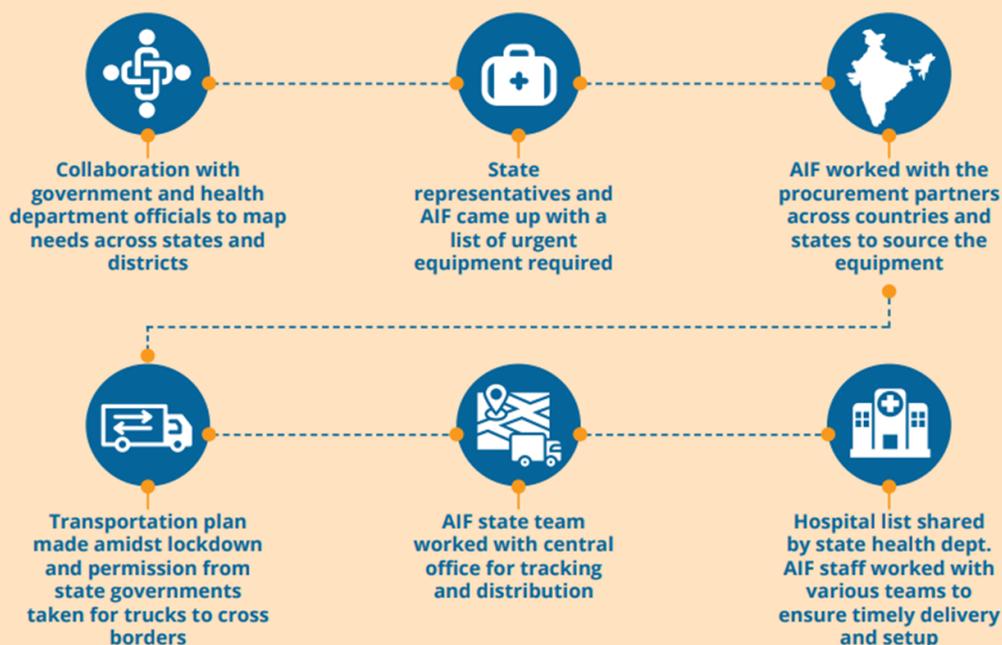
The relief approaches of the two implementing partners differed, but their primary objective was to ensure timely relief for the beneficiaries in need.

American India Foundation's response to Covid-19 had the following approach –

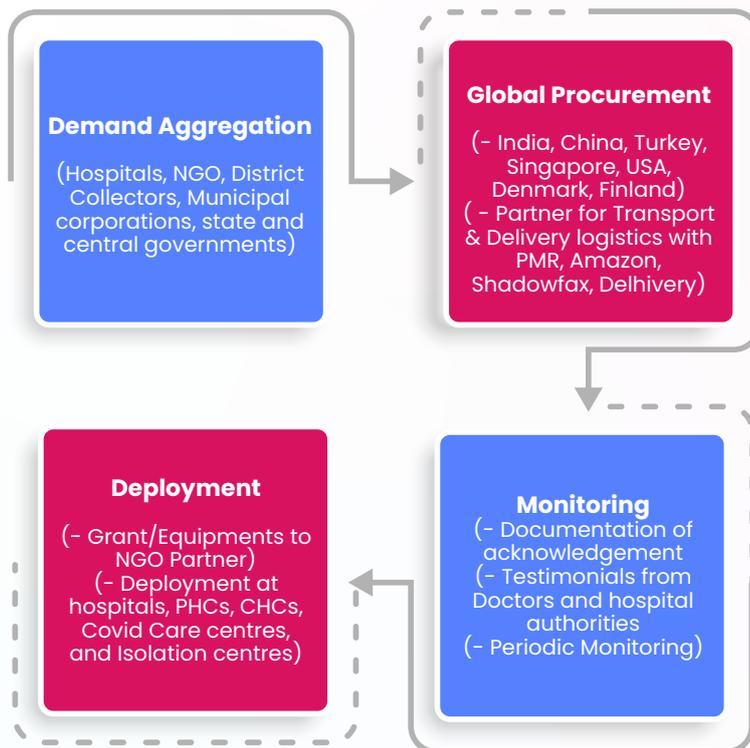
AIF'S 3-STAGE RELIEF STRATEGY



AIF'S RESPONSE APPROACH



Whereas Give India responded the Covid-relief work with a different approach –



The outbreak of the COVID-19 pandemic in India led to a nationwide lockdown starting on 25th March 2020. From February 2021, countless lives were lost in India, compounding the social and economic devastation caused by the second wave of COVID-19. The effects of the second wave in rural India, especially in inaccessible and remote geographies, were tragic due to the acute shortage of medical oxygen, hospital beds, essential medicines, and basic supplies.

There was a critical need to supplement India's response to address the pandemic and prevent Covid-related deaths due to the lack of adequate health infrastructure and medical equipment. **While the first wave of COVID-19 took almost ten months to infect over 10 million people in India,**

the virus took only ten weeks to infect over 11 million during the second wave. It created a daily oxygen demand ten times that of the pre-COVID period.

With the support of Mphasis FI Foundation, the implementing partners – American India Foundation Trust and Give India, reached out to the last mile communities during the pandemic for providing emergency relief and aid during the COVID-19 pandemic.

Impact of Mphasis COVID-19 Relief Project FY 21-22

It has been estimated that approximately 10,995 people have benefitted from Mphasis Foundation CSR efforts with Give India and during the second wave, from the Oxygen Concentrators alone, AIF was able provide support and impact 649,680 Beneficiaries annually.

In reality, the numbers are much more when one considers the secondary benefits to patient's families and other community members.

To measure the impact of Emergency Response Requests during Covid – especially when limited field activity was recommended, the project's impact has been **assessed by the speed of response in terms of deliveries of oxygen cylinders so that more lives could be saved.**

Mphasis' CSR Contribution played a critical role in ensuring the speedy delivery of medical equipment and humanitarian relief kits to the frontline workers, community people and local health centres, which provided access to requisite health and nutritional support immediately for the communities.

By sourcing, delivering, and installing critical medical equipment and humanitarian aid, the CSR Project on COVID-19 relief had a profound, long-lasting impact on the beneficiary communities.

Objectives of the CSR Project: COVID-19 Relief



Key Outputs of the project

Augmenting existing capacity of healthcare system 			 Provided 100 Oxygen Concentrators (10 LTRS) and 12 Ventilators in Hospitals
			 Provided 100 Oxygen concentrators for primary care (10 LPM), and 100 Oxygen Cylinders to hospitals
Essential support 			 Distribution of 6000 PPE kits for frontline workers and 30000 N-95 masks
			 731 Dry ration Food kits distributed to 3655 Families through Save The Children in Mumbai.

CSR Project Expenditure

A cumulative of 4,65,00,500/- INR was invested for Covid relief activities in 2021-22.

Project	Implementing Organization	Financial Year	Expenditure (INR)
Covid Relief		2021-22	2,52,38,000
Covid Relief		2021-22	2,12,62,500

Sustainability of the COVID-19 Relief program

I. Give India.

The sustainability of Give India Covid 19 partnership has 3 segments to it –

- **Status of existing medical equipment deployed** – This is based on the follow-up & monitoring mechanism to understand the existing status of deployed medical equipment and additional redeployment needs for equipment.
- **Choice of Partners** – This is based on the selection of NGO partners which enabled reaching out to every nook and corner of the country. Assessing further engagement with these implementing partners is another aspect that is considered to ensure sustainability of the interventions.
- **Network of suppliers** – Aligning with local contract vendors who can support the maintenance of medical equipment for the beneficiary hospitals in addition to warranty covered equipment which will be taken care by manufacturers.

II. American India Foundation,

The sustainability of AIF COVID-19 relief interventions lies in transferring the ownership to the beneficiary hospitals and communities itself. This has been achieved in two ways –

- AMC done by the vendor for the medical equipment provided to the beneficiary hospitals.
- Technical support from the Vendor is extended to help them do things on their own by providing them only facilitation support so that hospitals can become self-dependent.

Mapping CSR Activities to National Laws and Global Standards

The CSR Project – Mphasis Covid Relief-19”; aligns well with the Sec-135 of 'The Companies Act; Sustainable Development Goals and its targets, thereby contributing to the National Development Indicators.

Alignment to Sec-135 of 'The Companies Act 2013'

CSR ACTIVITY	ALIGNMENT TO SEC-135, COMPANIES ACT
 COVID RELIEF	(xii) Disaster management, including relief, rehabilitation and reconstruction activities

Alignment to Sec-135 of 'The Companies Act 2013'

CSR Activity	Core Subject of ISO 26000	Core issue of ISO26000
 COVID RELIEF	Community involvement and development	Issue 6 : Health (Supporting long lasting and universal access to essential health care services)
<p>As per related actions & expectations suggested in ISO 26000 core subject, Community Involvement & development, threats to public health (as witnessed during the COVID-19 pandemic) can severely impact communities and hamper their development. Thus, all organizations should contribute, within their means and as appropriate, to the promotion of health, to the prevention of health threats and diseases, and to the mitigation of any damage to the community. A healthy community reduces the burden on the public sector and contributes to an excellent economic and social environment for all organizations.</p>		

Alignment to SDGs (Sustainable Development Goals) and its pertaining Targets

CSR Activity	SDG Goals	Targets
 COVID RELIEF	Goal 3: Ensure healthy lives and promote well-being for all at all ages	Target 3(d) - Improve early warning systems for global health risks: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.
 COVID RELIEF	Goal 17: Partnerships for the goals	Target 17 (h) - Encourage effective partnerships Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Bluesky Rating of CSR Project Performance

Platinum Rating		
<p>BlueSky's Impact Assessment Framework of CSR Activities (social services) is accredited by National Accreditation Board for Certification Bodies (NABCB), Quality Council of India.</p> <p>The impact assessment for CSR Activities is based on the guidance available in ISO 26000: Guidance on Social Responsibility and National Guidelines on Responsible Business (NGRBC, 2018) and compliance requirements of The Companies Act 2013 and its associated amendment and rules.</p>		
	<p>BlueSky Rating of Project</p> <p>Platinum</p>	<p>Based on an evidence based proprietary scoring algorithm, BlueSky has assessed the impact of the CSR Activity: Covid Relief Project and identified with a Platinum category of impact.</p>
	<p>Innovative initiative with strategic intent for social change. The project has experienced new solutions to issue management and demonstrates an alliance of multi-organizational stakeholder relationships.</p>	

CHAPTER 1 | Corporate Entity Details

Corporate Entity Details -	
Name of Corporate Submitting Impact Assessment of CSR Activities	Mphasis Limited
Registered Address	Bagmane World Technology Centre, Marathalli Ring Road, Doddanakundi Village, Mahadevapura, Bangalore – 560 048
Name of contact person	Sarojini Subbiah (Head-Corporate Social Responsibility)
Email	Sarojini.S@mphasis.com
Project Details -	
Project Name	COVID Relief
Project ID as per CSR 1	NA
Local area	NA
Project Location	Maharashtra and Tamil Nadu
CSR Project Duration	2021-2022
Corporate's Total CSR Budget for FY 2021-2022	4,65,00,500/- INR
Total CSR budget for this project (Covid Relief)	4,65,00,500/- INR
Financial year for which this Impact Assessment pertains to	2021-2022
Type of project	One year project
Corporate CSR Committee available	Yes
Number of Directors in the CSR Committee	4
Corporate Company website available	Yes
CSR Report in Public Domain	Yes
CSR Policy Available on website	Yes
If Yes insert link	https://www.mphasis.com/content/dam/mphasis-com/global/en/-investors/governance/policies/corporate-social-re sponsibility-policy-052021.pdf
Need Assessment available	Covid-19 was an emergency health crisis wherein an immediate need was established.

Corporate's CSR Policy Alignment.	Yes.	
Project beneficiaries	Extensive set of beneficiaries which includes Hospitals, PHCs, Health workers, Doctors, Local governments, Children, Young adults, Communities etc.	
Scope of the Impact Assessment	To assess the impact of COVID-19 Relief activities implemented in the period of 2021-22.	
Duration of Bluesky Impact Assessment engagement	Jan 2022- March 31 st 2023	
Dates of stakeholder engagements	(14 TH March) 2023	
Mode of Implementation of CSR Project	Through Implementation Partners	
Address of implementing partners	<p>GIVE INDIA -</p> <p>1st floor, Rigel, No. 15-19, Doddanekkundi, Marathahalli Outer Ring Road, Bengaluru, Karnataka-560037</p>	<p>AIFT (American India Foundation Trust) -</p> <p>15/11 Ground Floor, Sarva Priya Vihar, New Delhi 110016</p>

CHAPTER 2 | Recognising Social Responsibility

Recognizing social responsibility is one of the core fundamental principles of IS/ISO 26000 Guidance on Social Responsibility. "Social responsibility" is a continuous process and involves an understanding of the broader expectations of society,

The CSR project **Mphasis COVID Relief FY 21-22** is aligned with Mphasis' CSR policy. Mphasis' CSR Policy incorporates the expectations of society, and accommodates those mapped expectations & needs in the form of CSR policies and actions.

About CSR Project: Covid-19 relief

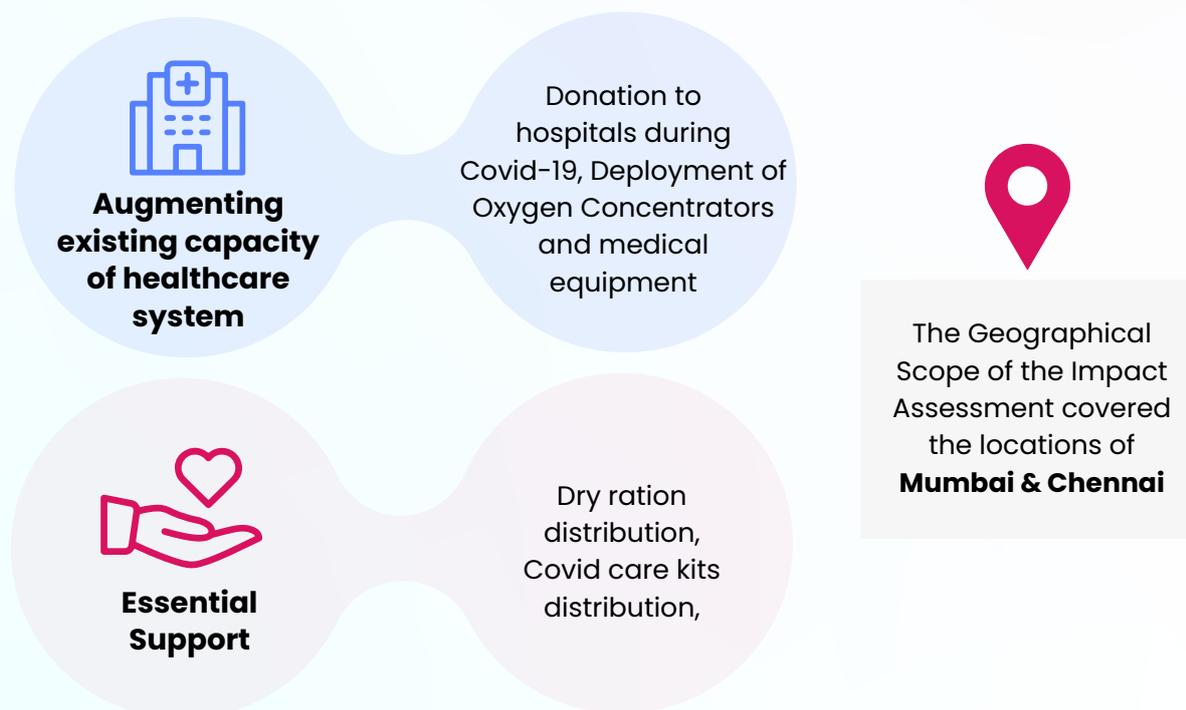
The impact of Covid has been largely disruptive in terms of economic activity as well as a loss of human lives. Since the first COVID-19 case was reported in India on 30th January 2020, the country was ravaged by two pandemic waves resulting in nearly 43 million cases and 516,479 deaths (Source: John Hopkins University).

The first wave of the Covid-19 pandemic in India started around March 2020 and peaked in September 2020, lasting for about six months. The second wave began in February 2021 and peaked in May 2021, lasting for around three to four months. It's worth noting that these are approximate timelines and that the duration and severity of the waves varied depending on several factors, such as the region, the effectiveness of measures taken to control the spread of the virus, and the emergence of new variants.

Mphasis undertook COVID-19 relief through an immediate action by collaborating with Give India and AIF to reach out to the communities at-risk. They supplied them with relief kits (Dry rations and Health Kits); and also equipped existing health infrastructure with appropriate medical equipment, oxygen supplies and other necessary health support.

Scope of the Impact Assessment

Key activities covered under the Impact Assessment



Objective of the Impact Assessment

- To determine the change experienced by the community due to the Immediate relief work implemented by Give India and AIF during Covid-19 disaster.
- To understand utilization of health equipment and Covid emergency kits for project beneficiaries – Community people, Health professionals, Local Health centers etc.

Project Details

Activity	Brief Summary & Objective	Project Location
 <p>Augmenting existing capacity of healthcare system</p>	<p>As part of this intervention, Mphasis through its implementing partners provided Oxygen concentrators & cylinders and medical equipment to the hospitals for they can provide requisite support to communities at-risk of Covid.</p> <p>This meant that the hospitals were equipped to provide medical support to immediate cases of Covid-19 and other health issues along with building preparedness for future health crisis.</p> <p>One of the immediate outcomes of this initiative was the timely delivery of health kits and medical equipment provided to the frontline workers and hospitals which enabled them to work efficiently with the communities at-risk.</p>	 <p>Mumbai and Pune (Maharashtra) and Chennai (Tamil Nadu)</p>
 <p>Essential Support</p>	<p>The primary objective of the Essential support was to extend immediate relief to the communities shattered because of the disaster. Distribution of Dry rations & Health Kits, Covid care kits were some of the key activities undertaken under the Essential support initiative led by the field partners of Give India and AIF. Through this initiative, Mphasis made up for the shortage of emergency supplies from the Government side. Its timely support ensured people in the communities have their emergency needs met on time and do not rely only on the government for support.</p> <p>This initiative intended for a short-term outcome for the communities as it started during the pandemic to end with the same.</p>	 <p>Mumbai and Pune (Maharashtra) and Chennai (Tamil Nadu)</p>

Stakeholder interaction

2 Key Informant Interviews (KIIs) with Representatives of Give India and American India Foundation Trust.

Relevance of the Mphasis CSR Project:

The CSR activities implemented by Give India and American Indian Foundation Trust were guided by formal need assessments which were conducted by Implementing partners to identify geographies and hospitals in need of Oxygen supplies and other medical equipment.

Health Infrastructure need

India has approximately 1.9 million hospital beds and about 60% of these are in private hospitals. This translates to just 1.5 beds per 1,000 people. The number of ICU beds stands at 95,000. The availability of ICU beds was far below the demand of approximately 500,000 at the peak of the second wave.

According to the clinical guidance for management of adult COVID-19 patients, issued by the Ministry of Health & Family Welfare, an oxygen concentration less than or equal to 93% on room air required hospital admission, while that below 90% was classified as a severe disease, requiring admission in ICU. Given the dire need for rapid improvements in medical infrastructure in the wake of the 2nd wave, replenishing existing oxygen levels was done at a fast pace with the help of oxygen concentrators.

Covid-19 Commission (Indian Task Force) – provided recommendations to manage India’s second wave of Covid-19. These are –

- Address bottlenecks in the pharmaceutical supply chain to end shortages of medical equipment (Oxygenation equipment) and essential drugs (Steroids);
- Invest in medical facilities infrastructure including enhanced ability to transport patients, and overall preparedness especially in tier 2 and 3 cities to cope with high levels of hospitalization; c) In low and medium risk settings, there is need to ramp up Oxygen supply to prepare for future peaks. In medium risk settings, setting up oxygen generating plants within hospital premises at the district level and creating access to Oxygenation equipment (Oxygen Concentrators and Cylinders), to plan for future surges.

Increase in poverty levels due to COVID 19

Roughly two-thirds of nearly 4000 persons interviewed in India by Hunger Watch reported that the quantity of food that they consumed in October, 2020 had either “decreased somewhat” or “decreased a lot” compared to before lockdown.

But even these alarming average figures should not mask the even more calamitous impact of the lockdown on socially vulnerable groups such as households headed by single women, households with people having disabilities, transgendered people and old persons without caregivers.

58% of the older people without caregivers, for instance, had to go sleep at night sometimes without a meal. This was the case with 56% of single-women headed households, and 44% of households with persons with disabilities.

Hunger Watch concludes that “the stringent national lockdown and the rising spread of the pandemic has resulted in deep economic distress resulting in a crisis of livelihoods, food and health-care”. The economic crisis continues and deepens. “People who lost their jobs are yet to find replacements. Work, even where it is available, is even more irregular and for fewer days”.

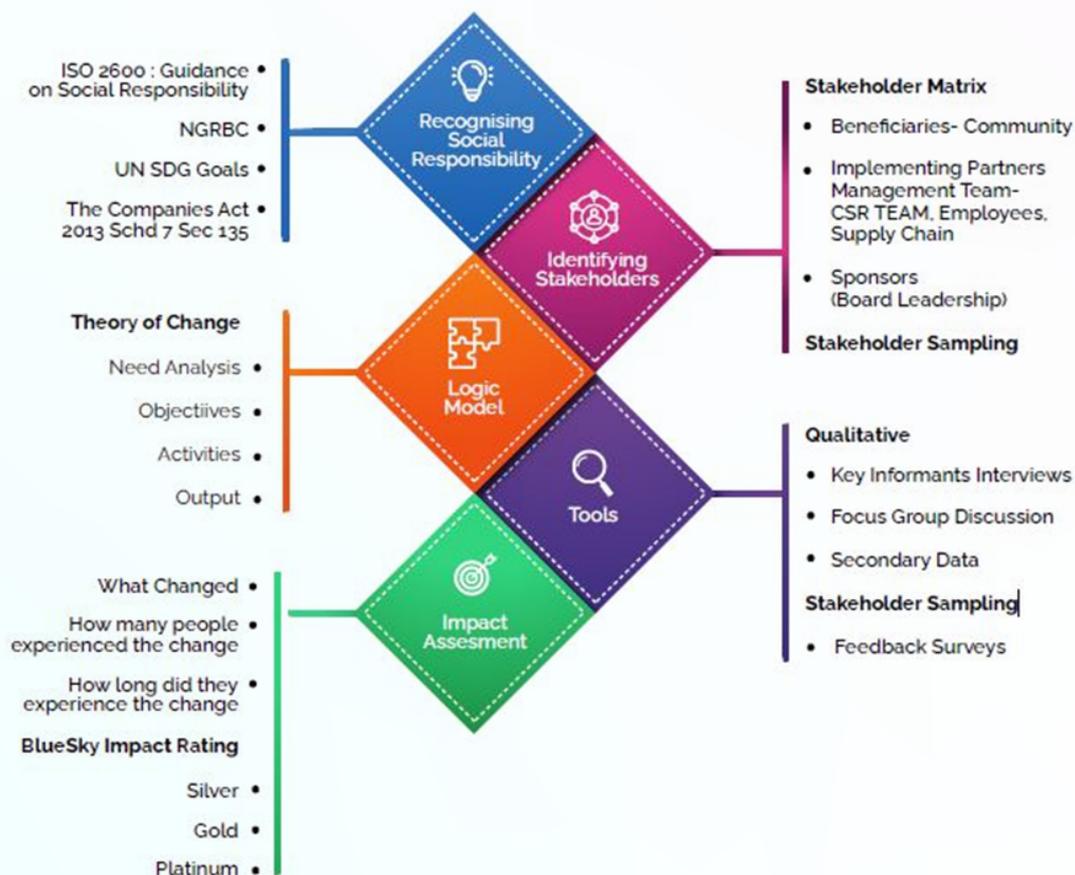
Stakeholder matrix

Category of Stakeholder	Details of stakeholder	Activity theme for which the stakeholder is selected	Location
Beneficiary Stakeholders	Hospital representatives	Oxygen supplies (Concentrators and cylinders) and medical equipment	Pune, Mumbai and Chennai
Executing Stakeholders (Management): Group/individual responsible for managing execution	Mphasis FI Foundation CSR team	Implementation of entire CSR Program	All locations
Executing Stakeholders (Participants): Group/individual responsible for project execution	Give India and American India Foundation	Covid relief support	Pune, Mumbai and Chennai
Oversight Sponsor	Mphasis Ltd	Project Sponsorship	All Locations

Impact Assessment Methodology Framework

BlueSky Impact Assessment Methodology

BlueSky Accredited Quality Process



The analysis and findings of this report is based on the following process:

- Desk review of the existing data of the project being implemented. – Planning & Implementation of the program, its monitoring processes of recognizing social responsibility (why the project), identifying key stakeholders and beneficiaries (who of the project)
- Stakeholder feedback from key stakeholders of the project – Beneficiaries of Implementing partners, Representatives of Implementing partners, CSR Team etc. Qualitative feedback and Quantitative metrics have been collected through interactions and feedback from the key stakeholders and beneficiaries of the program.
- Documentary evidence on the activities, outputs and outcomes is as provided by the client.

The data so collected has been triangulated to arrive at the impact of the CSR program

CHAPTER 3 | Analysis and Findings

The analysis and findings of this report is based on the:

- Desk review of the project data provided.
- Stakeholder feedback from key stakeholders of the project – Hospital Representatives and Representatives of Implementing partners.

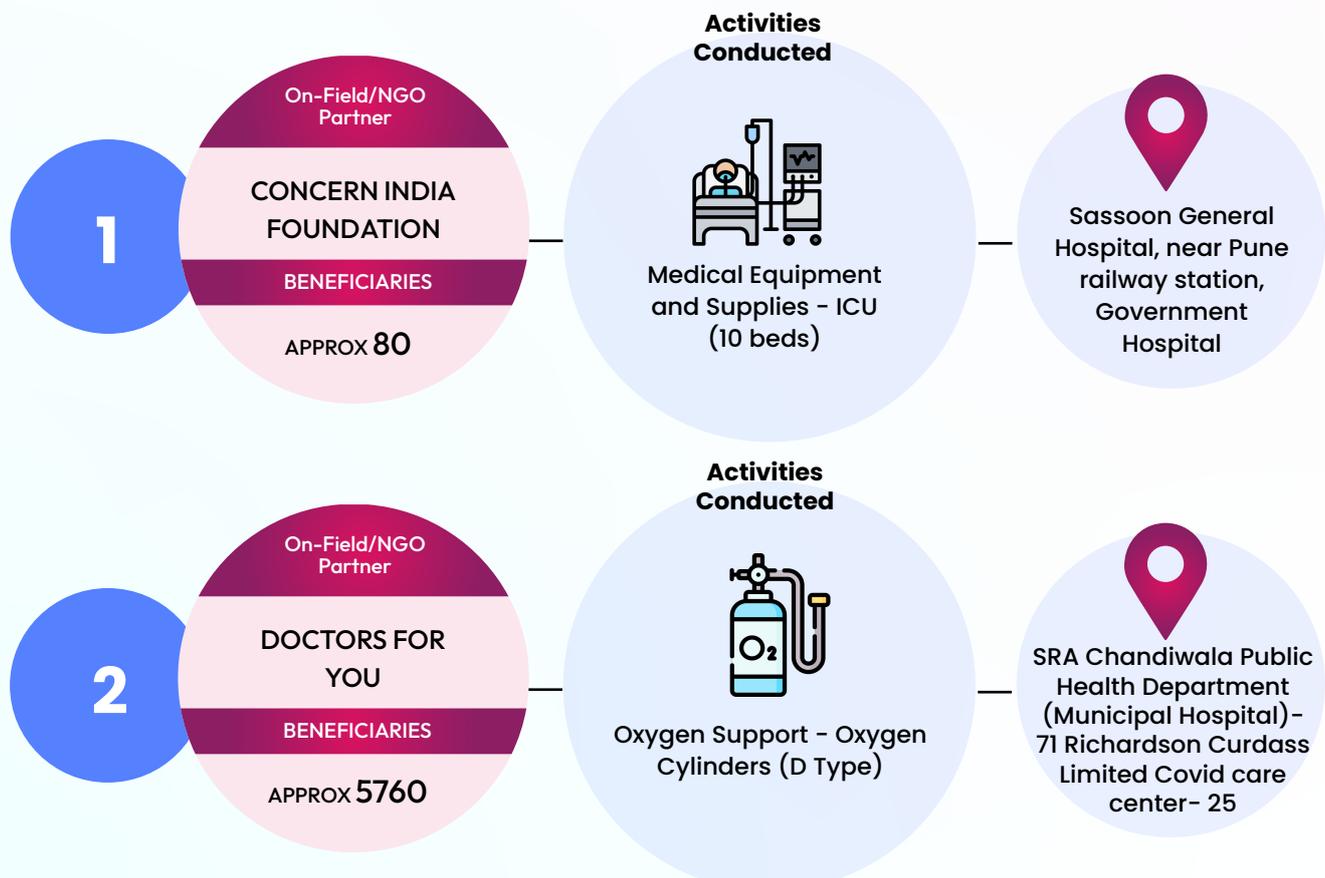


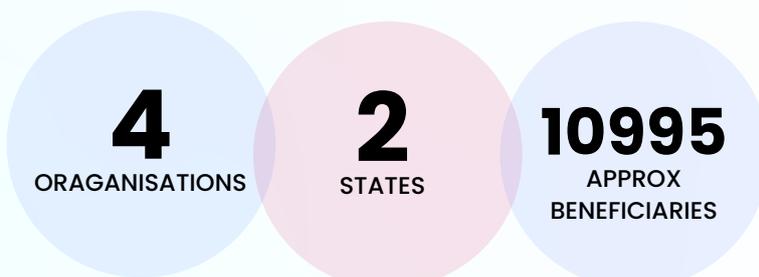
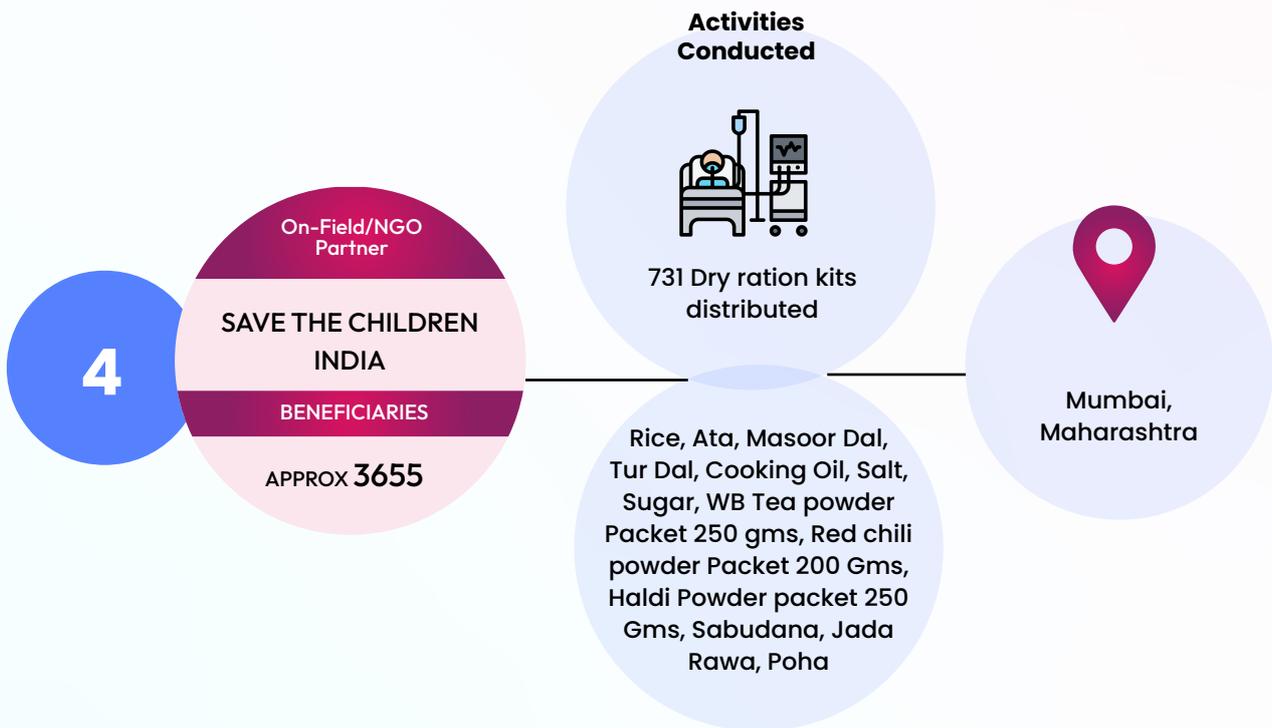
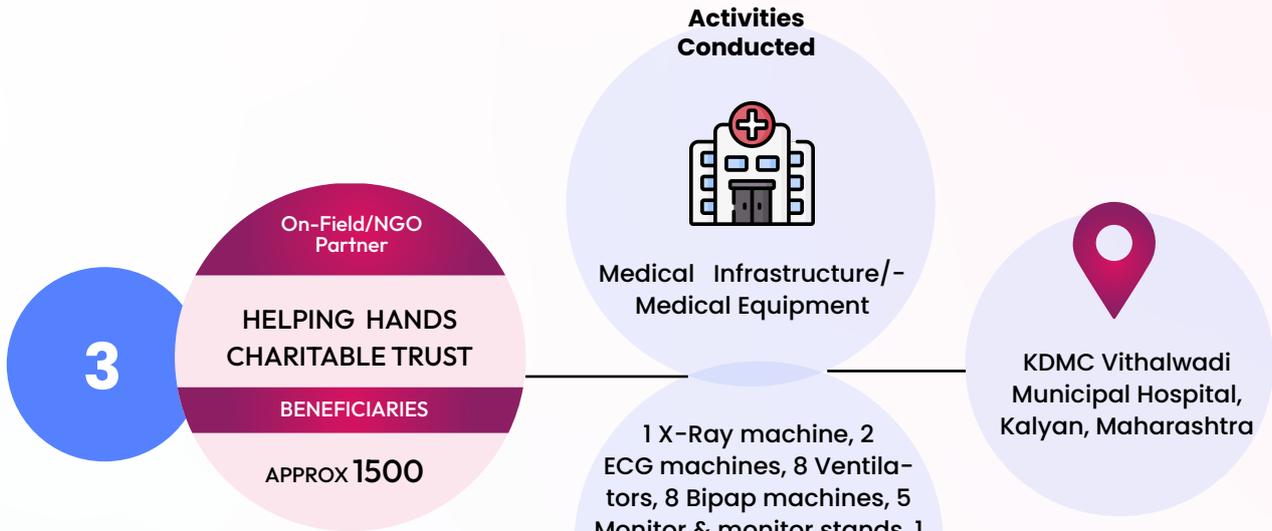
Give India: India COVID Response Fund–2 (ICRF–2)

With the outbreak of the second wave, Give India launched the **India COVID Response Fund–2 (ICRF–2)**, to be expended efficiently and swiftly. The organization took following measures in the second wave of the pandemic:



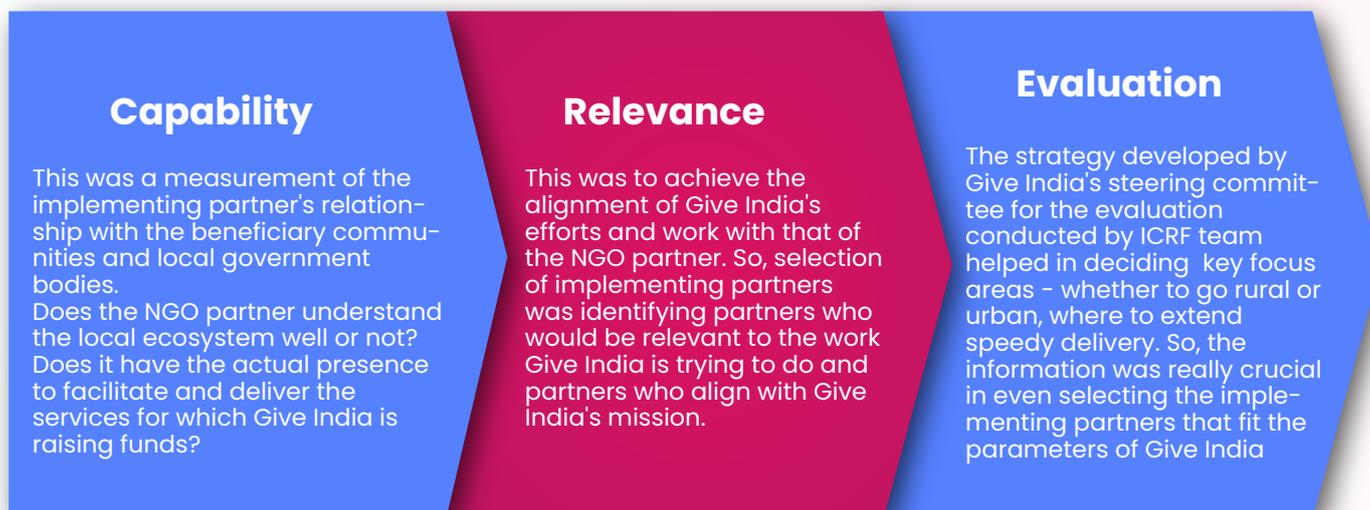
Give India carried out an expansive COVID-19 relief project by engaging four NGO partners to ensure that the support reached the last mile communities. The details of the partners and the work undertaken with them are as follows –





Give India undertook this mission of COVID-19 relief through an intensive collaboration with on-ground NGOs and local district administrations in the districts. The local network of these implementing partners played a critical role in ensuring speedy delivery of medical equipment and humanitarian relief kits to the last mile communities.

During the stakeholder feedback activity with Give India, It was found that the last-mile implementing partners NGOs were selected on 3 crucial parameters for providing on field support:



The effectiveness and efficiency of the interventions were mapped at 2 levels by Give India:

Immediate/Short Term

The follow-up mechanism to measure the effectiveness in this method was really short term based on the outputs delivered. This mechanism can be tied up to the Humanitarian relief work wherein huge supplies of Covid kits, Dry ration supplies, and other essential medicines were provided. It started during the disaster and ended during the disaster.

Long-term

This follow-up mechanism was based on the long term impact and sustainability of efforts. This can be mainly tied up to the deployment of medical equipment during the pandemic. The effectiveness and efficiency of deployment were mapped in 2 ways -

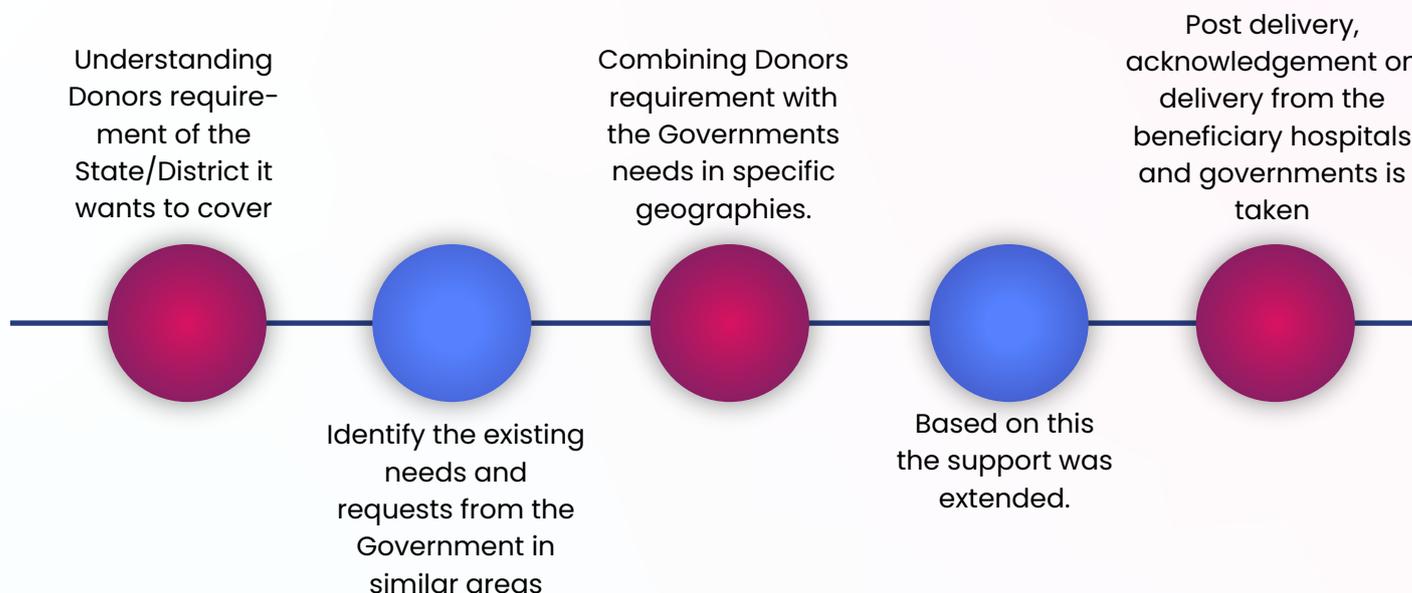
- (i) Are the medical equipment getting delivered on time to the required hospitals and medical centres? This was constantly monitored to ensure that all the equipment reached its destination on time.
- (ii) Secondly, on-site visits were conducted to check the utilization of medical equipment deployed. This would enable the team to check the status to verify whether the equipment were actually getting used or just lying in the godowns.

"Give India has a proper structure of receiving requests for donations and support. The "Give Assured" platform is a due-diligence parameter used to assess the NGOs and implementing partners. It involves assessing the Financials, past projects conducted, and other vital aspects of the partners. During Covid, we also had a steering committee, and the ICRF Fund was presided by CEOs, Advisors, Doctors, Independent people to ensure transparency and better governance of the projects executed. The proposals received from NGO partners were approved and ratified by the Governance team of Steering committee. This way we could ensure that the Covid support provided by Give India has a robust governance layer and is transparent".

- Samedutta Chatterjee & Radharani Mishra (Give India)

- 1.** The impact of Dry ration distribution and Oxygen supplies provided immediate relief as the country was facing a huge shortage of Dry rations and Oxygen supplies during the covid waves.
- 2.** The Govt was overburdened during the pandemic and was struggling to extend support at all levels. Give India's support at this juncture was highly instrumental in augmenting the existing capacities of the Government.
- 3.** Give India prioritized the supply of oxygen to the hospitals and delivered the equipment in the shortest time. Medical equipment like Ventilators and Oxygen concentrators were also on the priority areas of Give India.
- 4.** An active reference sheet was developed and employed to understand the existing capacities of the hospitals and estimate the increased needs during the pandemic. This referencing tool enabled Give India to recommend and arrange for the LPM capacity of Oxygen supply required in the hospital.
- 5.** Annual follow-up mechanism was setup by Give India to follow-up with the hospitals and governments to ensure that the support provided is sustained for a long time. Periodic calls and discussions with the doctors, physical check by the field implementing partners of Give India, 1 year default AMC by the Vendor providing medical equipment, organize trainings on new medical equipment through the Vendor for the hospitals; were some of the key measures taken by Give India.
- 6.** In terms of the preparedness to another Disaster, Give India mentioned that the best way to carry out a relief work is through deep collaborations and networks. Collaborations results in quicker benefits. They also suggested, that medical is an area where more capacity building of manpower is required in soft skills and technical skills like using equipment, ventilators etc. Remote monitoring of hospitals is also an area which needs to be integrated in the system to ensure support for patients in the remote areas.

American India Foundation Trust followed the process detailed below for implementing e Covid-19 Relief measures

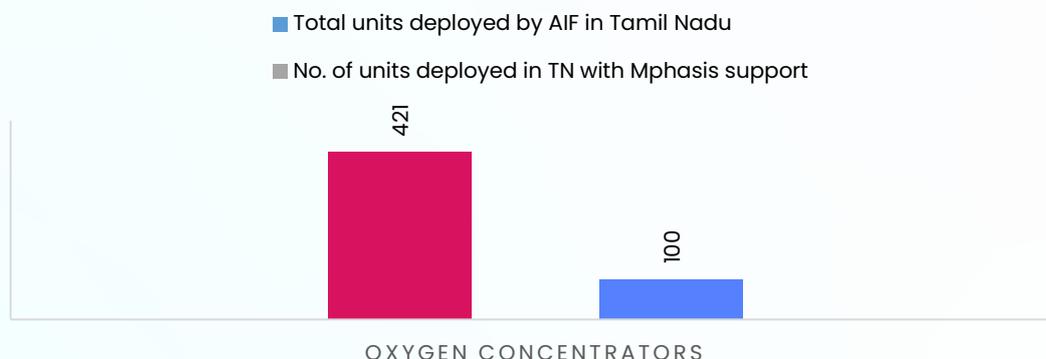


As part of its response to Covid-19, AIFT in collaboration with Mphasis provided the following support in Chennai hospital –

- **100 Oxygen concentrators (10LPM) and 12 ventilators** were provided to the hospitals.
- **6000 PPE kits** for frontline workers and **30000 N-95 Masks** were provided to the Government hospitals in Chennai.

Key outcomes from the Oxygen concentrator support –

DSITRIBUTION OF OXYGEN CONCENTRATORS



25% of the Oxygen Concentrator distributed in Tamilnadu were met by Mphasis Out of the 421 Oxygen concentrators distributed by AIF in Tamil Nadu, 100 Oxygen concentrators were provided from the support of Mphasis FI Foundation.

Functionality of the Oxygen concentrators –

- The oxygen concentrators are designed to extract oxygen from ambient air to provide 93% pure oxygen and work at a 10L/minute flow. These comes with a timer function and a bacterial filter.
- Few other impactful features of OCs are –
 - Quickly deployable,
 - Portable,
 - Supplies low-flow low-pressure oxygen,
 - Shelf life of 8 years,
 - Requires little energy
 - Separates oxygen from ambient air and administers it at a % of 90-9

While the second wave of COVID-19 had posed challenges to the medical infrastructure of the country, it gave AIF the chance to employ its learning from the first phase and establish sustained resources to cater to the needs that may arise in the future.

AIF already had an intervention in Tamil Nadu on Education. AIF's existing presence in Tamil Nadu made it easy to reach out to the local and state government bodies to understand the actual needs of the time.

AIF worked closely with state governments to identify locations and hospitals that needed the lifesaving medical equipment, especially those related to oxygen. The situation warranted a targeted and coordinated approach, in conjunction with government efforts at the state and district levels, to save maximum lives in places of highest need.

During the second wave, from the Oxygen Concentrators alone, AIF was able provide support and impact 649,680 Beneficiaries annually.

AIF also had a process of deploying the Oxygen concentrators in terms of –

- Average usage of the Oxygen concentrators
- Setting benchmarks of High Medium Low based on number of hours the OC's can be used
- Based on this, deployment of OCs was made to the respective hospitals to ensure that the needs could be met effectively.

AIF was instrumental in leveraging the government resources to maximise the impact of its Covid interventions. This was done by –

- Setting up Oxygen Generator Plants (OGPs), portable hospitals in the land provided by Governments.
- Civil work support from the government to smoothen the process of Covid support.
- Secondary data available from the government to plan Covid related interventions.

As part of sustained long-term solutions, AIF equipped the hospitals with state of the art medical equipment such as ventilators, Oxygen concentrators, pulse oximeters, flow-meters, PPE kits, amongst others, as an investment in preparedness for any resurgence in the future.

"The government had the support but in a country like India with such a huge population, Governments were short on hands where it needed support from CSOs, (Civil Society Organizations), NGOs and other stakeholders to address the needs of the time. This was a crucial period where staying engaged with the government enabled us to understand the need on the ground. Without Govt data and support, our understanding of need can never be validated. Government has enough metrics to prepare an effective intervention plan".

-Kavita Shrivastava (Strategic Partnership Lead, AIF)

In terms of the preparedness to the next Disaster, AIF suggested the following –

- Staying engaged with the government to understand needs on the ground. Leveraging government's huge network to make any intervention more impactful.
- Organizing resources in collaborations and partnerships rather than doing it alone.
- Timely delivery of resources and support is highly important when it comes to Disaster like situation.
- Engaging with different stakeholders so that the scope and scale of the work can be maximized.

Apart from Mphasis, AIF worked with various other organizations, MNCs and on-field partners to maximize the impact of Covid relief interventions. This reflects the volume and size of the impact carried out with such an intensive network of partners.