

Executive summary – Impact assessment of CSR projects

Optum Global Solutions (India) Private Limited

June 2026



Project 1 – Special education for children with speech and hearing impairment (SHI)

About the programme

The “Special education for children with speech and hearing impairment (SHI)” programme implemented by Ashray Akruti focuses on educational continuity and social inclusion through specialized schooling, technology-enabled learning, caregiver counselling, and skill-building. The programme aims to help children progress toward independence and participation in the mainstream society. Key activities of the programme include an inclusive academic curriculum, speech and auditory development, Science, Technology, Engineering, Mathematics (STEM) and computer education, and co-curricular activities.

About the study

Grant Thornton Bharat LLP (GTBLLP) was engaged by Optum Global Solutions (India) Private Limited (Optum India) to conduct an impact assessment study for the financial year 2023-24. As part of the assessment, the GTBLLP team conducted written assessments with 56 students from senior classes (i.e., 8th to 11th). Further, the assessment also covered students from classes 4 to 7 through qualitative group discussions (approximately 5-10 students per class) and conducted telephonic interactions with 25 parents as well. The assessment sample for students was calculated at 95% confidence level and 7.5% margin of error.

Key findings

Relevance	
According to the 2011 Census, India is home to 2.68 crore persons with disabilities, of which 19% are individuals with hearing disabilities. This represents a significant population that faces persistent barriers in accessing equitable and quality education.	• 98% of students reported that their learning needs are met, while the remaining 2% reported that their needs are met to a considerable extent. • Such alignment indicates that the programme’s methods such as communication strategies, visual teaching tools, structured lesson pacing, and consistent classroom guidance directly address the learning barriers. • 72% of parents rated the impact of the programme as 5 (on a scale of 1 to 5), while the remaining 28% rated it as 4 suggesting parents witnessed significant improvements in their child’s development.
For children with hearing impairment, the challenges begin early and often continue throughout their schooling years. These challenges typically include inadequate teacher training, limited access to early intervention services, inconsistent use of hearing devices, and a lack of awareness.	
Effectiveness	
Students were provided with a range of interventions designed to support their academic, communicative, and overall holistic development. These included regular speech and auditory therapy sessions, computer and STEM education, creative activities, sign language training, counselling support, and physical education.	• 98% of the students reported that the activities are well structured, planned in advance, and clearly communicated. • 93% of the students “strongly agreed”, while the remaining 7% “agreed” with the statement – “Teachers and trainers are available when I need help” • Structured academic classes emerged as the most impactful activity, with 71% of students identifying them as particularly effective in strengthening their foundational skills. • This was closely followed by Computer and STEM education where students expressed strong
The multi-dimensional nature of the programme ensured that students not only progressed academically, but also developed	

essential life skills, communication abilities, and social adaptability.

satisfaction with both, the practical and theoretical learning components.

Efficiency

The efficiency of a programme for children with hearing impairment can be assessed by examining how effectively learning transfers beyond the classroom, the extent of student engagement during instructional time, and the students' ability to independently use learning tools and techniques.

Indicators, such as home practice habits, classroom participation, and confidence in applying learning, provide valuable insights into how well the programme inputs are being converted into meaningful outcomes.

- 91% of students reported that they practice what they learn in school at home, while the remaining 9% stated that they practice sometimes.
- 71% stated that they always like to participate in the classroom, while 14% each reported that they often or sometimes participate, respectively.
- 73% of students rated auditory and speech sessions as 5 (out of 5).
- 88% of students rate their level of understanding as 5 (out of 5).

Impact

In the context of education programmes for children with hearing impairment, impact is reflected not only in academic outcomes but also in enhanced confidence, communication abilities, aspirations, and readiness for independent adulthood.

Parents play a critical role in observing and validating the long-term impact of educational interventions for children with hearing impairment. Their perspectives provide valuable insight into how programme outcomes translate into meaningful changes in the daily functioning of their children.

- 54% students stated they are "very confident", while 43% reported that they are "confident" in achieving their goals.
- 79% of students "strongly agreed" and 19% "agreed" that their communication had improved. A small proportion of students reported a neutral response.
- 60% of parents reported a moderate improvement, while 40% reported a significant improvement in their child's level of understanding.
- 84% of parents stated that their children are now better equipped to engage with mainstream society.

Sustainability

The programme's design emphasizes student ownership, and integration of support mechanisms that extend beyond immediate academic outcomes. By addressing both educational and psychosocial needs, the programme lays the foundation for durable change, ensuring that students are equipped with the skills, confidence, and resilience required for sustained personal, social, and economic advancement.

- Students expressed a strong desire for continued engagement.
- Many students shared that they would confidently recommend the programme to new learners.
- Over 96% of students reported feeling confident in their ability to achieve their career aspirations and build a positive and independent future.
- By empowering students to navigate educational pathways, the project contributes to long-term social inclusion and future economic participation.

Coherence

By embedding inclusive practices within education systems, and strengthening individual agency among students with hearing impairment, the programme positions its outcomes for continuity, relevance, and long-term impact.

- Aligned with the Companies Act, 2013, Schedule VII, Section 135 (ii), which emphasises promoting education, including special education and employment-enhancing vocational skills, particularly for marginalized and vulnerable groups.
- Aligned with SDG 4 (Quality Education) and SDG 10 (Reduced Inequalities) by advancing inclusive, learner-centred approaches that remove barriers for children with hearing loss.

Project 2 – Integrated Palliative Care

About the programme

The Integrated Palliative Care Programme implemented by CanSupport was designed in 2023 to expand access to palliative care for underserved cancer patients in Delhi's East, South, and North zones. The programme extends beyond symptom management to promote dignity, reduce caregiver burden, prevent avoidable hospitalizations and support home-based end-of-life care according to patient preference.

About the study

Grant Thornton Bharat LLP (GTBLLP) was engaged by Optum Global Solutions (India) Private Limited (Optum India) to conduct an impact assessment study for the financial year 2023 - 24. As part of the assessment, GTBLLP team conducted quantitative telephonic surveys with primary beneficiary, and qualitative interactions were conducted in person.

Type of interaction	Population*	Target sample	Sample achieved	Mode
Quantitative	2716 patients	168** patients	129 patients	Virtual – Telephonic
Qualitative			2 Doctors 2 Counsellors 2 Nurses	In – depth interviews

*Population reached in assessment year

**Sampling methodology: Sample size is calculated using a confidence level of 95% and confidence interval of 7.5%

Key findings

Relevance

Palliative care needs in India are substantial, with many cancer patients requiring long-term home-based support. In Delhi's underserved communities, limited specialised services lead to unmanaged symptoms, frequent hospital visits, and heavy caregiver burden. Cancer patients undergoing long-term treatment or palliative care often face not only physical symptoms but emotional distress, uncertainty, and limited access to clear information. In this context, the programme demonstrates strong relevance.

- 88% of respondents reported receiving information about illness and care options in a way they could understand, highlighting effective communication in a high-complexity care setting.
- 85% reported being involved in important decisions related to their care, reflecting a patient-centered approach rarely achieved in palliative contexts.
- Given the predominance of long-term palliative patients, this level of understanding and involvement indicates meaningful responsiveness to patients and caregivers' priorities.

Effectiveness

The programme delivered comprehensive palliative care interventions, including pain and symptom management, nursing care, psychosocial counselling, caregiver training, and bereavement support. Through a multidisciplinary model combining outpatient clinics, home-based care, the programme effectively stabilised symptoms, reduced avoidable hospital admissions, and improved quality of life for patients and caregivers.

- 74% of respondents rated overall symptom control as good or excellent, indicating meaningful symptom stabilization.
- 43% reported zero hospital admissions in the last three months, suggesting that proactive care may be preventing avoidable hospitalisation.
- 24 refresher trainings upskilled doctor, nurses, counsellors and others on advanced, practical topics such as Morphine SOPs, delirium management and end-of-life communication.

Efficiency

Efficiency is reflected in the programme's ability to deliver high-intensity care through optimised resource use. By preventing unnecessary hospitalisations and providing free services, the programme reduced costs for both households and the health system. Leveraging trained multidisciplinary teams and structured care pathways ensured timely, need-based service delivery for a large beneficiary cohort.

- The programme significantly over-performed, reaching 2,716 patients (+36% over target).
- 97% of respondents reported avoiding hospital admissions, indicating alleviation in pressure on health facilities and reducing expensive and often futile ICU interventions.
- 74% reported incurring zero out-of-pocket expenses, indicating critical financial protection to the families through the programme.

Impact

The programme generated positive change by translating service delivery into significantly better well-being, dignified end-of-life experiences and a reduced health-system burden.

By focusing on symptom control and holistic support, the intervention significantly improved the daily reality for patients and their families, fostering comfort and confidence during the most challenging periods of their lives.

- 74% reported good or excellent symptom control and 83% cited improved quality of life, indicating that the core objective of palliating suffering was clearly met.
- 93% of respondents reported receiving comprehensive information about their care which led to informed decisions and care transitions that aligned with patient values.
- 100% of respondents reported they would recommend receiving care under this programme, indicating the service model is not only clinically effective but delivered with profound empathy and respect.

Sustainability

Sustainability is supported through institutionalised care protocols, continuous capacity building of clinical teams, and integration with community and public health systems. Long-term engagement with patients further strengthen continuity of care and durable outcomes for vulnerable families.

- 91% respondents received sustained support for more than 12 months indicating high service continuity
- Through 24 targeted capacity-building and refresher trainings, high-quality care delivery has been institutionalized across all nine multidisciplinary teams, reducing reliance on individual providers.
- 74% of respondents incurred zero out-of-pocket costs, helping ensure sustainable access for socio-economically vulnerable households.

Coherence

The programme is coherent with national priorities and contributes to global commitments.

- The programme is aligned with the Companies Act, 2013, Schedule VII, Section 135(i), which focuses on promoting healthcare, including preventive health care and palliative care, particularly for vulnerable and marginalised populations.
- The programme is aligned with the United Nations Sustainable Development Goals, particularly SDG 3 (Good Health and Well-being) and SDG 10 (Reduced Inequalities).

Project 3 – Ocular cancer care treatment and critical eye surgeries programme

About the programme

The Ocular cancer care treatment and critical eye surgeries programme implemented by LV Prasad Eye Institute (LVPEI), focuses on preventing avoidable blindness and saving lives through access to advanced eye care services. The programme provides specialized treatment for vision-threatening and complex eye conditions, including ocular oncology (eye cancer). Key interventions include sight-restoring surgeries for retinal disorders, glaucoma, corneal diseases, ocular trauma, and congenital cataract, along with advanced cancer care such as chemotherapy, TTT, biopsy, and orbital surgeries.

About the study

Grant Thornton Bharat LLP (GTBLLP) was engaged by Optum Global Solutions (India) Private Limited (Optum India) to conduct an impact assessment study for the financial year 2023-24. As part of the assessment, the GTBLLP team conducted quantitative telephonic surveys with primary beneficiaries, and conducted qualitative interactions in person.

Type of interaction	Population	Target sample	Sample achieved	Mode
Quantitative	400 patients	120 patients	123 patients	Virtual – Telephonic
Qualitative			2 Doctors 1 Project team 1 Patient	In – depth interviews

*Sampling methodology: Sample size is calculated using a confidence level of 95% and confidence interval of 7.5%

Key findings

Relevance

Ocular cancers and critical eye conditions continue to pose a significant health burden in India, particularly among underserved populations where access to specialised tertiary eye care remains limited.

Patients requiring complex ocular oncology treatment or advanced eye surgeries often face delayed diagnosis, fragmented care pathways, and high out-of-pocket costs, increasing the risk of preventable vision loss or disability.

In this context, the programme demonstrates strong relevance by addressing critical gaps in curative treatment.

- Before treatment, beneficiaries' most reported challenge was pain or discomfort (47%) and difficulty seeing or blurred vision (46%).
- 25% of the beneficiaries reported severe to very severe vision impairment, indicating a high level of clinical risk.
- Nearly 49% sought care after more than one year of symptoms, while an additional 18% experienced symptoms for more than six months, underscoring delayed access to early diagnosis and treatment.

Effectiveness

The programme supported the delivery of comprehensive and advanced eye care services, including sight-restoring surgeries and specialised ocular oncology treatments.

The effectiveness of the project is reinforced by the complexity of conditions treated and the comprehensive range of services delivered.

- 65% of the cases were related to eye cancer, a condition that required highly specialised, timely intervention to prevent mortality. This was followed by retina conditions (22%) and other complex eye diseases.
- The programme delivered high-complexity clinical interventions, with 59% receiving surgery or cancer-related procedures, 28% receiving

	chemotherapy or oncology treatment, and 50% receiving structured follow-up care. • 67% of beneficiaries remained under follow-up care for more than six months, indicating effective continuity of care for complex and chronic eye conditions.
Efficiency	
The project demonstrates strong efficiency in delivering high-quality specialised eye care alongside consistently positive patient experiences, indicating effective utilisation of clinical and organisational resources in a tertiary-care context. The programme effectively used resources available to ensure timely diagnoses, surgical interventions, and continuity of care for patients requiring complex eye health services.	• High delivery efficiency was observed alongside maintained service quality, with 93% of beneficiaries rating the quality of care as 4 or 5 out of 5. • Overall satisfaction with treatment outcomes was similarly high, with 53% of beneficiaries reporting being satisfied and 37% reporting being highly satisfied. • 37% of beneficiaries also stated facing no difficulties during follow-up visits.
Impact	
The effectiveness of the programme translated into clear and measurable impact on beneficiaries' health, functionality, and quality of life. The following findings confirm that the programme generated strong, multidimensional impact, improving survival, vision, comfort, and independence for beneficiaries facing severe and vision-threatening eye conditions.	• 29% of beneficiaries reported life-saving outcomes, highlighting the programme's transformative impact in managing life-threatening ocular cancers. • 37% of the beneficiaries reported that they were able to see clearly after treatment, restoring independence and daily functioning. Importantly, 29% reported that the treatment saved their lives. • 21% experienced reduced pain and discomfort, and 15% reported improved mobility, demonstrating impact beyond vision alone on overall health and functioning.
Sustainability	
By strengthening access to tertiary and super-specialty eye care within a reputed institutional framework, the programme contributes to sustainable health outcomes. Early intervention, appropriate follow-up, and integration within existing eye care systems ensure long-term benefits for patients, while also reinforcing institutional capacity to manage complex eye conditions.	• 90% of beneficiaries received follow-up care for over one year, reflecting both the long-term nature of advanced cancer and the programme's capacity to sustain engagement beyond short-term interventions. • Sustainability is further reinforced through regular home visits, ongoing counselling, and continued symptom management, which collectively support treatment adherence, emotional well-being, and improved comfort for patients and families. • High perceived value and trust in care serve as enablers of sustained engagement, with strong continuity observed across diagnosis, treatment, and follow-up pathways.
Coherence	
The programme is aligned with national priorities on reducing avoidable blindness and improving access to specialized healthcare. By supporting advanced eye care and ocular oncology services, the programme complements public health efforts.	• The programme is aligned with Companies Act, 2013, Schedule VII (healthcare), supporting access to specialised medical care for underserved communities. • At a global level, the programme contributed to SDG 3 (Good Health and Well-being) and SDG 10 (Reduced Inequalities) by addressing disparities in access to advanced tertiary eye care.

Project 4 – Job Entrepreneurship and Employment Training (JEET) for people with disabilities

About the programme

The Job Entrepreneurship and Employment Training (JEET) programme implemented by Sarthak Educational Trust (Sarthak), addresses the persistent gap between employable skills and sustainable employment opportunities for Persons with Disabilities (PwDs) in India. PwDs continue to face systemic barriers such as limited access to quality education, inadequate vocational training infrastructure, low employer awareness, and social stigma, resulting in lower workforce participation and higher poverty levels.

The JEET programme responds to this need by focusing on employability enhancement and employment generation through structured vocational training, sector-specific skill development, and intensive pre-employment preparation. By aligning training with industry requirements and facilitating placements through job mapping and employer engagement, the programme enables PwDs to achieve financial independence, improve quality of life, and participate meaningfully in the workforce, while also contributing to inclusive economic growth.

About the study

Grant Thornton Bharat LLP (GTBLLP) was engaged by Optum Global Solutions (India) Private Limited (Optum India) to conduct an impact assessment study for the financial year 2023-24. As part of the assessment, GTBLLP team conducted quantitative telephonic surveys with primary beneficiaries, and qualitative interactions were conducted in person.

Type of interaction	Population	Target sample	Sample achieved	Mode
Quantitative	1086 trainees	146 trainees	150 trainees	Virtual – Telephonic
Qualitative			4 Trainees 1 Trainer 2 Project team	In – depth interviews

*Sampling methodology: Sample size is calculated using a confidence level of 95% and confidence interval of 7.5%

Key findings

Relevance

In India, Persons with Disabilities (PwDs) continue to face significant exclusion from the labour market.

According to the National Sample Survey (NSS 76th Round), the labour force participation rate among PwDs aged 15 years and above is only 23.8%, reflecting limited access to skills, employment opportunities, and inclusive workplaces.

- With regard to the respondents, 43% were students, 34% were unemployed, 17% were employed before enrolment into the programme.
- Employed respondents reported earnings below INR 12,000 (40%).
- The most significant barrier faced prior to the programme was lack of skills (49%), lack of job opportunities (27%), lack of awareness on available opportunities (23%).
- 71% stated that their motivation to join the programme was to secure a placement opportunity.

Effectiveness

The programme has successfully achieved its intended outcomes for PwDs by directly linking skill development with employment.

The programme's structured training, sector-specific preparation, and strong placement support enabled beneficiaries to acquire job-relevant skills and transition into meaningful work.

- The average rating by respondents on level of knowledge is 3.8 for English, 4.0 for computer, 3.9 for life skills, 3.9 for hospitality, 3.9 for retail and 4.0 for IT.
- 98% reported significant/slight increase with regard to job-related knowledge improvement
- 77% of respondents mentioned that they received employment opportunities through the programme
- 81% (n=116) expressed satisfaction with the placement support.

Efficiency

The programme demonstrated strong operational efficiency by delivering training in a flexible, inclusive, and structured manner aligned with respondents' needs.

- 85% reported attending the sessions online, 13% attended in person, and 2% participated through a hybrid mode.
- 88% reported that the duration of the training programme was adequate.
- Respondents gave an average rating of 4/5 for the quality of trainers, the classroom and online training environments, the learning materials, and placement support

Impact

The programme has created impact through targeted skill development, structured placement support, and employer sensitisation, enabling participants to secure sustainable livelihoods while fostering confidence and social inclusion.

- 100% reported that the training was adequately designed to cater to the needs of PwDs and support for job opportunities and livelihood prospects.
- Post-programme (n=51), 45% are earning above INR 18,000, 37% earning between INR 8,000–12,000, and 16% are earning INR 12,001–18,000.
- Respondents who are currently working (n=51) gave high average ratings for inclusive infrastructure (4.0), work type and inclusive culture (4.0), and equal representation at work (3.9).

Sustainability

Sustainability of the programme is demonstrated through its ability to deliver long-term benefits beyond the training period. This is reflected in the continued application of skills gained by beneficiaries, sustained employment outcomes, and increased financial independence.

- 94% reported that they are significantly job-ready after completing the training, indicating strong preparedness for workplace roles and further transitions to various new roles and organisations independently.
- The programme contributes to long-term sustainability by advancing inclusion, and equal representation of PwDs in the workplace.

Coherence

The JEET programme demonstrates strong coherence with national priorities and global development commitments.

- Aligned with Companies Act 2013, Schedule VII, Section 135 (ii).
- Aligned with UN SDGs: SDG Goal 4 (Quality Education), SDG Goal 8 (Decent work and economic growth), SDG Goal 10 (Reduced inequalities).

Project 5 – Bachelor of Education (Special education)

About the programme

Durgabai Deshmukh College of Special Education (Visual Impairment) was established in 2006 to offer a bachelor's degree in special education (Visual Impairment) under the Faculty of Education, University of Delhi, and is recognized by the Rehabilitation Council of India (RCI). The College is managed and the programme is implemented by The Blind Relief Association (TBRA), Delhi.

The Bachelor of Education (B.Ed.) Special Education (Visual Impairment) programme extends beyond the preparation of teachers exclusively for learners with visual impairment. It is designed to promote inclusive and quality education by equipping prospective teachers with a strong foundation in both the theoretical and practical dimensions of inclusive pedagogy. The programme emphasizes learner-centred teaching approaches, inclusive classroom practices, and differentiated instructional strategies to address diverse learning needs. Additionally, the programme caters to both sighted learners and learners with visual impairments, fostering an inclusive peer-to-peer learning environment.

About the study

Grant Thornton Bharat LLP (GTBLLP) was engaged by Optum Global Solutions (India) Private Limited (Optum India) to conduct an impact assessment study for the financial year 2023-24. As part of the assessment, GTBLLP team conducted quantitative telephonic surveys with primary beneficiaries, and qualitative interactions were conducted in person.

Type of interaction	Population	Target sample	Sample achieved	Mode
Quantitative	57	29 *	29	Virtual – Telephonic
Qualitative	-	-	4 Students 8 Professors and programme team	In – depth interviews

*Sampling methodology: Sample size calculated at 50%

Key findings

Relevance

India has made measurable progress in expanding school access for children with visual impairment; however, this expansion has not been matched by adequate teacher preparedness.

National data from NCERT highlights a significant rise in enrolment of visually impaired children in mainstream schools, yet fewer than 2% of teachers have received any formal training in inclusive or special education, revealing a critical skills gap in classroom practice.

- Respondents were asked whether they had any previous professional exposure as trainers for people with low vision or visual impairment. **76%** reported that they had not worked in a professional role in this field prior to enrolling in the programme, while **24% of** respondents indicated that they had previously worked as professional trainers/teachers.
- Before joining the programme only **10%** had advanced level of expertise and competency as a special educator.
- This reinforces the programme's relevance as a professional qualification, addressing the shortage of trained educators by preparing a new cadre of professionals for special and inclusive education settings.

Effectiveness

In the financial year 2023-24, the programme conducted initiatives such as Continuing Rehabilitation Education (CRE)

- 66% (n=14) reported confidence in preparing Teaching Learning Materials (TLMs) for visually impaired students for classroom teaching, reflecting the effectiveness of the

programmes, educational excursion to Ahmedabad, and a library upgrade.	CRE programme in strengthening knowledge and skills related to teaching pedagogies.
These interventions strengthened professional skills, provided experiential exposure to best practices in disability education, and enhanced accessibility through digitisation of over 3,800 resources using e-Granthalaya.*	• 67% (n=9) respondents reported that the excursion was effective in enhancing their professional understanding and exposure. • 38% of respondents reported that library services improved significantly, indicating positive feedback on the automation initiative.

Efficiency

Activities such as CRE programmes, educational excursions, and library automation were executed within the academic year, ensuring prompt enhancement of student learning, professional capacities, and institutional services.	• The initiatives were implemented in a focused and timely manner, ensuring that each activity effectively met its intended objectives of enhancing their knowledge as a teacher and positively impacting their professional development. • 56% of respondents reported that the programme was delivered efficiently, indicating satisfaction with the structured design and systematic execution of course components.
---	--

Impact

The programme has generated positive change by translating academic training into tangible professional and education sectoral outcomes. Its impact extends beyond individual skill enhancement, to fostering classroom-ready educators who are equipped to respond to diverse learning needs/challenges.	• The increase from 10% respondents with advanced professional expertise before joining the course to 41% after completion, indicates that the programme significantly strengthened professional skills. • Graduates work in schools, NGOs, and rehabilitation centres across the country, where they support learners with low vision and visual impairment. • 90% reported that they are confident to address the needs and challenges associated with training individuals with visual impairment.
---	---

Sustainability

Sustainability is reflected in its ability to generate long-term benefits that continue beyond the period of formal academic engagement.	• The programme helped respondents secure employment within the disability sector and application of learned skills in real-world settings. 55% stated that they availed placement support in the programme through career counselling, information on job opportunities, and campus placement drives.
Regarding the programme, sustainability can be ascertained through the long-term skills learnt, and the infrastructural and equipment-based improvements.	• 82% of respondents (n=11) reported that their current employment is directly relevant to the skills they gained. This reflects the applicability of the skills acquired and suggests that the programme has supported sustained professional development rather than short-term impact. • The library upgradation has played a key role in strengthening the long-term sustainability of the programme by creating a modern, efficient, and accessible academic infrastructure.

Coherence

The B.Ed. Special Education (Visual Impairment) programme demonstrates strong coherence with national priorities and global development commitments.

- The programme is aligned with the Companies Act, 2013, Schedule VII, Section 135 (ii), which emphasises promoting education and inclusive access to quality education and builds a skilled workforce that directly serves communities with limited educational support.
- The programme is aligned with the United Nations Sustainable Development Goals, particularly SDG 4 (Quality Education) and SDG 10 (Reduced Inequalities).

* (e-Granthalaya is a digital platform developed by the National Informatics Centre (NIC), Ministry of Electronics and Information Technology, Government of India. It is specifically designed to computerize and network government and semi-government libraries across India¹)

¹ national Informatics Centre. (n.d.). *e-Granthalaya: A digital agenda for library automation and networking*. <https://egranthalaya.nic.in/>

Notice to reader

- This report has been prepared by Grant Thornton Bharat LLP (GTBL) solely for Optum Global Solutions (India) Private Limited (Optum India) being the express addressee to this report. This report including assessment approach and methodology are for the sole reliance of Optum India to the extent agreed in the relevant contract for the matter to which this report relates (if any).
- Optum India may, at its discretion, disclose, reference, quote, or use extracts from this report for internal purposes, stakeholder communications, sustainability disclosures, branding, or publicity. However, no responsibility or duty of care is accepted to any third party, and no third party is entitled to rely on this report or any part thereof or utilize this report or any part thereof in a manner detrimental to us or Optum India.
- While the information obtained (if any) from the public domain or external sources or field visits or project team interactions or interview with beneficiaries supported under the projects has not been verified for authenticity, accuracy or completeness, GTBL has obtained information, from sources considered reliable and current at the time of writing this report. It must be noted that information thus obtained at the time of writing this report is subject to update, expansion, revision and amendment.
- This assessment does not constitute an audit, review, or due diligence engagement. Accordingly, no assurance is expressed on the reliability or completeness of the information presented in this report. The assessment findings are based on professional judgment, qualitative methodologies, assumptions, and stakeholder input, and should be read in that context.
- While efforts were made to obtain balanced and objective responses, including sensitizing respondents to the purpose of the assessment, the possibility of response bias cannot be completely eliminated. Accordingly, the assessment is subject to certain inherent limitations.