



CSR IMPACT ASSESSMENT OF
SUPPLY OF DAILY PACKED LUNCH
FOR DOCTORS AND HEALTH STAFF IN
DR. RML HOSPITAL, NEW DELHI



Submitted To



Submitted By



Acknowledgement

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The Study Team

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Abbreviations

ASCI	Administrative Staff College of India
CHRD	Centre for Human Resources Development
CPPGP	Centre For Public Policy, Governance and Performance
RML	Dr. Ram Manohar Lohia (RML) Hospital
PFC	Power Finance Corporation Ltd.
SPOC	Single Point of Contact

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1 Executive Summary

The COVID-19 pandemic, declared in early 2020, brought the global healthcare system to its knees. With New Delhi as one of India's major hub during pandemic, hospitals faced overwhelming patient loads, strained resources, and an overburdened workforce. Frontline health workers, including doctors, nurses, and support staff, worked tirelessly in hazardous conditions, often risking their lives. Ensuring their well-being became crucial to sustaining healthcare services during this crisis.

Recognizing this need, Power Finance Corporation (PFC) undertook a Corporate Social Responsibility (CSR) initiative, allocating Rs. 2.03 crore to provide daily packed lunches for health workers at Dr. Ram Manohar Lohia (RML) Hospital, New Delhi. The initiative was executed by Taj SATS Air Catering Limited, a firm renowned for its airport catering expertise. Over 191 days, 450 meals were delivered daily, ensuring consistent nourishment for those fighting the pandemic on the frontlines.

This impact assessment conducted to evaluate the project's outcomes and examines its alignment with PFC's CSR vision. The study highlights the benefits of this intervention to the stake holders as well as the challenges faced during implementation—such as supply chain disruptions, transportation hurdles, and staff safety concerns—and how they were overcome with professionalism and dedication.

Taj SATS demonstrated exceptional adaptability, navigating logistical complexities and maintaining high standards under extraordinary circumstances. Meals were prepared with precision, ensuring hygiene and nutritional value while adhering to strict pandemic protocols.

The initiative's benefits extended beyond physical sustenance. It boosted morale, reinforced the healthcare workers' sense of purpose, and underscored societal appreciation for their sacrifices. RML Hospital's administration acknowledged the timely support, which alleviated operational burdens during peak pandemic months. PFC's CSR vision was effectively realized, showcasing how corporate intervention can address urgent societal needs.

2 Introduction

The Power Finance Corporation (PFC), under the Ministry of Power, has consistently demonstrated its commitment to sustainable initiatives that address critical societal needs. Leveraging its Corporate Social Responsibility (CSR) funds, PFC has prioritized timely and impactful projects to support communities during times of crisis. During the COVID-19 pandemic, PFC took a decisive step to support the health warriors at Dr. RML Hospital, New Delhi, by funding a vital initiative to provide daily packed lunches for doctors and healthcare staff deployed in the dedicated COVID-19 facility.

In the financial year 2020-21, PFC allocated Rs.2.03 crore (inclusive of taxes) under its CSR program to fund this initiative. The project ensured the provision of 450 packed lunches per day for a period of 191 days, addressing the immediate nutritional needs of the healthcare workers tirelessly combating the pandemic. This initiative exemplified PFC's alignment with its CSR vision of fostering societal welfare and addressing urgent challenges.

CSR Initiative Overview



The implementation of this project was entrusted to Taj SATS Air Catering Limited, New Delhi, a reputed organization with expertise in delivering large-scale meal services. Despite the logistical and operational challenges posed by the pandemic, the initiative successfully supported the frontline healthcare staff, showcasing a collaborative and responsive approach to crisis management. This effort not only highlighted PFC's dedication to its CSR goals but also reinforced the importance of timely and well-executed support systems during emergencies.

By addressing these aspects, the report aims to provide insights into the effectiveness of the initiative and its alignment with the broader goals of CSR.

3 Background

Due to the sudden surge of the COVID-19 pandemic, hospitals faced immense pressure with a significant increase in patients, particularly in the early days when protective equipment was scarce, and the psychological and physical strain on healthcare workers was at its peak.

With the announcement of an immediate lockdown by the authorities, the entire system came to a standstill. Hospitals, including Dr. RML Hospital in New Delhi, experienced severe shortages of resources and manpower, making it challenging to meet the basic food requirements for patients, doctors, and paramedical staff working long hours under extreme conditions.

As part of a collaborative effort to address these challenges, the Ministry of Power, through Power Finance Corporation (PFC) as the funding agency, approved a CSR initiative to provide meals to frontline healthcare professionals. Taj SATS Air Catering Limited, as the implementing agency, took the responsibility of organizing and delivering nutritious meals to the healthcare staff at Dr. RML Hospital during the crisis.

This initiative was part of PFC's ongoing commitment to CSR activities aimed at supporting the community. During the COVID-19 emergency, PFC implemented this initiative through Taj SATS Air Catering Limited, known for its expertise in aviation catering, adapted its operations to meet the urgent needs of the healthcare sector. The unit in Delhi mobilized resources to prepare and deliver meals to hospital staff, ensuring uninterrupted support during the pandemic.

With wholesale markets closed, shops restricted, and disruptions in supply chains, procuring the necessary ingredients to prepare meals for healthcare workers became a challenging and often uncertain task. Taj SATS overcame these hurdles by establishing direct relationships with local suppliers, being flexible with ingredient sourcing, and implementing innovative solutions. This effort ensured the continued provision of essential meals to the dedicated staff at Dr. RML Hospital, exemplifying the spirit of resilience and collaboration in addressing the unprecedented challenges of the pandemic.

4 Objective of the Evaluation

The primary objectives of this evaluation are:

1. To assess if the following intended objectives of the project are fulfilled:
 - Provided Quality packed lunch boxes to doctors and health staff during Covid-19 season in Dr. RML Hospital, New Delhi.
2. To access the benefit of the interventions to various stakeholders of the activities.

5 Methodology

5.1 Data Collection Method

To ensure a thorough and reliable assessment, a mixed-methods approach was employed to gather both qualitative and quantitative data. The study team utilized the following data collection methods:

Service Impact Evaluation: Insights from Taj SATS and RML Hospital Staff: The study team conducted visits to RML Hospital and Taj SATS to gather insights on the initiative's implementation and impact. At RML Hospital, interactions with healthcare workers and the administrative team highlighted the intervention's effectiveness in addressing logistical challenges and boosting morale. At Taj SATS, discussions with the top management and operational teams in New Delhi provided an understanding of the strategies, challenges, and resilience demonstrated in delivering essential services during the crisis.

Stakeholder Interviews and Questionnaires: This impact assessment employed a qualitative research methodology, focusing on gathering data through semi-structured interviews, surveys, and focus group discussions with key stakeholders. A sample of 100 stakeholders from various groups was surveyed.

Interviews were conducted with key stakeholders, including representatives from Power Finance Corporation (PFC), Taj SATS Air Catering Limited, and Dr. Ram Manohar Lohia

(RML) Hospital. These interviews included management and staff from Taj SATS involved in the preparation and transportation of the food, as well as beneficiaries such as doctors, healthcare staff, and administrative personnel at RML Hospital. The discussions provided valuable insights into the intervention's concepts, strategies, planning, implementation processes, and overall experience.

Together, these methods ensured a comprehensive understanding of the intervention's impact from multiple perspectives, combining qualitative insights with quantitative data to inform the final assessment.

5.2 Stakeholders Consulted

Key stakeholders consulted in the assessment process included:

- **Taj SATS Air Catering Limited:** The Agency involved in Implementing this initiative
- **Dr. Ram Manohar Lohia (RML) Hospital:** Administrators at the Hospital who coordinated this initiative, Doctors and Health Staff who were the beneficiaries of this initiative.



The study team from ASCI engaged in a discussion with Dr. Sachin Mittal, the Transport In charge at RML Hospital during the pandemic, regarding the positive impact of the intervention. They explored how the initiative played a crucial role in supporting healthcare workers during the challenging times of the COVID-19 crisis. Dr. Mittal emphasized the importance of this intervention, highlighting its significant contribution to the well-being and efficiency of the health workers. The initiative by PFC was widely appreciated for its timely and essential support during such a critical period.

Taj SATS Air Catering Limited

Taj SATS Air Catering Limited, A joint venture between Indian Hotels Company Limited (IHCL) and SATS Limited, is a proud member of India's largest conglomerate — the Tata Group. Taj SATS has over 45 years of expertise as India's largest airline catering company and is renowned for its expertise in providing high-quality catering services to airports across India. With a legacy of culinary excellence and operational efficiency, Taj SATS has established itself as a trusted name in the hospitality industry. However, the COVID-19 pandemic presented unprecedented challenges that required the company to adapt and innovate.



Source of Picture: Taj SATS Office, New Delhi

As the implementing agency for PFC's CSR initiative at RML Hospital, Taj SATS demonstrated remarkable professionalism and resilience. The project demanded a shift from their usual operations to a high-stakes environment where health and safety were paramount. Procuring groceries amidst supply chain disruptions, securing special passes for transportation, and ensuring staff safety through PPE kits were among the hurdles they navigated with efficiency.

Despite these challenges, Taj SATS maintained its commitment to quality and hygiene. Meals were prepared with precision, adhering to strict nutritional standards and pandemic protocols.

The initiative was not profit-driven but motivated by a sense of duty to support the nation's healthcare heroes. Their efforts highlighted the company's adaptability, resourcefulness, and deep-rooted values, setting a benchmark for CSR implementation during crises.

Dr. Ram Manohar Lohia (RML) Hospital

Dr. Ram Manohar Lohia (RML) Hospital, located in the heart of New Delhi, is one of India's premier healthcare institutions. Known for its comprehensive medical services and cutting-edge facilities, RML Hospital played a crucial role during the COVID-19 pandemic. As a designated COVID-19 treatment center, it catered to thousands of patients, becoming a lifeline for the capital's population.

The hospital's health workers faced immense pressure during the pandemic, working long hours under hazardous conditions. The provision of packed lunches through PFC's CSR initiative was a timely intervention that addressed a critical need. The administration at RML coordinated seamlessly with Taj SATS to ensure smooth delivery and distribution of meals. This support not only alleviated logistical burdens but also reinforced the morale of the hospital staff, enabling them to focus on patient care.



RML Hospital's collaboration in this initiative exemplifies the importance of public-private partnerships in addressing healthcare challenges. The experience underscores the need for sustained support mechanisms for healthcare institutions, particularly during crises, to ensure the well-being of those who serve on the frontlines.

5.3 Stakeholder Sample Size and Questionnaire Design

The Sample Size Breakdown is as follows

- **Taj SATS Air Catering Limited:** 30 respondents, including the Top Management, Staff involved in the initiative including food preparation, logistics staff etc.

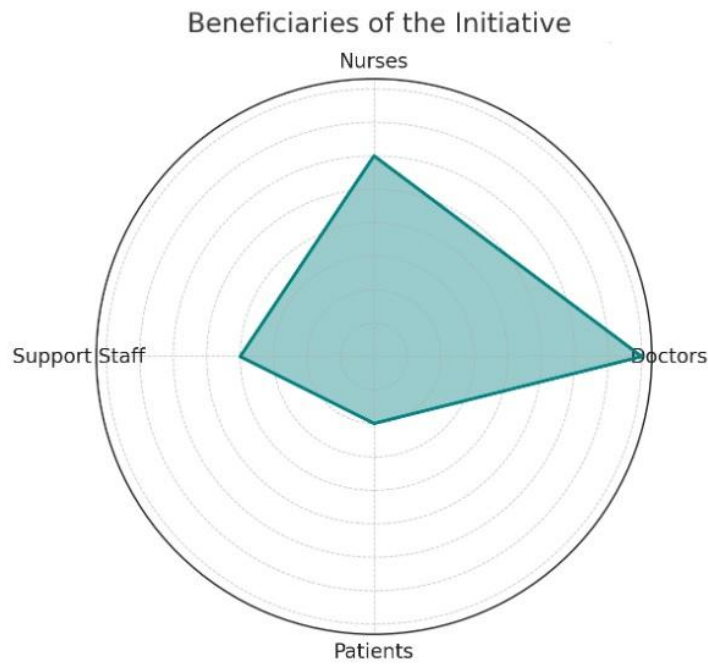
Sl. No.	Category	Number of Respondents
1	Top Management (GM, FC, Managers)	5
2	Food Preparation Staff (Chefs, Kitchen)	10
3	Logistics and Delivery Personnel	5
4	Support Staff (Cleaners, Packers)	4
5	Transport Staff	3
6	Security and Administration	3
Total		30

Table 1: Respondent Categories – Taj SATS Air Catering Limited (Total: 30)

- **Dr. Ram Manohar Lohia (RML) Hospital-**70 respondent including Medical Superintendent Office, Dean Office, Registrar Office, Doctors and Health Staff.

Sl. No.	Category	Number of Respondents
1	Medical Superintendent's Office	4
2	Dean's Office	4
3	Registrar's Office	4
4	Doctors	14
5	Paramedical Staff	26
6	Transport In-charge & Staff	4
7	Store/Inventory Department	3
8	PS to MS and PS to Dean	2
9	Support & Admin Staff	5
10	Security Staff	4
Total		70

Table 2: Respondent Categories – Dr. RML Hospital (Total: 70)



6 Study Observations

Given the intangible nature of this project, its impact assessment primarily relied on qualitative analysis, capturing the opinions of various stakeholders who utilized the service during the COVID-19 pandemic.

The report includes photographs taken during the visit and interactions, as well as official file pictures of the initiative, covering transportation, meal distribution, and other key aspects. These images were provided by the RML Hospital and Taj SATS authorities to document the implementation and impact of the initiative.

6.1 Visit to RML Hospital

The study team visited RML Hospital and engaged with health workers and the administrative team to gather their feedback on the intervention. These interactions provided insights into the initiative's effectiveness, its role in alleviating logistical challenges, and its contribution to the morale and well-being of healthcare professionals.

6.2 Visit to Taj SATS

As the implementing agency, Taj SATS played a pivotal role in the execution of the initiative. The study team visited their office in New Delhi to interact with the top management and operational teams. These discussions aimed to understand the implementation strategies, challenges faced, and adaptive measures adopted during the project. The visit provided a comprehensive view of the effort, teamwork, and resilience demonstrated by Taj SATS in delivering essential services during a critical time.

7 Analysis and Findings

To provide a globally aligned perspective, this impact assessment includes an evaluation of the initiative using the OECD Development Assistance Committee (DAC) evaluation framework, which assesses development interventions based on Relevance, Effectiveness, Efficiency, Impact, and Sustainability. These criteria provide a comprehensive lens to examine the overall merit and worth of the CSR initiative undertaken by PFC at Dr. RML Hospital during the COVID-19 pandemic.

7.1 Relevance of the Intervention

This initiative addressed a critical need during the pandemic: providing nutritious and easily consumable meals to frontline healthcare workers. With hospitals under strain and logistical systems disrupted, this support became essential for maintaining the morale, energy, and focus of healthcare workers.

7.2 Effectiveness

Effectiveness refers to the extent to which the initiative achieved its objectives. The project aimed to consistently provide nutritious packed lunches to 450 staff members daily over 191 days.

- The implementation by Taj SATS ensured timely delivery, nutritional adequacy, and hygiene standards.
- There was overwhelming positive feedback from doctors and nurses who noted improved morale and reduced stress due to regular food availability.

7.3 Efficiency of the Intervention

Efficiency assesses how well resources (financial, human, and material) were utilized to achieve the outcomes.

- The entire project was implemented at a cost of ₹2.03 crore, with minimal overheads due to streamlined logistics.
- Despite pandemic-induced constraints (lockdown, curfews, manpower shortage), Taj SATS managed food delivery with no significant interruptions.
- Cost per meal remained economical, and the quality was not compromised even during peak infection waves.

The flexibility in meal planning, sourcing of ingredients, and prompt incorporation of feedback highlighted the efficiency of the intervention. Challenges, such as ingredient shortages and delivery hurdles, were swiftly addressed through innovative problem-solving and resource management.

7.4 Planning and Execution

Hospitals faced immense pressure during the COVID-19 pandemic due to a surge in patients, scarcity of protective equipment particularly in the earlier days of the pandemic, and the physical and psychological strain on healthcare workers. With announcement of immediate lockdown by the authorities, the whole system had gone standstill. The sudden lockdown further disrupted resource availability, leading to challenges in providing basic food requirements for patients, doctors, and paramedical staff who were working for very long hours.

To address this, under the CSR initiative funded by PFC, Taj SATS Air Catering Limited organized meal preparation and delivery. Despite supply chain disruptions and closed markets, the catering team established direct relationships with local suppliers and implemented flexible sourcing methods to provide nutritious meals daily for hospital staff, ensuring smooth operations throughout the crisis.

Requirements were communicated by hospital representatives via emails and phone calls. The meals were planned to align with the limited availability of ingredients, ensuring freshness, nutrition, and compatibility with the hectic schedules of healthcare workers in PPE kits.

7.5 Logistics and Delivery

Deliveries were managed through Taj SATS in-house transport vehicles, often requiring special passes to navigate strict lockdown restrictions.



Source of Picture: Shared by Office of Transport In charge, RML Hospital, New Delhi

These measures ensured timely delivery of meals, maintaining freshness and quality. Despite logistical challenges such as travel restrictions and staff shortages, the team ensured seamless distribution by prioritizing clear communication and efficient route planning.

7.6 Quality, Quantity, and Type of Meals

At the height of the COVID-19 pandemic, meal planning was a critical aspect of this initiative. Taj SATS Air Catering Limited meticulously focused on providing nutritious, balanced, and easily consumable meals. Considering the challenging conditions, where doctors and paramedical staff wore PPE kits throughout the day and had limited time for meals, the menu was designed to align with these constraints.

- **Meal Types:** A mix of meals, including rice, vegetables, proteins, carbohydrates, and salads, was prepared.



Source of Picture: Shared by Office of Transport In charge, RML Hospital, New Delhi

- **Nutritious Ingredients:** The meals were thoughtfully crafted to provide sufficient energy and essential nutrients, such as high-protein dishes, fruits, vegetables, and whole grains, to support the physical and mental well-being of healthcare workers.



Source of Picture: Shared by Office of Transport In charge, RML Hospital, New Delhi

- **Durability:** The menu components were selected to ensure freshness over longer durations, ensuring they met the requirements of the demanding environment.

This effort funded by PFC and implemented by by Taj SATS reflected a commitment to excellence, meeting the nutritional and logistical needs of frontline healthcare heroes during a critical time.

7.7 Quality Assurance of the Intervention

Thorough quality checks were conducted by Taj SATS internal QA team to maintain nutritional and hygiene standards. As a precaution, all staff involved in meal preparation underwent regular COVID-19 testing. Meals were designed to provide balanced nutrition, considering the demanding schedules and physical strain of healthcare workers. Feedbacks from the doctors were taken thru the hospital representatives / SPOC.



Source of Picture: Provided by Taj SATS Authorities, New Delhi

7.8 Direct Impact

Impact relates to the broader and longer-term effects of the intervention on the beneficiaries and the healthcare system.

- The meals not only provided sustenance but contributed to mental well-being and emotional resilience among healthcare workers.
- The initiative improved operational continuity at Dr. RML Hospital, with reduced absenteeism and fatigue.
- It fostered a sense of being valued and recognized among the staff, indirectly supporting better patient care.

During the COVID-19 pandemic, doctors and healthcare workers were often required to work long, exhausting hours in hospitals, facing unprecedented challenges. With everything shut down and limited access to food, the provision of nutritious meals became crucial. The initiative provided much-needed nutritional support to doctors and healthcare staff at Dr. RML Hospital. These meals enabled healthcare workers to sustain their energy levels and maintain their focus during extended shifts. This directly contributed to their ability to deliver quality care under challenging conditions.

7.9 Sustainability

While the initiative was time-bound, it offers lessons for future disaster preparedness and CSR engagement models.

- The structured partnership between PFC and Taj SATS can be replicated during other public health emergencies.
- It set a precedent for public-private coordination during crises.
- Documentation and feedback from stakeholders can serve as input for institutionalizing food provision systems for essential services.

7.10 Impact Analysis Matrix

Very Low	Low	Moderate	High	Very High

Impact Rating	Very Low	Low	Moderate	High	Very High
Relevance					
Effectiveness					
Efficiency					
Impact					
Sustainability					

Criteria	Evaluation Summary	Rating
Relevance	Addressed urgent pandemic-related needs of frontline health staff	Very High
Effectiveness	Meals were delivered as planned; morale and health of staff improved	Very High
Efficiency	Well-utilized resources; operational excellence despite constraints	High
Impact	Strengthened workforce resilience and indirectly enhanced patient care	Very High
Sustainability	Model can be replicated in future emergency responses	High

Table 3: Evaluation against OECD-DAC criteria

8 Detailed Stakeholder Feedback (Qualitative Analysis of Stakeholder Perspectives)

8.1 Taj SATS Air Catering Limited

For Taj SATS, the project was a unique opportunity to contribute meaningfully during a national crisis. The company's leadership viewed the initiative as a moral obligation rather than a business transaction. Despite operational challenges, Taj SATS upheld its commitment to quality and service, earning praise from all stakeholders. Their professionalism and dedication showcased their capability to adapt and deliver under extraordinary circumstances.



Source of Picture: Provided by Taj SATS Authorities, New Delhi

Taj SATS Management shared the following Challenges Faced During Implementation:

With hospitals overwhelmed by the pandemic and many public services shut down or limited, ensuring timely and safe delivery of meals to healthcare workers at hospital locations was a significant logistical challenge. Traffic restrictions, quarantine zones, and restricted access to certain areas complicated deliveries. To address this, Taj SATS coordinated with local authorities to secure passes for delivery vehicles, ensuring access to restricted areas. Close communication with hospital management was established to streamline the delivery process and ensure the efficient distribution of meals to those in need.

The leadership team at Taj SATS actively participated throughout the initiative, offering support, motivation, and ensuring the safety of the team. Whether through volunteering, delivering meals, or directly engaging with hospital staff, leadership demonstrated a personal investment in the initiative. This not only provided a moral boost but also created a sense of shared responsibility among the staff.

Ensuring the safety of staff involved in meal preparation, packing, and delivery was a top priority, particularly due to the heightened risk of COVID-19 exposure. To protect the team, PPE kits were provided for those handling and delivering meals, implemented regular health screenings, and adopted contactless delivery methods to minimize in-person contact. Additionally, strict adherence to social distancing guidelines and hygiene protocols was enforced to maintain a safe environment for everyone involved.

8.2 Dr. RML Hospital Administration

The administration at RML Hospital conveyed profound gratitude for the PFC initiative, which not only alleviated logistical burdens but also significantly boosted the morale of their staff.

Funded by PFC, the timely provision of nutritious meals allowed healthcare workers to focus entirely on patient care, thereby enhancing operational efficiency during the crisis. The administration highlighted their appreciation for the morale support extended through this effort and commended Taj SATS for demonstrating exceptional resilience and adaptability.

They acknowledged the initiative as a model for effective collaboration between corporations and healthcare institutions, setting a benchmark for managing similar challenges in the future.

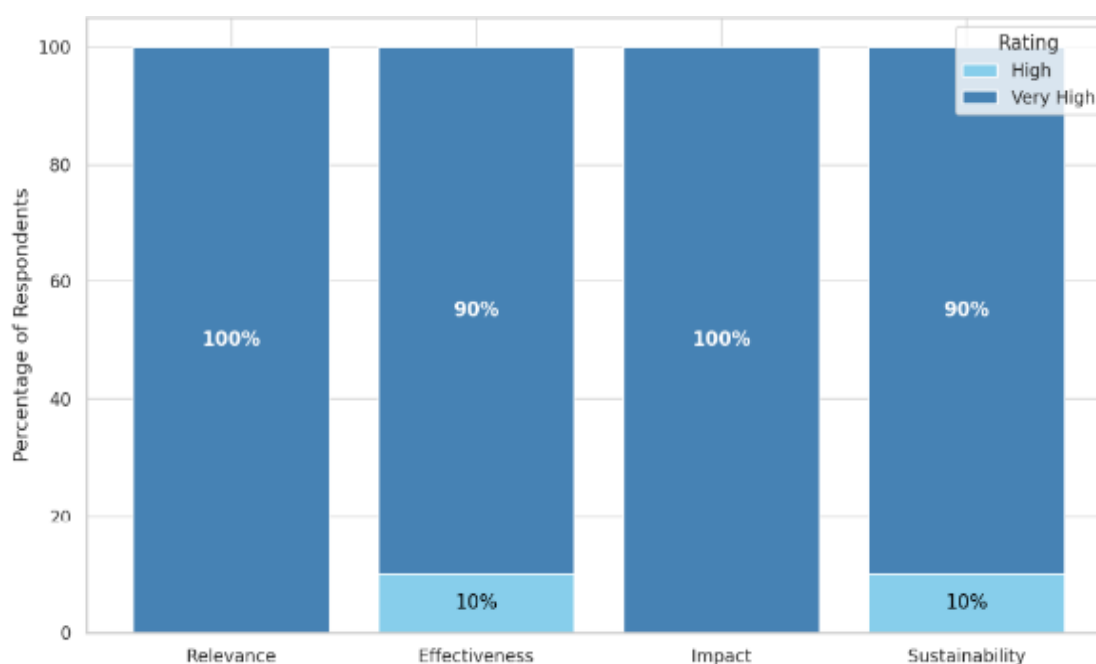
Outcome Dimension	Evidence from Field	Overall Rating
Nutritional Adequacy	Positive feedback from all stakeholders	Very High
Logistical Execution	Minimal disruption; daily operations maintained	High
Moral Support/Wellbeing	Acknowledged morale booster for staff	Very High

Table 4: Outcome Dimensions and Rating

8.3 Health Workers

For the doctors, nurses, and support staff at RML Hospital, the initiative was a lifeline. The provision of nutritious meals boosted their morale, reinforced their sense of purpose, and alleviated a critical stress point during their gruelling shifts. Many health workers expressed heartfelt gratitude, acknowledging the initiative's role in sustaining their physical and emotional resilience.

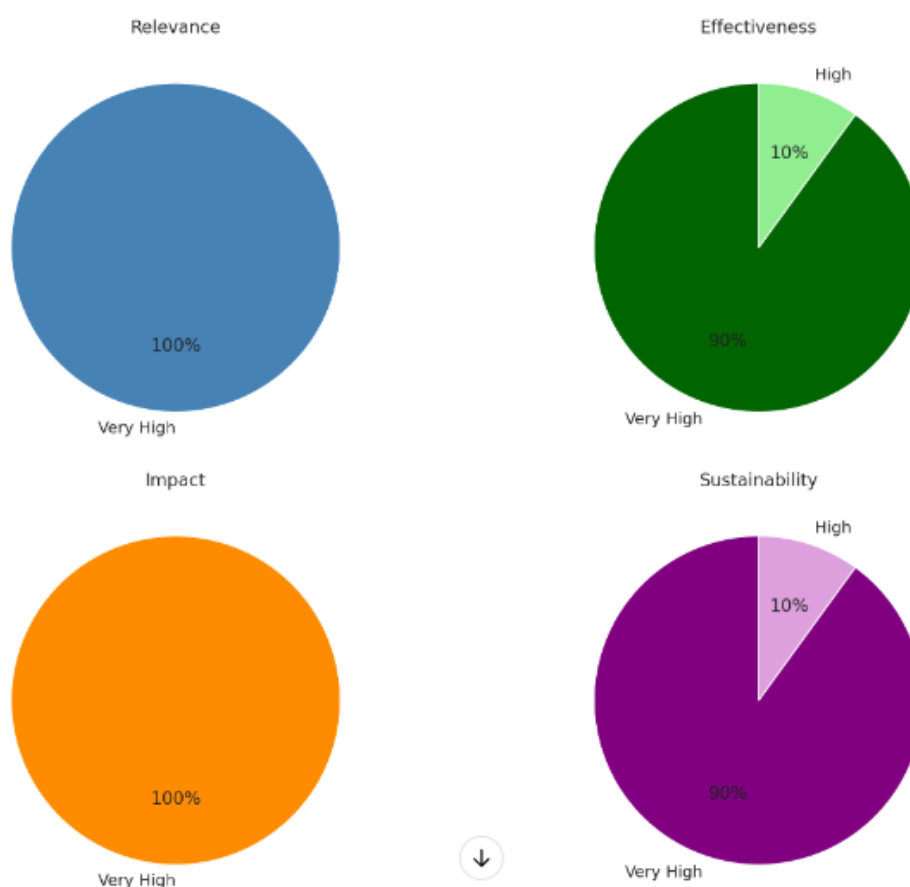
Health workers perception of the initiative



OECD-DAC Criteria	Staff Rating Distribution	Interpretation with Justification
Relevance	100% - Very High	All respondents unanimously found the initiative highly relevant. During the peak of the COVID-19 pandemic, when health workers were working under extreme physical and emotional pressure, the provision of packed lunches offered timely support and care.
Effectiveness	90% - Very High 10% - High	Most respondents rated the initiative as very effective, citing the reliability, quality, and convenience of meals provided. A small proportion rated it as high due to minor operational concerns such as occasional delivery delays or limited menu variation — however, these did not significantly detract from the overall success.
Impact	100% - Very High	The initiative had a universally acknowledged positive impact. Staff members reported enhanced morale, better energy levels during shifts, and a feeling of being valued. It directly contributed to improving their daily experience during an extraordinarily difficult time.
Sustainability	90% - Very High 10% - High	While the majority of respondents believed that the initiative could be replicated in similar future scenarios and institutionalized as a model of emergency support, a small number rated it only as “High”. This is not due to concerns about feasibility or design, but rather an emotional response. As one RML Staff reflected, <i>“We sincerely pray that such a time never comes again — we wouldn’t even want to think about the possibility of another pandemic.”</i> This response reflects a collective desire to move beyond the traumatic experience, which can influence perceptions of sustainability, not in terms of their capacity, but with the hope that circumstances requiring such services like a pandemic will not arise again in the future.

Table 5: Health Staff Perception of the Initiative (Based on Feedback from Respondents)

OECD-DAC Criteria Ratings by Health Staff



8.4 Case Study-Stakeholder Experiences

8.4.1 Case Study: Taj SATS Air Catering Limited – Implementing Agency

Taj SATS Air Catering Limited served as the Implementing Agency for the initiative aimed at supporting frontline health professionals during the COVID-19 pandemic. The initiative, conceptualized and funded by Power Finance Corporation (PFC) under its CSR mandate, focused on providing nutritious daily packed lunches to doctors and health staff at Dr. RML Hospital, New Delhi—a gesture of solidarity and support during one of the most trying times for the healthcare sector.

During the field visit and interaction with the Taj SATS team, the remarkable synergy between PFC's vision and Taj SATS' operational capability was clearly evident. The depth of

commitment, professionalism, and human empathy demonstrated by Taj SATS in Operationalising this initiative brought to light the real impact of thoughtful CSR initiatives.

Shri Shashi Ranjan Sinha, General Manager at Taj SATS, vividly recalled the intensity of the crisis and the sense of urgency and responsibility that defined their response. He shared how the PFC initiative came as a timely intervention that empowered the Taj SATS team to take swift, meaningful action. With their decades of experience in institutional catering and quality assurance, Taj SATS was able to translate PFC's intent into a tangible and impactful service, ensuring that health workers received not only safe and hygienic meals, but also a message of appreciation and care.

According to Shri Sinha, "It was not just about delivering food—it was about uplifting spirits, providing comfort, and reminding the frontline warriors that they were not alone in their fight. The initiative gave our team a higher purpose, and we acted on it with full conviction."

The interaction also included the following key members of the Taj SATS team:

- Shri. Vaibhav Goel, Financial Controller
- Ms. Deepali Goel, Manager, Learning & Development
- Shri. Sampa Roy, Manager, Client Relations

They each elaborated on their role in ensuring seamless coordination, compliance, logistics, and quality control. They collectively echoed the sentiment that the PFC-supported initiative became a point of collective pride, and it deepened their organizational commitment to community welfare in times of crisis.

This case study is a testament to how CSR, when rooted in empathy and implemented with excellence, can deliver results that go far beyond material outputs. The partnership between PFC and Taj SATS stands out as an example of effective, timely, and humane corporate social responsibility, serving as a model for future collaborative efforts in the public interest. This case not only reflects effective implementation but also showcases the human aspect of CSR—where corporate expertise, public sector support, and social responsibility come together to serve those at the frontline of national health emergencies.

8.4.2 Case Study: Supporting Frontline Warriors in Crisis

Dr. Sachin Mittal's Perspective on the COVID-19 Battle at RML Hospital

The COVID-19 pandemic was an unprecedented challenge for the global healthcare system, and Dr. Ram Manohar Lohia (RML) Hospital, New Delhi, was at the forefront of this battle. Healthcare workers, including doctors, nurses, and support staff, worked tirelessly under extreme conditions, dealing with high patient loads, inadequate protective equipment, and an overwhelming emotional burden.

Dr. Sachin Mittal, Senior Medical Officer and the Transport In-Charge at RML Hospital during the pandemic, shared how the situation was dire and emotionally exhausting. Doctors and medical staff worked long hours in PPE kits, unable to take proper breaks, witnessing the loss of lives daily, and operating under immense pressure and mental stress. The emotional toll was immense, as healthcare professionals were not only treating patients but also comforting grieving families, often with limited resources and little respite.

The Role of PFC's CSR Initiative

To alleviate some of these challenges, Power Finance Corporation (PFC) initiated the Provision of Daily Packed Lunch for Doctors and Health Staff at RML Hospital as part of its Corporate Social Responsibility (CSR) efforts. Over 191 days, 450 packed meals were delivered daily, ensuring that frontline warriors received nutritious and hygienic food to sustain them through their demanding shifts. The initiative was executed by Taj SATS Air Catering Limited, which adapted its catering operations to meet the hospital's emergency needs.

Dr. Mittal emphasized how this intervention was a lifeline for healthcare workers. Having access to fresh, nutritious meals without worrying about arranging food allowed them to focus entirely on patient care. The initiative addressed a critical gap, ensuring that exhausted healthcare workers did not have to search for food during an already overwhelming situation.

Impact on Various Stakeholders

1. Healthcare Workers

- Provided timely, nutritious meals, improving energy levels and concentration.

- Reduced stress by ensuring a reliable food source within the hospital premises.
- Boosted morale and emotional well-being, as it reinforced the fact that their contributions were valued.

2. Hospital Administration

- The intervention significantly eased logistical burdens, as food arrangements were a major challenge during lockdowns.
- Helped maintain hospital efficiency, as staff had proper meals and could focus on treating patients rather than worrying about food procurement.

3. Patients and Caregivers

- Although the initiative was intended for healthcare workers, in many cases, meals were shared with patients and their attendants, particularly those who had no access to food due to movement restrictions.
- In extreme cases, when resources were stretched, meals were even used as dinner, ensuring that no one was left hungry.

Beyond Just Meals: A Gesture of Care and Gratitude

The impact of PFC's CSR initiative went beyond providing food. It symbolized appreciation and gratitude for the tireless efforts of healthcare workers. The intervention became a testament to public-private collaboration in crisis management, setting an example for corporate social responsibility initiatives in healthcare support.

As Dr. Mittal expressed, *"This initiative was not just about food; it was about showing that someone cared for the people fighting this battle. It was about recognizing the sacrifice of healthcare workers and making their lives a little easier in the toughest times."*

Case Study Conclusion

The Provision of Daily Packed Lunch for Doctors and Health Staff at RML Hospital was a timely and impactful initiative that played a crucial role in supporting healthcare workers during the peak of the COVID-19 crisis. By ensuring consistent meal supply, reducing

logistical stress, and even extending benefits to patients, PFC's CSR effort became a model intervention in times of crisis.

This case study serves as an example of how corporate initiatives, when thoughtfully executed, can create meaningful and lasting impacts on society's most critical frontline workers.

9 Conclusion

The CSR initiative undertaken by Power Finance Corporation (PFC) to supply daily packed lunches to doctors and health staff at Dr. RML Hospital during the peak of the COVID-19 crisis proved to be a timely, relevant, and highly impactful intervention. It directly addressed a pressing need at a critical moment—ensuring the well-being of frontline healthcare workers who were operating under extreme physical and emotional stress.

The initiative was *highly relevant* to the context of the pandemic, where health workers not only faced long hours and patient overload but also encountered severe constraints in accessing basic necessities such as food, especially during the national lockdown. This intervention thus met an essential requirement—nutritional sustenance—without which the delivery of healthcare services could have been further strained.

The *effectiveness* of the initiative is evident in the feedback received from the stakeholders, including RML Hospital's administration and the health staff, who consistently expressed satisfaction with the timeliness, quality, hygiene, and nutritional value of the meals. The project significantly contributed to boosting morale among healthcare workers, reinforcing their sense of societal value and appreciation.

In terms of *efficiency*, the execution by Taj SATS Air Catering Limited showcased logistical competence and operational flexibility. Despite unprecedented challenges like movement restrictions, safety protocols, and supply chain disruptions, the implementing agency ensured uninterrupted delivery of 450 meals daily over 191 days. The planning and real-time coordination between PFC, Taj SATS, and the hospital administration ensured that the project remained on schedule and aligned with its intended goals.

The *impact* of the initiative extended beyond the delivery of meals. It symbolized solidarity and gratitude towards frontline workers. It also alleviated the administrative burden on hospital management, allowing them to focus on patient care. This effort created a model of how CSR can not only serve immediate community needs but also reinforce institutional resilience during crises.

Moreover, the project stands as a testament to the role of public-private collaboration in times of public health emergencies. By aligning its CSR efforts with national priorities and leveraging professional catering expertise, PFC demonstrated how corporate action can be both compassionate and strategic.

In conclusion, the initiative has shown:

- **Relevance**, by addressing a critical need during an unprecedented public health emergency;
- **Effectiveness**, through timely execution and stakeholder satisfaction;
- **Efficiency**, in operations despite challenges;
- **Impact**, through improved morale, operational support, and demonstration of corporate commitment to social responsibility.

This CSR initiative by PFC exemplifies how focused, empathetic, and well-executed interventions can create lasting value for both the beneficiaries and the broader society.

10 Annexure

10.1 References

Power Finance Corporation (CSR funding Agency)	
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