

# Impact assessment of IndusInd Girl Power Programme

## IndusInd Bank

February 2026



## Notice to the reader

This report is with restrictive circulation and has been prepared exclusively for IndusInd Bank as part of the Impact Assessment study of their IndusInd Girl Power Programme, implemented by Inspire Institute of Sport, Vijayanagar, Karnataka. It should not be used, reproduced, or circulated for any other purpose, in whole or in part, without prior written consent if used or referred for any other inference / study as an input or reference document. Grant Thornton Bharat LLP would only give such consent after full consideration of the circumstances.

The information collected for this study is through field visits, meetings with various stakeholders, information shared by respondents, secondary research and backend data provided by IndusInd Bank. We have relied on the information shared by these sources. Field visits were conducted in cognizance with IndusInd Bank and field teams with the prior acceptance of the approach, methodology, coverage plan, survey tools and indicators.

The scope of work here does not constitute an audit or due diligence of the information shared; hence information received from the various sources was believed to be accurate. This report should not be considered as an expression of opinion on any form of assurance on the financial statements of or on its financials or other information.

In the absence of baseline data, responses to retrospective questions are based on the respondents' ability to recall past information. Programme and result frameworks were not available for the programme for evaluation study, in absence of which, the study was conducted based on information and understanding provided by the programme team.

The recommendations provided as part of the assessment exercise may be implemented after an analysis of prioritization. The decision to implement the recommendations is the responsibility of IndusInd Bank.

Grant Thornton Bharat LLP accepts no liability in relation to the use by any third party of the analysis, findings or recommendations contained in this report. The report relies on responses provided by stakeholders and data provided by IndusInd Bank. We have not independently verified the accuracy or completeness of the information provided by the company or implementing partner or stakeholders covered or any other party involved, and results / references drawn basis the same.

## Executive summary

The impact assessment evaluates the “**IndusInd Girl Power Programme**” implemented by Inspire Institute of Sport (IIS) in Vijayanagar, Karnataka, with support from IndusInd Bank. The assessment examines programme performance across OECD-DAC parameters using a mixed-methods approach, including quantitative surveys with athletes, in-depth interviews with coaches and programme staff, and field observations. The intervention targeted female Judo athletes (Judokas) from across India, particularly those from economically vulnerable backgrounds, aiming to address systemic barriers such as lack of access to high-quality training infrastructure, financial constraints, limited exposure to competitive platforms, and absence of integrated sports science support. The programme focused on providing holistic athlete development through residential training, advanced coaching, sports science integration, academic support, and life skills development, enabling athletes to achieve excellence in competitive sports and personal growth.

### Relevance

The programme design addressed a critical gap in access to professional sports training, with **100%** of athletes reporting no prior exposure to similar high-performance coaching facilities. Beneficiaries were drawn from diverse geographies, with significant representation from states such as **Manipur (39%)** and **Delhi (14%)** and largely belonged to economically vulnerable households engaged in **farming (32%)** and **small businesses (29%)**. The provision of fully subsidised training, nutrition, accommodation, and academic support ensured accessibility and relevance for underserved female athletes, aligning strongly with the objective of promoting gender equity and sports development.

### Effectiveness

The programme demonstrated high effectiveness in delivering comprehensive support, with **100%** of athletes reporting access to coaching, sports kits, nutrition, sports science services, and academic support. Awareness and credibility were primarily driven through strong sports networks, with **41%** of athletes referred via coaches and **38%** through competitive platforms such as the Sangai Cup. All participants reported significant improvements in confidence, technical skills, communication, and overall performance readiness, indicating strong achievement of intended outcomes.

### Efficiency

The programme exhibited strong operational efficiency through structured and intensive training systems. Approximately **98%** of athletes followed a rigorous training schedule of 4–6 hours daily, supported by tailored coaching and sports science inputs. Efficient resource utilisation was further reinforced through advanced athlete management systems (e.g., Edge10 and TeamWorks) that enabled systematic tracking of performance, training, and rehabilitation. Additionally, **99%** of athletes reported availability of adequate training facilities, indicating optimal infrastructure utilisation and streamlined programme delivery.

### Impact

The programme resulted in significant improvements in both sporting performance and holistic development. Athletes demonstrated strong competitive outcomes, with **94 national-level participations** resulting in **49 gold, 23 silver, and 22 bronze medals**, along with **18 international and 3 continental medals**. Beyond performance, **99%** of athletes reported holistic development, including improved confidence, communication skills, and exposure to international environments. Financial barriers were effectively eliminated through full programme support, enabling uninterrupted focus on training and competition, thereby enhancing both individual and systemic impact.

## Sustainability

The programme's sustainability is anchored in its holistic and integrated design, combining sports training with education, life skills, and psychosocial support. By covering core costs such as coaching, nutrition, accommodation, and academic advancement, the programme reduced economic dependency and created long-term pathways for athletes. Continued focus on leadership development, resilience, and transferable skills ensures that participants are equipped for careers beyond sports, while institutional systems and structured training approaches provide a scalable model for future replication.

## Coherence

The programme demonstrated strong alignment with national and global frameworks, including the **Khelo India Scheme, Fit India Movement, and SDGs (SDG 3, SDG 5, SDG 10)**. Its focus on grassroots talent identification, gender inclusion, and holistic athlete development contributes to India's long-term sports ecosystem and Olympic ambitions. The integration of coaching, sports science, education, and wellness practices reflects high internal coherence, ensuring that programme components work synergistically to deliver sustained outcomes.

## Rationale for the impact assessment

The impact assessment of CSR programmes is undertaken in accordance with the mandate of **Section 135 of the Companies Act, 2013, read with Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended in 2021**. These provisions require companies with significant CSR obligations (₹10 crore or more on average over the preceding three financial years) to conduct independent impact assessments of projects with outlays exceeding ₹1 crore, upon completion of at least one year. The primary objective of this requirement is to move beyond input- and output-level reporting towards a more outcome- and impact-oriented evaluation of CSR initiatives. By systematically assessing the effectiveness, efficiency, and sustainability of interventions, impact assessments enable companies to determine whether intended social outcomes have been achieved and whether resources have been utilised in a judicious and accountable manner.

Furthermore, the requirement strengthens transparency and governance by mandating disclosure of assessment findings in the Board's CSR report, thereby enhancing stakeholder confidence and ensuring that CSR investments create measurable and meaningful value for communities. Beyond regulatory compliance, impact assessments serve as a critical strategic tool for evidence-based decision-making, helping organisations refine programme design, improve implementation mechanisms, and scale interventions that demonstrate high social returns, while addressing gaps in underperforming areas.

In this context, the present assessment is aligned with statutory requirements as well as broader objectives of accountability, learning, and continuous improvement in CSR programme delivery.

## About IndusInd Bank Limited

IndusInd Bank, founded in 1994, derives its name from the ancient Indus Valley Civilization, symbolizing a deep cultural heritage and a progressive outlook. Over the years, the Bank has established itself as a reliable and inclusive financial institution, catering to individuals, businesses, public sector organizations, and development partners across India. It has become a preferred and reliable financial institution, serving millions of customers, including individuals, corporations, government bodies, and PSUs. The Bank is committed to expanding its customer base using advanced technologies to provide seamless, convenient, and effective banking experience.



The Bank's operations are firmly aligned with Environmental, Social, and Governance (ESG) principles, reinforcing its long-term commitment to ethical practices and societal impact. Guided by its vision "to be trusted, valued, and respected for our financial, environmental, and social performance," the Bank places inclusivity at the heart of its initiatives. It actively promotes equity by enabling access and participation for underrepresented groups, including women, persons with disabilities, and economically marginalized communities. The banks work across several thematic areas including Rural development, Sports, Water stewardship, Environment, Education, Skill development, and Livelihood.

## Method of Impact Assessment

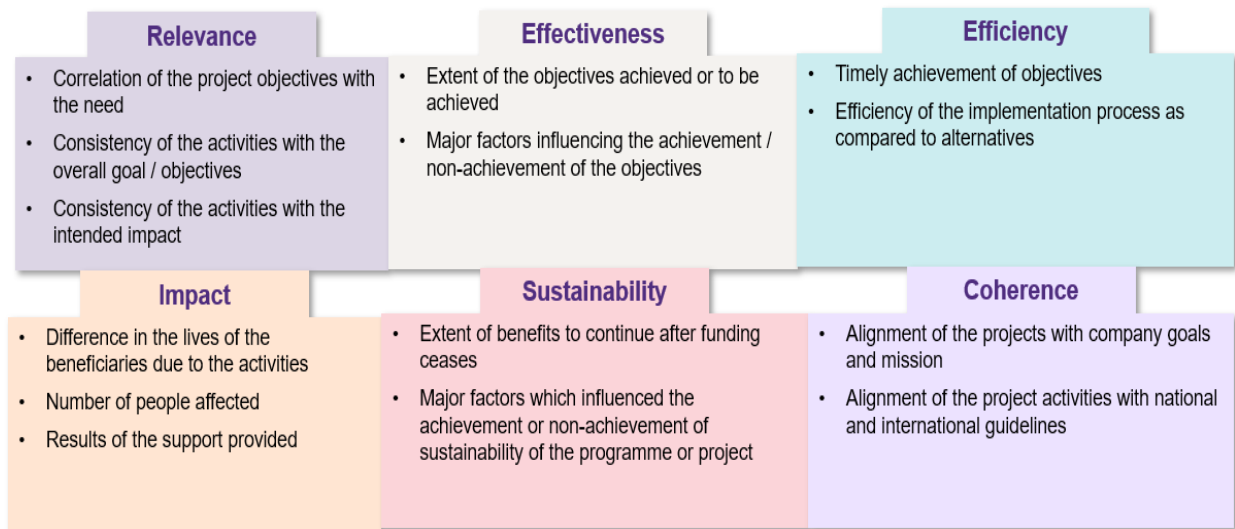
### Assessment Framework

The study aimed to assess the programme's activities, outputs, and overall impact through systematic engagement with relevant stakeholders. It documented stakeholders' perceptions of programme outcomes, captured their feedback on the changes observed, and gathered their suggestions for further improvement. The assessment focused on understanding not just the results achieved but also the perspectives and experiences of beneficiaries, frontline workers, and governance actors.

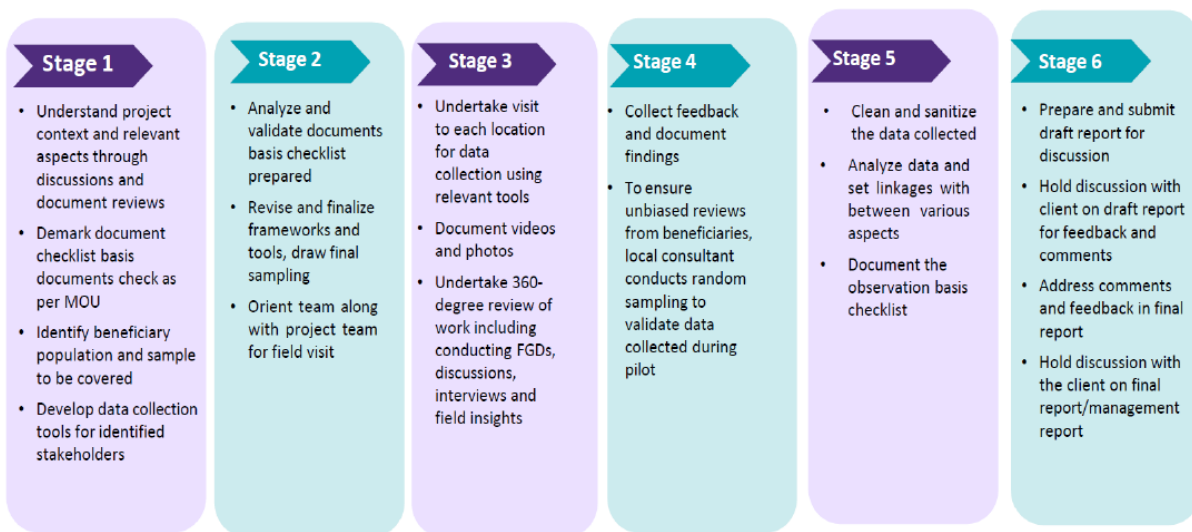
The study followed a pre defined approach to examine the programme's outcomes and impact on beneficiaries. A mixed methods design was used, combining both qualitative and quantitative techniques for data collection and analysis. This enabled triangulation of evidence and provided a comprehensive understanding of programme performance across different levels of implementation. The evaluation was guided by the OECD DAC criteria, which offered a holistic and structured framework to examine the programme across six key dimensions:

- **Relevance:** Alignment of programme objectives and activities with local needs and intended impacts.
- **Effectiveness:** Extent to which planned objectives were achieved and factors influencing achievement or non achievement.
- **Efficiency:** Efficiency of activities, timeliness of outputs, and comparison of implementation processes with alternatives.

- **Impact:** Observable results of the programme, including differences made in beneficiaries’ lives and any unintended effects.
- **Sustainability:** Likelihood of benefits continuing after programme support ended, and factors influencing sustainability.
- **Coherence:** Alignment with national strategies, local development plans, regulatory frameworks, and relevant SDGs.



## Methodology for the study



### Stage 1: Understanding Programme Context and Key Aspects

In the first stage, the team focused on gaining a comprehensive understanding of the programme’s context, objectives, and operational framework. This was done through detailed discussions with the implementing team and a thorough review of relevant documents. The programme’s goals, scope, and expected outcomes were clarified, and a document checklist—based on the MoU—was used to ensure all necessary materials were reviewed. The beneficiary population was identified, the sample size was determined, and data-collection tools were developed for different stakeholder groups. This stage established the foundation for all subsequent phases of the study.

## **Stage 2: Document Analysis, Validation, and Finalisation of Frameworks & Tools**

During this stage, all documents gathered earlier were analysed and validated against the prepared checklist. Based on insights from the review, the frameworks and data-collection tools—survey questionnaires, FGD guides, and interview protocols—were refined and finalised to ensure alignment with the programme’s objectives. A final sampling plan was prepared to ensure representativeness. The study team was also oriented on the programme’s goals, tools, and methodologies, and a detailed field-visit plan was developed in coordination with the programme team.

## **Stage 3: Field Visits and Data Collection**

Field visits were carried out across all programme locations using the finalised tools. The team engaged with stakeholders to collect both quantitative and qualitative data, enabling a 360-degree review of programme activities and outcomes. Field insights were documented through photos, videos, and detailed notes to capture ground realities, implementation processes, and challenges.

## **Stage 4: Feedback Collection and Data Validation**

Following field activities, feedback was gathered from beneficiaries and stakeholders to document their perceptions and experiences. To strengthen credibility and reduce bias, a local consultant conducted random sampling to validate a portion of the data collected. This process helped identify gaps or discrepancies and enabled cross-checking of preliminary findings.

## **Stage 5: Data Cleaning, Analysis, and Documentation**

In this stage, all collected data was cleaned to correct inconsistencies and remove errors. The cleaned dataset was analysed to identify trends, patterns, and linkages across key programme components, including training quality, access to equipment, and utilisation of services. These insights informed the analytical narrative and formed the evidence base of the final report.

## **Stage 6: Report Preparation and Finalisation**

A draft report summarising findings, analysis, and recommendations was prepared and shared with the CSR team for review. Discussions were held with the client to clarify observations, address concerns, and incorporate feedback. The revised report was finalised after integrating all suggestions and was presented to the Bank’s CSR team, ensuring that the findings were clearly communicated, actionable, and aligned with expectations.

## **Sampling plan**

The impact assessment covered athletes and programme delivery systems at the Inspire Institute of Sport campus in Vijayanagar, Karnataka, ensuring representation of beneficiaries from diverse geographic and socio-economic backgrounds. **The study covered a universe of 36 female Judokas supported under the programme over the three-year period (2021–2024). Given the concentrated beneficiary base, a near-census approach was adopted, with primary data collected from 9 athlete respondents through quantitative surveys and supplemented by qualitative interactions with programme staff and coaches.**

This approach enabled the study to capture insights across different stages of athlete development, including training exposure, competition participation, and performance outcomes. **In addition to athlete-level data, the assessment incorporated institutional perspectives through in-depth interviews with 4 programme staff and 5 coaches, ensuring triangulation of findings across stakeholders involved in programme delivery.**

The coverage further extended to analysing programme systems such as training infrastructure, athlete management tools (e.g., Edge10 and TeamWorks), and support services including nutrition, sports science, and academic facilitation. This ensured that the findings reflect a comprehensive understanding of programme effectiveness, efficiency, and holistic development outcomes across individual and institutional levels.

## Project Overview

As part of IndusInd Bank's sports development and livelihood-focused initiatives, the IndusInd Girl Power Programme is designed to nurture female Judo athletes and create a pipeline of competitive sporting talent in India. Implemented by the Inspire Institute of Sport (IIS), the programme supports 36 female athletes from diverse socio-economic backgrounds by providing fully funded access to elite coaching, sports science, nutrition, accommodation, and academic support. Athletes undergo rigorous training of 4–6 hours daily and benefit from advanced athlete management systems for performance tracking.

The programme has yielded strong outcomes, including 94 national participations with multiple medal wins, alongside participation at international and continental levels. Beyond sporting success, the initiative promotes holistic development by building life skills, confidence, and leadership capabilities, while contributing to gender inclusion and strengthening India's long-term competitive presence in sports.

## Key findings

### About the Project:

The IndusInd Girl Power Programme, implemented by Inspire Institute of Sport (IIS) with support from IndusInd Bank, focuses on **developing high-potential female Judo athletes from across India**. It aims to **bridge gaps in access to world-class training, sports science support, and competitive exposure, particularly for athletes from economically vulnerable backgrounds**. The programme adopts a holistic residential model, providing advanced coaching, structured strength and conditioning, nutrition, and mental sports science support, along with academic assistance. It strengthens athletic performance through personalised training plans, regular participation in national and international competitions, and use of scientific performance-tracking systems.

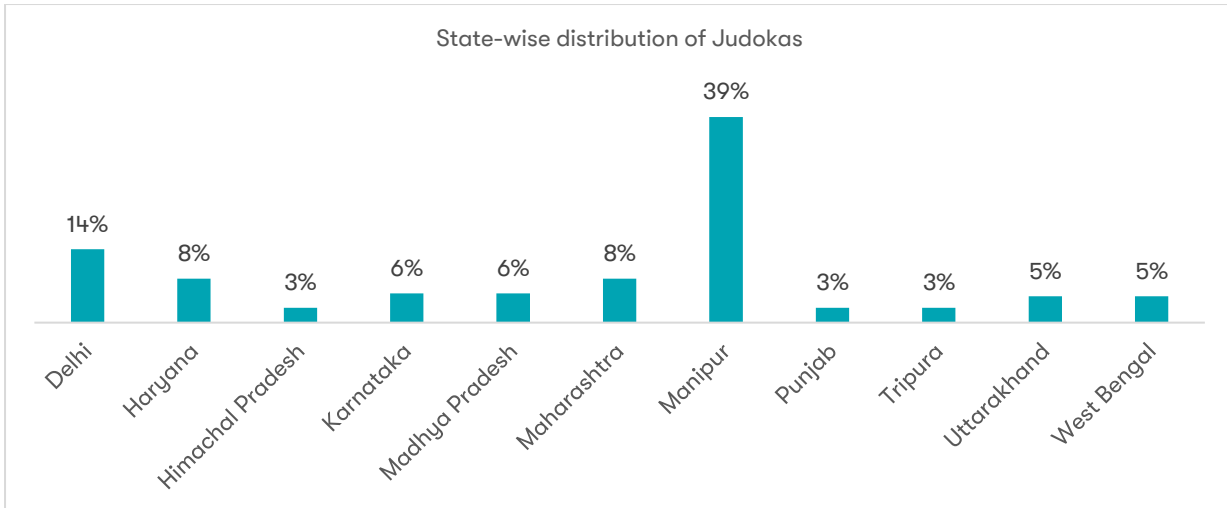
### OECD-DAC Analysis:

Presented below is the OECD-DAC Analysis of the assessment:

### Relevance:

The programme addresses a critical need for access to elite sports training for female athletes. It enables inclusion of talent from underserved regions and backgrounds.

1. **100%** of athletes reported no prior access to similar training facilities, highlighting the programme's role in filling a critical infrastructure gap. This demonstrates strong alignment with unmet needs in sports development.
2. Representation across states, with **39% from Manipur and 14% from Delhi**, ensures national inclusion. This supports equitable participation across geographies. (*refer graph 1*)
3. **32%** from farming families and **29%** from small businesses reflect strong targeting of economically vulnerable groups. This aligns with inclusive development objectives.

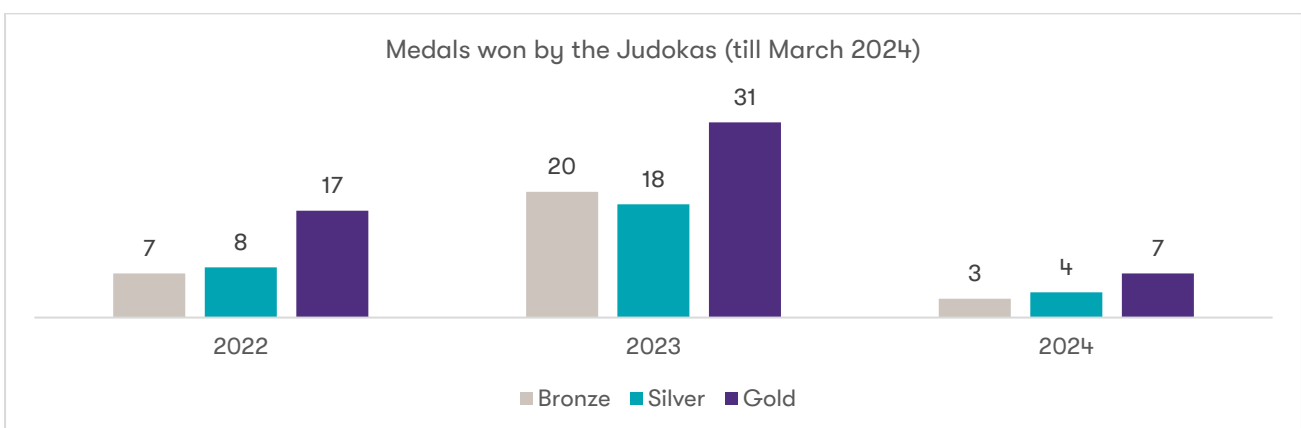


Graph 1: State-wise distribution of Judokas

### Effectiveness:

The programme has been highly effective in enhancing athletic capabilities and personal development. Comprehensive support has enabled measurable improvements.

1. **100%** of athletes received comprehensive support across coaching, nutrition, sports science, and academics. This ensures a holistic development model for athletes.
2. All participants reported improved confidence and technical skills. This indicates strong outcomes in both athletic performance and personal development.
3. Participation in national, international, and continental competitions demonstrates enhanced exposure. This reflects programme success in preparing athletes for competitive platforms. The Judokas (Judo athletes) have been actively participating in national and international competitions and camps and getting to fight with other Judokas from other countries. There has been steady increase in the number of medals won by the Judokas, as seen in the graph. In 2023, 31 gold medals were won, and 18 in silver category. In the first three months of 2024, the Judokas had won 7 gold and 4 silver medals. *(refer graph 2)*



Graph 2: Medals won by Judokas

### Efficiency:

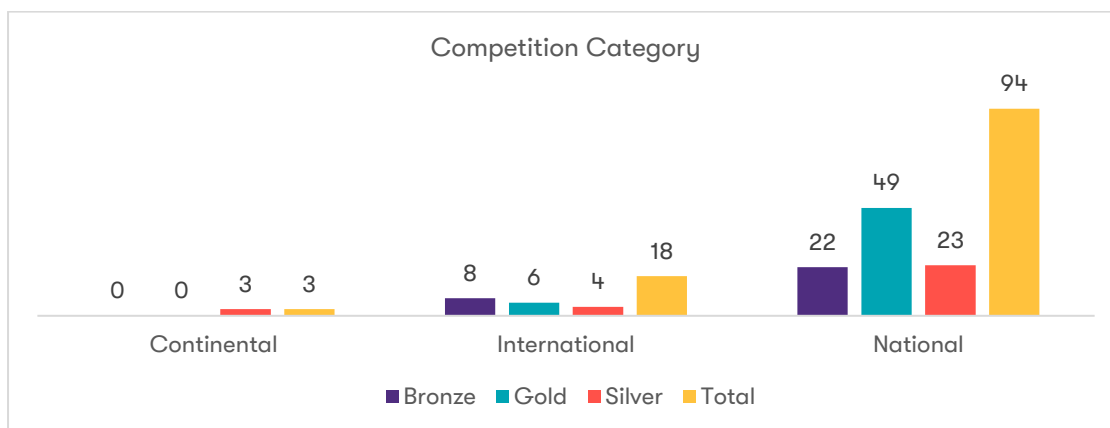
The programme demonstrates strong efficiency through structured training systems and advanced monitoring tools. Resources are optimally utilised to maximise performance.

1. **98%** of athletes follow a structured 4–6-hour daily training regimen. This ensures disciplined and consistent performance improvement.
2. **99%** reported adequate training facilities, reflecting effective utilisation of infrastructure resources. This highlights strong operational planning and execution.
3. Digital systems such as **Edge10 and TeamWorks** enable efficient monitoring of athlete progress. This supports data-driven management and optimisation of outcomes.

### Impact:

The programme has generated strong outcomes in both performance and holistic development. It has significantly enhanced competitive success and personal growth.

1. **94 national participations with 49 gold medals** reflect strong competitive performance. This indicates success in developing high-performing athletes. (*refer graph 3*)
2. Participation in international and continental competitions demonstrates global exposure. This strengthens India’s presence in competitive Judo.
3. **99%** reported holistic development, including leadership and confidence. This highlights impact beyond sports performance.



Graph 3: Competition category and medals won

### Sustainability:

The programme ensures sustainability through holistic athlete development and capacity building. It equips participants with skills beyond sports.

1. Fully funded support ensures continued participation without financial barriers. This enables long-term engagement of athletes in the programme.
2. Focus on life skills, leadership, and education builds long-term resilience. This prepares athletes for broader career pathways beyond sports.
3. Integration of academic and sports development ensures well-rounded growth. This supports sustained personal and professional development outcomes.

### Coherence:

The programme is strongly aligned with national priorities and global development frameworks. It integrates sports excellence with broader development goals.

1. Alignment with **Khelo India and Fit India** ensures consistency with national sports initiatives. This strengthens policy-level integration.
2. Contribution to **SDGs 3, 5, and 10** reflects alignment with global development goals. These include health, gender equality, and reduced inequalities.
3. Integration of coaching, education, and sports science builds a cohesive development ecosystem. This ensures synergy across programme components.

### Alignment with IndusInd Bank’s CSR Priorities

The programme demonstrates strong alignment with IndusInd Bank’s CSR priorities, particularly in the areas of sports development, gender empowerment, and inclusive community development. By focusing on nurturing female Judo athletes from economically vulnerable backgrounds, the initiative addresses critical gaps in access to high-quality training, infrastructure, and competitive exposure, reinforcing the Bank’s commitment to equity, inclusion, and excellence in sports.

The programme’s design—centred on providing holistic athlete development through advanced coaching, sports science support, nutrition, education, and life skills training—reflects a system-strengthening approach, aligned with IndusInd Bank’s emphasis on sustainable and high-impact interventions. Its integrated residential model ensures that athletes receive end-to-end support, enabling both performance excellence and long-term personal development. The use of structured training systems and performance tracking tools further enhances scalability and institutional strength

### Alignment with Sustainable Development Goals

From a global development perspective, the programme contributes significantly to multiple Sustainable Development Goals (SDGs):



- **SDG 3 (Good Health and Well-being):** Provision of sports science support, structured physical training, and nutrition enhances overall physical and mental well-being of athletes.
- **SDG 5 (Gender Equality):** Exclusive focus on female athletes promotes women’s empowerment and increased participation in competitive sports.
- **SDG 10 (Reduced Inequalities):** Targeted outreach to athletes from low-income and rural backgrounds reduces disparities in access to professional sports ecosystems.
- **SDG 4 (Quality Education):** Integration of academic support alongside sports training ensures continuity in education and holistic development.
- **SDG 17 (Partnerships for the Goals):** Collaboration between IndusInd Bank and Inspire Institute of Sport, along with linkages to national sports systems, demonstrates effective multi-stakeholder partnership.



# We are Shaping Vibrant Bharat

A member of Grant Thornton International Ltd., Grant Thornton Bharat is at the forefront of helping reshape the values in the profession. We are helping shape various industry ecosystems through our work across Assurance, Tax, Risk, Transactions, Technology and Consulting, and are going beyond to shape more **#VibrantBharat**.

## Our offices in India

- Ahmedabad
- Bengaluru
- Bhubaneswar
- Chandigarh
- Chennai
- Dehradun
- Gandhinagar
- Goa
- Gurugram
- Guwahati
- Hyderabad
- Indore
- Kochi
- Kolkata
- Mumbai
- New Delhi
- Noida
- Pune



Scan QR code to see  
our office addresses  
[www.grantthornton.in](http://www.grantthornton.in)

## Connect with us on



@Grant-Thornton-Bharat-LLP



@GrantThorntonBharat



@Grantthornton\_bharat



@GrantThorntonIN



@GrantThorntonBharatLLP



GTBharat@in.gt.com

© 2026 Grant Thornton Bharat LLP. All rights reserved.

Grant Thornton Bharat LLP is registered under the Indian Limited Liability Partnership Act (ID No. AAA-7677) with its registered office at L-41 Connaught Circus, New Delhi, 110001, India, and is a member firm of Grant Thornton International Ltd (GTIL), UK.

The member firms of GTIL are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered independently by the member firms. GTIL is a non-practicing entity and does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.