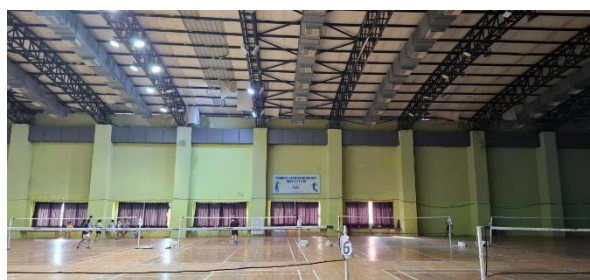
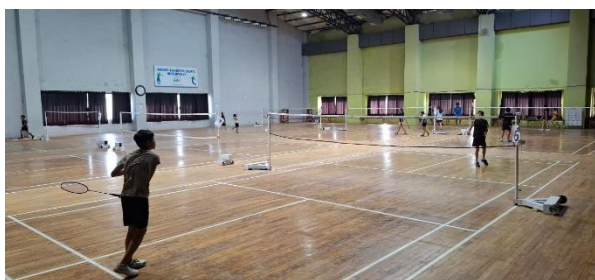


Social Impact Assessment Of Refurbishment of Badminton Court (Sama Sports Complex, Vadodara, Gujarat)



ELIXIR SOCIAL VENTURES

Assessment Conducted by
Elixir Social Ventures ISAI/
SIAO-03
(2025–26)

Acknowledgement

We express our sincere gratitude to Gujarat Alkalies and Chemicals Limited (GACL) for its visionary commitment towards strengthening community sports infrastructure and promoting youth development through the refurbishment of the badminton court in Vadodara under its Corporate Social Responsibility (CSR) initiatives.

This assessment study was undertaken to evaluate the effectiveness, outcomes, and broader social impact of the initiative, Social Return On Investment (SROI), with a particular focus on beneficiary engagement, sports participation, infrastructure quality, tournament ecosystem strengthening, city-level impact, and future sustainability.

We extend our heartfelt appreciation to the management and operational team of the badminton court facility for their valuable cooperation, personnel support, and timely sharing of information required for the assessment process.

We sincerely acknowledge the contributions of coaches, children, youth players, state and national-level athletes and other stakeholders who generously shared their experiences, feedback, and perspectives. Their participation and insights have been instrumental in understanding the transformative impact of the initiative at individual, institutional, and community levels.

Special thanks are also extended to all assessment team members, enumerators, and supporting personnel for their dedicated efforts in conducting data collection, stakeholder consultations, field observations, documentation, and analysis.

The findings presented in this report are intended to contribute toward evidence-based decision-making, strengthening future CSR investments in sports infrastructure, and maximizing long-term community and youth development outcomes.

We hope that the insights and recommendations emerging from this assessment will support continued efforts toward positioning Vadodara as a stronger sports ecosystem while creating meaningful opportunities for aspiring athletes.

Elixir Social Ventures Pvt. Ltd.

SIAO Registration Number: ISAI/SIAO-03

06/2026

Contents

Executive Summary	3
Section – 1 Introduction	7
1.1 Background	7
1.2 Rationale for the Assessment	7
1.3 Purpose of the Assessment	8
1.4 Sports Landscape of Vadodara	8
1.5 Organizations involved in the project:.....	8
Section – 2 Research Methodology.....	10
2.1 Research Design:	10
2.2 Objective of the assessment:	10
2.3 Stakeholders Mapping:	10
2.4 Sample and Sampling:	11
2.5 Evaluation Framework:	12
2.6 Methodology Flow Diagram:	13
Section – 3 Key Findings and Conclusion	14
3.1 Impact of the project	14
3.2 Major Findings:.....	22
3.3 Impact as per the Organization for Economic Co-operation and Development (OECD – DAC) principles:.....	23
3.4 Alignment with Sustainable Development Goals (SDGs):	25
Section 4 – Social Return On Investment Analysis (SROI).....	26
4.1 Conservative Approach to SROI:.....	26
4.2 Assigning Conservative Financial Proxies	27
4.3 Gross Value of the Outcome	28
4.4 Calculating Adjusted Value:	28
4.5 Justification for adjustment factors:	29
4.6 Discounting Future Benefits:	32
Section 5 – Case Studies	34
5.1 #Case Study 1	34
5.2 #Case Study 2	35
Section 6 – Logical Framework (Logframe)	36
6.1 Logical Framework (Logframe).....	36
6.2 Good Practices Observed:	36
6.3 Gaps observed with mitigation strategies:	36
6.4 Recommendations:	37

Section 7 – Photos from the field	38
Section 8 – Appendix	41
8.1 For Players.....	41
8.2 For Coaches:	43
8.3 For VMC Sports Promotion Foundation:	44
8.4 Section – I Vadodara – City Level Impact.....	45
8.5 List of Respondents:	46

Executive Summary

Background

Gujarat Alkalies and Chemicals Limited (GACL), under its Corporate Social Responsibility (CSR) initiatives, supported the refurbishment of a badminton court in Sama Sports Complex, Vadodara with the objective of strengthening sports infrastructure, enhancing access to quality sporting facilities, promoting youth participation, and contributing to the overall development of the local sports ecosystem.

The sports complex is managed by VMC Sports Promotion Foundation (VSPF). It is a joint venture between Vadodara Municipal Seva Sadan (VMSS)-50%, Sports Authority Of Gujarat (SAG) 25% and 25% Department of Sports, Youth and Cultural Activities Govt. of Gujarat (SYCD). This Company was formed in the year 2015.

Previously, there were 10 badminton courts with PVC flooring which caused several issues among players such as knee pain, back pain, knee injury, slippery floor etc. Thus, looking at the potential of the badminton as a sport and making the wood-flooring infrastructure facility accessible to the players, GACL intervened and the intervention included refurbishment of the badminton court, installation of improved flooring, termite treatment, infrastructure enhancement, and creation of a safer and more conducive environment for training and competitive sports participation. Recognizing the importance of sports as a catalyst for youth development, health promotion, social inclusion, and community engagement, the project sought to create sustainable opportunities for aspiring players and the wider community with the support of VMC Sports Promotion Foundation (VSPF) as an implementing partner and invested approx. 1.12 crores.

An independent impact assessment was undertaken to evaluate the effectiveness, relevance, outcomes, and long-term potential of the intervention. The assessment covered youth players, coaches, badminton court management, and representatives associated with project implementation and support.

Assessment Objectives

The assessment was conducted to:

- Evaluate the effectiveness and utilization of the refurbished badminton court.
- Assess the contribution of the project toward strengthening the sports ecosystem in Vadodara.
- Assess stakeholder satisfaction, operational challenges, and opportunities for improvement.
- Evaluate the visibility and brand recall of GACL among beneficiaries and other stakeholders.
- Estimate the social value generated through the intervention using the Social Return on Investment (SROI) framework.
- Provide recommendations for strengthening future CSR investments in sports infrastructure and youth development.

Methodology

The assessment adopted a mixed-method approach comprising quantitative and qualitative data collection methods. Information was collected through stakeholder surveys, key informant interviews, case studies, facility observations, and review of available records.

Stakeholders consulted during the assessment included:

- Players
- Coaches

- Badminton court management
- State and national-level players for case studies

Major Findings:

Quality of infrastructure – a comparative analysis (players’ response)

As per the responses from the players, there is an overall improvement in the quality of infrastructure from average rating 3 to 4 out of 5 considering 5 parameters i.e., court flooring quality, safety of the court, shock absorption capacity, grip quality and comfort.

Operational Matrix (VSPF’s response):

No. of users:

As per the data, there is a significant growth in number of users in the current year as compared to the year before refurbishment. In the FY 22-23, 2805 number of users were there before refurbishment which has increased significantly in the FY 25-26 i.e., 6041 number of users. It means there is a 115% growth in total number of users in these years.

Annual Rent Income:

There is a significant increment in the rent income of the court in the FY 25-26 as compared to the FY 22-23. In the FY 22-23 the annual rent income was INR 3,15,000/- which has increased to INR 8,17,000/- in the FY 25-26 i.e., there is an increment of 159% in annual rent income.

Events & Tournament:

There is a notable increment in number of badminton tournaments hosted in the court. From 12 (district level) tournaments in FY 22-23 to 27 (district/state/national) level tournaments in the FY 25-26 i.e., 125% increment in number of tournaments played. It indicates the growth and visibility of the badminton court and also attracting players from outside city as well which is positively contributing in the overall sports ecosystem of Vadodara.

The assessment was further guided by the OECD-DAC evaluation framework, Sustainable Development Goals (SDGs), and Social Return on Investment (SROI) methodology.

Organization for Economic Co-operation and Development’s – Development Assistance Committee (OECD-DAC) Assessment

The intervention was assessed using the OECD-DAC evaluation criteria and received an overall rating indicating a high-performing and strategically relevant CSR initiative.

The project demonstrated strong performance across:

1. Relevance

The project is aligned with the company’s CSR policy which mentions “Development of neighbourhood of existing complexes”. Further, players were also facing difficulty in terms of quality of infrastructure of old badminton court which has been taken care of by the company. However, participation from rural communities and bridging the gap of access between rural untapped talents with top class sports infrastructure need to be eliminated to further strengthen the sports ecosystem of Vadodara.

Thus, in ‘Relevance’ the project achieves medium score.

2. Coherence

The project also complements requirement of strengthening sports ecosystem of Vadodara and fulfilling objective of Vadodara Mahanagar Seva Sadan, Sports Authority of Gujarat and Department of Sports, Youth and Cultural Activities, Government of Gujarat. Thus, aligning the project to the emerging sports ecosystem of Gujarat.

Thus, in 'Coherence' the project achieves high score

3. Effectiveness

The objective of the project is to provide a state-of-the-art facility to the players playing badminton and improve their playing experience while promoting sports ecosystem in Vadodara and attracting players from outside Vadodara as well. As per the collected data, it suggests that refurbishment led to improved usability, enhanced training conditions, increased participation, and improved beneficiary satisfaction. Improvements in flooring, safety, and training infrastructure likely contributed to better performance outcomes and increased tournament participation.

Thus, in 'Effectiveness' the project achieves high score

4. Efficiency

The intervention leveraged infrastructure refurbishment to create benefits for a relatively large beneficiary base, generating value through increased utilization and improved sports access. Efficient use of resources is reflected in enhanced infrastructure quality and multi-user benefits. However, stronger documentation of operational expenditures, utilization trends, and maintenance systems could improve efficiency tracking further.

Thus, in 'Efficiency', the project achieves medium score

5. Impact

The initiative generated positive outcomes beyond infrastructure improvement, including enhanced youth engagement, discipline, confidence, sports participation, and competitive exposure. The project has also contributed toward strengthening the sports identity of Vadodara across the nation through for hosting 2 national tournaments, improved capacity of hosting more district/state level tournaments and nurturing talent. Long-term impacts are likely to emerge more strongly over time, especially in state and national-level achievements.

Thus, in 'Impact' the project achieves high score

6. Sustainability

The intervention demonstrates promising sustainability potential due to strong and sturdy infrastructure, continued facility uses, increased beneficiary participation, and institutional ownership.

Thus, in 'Sustainability' the project achieves high score

The assessment found that the intervention effectively addressed a genuine community need while creating positive outcomes at individual, institutional, and community levels.

Alignment with Sustainable Development Goals

The project contributes directly to several Sustainable Development Goals (SDGs), particularly:

- SDG 3: Good Health and Well-being
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 11: Sustainable Cities and Communities
- SDG 17: Partnerships for the Goals

Through improved access to sports infrastructure, youth engagement, and community participation, the intervention supports inclusive and sustainable development outcomes.

Alignment with Corporate Social Responsibility (CSR) Act:

Primary CSR Alignment:

Schedule VII, Clause (vii) of section 135 of the Companies Act, 2013

"Training to promote rural sports, nationally recognized sports, Paralympic sports and Olympic sports."

- ✓ Sports infrastructure development
- ✓ Promotion of badminton as a recognized sport
- ✓ Support to athletes and emerging talent
- ✓ Increased tournament participation
- ✓ Development of sports ecosystem

Secondary CSR Alignment:

Schedule VII Clause (i): Promoting Health Care including Preventive Health Care

- ✓ Promotion of physical health and fitness
- ✓ Preventive healthcare through sports participation
- ✓ Encouragement of healthy lifestyle practices

Schedule VII Clause (ii): Promoting Education and Life Skills Development

- ✓ Life skills development
- ✓ Leadership and teamwork enhancement
- ✓ Youth development

The badminton court refurbishment initiative represents a compliant and strategically relevant CSR intervention under Schedule VII of the Companies Act, 2013. While its primary contribution lies in the promotion of nationally recognized sports through infrastructure strengthening and athlete development, the project simultaneously generates significant outcomes in health promotion, youth development, community engagement, life skills enhancement, and inclusive access to sporting opportunities, thereby contributing to broader social development objectives.

Social Return on Investment (SROI)

The Social Return On Investment (SROI) analysis indicates that the badminton court refurbishment generated substantial social value beyond the initial financial investment. Benefits accrued through improved sports participation, enhanced health outcomes, increased competitive exposure, community engagement, stronger sports infrastructure utilization, and improved CSR visibility.

Estimated SROI Ratio

For every INR 1 invested, the project generated approximately INR 5.20 of social value over a period of 5 years.

The findings demonstrate that investments in community sports infrastructure can create significant social, developmental, and community returns over time.

Section – 1 Introduction

1.1 Background

Sports play a critical role in promoting physical well-being, social inclusion, character development, and community cohesion. Access to quality sports infrastructure not only encourages active lifestyles but also creates opportunities for talent development, leadership building, discipline, and positive youth engagement. In recent years, there has been increasing recognition of the role of sports as a catalyst for social development and community empowerment.

Recognizing this potential, Gujarat Alkalies and Chemicals Limited (GACL), through its Corporate Social Responsibility (CSR) initiatives, supported the refurbishment of a badminton court in Sama Sports Complex, Vadodara. The intervention was designed to improve the quality, safety, and accessibility of sports infrastructure for children, youth, aspiring athletes, and the wider community.

The refurbishment included enhancement of court infrastructure, installation of improved flooring, termite treatment, and other facility improvements aimed at creating a safer and more conducive environment for training, recreation, and competitive sports participation. The initiative sought to strengthen the local sports ecosystem while encouraging increased participation in badminton and supporting the development of sporting talent within the region.

Beyond infrastructure improvement, the intervention was envisioned as a means to contribute to broader developmental outcomes including improved health and fitness, enhanced confidence and discipline among youth, increased participation in organized sports, community engagement, and greater opportunities for competitive exposure through district, state, and national-level tournaments.

Project Details	
Project	Refurbishment of badminton court in Sama Sports Complex
Funding Partner	Gujarat Alkalies and Chemicals Limited (GACL)
Amount in INR	1.12 crores
Implementing Partner	VMC Sports Promotion Foundation (VSPF)
FY	2024-25
No. of direct beneficiaries	2800+
Location	Sama Sports Complex, New Sama Road, Near Abhilasha Crossing, Vadodara

1.2 Rationale for the Assessment

Investments in community sports infrastructure have the potential to generate benefits that extend beyond the immediate users of the facility. Such interventions can influence individual behavior, community participation, youth development, sports excellence, and local identity. Therefore, it is important to assess not only the physical outputs delivered through the project but also the outcomes and long-term value created for beneficiaries and stakeholders.

The present impact assessment was undertaken to evaluate the effectiveness, relevance, efficiency, sustainability, and broader social impact of the badminton court refurbishment

initiative. The assessment also sought to understand the contribution of the intervention toward strengthening Vadodara's sports ecosystem and promoting inclusive community development.

The study further examined stakeholder perceptions regarding project implementation, benefits, challenges, operational sustainability, and future opportunities for scaling impact. Particular emphasis was placed on understanding the experiences of children and youth players, coaches, court management, community stakeholders, and competitive athletes who directly or indirectly benefited from the intervention.

1.3 Purpose of the Assessment

The assessment was conducted to generate evidence on the outcomes and value created through the intervention and to support informed decision-making regarding future investments in sports infrastructure and community development initiatives.

1.4 Sports Landscape of Vadodara

Vadodara, one of Gujarat's major cultural, educational, and industrial centers, has a rich sporting heritage and has consistently contributed to the development of athletes across multiple disciplines. The city has historically nurtured talent in cricket, athletics, table tennis, swimming, hockey, badminton, and other competitive sports. With a strong educational ecosystem, active sports clubs, and increasing public interest in fitness and recreation, Vadodara has emerged as an important center for grassroots sports development within the state.

Over the years, the city has produced several athletes who have represented Gujarat and India at national and international platforms. Educational institutions, sports academies, community clubs, and public sports facilities have played a significant role in encouraging sports participation among children and youth. However, like many growing urban centers, the demand for quality sports infrastructure continues to exceed the availability of accessible and well-maintained facilities.

Badminton has witnessed significant growth in popularity in Vadodara due to increasing awareness regarding health, fitness, and competitive sporting opportunities. The sport has attracted participation from children, youth, women, working professionals, and aspiring athletes. However, sustained participation and talent development require access to safe, high-quality, and professionally maintained infrastructure that supports regular training and competitive preparation.

Investment in sports infrastructure is increasingly recognized as a strategic tool for youth development, community engagement, health promotion, and social inclusion. Well-maintained sports facilities not only improve athletic performance but also contribute to discipline, leadership, teamwork, confidence building, and constructive utilization of time among young people.

The project therefore represents not merely an infrastructure improvement initiative but a strategic investment in the social, physical, and sporting development of the community, with potential long-term benefits for individual athletes, local institutions, and the broader sports ecosystem of Vadodara.

1.5 Organizations involved in the project:

Gujarat Alkalies and Chemicals Limited (GACL):

Gujarat Alkalies and Chemicals Limited (GACL) is an Indian chemical substance manufacturing company, promoted by the Government of Gujarat. Its manufacturing facilities are located at

Dahej and Vadodara in Gujarat. GACL, a leader in the Chlor-Alkali sector, was established in 1973 in Vadodara, the cultural city of Gujarat. GACL has emerged as a shining beacon of self-reliance and an indispensable contributor to the industrial and economic growth of Gujarat and India as a whole. Their journey, nurtured under the auspices of the Government of Gujarat, has been marked by an unwavering dedication to cutting-edge technology, pioneering research and development, and strategic diversification.

At GACL, they deeply understand the importance of responsible corporate practices. Their commitment to environmental stewardship, sustainability, and Corporate Social Responsibility (CSR) is ingrained in every aspect of their operations. They prioritize these values to ensure that their business is not only successful but also contributes positively to society and the environment.

VMC Sports Promotion Foundation (VSPF):

VMC Sports Promotion Foundation (VSPF) is a joint venture between Vadodara Municipal Seva Sadan (VMSS)-50%, Sports Authority Of Gujarat (SAG) 25% and 25% Department of Sports, Youth and Cultural Activities Govt. of Gujarat (SYCD). This Company was formed in the year 2015. Vadodara Mahanagar Seva Sadan (VMSS) has constructed two state-of-art sports complexes Indoor Sports Complex and Outdoor Sports Complex at Manjalpur. Approximate cost of both sports complexes is INR 100 crores.

Sama Indoor Sports Complex has following facilities:

- 50 meters indoor swimming pool-Olympics size, one of its kind in Gujarat state with 300 sitting capacity for the audience
- 3 indoor basketball courts – 1500 sitting capacity for the audience
- 10 Badminton courts – 250 sitting capacity for the audience
- 1 diving pool – 300 sitting capacity for the audience
- 10 TT table hall – 200 sitting capacity for the audience
- Gymnasium

Elixir Social Ventures (ESV):

Elixir Social Ventures is a social enterprise and works as a knowledge and strategic partner for corporates for their CSR projects. The firm is also engaged in research and consulting work for the social development projects and has a team of diverse members with versatile experience from grassroot level to the top management.

Further, ESV also works towards capacity building and resource mobilization for the NGOs where it helps them to measure their overall performance, including but not limited to the impact assessment, provide actionable insights to build their capacity and mobilize resources for the NGOs.

Section – 2 Research Methodology

This chapter outlines the methodology adopted for conducting the impact assessment of the Badminton Court Refurbishment Initiative supported by Gujarat Alkalies and Chemicals Limited (GACL) under its Corporate Social Responsibility (CSR) programme. The methodology was designed to assess the effectiveness, relevance, outcomes, sustainability, and social value generated through the intervention.

2.1 Research Design:

The study adopted a descriptive and evaluative research design.

The descriptive component focused on understanding beneficiary characteristics, utilization patterns, stakeholder experiences, and project implementation processes.

The evaluative component focused on assessing:

- Infrastructure quality and utilization
- Sports participation outcomes
- Sports ecosystem strengthening
- Brand recall and visibility of GACL
- Sustainability and future potential
- Social Return on Investment (SROI)

The study utilized both primary and secondary data sources to reliability of findings.

2.2 Objective of the assessment:

Impact assessment was carried out to understand the following aspects:

- To assess the utilization and effectiveness of the refurbished badminton court.
- To evaluate the project's contribution towards district, state, and national-level sports participation.
- To assess stakeholder perceptions regarding implementation, benefits, challenges, and areas of improvement.
- To evaluate the visibility and brand recall of GACL among beneficiaries and community stakeholders.
- To assess immediate, short-term, and long-term outcomes of the intervention.
- To estimate the social value generated through the project using the Social Return on Investment (SROI) framework.
- To provide recommendations for future CSR investments in sports infrastructure and community development.

Project Location: Badminton Court, Sama Sports Complex, New Sama Road, Near Abhilasha Crossing, Chanakyapuri Society, Sahkar Nagar 4, Vadodara, Gujarat – 390024

2.3 Stakeholders Mapping:

Primary:

- Gujarat Alkalies and Chemicals Limited (GACL)
- VMC Sports Promotion Foundation (VSPF)
- Existing Players and Coaches

Secondary:

- Family and community members of the existing players

- Professional Badminton Players other than existing players (including players coming outside Vadodara) and coaching institutes

Tertiary:

- Vadodara Mahanagar Seva Sadan (VMSS)
- Sports Authority of Gujarat (SAG)
- Department of Sports, Youth and Culture Activities Government of Gujarat

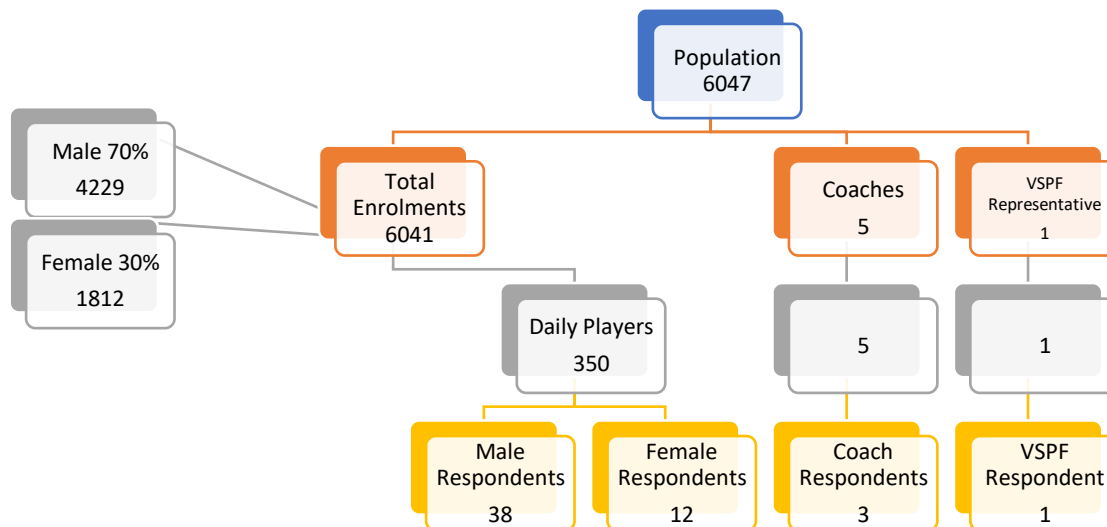
2.4 Sample and Sampling:

Sampling Technique

The study adopted a Stratified Simple Random Sampling Method. Under this approach, the total stakeholder population was first divided into homogeneous groups (strata) based on stakeholder category. Thereafter, respondents were selected randomly from each stratum to ensure fair representation of all stakeholder groups.

Strate Considered based on gender i.e., male & female. It was selected to ensure fair representation from both the genders and avoid any sampling bias.

Population & Sample Size:



As per the information received from the organization representative, total enrolments for badminton in 6041 for a year with a 70:30 male to female ratio. Out of which, around 350 players come on daily basis. So, out of regular players, 50 (38 male respondents i.e., 76% and 12 female respondents i.e., 24%) players were selected randomly to gather the responses from them which constitute 14% of available universe.

Data Collection Methods & Tools:

Deck Review: All the relevant documents related to the project was reviewed such as proposal, approval letter from the funding partner, tender documents. It was done as a part of collecting secondary data to get the baseline information/starting point on the project.

Questionnaire: A tool was developed after deliberation with our internal team and stakeholders to cover all the aspect of the evaluation criteria. The tool was tested to collect the required information, and no correction was needed in the tool. It was used to understand the views of beneficiaries with structured questions.

Data Analysis: The raw data was collected with the mix of quantitative and qualitative approach. From which, relevant data, based on the evaluation criteria and objective of the study, was filtered.

The qualitative data was collected and analyzed to extract the relevant information from the responses and avoiding any insignificant and irrelevant information from the final study.

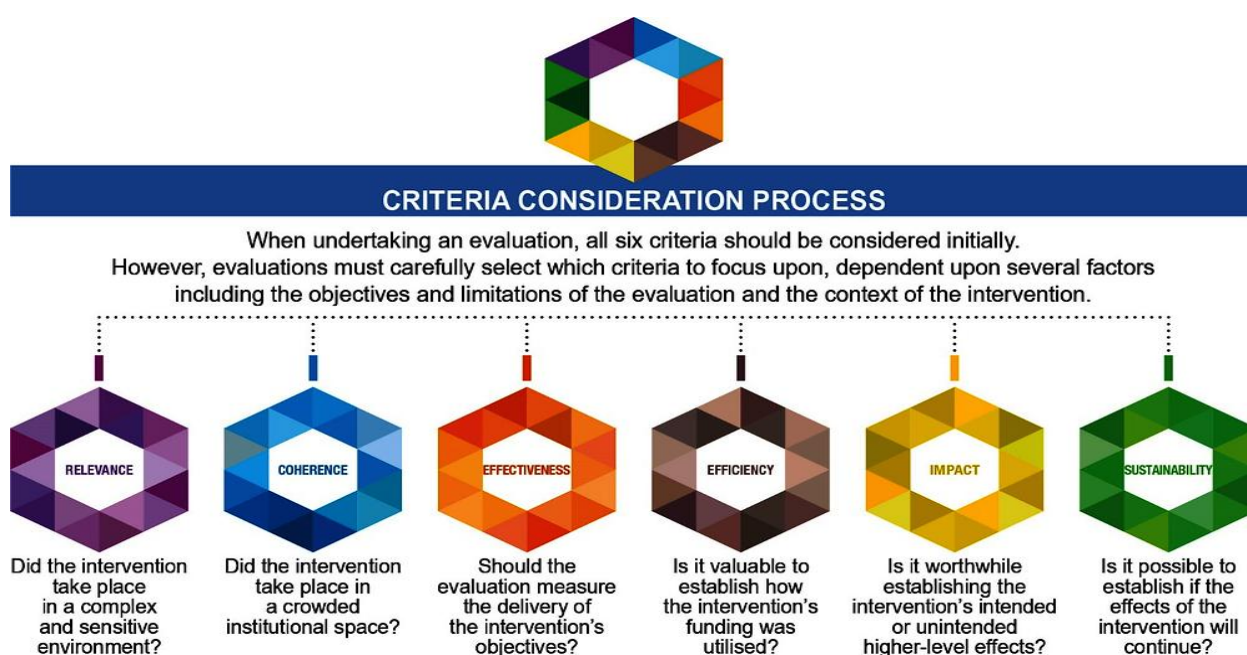
Social Return On Investment (SROI): The SROI assessment was conducted to understand the extent to which the project generated measurable and non-measurable social outcomes for direct and indirect beneficiaries.

2.5 Evaluation Framework:

The Organisation for Economic Co-operation and Development (OECD) has established common definitions for six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability – to support consistent, high-quality evaluation. These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, programme, project or activity). They serve as the basis upon which evaluative judgements are made.

The assessment used the OECD – DAC evaluation framework to access:

- **Relevance:** The extent to which the intervention’s objectives and design respond to beneficiaries’, country and partner/institution needs, policies and priorities, and continue to do so if circumstances change
- **Coherence:** The compatibility of the intervention with other interventions in a country, sector or institution
- **Effectiveness:** The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.
- **Efficiency:** The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
- **Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
- **Sustainability:** The extent to which the net benefits of the intervention continue or are likely to continue.



2.7 Methodology Flow Diagram:

Project Review



Stakeholder Mapping



Research Tool Design



Primary & Secondary Data Collection



Quantitative & Qualitative Analysis



OECD-DAC Assessment



SROI Analysis



SDG Alignment



Findings & Recommendations



Final Impact Assessment Report

Section – 3 Key Findings and Conclusion

Gujarat Alkalies and Chemicals Limited (GACL) through its CSR arm Gujarat Foundation Trust (GFT) provided CSR funds to VMC Sports Promotion Foundation (VSPF) vide letter dated 11-03-2026 for the refurbishment of badminton court.

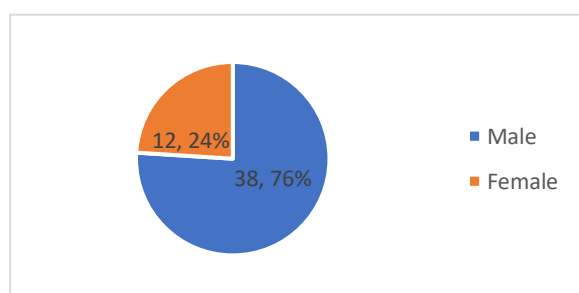
The refurbishment activity took place in Sama Sports Complex operated by VSPF. Sama Sports complex is an indoor sports complex providing a range of sports activities to the people of Vadodara city at an affordable rate.

The old court was around 10 years old and needed refurbishment with improved flooring. Further, number of courts also increased from 10 to 12 badminton courts which will attract more players and enhance the sports ecosystem of Vadodara.

3.1 Impact of the project

Table 1 – Respondents’ classification based on gender

Players	Frequency	Frequency in %
Male	38	76
Female	12	24
Total	50	100



As per the gathered data, out of total respondents 38 male players i.e., 76% and 12 were females i.e., 24%. As per the discussion with organization representative, he stated that there is 70:30 male – female ratio respectively for the badminton. It was observed that female participation is very less.

Table 2 – Profession of the respondents

Profession	Frequency	Frequency in %
Working	27	54
Student	20	40
Not working	3	6
Total	50	100

As per the gathered data, 27 respondents i.e., 54% are working professionals either in job or business.

20 respondents i.e., 40% of them are students.

3 respondents i.e., 6% of them are not working i.e., they are retired or engaged in household work.

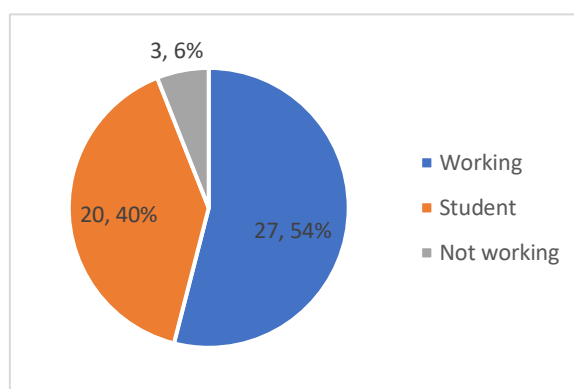
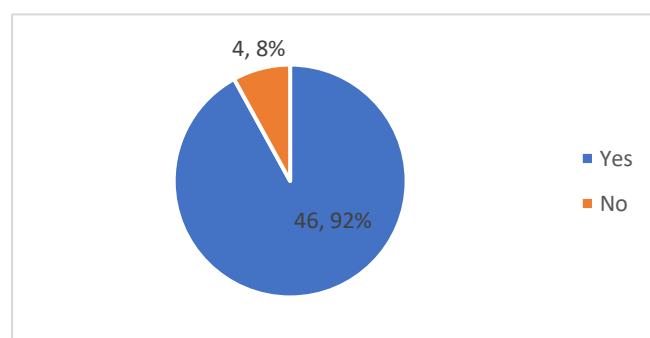


Table 3 – Increase in number of players

Increase in no of players	Frequency	Frequency in %
Yes	46	92
No	4	8
Total	50	100

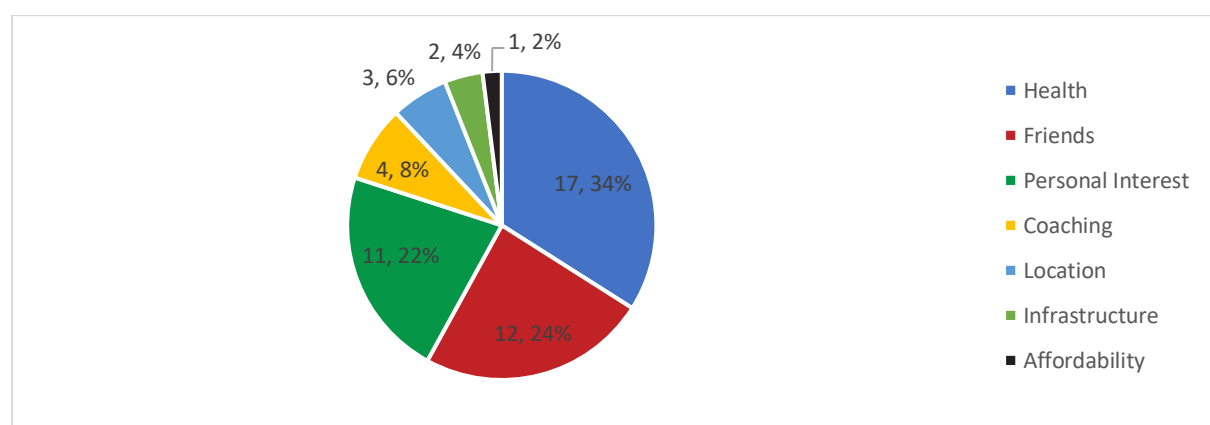


As per the data, 46 respondents i.e., 92% said that after the refurbishment there is an increase in number of players.

Only 4 players i.e., 8% of them said that there is not an increase in number of players.

Table 4 – Primary Reason for playing badminton

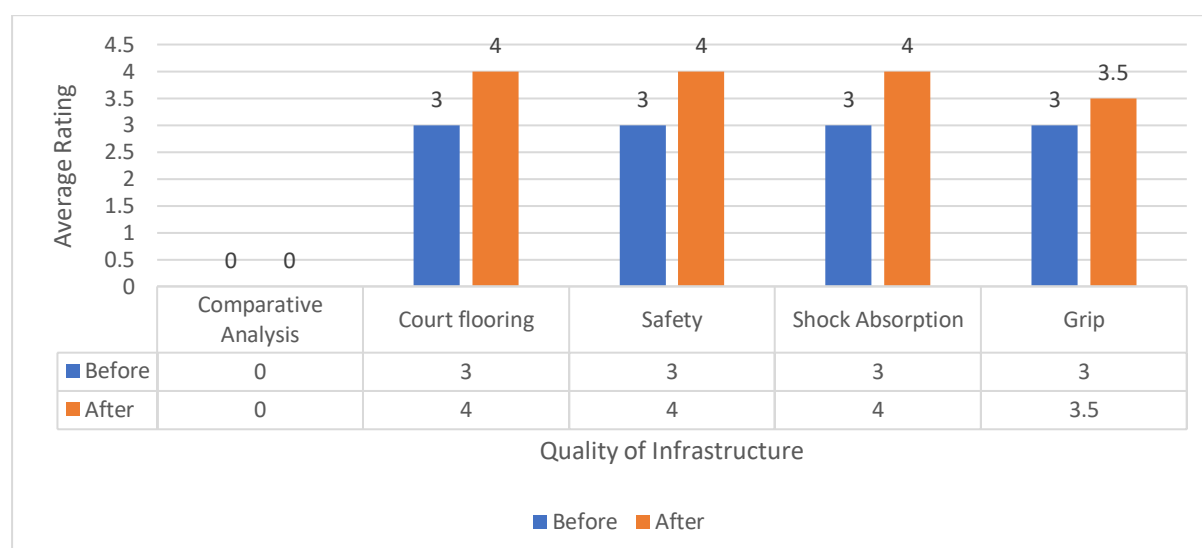
Primary Reasons	Frequency
Health	17
Friends	12
Personal Interest	11
Coaching	4
Location	3
Infrastructure	2
Affordability	1
Total	50



- 34% respondents i.e., 17 out of 50 players said that health is the primary reason for playing badminton.
- 24% respondents i.e., 12 out of 50 players said that friends are the second reason for playing badminton.
- For 22% respondents i.e., 11 players personal interest is the reason for playing the badminton.
- Coaching, Location, Infrastructure and Affordability are the least preferred reasons for players for playing badminton i.e., 8%, 6%, 4% and 2% respectively.

Table 5 – Quality of infrastructure – a comparative analysis (players’ response)

Comparative Analysis	Before	After
Court flooring	3	4
Safety	3	4
Shock Absorption	3	4
Grip	3	3.5
Comfort	3	4

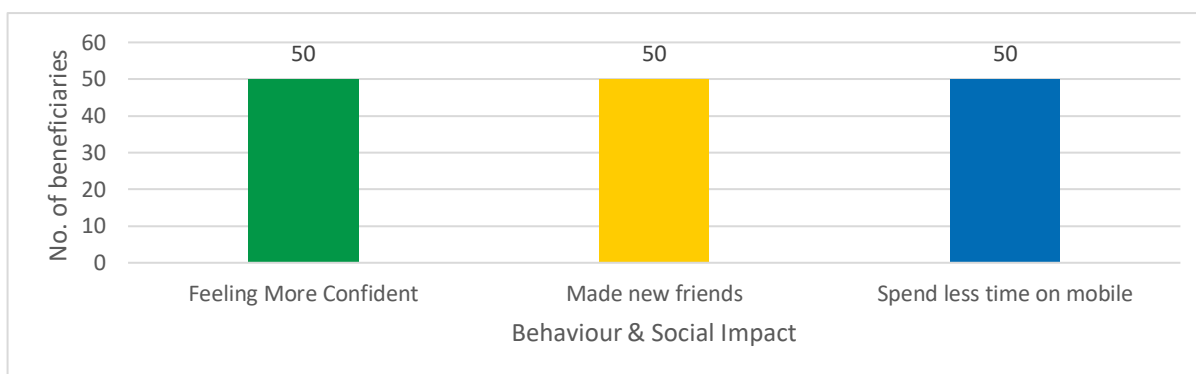


- Court flooring quality was rated 3 out of 5 for previous badminton court and now the rating has improved to 4 out of 5.
- Safety of the court was rated 3 out of 5 for previous court which has now increased to 4 out of 5.
- Shock absorption capacity was rated 3 out of 5 for previous court and now it has increased to 4 out of 5.
- Grip quality was of the court rated 3 out of 5 which has now increased to 3.5 out of 5 for the new court.
- Comfort during the play was rated 3 out of 5 for the old court, and for the new court it has now increased to 4 out of 5.

As per the responses from the players, there is an overall improvement in the quality of infrastructure considering 5 parameters.

Table 6 – Behaviour & Social Impact on the respondents

Particulars	Responses	Frequency
Feeling More Confident	Yes	50
Made new friends	Yes	50
Spend less time on mobile	Yes	50

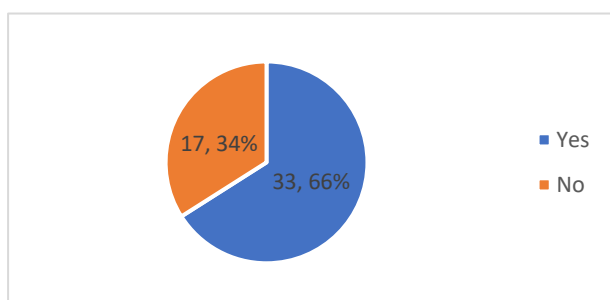


- As per the responses, all the 50 respondents i.e. 100% of them said that they feel more confident, made new friends and it has also decreased their screen time. Overall, it showcases significance improvement towards their well-being.

Brand Recall Value (Players' response):

Table 7 – Awareness about the brand:

Awareness about the supporter	Frequency	Frequency in %
Yes	33	66
No	17	34
Total	50	100



33 respondents i.e., 66% of them are aware about the GACL's contribution in the refurbishment of the new badminton court.

17 respondents i.e., 34% of them said that they are not aware about the supporter of the court.

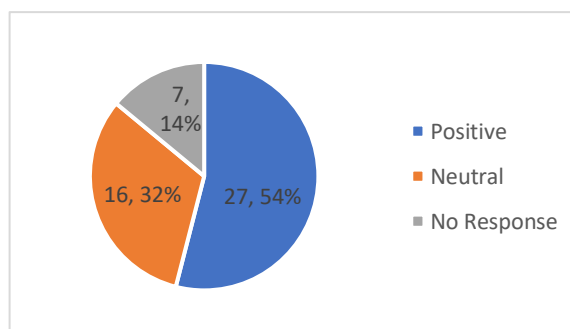
Table 8 – Perception about the brand:

Perception about the brand	Frequency	Frequency in %
Positive	27	54
Neutral	16	32
No Response	7	14
Total	50	100

27 respondents i.e., 54% of them have positive perception about the brand name i.e., GACL.

16 respondents i.e., 32% of them have neutral perception about the brand name.

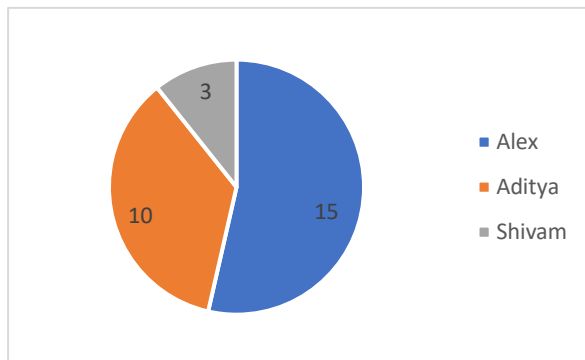
7 respondents i.e., 14% of them gave no response on their perception towards brand name.



Coaches:

Table 9 – Profile of Coaches

Name of coaches	Years of experience
Alex	15
Aditya	10
Shivam	3



As per the data, Alex Sir is the most senior and experienced coach among all others and has 15 years of experience.

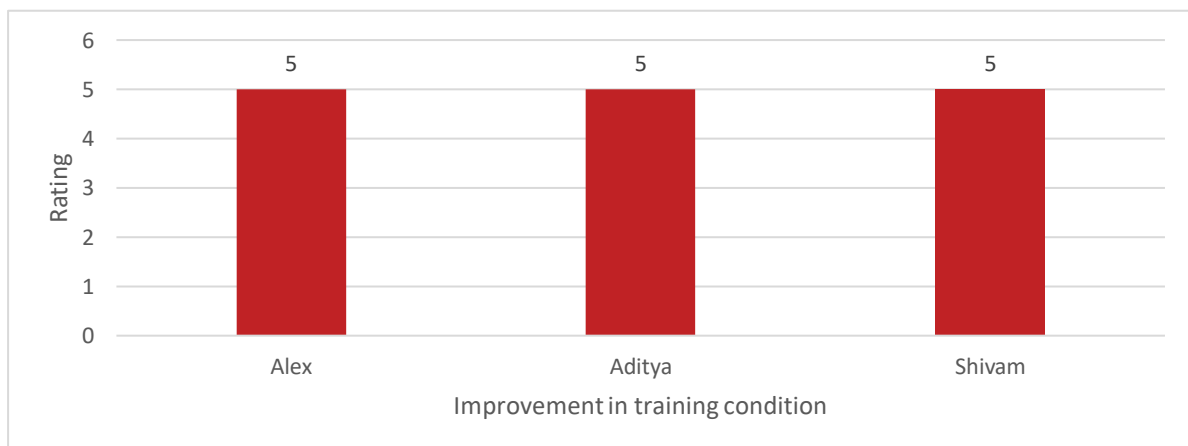
Followed by that Aditya Sir has 10 years of experience.

Shivam Sir has 3 years of coaching experience.

Cumulatively, they have around 18 years of experience.

Table 10 – Improvement in training condition

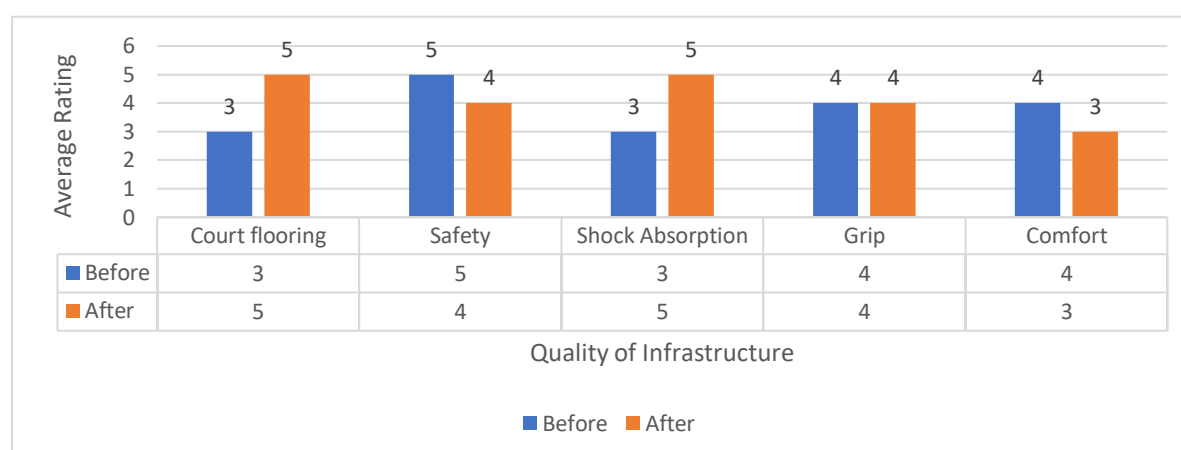
Improvement in training condition	Rating	Response
Alex	5	Excellent
Aditya	5	Excellent
Shivam	5	Excellent



As per the response, all the coaches said that there is a significant improvement in training condition and rated 5 out of 5.

Table 11 – Quality of Infrastructure (Coaches' Response)

Comparative Analysis	Before	After
Court flooring	3	5
Safety	5	4
Shock Absorption	3	5
Grip	4	4
Comfort	4	3



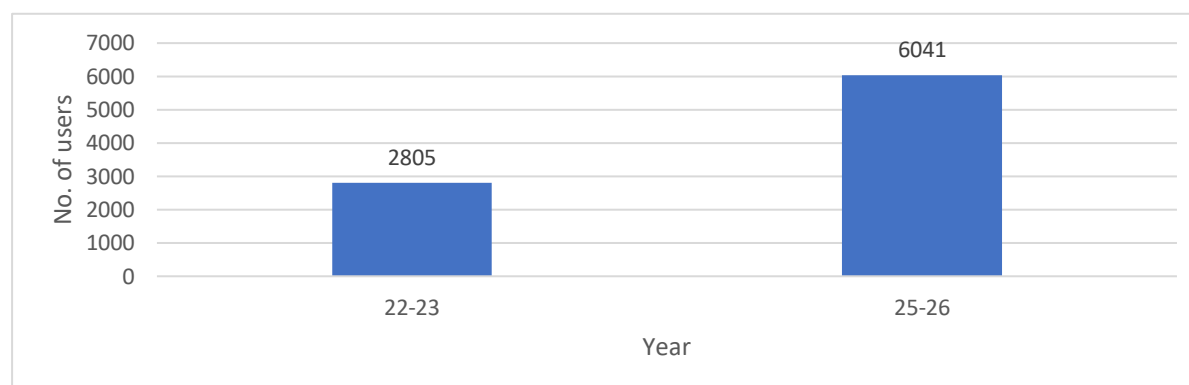
- As per the gathered data from coaches, court flooring has improved from average rating of 3 to 5.
- Safety was rated 5 in the previous court which has been rated 4 in the new court, this shows that safety level has slightly decreased as compared to the previous court.
- Shock absorption was rated 3 in previous court which has now rated 5 which shows improvement in shock absorption capacity.
- Grip of the old court was rated 4 and new court is also rated 4 in terms of grip, so there is neither improvement nor decline in the grip quality.
- Comfort of the previous court was rated 4 which has been rated 3 for the new court, this indicates that there is a slight decrease in a level of comfort in a new court in comparison with old court.

Overall, as per the information gathered from the coaches, there is a positive response in comparison of previous and existing badminton courts in terms of infrastructure quality. Further, it can be observed from the data that there is a significant improvement in terms of court flooring and grip quality of the new badminton court as compared to the old court.

VMC Sports Promotion Foundation (VSPF):

Table 12 – Increase in Number of users

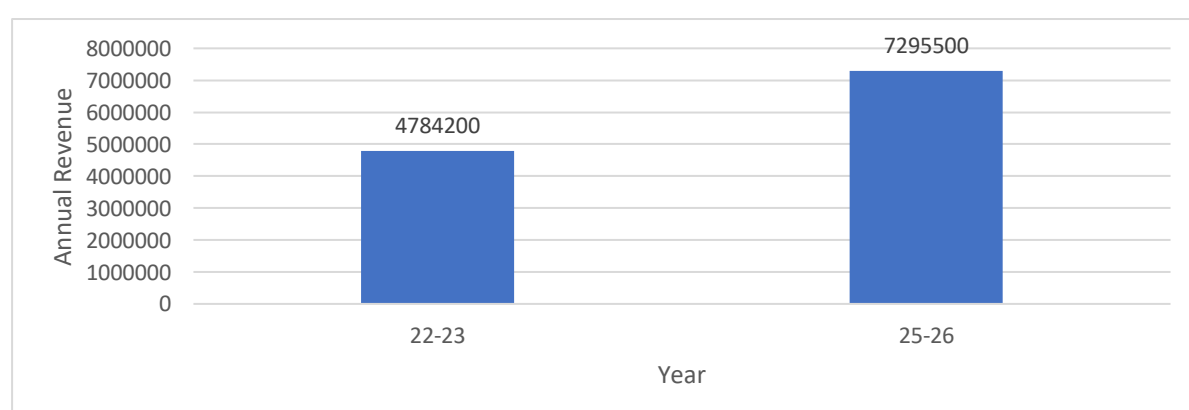
Year	Number of users
22-23	2805
25-26	6041



- As per the data from representative of VSPF, there is a significant growth in number of users in the current year as compared to the year before refurbishment. In the FY 22-23, 2805 number of users were there before refurbishment which has increased significantly in the FY 25-26 i.e., 6041 number of users. it means there is a 115% growth in total number of users in these years. Although, there is a massive increase in number of players, women participation remained proportionately similar.

Table 13 – Increase in Annual Revenue

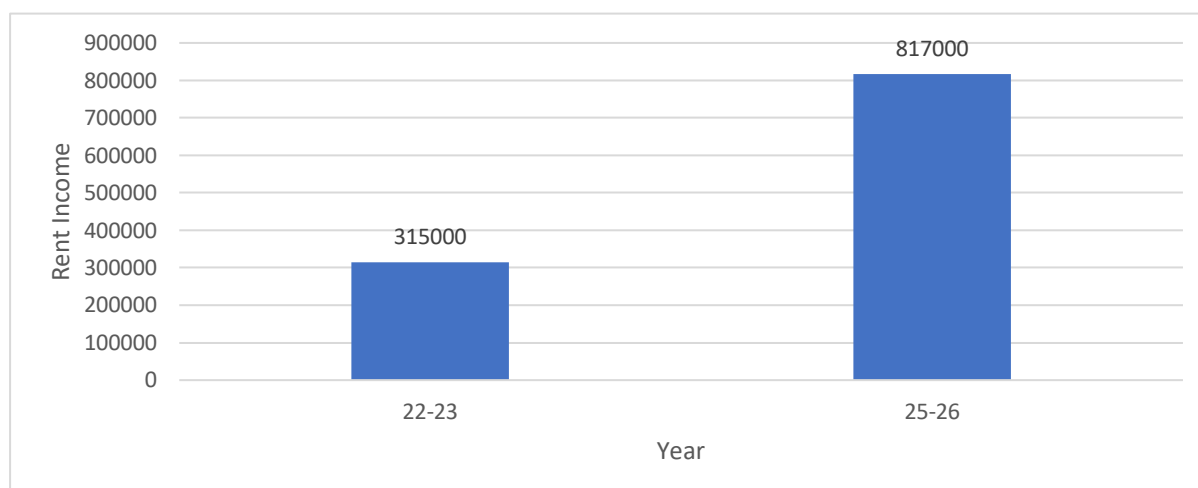
Year	Revenue in INR
22-23	47,84,200
25-26	72,95,500



- As per the given data, yearly revenue from fees has increased from FY 22-23 to FY 25-26 i.e., INR 47,84,200/- to INR 72,95,500/-. There is an increment of 52.5% in fees revenue of the badminton sport.

Table 14 – Increase in rent income

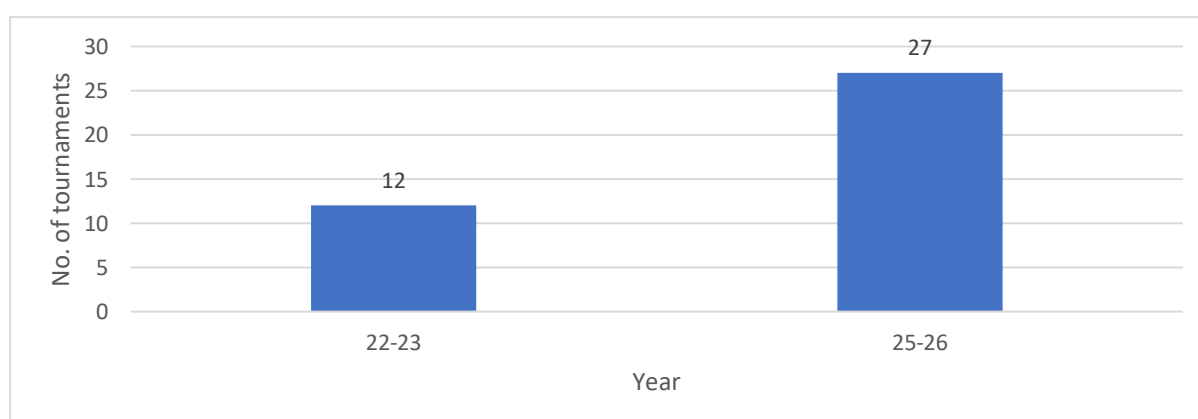
Year	Amount in INR
22-23	315000
25-26	817000



- There is a significant increment in the rent income of the court in the FY 25-26 as compared to the FY 22-23. In the FY 22-23 the annual rent income was INR 3,15,000/- which has increased to INR 8,17,000/- in the FY 25-26 i.e., there is an increment of 159% in annual rent income.

Table 15 – Number of tournaments

Year	No. of tournaments
22-23	12
25-26	27



- There is a notable increment in number of badminton tournaments hosted in the court. From 12 (district level) tournaments in FY 22-23 to 27 (district/state/national) level tournaments in the FY 25-26 i.e., 125% increment in number of tournaments played. *It indicates the growth and visibility of the badminton court and also attracting players from outside city as well which is positively contributing in the overall sports ecosystem of Vadodara.*

3.2 Major Findings:

- 100% respondents said that the court helps players in building confidence, shaping their behaviour and leading a healthy lifestyle.
- Majority of the respondents like the wooden flooring the most along with 12 number of courts which is one of its kind facilities in Vadodara.
- As per the responses from the players, there is an overall improvement in the quality of infrastructure from average rating 3 to 4 out of 5 considering 5 parameters i.e., court flooring quality, safety of the court, shock absorption capacity, grip quality and comfort.
- Wooden court is one of the primary requirements to held national-level badminton competitions and because of refurbishment, it attracts more competition and opportunities in Vadodara city.
- The badminton sport is witnessing Year on Year (YoY) growth of 20%-25% after the refurbishment so in a long run, it may attract more players and cross the mark of 10000+ members in the next 3-5 years.
- There is a significant growth in enrolment of players in Badminton after the refurbishment from 2805 to 6041 i.e., 115% growth in enrolment of players.
- Vadodara Sports Promotion Foundation has already conducted 2 national level tournaments in the court where more than 250-300 spectators witness the play. This proves to be a significant milestone for Vadodara city in terms of visibility of Badminton as a sport. Previously, national tournaments were held in cities like Pune, Delhi, Mumbai and Ahmedabad.
- Because of wooden court flooring, members above the age 40 – 45 can also regularly play the sport as it has a shock absorption technology which allows players to play longer and continuously without any knees or joint related issues.

3.3 Impact as per the Organization for Economic Co-operation and Development (OECD – DAC) principles:

It is the world's major forum for international development, bringing together many of the largest providers of foreign aid to discuss and coordinate assistance to developing countries.

1. Relevance: Is the intervention doing the right things?

The extent to which the intervention's objectives and design respond to beneficiaries' global, country and partner/institution needs, policies and priorities, and continue to do so if circumstances change.

The project is aligned with the company's CSR policy which mentions "Development of neighbourhood of existing complexes"

Further, players were also facing difficulty in terms of quality of infrastructure of old badminton court which has been taken care of by the company. However, participation from rural communities and bridging the gap of access between rural untapped talents with top class sports infrastructure need to be eliminated to further strengthen the sports ecosystem of Vadodara.

Thus, in 'Relevance' the project achieves medium score

2. Coherence: How well does the intervention fit?

The compatibility of the intervention with other interventions in a country, sector or institution.

The project also complements requirement of strengthening sports ecosystem of Vadodara and fulfilling objective of Vadodara Mahanagar Seva Sadan, Sports Authority of Gujarat and Department of Sports, Youth and Cultural Activities, Government of Gujarat. Thus, aligning the project to the emerging sports ecosystem of Gujarat.

Thus, in 'Coherence' the project achieves high score

3. Effectiveness: Is the intervention achieving its objectives?

The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

The objective of the project is to provide a world class facility to the players playing badminton and improve their playing experience while promoting sports ecosystem in Vadodara and attracting players from outside Vadodara as well. As per the collected data, it suggests that refurbishment led to improved usability, enhanced training conditions, increased participation, and improved beneficiary satisfaction. Improvements in flooring, safety, and training infrastructure likely contributed to better performance outcomes and increased tournament participation.

Thus, in 'Effectiveness' the project achieves high score

4. Efficiency: How well are resources being used?

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

The intervention leveraged infrastructure refurbishment to create benefits for a relatively large beneficiary base, generating value through increased utilization and improved sports access. Efficient use of resources is reflected in enhanced infrastructure quality and multi-user benefits. However, stronger documentation of operational expenditures, utilization trends, and maintenance systems could improve efficiency tracking further.

Thus, in 'Efficiency', the project achieves medium score

5. Impact – What difference does the intervention make?

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

The initiative generated positive outcomes beyond infrastructure improvement, including enhanced youth engagement, discipline, confidence, sports participation, and competitive exposure. The project has also contributed toward strengthening the sports identity of Vadodara across the nation through for hosting 2 national tournaments, improved capacity of hosting more district/state level tournaments and nurturing talent. Long-term impacts are likely to emerge more strongly over time, especially in state and national-level achievements.

Thus, in 'Impact' the project achieves high score

6. Sustainability – Will the benefits last?

The extent to which the net benefits of the intervention continue or are likely to continue.

The intervention demonstrates promising sustainability potential due to strong and sturdy infrastructure, continued facility use, increased beneficiary participation, and institutional ownership.

Thus, in 'Sustainability' the project achieves high score

Summary of Impact Scorecard:

Sr. No.	OECD – DAC Parameters	Low	Medium	High
1	Relevance		√	
2	Coherence			√
3	Effectiveness			√
4	Efficiency		√	
5	Impact			√
6	Sustainability			√

The project overall achieves medium to high score as per all the parameters.

The badminton court refurbishment initiative can be considered a highly effective and impactful CSR intervention with strong potential for sustained social and sports ecosystem outcomes. The project has successfully improved access to sports infrastructure, enhanced training environments, increased participation, and strengthened opportunities for competitive sports development.

While immediate outcomes are clearly visible, the intervention is expected to generate stronger medium and long-term outcomes through continued participation, tournament exposure, talent development, and ecosystem strengthening in Vadodara.

3.4 Alignment with Sustainable Development Goals (SDGs):

SDG	Relevant Target	Project Alignment	
SDG 3: Good Health & Well-being	Promote healthy lives and well-being for all	Improved access to safe sports infrastructure and regular physical activity	
SDG 4: Quality Education	Support inclusive learning and life skills	Sports-based discipline, confidence, teamwork and leadership development	
SDG 5: Gender Equality	Equal participation opportunities	Increased access for girls and young women to sports facilities	
SDG 10: Reduced Inequalities	Improve inclusion and access	Affordable/shared sports infrastructure for wider community use	
SDG 11: Sustainable Cities & Communities	Inclusive, safe and resilient community spaces	Strengthened Vadodara's sports and community infrastructure	
SDG 17: Partnerships for the Goals	Multi-stakeholder partnerships	CSR partnership between GACL, court organization, coaches, community and other relevant government stakeholders	

Section 4 – Social Return On Investment Analysis (SROI)

Social Return on Investment (SROI) is an outcome-based evaluation methodology used to understand, measure, and monetize the broader social, economic, and community value generated by an intervention. The approach goes beyond traditional financial analysis and quantifies the social benefits created for stakeholders in monetary terms relative to the investment made.

For the badminton court refurbishment initiative supported by Gujarat Alkalies and Chemicals Limited (GACL), SROI analysis was undertaken to assess the value generated through improved sports infrastructure, increased youth participation, enhanced sports opportunities, strengthened tournament ecosystem, community well-being, and long-term sports ecosystem development in Vadodara.

The SROI assessment was conducted to understand the extent to which the project generated measurable and non-measurable social outcomes for direct and indirect beneficiaries.

Formula for SROI: Total Present Value of Benefits (Social Value Created) ÷ Total Investment

Total Present Value of Benefits (Social Value Created):

Outcomes * no. of beneficiaries – (Deadweight – Attribution – Displacement)

SROI Adjustment:

To avoid any over claiming of impact, reducing the gross value using four adjustments. i.e. Deadweight, Displacement, Attribution and Drop-off.

- **Deadweight:** What would have happened anyway without the project?
 - Deadweight is the extent to which the outcomes would have happened anyway without the intervention and is estimated by using benchmarks. It is being calculated because it can help an organisation express the value of its work and also weights the final impact depending on how difficult it is to achieve outcomes, which can vary across beneficiaries.
- **Attribution:** What part of the outcome is due to others?
 - Attribution takes account of the fact that outcomes will also be influenced by other organisations and factors, especially where the stakeholders' objectives can only be achieved through the combined efforts of more than one organisation or factors such as coaching, family and peer support and player effort. When the SROI is calculated, we address the extent to which an organisation can take credit for the outcome produced.
- **Displacement:** Did the benefit replace another benefit?
 - Displacement occurs when the benefits claimed by a project participant are at the expense of others outside the project.
- **Drop-off:** How much does the outcome reduce each year?
 - Drop-off recognises that the benefits will not endure for all stakeholders over the entire benefit period. Drop-off adjusts the projected future benefits to take into consideration these cases where the benefit does not endure.

4.1 Conservative Approach to SROI:

There are 3 scenarios to SROI i.e., Conservative, Moderate and Optimistic. Out of all 3, conservative approach is adopted to calculate the social value of the project. This approach ensured that the SROI estimates remained realistic, transparent, and robust.

- Conservative Scenario: Lower proxy values and higher deadweight assumptions
- Moderate Scenario: Balanced assumptions based on observed evidence
- Optimistic Scenario: Higher participation and sustained outcomes

4.2 Assigning Conservative Financial Proxies

Outcome	Indicators	Proxy Used	Conservative Financial Proxies in INR	Justification
Improved fitness	No. of regular players	Annual gym / sports activity value	15000	Fitness Track Gym – nearest available gym annual fees – conservative value
Increased Income – From players	No. of players increased	Increase in income through more player enrolment	7295000	Actual fees income in the FY 25-26
Increased Income – Rent	No. of tournaments hosted	Increased number of tournaments hosted	817000	Actual rent income in the FY 25-26
Improved sports access	No. of players using quality court	Annual private court access value	25000	BSA Academy – Annual fees for badminton coaching (monthly fees INR 2500/-).
Tournament exposure	No. of state/national tournaments	Estimated value of competitive exposure	10000	Estimate covering registration, travel expense, coaching, match experience and competitive opportunity
Reduced injuries due to improved flooring	Decrease in rate of injuries due to refurbishment	Per avoided minor injuries due to improved infrastructure and shock absorption technology	6000	Based on average 10 physiotherapy sessions for sports injury rehab. Vadodara home sports injury rehab packages are reported ₹6,000 for 10 sessions.
Increased confidence and discipline	No. of players witnessed increased confidence	Equivalent life skills or personality development classes	4000	Avg. fees of the equivalent classes of life skills and personality development
Community benefit	No. of youth positively engaged	Value of structured youth activity	3000	Based on the value of structured sports engagement, safe youth activity, recreation, and reduced idle time.

4.3 Gross Value of the Outcome

Adjusted Players = Total Players in FY 25-26 – Total Players in FY 22-23 (6040 – 2805 = 3235)

2805 players were already playing badminton and the remaining players joined after refurbishment i.e., 3235. However, only 350 players are coming on regular basis – as per the information from Key Informant Interview (KII). Thus, proxy value will be assigned to the players coming on a regular basis to calculate gross value of the outcome:

Sr. No.	Outcome	Proxy	No. of players	Gross Value	Remarks
1	Improved Fitness	15000	350	5250000	
2	Increased Income from players			2511300	Actual Increase in income 72,95,500/- - 47,84,200/- = INR 25,11,300/-
3	Increased Rent income			502000	Actual Increase in rent income 8,17,000/- - 3,15,000/- = INR 5,02,000/-
4	Improved sports access	25000	350	8750000	
5	Tournament Exposure	10000	350	3500000	
6	Reduced Injuries	6000	350	2100000	
7	Increased confidence and Discipline	4000	350	1400000	
8	Community Benefit	3000	350	1050000	
Total				2,50,63,300	

4.4 Calculating Adjusted Value:

Adjusted Value: Gross Value * (1 – Deadweight) * (1 – Attribution) * (1 – Displacement) * (1 – Drop-off)

Sr. No.	Outcome	Gross Value	Deadweight	Attribution	Displacement	Drop-off	Total Value
1	Improved Fitness	5250000	25%	25%	5%	5%	26,65,195
2	Increased Income from players	2511300	20%	20%	20%	0%	12,85,786
3	Increased Rent income	502000	10%	20%	0%	0%	3,61,440
4	Improved sports access	8750000	25%	25%	10%	5%	42,08,203
5	Tournament Exposure	3500000	20%	30%	10%	0%	17,64,000
6	Reduced Injuries	2100000	25%	30%	10%	5%	9,42,638

7	Increased confidence and Discipline	1400000	25%	40%	0%	20%	5,04,000
8	Community Benefit	1050000	25%	40%	10%	20%	3,40,200
Grand Total							1,20,71,462

4.5 Justification for adjustment factors:

Improved Fitness		
Adjustment Factor	Value	Justification
Deadweight	25%	A portion of fitness improvement may have occurred even without the refurbishment, as some beneficiaries were already participating in sports or other physical activities. A deadweight of 25% has therefore been applied to account for improvements that might have happened in the absence of the intervention.
Attribution	25%	Fitness outcomes are influenced not only by the refurbished facility but also by factors such as coaching quality, individual motivation, dietary habits, parental support, and personal lifestyle choices. Since the facility acts as a key enabling factor while other contributors also play a role, attribution has been estimated at 25%.
Displacement	5%	A small proportion of beneficiaries may have shifted from other sports facilities or physical activities to the refurbished badminton court. However, evidence suggests that the project primarily generated additional participation rather than replacing existing activities. Therefore, a low displacement factor of 5% has been considered.
Drop-off	5%	Fitness benefits generated through regular sports participation are likely to continue over time provided beneficiaries remain engaged in physical activity. Since sports habits tend to sustain once established, a relatively low annual drop-off rate of 5% has been applied.
Increased income from players		
Deadweight	20%	Some increase in income may have occurred even without the refurbishment due to growing interest in badminton, natural increase in membership, or broader sports participation trends. Therefore, 20% deadweight has been applied to account for income growth that may have occurred independently of the intervention.
Attribution	20%	Increased income is influenced by multiple factors including coaching quality, reputation of trainers, player commitment, marketing efforts, and local demand for sports services. While the refurbished facility played a significant enabling role, a portion of the outcome is attributable to these external contributors.
Displacement	20%	A proportion of players may have shifted from other badminton courts, sports facilities, or coaching centres to the refurbished court. Consequently, part of the income

		generated may represent a transfer of economic activity rather than entirely new value creation. A displacement factor of 20% has therefore been applied.
Drop-off	0%	Income gains are expected to continue as long as facility utilization remains stable and demand for coaching and court access persists. Given the growing interest in badminton and the continued functionality of the infrastructure, no annual drop-off has been assumed during the assessment period.
Increased Rent Income		
Deadweight	10%	A small portion of tournament-related rental income may have occurred even without refurbishment, as the court have already hosted district-level events earlier. However, wood flooring facility significantly enhanced its suitability for organizing state and national-level tournaments. Therefore, a low deadweight of 10% is justified.
Attribution	20%	Tournament income is influenced not only by infrastructure but also by event organizers, sports associations, coaches, player participation, scheduling, and management efforts. Hence, 20% attribution is applied to account for the contribution of these external factors.
Displacement	0%	There is no other suitable badminton court in Vadodara city having wooden courts thus no benefits shifted from other facilities in Vadodara so no displacement is applied.
Drop-off	0%	Tournament rent income is expected to continue as long as the court remains functional, well-maintained, and available for events. Since the income is recurring and directly linked to facility usage, no annual drop-off is assumed during the assessment period.
Improved Sports Access		
Deadweight	25%	Some beneficiaries may have accessed badminton or other sports facilities even without the refurbishment. However, improved flooring, safety, and court quality increased the attractiveness and usability of the facility. Therefore, 25% deadweight is appropriate.
Attribution	25%	Improved access is influenced not only by refurbishment but also by court management, coaching availability, fee structure, location, parental support, and community awareness. Since the refurbished infrastructure was a key enabling factor, attribution of 25% is justified.
Displacement	10%	A small proportion of users may have shifted from other courts, clubs, or sports activities. Since the intervention largely improved access and increased participation rather than merely replacing existing access, a moderate-low displacement of 10% is reasonable.
Drop-off	5%	Access benefits are expected to continue as long as the facility remains functional and affordable. A low annual drop-off of 5% is applied to account for possible decline due to maintenance issues, user dropout, or changing preferences.
Tournament Exposure		

Deadweight	20%	A proportion of players, particularly highly motivated athletes, may have participated in tournaments even without the refurbishment due to existing coaching support, personal commitment, and alternative training opportunities. Therefore, a moderate deadweight of 20% has been applied.
Attribution	30%	Tournament participation and performance are influenced by several factors beyond infrastructure, including coaching quality, athlete effort, parental support, competition exposure, and sports association initiatives. Since the refurbished facility acts as an important enabling factor but is not the sole contributor, attribution of 30% is considered appropriate.
Displacement	10%	Some players may have shifted from other badminton facilities, academies, or training centres to the refurbished court. However, evidence indicates that the intervention primarily enhanced opportunities and increased participation rather than simply relocating existing players. Therefore, a limited displacement factor of 10% has been applied.
Drop-off	0%	Tournament exposure is expected to remain stable or increase over the assessment period as players continue training and accessing competitive opportunities. Since the benefit is linked to ongoing participation and performance pathways rather than a one-time outcome, no annual drop-off has been assumed.
Reduced Injuries		
Deadweight	25%	Some reduction in injuries may have occurred regardless of the refurbishment due to improved player experience, better fitness levels, safer playing practices, or natural adaptation to the sport. Therefore, 25% deadweight has been applied to account for injury reductions that may have occurred without the intervention.
Attribution	30%	Injury prevention is influenced not only by court infrastructure but also by coaching quality, player fitness, warm-up routines, equipment quality, playing technique, and adherence to safety practices. Since the refurbished flooring is a significant but not exclusive contributor, attribution has been estimated at 30%.
Displacement	10%	A small proportion of players may have shifted from other facilities with similar safety standards. Consequently, part of the observed reduction in injuries may reflect a transfer of safer playing conditions rather than entirely new benefits. Therefore, a displacement factor of 10% has been applied.
Drop-off	5%	The injury reduction benefits are expected to continue over time as long as the flooring and infrastructure are properly maintained. A low annual drop-off of 5% has been considered to account for gradual wear and tear, changing user patterns, and infrastructure aging.
Increased Confidence & Discipline		

Deadweight	25%	Some improvement in confidence and discipline may have occurred naturally through age progression, schooling, family support, coaching, and peer interaction even without the project. Hence, 25% deadweight has been applied.
Attribution	40%	Confidence and discipline are strongly influenced by coaches, parents, teachers, peer groups, personal motivation, and tournament exposure. Since the refurbished facility acts as an enabling factor rather than the sole cause, a higher attribution adjustment of 40% is justified.
Displacement	0%	The improvement in confidence and discipline does not replace or reduce similar benefits elsewhere. These are personal development outcomes created for the individual beneficiaries; therefore, no displacement has been applied.
Drop-off	20%	Psychosocial benefits may reduce over time if players discontinue regular participation, coaching support weakens, or academic and personal priorities change. Therefore, a higher annual drop-off of 20% has been applied to avoid overstating long-term benefits.
Community Benefit		
Deadweight	25%	A portion of community-level benefits may have occurred even without the intervention through existing social networks, schools, local recreational activities, and other community development initiatives. Therefore, a deadweight of 25% has been applied.
Attribution	40%	Community benefits are influenced by multiple stakeholders including families, schools, coaches, local organizations, sports associations, and community leaders. Since the refurbished facility acts as an important enabler but not the sole driver of community outcomes, attribution has been estimated at 40%.
Displacement	10%	Some community participation may have shifted from other recreational activities, sports facilities, or social spaces. As a result, a limited proportion of benefits may represent substitution rather than entirely new value creation. A displacement factor of 10% has therefore been applied.
Drop-off	20%	Community engagement and social cohesion outcomes may decline over time if participation reduces, leadership changes, organized activities decrease, or infrastructure maintenance weakens. A relatively higher annual drop-off of 20% has been applied to reflect the need for sustained engagement to maintain community-level benefits.

4.6 Discounting Future Benefits:

The intervention is a **community-based social infrastructure project** and not a high-risk commercial investment. Since benefits such as improved health, sports participation, confidence, and community engagement accrue over time. Thus, a discount rate of 8% was

applied for the Social Return on Investment (SROI) analysis to estimate the present value of future social benefits generated through the badminton court refurbishment initiative. The 8% rate represents a balanced and conservative assumption that avoids overestimation of long-term social benefits while recognizing the sustained impact expected from improved sports infrastructure and ecosystem strengthening.

8% discount rate for 5 years:

Sr. No.	Year	Benefits	Discount Factor 8%	Present Value
1	2026-27	12071462	1.08	11941090
2	2027-28	11941090	1.1664	11801809
3	2028-29	11801809	1.2597	11653142
4	2029-30	11653142	1.3605	11494601
5	2030-31	11494601	1.4693	11325711
Grand Total				58216353

Calculation of SROI Ratio:

SROI Ratio = Total Present Value of Benefits ÷ Total Investment

Total Present Value of Benefits = INR 5,82,16,353/-

Total Investment = INR 1,12,03,871/- (as per the available record)

Final SROI Ratio (Conservative Approach)

58216353/11203871

SROI Ratio – 5.20

For every INR 1 invested in the badminton court refurbishment project, approximately INR 5.20 of social value is created over a period of 5 years.

Interpretation:

An SROI of 5.20:1 indicates that the project generated social value greater than the initial financial investment. The value was created through improved access to sports infrastructure, enhanced youth fitness, increased participation, tournament exposure, stronger coaching outcomes, community engagement, and improved visibility of Vadodara's sports ecosystem.

Section 5 – Case Studies

5.1 #Case Study 1

Name: Mr. Hardik Patel

Age: 45

Level: State/National

Key Achievement:

Khel Mahakumbh Vadodara Champion 2024 – 40+ men's doubles

Years of Training: 9.5 years



Background:

Hardik comes from a normal family, his family members include mother, brother, wife and 2 lovely children. He was weighing 130kgs in 2017 which posed many health and mobility related challenges for him. He was determined to do something about his excessive weight so he started with cricket first then shifted to Badminton in 2017 as a part of weight management program.

He was determined to lead a healthy life style so he decided to dedicate his 3.5 hours for daily practice despite busy work schedule and family responsibilities.

Challenges in previous infrastructure and role of new infrastructure:

In previous court, it was made of cement flooring which caused many knee injuries and also slippery because of that, players had to be very careful while playing.

After the refurbishment, there are negligible injuries reported and players can freely play on the court. Further, it also made possible big events in the city because of which many good players also came in the city. Players not only watched them play but also got an opportunity to play with them, learn from them and get new experience from them. It all happened because of new badminton court.

Achievements:

Badminton not only boosted his confidence level but also inculcated discipline and gave him a recognition at National level and because of it, now he is recognized as Vadodara Champion in veteran category.

He stated that he promoted veteran badminton participation in Vadodara and that is his contribution to Vadodara's sports ecosystem.

"Racket sports (particularly Badminton) enhance lifespan and people above certain age (old age) can also play Badminton thus I encourage everyone to play Badminton."

"12 – courts under single roof is one of its kind of infrastructure to promote Badminton in Vadodara city for this I am really grateful to GACL to make this happen."

- **Hardik Patel**
Champion Khel Mahakumbh
Vadodara Champion in Veteran Category

5.2 #Case Study 2

Name: Mr. Pankit Patel

Age: 38

Level: National

Key achievements:

Participated in National Level competitions & Khel Mahakumbh 2 times

Years of training: 7 – 8 years



Background:

Pankit lives in a Chhani village and does farming work his family includes mother and wife. Initially, he was weighing between 95-100 kgs and faced many fitness and health related challenges while need to manage farming work. He started playing Badminton with his brother-in-law and continued playing since then.

Despite the weight management challenges, he continued playing Badminton and keeps practicing 2.5 hours of training daily while also managing his farming work.

Challenges in previous infrastructure and Role of new infrastructure:

Especially, during rainy season, floor was too slippery and it was almost impossible to play during that time further, there were too many issues of knee injuries in old floor. As a result, player has to take rest for at-least 10 – 15 days to recover from knee pain and continue to play again.

After the refurbishment, number of incidents of knee injuries have decreased dramatically and because of that we can play for longer hours and continuously. This also encouraged more players to join.

Achievements:

Badminton increased confidence level in him and he emphasized that he is able to maintain fitness and discipline despite workload in farming and also built competitive experience at national events.

He stated that he is recognized as a national level participant from farming background and he encouraged rural participation in Vadodara Sports Ecosystem.

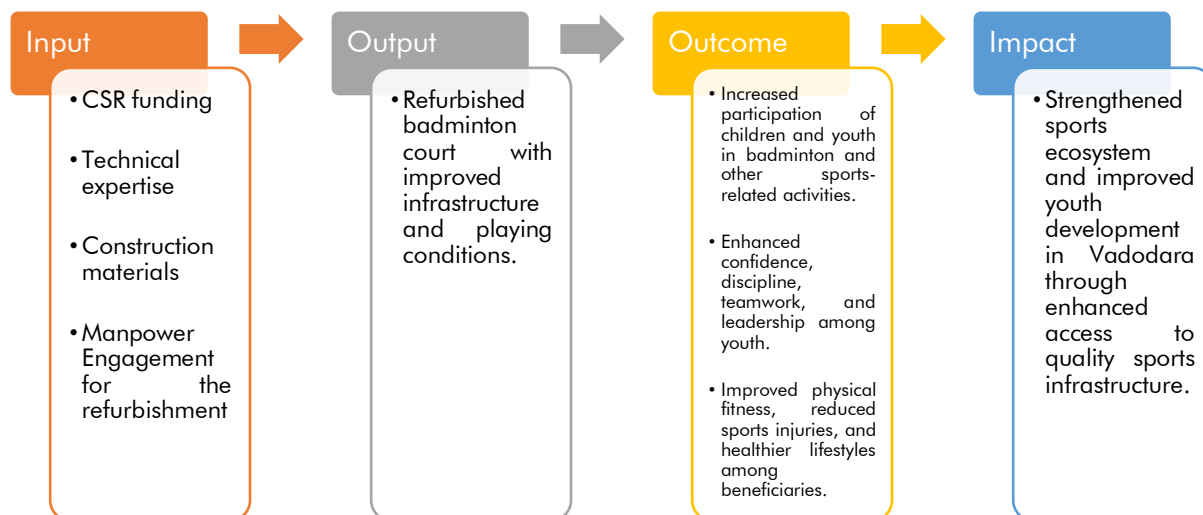
"Sama Sports Complex is a unique facility with 12 Badminton courts providing services at affordable rates for all category of people. I extend my gratitude to GACL to build such a unique facility."

- Pankit Patel
National Level Participant

Section 6 – Logical Framework (Logframe)

6.1 Logical Framework (Logframe)

Logframe is a structured, linear matrix used for planning and monitoring, detailing the exact cause-and-effect relationship between activities, outputs, outcomes, and impact.



6.2 Good Practices Observed:

- The project was completed in a timely manner and fair practices were observed in vendor identification and tender process.
- The project was carried out keeping in mind the long-term plan for promoting badminton as a sport among the new, existing and seasoned players.
- All the procured materials were of good quality and adhering to their respective standards to ensure the quality of work.
- Followed by the refurbishment of the court, VSPF also built toilet for the players and green room for the women to provide further facilities to the students.
- In the new court, number of courts increased from 10 to 12 which allows more players to play the sport within the given time and space.
- Termite treatment is carried out to maintain the quality and ensure the longevity of the wooden court.

6.3 Gaps observed with mitigation strategies:

- In one side of the court, there is a water dripping from ceiling and during monsoon they have to stop playing in that area thus proper maintenance needs to take place.
- Project report and beneficiaries' details are not kept properly and separately which may help in drawing further and more effective conclusion.
- Provision should be made for exhaust fan and proper ventilation system for improved efficiencies of the players.

Mitigation Strategies:

- Weekly/fortnightly preventive maintenance will help in timely maintenance of the court which will attract more players and improve the court's life.

- One copy of all the project related documents need to be in place to provide insightful information about the project and beneficiaries' classification will also help in deriving in-depth conclusions about the impact created.
- Properly maintained courts may also help in long-term stakeholder partnership for incorporating more value-added services such as proper ventilation system and exhaust fans etc.

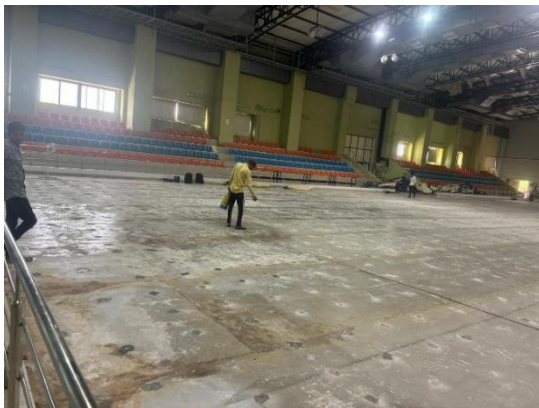
6.4 Recommendations:

- Spreading awareness about the availability of sports infrastructure in urban and rural communities to increase the maximum enrolment in sports ecosystem especially among the grassroot communities to expand the access to badminton among underserved groups.
- To strengthen the sports ecosystem, sports talent development related projects can be undertaken to identify new players and nurturing their talents.
- Promote sports as a social development program for youth development such as life skills, leadership development, mental wellness and team building etc.
- Shift the focus from 'infrastructure focused model' to a 'sports ecosystem development model' where physical infrastructure is combined with coaching, talent development, inclusion, tournaments, scholarships etc.

Section 7 – Photos from the field



Installation of wooden flooring



Anti-termite treatment



Installation of teak wood flooring with shock absorption technology



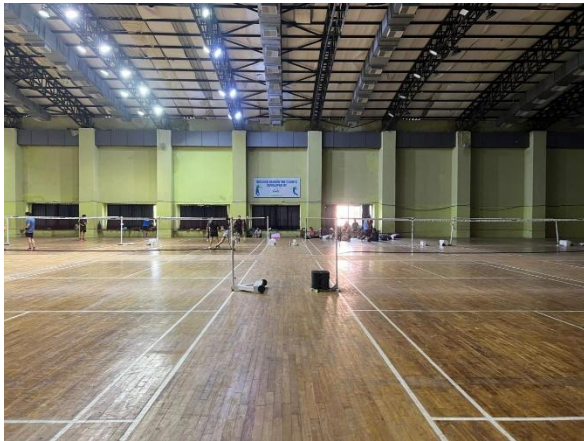
Players practicing Badminton



Data Collection from the field



Data Collection from the field



White lines to mark boundaries



Meeting with key informants – VSPF Representatives

Section 8 – Appendix

8.1 For Players

Section – A Basic Information:

Name:

Age:

Gender:

School/College:

Distance from court (km):

Mode of travel:

Frequency of play

☐ Daily ☐ Weekly ☐ Occasionally

Section – B Access & Participation

1. Before refurbishment, how often did you play badminton in the last 3 months?
 - ☐ Never ☐ <1/week ☐ 1-2/week ☐ 2-4/week ☐ >4/week ☐ Daily
2. After refurbishment, how often do you play?
 - ☐ Never ☐ <1/week ☐ 1-2/week ☐ 2-4/week ☐ >4/week ☐ Daily
3. Average hours spent per week: Before _____; After _____
4. Did more children start playing after refurbishment?
 - ☐ Yes ☐ No
5. Main Reason for the Sama badminton court
 - ☐ Infrastructure ☐ Coaching ☐ Friends ☐ Personal interest ☐ Affordability ☐ location
 - ☐ Other, please specify _____

Section – C Quality of the infrastructure (1 = Very poor; 5 = Excellent)

Parameter	Before	After
Court flooring	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Safety	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Shock absorption	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Grip	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Comfort	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section – D Impact on Player

6. Do you enjoy playing more now?
 - a. ☐ Yes ☐ No
7. Has your fitness improved?
 - a. ☐ Yes ☐ No ☐ Not sure
8. Have you participated in competitions/tournaments? If yes, which one and how many
 - a. ☐ Yes ☐ No (Local/State/National) _____ (no. of tournaments played)
9. Fitness improvement ☐1 ☐2 ☐3 ☐4 ☐5 (1 = Worsen/decreased; 5 = Significantly improved)

10. Confidence ☐1 ☐2 ☐3 ☐4 ☐5
11. Discipline ☐1 ☐2 ☐3 ☐4 ☐5
12. Interest in sports career ☐1 ☐2 ☐3 ☐4 ☐5

Section – E Behavioural & Social Impact

13. Do you feel more confident? ☐ Yes ☐ No
14. Have you made new friends? ☐ Yes ☐ No
15. Do you spend less time on mobile/TV now? ☐ Yes ☐ No

Section – F Awareness of Sponsor (Brand Recall)

16. Do you know who supported this court? ☐ Yes ☐ No
17. If yes, name: _____
18. Have you seen the sponsor's logo ☐ Yes ☐ No
19. Where have you seen the logo?
• ☐ Board/Banners ☐ Events ☐ Media ☐ Other, please specify _____
20. Perception about the brand
• ☐ Very positive ☐ Positive ☐ Neutral ☐ Negative

Section – G Open Feedback

21. What do you like most about the new court?

22. What improvements would you suggest?

8.2 For Coaches:

Section – A Profile

- **Name:**
- **Years of experience:**
- **Number of students coached:**

Section – B Training Environment

1. Rate improvement in training conditions (1–5): (1 = Very poor; 5 = Excellent)
2. Has training quality improved? ☐ Significantly ☐ Moderately ☐ No change
3. Dropout Ratio ☐ increased ☐ neutral ☐ decreased
4. Impact due to facility ☐ Entirely ☐ Mostly ☐ Partly ☐ Not at all

Section – C Performance Outcomes

5. Increase in student attendance: ☐ Yes ☐ No ☐ Slight
6. Improvement in student performance: ☐ High ☐ Medium ☐ Low
7. Number of players participating in:
 - District tournaments: ____
 - State tournaments: ____
 - National tournaments: ____

Section – D Facility Impact (1 = Very poor; 5 = Excellent)

Parameter	Before	After
Court flooring	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Safety	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Shock absorption	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Grip	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Comfort	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section – E Professional Impact (1 = Very poor; 5 = Excellent)

8. Has your coaching effectiveness improved? ☐1 ☐2 ☐3 ☐4 ☐5

Section – F Challenges and Future Outlook

9. What operational challenges remain?

10. Any gaps in infrastructure?

11. Expected growth in players (next 3–4 years): _____

12. Potential for producing state/national players? ☐ Yes ☐ No

8.3 For VMC Sports Promotion Foundation:

Section – A Operational Metrics

1. Number of users before refurbishment: _____ (Male: _____; Female: _____)
2. Number of users after refurbishment: _____ (Male: _____; Female: _____)
3. Number of users from GACL: _____ (Before: _____; After: _____)
4. Age Group ☐ < 16 ☐ 16 – 30 ☐ 30 – 45 ☐ > 45

Section – B Beneficiary Data

5. Direct beneficiaries (players): _____
6. Indirect beneficiaries (families/community): _____
7. Extended beneficiaries (Spectators): _____

Section – C Financial Metrics

8. Monthly revenue before:
9. Monthly revenue after:
10. New revenue streams created? ☐ Yes ☐ No
11. Rent income before: _____ (no. + revenue)
12. Rent income after: _____ (no. + revenue)

Section – D Events & Tournaments

13. Number of tournaments organized annually:
 - Before: _____
 - After: _____
14. State-level tournaments hosted: _____
15. National-level tournaments hosted: _____
16. Tournaments played by team GACL: _____

Section – E City-Level Impact (Vadodara)

17. Has this improved Vadodara's sports ecosystem?
 - ☐ Significantly ☐ Moderately ☐ No
18. Has it attracted players from other areas? ☐ Yes ☐ No
19. Expected growth in terms of enrolment in next 3-4 years _____

Section – F Utilization

20. Court usage rate/Frequency of play/Increase in number of sessions:
 - Before: _____
 - After: _____
21. Most played sport in Sama sports complex _____
22. Where did badminton rank?
 - Before Refurbishment _____ After Refurbishment _____

Section – G Maintenance & Sustainability

23. Maintenance cost before vs after:
24. Ease of maintenance:
 - ☐ Improved ☐ Same ☐ Worse

Section – H Community Impact

25. Increase in female participation:
26. Increase in youth engagement:

8.4 Section – I Vadodara – City Level Impact

of state/national tournaments hosted

- 27. Players coming from outside city
- 28. Increase in sports visibility
- 29. Economic spillover (transport, food, equipment)

Section – J Brand Recall Value

- 30. Did the brand name help you attract more opportunities?
 - ☐ Not at all ☐ Moderately ☐ can't say ☐ significantly
- 31. If yes then in what ways?
 - ☐ increase in players ☐ attracting more donors ☐ more visibility ☐ more tournaments
 - ☐ others, please specify _____

Section – K Open Feedback

- 32. What is the biggest benefit of refurbishment

- 33. Feedback/Suggestion

8.5 List of Respondents:

Sr. No.	Players	Age	Gender
1	Arjun Singh	52	Male
2	Vivek	33	Male
3	Shivang	17	Male
4	Pratik Kumar	17	Male
5	Sumay Patel	34	Male
6	Hiranya Dave	16	Female
7	Yajat Panchal	17	Male
8	Harish Prajapati	15	Male
9	Kuldeep Sarwaiya	43	Male
10	Arjun Singh	52	Male
11	Ketan Belani	55	Male
12	Minu Yadav	35	Female
13	Utsav Agraval	23	Male
14	Dhruv Morkar	25	Male
15	Shubham Sandaliya	21	Male
16	Bhavna	19	Female
17	Ridhti Shah	16	Female
18	Ansukha	22	Female
19	Jaykumar Bharvad	26	Male
20	Ayushi Rajput	12	Female
21	Aansh Vaid	12	Male
22	Pankit Patel	38	Male
23	Sourav	19	Male
24	Ashish Soni	53	Male
25	Samir Arende	53	Male
26	Hirva Mistry	12	Female
27	Chirag Mistry	40	Male
28	Pankaj Pather	50	Male
29	Jitendra Patel	45	Male
30	Arun Maheswari	60	Male
31	Sagar Sharma	32	Male
32	Nidhti Gohel	53	Female
33	Manoj Gohel	55	Male
34	Nilam Patel	40	Female
35	Rita Parmar	33	Female
36	Himansu Kalra	43	Male
37	Hardik Patel	45	Male
38	Mayank Patel	22	Male
39	Jitendra	45	Male
40	Jeet	25	Male
41	Ranvir	13	Male
42	Samrat Arora	42	Male
43	Avani Rathod	44	Female
44	Sanjeev Singh	47	Male
45	Parthav	19	Male
46	Vijay Uday	26	Male
47	Jalpana Prajapati	29	Male
48	Manveersingh	16	Male

49	Devanshi Pandya	24	Female
50	Hemant	20	Male
Coaches			
1	Alex Sir		Male
2	Aditya Velani		Male
3	Shivam Agrawal		Male
VSPF			
1	Rohan Bhanage – CEO VSPF		Male