

Third Party Evaluation Study of Welfare Activities Being Run by Grih Kalyan Kendra

Executive Summary

The present report provides an independent third-party evaluation of the welfare activities being implemented under the Grih Kalyan Kendra (GKK) scheme. Conceived as a staff welfare initiative of the Government of India, GKK was established with the objective of supporting the socio-economic well-being of Central Government employees and their families. Over the decades, the scheme has evolved into a multi-dimensional welfare platform delivering childcare services, skill development training, wellness programmes, and community-based facilities through Samaj Sadans located across Delhi and major urban centres in India.

The foundational philosophy of GKK has remained consistent: it is designed to function as a supportive training and welfare platform rather than a provider of permanent employment. Its core mandate includes temporary rehabilitation support, supplementary income generation, vocational training, early childhood care, and promotion of social and cultural development within government residential communities.

Evaluation Approach

The evaluation adopted mixed-methods, field-orientated design integrating documentary review, structured beneficiary interactions, stakeholder consultations, and direct observation of infrastructure and service delivery. Field visits were undertaken across selected centres in Delhi and outstation locations, including Faridabad, Ghaziabad, and Dehradun. In addition, an online national consultation was organised with GKK Headquarters and welfare officers from various regions to capture institutional perspectives, operational constraints, and reform suggestions.

The assessment examined the scheme across four principal dimensions: Service delivery processes and beneficiary outreach, infrastructure adequacy and maintenance systems, human resource deployment and institutional capacity and governance structure and operational flexibility

Institutional and Operational Overview

GKK currently operates a range of welfare activities, including nursery schools, crèches, craft and skill development centres, yoga and wellness sessions, gym and fitness facilities, and

community-based Samaj Sadans. In addition, selected centres have introduced physiotherapy services, cultural classes, martial arts training, and outsourced recreational activities on a fee-sharing basis.

Nursery education and early childhood services continue to constitute the core activity base of GKK, reflecting sustained demand among working parents. Wellness activities such as yoga and gym facilities demonstrate moderate community participation, while certain specialised activities show uneven enrolment across locations.

The Samaj Sadans represent significant institutional assets. These facilities serve dual purposes: hosting welfare activities and providing space for social and cultural functions at subsidised rates. Revenue generated through hiring of Samaj Sadans contributes to the maintenance of infrastructure and supports welfare operations.

Key Observations from Field Assessment

Field visits revealed considerable variation in performance and infrastructure condition across centres. While some centres demonstrated active participation and diversified programming, others exhibited infrastructure deterioration, underutilisation of available space, and limited expansion of activities. Common observations include: Ageing buildings with visible wear, dampness, and structural fatigue, delays in maintenance due to procedural coordination with CPWD, underutilised halls with strong potential for multi-activity conversion, moderate but expandable beneficiary participation and need for modernisation of nursery and skill-training environments

Despite these constraints, the evaluation found committed staff engagement and visible community attachment to several centres, particularly in nursery and wellness activities.

Institutional Challenges through the evaluation identifies structural and systemic challenges that constrain the full potential of GKK:

Infrastructure Constraints: Many centres operate in ageing buildings requiring refurbishment, safety upgrades, and functional redesign. **Maintenance Delays:** Dependence on CPWD processes often slows minor and urgent repair works. **Human Resource Gaps:** Shortage of qualified teachers, instructors, and caretakers affects service delivery quality. **Compensation Issues:** Engagement on Honorarium without structured progression impacts staff retention and motivation. **Centralised Governance:** Limited decentralised authority reduces centre-level flexibility and responsiveness. **Programme Modernisation Gap:** Traditional craft-based

activities require alignment with contemporary skill demands. Digital Limitations: Absence of an integrated MIS and digital monitoring framework restricts data-driven decision-making. Regional climatic conditions, especially in humid and high-temperature zones, further exacerbate infrastructure stress and require differentiated resource planning.