

2024-2025

CSR IMPACT ASSESSMENT

SUMMARY REPORT

TABLE OF CONTENTS

Research Methodology	01-02
Study Design, Sampling & Evaluation Framework	01
Quantitative Technique	01
Qualitative Technique	01
Sampling Technique	01
Triangulation	02
Geography Covered	02
OECD-DAC Framework for Evaluation	02
Portfolio at a Glance	02
1. Maternal & Child Health	03-08
2. Education & Skill Development	09-12
3. Promotion of Sports — Glenmark Aquatic Foundation	13-16
4. Water Conservation & Management — Jal Kavach	17-20

Disclaimer: This Impact Assessment has been prepared drawing on beneficiary responses and secondary research. The findings are indicative and intended to provide insights for Glenmark's internal, statutory, and compliance purposes, while also serving as a learning tool to guide future initiatives.

RESEARCH METHODOLOGY

STUDY DESIGN, SAMPLING & EVALUATION FRAMEWORK

A cross sectional descriptive study design with a mixed methods approach was adopted for the FY 2024-25 assessment cycle, combining quantitative and qualitative techniques across all programme geographies.

**600+**

Direct beneficiaries covered through structured surveys.

**4**

Thematic areas assessed across the CSR portfolio.

**11**

States covered across programme geographies.

**3**

Sources of triangulation: surveys, field interviews, secondary benchmarks.

QUANTITATIVE TECHNIQUE

Structured beneficiary surveys were administered using a standardised questionnaire across target locations, generating quantifiable evidence on coverage, utilisation, and outcomes.

QUALITATIVE TECHNIQUE

Indepth interviews were conducted with key stakeholders, supplemented by field observations and direct community interactions, to capture implementation realities, barriers, and behavioural change not measurable through structured surveys.

SAMPLING TECHNIQUE

Purposive sampling was used for qualitative interviews, selecting respondents with direct programme involvement. Random sampling was applied for beneficiary surveys across target locations in each geography.

TRIANGULATION

Findings were validated through three source triangulation: (1) quantitative beneficiary survey data; (2) qualitative field interviews and direct observations; and (3) secondary national benchmarks, principally NFHS-5 district, state and national estimates and prevailing semi-skilled wage benchmarks.

GEOGRAPHY COVERED

 Himachal Pradesh	 Goa	 Jharkhand	 Gujarat
 Madhya Pradesh	 Sikkim	 Kerala	 Delhi
 Maharashtra	 Assam	 Odisha	

OECD-DAC FRAMEWORK FOR EVALUATION

The study applies the OECD-DAC evaluation criteria – Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability to each thematic area. Each criterion is rated on a five-point scale, with a brief rationale grounded in the evidence sighted during the assessment.

PORTFOLIO AT A GLANCE

Thematic Area	Programme	Locations
Maternal & Child Health	Project Kavach (RCH, Kilkari, Mobile Medical Unit - Health on Wheels, Boat Clinic, Nutrition Garden, PAVAK Chulha)	HP, Sikkim, Jharkhand, Assam, MP, Maharashtra
Education & Skill Development	Industrial internship, employment transition & education access	Baddi, Aurangabad, Nalagarh, Sikkim, Nashik, Pithampur, North Goa
Promotion of Sports	Glenmark Aquatic Foundation	Delhi, Trivandrum, Bhubaneswar, Gandhinagar
Water Conservation & Management	Jal Kavach	Dhar, Shahapur

01. MATERNAL & CHILD HEALTH



Implementing Partner

Institute for Research & Growth, SPANDAN, Inclusive India Foundation, Better World Foundation, Yuva Mitra, C-NES, ARMMAN



Location

Himachal Pradesh, Jharkhand, Sikkim, Assam, Maharashtra & Madhya Pradesh



SDGs



Project Kavach operates as a continuum of maternal and child care from pregnancy registration through safe delivery, immunisation, and child care up to six years. This is delivered through three integrated clusters: a Reproductive and Child Health (RCH) programme aligned with the government health system; mobile healthcare and outreach (Mobile Medical Unit - Health on Wheels, and the Boat Clinic); and nutrition and household health interventions (Nutrition gardens, behavior change communication and the PAVAK smokeless chulha).



100%

Institutional delivery across RCH, Kilkari and Tadong HoW cohorts.



94%

On-time ANC registration and 4+ ANC visit completion (RCH, Baddi).



100%

Correct breastfeeding schedule within 1 hour and up to 6 months (RCH).



78%

Regular adoption of the PAVAK smokeless chulha (Khandwa & Nandurbar).

1.1

SUBPROGRAMME OUTCOMES

RCH PROGRAMME — BADDI, HIMACHAL PRADESH

93% of pregnant women registered for ANC on time and 94% completed four or more ANC checkups. Institutional delivery reached 100%, child immunisation on time (0-5 years) stood at 94%, and all respondents reported following the correct breastfeeding schedule initiation within one hour and exclusive breastfeeding up to six months.

KILKARI — DHAR (MP); AURANGABAD, RAIGAD, MUMBAI, NASHIK (MH)

93% of pregnant women registered for ANC on time, and 75% showed consistency in followups with ASHA workers based on mobile messages. Institutional delivery was reported at 100%, and 70% of mothers reported an improvement in nutrition status.

MOBILE MEDICAL UNIT - HEALTH ON WHEELS —BADDI (HIMACHAL PRADESH, KHUNTI (JHARKHAND) & TADONG (EAST SIKKIM)

In Khunti, 98.1% of pregnant women completed 4+ ANC visits and full immunisation reached 96.2%. In Tadong, 4+ ANC visits and institutional delivery both reached 100%, with full immunisation at 95%. Weekly mobile medical unit OPDs across 14 villages recorded 94% completion of 4+ ANC visits and 99.3% institutional delivery. 96% of respondents reported the mobile medical units as their preferred facility, and all reported receiving doctor consultation and medicines, alongside improved healthcare seeking behaviour.

BOAT CLINIC — DARRANG, ASSAM

Serving 19 char (river island) villages through monthly camps, the Boat Clinic recorded 93% completion of 4+ ANC visits and 98.9% institutional delivery. All surveyed beneficiaries reported the Boat Clinic as their preferred healthcare facility, received doctor consultation and medicines at the point of care, and reported improved healthcare seeking behavior.

NUTRITION GARDEN — KHANDWA, MADHYA PRADESH

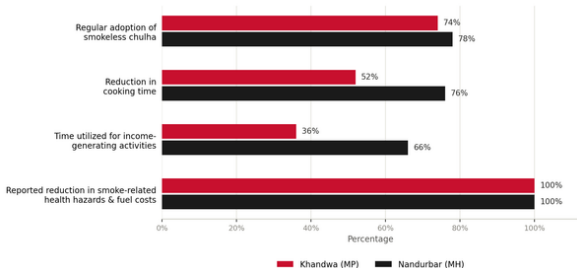
283 households cultivated 13-15 vegetable varieties through seasonal seed distribution across Rabi and Kharif cycles, supported by training on land preparation, sowing, water management and composting, and rainbow diet counselling on dietary diversity.

1.2

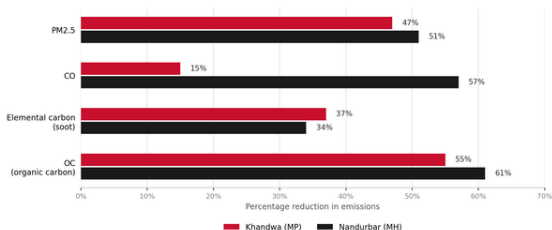
HOUSEHOLD HEALTH: PAVAK SMOKELESS CHULHA – KHANDWA (MP) & NANDURBAR (MH)

SURVEY RESULTS

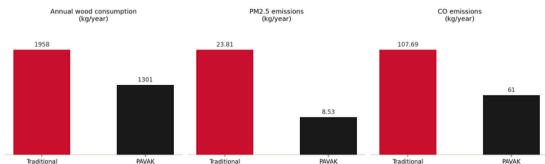
Key outcomes of PAVAK smokeless chulha adoption — Khandwa & Nandurbar



EMISSION FACTOR REDUCTIONS (CSIR-NEERI)



ANNUAL WOOD EMISSIONS MITIGATED



Adoption rates of 74–78% were significantly higher than the 12–50% typically reported for metal-based cookstoves, indicating strong cultural acceptance in both locations. Smoke exposure during cooking reduced by 47–51% relative to the traditional chulha. The comparatively marginal CO reduction in Khandwa is attributed to the local bhakri-making tradition. Annual wood emission mitigation exceeded 600 kg per household.



KEY CHALLENGES & FUTURE OUTLOOK

SUSTAIN FRONTLINE CONVERGENCE

Outcomes depends on ASHA/AWW linkages and continuity of trained frontline workers remains essential as cohorts grow.

CLOSE RESIDUAL IMMUNISATION GAPS

Coverage of 84-96% across mobile outreach cohorts suggests scope for stronger reminder and follow up systems in remote pockets.

DEEPEN NUTRITION BEHAVIOUR CHANGE

Extend diet counselling and garden vegetable varieties to consolidate dietary diversity gains among pregnant and lactating women.

SCALE CLEAN COOKING CAREFULLY

High PAVAK acceptance supports expansion, with design adaptation for local cooking traditions (e.g., bhakri preparation) to maximise CO reductions.

1.4

OECD-DAC FRAMEWORK FOR EVALUATION



RELEVANCE

★★★★★

Directly aligned with government RCH priorities and SDGs 1 (No Poverty), 2 (Zero Hunger) and 3 (Good Health and Well Being). The focus on antenatal care, immunisation, nutrition, and last mile access match documented needs of remote, river-island, and peri-urban migrant communities.



COHERENCE

★★★★★

Well integrated with the public health system, ASHA/AWW convergence, and institutional delivery mobilisation supporting existing schemes through demand generation. SDG's aligned are the same as the relevance section.



EFFECTIVENESS

★★★★★

Programme cohorts exceeded district NFHS-5 benchmarks on nearly all comparable indicators, with 100% institutional delivery in three cohorts and full ANC visit coverage in Tadong.

**EFFICIENCY**

★★★★

Leveraged existing public infrastructure and frontline workers; Mobile medical units and Boat Clinic delivered free services at the doorstep. Staff availability and infrastructure gaps in remote areas remain efficiency constraints.

**IMPACT**

★★★★★

Tangible improvements in maternal and child health practice providing early and exclusive breastfeeding in the RCH cohort, improved healthcare seeking behaviour, and measured reductions in household smoke exposure and fuel use.

**SUSTAINABILITY**

★★★★

Strong community trust and preference for programme facilities were observed. Long term continuity depends on sustained funding for different projects and progressive handover of demand generation functions to the public system.

Rating index: 5 points — Very High · 4 — High · 3 — Moderate · 2 — Low · 1 — Very Low



02. EDUCATION & SKILL DEVELOPMENT



Implementing Partner

Direct Intervention



Location

Himachal Pradesh · Madhya Pradesh · Sikkim · Maharashtra (with education access support across programme locations)



SDGs



The programme bridges the gap between education, vocational training, and formal industrial employment for underserved youth through structured internships with stipend, food, accommodation and welfare support; career readiness, workplace behavior, communication and financial literacy training; and educational infrastructure and institutional support for rural and economically disadvantaged students.



76.0%

Completed the full internship term.



55.0%

Post programme employment rate.



100%

Of employed participants are in formal sector jobs.



84.8%

Reported improved standard of living after employment.



82.1%

Earned ₹12,000-₹15,000 during Employment.



85.0%

Students belong to economically weaker backgrounds.

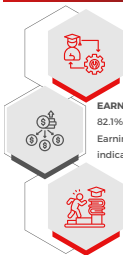
**100%**

Course completion was achieved among enrolled students.

**90.0%**

Improvement in student attendance, reflecting stronger participation and engagement.

2.1 KEY FINDINGS



INTERNSHIP COMPLETION AND TRANSITION TO WORK

76% of beneficiaries completed the full internship term, and 55% were employed post programme. All employed participants transitioned into formal sector jobs a notable outcome given the informality that typically characterises first employment for semiskilled youth.

EARNINGS ALIGNED WITH MARKET BENCHMARKS

82.1% of employed beneficiaries earned ₹12,000–₹15,000 per month during employment. Earnings were broadly aligned with prevailing wage benchmarks in each state, indicating market linked rather than token livelihood outcomes.

INCLUSION AND EDUCATION ACCESS

85% of supported students come from economically disadvantaged backgrounds. Course completion was achieved among 100% of enrolled students, and a 90% improvement in student attendance was reported, reflecting stronger participation and engagement.

2.2 WAGE OUTCOMES VS SEMISKILLED BENCHMARKS

State	Semiskilled monthly wage benchmark	Programme earning band
Madhya Pradesh	₹13,421	₹12,000–₹15,000 reported by 82.1% of employed beneficiaries.
Maharashtra	₹14,756	₹12,000–₹15,000 reported by 82.1% of employed beneficiaries.
Himachal Pradesh	₹13,320	₹12,000–₹15,000 reported by 82.1% of employed beneficiaries.

Beneficiary earnings during employment sat within the prevailing semiskilled wage range across all three states, suggesting that placements reflected genuine market rates rather than submarket arrangements.

2.3 INDICATOR ANALYSIS

INTERNSHIP COMPLETION

The majority completed the full term; stipend and welfare support appear to have reduced financial barriers to persistence.

FORMAL EMPLOYMENT TRANSITION

All placed participants entered formal sector roles, supporting social security access and wage documentation.

LIVING STANDARDS

84.8% reported post job improvement in living standards, consistent with the earnings evidence sighted.

STUDENT ENGAGEMENT

Full course completion and improved attendance among supported students indicate effective academic support.

KEY CHALLENGES & FUTURE OUTLOOK

RAISE CONVERSION FROM COMPLETION TO EMPLOYMENT

The gap between 76% internship completion and 55% employment suggests scope for stronger placement linkages and post internship career guidance.

TRACK RETENTION AND PROGRESSION

Longitudinal tracking of wage growth and role progression would strengthen the evidence on the durability of outcomes. Structured follow-up post program also to be followed.

DEEPEN SAVINGS AND FINANCIAL BEHAVIOUR

Continue financial literacy and savings promotion to convert income gains into household resilience.

2.4 OECD-DAC FRAMEWORK FOR EVALUATION



RELEVANCE

★★★★★

Aligned with the National Skill Development Mission and SDGs 4, 8 and 10, targeting youth from semi-urban and rural areas i.e. 85% from economically weaker backgrounds who face documented employability barriers.



COHERENCE

★★★★★

Industrial internships and industry linked learning pathways bridge the education to employment gap and complement public skilling frameworks rather than duplicating them.



EFFECTIVENESS

★★★★★

76% internship completion, 100% course completion among enrolled students, and a 55% post programme employment rate with all placements in the formal sector. Conversion from completion to employment is the principal area for improvement.



EFFICIENCY

★★★★★

Stipend, food and accommodation support targeted the binding constraints on participation. Placement of all employed beneficiaries at market aligned wages indicates effective use of industry partnerships



IMPACT

★★★★★

82.1% of employed beneficiaries earned ₹12,000-₹15,000 monthly aligned with state semi-skilled benchmarks and 84.8% reported improved living standards post employment.



SUSTAINABILITY

★★★★★

Formal sector placement and market linked wages support durable livelihoods; promotion of savings behaviour adds resilience. Post placement support and career progression pathways need strengthening for enduring benefit.

Rating index: 5 points — Very High · 4 — High · 3 — Moderate · 2 — Low · 1 — Very Low

03. PROMOTION OF SPORTS – GLENMARK AQUATIC FOUNDATION



Implementing Partner

Glenmark Aquatic Foundation



Location

Delhi · Kerala · Odisha · Gujarat



SDGs



The Foundation builds a high performance swimming ecosystem twice daily training at world class pools, expert coaching with personalised technique feedback, strength conditioning and sports science support, nutrition guidance, sponsorship facilitation, competition participation support, and mental wellness counselling with the objective of enabling Indian swimmers to achieve podium finishes at international competitions.



5,500

Swimmers trained (cumulative programme outreach).



500

National & international medals won (cumulative).



25

High-performance coaches trained & placed.



3

National short course records set.

3.1 FY 2024-25 OUTREACH & RESULTS

Indicator	FY 2024-25
New swimmers undergoing training	450
Year on year increase in summer camps	20%
International medals	12
National medals	50+
New coaches trained; new courses added on swim.clinic	4

NATIONAL LEVEL RECOGNITION

Programme athletes were recognised as Best Indian Swimmer at the World Junior Championships and Best Female Swimmer at the Khelo India Tribal Games (from GAF-KISS Bhubaneswar) (Kalinga Institute of Social Sciences), alongside three national short-course records.

3.2 INDICATOR ANALYSIS

PERFORMANCE GROWTH

Progression from grassroots to national and international podiums, with records set at the national short-course level.

COACHING ECOSYSTEM

25 high performance coaches trained and placed to date; the swim. Clinic platform extends coach education beyond programme centers.

PIPELINE EXPANSION

450 new swimmers were inducted in FY 2024-25, with a 20% year on year rise in summer camps, broadening the talent base.

INSTITUTIONAL CONVERGENCE

Participation through national platforms such as the Khelo India Tribal Games and the GAF-KISS Bhubaneswar partnership indicates alignment with the national talent development ecosystem.

KEY CHALLENGES & FUTURE OUTLOOK



EXPAND THE GRASSROOTS PIPELINE

Strengthen talent identification in schools and underserved regions to sustain the flow of athletes into high performance pathways.



HOLISTIC ATHLETE DEVELOPMENT

Continue integrating nutrition, mental wellness, and academic support so competitive careers remain compatible with education.



COMPETITIVE EXPOSURE

Maintain regular participation in major national and international meets for confidence and benchmarking.

3.3

OECD-DAC FRAMEWORK FOR EVALUATION



RELEVANCE

★★★★★

Addresses the gap in early, structured sports exposure in India, an area under represented in CSR and aligns with SDG 3 and SDG 4, including athletes from tribal and underserved backgrounds.



COHERENCE

★★★★

Complements national talent development initiatives, with convergence visible through Khelo India platforms and the KISS Bhubaneswar partnership; the model is replicable across aquatic centers.



EFFECTIVENESS

★★★★★

12 international and 50+ national medals in FY 2024-25, three national short course records, and best swimmer recognitions at world junior and national level indicate strong delivery against the high performance objective. But the coaching alignment needs revisit for more exposure at the International level.



EFFICIENCY

★★★★

Concentrated investment in world class facilities, expert coaching, and a digital coach education platform converts inputs into measurable competitive outcomes; broader grassroots outreach would deepen returns.

**IMPACT**

★★★★★

Athlete progression from grassroots to international podiums, growing media visibility, and a trained coaching cadre signal ecosystem level change beyond individual results.

**SUSTAINABILITY**

★★★★

Institutional partnerships and a growing coach pipeline support continuity. Long term athlete support structures like nutrition, academics, mental health needing continued strengthening.

Rating index: 5 points — Very High · 4 — High · 3 — Moderate · 2 — Low · 1 — Very Low



04. WATER CONSERVATION & MANAGEMENT – JAL KAVACH



Implementing Partner

Bala Vikasa & Yuva Mitra



Location

Madhya Pradesh & Maharashtra



SDGs



Jal Kavach supports the transition of rain dependent farming communities toward sustainable, community led water governance through farm ponds, check dams and borewell recharge; percolation tank desiltation; nalla widening and deepening; irrigation training; and awareness on ground water sustainability and crop planning, supported by Water User Groups.



98.4%

Reported improved water-source availability, including for livestock.



100%

Reported improved irrigation water.



73.3%

Observed soil quality and vegetation improvement.



66.7%

Farmers shifting to three crop cycles post-intervention.

4.1 KEY FINDINGS



WATER AVAILABILITY AND IRRIGATION

Nearly all surveyed beneficiaries (98.4%) reported improved water-source availability, and all reported improved irrigation water consistent with the recharge, desiltation and drainage line works undertaken.

AGRICULTURAL INTENSIFICATION AND DIVERSIFICATION

Two-thirds of farmers (66.7%) shifted to three crop cycles post intervention. Farmers reported diversification into wheat, soyabean, maize, paddy and vegetables, with average crop yield reaching approximately 29.5 quintals per acre.

LAND AND ECOSYSTEM EFFECTS

73.3% observed improvements in soil quality and vegetation, suggesting the works contributed to moisture retention and erosion control beyond direct irrigation benefits.

4.2 INDICATOR ANALYSIS

WATER RECHARGE

Near-universal reporting of improved source availability indicates effective augmentation of recharge potential.

CROPPING INTENSITY

The shift to a third crop cycle among two-thirds of farmers is the clearest signal of livelihood-level change.

COMMUNITY INSTITUTIONS

Water User Groups and irrigation training underpin the intended transition to community-led water governance.

STRUCTURE MAINTENANCE

Long term performance of physical structures depends on regular upkeep; community ownership mechanisms remain the key sustainability variable.

KEY CHALLENGES & FUTURE OUTLOOK

SUSTAIN COMMUNITY OWNERSHIP

Strengthen water user associations for regular maintenance and monitoring of structures.

SCALE PROVEN MODELS

Replicate successful interventions like check dams, recharge structures, desiltation in nearby water-stressed regions.

LEVERAGE GOVERNMENT CONVERGENCE

Align with schemes such as Jal Shakti Abhiyan to scale impact and secure co-funding.

EMBED WATER LITERACY

Continuous awareness of efficient water use and crop planning to protect recharge gains from rising extraction.

4.3 OECD-DAC FRAMEWORK FOR EVALUATION

RELEVANCE

★★★★★

Strong alignment with SDG 6 (Clean Water and Sanitation). The intervention directly addresses water scarcity in rain dependent farming villages, where water stress constrains health, agriculture and livelihoods.

COHERENCE

★★★★★

Complements public watershed and irrigation efforts and is structured around Water User Groups consistent with state participatory irrigation frameworks.

EFFECTIVENESS

★★★★★

98.4% reported improved water source availability and 100% improved irrigation water; two-thirds of farmers moved to three crop cycles, with diversification and yields of ~29.5 quintals per acre reported.

**EFFICIENCY**

★★★★

Cost effective structures such as farm ponds, check dams, desiltation, nala works were deployed; efficiency would improve further with community led monitoring and upkeep systems.

**IMPACT**

★★★★★

Enabled agricultural resilience and intensification, improved soil and vegetation conditions, and reduced water stress in daily life and farming cycles.

**SUSTAINABILITY**

★★★★

Structures are functional and institutions are in place, but longterm benefit depends on consistent maintenance, Water User Group capacity building, and convergence with government programmes.

Rating index: 5 points — Very High · 4 — High · 3 — Moderate · 2 — Low · 1 — Very Low

