

IMPACT ASSESSMENT REPORT - 2020-2023



Prepared by:

Social Audit Network, India

www.san-india.org



Acknowledgement

The Social Impact Report for the period 2020-2023 of Strides Foundation was compiled by the Social Audit Network (SAN) in India. The assessment was conducted by Jayashree Govindarajan and Vatsala Ravi Krishnan, both serving as Social Auditors at SAN, India. This evaluation took place from March 1, 2024, to April 30, 2024.

Throughout the assessment period, close collaboration occurred with various stakeholders, including the CSR team of Strides Foundation, CSR partners, beneficiaries, and other involved parties. The analysis and impact assessment of the interventions were based on internal data, documentation, and stakeholder consultations. This comprehensive approach helped in appraising the effectiveness and impact of the organization's initiatives.

Place: 10.05.24
Date: Bengaluru

(Vatsala Ravi Krishnan)
Signature

(for SAN, India)

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Executive Summary

01



Executive Summary

Strides Foundation, the CSR arm of Strides Pharma Science Limited, is committed to enhancing the quality of life for their stakeholders and fostering equity within the society. Strides Foundation started in 2010, has done a scientific community need analysis and identified the focus areas for their CSR initiatives. The focus areas include healthcare, education, and employability. During the year 2019-20 a full-fledged impact study was conducted, and result was encouraging / satisfying.

This report reflects on the impact achieved in the last three years in the focus areas from, April 2020 to March 2023.

Arogyadhama, a day care multi-speciality primary health centre, was established nine years ago, in partnership with Karuna Trust in Anekal district, Karnataka. Arogyadhama delivers comprehensive healthcare services to 12 surrounding villages, which includes consulting, diagnostic and general health checkups. It was observed that the inflow of the patients has increased from approximately 7,000 in 2022, to about 11,000 in 2023. This is attributed to the treatment being very affordable, and patients are able to save considerably on medicines too. Preventive and regular health camps conducted by Arogyadhama in villages and schools, has managed to keep many of the non-communicative diseases in check by creating awareness. The problems identified during health camps are referred to other PHC and network hospitals, thereby enabling early detection and cure. Effective monitoring of the water filter plants installed ensure that the villagers get safe drinking water for consumption as well as cooking. The saving for the community was found to be Rs.37,13,764 per year for the last 7 years, on an average. For pregnancy services, the out-of-pocket expenses, has reduced by 20,000 while for OPD services, the cost to the patient, has reduced by Rs.5000.

One of the major interventions taken up by Strides Foundation, during the assessment period was building of new school campus, Vidyadhama, for relocating GHPS school, Haragadde. 32% of CSR fund has been allocated towards this project and work is in progress.





Partnering with PeoplePro Trainers & Consultants, Bangalore, they launched a Leadership Adoption Program, for Schools (LEAPS), benefiting around 500+ underprivileged children at Government Higher Primary and Government High Schools in Haragadde, with an aim of creating budding future leaders and responsible citizenry. The LEAPS program has taken a leap and extended its arm to include a high school in Anekal district. Apart from successfully imparting the life skills to the 1st to 7th grade students, Science and Social studies are taught to the students of 8th to 10th grade to help them achieve better grades in public exams. Participation and success in many extracurricular activities within the school as well as inter-school competitions has done the schools proud. The increase in pass percentage from 74% to 92% is in itself testimony to the fact that LEAPS program is impactful. With the support of the LEAPS teachers, some of the students were able to write the National Means cum Merit Scholarship (NMMS) exam and 13 of them obtained the scholarship amounting to Rs1,300/month.

Additionally, the foundation grants scholarships to 100 students annually for vocational training at Swami Vivekanand Rural Community College (SVRCC). Situated near Puducherry, SVRCC empowers marginalized youth with vocational skills for employment, facilitating their integration into mainstream society. Through these initiatives, Strides Foundation demonstrates its commitment to social responsibility and sustainable community development. During the current assessment years, 260 trainees have passed out and 81% were successfully employed. About 87% come from low-income families. The beneficiaries have corroborated that their lives have transformed significantly.

Strides Foundation played a major role in mobilizing resources and providing relief to the community, during the COVID-19 pandemic, and promoted awareness of cleanliness and hygiene. They reached out to villagers, distributing ~8500 masks, ~11,00,000 paracetamol Tablets and ~10,000 sanitizer bottles. ~1000 Survival kits and ~1,00,000 food packets. Ventilators and Oxygen on Wheels were supplied to the PHCs and Government hospitals. Sessions were held spreading awareness on self-hygiene and keeping the environment and surroundings clean. School children were encouraged to enact street plays and skits to make villagers understand the diseases and combat. A 30 bed COVID centre was setup in Puducherry university.

The three verticals of their programs directly align with the following SDG goals:

Table 1- Indicators aligned to SDG goals

SDG Goal	Indicator
 <p>1 NO POVERTY</p>	<ul style="list-style-type: none"> ▶ Employment provided to people from BPL
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<ul style="list-style-type: none"> ▶ Immunization for children of 9 to 11 months ▶ Monthly per capita out of pocket expense reduced ▶ Facilitating institutional deliveries ▶ Maternal mortality and children under 5 mortality reduced ▶ Quality of drinking water improved
 <p>4 QUALITY EDUCATION</p>	<ul style="list-style-type: none"> ▶ Students in grade 8 achieving minimum proficiency ▶ Trained teachers support to the schools ▶ Enhancing cross-enrolment ratio in schools ▶ Expand the scholarship opportunities ▶ Increase the number of youths and others with relevant skills including technical and vocational skills for employment, decent jobs and entrepreneurship
 <p>6 CLEAN WATER AND SANITATION</p>	<ul style="list-style-type: none"> ▶ Improved source of drinking water ▶ Increased awareness of self-hygiene

Following the evaluation conducted, utilizing the REES framework, an overall score of 9.2 was determined.

Introduction

Strides Pharma Science Limited is a global manufacturing company headquartered in Bengaluru. It has two major verticals - Regulated market and Emerging market. It has a global footprint with eight manufacturing units spread across four continents.

The company has a very strong commitment to the welfare of its stakeholders which includes the doctors, patients, employees, their families, and the community around which its operations are based. To ensure its implementation, it has a well-defined CSR policy and areas of engagement which aligns with the overall philosophy of the company. The company strives to create sustainable value for the communities under the three verticals, namely - Health and Hygiene, Education and Employability. The company's CSR activities are implemented through Strides Foundation, a trust set-up by the company promoters as a not-for-profit organization.

The CSR activities of the company have been implemented on the ground since 2013. Over the last 10 years, it has continued to support the initiatives undertaken under each of the three verticals and has left an indelible mark in the community. The health initiatives include the running of the multipurpose state-of-the-art clinic, Arogyadhama in Anekal district, run in partnership with Karuna trust. The education program continues with the LEAPS program in the select school at Haragadde executed on the ground in partnership with PeoplePro. The employability program at Puducherry, in the form of sponsorship support to the students at Swami Vivekananda Regional Community College (SVRCC), continues as before. All the three programs have shown committed execution and sustained partnership, hence creating sustained value to its stakeholders.

Need for the impact assessment

The Strides Foundation has been implementing the numerous programs under the three assigned CSR verticals, namely health and hygiene, education, and employability.

Under Health and Hygiene, its flagship program includes the running of the multi-speciality clinic - Arogyadhama. This clinic caters to the health needs of approximately 13,000 people spread across 12 villages. It provides clinical and diagnostic services which are either free or at a very subsidized rate. It conducts regular health camps for the villagers and the school children, identifies the cases and, where necessary, refers them for further medical support.

The Leaps program has been running for the last 10 years at the Government Higher primary school (GHPS) and has influenced approximately 2,500 students till date. The scope of the program has been extended to Government High School (GHS), at Haragadde.

The employability program has been run with the support of the SVRCC and the year on year it has gained further traction in its engagement.

The Strides Foundation has done the impact assessment of these programs in 2019. The present need for the study is to understand the enhancement and upgradation in each program and if and how it has further impacted the beneficiaries. The assessment helps to re-assure the alignment of its performance on the ground vis-a-vis its stated objectives and its alignment with the SDG.



Top: GPHS Haragadde, Medahalli Anganwadi

Bottom: Arogyadhama, Anekal district, SVRCC Puducherry



VMVOA

02

Vision, Mission, Values and Organizational Objectives and Activities (VMVOA)

▶ Vision:

To undertake intervention that address the needs of our stakeholder communities and provide high quality solutions to the issues impacting their lives.

▶ Mission:

To create sustainable value for the communities around us by innovating and delivering high quality services through education, employability and healthcare and going beyond compliance through impactful, life-changing interventions and ensuring that all stakeholders view Strides Foundation as a long-term reliable partner.

▶ Values:

Foundation has adopted the values of the company

▶ Integrity:

We will follow the right practices and do the right things

▶ Collaboration:

We will work together, understanding and supporting each other

▶ Efficiency:

We will do everything to deliver, quicker better results

Objectives

▶ Objective 1:

- To provide preventive, promotive, and curative healthcare and hygiene facilities by
- providing and maintaining speciality healthcare services
- providing safe drinking water
- creating health awareness through health camps

▶ Objective 2:

- To improve the quality of education and equip the students to be future ready through life skills and value education by
- adopting a school and imparting life skills (LEAPS)
- providing adequate learning and infrastructure facilities
- providing the required number of teachers to support the curriculum needs of the school

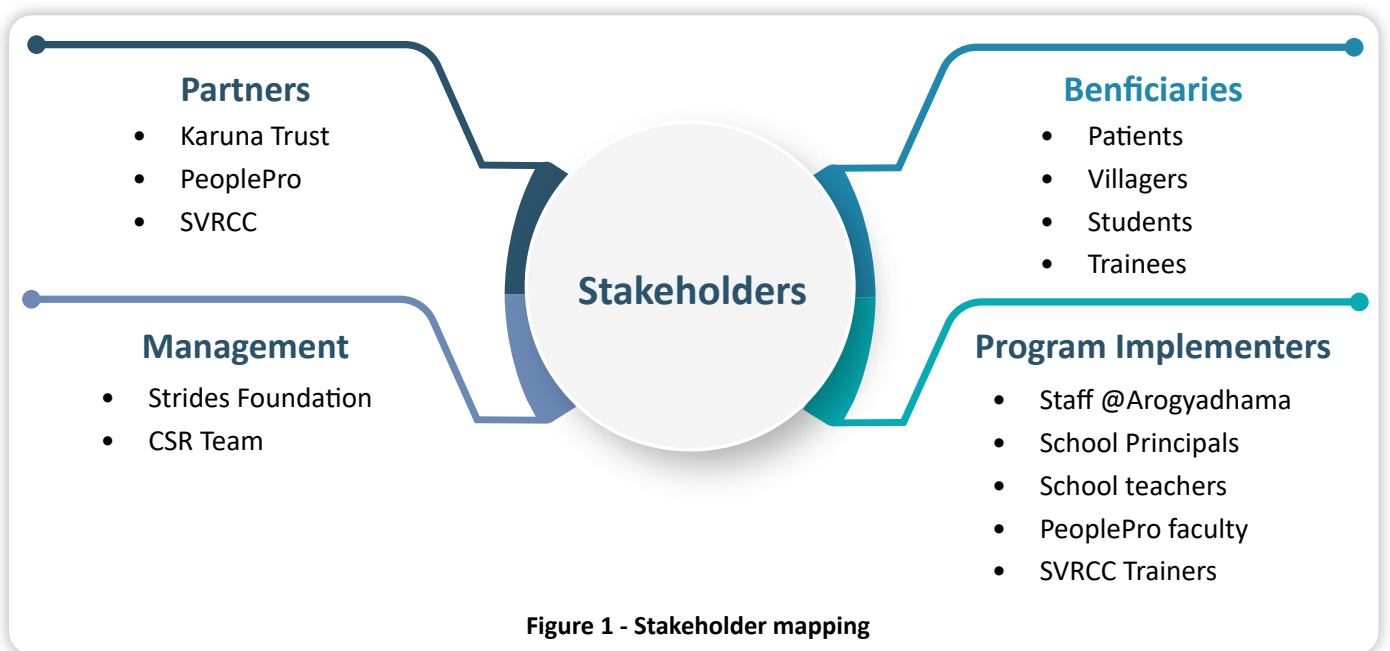
▶ Objective 3:

- To provide necessary skills and education to needy, rural youth to be responsible citizens by
- providing vocational training (based on their aptitude) and support for placement
- grooming them into responsible citizens through holistic education

▶ Objective 4:

- To respond to the disaster situation (Natural and pandemics) by
- Providing Medical support
- Providing meals support – Food & Provisions
- Creating awareness among students / citizens
- Provide volunteer supports to hospitals – Govt.
- By providing Employability opportunities during times of distress

Stakeholders mapping



Scope of the assessment

The present impact report has been prepared for the period from April 2020 to March 2023. All the objectives and activities mentioned above have been included in the present study.

Methodology

- ▶ The SAN team along with the Strides CSR members developed the Framework for the assessment.
- ▶ Stakeholder consultation tools were designed by the SAN team.
- ▶ Primary research was done through visits to Suragajakkanahalli village, Arogyadhama centre, the schools at Haragadde and the Anganwadi visits. Digital means were used for the study of SVRCC and its stakeholders. In the present study the detailed village survey was not undertaken.
- ▶ FGDs, in-depth personal interviews and online survey were used for the stakeholder consultation.
- ▶ Strides Foundation MIS data, reports, and documents were studied as a part of secondary. research.
- ▶ Qualitative feedback was used to analyse the impact and document stories of change.

All the primary stakeholders were consulted for the study. A 20% sample size of beneficiaries was attempted to reach out for each program. Most of the survey was done digitally.

Assessment of SVRCC, Puducherry was done entirely digitally, since the students were in the on-the-job training phase during the assessment period, and not accessible in the campus. For the LEAPS program, the 10th grade students could not be consulted as the board exam was in progress.



Table 2 – Stakeholders consulted

Name of the stakeholder	Method of consultation	Total No. of stakeholders	No. of stakeholders consulted	Sample %	Remarks
Patients of Arogyadhama	Survey Questionnaire	8681**	131	2%	** Average patients per year
School Students (LEAPS Program)	FGD	665	25	4%	In person visit to the school
	Survey Questionnaire	665	101	15%	
School Principal and teachers (LEAPS Program)	Personal Interviews	Principals - 2 Teachers - 19	2 - Principals 3 – teachers	100% 16%	In person visit to the school
Partners (PeoplePro, SVRCC, Karuna trust)	Personal Interviews	PeoplePro - 3 SVRCC - 12 Karuna Trust - 13	PeoplePro - 3 SVRCC - 5 Karuna Trust – 9	61%	Telephonic interviews
SVRCC Staff and Students	Personal Interviews	15	4		Telephonic interviews
	Personal interviews	260	6	2%	Telephonic interviews
	Survey Questionnaires	260	Students - 100 Alumni – 145	94%	



Report on performance

03



Report on values

At Strides Foundation, a culture of leadership, passion, and excellence permeates through the organization. A key aspect of organizational development involves transitioning employees from individual contributors to effective team leaders.

Central to Strides Foundation’s ethos are the company values of integrity, collaboration, and efficiency (ICE).

Integrity: We will follow the right practices and do the right things

Collaboration: We will work together, understanding and supporting each other

Efficiency: We will do everything to deliver, quicker better results

These values serve as guiding principles, shaping the behaviour and decision-making of all stakeholders within the organization.

During stakeholder consultations, management and partners unanimously affirmed that Strides Foundation not only reflects but also acts in accordance with the philosophy of these values. Stakeholders, including employees, have internalized these values, seamlessly integrating them into their day-to-day activities. This alignment fosters a cohesive and purpose-driven environment, enabling Strides Foundation to effectively pursue its mission of social responsibility and community impact.

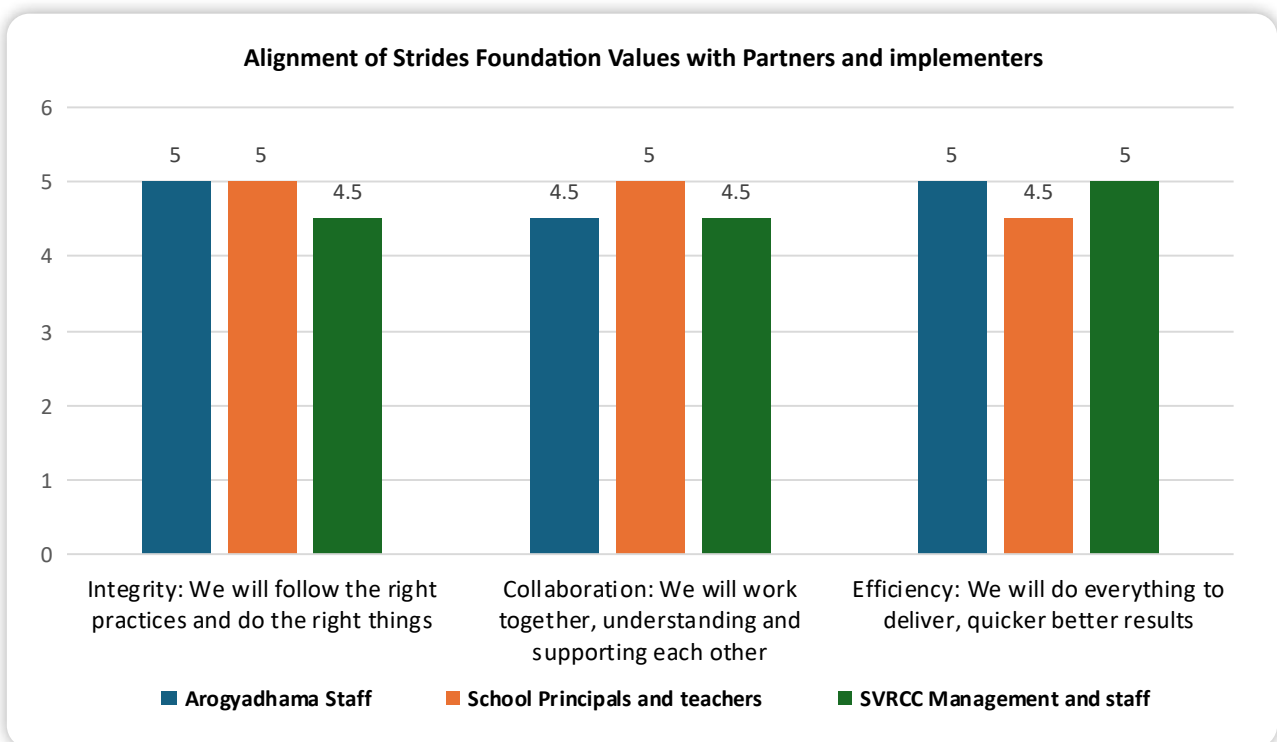


Figure 2 – Rating on Strides Foundation values by their stakeholders (scale of 1 to 5)

Source: SAN Survey

Objective Three – Employability

To provide necessary skills and education to needy, rural youth to be responsible citizens

With a goal to provide employability to rural youth, the Strides Foundation continues its partnership with SVRCC at Puducherry. Strides foundation has supported 260 youth in the last three years.

SVRCC, located in the village of Keezhaouthupattu near Puducherry, has been transforming lives and empowering youth to quality skill training, since 2008. The organization stands apart for the well-rounded education, which not only includes the skill required for employment, but shapes them into personalities with greater depth of character and strength. They provide vocational training, lasting for the duration of one year, which consists of 9 months of classroom sessions and 3 months of on-the-job training.

Many of these courses are registered as part of Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and with assessments done by National Skill Development Corporation (NSDC). SVRCC has been recently approved by the department of employment and training in Government of Tamil Nadu, to offer skill council for vocation training (SCVT certifications) for selected streams.

The selection criteria for the candidates to join the course:

- * Typically drop-outs from classes 8th to 10th
- * Children of daily wage workers
- * Juvenile homes - 20% of children are taken.
- * Children of convicts
- * Belonging to BPL families
- * Preference given to single parent broken homes.

From the SAN survey, it was observed that 90% who had joined the course were students passing out from high schools and 8% were unemployed. 78% of them come from the families where the income is Rs.7000-10,000 and 9% having family income of < Rs. 7000

Courses offered:

- | | |
|---|---|
| <ul style="list-style-type: none">* Animation and web designing* Fashion design and Garment making* Medical lab technician* General duty nursing assistant* Computerized accounting and office management* Computer hardware servicing* Plumbing technician | <ul style="list-style-type: none">* Industrial technician* House and building electrician.* Yamaha two-wheeler service technician* Automobile mechanism - two and four-wheeler* Refrigeration and air conditioning technician |
|---|---|

Additional courses added in the current assessment period:

Beautician

Many of the labs for the above courses are constructed and maintained by corporates under their CSR program. Hence these are equipped with high end machinery and the state-of-the-art technology.



Figure 19 - SVRCC - Sessions in progress

Equal emphasis is given to soft skill and personality development. Life skill lessons, spoken English classes, Basics in Computers, Yoga, and martial arts such as karate are integral parts of the course. The students are taken for industrial visits to get a hands-on experience of the chosen vertical. The students are also compulsorily made to do community service such as cleaning the lake, cleaning the college premises, visit to old age homes and doing service for the community, etc. All these initiatives are designed to help build a holistic development of the child.

Refer to annexure for the life skill trainings topics covered.

Key findings and Outcomes:

Strides foundation supported 260 students over the last three years. 211 of them have been successfully employed.

Table 22 - Year-wise SVRCC Trainees Status

Year	# of students	# of students passed	# of students employed (including self-employed)	Courses offered
2020-21	100	100	93	12
2021-22	60	60	59	12
2022-23	100	100	100	13

Source: Strides Foundation MIS

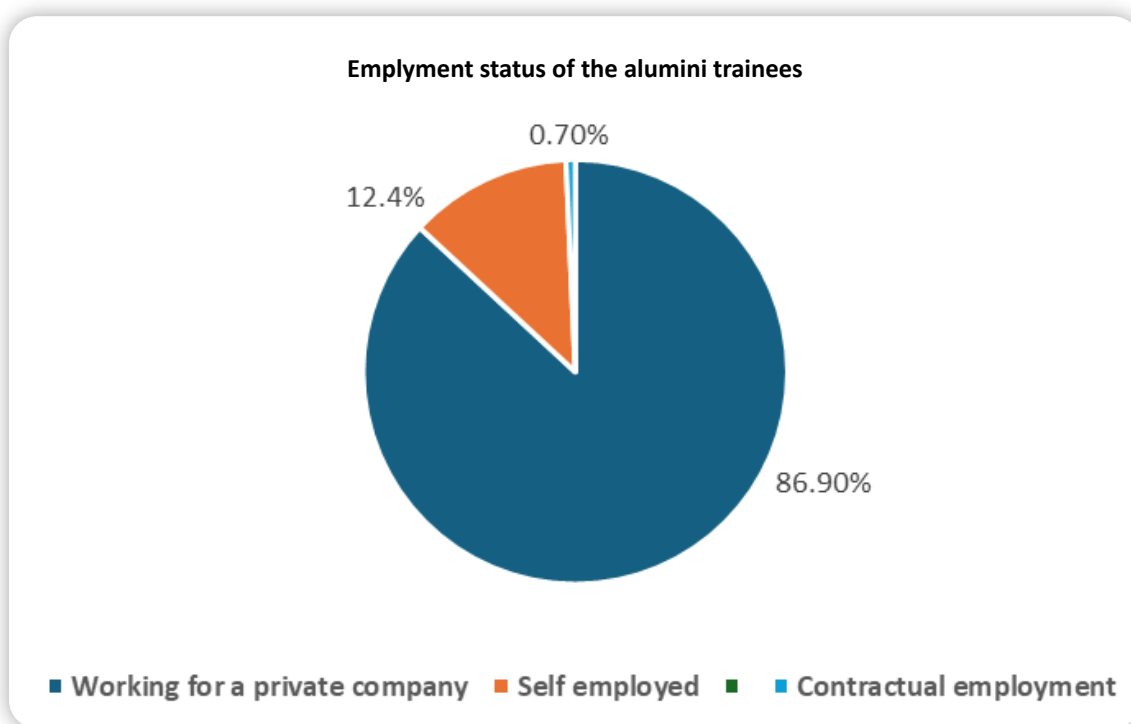


Figure 20 - SVRCC Trainees employment status

Source: SAN Survey (145 Alumni surveyed / 145 responded)

SAN survey shows that 87% are working in a private company and 69% are employed with a monthly salary of 5-10K. 85% believe that their income has improved and 68% believe that their technical skills have improved.

Course impact:

- ▶ 77% candidates believe that there is value to the certificate which enables them for gainful employment.
- ▶ 66% have rate the course content to be very high.
- ▶ 65% believe that the equipment and the lab facilities are of very high standards.

The emphasis on behavioural transformation in the candidates is corroborated by the following:

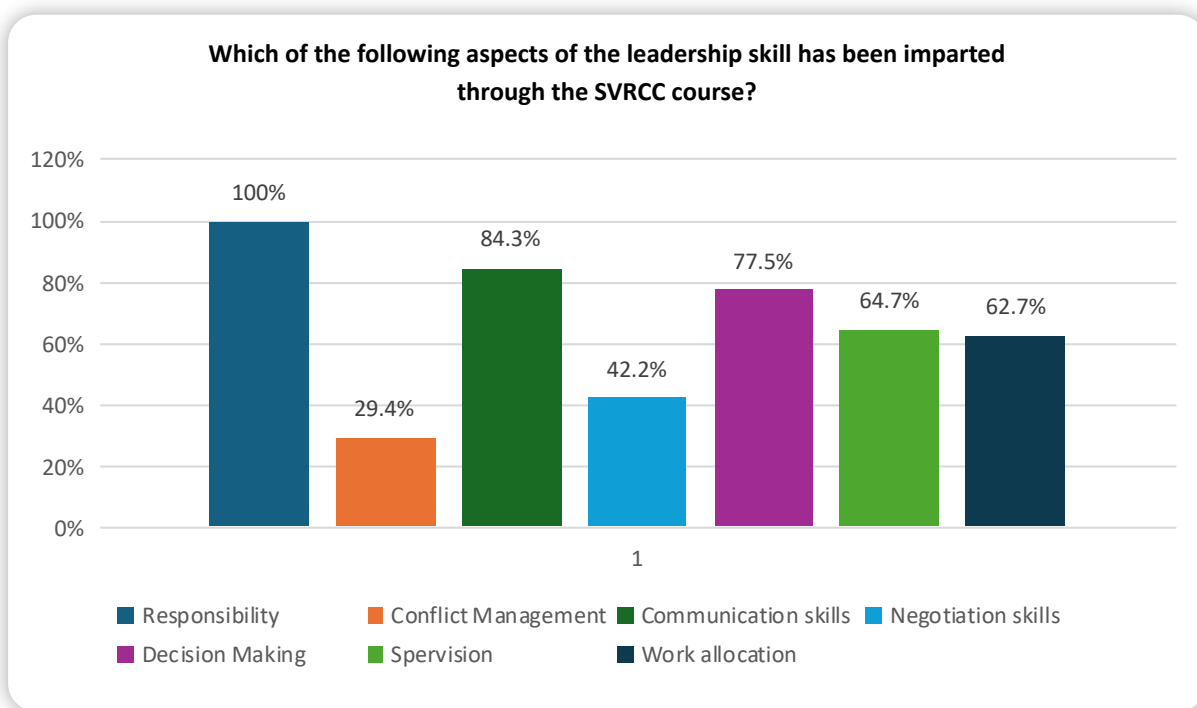


Figure 21 - SVRCC Trainees behavioural transformation

Source: SAN Survey (102 trainees surveyed / 102 responded)

- ▶ 100% of the candidates said that they feel confident to face interviews.
- ▶ 99% of the candidates said that they are satisfied with the course they have taken and have now the skills to land a job in the industry.

Special emphasis for job readiness is given to the students. The SAN survey shows the following -

- ▶ 100% believe that they have acquired professional skills.
- ▶ 86% has a career plan ahead.
- ▶ 62% believe that their critical skills have been honed.

Table 23 - The trend of the employment gained

Year	# total no of students	# of students employed	# self employed	# employed in Puducherry	# pursuing higher education	# of students unemployed
2020-21	100	89	4	66	8	3
2021-22	60	48	11	43	1	0
2022-23	100	74	26	71	0	0

Source: Strides Foundation MIS

In 22-23 - 100% of the students who passed out, were employed.

Compared to the last study, in the last three years there has been a dip in the number of students going for higher education, possibly a downturn due to COVID and also as more students are wanting to earn a living.

- ▶ 11% of students have sought employment outside of Puducherry in the last three years, as they have got better jobs with increased incomes and exposure to latest technologies in the industry. Also, the market trend has shown that the salary scale in Puducherry has become stagnant.
- ▶ Among the leadership skills acquired, Responsibility, Communication and Decision making have been rated high in the SAN survey.
- ▶ The impression of these children has increased in their community, and they feel that they are respected and looked upon as examples. Almost all of them feel happy to have contributed to the welfare of the family.
- ▶ The attrition rate of the staff is fairly low and most of them are working here for more than 5 years. The staff has a very strong sense of service. As the children come from difficult and varied backgrounds, the teachers require perseverance and patience to handle them. The following data shows the impression created on the students by the teachers.

Teacher – student relationship: As a student of SVRCC, please rate the teaching of your faculty based on the following aspects

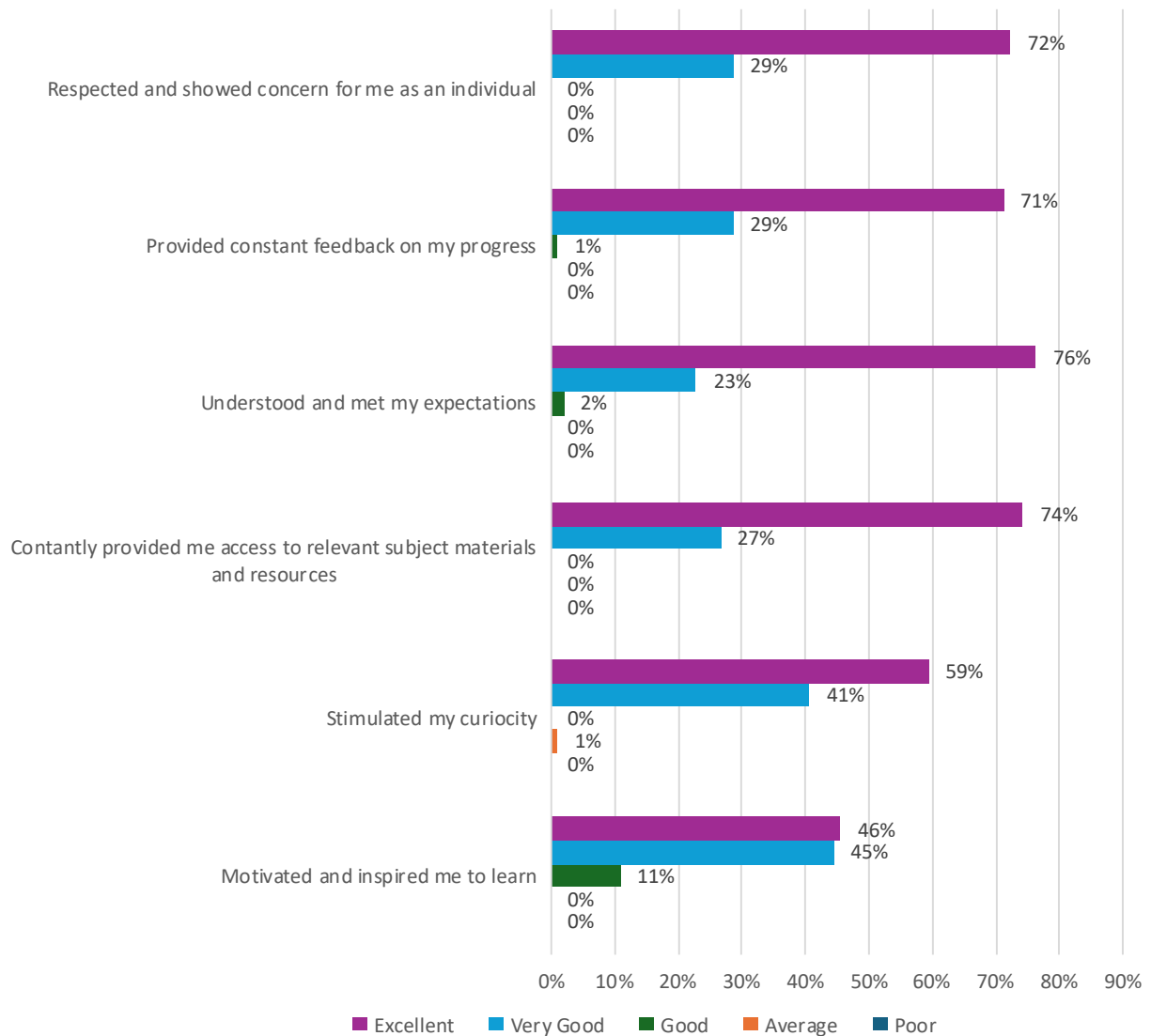


Figure 22 - SVRCC trainees rate their teachers

Source: SAN Survey

- ▶ 76% of the students said that their teachers understood their requirements and expectations.
- ▶ 74% acknowledged that they had access to the study material and relevant resources whenever they requested.

Trainees and teachers Speak:

"I have learnt how to live a productive life - things like discipline, punctuality, respect etc, was reiterated throughout the course period. Initially it was burdensome, but today I value these qualities taught by the teachers relentlessly and reinforced those qualities compulsorily. I see a change in myself. People in neighbourhood ask me how such transformation happened. I also can feel the difference in the way they treat us." - Computer Hardware course student, 2023 batch

" There is a lot of difference between teaching in a normal school and teaching here. Children come from very distressed background and their psychological make-up is very different. When we deal them with kindness and trust, they slowly open-up and share their ordeals. Once we build the trust, it becomes easier to show light to their path."- Mrs Mala Trainer at SVRCC

" All the courses are aligned with the market needs. Many a times, the employers ask for 10-15 students, but we are able to support them with 3-5" - Mr. Nandakumar, Staff of SVRCC

" The ultimate objective of our program is to create responsible citizens for the country. Our immediate goal is to help the digressed/ distressed child get on track and be able to take a job after passing out from the course, thus mainstreaming them into the productive force. We have been successful in both aspects, as 90% of the students get placed. Many of our alumni students also help in getting students for admission as well as get jobs for them." - Mr Sriram, Manager, Planning and Development, SVRCC college.

Case studies

Beautifying Lives



Divya hails from Marakaman village, close to Puducherry. She lost her father at a very young age. She lives with her mother, who is a florist, and her elder sister. Their family has seen many struggles, and it has been an uphill task for them to meet with their needs. Though fairly good in academics, she could study only till High school and could not pursue her aspiration to complete her graduation, due to the financial constraints in the family.*

She was clear that she would keep herself active and find means to support herself and her family. She happened to chance upon the career counselling session at school conducted by SVRCC. Upon the advice and support of the elders, she decided to take the Beautician Course at SVRCC. A 2023- pass out of the course, today she is self-employed and offers her services to people around her area. She is confident, communicative, and independent, skills she says she acquired at her training at SVRCC. She feels happy that she has acquired a skill to support herself. She earns approximately Rs 6000-8000/ month and feels contented to be contributing to her family.

" I am immensely grateful to the teachers and the institution(SVRCC) for being a guiding light for our career development. The course covered the basic skill requirements as well as other life lessons that help build the right attitude and character in us. Besides the course we had enrolled, we got the opportunity to learn Spoken English, Computers as well as Karate - each of this has been instrumental in shaping my personality."

Envious Inspiration

“Maheshwari is a single mother with a 10-year-old daughter. Since her husband passed away she has been living at her maternal home. The guilt of being a burden to the family had been nagging her for long. Coming from a conservative family, she was not allowed to go out for work, a limitation she could not cross. She came to know about SVRCC, and the courses offered specifically for women through her neighbour. She convinced family members and joined the tailoring course. It was like going back to school for her and she thoroughly enjoyed every moment of learning and experience at SVRCC. She has emerged as a stronger person with a purpose for herself and her child - **which credits to the holistic training she received at SVRCC** . Today she earns around Rs 6000/ month sitting at home and feels happy that she is able to contribute towards the family expenses.*

“My brother is very proud of me. He is amazed at the way I have efficiently managed the house as well as completed the course in time. I have become a point of envy for many in the family. This gives me immense pleasure and I owe it to SVRCC for this transformation.”

*Beneficiary name has been changed in the above two case studies

Two Wheeler Shopfloor



Nursing and health care labs



Beautician lab



Figure 23 - SVRCC labs



Impact

04



Objective 3: To provide necessary skills and education to needy, rural youth to be responsible citizens

Table 27 - Overall impact - Objective 3 (Employability)

Output	Outcome	Impact
No. of student's impact- 260	Access to employability trainings and jobs	Mainstreaming of rural youth into formal economy
No. of students employed - 211	Opportunity for higher studies	Transformation of youth into responsible citizens, from becoming a anti-social
No. of student's self-employed - 41	Personal transformation of the students	
No. of students pursuing higher education - 9	Increased family income	

Evaluation of Programme Objective

REES framework measures the performance of a programme on four parameters – Relevance, Effectiveness, Efficiency, and Sustainability. Various indicators were evolved for Strides Foundation CSR programmes, based on the REES framework.

Relevance:

Is the intervention doing the right things?

The extent to which the objectives of a development intervention are consistent with beneficiary's requirements, partner organisation and donor's policies and country's need.

Effectiveness:

Is the intervention achieving its objectives?

The extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering their relative importance.

Efficiency:

How well are the resources being used?

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

Sustainability:

Will the benefits (financial, economic, social, environmental, and institutional capacities) sustain over time

The continuation of benefits from a development intervention after major development assistance has been completed.

Objective 3 (SVRCC)

Table 33 - REES Score - Objective 3 (Employability)

Criteria	Process / performance Indicator	Score	Average
Relevance	Alignment to strides CSR policy	10	
	Is the intervention unique in the area	9	
	Is the project fulfilling the needs of the beneficiaries	9	
	Understanding of the community and social structure	9	
	Average (Relevance)	9.25	
Effectiveness	Appropriate infrastructure and facility	9	
	Scale and reach of the program	8.5	Restricted to Puducherry
	Industry academia connection	9	
	Enrolment pattern for the program	9	
	Employment opportunities identified	9	
	Average (Effectiveness)	8.9	
Efficiency	Is there any upgradation to the existing program structure	9	
	Consistency in delivering services	9	
	Retention of staff	8	Number of staff has reduced
	Monitoring the status of the students	9	Effective monitoring of each student
	Reporting and documentation of program	9	
	Average (Efficiency)	8.8	
Sustainability	Consistent CSR support	9	
	Strengthening collaboration with government agencies and mission alignment	9	
	Relationship with the partners and mission alignment	9	Continuity in partnership
	Average (Sustainability)	9	
Total Average score (Employability)		9	

The overall REES score for Strides Foundation's performance is 9.2.