

AUROBINDO PHARMA FOUNDATION

IMPACT ASSESSMENT REPORTS – CSR PROJECTS FY 2025-26

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**Impact Assessment of
Construction of Dining Hall, Kitchen Block with Kitchen Equipment
Vidya Bharathi Vignana Kendra:
Nadergul village, Badangpet mandal, Rangareddy District, Telangana**

**Constructed by Aurobindo Pharma Foundation
(a Philanthropic arm of Aurobindo Pharma Ltd under Corporate Social Responsibility)**



Submitted to



**AUROBINDO PHARMA
FOUNDATION**

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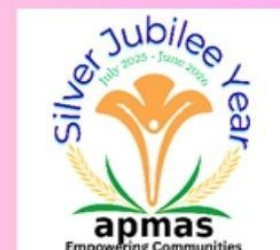


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Abbreviations

APF	:	Aurobindo Pharma Foundation
APMAS	:	Andhra Pradesh Mahila Abhivruddhi Society
CSR	:	Corporate Social Responsibility
VBVK	:	Vidya Bharathi Vignana Kendra
FGD	:	Focus Group Discussion
KII	:	Key Informant Interview
SHG	:	Self Help Group
SDG	:	Sustainable Development Goals
GoI	:	Government of India
NGO	:	Non-Governmental Organization
IEC	:	Information, Education and Communication
M&E	:	Monitoring and Evaluation
HH	:	Household
PRI	:	Panchayati Raj Institution
UCs	:	Utilization Certificates
MoU	:	Memorandum of Understanding
MIS	:	Management Information System
SGFI	:	School Games Federation of India
DAC	:	Development Assistance Committee

Acknowledgements

On behalf of APMAS, we extend our heartfelt gratitude to Aurobindo Pharma Foundation for entrusting us with the opportunity to conduct the Impact Assessment of the Construction of Dining Hall and Kitchen Block with Kitchen Equipment established at Vidya Bharati Vignana Kendra (VBVK), Nadergul village, Badangpet mandal, Ranga Reddy District, Telangana.

This assignment has been a deeply enriching experience, enabling us to closely observe and document the meaningful changes brought about through this important CSR initiative. The construction of a modern dining facility along with the installation of advanced steam cooking vessels has significantly improved the quality of food preparation, hygiene standards, and overall dining experience for the students.

We extend our sincere gratitude to the management of Vidya Bharati Vignana Kendra (VBVK), Nadergul, for their continuous support and cooperation throughout the assessment process. We are especially thankful to the Correspondent and Secretary for their valuable insights, transparency, and facilitation during the field study.

We are deeply thankful to the principal, dedicated teachers, and support staff of the institution for their active participation and valuable inputs. Their observations and experiences have greatly contributed to understanding the operational improvements and behavioral changes resulting from the intervention.

Our heartfelt appreciation goes to the students, who are the primary beneficiaries of this initiative. Their feedback, enthusiasm, and experiences provided meaningful evidence of the positive impact of the improved dining and kitchen facilities.

Finally, we commend Aurobindo Pharma Foundation for its visionary commitment towards improving child nutrition, hygiene, and institutional infrastructure through such impactful CSR initiatives. Their continued efforts stand as a model for inclusive and sustainable development.

With deepest gratitude

Team APMAS
March 2026

1. Executive Summary

1.1 Project Overview

The “Construction of Dining Hall and Kitchen Block with Kitchen Equipment” project, initiated in 2020, was designed as a strategic intervention to address the growing infrastructural needs of Vidya Bharati Vignana Kendra (VBVK), Nadergul. Spread across a 14-acre campus, VBVK has been a center of educational excellence for over three decades. However, with increasing student enrollment, the absence of a centralized, hygienic cooking and dining facility emerged as a critical constraint affecting both student well-being and institutional efficiency.

A significant proportion of students at VBVK come from underprivileged and economically weaker sections, including first-generation learners and tribal communities. For many of these students, access to safe, nutritious, and regular meals is essential for their health, well-being, and academic performance. The lack of proper dining infrastructure previously posed challenges in ensuring equitable and dignified access to food. Recognizing this need, Aurobindo Pharma Foundation supported the initiative with a total investment of Rs.1.50 crores. The project included:

- Construction of a **4,800 sq. ft. modern kitchen block**, designed for efficient and safe cooking operations
- Development of a **5,600 sq. ft. dining hall** with a seating capacity of over **500 students at a time**
- Procurement of **high-grade steam-based cooking equipment** to enhance efficiency, hygiene, and nutrient retention



This intervention has significantly strengthened the school’s infrastructure, particularly benefiting underprivileged students by ensuring access to hygiene, nutrition, and timely meals in a safe and dignified environment.

1.2 Methodology

The impact assessment of the Dining Hall and Kitchen Block constructed at Vidya Bharathi Vignana Kendra (VBVK) was carried out using a systematic and participatory approach. The study adopted a mixed-method methodology, integrating both quantitative and qualitative data to ensure a comprehensive understanding of the outcomes and impacts of the intervention.

Primary data was collected through field visits, direct observation, and stakeholder interactions. Key Informant Interviews (KIIs) were conducted with the school management, teaching staff, and administrative personnel to understand the planning, utilization, and operational aspects of the infrastructure.

In addition, Focus Group Discussions (FGDs) were held with students and supporting staff to capture their experiences, satisfaction levels, and perceived benefits of the dining and kitchen facilities. Secondary data was collected from institutional records, including construction details, utilization reports, financial documents, and maintenance records. This data helped in validating field-level findings and provided insights into resource allocation and efficiency.

A structured checklist was used to assess the quality, functionality, and utilization of the infrastructure. The analysis was guided by key evaluation parameters such as relevance, effectiveness, efficiency, impact, and sustainability. Data triangulation was applied to ensure reliability and consistency of findings across different sources.

1.3 Key Findings

The project has delivered **significant and multi-dimensional impact:**

Substantial Increase in Enrolment: Student strength increased from **286 in 2024 to 517 in 2025**, an impressive **80% growth**, reflecting enhanced parental trust and institutional credibility.

Improved Nutritional Outcomes: The use of steam-based cooking technology supports better nutrient retention, contributing to improved student health, as reflected in qualitative feedback from teachers and staff who report that students appear more active, attentive, and regular in their academic participation. Evidence also suggests that structured school food environments positively influence dietary behavior and nutrition outcomes.

Enhanced Hygiene Standards: The transition from traditional, smoke-filled kitchens to a modern, well-ventilated facility has significantly improved food safety and sanitation critical factors in school health systems.

Promotion of Social Equity: A common dining space has fostered inclusivity, enabling students from diverse socio-economic and caste backgrounds to dine together, strengthening social cohesion.

Improved Academic Efficiency: Elimination of staggered dining (shift system) has saved approximately **90 minutes of instructional time per day**, allowing greater focus on academics and co-curricular activities. This has contributed to improved student concentration, classroom engagement, and overall academic performance.

1.4 Recommendations

While the project has been a resounding success, this report outlines a roadmap for the future. The following recommendations are for the school to further strengthen and sustain the benefits of the intervention:

- **Integration of Renewable Energy:** Adoption of solar thermal systems for pre-heating boiler water to improve energy efficiency and reduce operational costs
- **Infrastructure Expansion:** Leveraging existing structural provisions (such as lift facilities) for vertical expansion—potentially adding a dormitory or library
- **Strengthening Maintenance Systems:** Establishing a dedicated maintenance corpus to ensure the longevity and optimal functioning of kitchen equipment and infrastructure.
- **Structured Monitoring of Student Outcomes:** It is recommended that the institution establish a system to track health indicators (such as BMI and attendance) and academic performance over time to measure long-term impact.

1.5 Conclusion

In conclusion, the "Construction of Dining Hall and Kitchen Block with Kitchen Equipment stands as a model CSR intervention that goes beyond infrastructure development to create meaningful and measurable social impact. The project has significantly enhanced the institutional capacity of Vidya Bharati Vignana Kendra, ensuring improved nutrition, hygiene, and overall well-being of students. The remarkable increase in enrollment, better utilization of academic time, and positive behavioral changes among students clearly demonstrate the success of this initiative. With sustained support and strategic enhancements, this intervention has the potential to serve as a replicable model for similar educational institutions across the country, reinforcing the importance of integrated development in the education sector.

2. Introduction

2.1 Corporate Social Responsibility

Rural infrastructure plays a pivotal role in promoting inclusive and sustainable development by addressing the structural challenges faced by marginalized communities. The availability of essential physical infrastructure such as school buildings, sanitation facilities, kitchens, and dining halls significantly enhances access to basic services, improves the quality of education, and supports overall social and economic development.

However, in many rural areas, gaps in infrastructure continue to affect the quality of institutional services. Inadequate facilities often result in poor hygiene conditions, inefficient service delivery, and limited capacity to support students, particularly in residential or semi-residential educational institutions.

In this context, Corporate Social Responsibility (CSR) has emerged as a powerful mechanism to complement government efforts and bridge critical infrastructure gaps. With the introduction of Section 135 of the Companies Act, 2013, CSR has evolved into a structured and accountable framework through which corporate entities contribute to social development.

CSR interventions, particularly in the education sector, focus on creating durable and community-oriented assets such as classrooms, sanitation units, kitchens, and dining halls. These investments not only improve physical infrastructure but also enhance institutional efficiency, student well-being, and overall learning outcomes.

The construction of the Dining Hall and Kitchen Block at Vidya Bharathi Vignana Kendra represents a significant CSR intervention aimed at strengthening school infrastructure. By providing a hygienic and organized space for food preparation and dining, the initiative ensures better health standards, improved student discipline, and efficient management of meal services.

Furthermore, such infrastructure contributes to social equity by ensuring that all students, irrespective of their socio-economic background, have access to safe and dignified facilities. It also reduces operational challenges for the institution and supports long-term sustainability through better resource management.

Thus, CSR-driven infrastructure in the education sector acts as a catalyst for improving institutional performance, enhancing student experience, and promoting inclusive growth in rural settings.

2.2 Aurobindo Pharma Limited

Aurobindo Pharma Limited, founded in 1986 by Mr. P. V. Ramprasad Reddy, Mr. K. Nityananda Reddy, and a group of dedicated professionals, is a leading pharmaceutical company based in India.

Commencing its operations in 1988-89 with a single unit manufacturing Semi-Synthetic Penicillin (SSP) in Pondicherry, the company has grown to become a prominent player in the pharmaceutical industry. In 1992, Aurobindo Pharma became a public company and listed its shares on Indian stock exchanges in 1995.

With a vision to make a positive impact on healthcare and human well-being, Aurobindo Pharma has achieved significant success and leadership in various therapeutic segments, including neurosciences, cardiovascular, anti-retroviral, anti-diabetics, gastroenterology, and antibiotics, among others. The company's strengths lie in its large manufacturing facilities approved by leading regulatory bodies, a diversified product portfolio, and a robust research and development facility in India for formulations and active ingredients. Emphasizing operational excellence, Aurobindo Pharma embraces vertical integration, regulatory expertise, and advanced technology for specialty formulations.

2.3 Aurobindo Pharma Foundation

Aurobindo Pharma Foundation is the philanthropic arm of Aurobindo Pharma Limited, dedicated to fostering the social and economic growth of the nation through its Corporate Social Responsibility (CSR) program. Committed to improving social, environmental, and economic practices, the foundation collaborates with community groups and implements initiatives that benefit society and enhance the country's institutions.

Focused on sustained excellence and responsible business practices, Aurobindo Pharma Foundation operates and adheres to essential social and environmental policies. The foundation's CSR initiatives encompass various intervention areas, such as promoting education, supporting preventive healthcare, eradicating hunger, and poverty, ensuring safe drinking water availability, encouraging environmental sustainability, conserving natural resources, and establishing old-age homes and many more. Through its responsible and compassionate approach, Aurobindo Pharma Foundation exemplifies the commitment of Aurobindo Pharma Limited towards social welfare, sustainability, and inclusive growth, aligning its efforts with the needs of the communities it serves and the well-being of the nation.

2.4 Saraswathi Vidya Peetham

Sri Saraswathi Vidya Peetham, the Telangana wing of Vidya Bharati Akhil Bharatiya Shiksha Sansthan, represents one of the largest non-governmental educational movements in the world. Established with the core philosophy of "**Sa Vidya Ya Vimuktaye**" (Education is that which liberates), the organization has been a silent architect of national character since 1952.

The glory of this tradition lies in its "**Pancha Kosha**" model of development focusing on the Physical (**Annamaya**), Vital (**Pranamaya**), Mental (**Manomaya**), Intellectual (**Vignanamaya**), and Spiritual (**Anandamaya**) growth of a child. This chapter details the historical evolution of the Vidya Bharati system, which now manages over 26,000 schools across India, employing 1.4 lakh teachers and nurturing 32 lakh students. Sri Saraswathi Vidya Peetham acts as the regional custodian of this legacy in Telangana, ensuring that the most remote tribal hamlets have access to education that is "Bharatiya" in soul and global in standard.

2.5 About Vidya Bharati Vignana Kendra

Vidya Bharati Vignana Kendra (VBVK) is a flagship institution located in Nadergul, Badangpet, Ranga Reddy District. Spread across a sprawling 14-acre campus, the school was built on land generously donated by the philanthropist Late Sri Bhimidi Pedda Penta Reddy in 1987. VBVK is more than just a school; it is a center of holistic transformation. It serves a diverse demographic, ranging from the children of urban Ranga Reddy district to the first-generation learners from the Chenchu and Koya tribal communities. The campus is designed to be a "Pranganam" (sanctuary) where students are exposed to smart classrooms, state-of-the-art labs, and expansive sports fields. The school's commitment to providing high-quality residential and day-scholar facilities for the underprivileged has made it a landmark in the local educational landscape.



2.6. Objectives of the Project

The "Construction of Dining Hall and Kitchen Block with Kitchen Equipment was conceptualized with specific, measurable objectives:

1. Nutritional Equity: To ensure every student, regardless of economic background, has access to hot, hygiene, and balanced meals.

2. **Infrastructural Modernization:** To replace traditional, smoke-inducing cooking methods with high-efficiency steam technology.
3. **Capacity Expansion:** To build a seating area that can accommodate 500+ students simultaneously, thereby improving institutional discipline.
4. **Hygienic Standards:** To comply with global food safety standards in an institutional setting.

2.7. A Journey of Excellence

VBVK has consistently outperformed regional benchmarks. The school's students have participated in National Level Science and Math Fairs, bringing home gold and silver medals. In the field of sports, VBVK students have represented the school at the National SGFI (School Games Federation of India) levels. The transition to the new 65,000 sq. ft. main building and the 10,400 sq. ft. dining block marks the culmination of decades of hard work by the management.

2.8. Partnership and Funding Support

The partnership with Aurobindo Pharma Foundation was formalized in 2020. With a total sanctioned budget of INR 1,50,64,000, the project was divided into Civil Construction (approx. 86 Lakhs) and Modern Equipment (approx. 64 Lakhs). This section outlines the transparent procurement process, construction, and auditing mechanisms that ensured the project was completed efficiently and to high quality standards between 2020 and 2022.

3. Methodology

3.1 Evaluation Framework

To ensure this impact assessment meets international research standards, we adopted the OECD-DAC (Development Assistance Committee) Framework. This allows us to look at the project through six critical lenses:

- **Relevance:** Did the project address the real needs of the Nadergul community?
- **Coherence:** How well does this facility fit with the school's overall master plan?
- **Effectiveness:** Did we achieve the 10,400 sq. ft. target and seat 500 students?
- **Efficiency:** Was the Rs. 1.50 Crore spent wisely compared to market rates?
- **Impact:** What is the long-term change in enrollment and student health?
- **Sustainability:** Can the school maintain the steam vessels for the next 20 years?

3.2 Data Collection Tools

The study employed a "Triangulation Method," collecting data from three different perspectives:

1. **Individual Interviews:** Using Questionnaire Set A, we interviewed Trustees and the Principal to understand the administrative and financial impact.
2. **Focus Group Discussions (FGDs):** Using Sets D and E, we conducted structured sessions with 10 teachers and 15 student representatives.
3. **Physical Observations:** Our assessment team conducted a "Walkthrough Audit" of the kitchen block, observing the steam pressure systems, drainage, and ventilation.
4. **Secondary Data:** We analyzed the school's enrollment registers from 2024 and 2025 and audited the financial Utilization Certificates.

3.3 Sampling

We used Purposive Sampling to ensure we spoke to the people most affected by the project.

- **Management:** 100% (All key trustees and Correspondent).
- **Faculty:** 40% (Representative sample of 10 out of 38 teachers).
- **Students:** A stratified sample of 15 students from different grades (LKG to VIII) and backgrounds.

Interaction with Trustees: The Visionary Perspective: During the interaction, Sri B. Sudhakar Garu and Sri Vishnu Vardhan Raju (Trustees) emphasized the deeper purpose of the institution as both a spiritual and social responsibility. "The goal was never just to build a room, but to build a place where 'Annam' (food) is treated as 'Brahma' (God). Aurobindo Pharma Foundation helped us realize this sacred vision," they noted. The trustees highlighted that the school is located in a

relatively remote area; however, it possesses a large landholding, which is rare for such institutions. This has been made possible through the support of well-wishers and donors over time.

Interaction with the Principal: The Principal highlighted that the new dining facility has significantly improved time management. With the transition from multiple lunch shifts to a more streamlined system, the school is able to reclaim valuable academic time, enhancing overall teaching efficiency.

Focus Group Discussion (FGD) 10 Teachers from Primary and High School and 15 Student Representatives (LKG to VIII).

3.4 Data Analysis

- Quantitative Analysis: We used statistical tools to calculate the Enrollment Growth Rate and cost-per-square-foot efficiency.
- Qualitative Analysis: We used "Thematic Coding" to analyze the FGD transcripts, identifying recurring themes such as "Dignity in Dining," "Smoke-free Cooking," and "Parental Trust."

3.5 Limitations

While the results are robust, the study faced certain constraints:

- External Variables: While enrollment grew by 80%, other factors (like new teachers) also contributed, though the infrastructure was the primary driver.
- Generalizability: The findings are specific to VBVK Nadergul and may vary for other schools with different demographics.

4. Findings

4.1 Relevance

The relevance of the project is assessed based on how effectively it addresses the existing infrastructure and nutrition-related challenges faced by the institution and its students. Prior to the intervention by Aurobindo Pharma Foundation, the school faced significant constraints in providing a structured and hygienic dining environment. Students were required to take meals in multiple shifts due to lack of space, which resulted in delays in academic sessions and compromised overall discipline.

A considerable proportion of students belong to economically weaker sections, with nearly 35% coming from Below Poverty Line (BPL) families, including those from tribal hamlets. For many of these students, the midday meal represents a primary and reliable source of daily nutrition. In such a context, the absence of proper dining and kitchen facilities directly affected both nutritional intake and learning outcomes.

The construction of a modern dining hall and kitchen block has directly addressed these gaps by ensuring access to clean, safe, and organized food services. The intervention aligns strongly with broader development priorities related to child nutrition, education quality, and equitable access to basic facilities. Furthermore, it complements government initiatives such as school nutrition programs by strengthening last-mile infrastructure.

Overall, the project demonstrates high relevance as it responds to a clearly identified need, enhances student well-being, and supports the institutional vision of providing holistic education in a dignified environment.


4.2 Coherence



The coherence of the project is reflected in its seamless integration with the overall institutional development plan of Vidya Bharati Vignana Kendra (VBVK). The dining hall and kitchen block are not standalone structures but form an essential component of the campus ecosystem.

The building, with a total area of approximately 10,400 sq. ft., has been strategically located to ensure easy accessibility for both primary and high school students. By relocating dining activities away from academic corridors, the institution has created a more focused and disturbance-free learning environment.

From a long-term planning perspective, the provision for vertical expansion through lift infrastructure demonstrates forward-looking design. This aligns with the school's vision to scale its capacity to accommodate over 1,000 students by 2030.

The project also aligns national priorities such as improving school infrastructure, promoting child nutrition, and supporting inclusive education. It indirectly contributes to Sustainable Development Goals (SDGs), particularly those related to quality education, zero hunger, and reduced inequalities.

S. No	SDG Goal	Project Contribution
1		The project ensures access to safe, nutritious, and timely meals for all students, especially those from underprivileged and tribal backgrounds, thereby improving food security and nutritional intake.
2		The use of hygienic cooking practices and steam-based technology contributes to better health outcomes by reducing exposure to smoke and ensuring safe food preparation.
3		By saving instructional time and improving student well-being, the project enhances learning outcomes and supports a better academic environment.
4		The modern kitchen infrastructure promotes safe water usage, improved sanitation, and hygienic food handling practices.
5		The adoption of energy-efficient steam cooking systems reduces fuel consumption and supports sustainable energy use.
6		The common dining facility promotes equality by enabling students from diverse socio-economic backgrounds to dine together without discrimination.

7		Efficient cooking systems and reduced wastage contribute to responsible resource utilization.
8		The collaboration between Aurobindo Pharma Foundation and VBVK reflects an effective public-private partnership supporting sustainable development.

Thus, the project exhibits strong coherence by complementing institutional, national, and developmental objectives without duplication.

4.3 Effectiveness

The effectiveness of the project is evaluated based on its ability to achieve intended outcomes in terms of infrastructure creation, service delivery, and user satisfaction.

The project has successfully delivered the planned infrastructure, including a 4,800 sq. ft. kitchen block and a 5,600 sq. ft. dining hall. One of the most transformative aspects of the intervention is the introduction of modern steam-based cooking systems supported by stainless steel and other kitchen equipment worth Rs.64.70 lakhs.

This technological upgrade has significantly improved operational efficiency. Cooking time has reduced substantially, enabling timely meal service for all students simultaneously. The workload on support staff has also been optimized, shifting from physically intensive tasks to system monitoring and management.

In addition to physical infrastructure, the project has effectively improved user experience. Students reported high satisfaction with cleanliness, food quality, and the ability to dine together in a common space. Teachers observed improved discipline and better time management during meal hours.

The intervention also reflects a strong process-driven approach, including planning, execution, and monitoring mechanisms. Stakeholder involvement, including management, staff, and community members, has further strengthened implementation effectiveness.

Overall, the project demonstrates high effectiveness by achieving its objectives and delivering measurable improvements in institutional functioning and student welfare.



4.4 Efficiency

Efficiency assesses how well financial, technical, and time resources were utilized in implementing the project.

The project demonstrates strong financial discipline, with the Utilization Certificate confirming that the sanctioned budget of Rs.1,50,64,000 was utilized as per agreed norms. The adherence to budgetary provisions reflects effective planning and financial management.

From a technical standpoint, the adoption of steam-based cooking systems has enhanced energy efficiency. Compared to traditional cooking methods, the system minimizes heat loss and results in approximately 30% reduction in LPG consumption per meal. This contributes to long-term cost savings and environmental sustainability.

Time efficiency has also improved significantly. The transition from staggered meal timings to a unified dining schedule has reduced time spent on meal management, thereby increasing effective instructional hours.

Additionally, the project avoided duplication of infrastructure and addressed a clearly unmet need within the institution. Resource utilization was aligned with actual demand, ensuring maximum impact per unit of investment.

Thus, the project reflects high efficiency through optimal utilization of financial, technical, and operational resources.

4.5 Impact

The impact of the project is evident in both quantitative and qualitative improvements observed at the institutional and community levels.

One of the most significant outcomes is the sharp increase in student enrollment. The number of students increased from **286 in 2024 to 517 in 2025**, representing a **growth rate of 80.7%**. This indicates enhanced institutional attractiveness and increased community trust.

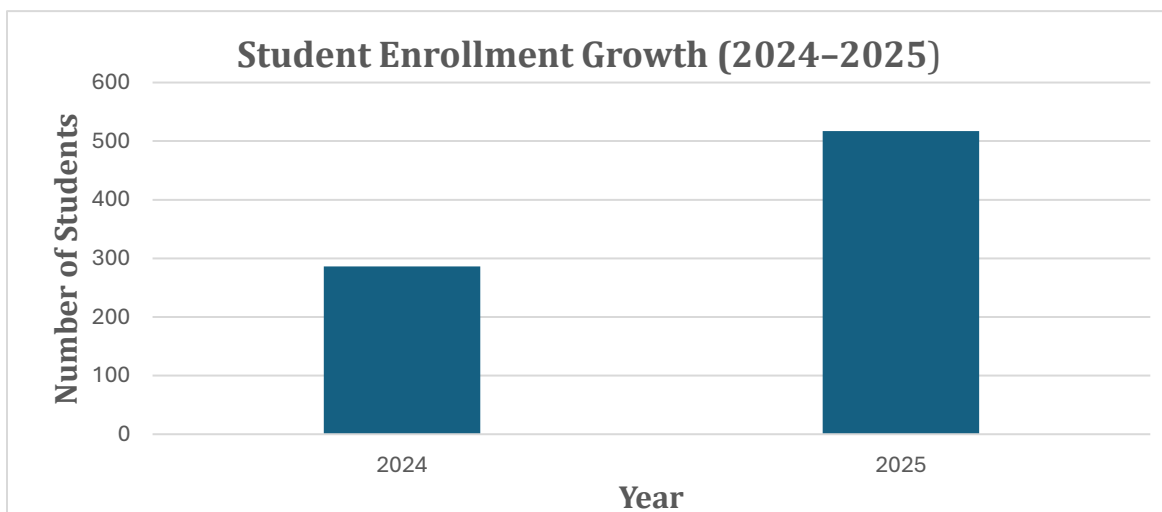
Interviews with parents reveal that improved infrastructure, particularly clean and hygienic food facilities, is one of the key factors influencing enrollment decisions. Nearly 90% of parents identified infrastructure quality as a major reason for choosing the institution.

The project has also contributed to improved student well-being, discipline, and social cohesion. The common dining facility promotes equality, as all students share meals in the same space irrespective of socio-economic background. This fosters inclusiveness and strengthens peer relationships.

Indirect impacts include increased opportunities for staff efficiency, better utilization of time, and improved academic focus. The facility also serves as a platform for cultural and social interactions, enhancing the overall learning environment.

From a broader perspective, the intervention contributes significantly to human capital development by ensuring that students receive adequate nutrition in a conducive environment. Qualitative insights from teachers and school management indicate noticeable improvements in student attentiveness, participation, and regularity in academic activities.

Improved meal quality and timely access to food have further enhanced students' daily energy levels, supporting better engagement in learning processes and overall well-being



4.6 Sustainability

The sustainability of the project is ensured through a combination of durable infrastructure, institutional ownership, and structured maintenance systems.

The use of high-quality materials such as SS 304/316 grade stainless steel ensures a long operational life of 15–20 years with minimal maintenance requirements. This significantly reduces long-term replacement costs.

The institution has established clear maintenance protocols, including daily cleaning routines and periodic technical inspections of steam equipment. These systems ensure continuous functionality and prevent operational disruptions. Financial sustainability is supported through efficient resource utilization and reduced operational costs, particularly in energy consumption. The institution's internal management systems are capable of maintaining the facility without external dependency.

Additionally, high utilization and strong stakeholder acceptance contribute to sustainability. Students, teachers, and management actively value and use the facility, ensuring its continued relevance and upkeep.

Overall, the project demonstrates strong sustainability due to its durable design, effective management systems, and institutional commitment.

4.7 Institutional Behavioral Impact

The project has brought significant positive changes in institutional behavior, student experience, and overall campus culture. Students expressed high levels of satisfaction with the new infrastructure, often describing the kitchen as modern and highly hygienic. The ability to dine together without waiting in queues has improved their daily routine and overall comfort. The facility has promoted equality and inclusiveness, as all students share the same dining space and food. This has strengthened social bonding and reduced visible socio-economic differences among students.

Teachers reported improved discipline and better supervision during mealtimes due to the organized layout of the dining hall. The practice of collective dining, including the chanting of “Bhojana Mantram,” has reinforced cultural values, gratitude, and ethical behavior among students. From an administrative perspective, the transition to a single dining session has improved time efficiency and reduced operational complexity. This has allowed better allocation of time for academic activities. The management highlighted that improved infrastructure, combined with an affordable fee structure, is contributing to steady enrollment growth. The institution's merit-based admission system ensures that deserving students benefit from these facilities.

Trustees expressed complete satisfaction with the CSR partnership, emphasizing the role of Aurobindo Pharma Foundation in maintaining quality standards while allowing operational flexibility. Future plans include expansion of hostel facilities, recruitment of additional staff, and scaling up infrastructure to meet growing demand, indicating long-term institutional growth driven by this intervention.

Positive Feedback on Infrastructure: Students expressed high levels of satisfaction with the new facility. Comments such as *“The kitchen looks like a factory! It is so clean.”* reflect their appreciation for the modern, hygienic environment.

Improved Dining Experience: Students shared that they enjoy sitting and eating together with all their friends at the same time, eliminating the need to wait in long queues as in the previous arrangement.

Time Saving and Convenience: With the availability of a well-equipped kitchen and dining facility, students no longer feel the need to bring food from home, which saves time and ensures convenience in their daily routine.



Equality and Inclusiveness: The common dining space promotes a strong sense of equality among students, where everyone eats the same food together, fostering unity and a feeling of belonging.



Healthy and Shared Meals: Students highlighted that the food provided is healthy, fresh, and enjoyable when eaten together, enhancing both nutrition and social bonding.

Long-Term Usefulness: Students felt that the modern kitchen equipment and dining infrastructure will not only benefit them but also future students, making it a long-term asset for the institution.

Social and Cultural Experience: The facility allows students to dine together not only with friends but also with visiting parents and family members, promoting a sense of community and shared cultural values.

Overall Preference: 100% of the students preferred the new dining hall over the previous makeshift arrangement, indicating complete acceptance and satisfaction with the new system.

Discipline: Teachers observed that the spacious and well-organized dining hall enables better supervision during mealtimes, leading to improved discipline and orderly behavior among students.

Ethics and Values: The collective chanting of the *'Bhojana Mantram'* in a large, common dining space creates a strong psychological and cultural impact on students, reinforcing Indian values, gratitude, and respect for food.

Time Efficiency: Teachers highlighted that the shift from multiple lunch batches to a single dining session has significantly reduced time spent on meal management, thereby saving valuable instructional time.

Equality, Inclusiveness, and Shared Dining Experience: The practice of all students dining

together in a common hall has significantly strengthened equality, inclusiveness, and social cohesion within the institution. By sharing the same meals in a common space, students from diverse socio-economic and cultural backgrounds interact freely, fostering a sense of unity and mutual respect. This shared dining system not only ensures access to healthy and nutritious meals but also enhances the overall dining experience by creating a structured and disciplined environment. Furthermore, it provides opportunities for social and cultural exchange, helping students develop interpersonal skills, understanding of diversity, and a collective identity. Overall, this approach promotes a harmonious institutional culture where equality and togetherness are naturally embedded in daily routines.

Food Quality and Uniformity: The modern kitchen ensures that all students receive fresh, hygienic, and uniformly prepared meals, maintaining consistency in both quality and nutrition.

Phased Utilization of Facilities: As the Kitchen and Dining Hall were constructed recently, currently only a section of the students are utilizing the facility. The administration is actively encouraging and motivating more students, especially in the current academic year, to make full use of these improved amenities.

Merit-Based Admission System: The institution strictly follows a merit-based admission process, ensuring that talented and deserving students are given opportunities without any external recommendations or influence.

Role of Donors and CSR Support: The trustees acknowledged that the Kitchen and Dining Hall facility was made possible through the generous support of Aurobindo Pharma Foundation. They also noted that since the inception of the school,



multiple donors have contributed—from land acquisition to infrastructure development, playing a crucial role in the institution’s growth.

Governance, Monitoring, and Academic Culture: Regular parent-teacher meetings, strong academic monitoring systems, and a value-based institutional culture were highlighted as key strengths. The school maintains a disciplined, systematic, and well-organized environment that supports both academic excellence and character development.

Satisfaction with CSR Partnership: The trustees expressed 100% satisfaction with the CSR partnership, describing the foundation as *“flexible yet firm on quality,”* ensuring both adaptability and high standards in implementation.

Future Growth Strategy: Looking ahead, the trustees shared a clear growth strategy. Plans are in place to increase hostel student strength in the upcoming academic year. To support this expansion, additional teachers will be recruited, and a new hostel building is being developed to provide enhanced facilities and accommodate the growing number of students.

Systematic Admission Process: The institution follows a well-defined and transparent admission process with clear selection criteria. This ensures that deserving students are identified and provided access to a holistic educational environment.

5. Case Studies and Testimonials

5.1 Voice of the Kitchen Staff

This section documents the lived experiences of those directly impacted by the Aurobindo Pharma Foundation’s intervention. We have categorized these narratives to show how infrastructure influences diverse roles within the institution.

Narrative: M. Ramesh, Head Cook at VBVK.

Transcript Summary: “This is a newly constructed kitchen and dining facility, and it has started functioning only from this academic year. Currently, only a limited number of students are using the dining hall. Earlier, even for a smaller number of students, food preparation used to take a longer time due to traditional cooking methods. Now, with the modern steam vessels provided by *Aurobindo Pharma Foundation*, I am able to cook food in much less time. The kitchen environment is clean, safe, and easy to manage, which has made our work more efficient and comfortable.

Impact Metric: *Significant reduction in cooking time and improved efficiency in food preparation* due to the adoption of modern steam-based cooking technology.

5.2 The Teacher's Perspective

Narrative: Sumalatha, Senior teacher and coordinator

Transcript Summary: "Hungry children cannot learn. Before the new dining hall, the shift-based lunch system was chaotic. Now, the entire school eats together at 12:30 PM. The discipline of sitting together and the nutritional quality of the steam-cooked food have made the children more alert in the afternoon sessions. We have reclaimed precious academic time."



5.3 Empowering First-Generation Learners

Student Profile: Suhansh, Class VI, from a nomadic tribal background.

The Transformation: Suhansh’s family initially hesitated to send him to a residential school. Seeing the "Aurobindo Pharma Kitchen & Dining Block" which looks like a modern facility gave the parents confidence that their child would be well-cared for. Suhansh’s attendance has improved from 70% to 96% post-intervention, and he recently won a silver medal in the regional science fair.



Student Profile: Renu Sree, Class VIII.

The Transformation: Coming from a BPL (Below Poverty Line) family, Renu Sree’s primary source of a balanced diet is the school’s dining hall. The modern steam vessels ensure that the dal and vegetables she eats retain their essential micronutrients, preventing the anemia common in her community.



6. Recommendations and Conclusion

6.1 Recommendations

The following recommendations are proposed for key stakeholders to enhance the sustainability, scalability, and overall impact of the initiative:

6.1.1 For Donor/Funder/CSR:

Continued Support for Infrastructure Development

- **Maintenance Corpus:** A dedicated annual maintenance fund should be institutionalized for servicing steam boilers, pipelines, and pressure valves to ensure uninterrupted operations.
- **Vertical Expansion (Phase II):** As enrollment is expected to exceed 700 students, investment in first-floor expansion (hostel space, library, and a “Holistic Development Center”) is recommended.

Environmental Sustainability: Green Kitchen Initiative

- **Solar Thermal Synergy:** Support installation of solar water heating systems to reduce LPG consumption and operational costs.
- **Waste-to-Energy:** Promote a biogas unit using kitchen waste to create an eco-friendly cooking support system.

Replication Model Development

- Document and promote this as a “**Model Dining Infrastructure Project**” for replication in other Vidya Bharati schools and government residential institutions, ensuring high CSR scalability.

6.1.2 For School Management:

Capacity Utilization Strategy

- Implement a phased onboarding plan to ensure full utilization of infrastructure (hostel students first, followed by day scholars).

Community and Parent Engagement

- Organize “**Open Dining Days**” and nutrition awareness programs to strengthen community trust and institutional reputation.

6.1.3 For School Administration and Staff:

Digital Monitoring and Smart Management

- Introduce digital systems for tracking meal quantity, fuel consumption, and student attendance to improve efficiency, transparency, and decision-making.

Structured Monitoring of Student Outcomes

- Establish a comprehensive monitoring system to track key indicators such as student health parameters (e.g., BMI), attendance, and academic performance over time. This will enable evidence-based assessment of long-term impact, improve program effectiveness, and support data-driven decision-making.

6.1.4 For Government / Nutrition Experts / Supporting Agencies:

Nutrition Enhancement Program

- Facilitate periodic diet planning with nutrition experts, including:
- Weekly protein-rich menus
- Micronutrient monitoring (iron, calcium), especially for tribal and Below Poverty Line students

Our final observation is that the Aurobindo Pharma Foundation has moved the needle on rural education. The construction quality, evidenced by the Inspection Report and the Utilization Certificate from M.K. Rathi & Co., is superior. The project is a "Triple-Win":

1. **For Students:** Dignity, health, and academic time.
2. **For School:** Increased enrollment (80% growth) and operational efficiency.
3. **For Funder:** High Social Return on Investment (SROI) and lasting brand legacy.

Long-Term Vision Alignment with 'Viksit Bharat'

The project aligns with India's national goal of 'Viksit Bharat' (Developed India) by 2047. By ensuring that rural and tribal students are not left behind in terms of infrastructure and nutrition, Aurobindo Pharma is contributing to the nation's human capital.

6.2 Conclusion

The construction of Dining Hall and Kitchen Block with Kitchen Equipment at Vidya Bharati Vignana Kendra (VBVK), Nadergul, stands as a landmark example of how well-planned CSR interventions can create deep and lasting social impact. This initiative has not only addressed critical infrastructural gaps but has also significantly improved the overall ecosystem of the institution, including student nutrition, hygiene, discipline, and academic efficiency.

The study clearly demonstrates that the intervention has contributed to measurable outcomes such as a remarkable increase in student enrollment, improved time management within the academic schedule, and enhanced institutional credibility among parents and the community. The transition from traditional cooking practices to a modern steam-based system has brought operational efficiency, reduced cooking time, and created a safer and more dignified working environment for the kitchen staff.

Beyond measurable indicators, the project has created intangible yet powerful impacts promoting equality through common dining, strengthening cultural values, and fostering a sense of unity and belonging among students. The facility has become not just a place for meals, but a space for social cohesion and character building.

While the facility is currently in the early stages of utilization, the strong institutional commitment and planned strategies for increasing student participation indicate that its full potential will be realized in the coming years. With continued support, effective maintenance, and strategic expansion, this initiative has the potential to evolve into a benchmark model for similar educational institutions across the country.

In conclusion, the project reflects a high level of transparency, efficiency, and social return on investment. It is a testament to the transformative power of collaborative efforts between corporate foundations and educational institutions, contributing meaningfully to the broader vision of inclusive and sustainable development.

IMPACT ASSESSMENT REPORT

2025-26

MULTIPURPOSE COMMUNITY HALL
KASIMKOTA VILLAGE & MANDAL, ANAKAPALLI DISTRICT,
ANDHRA PRADESH

An initiative by Aurobindo Pharma Foundation
(A philanthropic arm of Aurobindo Pharma Ltd)



Submitted to



Submitted by



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Abbreviations

APF	:	Aurobindo Pharma Foundation
BPL	:	Below Poverty Line
CBO	:	Community-Based Organization
CSR	:	Corporate Social Responsibility
DPR	:	Detailed Project Report
EWS	:	Economically Weaker Sections
FGD	:	Focus Group Discussion
GoAP	:	Government of Andhra Pradesh
GoI	:	Government of India
IEC	:	Information, Education and Communication
KII	:	Key Informant Interview
M&E	:	Monitoring and Evaluation
MIS	:	Management Information System
NOC	:	No Objection Certificate

OECD	:	Organisation for Economic Co-operation and Development
P4	:	Public-Private-People Partnership
RMP	:	Rural Medical Practitioner
SDGs	:	Sustainable Development Goals
SHG	:	Self-Help Group
VDC	:	Village Development Committee

Acknowledgements

On behalf of APMAS, we would like to extend our heartfelt gratitude to Aurobindo Pharma and its Philanthropic arm, Aurobindo Pharma Foundation for giving us the opportunity to conduct the impact assessment of the Multipurpose Community Hall, at Kasimkota Village & Mandal, Anakapalli District, Andhra Pradesh. This has been a unique and meaningful experience, allowing us to observe and document the transformative changes brought about by this CSR initiative by creating a permanent asset for the rural community to cater the villagers' multipurpose needs.

We sincerely thank the village committee, Sarpanch of Kasimkota, for their invaluable support and cooperation during the assessment process. Additionally, we acknowledge the efforts and cooperation of all the villagers who participated willingly in the FGD, patiently shared data, perspectives, and experiences to support our assessment. Their testimonies provided crucial insights into the human aspect of this project and its profound impact on their lives.

This assessment would not have been possible without the cooperation and support of all the stakeholders involved in the project. Their willingness to share information, respond to our queries, and provide access to facilities ensured that we could carry out our work effectively and with clarity.

With deepest gratitude

Team APMAS

March 2026

1. Executive Summary

1.1. Project Overview

The Multipurpose Community Hall Project at Kasimkota, implemented by Aurobindo Pharma Foundation (APF) under its Corporate Social Responsibility (CSR) initiative, was conceptualized to address the long-standing need for an affordable, accessible, and dignified community space for the residents of Kasimkota and surrounding villages. Prior to the project, economically disadvantaged families had limited access to suitable venues for conducting social, cultural, and community events, often leading to financial strain or compromised arrangements. The establishment of the Multipurpose Community Hall has effectively bridged this gap by providing a well-constructed, centrally located, and affordable facility that caters especially to poor and backward sections of the community.

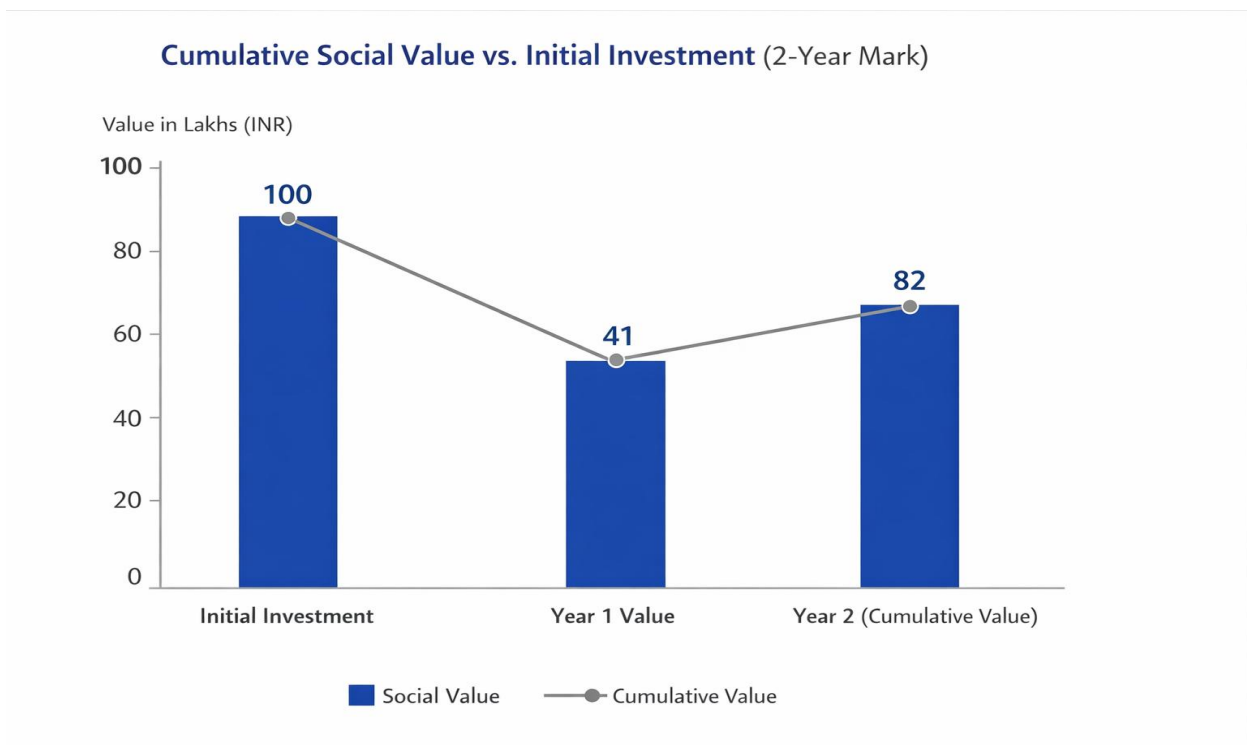
1.2. Key Outcomes

The project demonstrates strong alignment with Aurobindo Pharma Ltd's CSR policy, national development priorities, and the UN Sustainable Development Goals (SDGs).. The Community Hall has been extensively utilized for community meetings, health camps, awareness programs, skill development training, weddings, other Household Functions and religious ceremonies. It has thus evolved into a vibrant social infrastructure asset that strengthens community cohesion and promotes inclusive development. The key outcomes are:

- Achieved 100% completion within the planned timeline and budget.
- The infrastructure quality is commendable, though minor scope exists for improvement in certain amenities.
- The project has generated both direct and indirect livelihood opportunities, including roles in hall maintenance, event management, catering, decoration, and related services, thereby contributing to the local economy.
- The impact assessment, based on OECD evaluation parameters—Relevance, Coherence, Efficiency, Effectiveness, Impact, Sustainability, and Branding—resulted in an outstanding overall score of 98.66%, categorizing the project as “Highly Impactful.”
- The Multipurpose Community Hall has significantly (90% – 95 %) reduced the financial burden on beneficiaries, increased the number of social and health-related gatherings, and strengthened local institutional engagement, and enhanced APF's visibility and goodwill within the community.

- Sustainability mechanisms are in place through structured management by the Village Development Committee, ensuring proper maintenance and continued utilization of the facility. Community ownership and consistent demand further reinforce the long-term viability of the intervention.

1.3. Social Return on Investment (SORI)



An SROI of **0.82** within just the first two years is exceptionally strong for an infrastructure project.

- **Payback Period:** At the current rate of value creation (₹41 Lakhs/year), the project will achieve a **1:1 SROI (Break-even)** in approximately **2.4 years**.
- **Long-term Impact:** Since the building has a functional lifespan of 50 - 60 years, the lifetime SROI is projected to be between **20.0 and 24.0**, meaning every ₹1 invested will eventually create ₹20 to ₹24 in social value.

Within only 24 months of operation, the Multipurpose Community Hall has already returned **82% of its total project cost** in the form of direct communal savings and institutional utility. By providing a subsidized venue for 200 local functions, the Aurobindo Pharma Foundation effectively prevented **Rs. 80 Lakh** from being drained out of the village economy into private commercial venues, directly supporting the financial resilience of Kasimkota’s residents.

1.4. Recommendations

While the project has been a resounding success, this report outlines a roadmap for the future. The following recommendations are for the Village Panchayath to further strengthen and sustain the benefits of the intervention:

- Strategically utilize the available 0.75 cents of land for phased expansion of the hall infrastructure.
- Construct a separate kitchen and dining block to streamline event management, improve hygiene standards, and reduce temporary arrangements made by families.
- Introduce a digitalized booking system to streamline reservations, prevent scheduling conflicts, and ensure fair allocation during peak seasons.

1.5. Conclusion

The establishment of the Multipurpose Community Hall has provided a well-constructed, centrally located, and affordable facility that caters especially to poor and backward sections of the community. Through the multipurpose community hall, 200 local functions were conducted while also preventing INR 80 Lakh from being drained out of the village economy into private commercial venues, directly supporting the financial resilience of Kasimkota's residents.

2. Introduction

2.1. Need for CSR Activities

Rural infrastructure plays a catalytic role in inclusive development by reducing structural disadvantages faced by marginalized communities and enhancing overall economic and social outcomes. The availability of physical infrastructure such as roads, irrigation, schools, and health facilities significantly improves connectivity, access to services, employment opportunities, and income generation, thereby strengthening rural livelihoods and social mobility. At the same time, social infrastructure particularly community assets have a critical influence on household financial behaviour and collective resilience. In the absence of such facilities, rural households, especially economically weaker sections, tend to incur high expenditures on social ceremonies such as weddings and funerals due to cultural expectations and social pressures, frequently relying on informal, high-interest borrowing. Studies[#] show that these expenses can push families into chronic debt, sometimes even leading to distress asset sales and long-term economic vulnerability. Consequently, a significant portion of household resources is diverted from productive investments like education, agriculture, and livelihoods, underscoring the need for integrated rural infrastructure planning that includes both economic and social amenities to promote sustainable and inclusive development.

In this context, the establishment of a multipurpose community hall in Kasimkota represents more than a physical asset, it is an instrument of financial rationalization and social equity. By providing an affordable, accessible, and dignified venue for weddings, community meetings, training programs, SHG gatherings, youth events, and government outreach activities, the hall has the potential to substantially reduce avoidable ceremonial expenditure. This enables poor and backward households to redirect savings towards productive uses, thereby strengthening household asset creation and long-term livelihood security. Moreover, such a shared infrastructure fosters social cohesion, collective identity, and inclusive participation, particularly among marginalized sections who previously lacked access to formal event spaces.

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2.2. CSR Activities in India

Corporate Social Responsibility (CSR): Corporate Social Responsibility (CSR) in India has emerged as a transformative instrument for strengthening rural infrastructure and accelerating inclusive rural development. With the enactment of Section 135 of the Companies Act 2013, India became the first country to mandate CSR spending for eligible companies.

CSR as a Catalyst for Rural Infrastructure: Rural infrastructure is foundational for economic productivity, social equity, and human development. However, public financing constraints and disparities often leave gaps in critical infrastructure such as roads, drinking water, sanitation, school buildings and digital classrooms, primary health centres, skill centres etc.

CSR funding bridges these gaps by complementing government schemes. Corporates increasingly invest in “last mile” infrastructure that directly benefits rural households. Unlike short-term charity, structured CSR projects focus on durable, community-owned infrastructure that generates long-term developmental returns.

Social Infrastructure and Behavioral Change: Beyond economic infrastructure, CSR-supported social infrastructure plays a subtle but powerful role in shaping rural expenditure behaviour. In rural communities, especially among poor and backward classes, significant resources are spent on social ceremonies (weddings, funerals, festivals). Due to the lack of affordable public venues, families often incur high expenses on temporary arrangements or private facilities in towns, sometimes financed through high-interest borrowing.

Inclusive Development: CSR initiatives are increasingly aligned with national priorities and global frameworks such as the United Nations Sustainable Development Goals (SDGs). By targeting marginalized communities, Scheduled Castes, Scheduled Tribes, women self-help groups, and smallholder farmers, CSR interventions enhance social inclusion and equity.

Partnerships: Effective CSR in rural infrastructure works best when aligned with Panchayati Raj Institutions, district administration, and community-based organizations. This convergence ensures community ownership, transparent governance, sustainability and optimum utilisation of assets. When designed strategically, CSR-funded infrastructure becomes a multiplier rather than a standalone structure.

2.3. Aurobindo Pharma Limited

Aurobindo Pharma Limited, founded in 1986 by Mr. P. V. Ramprasad Reddy, Mr. K. Nityananda Reddy, and a group of dedicated professionals, is a leading pharmaceutical company based in India. Commencing its operations in 1988-89 with a single unit manufacturing Semi-Synthetic Penicillin (SSP) in Pondicherry, the company has grown to become a prominent player in the pharmaceutical

industry. In 1992, Aurobindo Pharma became a public company and listed its shares on Indian stock exchanges in 1995.

With a vision to make a positive impact on healthcare and human well-being, Aurobindo Pharma has achieved significant success and leadership in various therapeutic segments, including neurosciences, cardiovascular, anti-retroviral, anti-diabetics, gastroenterology, and antibiotics, among others. The company's strengths lie in its large manufacturing facilities approved by leading regulatory bodies, a diversified product portfolio, and a robust research and development facility in India for formulations and active ingredients. Emphasizing operational excellence, Aurobindo Pharma embraces vertical integration, regulatory expertise, and advanced technology for specialty formulations.

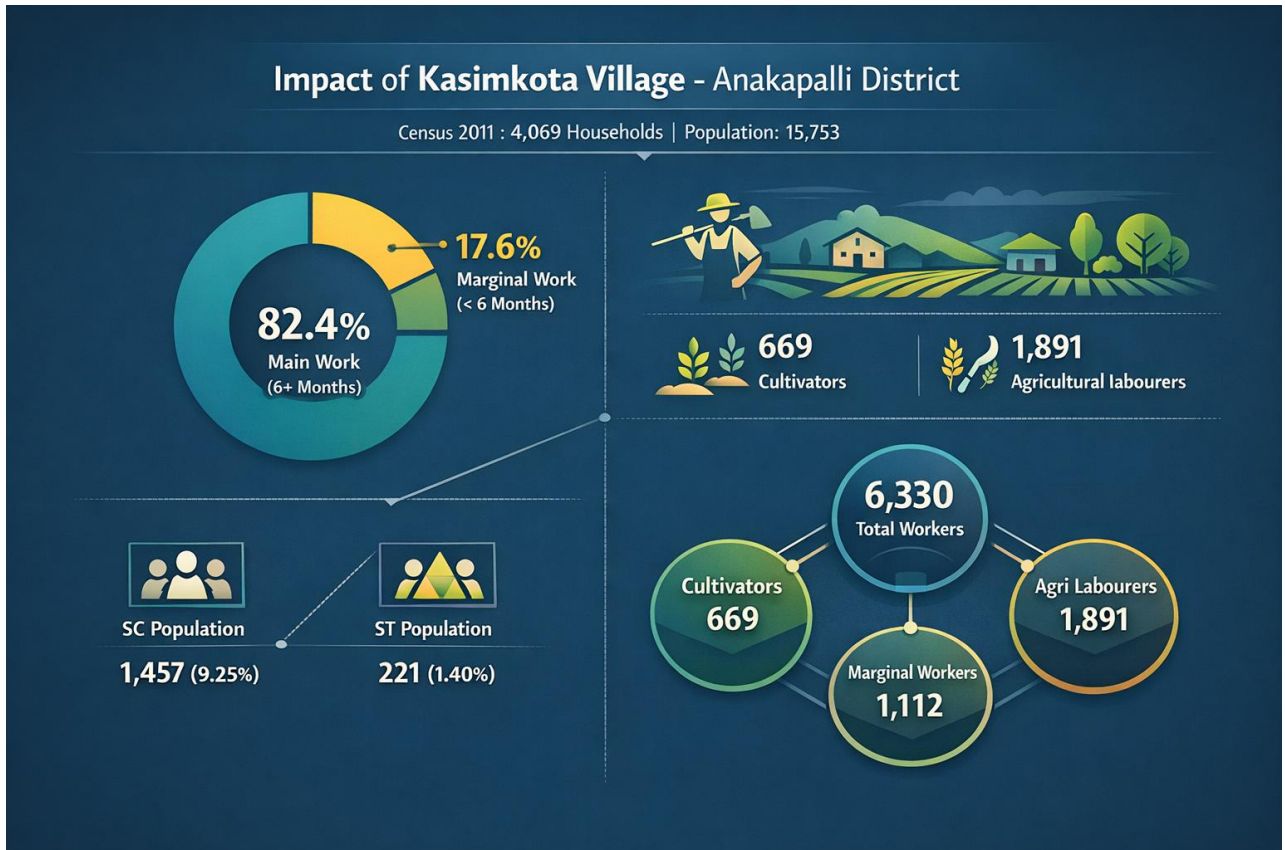
2.4. Aurobindo Pharma Foundation

Aurobindo Pharma Foundation is the philanthropic arm of Aurobindo Pharma Limited, dedicated to fostering the social and economic growth of the nation through its Corporate Social Responsibility (CSR) program. Committed to improving social, environmental, and economic practices, the foundation collaborates with community groups and implements initiatives that benefit society and enhance the country's institutions.

Focused on sustained excellence and responsible business practices, Aurobindo Pharma Foundation operates and adheres to essential social and environmental policies. The foundation's CSR initiatives encompass various intervention areas, such as promoting education, supporting preventive healthcare, eradicating hunger, and poverty, ensuring safe drinking water availability, encouraging environmental sustainability, conserving natural resources, and establishing old-age homes and many more. Through its responsible and compassionate approach, Aurobindo Pharma Foundation exemplifies the commitment of Aurobindo Pharma Limited towards social welfare, sustainability, and inclusive growth, aligning its efforts with the needs of the communities it serves and the well-being of the nation.

2.5. Kasimkota Village

Kasimkota is major gram panchayat and mandal headquarters of the Kasimkota Mandal in the Anakapalli District of Andhra Pradesh. The village is known for its jaggery market. As per the census 2011, the village has 4,069 families with population of 15,753. In Kasimkota village out of total population, 6330 were engaged in various activities. 82.4 % of workers earn more than 6 months from cultivation and agriculture labour, while 17.6 % work and earn less than 6 months from labour work. Schedule Caste (SC) constitutes 1,457 (9.25%) while Schedule Tribe (ST) constitutes 221 (1.4%) of total population in Kasimkota village.



2.6. Project Background

Back in 2023, the village development committee (VDC) of Kasimkota village felt the need for a public venue for the usage of village for family ceremonies and public programmes. They passed a unanimous resolution requesting CSR grants from Aurobindo Pharma Foundation for construction of multipurpose community hall in 0.08 cents in the panchayat owned land at Survey No: 110/1, near the panchayat office. The request was approved by the Aurobindo Pharma Foundation with estimated budget of Rs. 1.22 Crores.

2.7. Impact Assessment

The Impact Assessment of the Multipurpose Community Hall constructed under Aurobindo Pharma Foundation CSR support in Kasimkota Village is designed to evaluate the effectiveness, utilization, and long-term socio-economic significance of the initiative. The study focuses on understanding how the asset has influenced expenditure patterns, social inclusion, community engagement, and local development outcomes. The specific objectives are:

- 1. Community Awareness, Accessibility, and Utilization:** Assess the level of awareness among village households regarding the availability and purpose of the Community Hall and evaluate the extent and patterns of its utilization for social, cultural, educational, and developmental activities.
- 2. Reduction in Ceremonial Expenditure and Financial Stress:** Examine the extent to which the Hall has contributed to reducing household expenditure on weddings, social functions, and other community events, particularly among poor and backward classes, and assess its role in minimizing high-interest borrowing for such purposes.
- 3. Relevance to Community Needs:** Evaluate how well the design, facilities, location, and pricing structure of the Hall align with the socio-economic and cultural needs of the local population, including marginalized and vulnerable groups.
- 4. Effectiveness of CSR Intervention:** Assess the effectiveness of the CSR initiative in delivering intended outcomes such as improved social infrastructure, enhanced dignity in conducting events, increased community participation, and support for government and development programs.
- 5. Resource Management and Governance:** Review the operational model, maintenance systems, revenue generation (if applicable), and community involvement in management to determine efficiency, transparency, and accountability in asset utilization.
- 6. Sustainability and Long-Term Social Impact:** Examine the sustainability of the Community Hall in terms of infrastructure upkeep, financial viability, community ownership, and its broader impact on social cohesion, collective action, skill development programs, SHG meetings, and local socio-economic development.



Beneficiary expressing his happiness about the low-cost venue for his marriage.

3. Methodology and Approach

3.1. Evaluation Framework

The Organisation for Economic Co-operation and Development (OECD), Development Assistance Committee (DAC) criteria provide a comprehensive framework for evaluating the effectiveness and impact of development projects ensuring that they not only achieve immediate goals but also deliver sustainable, long-term improvements.



The key criteria are:

Relevance: This assesses the alignment of the project with the actual needs of the target population and the priorities of stakeholders. It ensures that the project's goals are contextually appropriate and effectively address the most pressing issues.

Coherence: This assesses how well the project aligns with other interventions in the area. It evaluates consistency with broader policies, objectives, and strategies, ensuring that the initiative complements with other activities for overall harmony in the region.

Effectiveness: This measures the extent to which the project achieved its intended outcomes, how successfully the objectives were realized and whether the expected results were delivered within the defined timeline and scope.

Efficiency: This assesses the optimal use of resources, including time, money, and personnel. It focuses on cost effectiveness in delivering outputs and achieving value for the resources invested.

Impact: This examines the long-term and broader effects of the project, considering both intended and unintended outcomes. It highlights the project's contribution to social, economic, or environmental development over time.

Sustainability: This assesses the project’s benefits after completion and the local capacity, ongoing funding, and the resilience of the intervention’s effects to ensure long-term viability.

3.2. Data Collection Tools

Interviews: Structured interviews with key stakeholders such as the Hall in-charge, Village Development Committee, Village people, beneficiaries and visitors of the Hall.

Questionnaires: Administered to a sample of beneficiaries.

Focus Group Discussions (FGDs): Conducted with community members to assess public perception and awareness.

Hall Records: Gathered data on charges collected from the beneficiaries, hall usage statistics, hall allocation criteria, expenditure for maintenance of the hall, water, electricity, cleaning etc.

Observation: Physical verification of facilities and infrastructure.

3.3. Sampling Size

Category of Respondents	Sample Size and Tools	
Hall Maintenance In-charge	1	Interview & Questionnaire
Village Development Committee	6	Records, Interview & Questionnaire
Direct Beneficiaries	10	Interview & Questionnaire
Visitors	10	
Indirect Beneficiaries	2	
Focused Group Discussion	12	Interview
Total	29+12	
Purposive Sampling was adopted, involving the targeted selection of respondents and stakeholders who could provide in-depth insights		

3.4. Data Analysis

Quantitative Analysis: Data from Multipurpose Community Hall records was analysed to assess the hall usage details, cost savings in family functions of villagers and assessed the hall’s contribution in village needs such as public meetings, trainings and village committee meetings etc.

Qualitative Analysis: Thematic coding of interview responses to evaluate satisfaction, accessibility, and challenges, and analysis of FGD insights to identify impacts.

3.5. Limitations

Sample Size: The study covered a limited number of respondents (29 individuals and 1 FGD), which may not fully represent the perspectives of all households in the village.

Time Constraints: The assessment primarily captures short-term outcomes and long-term behavioural changes in expenditure patterns, asset sustainability, and inter-generational socio-economic impacts could not be comprehensively assessed.

Generalisability: The findings are specific to the Multipurpose Community Hall in Kasimkota Village and may not be directly applicable to other villages with different contexts.

Estimations of Cost Savings: The assessment of reduction in ceremonial expenditure and household savings is largely based on respondent recall and self-reported estimates, as there are no formal records of previous private spending on weddings and other social functions.



4. Analysis and Findings

4.1. Relevance

Relevance assesses how well a programme aligns with Government priorities and addresses the genuine needs of the community. In this context, the Multipurpose Community Hall constructed in Kasimkota, Anakapalli district is highly relevant to the socio-economic realities of the village population. Prior to its construction, residents particularly poor and backward households were compelled to depend on private function halls in Kasimkota and nearby towns, where rental charges ranged from Rs. 20,000 to Rs. 50,000 per day. This resulted in heavy financial strain, often leading to borrowing at high interest rates to meet ceremonial expenses. The absence of a common community facility also limited opportunities for village-level meetings, training programs, health camps, and other developmental activities.

The establishment of the Community Hall directly addresses these gaps by providing an affordable, accessible, and inclusive infrastructure within the village. The project aligns with Government priorities on rural infrastructure development, social equity, skill development, and community participation. The hall supports local governance activities, capacity-building programs such as tailoring training, public health outreach through health camps, and social cohesion through collective gatherings. By reducing unproductive expenditure and promoting community-based development initiatives, the project demonstrates strong relevance to beneficiary needs as well as complementarity with existing Government programmes aimed at rural development and inclusive growth.

4.2. Coherence

Coherence refers to the extent to which the intervention is compatible with and complementary to other policies, programmes, and institutional priorities at the national and state levels. The Multipurpose Community Hall established in Kasimkota, Anakapalli district demonstrates strong coherence with national development priorities, rural development strategies, and the Sustainable Development Goals (SDGs). The facility strengthens grassroots social infrastructure and supports inclusive growth without duplicating existing government efforts. Instead, it acts as an enabling platform for the implementation of various public programmes at the village level.

Alignment of the programme with National Priorities – Sustainable Development Goals

The Sustainable Development Goals (SDGs), commonly recognized as the global goals, were established in 2015 by all United Nations members with the purpose of eradicating poverty, protecting the environment, and ensuring that everyone lives in peace and prosperity by 2030. India was a significant contributor to the development of the SDGs and is committed to achieving them by 2030.



The project's aim mainly contributes to

Reduce Poverty in All Its Dimensions: By 2030, reduce at least by half the proportion of men, women and children living in poverty in all its dimensions according to national definitions.

- The project reduces multidimensional poverty by lowering unproductive ceremonial expenditure (private halls costing Rs. 20,000–50,000 per day versus Rs. 3,000 in the community hall).
- It strengthens financial resilience among poor and backward households by preventing high-interest borrowing for life-cycle events.
- Savings can be redirected toward productive needs such as education, agriculture, housing improvement, and livelihoods.


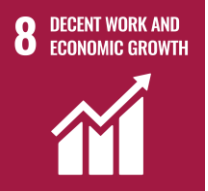



Implement Social Protection Systems: Implement nationally appropriate social protection systems and measures for all.

- Provides affordable access to essential social infrastructure, the hall acts as a community-level protective mechanism that shields vulnerable families from financial shocks related to weddings and social functions.
- Complements existing government welfare schemes by serving as a platform for awareness meetings and beneficiary mobilization.

Equal Rights to Economic Resources and Basic Services: Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources and access to basic services.

- Ensures equitable access to dignified social infrastructure regardless of income status.
- Promotes inclusion by enabling economically weaker sections to conduct events within their village without discrimination or financial exclusion.

Other SDGs that covered are:

 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Provides space for health camps and awareness programmes, strengthening preventive healthcare outreach at the grassroots level.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Supports skill development initiatives such as the 30-day tailoring training programme, contributing to livelihood enhancement and local income generation.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>Ensures equitable access to dignified event infrastructure for poor and backward households, reducing social disparities in conducting life-cycle events.</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Enhances rural social infrastructure, promotes inclusive community spaces, and strengthens local governance and participatory development.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Demonstrates effective collaboration between CSR initiatives, village institutions, and government systems to deliver sustainable rural infrastructure.</p>

The project is in line with government Rural Development and Poverty Eradication programmes such as:

- **Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM):** By providing a venue for Self-Help Group (SHG) meetings, capacity-building sessions, and skill development activities.
- **Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA):** Strengthening rural infrastructure indirectly supports sustainable employment and community asset creation. The hall indirectly created the opportunities for food caterers, decoration providers, photographers, cleaning workers etc.
- **National Social Assistance Programme (NSAP):** Supports economically vulnerable families by reducing the financial burden associated with life-cycle events.

The project is coherent with the development vision of the Government of Andhra Pradesh, particularly in relation to inclusive growth and poverty eradication initiatives such as:

- **Super Six Welfare Commitments:** The hall supports welfare delivery by enabling beneficiary meetings, awareness sessions, grievance redressal camps, and community mobilization activities linked to state welfare schemes.
- **P4 - Public-Private-People Partnership for Poverty Eradication:** The community hall exemplifies the P4 model by acting as a shared infrastructure created through CSR (private sector), managed by the village committee (people), and aligned with public development objectives (government). By reducing non-productive expenditure and facilitating skill training and health outreach, the project directly contributes to poverty reduction and financial resilience of vulnerable households.

The hall functions as a convergence platform where multiple government welfare initiatives can be implemented more effectively at the village level. The Multipurpose Community Hall does not operate in isolation; rather, it strengthens and complements existing national and state-level rural development frameworks. It enhances the effectiveness of government programmes by providing the necessary physical infrastructure for implementation, community mobilization, and capacity building. Thus, the intervention demonstrates strong policy coherence, institutional compatibility, and alignment with broader development goals aimed at inclusive, equitable, and sustainable rural development.

4.3. Effectiveness

Effectiveness is assessed by examining how systematically the project was conceptualized, implemented, monitored, and aligned with stakeholder needs to ensure sustainable social impact. The Multipurpose Community Hall project demonstrates strong effectiveness through structured planning, inclusive targeting, institutional mechanisms, and measurable socio-economic outcomes.

The project's core objective was to provide an affordable, accessible, and dignified social infrastructure facility to economically weaker sections of the community, thereby reducing financial burdens associated with social functions and strengthening community cohesion. To successfully achieve these outcomes, the project adopted the following measures:

Identification of the Problem: The need for a low-cost community space was identified through stakeholder consultations and local assessment in Kasimkota village, where families especially from Below Poverty Line (BPL) and backward communities were incurring high expenses (₹20,000–₹50,000 per day) for private function halls.

The absence of affordable infrastructure often led to debt dependency and financial stress. Recognizing this socio-economic gap, the implementing agency conceptualized the project to establish a subsidized community hall facility costing approximately ₹3,000 per day, directly addressing financial vulnerability at the grassroots level.

Process-Driven Implementation Strategy: The project followed a structured and transparent implementation approach:

- Detailed planning and site feasibility assessment.
- Infrastructure development aligned with safety, sanitation, and accessibility norms.
- Provision of essential amenities including a spacious hall, dining area, sanitation facilities, two rooms with attached washrooms (separate for male and female) and inclusive access features.
- Institutionalized booking and maintenance procedures to ensure sustainability.

The hall was designed not merely as an event space but as a multifunctional community asset capable of hosting weddings, public meetings, awareness campaigns, training programs, and government outreach activities.

Institutional Strength and Implementation Oversight:

- The project benefitted from strong coordination between the implementing foundation, local authorities, and community stakeholders.
- Clear role delineation ensured accountability.
- Financial oversight mechanisms promoted transparency in construction and operational expenditure.
- Monitoring system was established to track utilization rates, maintenance and standards.
- This structured governance framework strengthened implementation quality and ensured long-term functionality of the hall.

Targeted Beneficiaries and Inclusive Outreach: The primary beneficiaries include:

- Economically weaker and BPL families
- Marginalized and backward communities

- Women's groups and self-help groups
- Youth associations and village-level institutions

The project effectively reached its intended beneficiaries by maintaining affordable pricing and prioritizing local community access. It also indirectly benefits the wider population by serving as a platform for public health camps, welfare awareness drives, and livelihood programs.

Systems for Sustainability and Impact Validation: To validate robustness and ensure continued impact:

- A maintenance and management mechanism has been established.
- Usage tracking ensures optimal occupancy and community relevance.
- Periodic review mechanisms assess financial viability and infrastructure upkeep.
- Community participation promotes shared ownership and accountability.

These systems enhance operational sustainability and safeguard the project's long-term social returns.

Overall Assessment of Effectiveness: The project demonstrates strong effectiveness as it:

- Addressed a clearly identified socio-economic gap.
- Implemented a structured, transparent, and accountable development process.
- Targeted the most vulnerable sections of society.
- Established systems for sustainability and monitoring.
- Generated measurable financial relief and strengthened social cohesion.

By ensuring that planning, execution, monitoring, and beneficiary engagement were integrated cohesively, the project maximizes its potential to generate lasting and equitable social impact in Kasimkota and surrounding communities.

4.4. Efficiency

The efficiency criterion assesses whether the project was completed in a cost-effective and timely manner and whether financial, technical, and time resources were optimally utilized to achieve the intended outcomes. The project demonstrates strong efficiency in budget management, adherence to timelines, and strategic enhancement of infrastructure.

Timeliness of Project Completion: The project was successfully completed in February 2024, within the planned implementation schedule.

- The originally planned hall construction progressed as per the approved work plan.
- Milestone-based supervision ensured timely execution of each phase of construction.
- Coordination among implementing agency, contractors, and local stakeholders minimized delays and operational bottlenecks.

The completion of the project within the scheduled timeframe reflects strong project planning and execution capacity.

Cost Efficiency and Budget Management:

- The original approved budget for the Multipurpose Community Hall was ₹1.22 Crore, and the construction was within the sanctioned budget of ₹1.22 Crore, without cost overruns.
- Payment milestones were clearly defined and linked to verified stages of construction progress.
- Financial monitoring systems ensured transparency, accountability, and prudent utilization of funds.
- During implementation, it was identified that a boundary wall and main gate were essential for safeguarding the infrastructure and ensuring long-term asset protection. The same were constructed without the additional funding requirements.
- This expenditure was a value-addition and strategic infrastructure enhancement.
- The decision strengthened security, durability, and sustainability of the community asset.

Thus, the core project remained within its approved financial framework, and the additional allocation was purposefully invested to enhance long-term utility.

Optimal Utilization of Resources: The project efficiently leveraged:

- Financial Inputs: Strict cost control and milestone-based disbursements ensured value for money.
- Technical Expertise: Quality construction standards were maintained through professional supervision.
- Time Resources: Structured planning reduced idle periods and ensured steady workflow.
- Stakeholder Engagement: Community consultations ensured infrastructure met actual needs, preventing redesigning costs or underutilization.

The alignment between planned inputs and achieved outputs demonstrates high cost-effectiveness.

Avoidance of Duplication or Overlap:

- The project fills a genuine infrastructure gap in the locality.
- There is no comparable affordable community hall facility serving economically weaker sections in the immediate area.
- Proper coordination ensured that the intervention complements, rather than duplicates, existing infrastructure.
- This confirms that funds were invested in an unmet need, maximizing social returns and preventing resource inefficiencies.

Overall Assessment of Efficiency: The Multipurpose Community Hall project demonstrates strong efficiency as:

- It was completed on schedule (February 2024).
- The originally planned hall was delivered within the sanctioned budget of ₹1.22 Crore.
- Boundary wall and gate construction were completed to enhance safety and sustainability without any additional funding requirement.
- Financial controls, milestone-based payments, and monitoring mechanisms ensured transparency and cost-effectiveness.
- There was no duplication or overlap of similar infrastructure in the surrounding area.

Overall, the project reflects prudent financial stewardship, timely delivery, and optimal resource utilization, resulting in a sustainable and socially valuable community infrastructure.

4.5. Impact

The impact of the Multipurpose Community Hall project is reflected in the significant socio-economic changes experienced by the local community, particularly economically weaker and Below Poverty Line (BPL) families. The intervention has addressed a long-standing gap in affordable social infrastructure, resulting in measurable financial relief, enhanced social cohesion, and strengthened community resilience.

One of the most prominent impacts of the project is the reduction in financial burden associated with social functions such as weddings and community ceremonies. Prior to the construction of the hall, families were compelled to rent private function halls in nearby towns at costs ranging between ₹20,000 and ₹50,000 per day. With the availability of the community hall at an approximate user charge of ₹3,000 per day, families now experience substantial savings. On average, each event results in savings of approximately ₹25,000. With an estimated 150–200 events conducted annually, the project generates annual financial savings of approximately ₹37.50 to ₹50.00 lakh for local households. These savings help prevent distress borrowing, reduce reliance on informal money lenders, and protect productive household assets such as land, livestock, and jewelry.

Beyond direct financial benefits, the project has contributed to reducing financial vulnerability and social stress among marginalized families. Social obligations, particularly marriages, often lead to catastrophic expenditures in rural households, pushing them into cycles of debt. The availability of a dignified and affordable community space has minimized this risk and enhanced financial stability. Families are now able to redirect saved resources toward education, healthcare, housing improvements, and livelihood activities, thereby contributing to long-term poverty reduction.

The hall has also emerged as a vital platform for social cohesion and community engagement. It is regularly used for Gram Sabha meetings, Self-Help Group (SHG) gatherings, awareness programmes,

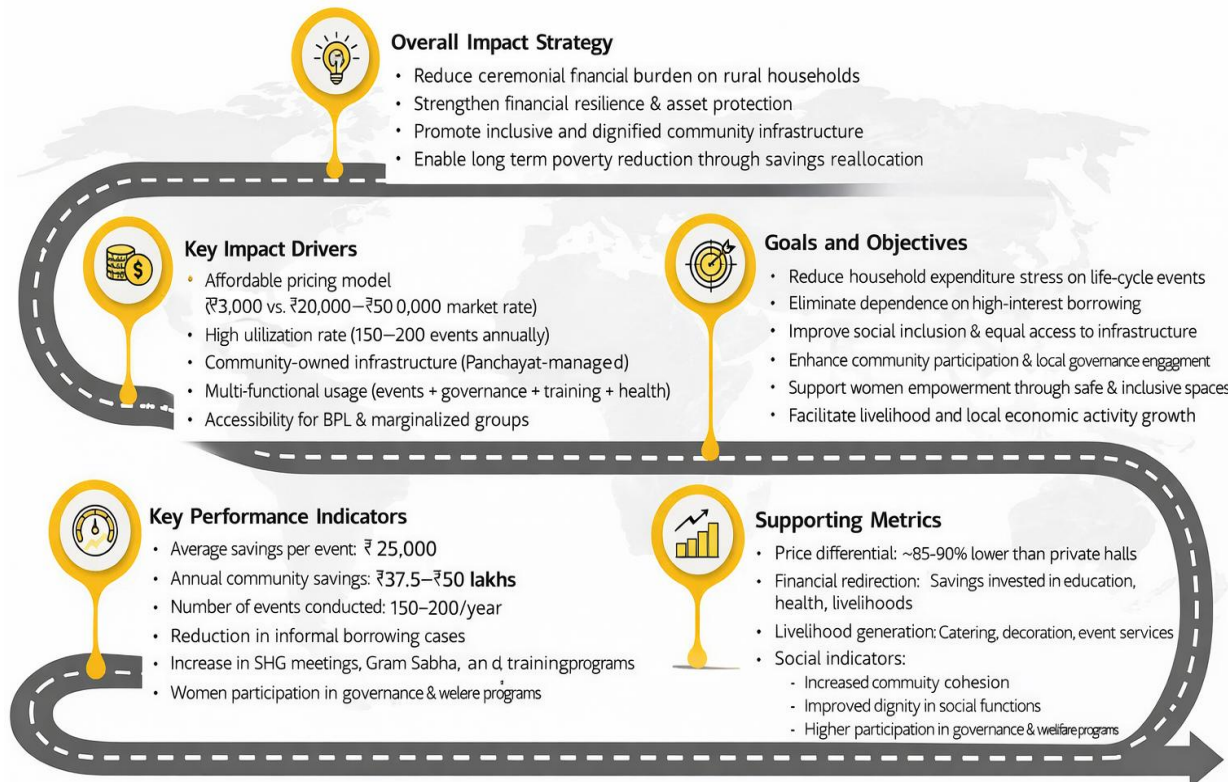
training sessions, and government outreach activities. This has strengthened participatory governance and improved access to welfare schemes. The infrastructure enables greater community interaction, fostering unity and collective responsibility among residents.

Gender inclusion has been positively influenced through the provision of separate sanitation facilities and safe spaces within the premises. Women's participation in community meetings and SHG activities has increased, as the infrastructure ensures privacy and dignity. This contributes to greater social inclusion and empowerment of women within the village.

The project has also generated indirect economic benefits. Local vendors, decorators, caterers, and service providers benefit from increased event activity, creating supplementary livelihood opportunities. The construction phase further provided short-term employment to local laborers and workers. Additionally, the investment of ₹1.22 Crore has resulted in the creation of a secure and durable community asset that will serve future generations.

From a broader development perspective, the project contributes to poverty reduction, reduced inequalities, and sustainable community development by ensuring equitable access to essential social infrastructure. It has strengthened the village's institutional capacity by providing a structured venue for public engagement and service delivery. No significant adverse or unintended negative consequences were reported during the assessment.

Overall, the Multipurpose Community Hall has produced sustained economic relief, enhanced social harmony, strengthened local governance processes, and created a lasting asset. The intervention demonstrates how strategic investment in grassroots social infrastructure can generate meaningful and long-term developmental impact for marginalized populations.



4.6. Sustainability

Sustainability refers to the continuation of positive outcomes beyond the project period. It assesses whether the infrastructure, systems, financial mechanisms, and governance structures are strong enough to ensure long-term benefits without external dependency. The Multipurpose Community Hall project demonstrates strong sustainability through institutional ownership, financial self-reliance, and operational continuity mechanisms.

The hall has been formally handed over to the Kasimkota Gram Panchayat, which also owns the land on which it is constructed. All necessary statutory approvals and construction permissions were obtained prior to development, ensuring regulatory compliance and eliminating future legal risks. This formal transfer of ownership to the Panchayat establishes clear accountability and long-term governance responsibility at the local level.

The extent of land allocated for the project is approximately 0.75 acres, providing ample space not only for current operations but also for future expansion or additional infrastructure development if required. This land availability enhances long-term strategic flexibility and strengthens the asset's sustainability potential.

From an operational standpoint, the hall is managed and maintained by Panchayat personnel. The local administration oversees booking, scheduling, cleaning, utilities management, and routine upkeep. This ensures that maintenance responsibilities are embedded within the existing local governance structure rather than relying on external agencies.

Financial sustainability is a key strength of the project. The hall generates user-based revenue through affordable booking charges. The income generated is sufficient to cover recurring maintenance expenses such as electricity, water supply, cleaning, and minor repairs. This self-sustaining revenue model reduces dependence on external funding while ensuring continuous functionality of the facility.

The presence of a boundary wall and main gate further strengthens sustainability by safeguarding the infrastructure against misuse or encroachment. Proper asset protection minimizes long-term repair costs and extends the life of the infrastructure.

Community ownership and regular usage also contribute significantly to sustainability. As the hall serves as a central venue for social events, Gram Sabha meetings, Self-Help Group activities, and public programmes, it remains actively utilized and valued by the community. High utilization enhances collective responsibility and reduces the risk of neglect.

Overall, the Multipurpose Community Hall demonstrates strong sustainability due to ownership by the Panchayat, regulatory compliance, adequate land for future expansion, revenue generation sufficient to meet operational costs, and structured maintenance mechanisms. These factors ensure that the project will continue delivering social and economic benefits to the community for the long term without external financial dependence.

4.7. Branding and Visibility

The physical verification of the Multipurpose Community Hall confirms the strong and prominent visibility of the Aurobindo Pharma Foundation branding across the premises. The Foundation's name is clearly displayed on the top roof safety walls, ensuring high visibility from a distance and immediate recognition within the locality.

Dedicated Silaphalakams (foundation stones) have been installed on the exterior walls of the hall, formally acknowledging the Foundation's contribution to the construction of the facility. In addition, the name is displayed on the backdrop of the dais inside the hall, making it visible during public events, ceremonies, meetings, and official gatherings.

Importantly, the branding has been executed in both English and Telugu languages, enhancing inclusivity and ensuring that the local community easily identifies and associates the infrastructure with the Foundation. Interactions with local residents and Panchayat representatives confirm that the facility is widely recognized and commonly referred to as the "Aurobindo Function Hall." This

demonstrates strong brand recall and positive community association with the Foundation's contribution.

Overall, the branding and visibility efforts are prominent, appropriately positioned, and well-integrated into the infrastructure. The visibility not only acknowledges the Foundation's CSR initiative but also reinforces its image as a committed partner in grassroots community development.



5. Recommendations and Way Forward

The following recommendations are proposed to the Multipurpose community Hall Management (Village Authorities) to address the identified challenges and to further enhance the functionality, revenue potential, and long-term sustainability of the Multipurpose community Hall at Kasimkota.

5.1. Enhance Capacity to Host Multiple Events

The multi-purpose community Hall currently has the capacity to host only one community event or programme at a time. During peak wedding and festive seasons, the demand for the hall significantly increases, with two or more families often requesting bookings for the same date. Due to infrastructure limitations, the Panchayat is unable to accommodate multiple events simultaneously, leading to missed opportunities for community members and reduced potential revenue generation for maintenance and future development.

Operational Constraints: The absence of partitioned spaces or additional functional areas restricts flexibility in scheduling smaller parallel events such as meetings, cultural programmes, or community gatherings alongside major functions. This limits optimal utilization of the facility.

Revenue Implications: Inability to host concurrent programmes during high-demand periods results in loss of potential income that could otherwise support facility upgrades, expansion, or enhanced amenities.

Recommendation - Expansion and Optimal Utilization of Available Land: The Panchayat may strategically utilize the available 0.75 cents of land for phased expansion of the hall infrastructure. Considering the increasing demand during wedding and festive seasons, expansion would enable the hall to accommodate multiple functions simultaneously or create additional utility spaces. This would significantly enhance community access and improve revenue generation capacity. A master plan for future development may be prepared to ensure systematic and sustainable expansion.

5.2. Facilities for Accommodation

Space Constraints: The Multipurpose community hall presently has only two rooms with attached toilets, primarily intended for use by the function host families. While these rooms are adequate for small-scale events, they are insufficient during large gatherings such as weddings, where extended family members require additional space for preparation and rest. Limited room availability creates inconvenience for families conducting events, especially during multi-day functions or traditional ceremonies requiring separate arrangements for elders, children and women, or storage of

materials. The absence of a dedicated kitchen and dining facility also limits the hall's functionality for large-scale events

Recommendation: Construction of Kitchen and Dining Block and Seating Arrangements: The construction of a separate kitchen and dining block would streamline event management, improve hygiene standards, and reduce temporary arrangements made by families. A well-designed dining area would enhance convenience for guests and elevate the overall user experience.

Procuring and installing permanent or semi-permanent seating facilities would improve operational efficiency and reduce recurring costs associated with hiring chairs and furniture. Structured seating arrangements would also enhance safety, comfort, and the aesthetic appeal of the hall during official functions and social events.

5.3. Washrooms for Visitors

A significant infrastructure gap is the absence of separate washroom facilities for visitors and attendees. Currently, the available attached toilets are meant for the function families, leaving guests without proper sanitation facilities. This issue is particularly problematic for women, elderly guests, and children, causing discomfort and inconvenience during long-duration functions. Lack of accessible sanitation facilities may discourage some community members from fully participating in events hosted at the hall. Insufficient sanitation arrangements during large gatherings can pose hygiene challenges, especially when attendance runs into several hundred during wedding seasons.

Recommendation - Construction of Dedicated Washrooms: A priority intervention is the construction of separate washroom blocks for visitors, with adequate facilities for women, elderly individuals, and persons with disabilities. This will address hygiene concerns and improve inclusivity, particularly during large gatherings. Proper water supply, sanitation, and maintenance mechanisms must be integrated into the design.

5.4. Other Recommendations

Digitalization: To enhance transparency and efficiency, the Panchayat may introduce a digitalized booking system. An online or computerized booking platform would streamline reservations, prevent scheduling conflicts, and ensure fair allocation during peak seasons. Digitization of revenue and expenditure records will strengthen financial accountability, simplify audits, and support data-driven planning for maintenance and future expansion.

Strengthening Systems: Establishing a structured maintenance schedule, including periodic inspections of electrical systems, plumbing, roofing, and sanitation facilities, will preserve

infrastructure quality. A portion of hall revenue may be earmarked as a maintenance reserve fund to ensure timely repairs and upgrades without financial strain.

Enhancing Community Outreach: The Panchayat may also promote the hall for government programs, self-help group meetings, skill development workshops, cultural activities, and youth engagement events during non-peak seasons. This will maximize utilization throughout the year and reinforce the hall's role as a community development asset.

Skill Development: The Multipurpose community Hall may also be strategically transformed into a Skill Development Centre during non-peak periods, leveraging support to enable optimal utilization of the infrastructure beyond social functions and position the hall as a hub for community empowerment and livelihood enhancement. By organizing vocational trainings, digital literacy sessions, tailoring and handicraft workshops, entrepreneurship development initiatives, and youth skill-building activities, the hall can generate sustained social impact. Women, youth, and economically weaker sections of Kasimkota and nearby villages would particularly benefit from such initiatives, improving employability and income-generation opportunities.

5.5. Way Forward

Addressing these challenges through expansion of the hall infrastructure such as adding multipurpose sections, constructing additional rooms, and developing separate washroom blocks for visitors will significantly enhance functionality, improve user experience, and increase revenue potential. Strengthening these facilities will ensure that the Multipurpose Community Hall continues to serve as a reliable and inclusive community asset.

Short-Term (0–6 months): Priority may be given to addressing essential infrastructure gaps, including the construction of separate washrooms for visitors and procurement of permanent seating facilities. Simultaneously, the Panchayat may initiate the digitalization of the hall booking system along with computerized revenue and expenditure records to enhance transparency and efficiency. A feasibility assessment may also be conducted to explore the transformation of the hall into a Skill Development Centre during non-peak periods.

Mid-Term (6–12 months): Construction of a dedicated kitchen and dining block may be undertaken to improve functionality and user convenience. A structured plan for utilizing the vacant land (0.75 cents) may be prepared, focusing on phased expansion to accommodate multiple events or create additional training spaces. In parallel, pilot skill development programs may be launched, targeting youth, women, and economically weaker sections.

Long-Term (12+ months): Phased expansion of the hall infrastructure may be implemented to enable multi-event hosting and integrated training facilities. The hall can be institutionalized as a dual-purpose community asset serving both as a social function venue and a Skill Development Centre. Establishing sustainable revenue management practices, a maintenance reserve fund, and

long-term partnerships will ensure continued community benefit, enhanced livelihood opportunities, and long-term sustainability of the asset.

6. Conclusion

The Multipurpose community Hall at Kasimkota stands as a remarkable example of how thoughtfully designed community infrastructure can create lasting social and economic value. By providing an affordable and accessible venue for weddings, cultural programs, social gatherings, and public meetings, the project has significantly reduced the financial burden on families who would otherwise incur high rental costs at private function halls. The facility has not only addressed a critical local need but has also strengthened community cohesion by offering a dignified space for collective celebrations and events.

Beyond its immediate functional benefits, the hall has emerged as a sustainable community asset under the stewardship of the Panchayat, generating sufficient revenue for its maintenance and future improvements. With strong branding visibility and widespread recognition as the “Aurobindo Function Hall,” the project has earned deep community appreciation and trust. Looking ahead, with planned expansions and the potential transformation into a skill development centre, the hall is well-positioned to evolve into a multifunctional hub for social, cultural, and economic empowerment. Overall, this initiative exemplifies impactful CSR in action—creating enduring benefits, fostering inclusivity, and contributing meaningfully to grassroots development in Kasimkota.



7. Scoring Matrix

The scoring matrix was used to evaluate and score performance of the Project. The following table provides the overall rating across the defined parameters:

OECD Parameters	Indicators	Weightage	Score Achieved	Combined Weightage	Weighted Average Score
Relevance	Need assessment report	20%	20%	W1: 40%	40%
	Relevance to patients	50%	50%		
	Alignment with SDGs	30%	30%		
Coherence	Alignment with national policies	50%	50%		
	Alignment with Aurobindo CSR policy	50%	50%		
Efficiency	Timeline Adherence: Project Completion	40%	40%		
	Adherence: Budget	40%	35%		
	Avoiding Duplication of project	20%	20%		
Effectiveness	Target achievement	100%	100%		
Impact	Cost Savings for Beneficiaries	25%	25%		
	Increased No of Meetings and Health Campaigns	25%	25%		
	Facilities and Infrastructure	25%	20%		
	Jobs/Alternative Livelihoods Created	25%	25%		
Sustainability	Sustainability mechanism	50%	50%	W3: 10%	10%
	Maintenance and Hall management	50%	50%		
Branding	Branding/visibility	100%	100%	W4: 10%	10%
Score= W1*Average (Relevance, Coherence) + W2*Average (Efficiency, Effectiveness, Impact) + W3* (Sustainability) + W4 (Branding)					98.66%

The Multipurpose community Hall project implemented in Kasimkota scored an **average of 98.66%**. The project was aligned to APF's CSR policy and SDGs and was relevant to the needs of the

community. The completion rate was 100% for the project and as per the discussion with the stakeholders from APF and Kasimkota Village Development Committee and locals, the project catered to needs of the poor and backward classes of the Kasimkota and surrounding people. Budget is rated at 87.5 % due to the slight variation of budgeted expenditure vs. actual expenditure. The facilities were also scored at 87.5% for lacking separate washrooms for the visitors. The total score of the project is 98.66% due to which this project can be rated as **“Highly Impactful”** in nature.



8. Testimonials

8.1. S. Ramulu, Beneficiary

"I am very thankful to the Aurobindo Pharma Foundation Constructed Multipurpose Function Hall at Kasimkota for giving us an affordable and dignified place to celebrate my daughter's Half Saree function. Earlier, we were worried because private function halls in nearby areas charge very high rents, which are difficult for families like ours to afford. Because of this hall, we were able to conduct the ceremony comfortably without financial burden. The space was sufficient for our relatives and guests, and the attached rooms were very useful for our family members. This facility has truly supported middle-class and poor families in conducting their important life events with pride and respect."



8.2. Jaya Rajani, Sarpanch



"The Aurobindo Pharma Foundation Constructed Multipurpose Function Hall has become a valuable asset for our village. It is not just a building, but a symbol of development and community unity. Many families from poor and backward sections are benefiting from this infrastructure, as they can now organize weddings, meetings, and social functions at an affordable cost. The hall is well-recognized in the region and is widely known as the 'Aurobindo Function Hall.' The revenue generated is helping us maintain the facility properly. We are grateful to Aurobindo Pharma Foundation for supporting Kasimkota with such a sustainable and impactful project."

8.3. Monne, Proprietor - Varahi Catering Services

"The construction of the Aurobindo Function Hall has positively impacted local businesses like ours. As a catering service provider, I have received more event orders because families are now able to organize functions locally instead of going to other towns. This has increased our income and provided more work opportunities for my staff during wedding seasons. The hall has created economic benefits not only for families but also for



small entrepreneurs and workers in the village. It has truly contributed to local livelihood development."

9. Case Studies

9.1. Dr. Surya Prakash, RMP Doctor, Kasimkota

Dr. Surya Prakash, a Rural Medical Practitioner (RMP) residing in close proximity to the Function Hall in Kasimkota, has been serving the local community for several years with modest earnings from his rural medical practice. Like many middle- and lower-income families in the village, his financial resources are limited and largely dependent on daily consultations.



In a deeply unfortunate turn of events, Dr. Surya Prakash lost his son, a tragedy that placed both emotional and financial strain on the family. As per local customs and traditions, conducting the Pedda Kharma (final rituals) is a mandatory and significant ceremony that requires adequate space to accommodate relatives, friends, and community members who gather to pay their respects. Given the high rental costs of private function halls in nearby towns, arranging such a ceremony would have been extremely burdensome for the family.

At this critical juncture, the availability of the Aurobindo Function Hall proved to be a vital support system. The hall provided a spacious, dignified, and affordable venue for conducting the final rites without imposing an excessive financial burden. Dr. Surya Prakash expressed that the hall enabled him to fulfill cultural and social obligations respectfully, despite his constrained income.

In a contrasting yet equally meaningful moment, the same hall later became a venue for joy and celebration. With limited earnings from his RMP practice, Dr. Surya Prakash was able to celebrate his grandson's birthday in the very same space. The affordability and accessibility of the hall allowed the family to come together once again—this time in happiness—without financial stress.

Reflecting on both occasions, Dr. Surya Prakash shared that the Aurobindo Function Hall has become more than just an infrastructure asset; it is a pillar of support for families navigating both sorrow and celebration. The hall's affordability and proximity provided him with dignity during a time of grief and the opportunity to create joyful memories with his family thereafter. He attributes this invaluable

community support entirely to the initiative of the Aurobindo Pharma Foundation, which has made such inclusive infrastructure possible for the people of Kasimkota.

9.2. Akkala Rani, Former In-charge of Hall Maintenance

Akkala Rani, who previously served as the maintenance in-charge of the Multipurpose Hall, represents one of the many local individuals whose lives have been positively influenced by the project. Coming from a modest economic background, her livelihood largely depended on the salary she earned through maintaining and overseeing the upkeep of the hall. For her, this employment opportunity came at a time of financial need and provided a stable source of income to support her family.

With her limited earnings from the hall maintenance role, Akkala Rani was able to conduct her niece's Half-Saree community event at the Aurobindo Pharma Foundation Constructed Multipurpose community Hall. She shared that arranging such an important cultural ceremony in a private hall outside the village would have been financially impossible. However, because of the affordable rental charges and local availability of the facility, she was able to organize the function in a dignified and comfortable manner, ensuring that family members and guests could participate without constraints.



Beyond her personal experience, Akkala Rani reflected on her time managing the hall and witnessing its broader community impact. She observed numerous families—especially from poor and backward sections—fulfill their aspirations of hosting weddings, ceremonies, and social gatherings with pride and dignity. According to her, the hall has become more than just a venue; it serves as a vibrant platform for village meetings, health camps, tailoring training programs, and other developmental activities.

She emphasized that the Multipurpose Community Hall has not only provided her with livelihood support during difficult times but has also become a symbol of empowerment and opportunity for the entire village. Through both direct and indirect benefits, the hall continues to transform lives by enabling economic support, social inclusion, and community development in Kasimkota.

10. Gallery:







**Impact Assessment of
Skill Development Centre at
Indrakaran Village, Kandi Mandal, Sangareddy District, Telangana state.**

**Established by Aurobindo Pharma Foundation
(a Philanthropic arm of Aurobindo Pharma Ltd under Corporate Social Responsibility)**



**AUROBINDO PHARMA
FOUNDATION**

**AUROBINDO PHARMA FOUNDATION
SKILL DEVELOPMENT CENTRE
HYDERABAD**



Submitted to



Submitted by



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Abbreviations

APF	:	Aurobindo Pharma Foundation
APMAS	:	Andhra Pradesh Mahila Abhivruddhi Society
CSR	:	Corporate Social Responsibility
ARP	:	Auro Royal Program
ALP	:	Auro Loyal Program
QA	:	Quality Assurance
QC	:	Quality Control
ARD	:	Analytical Research and Development
FARD	:	Formulation Analytical Research and Development
FGD	:	Focus Group Discussion
KII	:	Key Informant Interview
BPL	:	Below Poverty Line
SDC	:	Skill Development Centre
M&E	:	Monitoring and Evaluation
NSDC	:	National Skill Development Corporation
OECD	:	Organization for Economic Co-operation and Development
GDP	:	Gross Domestic Product
HR	:	Human Resources
LMS	:	Learning Management System
SDGs	:	Sustainable Development Goals
GoI	:	Government of India

Acknowledgements

On behalf of APMAS, we extend our sincere gratitude to the Aurobindo Pharma Foundation for entrusting us with the opportunity to conduct the Impact Assessment of the Skill Development Centre located at Indrakaran Village, Kandi Mandal, Sangareddy District, Telangana state.

This study has provided valuable insights into how structured skill development initiatives can significantly enhance employability and livelihood opportunities among unemployed youth. The continuous support extended by the Aurobindo Pharma Foundation through financial assistance, well-designed training programs, and student support mechanisms has been instrumental in shaping the success of this initiative.

We express our heartfelt thanks to the management team and administrative staff of the Skill Development Centre for their cooperation, transparency, and willingness to share detailed information throughout the assessment process. Their commitment to quality training and youth empowerment has greatly contributed to the effectiveness of the center.

We are also deeply grateful to the faculty members, and students who actively participated in interviews and discussions. Their experiences, feedback, and perspectives have added depth, credibility, and authenticity to this report.

Finally, we acknowledge the support of all stakeholders, including parents, whose encouragement and involvement have played a crucial role in ensuring the success and sustainability of the Skill Development Centre.

With deepest gratitude

Team APMAS
March 2026

1. Executive Summary

1.1. Project Overview

The Skill Development Centre established at Indrakaran Village in Kandi Mandal of Sangareddy District represents a significant Corporate Social Responsibility (CSR) initiative supported by Aurobindo Pharma Foundation. The center was conceptualized with the objective of addressing the growing gap between formal education and industry requirements, particularly among unemployed youth who often lack access to structured technical training and employment opportunities. With a total sanctioned budget of INR 1.72 Crores, the center has been developed as a comprehensive training facility aimed at equipping youth with industry-relevant skills in the pharmaceutical and manufacturing sectors. This initiative is designed to enhance employability by combining theoretical knowledge with hands-on practical exposure.

The center delivers training through two specialized programs: the Auro Royal Program (ARP), which focuses on roles such as Quality Assurance (QA), Quality Control (QC), Stability, Analytical Research and Development (ARD), and Formulation Analytical Research and Development (FARD); and the Auro Loyal Program (ALP), which focuses on Production and Packing skills. These programs are structured to meet current industry standards and ensure that trainees are job-ready upon completion.



1.2. Methodology

The impact assessment of the Skill Development Centre was carried out using a mixed-method approach integrating both quantitative and qualitative techniques. The methodology was designed to capture not only measurable outcomes such as training and placement statistics but also stakeholder perceptions, experiences, and behavioral changes.

Primary data was collected through Key Informant Interviews with center management and trainers, Focus Group Discussions (FGDs) with trainees, and interactions with alumni and parents. These methods helped in understanding the effectiveness of training delivery, satisfaction levels, and real-life impact on beneficiaries.

Secondary data sources included training records, placement reports, and financial documents provided by the center. The collected data was analyzed using standard evaluation parameters such as relevance, effectiveness, efficiency, impact, and sustainability, ensuring a structured and evidence-based assessment of the program.

1.3. Key Achievements

Since its establishment, the Skill Development Centre has demonstrated strong performance in terms of training, delivery and employment outcomes. A total of **552 students has been trained under various programs**, out of which **546 Students have successfully secured employment opportunities**, resulting in a **placement rate of 98.9%**.

One of the notable achievements of the center is its commitment to gender inclusivity, with women constituting 52% of the total trainees. This reflects the center's proactive approach in promoting equal opportunities for women in technical and industrial sectors, which have traditionally seen lower female participation.



In addition, the center has contributed significantly to improving the confidence, communication skills, and technical competencies of trainees. Strong industry linkages, stipend support, free

transportation, and subsidized meals have contributed to improved accessibility, high retention, and successful outcomes. The initiative has significantly improved employability, income levels, confidence, and socio-economic conditions of beneficiaries. The programme demonstrates strong potential for scalability and serves as a replicable model for skill-based employment generation.

1.4. Recommendations

Based on the impact assessment findings, the following recommendations are proposed to make the Skill Development Centre more demand-driven, outcome-oriented, and sustainable, while enhancing its contribution to youth employability and livelihood improvement.

- **Enhance outreach and mobilization:** In addition to the current practice of walk-in drives and digital outreach, the Skill Development Centre can take up outreach initiatives with a greater number of Pharma and ITI/Diploma institutions in order to increase the talent basket for enrollment purpose.
- **Expand infrastructure capacity:** With increasing demand for skill training, scaling up physical infrastructure such as classrooms and training facilities is essential to ensure quality delivery and accommodate more trainees.
- **Upgrade learning infrastructure:** Further strengthen the utilisation of digital training aids and modern teaching tools like simulation by upgrading the AV systems.
- **Strengthen monitoring and evaluation systems:** The Skill Development Centre has established a structured monitoring and evaluation system to ensure continuous tracking of trainee progress and programme effectiveness. As part of this, 5 weekly assessments and 2 monthly assessments are conducted throughout the training programme to evaluate learning outcomes and performance levels. In addition, digital tracking mechanisms and alumni tracking systems may be further strengthened to assess long-term outcomes such as employment and income enhancement.
- **Institutionalize placement and tracking systems:** Developing structured systems for placement tracking and post-placement support will help measure impact and ensure sustained livelihood outcomes for trainees.

1.5. Conclusion

In conclusion, the Skill Development Centre at Indrakaran stands as a successful and impactful CSR initiative that has effectively addressed the skill gap among unemployed youth. By providing structured, industry-aligned training programs, the center has significantly improved employability outcomes and contributed to enhancing the socio-economic conditions of beneficiaries. The initiative has not only created employment opportunities but has also instilled confidence,

discipline, and a sense of direction among trainees. Its inclusive approach, particularly in promoting women's participation and supporting economically weaker sections, highlights its commitment to equitable development.



With continued support, strategic expansion, and adaptation to evolving industry needs, the Skill Development Centre has the potential to scale its impact and serve as a replicable model for similar initiatives across other regions. Ultimately, the project contributes to sustainable livelihood development, social inclusion, and long-term community empowerment.

2. Introduction

2.1. Background

Skill development has emerged as a critical driver of economic growth, employability, and social transformation, particularly in developing countries like India where a large proportion of the population is youth, having limited access to quality education, lack of industry exposure, and inadequate training infrastructure often results in a mismatch between available skills and market requirements. This gap significantly affects employment opportunities and income generation among unemployed youth.

In this context, the establishment of the Skill Development Centre at Indrakaran Village in Kandi Mandal of Sangareddy District, supported by Aurobindo Pharma Foundation, represents a strategic intervention aimed at addressing these challenges. The centre focuses on providing structured, industry-oriented training programs that equip youth with relevant technical skills aligned with the needs of the pharmaceutical and manufacturing sectors. By integrating classroom-based learning with practical exposure through laboratories and real-time training environments, the center ensures that trainees acquire both conceptual understanding and hands-on experience. The initiative reflects a broader vision of empowering youth through skill-based education, reducing unemployment, and contributing to sustainable livelihoods.

2.2. Objectives of the Impact Assessment

The primary objective is to evaluate the relevance, effectiveness and outcomes of the Skill Development Centre in enhancing employability and improving the socio-economic conditions of beneficiaries. Specifically, it aims to assess the effectiveness of the training programs under the Auro Royal Program (ARP) and Auro Loyal Program (ALP) in equipping trainees with industry-relevant skills. It also examines the extent to which these programs have contributed to employment generation, income improvement, and career progression among participants. In addition, the assessment evaluates the alignment of training content with current industry requirements and explores the inclusiveness in terms of participation from women, youth, and marginalized communities. The study also identifies key challenges faced during implementation and highlights areas for improvement to enhance program efficiency and sustainability.

2.3. Scope of the Study

The scope of this study includes a comprehensive assessment of the Skill Development Centre's operations, outcomes, and stakeholder-level impact. It evaluates training programmes under both ARP and ALP, focusing on their design, delivery, and effectiveness in achieving intended objectives. The study adopts a multi-stakeholder approach, covering current trainees, alumni, parents, trainers, and centre management, to provide a holistic understanding of programme performance from diverse perspectives. It also examines key operational aspects such as infrastructure, training quality, and institutional systems.

3. Methodology

3.1. Evaluation Framework

The impact assessment of the Skill Development Centre was conducted using a mixed-method approach that integrates both quantitative and qualitative techniques. This approach enables a comprehensive analysis of the programme by capturing measurable outcomes alongside the experiences and perceptions of key stakeholders.

The evaluation framework was guided by standard impact assessment principles, particularly the OECD-DAC criteria, which provide a widely accepted structure for assessing development interventions. These criteria include relevance, effectiveness, efficiency, impact, and sustainability, and serve as a set of analytical lenses to examine different dimensions of programme performance.

- **Relevance** assesses the extent to which the programme responds to the needs and priorities of beneficiaries.
- **Effectiveness** examines whether the intended objectives and outcomes have been achieved.
- **Efficiency** evaluates how well resources are utilized to generate results in a timely and cost-effective manner.
- **Impact** looks at the broader and long-term changes brought about by the intervention.
- **Sustainability** considers whether the benefits of the programme are likely to continue over time.

By applying these parameters, the study provides a structured and holistic assessment of the Skill Development Centre's performance, effectiveness, and long-term viability, while ensuring that both quantitative evidence and stakeholder perspectives are adequately captured.

3.2. Sampling Size and Data Collection

The study adopted a **purposive sampling approach** to ensure adequate representation of all key stakeholder groups associated with the Skill Development Centre. In this method, respondents were deliberately selected based on their involvement, experience, and relevance to the programme, enabling the inclusion of information-rich participants who could provide meaningful insights into different aspects of the intervention. Data collection was carried out using both primary and secondary sources, ensuring triangulation and enhancing the reliability and validity of findings.

Table: Sampling and Coverage

Stakeholder Category	Details Covered
Centre Management	Program planning, implementation, and monitoring
Trainers and Faculty	Training delivery, curriculum, and student performance
Current Trainees	Learning experience and skill development outcomes
Alumni	Employment status and post-training impact
Parents	Perception of program benefits and social impact

Primary Data Collection Methods

- **Key Informant Interviews (KIIs):** Conducted with centre management and trainers to understand programme operations, implementation processes, and key challenges.
- **Focus Group Discussions (FGDs):** Organised with trainees and alumni to capture collective experiences, learning outcomes, and feedback on programme effectiveness.
- **Individual Interviews:** Conducted with parents to gather insights into the social and economic impact of the programme at the household level.

Secondary Data Sources

- Training records and attendance data
- Placement reports and employment records
- Financial documents and program reports

The use of multiple data sources and methods enabled **triangulation**, thereby strengthening the credibility, depth, and robustness of the analysis.

3.3. Tools and Techniques

A range of data collection tools and analytical techniques were employed to ensure accuracy, consistency, and depth in the assessment process. These tools facilitated the collection of both quantitative data and qualitative insights, enabling a balanced and comprehensive evaluation.

Table: Tools and Techniques

Tool/Technique	Purpose
Structured Questionnaire	Collect quantitative data from trainees and alumni
Interview Schedules	Guide discussions with management and trainers
Focus Group Discussion	Facilitate group interactions and thematic analysis
Observation Checklists	Assess infrastructure and training environment
Data Triangulation	Validate findings by cross-verifying multiple data sources

The use of **data triangulation** strengthened the credibility and validity of the study by integrating multiple data sources, methods, and stakeholder perspectives. This approach helps reduce bias and provides a more comprehensive understanding of the research problem.

3.4. Data Analysis

The collected data were analyzed using a combination of quantitative and qualitative methods to generate meaningful and actionable insights.

- **Quantitative Analysis:** This focused on key numerical indicators such as the number of trainees, placement rates, dropout rates, and gender participation. These indicators were used to assess programme performance, efficiency, and outcomes in measurable terms.
- **Qualitative Analysis:** This focused on stakeholder perceptions, experiences, behavioural changes, and satisfaction levels. Thematic analysis was applied to identify recurring patterns and insights from interviews, focus group discussions and observations.

The integration of both approaches enabled a holistic understanding of the programme's effectiveness, capturing not only measurable outcomes but also the depth of stakeholder experiences.

3.5. Limitations

While the study provides valuable insights, certain limitations were observed during the assessment:

- **Time Constraints:** The study was conducted within a limited timeframe, which restricted the scope for in-depth and longitudinal analysis. Such time limitations can affect the depth of data collection and analysis
- **Data Availability:** Some historical and financial data were limited or not fully accessible, which may have constrained the comprehensiveness of the analysis. Limited data availability is a common constraint that can affect the completeness of research findings.

- **Sample Size:** The study covered selected stakeholders, and the sample may not fully represent all perspectives. Smaller or selective samples can limit the representativeness and robustness of findings.
- **Generalizability:** The findings are specific to the Aurobindo Pharma Foundation Skill Development Centre, Indrakaran and may not be directly applicable to other contexts, as non-representative samples can restrict broader applicability of results.

Despite these limitations, efforts were made to ensure the accuracy, reliability, and validity of findings through data triangulation and continuous stakeholder consultations.

4. Stakeholder Consultations

Stakeholder consultations formed a critical pillar of the impact assessment process, enabling a comprehensive understanding of the effectiveness, relevance, and outcomes of the Skill Development Centre at Indrakaran. While quantitative data provided measurable indicators such as training numbers and placement rates, qualitative insights gathered through stakeholder interactions added depth by capturing perceptions, live experiences, and behavioural changes.

Stakeholder consultation is widely recognized as a key component of effective evaluation, as it helps align programme outcomes with the needs and expectations of beneficiaries and improves the overall relevance and usefulness of findings. It also facilitates a deeper understanding of how interventions are experienced on the ground, which is often not captured through quantitative data alone.

The consultations were carefully designed to include a diverse range of stakeholders, ensuring a balanced and holistic evaluation. Interactions were conducted with centre management, trainers, current trainees, alumni (past trainees), and parents. Each stakeholder group contributed unique perspectives ranging from strategic and operational insights to ground-level experiences and long-term impact observations. These discussions not only validated programme outcomes but also highlighted key strengths, emerging challenges, and opportunities for improvement. Overall, stakeholder engagement played a crucial role in understanding how the programme translates into tangible socio-economic benefits in real-life contexts.

4.1. Interaction with Centre Management

Interactions with Centre Management provided in-depth insights into the vision, institutional framework, and operational execution of the Skill Development Centre. The management demonstrated a strong understanding of the challenges faced by unemployed youth and articulated a clear commitment to bridge the gap between education and employment.



Key Strategic Insights: The center is designed to develop industry-ready professionals, particularly in the pharmaceutical and manufacturing sectors. Its vision extends beyond training delivery, aiming to position itself as a model skill development hub that can be replicated in several other places.

The training program ARP and ALP are structured in alignment with current industry requirements. The curriculum is developed in consultation with industry experts, ensuring that trainees acquire job-relevant and market-driven skills. In addition to technical competencies, significant emphasis is placed on discipline, work ethics, and professional behavior.

Operational Strengths

- Strong financial backing through CSR support ensures programme continuity.
- Clearly structured training modules with defined timelines.
- Continuous monitoring, evaluation, and feedback mechanisms.

Key Challenges Identified

- Increasing demand requires infrastructure expansion.

Insight: The management demonstrates strong leadership, strategic clarity, and a results-oriented approach. The effective integration of vision, planning, and execution enables the center to consistently deliver measurable outcomes while maintaining quality standards. The structured and industry-aligned approach significantly contributes to the programme's sustainability and scalability.

4.2. Interaction with Trainers

Interactions with trainers provided valuable insights into the quality, effectiveness, and delivery mechanisms of the training programmes. Trainers play a pivotal role in translating curriculum content into meaningful and engaging learning experiences. The training methodology adopted at the centre reflects a balanced and learner-centric approach, combining classroom-based theoretical instruction with practical, hands-on training and the application of KAIZEN principles.

The integration of KAIZEN, a continuous improvement approach rooted in small, incremental improvements, enhances training effectiveness by promoting problem-solving, efficiency, and adaptability among learners. In the context of the Skill Development Centre, KAIZEN principles are introduced through structured activities such as process improvement exercises, time management practices, and maintaining workplace discipline. Trainees are encouraged to identify inefficiencies, suggest improvements, and adopt systematic work methods, which help in developing a quality-oriented mindset aligned with industry standards. The availability of laboratories and pilot plants further enables trainees to gain real-time exposure to industry practices, thereby strengthening their technical competencies and workplace readiness.

Key Observations

- Trainers possess strong academic qualifications complemented by relevant industry experience.
- Curriculum is regularly updated to align with evolving industry trends and requirements.
- Students receive personalized attention, mentoring, and continuous feedback.

Challenges

- Variation in student learning abilities necessitates adaptive teaching methods
- Need for additional digital tools, simulation-based learning, and modern training aids to enhance engagement

Insight: The training delivery system is robust, combining theoretical knowledge with experiential learning approaches. This blended model is widely recognized as more effective than purely lecture-based methods, as it enhances engagement and skill acquisition. The incorporation of KAIZEN principles further strengthens the programme by fostering a culture of continuous improvement, critical thinking, and problem-solving among trainees. Such an approach not only improves learning outcomes but also prepares students to adapt to dynamic industry environments. Overall, the strong trainer capacity, industry-aligned curriculum, and practical exposure collectively contribute to improved employability outcomes and ensure that trainees are well-prepared to meet industry expectations.

4.3. FGD with Current Students

Focus Group Discussion (FGD) was conducted with trainees from the ARP and ALP programmes to understand their experiences, perceptions, and expectations. FGDs are widely used in programme evaluations to generate rich, in-depth insights by encouraging interaction and shared reflections among participants, often revealing perspectives that may not emerge through surveys alone. The discussion revealed significant improvements in both technical competencies and personal development among trainees.



Students highlighted that the training has played a transformative role in enhancing their technical knowledge, communication skills, and confidence levels. Many participants shared that they were initially hesitant but gradually developed the confidence required to engage with professional environments.

Theme-Based Insights

- **Skill Development and Confidence Building:** Students reported noticeable improvements in subject knowledge, communication abilities, and overall personality development. The interactive and practical learning approach contributed significantly to building confidence.
- **Employment Opportunities:** There was a strong sense of optimism regarding job placements. Several trainees had already secured employment or internships, while others expressed confidence in accessing future opportunities.
- **Financial Support and Accessibility:** The stipend, free transportation and subsidized meals provided during training reduced financial pressure on families, enabling participation from economically weaker sections and improving programme inclusivity.
- **Learning Environment:** Students appreciated the structured training system, well-equipped laboratories, and exposure to real-time industry practices, which enhanced their practical understanding and job readiness.

Additional Observations

- Equal learning opportunities for all students
- Strong peer interaction and collaborative learning environment
- Increased clarity on career pathways and future goals

Insight: The findings indicate that the training programme has a transformational impact on students, extending beyond technical skill development to include confidence building, behavioural change, and career orientation. The group-based learning environment further strengthens peer learning and collective growth, which is a key advantage of focus group-based engagement approaches. Overall, the programme effectively contributes to both employability enhancement and

holistic personal development, positioning trainees to better navigate professional and socio-economic challenges.

4.4. FGD with Alumni

Interactions with alumni provided critical insights into the long-term impact and effectiveness of the programme. Alumni perspectives are particularly valuable in impact assessments, as they reflect



outcomes beyond the training period especially in terms of employment, career progression, and sustained skill application. Alumni shared that they received a monthly stipend of approximately ₹15,000 during the training period, which significantly eased their financial burden. The provision of transport facilities and subsidized meals further enhanced accessibility, enabling consistent participation, particularly for trainees from economically disadvantaged backgrounds.

A majority of alumni reported positive placement outcomes. Many secured employments in Pharma companies, which has created a strong demonstration effect within the community, motivating other youth to enrol in the programme.

Key Alumni Reflections

- Strong career growth opportunities following programme completion
- Continuous learning and skill enhancement within their current jobs
- Increased interest among local youth driven by visible success stories

Insight: The alumni outcomes clearly indicate strong placement linkages and sustained career impact. Evidence suggests that tracking alumni outcomes such as employment status, income progression, and skill utilization is a key indicator of training effectiveness and programme quality. Furthermore, alumni success stories serve as powerful social proof, enhancing the programme's credibility, strengthening community trust, and expanding outreach.

Alumni also act as informal ambassadors, contributing to the programme's reputation and long-term sustainability. Overall, the findings demonstrate that the programme not only facilitates immediate employment but also supports long-term career growth, thereby reinforcing its effectiveness as a sustainable skill development model.

4.5. Interaction with Parents

Interactions with parents provided important insights into the broader social and economic impact of the programme. Parents expressed high levels of satisfaction with the quality of training and its outcomes, indicating strong community acceptance.

They strongly believed that the programme has enhanced employment opportunities for their children and contributed to increased household income. The initiative has also strengthened trust in skill-based education.

Research shows that parental involvement plays a significant role in educational success, influencing student motivation, behaviour, and long-term outcomes. In the context of skill training program, such support becomes even more critical in sustaining participation and reducing dropout rates.

Key Insights

- High satisfaction with the quality and relevance of training
- Improved employment prospects and increased household income
- Growing acceptance and recognition of skill training program

Social Impact

- Reduction in youth unemployment within the community
- Improved financial stability of households
- Positive shift in attitudes towards vocational and skill-based education

Insight: Parental support emerges as a crucial factor in the success and sustainability of the programme. Positive parental perception not only reinforces student participation and motivation but also strengthens the overall ecosystem of skill development. Studies indicate that engaged parents contribute to better student outcomes, higher motivation, and clearer career orientation. The strong approval expressed by parents reflects deep-rooted community trust and enhances the programme's credibility, outreach, and long-term relevance. This collective endorsement plays a vital role in sustaining demand and scaling the initiative in similar areas.

5. Analysis and Findings

5.1. Training Outcomes

The Skill Development Centre has effectively implemented structured training programme under the Auro Royal Programme (ARP) and Auro Loyal Programme (ALP), both of which are closely aligned with the skill requirements of the pharmaceutical and manufacturing sectors. The training model adopts a balanced approach by integrating theoretical instruction with practical exposure through well-equipped laboratories and pilot plant facilities. This ensures that trainees gain hands-

on experience in real-world operational environments, thereby enhancing their technical proficiency and job readiness.

A total of 552 students has been trained under these programmes, demonstrating the centre's capacity to reach a substantial number of unemployed youth. The curriculum is developed in consultation with industry experts, ensuring that it remains relevant, demand-driven, and aligned with evolving market needs. Evidence from skill development studies indicates that such industry-aligned vocational training significantly improves employability and bridges the gap between academic learning and workplace requirements.

In addition to technical competencies, the programmes place strong emphasis on developing soft skills such as communication, discipline, teamwork, and workplace readiness. These employability skills are critical for career success, as they enable individuals to adapt to dynamic work environments and perform effectively in professional settings.

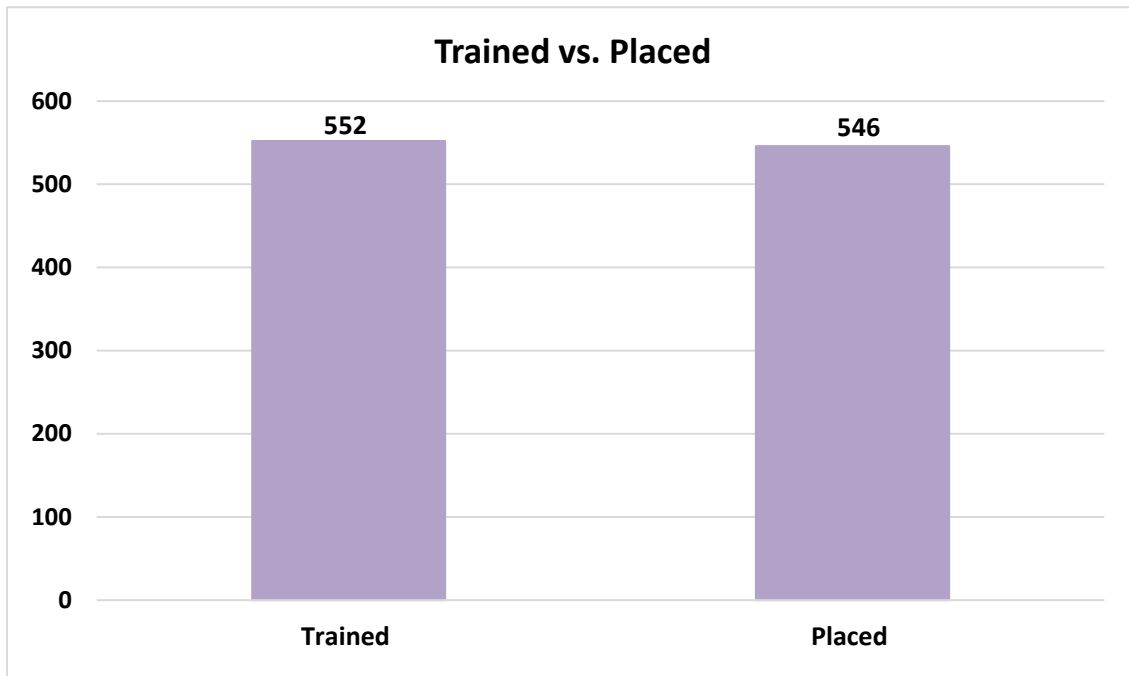
The programme is further strengthened by support mechanisms such as stipend, free transportation, and subsidized meals, which enable consistent participation and improve learning outcomes.

5.2. Placement and Employability

One of the most significant indicators of the center's success is its strong placement performance. **Out of the 552 students trained, 546 students have secured employment, resulting in a placement rate of 98.9%.**

This reflects the effectiveness of the training programmes in aligning with industry expectations and preparing candidates for relevant job roles.

The centre has established strong linkages with pharmaceutical and allied industries, enabling consistent placement opportunities for trainees. Many students have been placed in reputed organisations, while others have secured employment in related sectors.



In addition to employment generation, the training has played a crucial role in building confidence among students, enabling them to actively participate in job interviews and adapt to workplace environments. Employability skills such as communication, problem-solving, and teamwork are widely recognized as essential for successful labour market participation and career progression.

Overall, the transition of trainees from unemployment to gainful employment represents a significant transformation. The programme not only facilitates job placement but also equips individuals with the competencies required to sustain and grow in their careers, thereby contributing to long-term livelihood improvement.

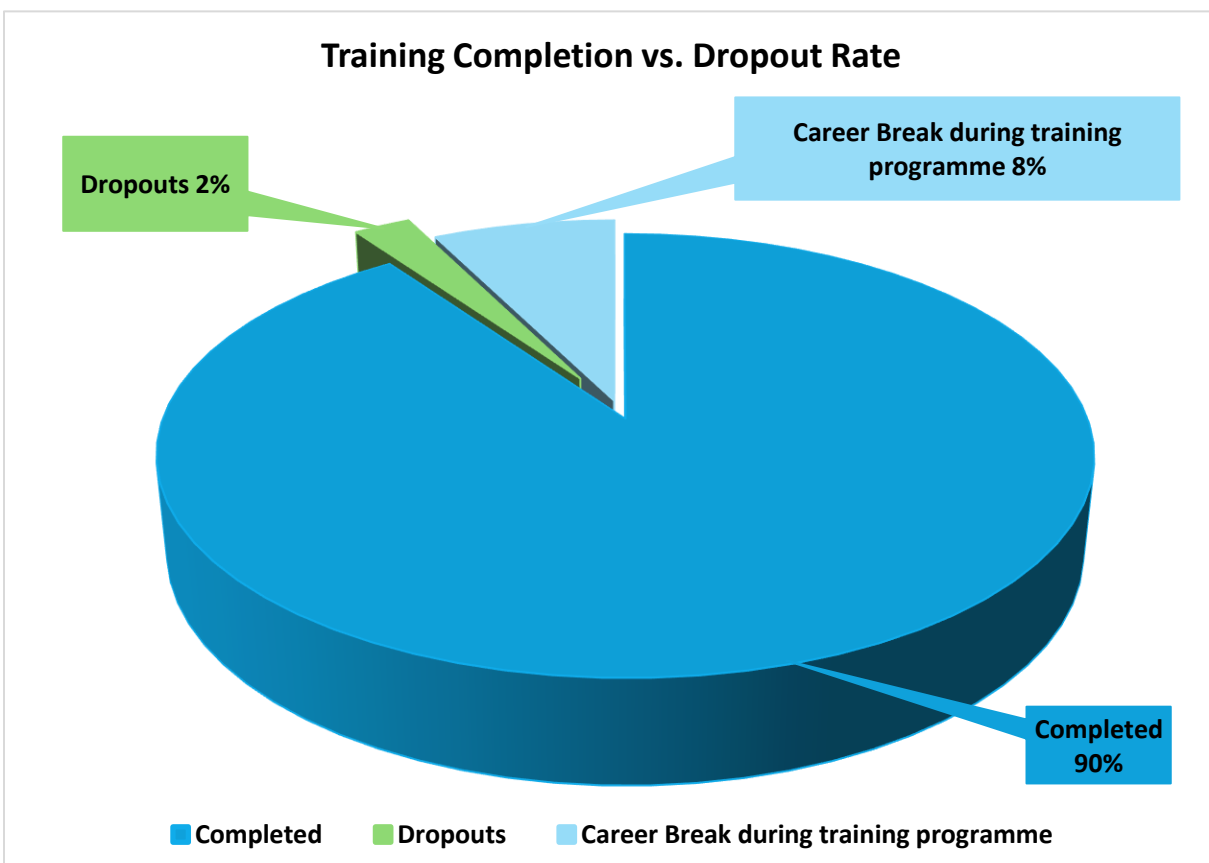
5.3. Dropouts and Retention

The analysis of dropout trends indicates that a total of 54 students discontinued the programme. However, a closer examination reveals that 41 of these dropouts occurred due to achieving career break during the training programme and the rest 13 dropped out for pursuing higher education and personal circumstances, such as marriage. This perspective reinforces the interpretation that a portion of the observed dropouts reflects upward mobility rather than programme failure.

The relatively low dropout rate indicates that the programme is well-structured, relevant, and engaging for participants. High retention levels suggest strong alignment between trainee expectations and programme delivery, which is a key determinant of persistence in skill development initiatives. Studies show that retention improves when training is aligned with learners' aspirations, supported by effective mentoring, and provides clear career pathways.

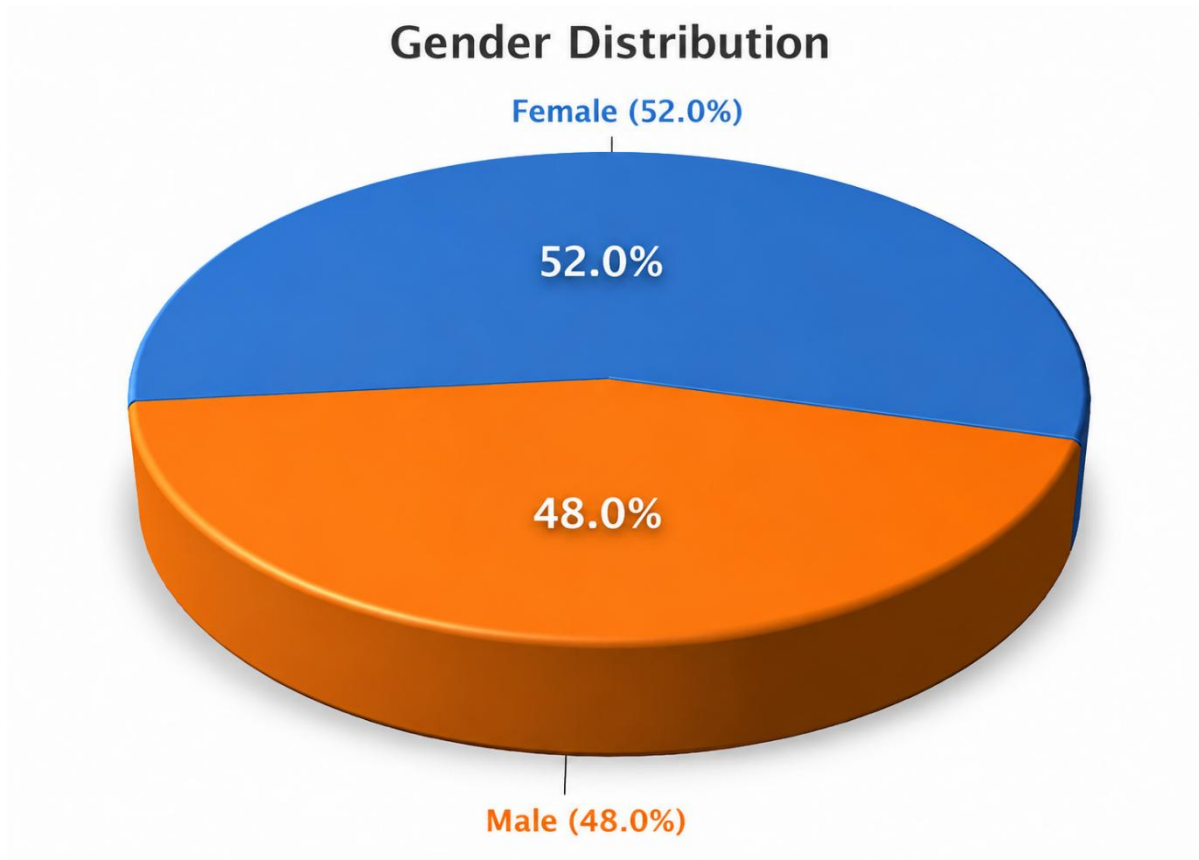
The provision of stipends, free transportation, and subsidized meals during the training period plays a crucial role in improving retention by reducing financial pressures on students and their families. While financial constraints are widely recognized as a common factor influencing dropout decisions in skill development programmes, the support provided by the Centre has significantly minimized such barriers. This has enabled a majority of trainees to continue and complete the programme, with most observed dropouts occurring due to positive reasons such as higher education and alternative employment opportunities.

Overall, the retention performance reflects strong programme acceptance, relevance, and effectiveness in meeting the expectations of trainees. The combination of financial support, industry-aligned training, and supportive learning environments has contributed to minimizing dropouts and ensuring sustained engagement.



5.4. Inclusiveness and Gender Equality

The Skill Development Centre demonstrates a strong commitment to inclusiveness, particularly in promoting women's participation in technical training programmes. Women constitute **52% of the total trainees**, which is a notable achievement, especially in sectors traditionally dominated by male workers.



The centre actively promotes participation from economically weaker sections by providing financial support in the form of stipends, transport facilities and food. Such enabling measures are critical, as access-related constraints such as financial limitations, mobility issues, and social norms often restrict participation in skill development programmes, particularly for women. By addressing these barriers, the programme has significantly improved accessibility and inclusivity.

Evidence suggests that vocational training plays a key role in enhancing women's workforce participation, employability, and economic independence. Women who receive skill training are more likely to enter the labour force, gain financial stability, and improve their social standing within households and communities.

The inclusive approach adopted by the centre not only promotes equitable access to opportunities but also contributes to broader social empowerment. By enabling women and marginalized groups to acquire market-relevant skills, the programme supports livelihood generation, reduces dependency, and strengthens community-level development outcomes.

The high level of female participation reflects the programme's success in addressing gender barriers and creating an enabling environment for women in technical fields. This is particularly significant in the Indian context, where women's participation in skill training program and the workforce remains relatively low due to socio-cultural constraints.

The provision of stipend, transport, and food support has been instrumental in enabling participation of women and economically weaker sections.

Overall, the centre's inclusive model contributes to gender equity, enhances economic empowerment, and reinforces the role of skill development as a catalyst for social transformation.

5.5. Infrastructure and Learning Environment

The centre is equipped with modern infrastructure that significantly enhances training delivery and the overall learning experience. Facilities include well-maintained classrooms, advanced laboratories, pilot plants, and computer labs, all of which are essential for providing practical, hands-on exposure to trainees. The structured and disciplined learning environment ensures optimal utilization of time and resources. Trainees benefit from a systematic training schedule, continuous assessment mechanisms, and access to industry-relevant equipment, which collectively support effective learning.

Research indicates that well-developed training infrastructure and practical learning environments are critical determinants of skill acquisition and competency development, particularly in technical and vocational education. Overall, the availability of quality infrastructure strengthens training outcomes, enhances learner engagement, and reinforces the center's credibility as a robust skill development institution.

5.6. Relevance

The Skill Development Centre at Indrakaran demonstrates a high degree of relevance in addressing the pressing needs of unemployed youth, particularly in bridging the gap between formal education and industry-specific skill requirements, youth possess academic qualifications but lack the practical competencies required for employment. The center effectively responds to this gap by offering structured, industry-oriented training programmes aligned with the pharmaceutical and manufacturing sectors.

The programme 's relevance is further strengthened by its focus on economically weaker and marginalized sections, who often face barriers in accessing quality skill development opportunities. By providing stipends, transport support, and an inclusive training environment, the Centre ensures that financial constraints do not hinder participation.

The initiative also aligns closely with national priorities such as skill development, employment generation, and inclusive economic growth. Programmes that are demand-driven and industry-aligned are widely recognized as more effective in improving employability and labour market outcomes. Overall, the programme is both contextually relevant and strategically aligned.

5.7. Coherence

The Skill Development Centre demonstrates strong coherence with existing development frameworks, government initiatives, and industry demands. The programme complements national and state-level skill development missions by enhancing employability among youth, rather than duplicating existing efforts. Its focus is on the pharmaceutical sector, an important employment-generating industry adds strategic value to the broader skill ecosystem.

The coherence of the programme is also reflected in its integrated design, which combines technical training, financial support, and placement facilitation within a single framework. This holistic approach ensures that trainees are supported across the entire value chain from skill acquisition to employment.

Furthermore, alignment between curriculum design, training delivery, and industry requirements ensures consistency and effectiveness across all programme components. The involvement of industry experts in curriculum development enhances the relevance and applicability of the training.

Overall, the programme reflects a well-synchronized and synergistic approach, effectively linking training inputs with employment outcomes and ensuring alignment with broader development objectives.

5.8. Effectiveness

The effectiveness of the Skill Development Centre is evident in its ability to achieve its intended objectives, particularly in terms of skill enhancement, training completion, and successful job placements. The centre demonstrates strong performance indicators, including a high placement rate and consistent trainee participation, reflecting the robustness of its programme design and implementation.

A key factor contributing to this effectiveness is the structured and industry-aligned curriculum, which integrates theoretical knowledge with practical exposure through well-equipped laboratories

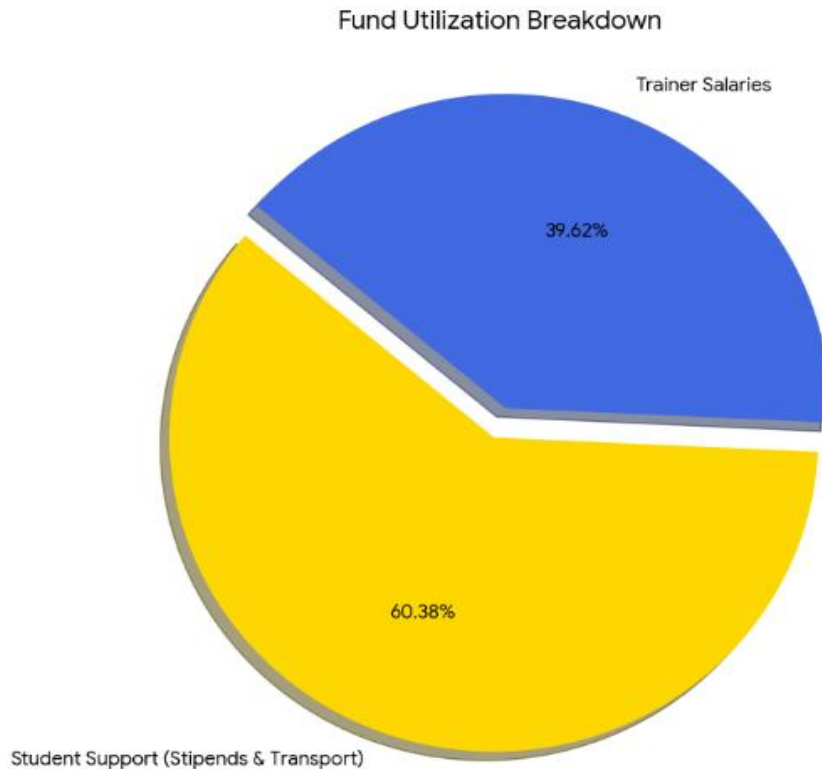
and pilot plants. Such a blended approach is widely recognized in vocational education systems as critical for developing job-relevant skills and facilitating smoother transitions into the workforce. The presence of qualified and experienced trainers further strengthens training quality, while continuous assessment mechanisms and personalized mentoring enable trainees to overcome learning challenges and achieve desired competencies. Evidence suggests that effective training delivery – supported by quality instruction, adequate resources, and learner engagement is central to achieving positive learning and employment outcomes.

The programme’s effectiveness is further validated through positive feedback from multiple stakeholders, including trainees, alumni, trainers, and parents. Beneficiaries have reported significant improvements in technical skills, confidence, communication abilities, and overall employability. The successful placement of trainees in reputable organisations, including Aurobindo Pharma and other companies, reinforces the programme’s outcome orientation.

Overall, the Skill Development Centre demonstrates a high level of effectiveness in addressing the skill and employment needs of unemployed youth. Its integrated approach—combining industry alignment, quality training delivery, and strong placement linkages—ensures that intended outcomes are consistently achieved and sustained.

5.9. Efficiency

The Skill Development Centre demonstrates a high level of efficiency in the utilization of financial and operational resources. A significant share of expenditure (**60.38%**) is directed towards student support primarily stipends and transport ensuring that financial barriers do not hinder participation. The remaining allocation (**39.62%**) towards trainer salaries supports the availability of qualified faculty and maintains training quality.



The programme has achieved substantial outputs both in terms of the number of trainees and successful placements within the available budget, reflecting strong cost-effectiveness. According to the Organization for Economic Co-operation and Development (OECD), efficiency refers to how well resources are converted into results in a timely and cost-effective manner. In this context, the centre demonstrates effective resource utilization by generating meaningful outcomes with optimal investment.

Operational efficiency is further enhanced through structured training modules, defined timelines, and systematic monitoring mechanisms. The integration of training, infrastructure, and placement services within a single framework minimizes duplication and ensures smooth implementation. Additionally, financial support mechanisms such as stipends contribute to improved attendance and retention, thereby maximizing returns on investment. Overall, the centre reflects a balanced approach to efficiency optimizing costs while maintaining quality outcomes.

5.10. Branding and Visibility

The Skill Development Centre benefits from strong branding and visibility through its association with the Aurobindo Pharma Foundation, which enhances its credibility and community trust. This

visibility extends beyond physical branding to include programme outcomes, training quality, and stakeholder perceptions.

The centre is widely recognized as a professionally managed institution, positively influencing enrolment and participation. The visibility of the Foundation's support across facilities, communication materials, and stakeholder interactions reinforces its role as a committed contributor to social development.

Placement outcomes further strengthen the programme's brand. Alumni employed in Aurobindo Pharma and other organizations serve as ambassadors, creating awareness and enhancing the centre's reputation within their communities. This outcome-driven visibility has contributed to sustained demand and community acceptance.

Overall, branding is effectively embedded within programme delivery and outcomes, supporting credibility, outreach, and long-term sustainability.

5.11. Impact

The Skill Development Centre has generated significant multi-dimensional impact at the individual, household, and community levels.

At the **individual level**, trainees have gained technical competencies, practical exposure, and employability skills, enabling them to secure jobs in the pharmaceutical and related sectors. Many beneficiaries, including freshers, have transitioned from unemployment to stable employment, leading to increased confidence, improved communication skills, and clearer career pathways.

At the **household level**, the programme has contributed to increased income and financial stability. While stipends provided short-term support during training, employment outcomes have ensured sustained economic benefits. This has reduced dependence on low-paying or irregular work and enabled families to invest in essential needs such as education and healthcare.

At the **community level**, the programme has created a strong demonstration effect. The success of trainees has encouraged other youth to pursue skill development, increasing awareness and acceptance of vocational education. The programme has also contributed to gender inclusion, with women gaining financial independence and improved social recognition.

Overall, the intervention has significantly enhanced employability, strengthened livelihoods, and contributed to local socio-economic development.

5.12. Sustainability

The sustainability of the Skill Development Centre is supported by strong institutional backing, industry alignment, and community acceptance. Continued support from the Aurobindo Pharma Foundation provides financial stability, ensuring uninterrupted programme delivery.

The centre has established structured systems for training, monitoring, and placement, contributing to long-term operational viability. Its industry-aligned curriculum ensures that skills remain relevant and demand-driven, which is critical for sustained employability outcomes. Strong industry linkages further reinforce sustainability by enabling consistent placement opportunities.



Community trust and positive stakeholder feedback have strengthened programme continuity. Increasing enrolment, driven by alumni success and community awareness, indicates sustained demand. The inclusive approach particularly the focus on women and marginalized groups enhances both social relevance and long-term viability.

Looking ahead, sustainability will depend on the centre's ability to adapt to evolving industry needs, expand infrastructure, and diversify training offerings. Strengthening alumni networks and deepening industry partnerships will be key to maintaining momentum.

Overall, the centre demonstrates strong sustainability potential and serves as a scalable and replicable model for skill development initiatives.

6. Case Studies and Testimonials

The stories presented here illustrate how structured skill development interventions can bring meaningful and sustainable changes in the lives of unemployed youth, while also contributing to broader community development and empowerment.

6.1. From Unemployment to Skilled Professional

Ravi Kumar, a young individual from village background, came from a family with limited financial resources and minimal exposure to technical education. Prior to joining the programme, he was unemployed and uncertain about his career path, reflecting the common challenges faced by unemployed youth.

He enrolled in the Auro Loyal Programme (ALP), specializing in production and packing roles in the pharmaceutical sector. Through the programme, he received structured training that combined theoretical learning with practical exposure. The hands-on experience in production processes and industrial practices enabled him to develop strong technical competencies along with workplace discipline.

Upon successful completion of the training, Ravi Kumar secured employment in Aurobindo Pharma Company and began earning a stable monthly income. This significantly improved his family's financial condition and reduced economic stress. Additionally, his confidence increased, and he gained recognition within his community as a skilled professional.

This case illustrates how targeted skill development interventions can transform unemployed youth into productive members of the workforce, contributing to economic upliftment at both individual and household levels.

6.2. Empowering Women through Skill Training

Salomi, a young woman from a village background, faced limited access to higher education and employment opportunities due to social and economic constraints. Like many women in backward areas, her prospects for professional growth were restricted. She enrolled in the Auro Royal Programme (ARP), which focuses on QA/QC and laboratory-based roles. During the training, she acquired specialized technical skills and actively participated in practical sessions and laboratory work. The programme also helped her improve her communication skills and build professional confidence.

Upon completing the training, **Salomi secured employment** in the pharmaceutical sector, achieving financial independence. She began contributing to her family income and gained greater decision-making power within her household. Her success has inspired other young women in her village to pursue similar training and employment opportunities. This case highlights the role of the programme in promoting gender inclusivity and empowering women through skill-based employment, contributing to social transformation and gender equality.

6.3. Testimonial 1 – Career Growth

Salomi, Gokul, Harshitha, Ravi Kumar, and Navdheer are alumni of the ARP and ALP programmes, who are currently employed in the pharmaceutical sector. Their experiences offer valuable insights into the long-term impact of the training, particularly in terms of sustained employability, career progression, and real-world application of skills.

During the training period, all alumni received a stipend of approximately Rs.15,000 per month, which helped support their families financially. They also benefited from subsidized food and free transport facilities provided by the center, ensuring regular attendance and reducing accessibility



challenges. After completing the training, they secured a job in Pharma company. They highlighted that even as freshers, they were able to obtain jobs, an opportunity that is typically difficult without prior experience. The alumni also emphasized that the training provided strong career growth opportunities and enabled continuous learning in their respective roles. Their success has encouraged other youth in their communities to enroll in the program. This

testimonial indicates that the program not only facilitates immediate employment but also supports long-term career development and professional growth.

6.4. Testimonial 2 – Learning Experience

Current trainees such as (Deepika, Jyothsna, Nisha Takur, Akshitha & Sameer) expressed high levels of satisfaction with the training programme. They stated that the training has significantly improved their technical knowledge and practical skills, making them more confident about entering the workforce. They also highlighted improvements in communication skills through KAIZEN methods,



confidence levels, and overall personality development. Exposure to real-time industry practices and a structured learning environment has enhanced their job readiness. Students shared that they initially faced hesitation and fear about working in professional environments, but the training helped them overcome these challenges. They now have better clarity regarding their career goals and feel prepared to pursue employment opportunities. Their feedback indicates that the program has a holistic impact, influencing not only technical competencies but also personal growth and career orientation.

6.5. Testimonial 3 (Anjireddy and Shantamma)

Parents such as Anjireddy and Shantamma shared positive feedback, expressing satisfaction with the quality of training and discipline maintained by the Skill Development Centre. They belong to a village background where employment opportunities were previously limited, and their family primarily depended on irregular sources of income. Their child enrolled in the Skill Development Centre to gain industry-relevant skills and improve job prospects.

After successfully completing the training programme, their child secured employment in the pharmaceutical sector, leading to a steady source of income. This transition has contributed to improved household financial stability, reduced economic stress, and enhanced confidence among family members. The parents noted a visible positive change in their child's communication skills, discipline, and overall personality.

Many parents also reported a shift in their perception, recognizing the importance of skill-based education in securing sustainable livelihoods. These testimonials reflect strong social acceptance and credibility of the programme, both critical for long-term sustainability.

The evidence highlights the multidimensional impact of the Skill Development Centre. By equipping youth with industry-relevant skills and facilitating placements, the programme has enhanced employability, improved income levels, and strengthened life skills such as communication and self-confidence. The initiative has also contributed to promoting gender equality by enabling women to access employment opportunities and achieve financial independence. At the community level, the success of beneficiaries has created a positive ripple effect, motivating other youth to pursue similar opportunities and strengthening trust in skill-based education.



7. Challenges, Recommendations and Conclusion

This chapter presents a comprehensive analysis of the key challenges identified during the impact assessment of the Skill Development Centre at Indrakaran, along with strategic recommendations to enhance its effectiveness, inclusiveness, and long-term sustainability. The insights presented here are derived from field observations, stakeholder consultations, and analysis of both quantitative and qualitative data. While the center has demonstrated significant success in improving employability and livelihood opportunities for unemployed youth, addressing certain operational and contextual challenges will further strengthen its impact and scalability.

7.1. Key Challenges

Although the Skill Development Centre has achieved commendable outcomes, few key challenges were identified that require attention to ensure sustained and expanded impact.

One key challenge is the limited awareness among unemployed youth regarding the availability and benefits of such skill development programmes. Many potential beneficiaries particularly those from remote and marginalized communities remain unaware of these opportunities, thereby restricting outreach and participation.

Another challenge relates to student retention. While the overall dropout rate is relatively low, some trainees discontinue the programme due to socio-economic factors such as family responsibilities, financial pressures, early employment opportunities, or social factors like marriage. These issues highlight the vulnerability of the target group and underscore the need for additional support mechanisms to ensure continuity in training.

Infrastructure and capacity constraints also emerged as a concern. With growing demand for skill development programmes, existing facilities may face limitations in accommodating larger batches of trainees. Expanding physical infrastructure including training spaces, laboratories, and equipment will be essential to meet future demand effectively.

There is also a need to diversify and upgrade training programmes. While the current courses under ARP and ALP are highly relevant to the pharmaceutical sector, evolving industry requirements call for the inclusion of advanced and emerging skill areas such as automation, digital technologies, and specialized technical modules. Without continuous upgradation, there is a risk of future skill mismatches.

Additionally, variation in the educational background and learning capacities of trainees presents a challenge. Students come from diverse academic and socio-economic contexts, leading to differences in learning pace and comprehension levels. This necessitates the adoption of adaptive teaching methodologies to ensure inclusive and effective learning outcomes across all participants.

7.2. Recommendations

To address the identified challenges and enhance the overall effectiveness of the Skill Development Centre, the following recommendations are proposed:

- Infrastructure expansion is necessary to meet growing demand. Enhancing training capacity through additional classrooms, well-equipped laboratories, and digital learning facilities will improve quality and access. Provision of hostel or accommodation facilities can further enable participation from remote areas.
- Establishing a robust monitoring and alumni tracking system is also important. A structured database to track employment outcomes, career progression, and long-term impact will provide valuable insights for continuous improvement. Active alumni engagement can additionally support mentorship and strengthen placement networks.
- Strengthening industry partnerships is crucial for sustaining placement outcomes. Expanding collaborations with pharmaceutical and allied sectors can facilitate internships, on-the-job training, and assured placements. Strong industry linkages are widely recognized as a key factor in improving the effectiveness and sustainability of skill development initiatives.

7.3. Conclusion

In conclusion, the Skill Development Centre at Indrakaran, supported by the Aurobindo Pharma Foundation, has emerged as a highly impactful initiative in addressing the skill gap among unemployed youth. The centre has demonstrated strong performance in delivering industry-

relevant training, achieving commendable placement outcomes, and promoting inclusive participation, particularly among women and economically weaker sections.

The programme has significantly enhanced employability while contributing to increased income levels, improved confidence, and better socio-economic conditions of beneficiaries. Its structured training approach, combined with practical exposure and strong industry linkages, ensures that trainees are well-equipped to meet evolving job market demands an approach widely recognized as essential for improving employment outcomes and bridging the gap between education and industry needs.

A key strength of the initiative is its positive ripple effect within the community. Successful trainees act as role models, inspiring other youth to pursue skill development and employment opportunities, thereby increasing awareness, trust, and demand for such programmes.

The centre also aligns closely with broader development priorities such as youth empowerment, livelihood promotion, and inclusive growth. Its focus on marginalized communities and gender inclusion further reinforces its contribution to equitable development.

Looking ahead, the centre holds strong potential to scale its impact through enhanced outreach, infrastructure expansion, curriculum diversification, and deeper industry partnerships. With these strategic improvements, it can serve as a replicable model for similar interventions across regions.

Overall, the Skill Development Centre is not merely a training institution but a transformative platform that empowers individuals, strengthens households, and contributes to sustained socio-economic progress. With continued support and innovation, it is well-positioned to play a pivotal role in building a skilled, confident, and self-reliant workforce.

