

Angel One Limited



Impact Assessment of Angel One CSR Programs

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Introduction

Sustainable development requires addressing unemployment, poverty, and lack of education in an increasingly interconnected world. While significant progress has been made in expanding economic opportunities and access to education, persistent challenges remain. Employment plays a crucial role in ensuring financial independence, enabling individuals to escape poverty, and contributing to overall economic stability.

Notably, advancements in economic opportunities and education have been instrumental in improving livelihoods and fostering entrepreneurship. These efforts align directly with the United Nations' Sustainable Development Goals (SDGs), particularly:

- **SDG 4 (Quality Education):** Promoting inclusive and equitable education while enhancing lifelong learning opportunities.
- **SDG 8 (Decent Work and Economic Growth):** Encouraging sustainable economic growth, productive employment, and decent work for all.
- **SDG 9 (Industry, Innovation, and Infrastructure):** Strengthening infrastructure, fostering innovation, and supporting sustainable industrialization.

By integrating skill development, education, and entrepreneurship initiatives, sustainable development efforts can create lasting socio-economic impact while addressing global challenges of unemployment and poverty.

India has challenges in these areas because of its population and varied terrain. Inequalities in employment, income, and educational opportunities persist across different regions even in the face of economic progress (World Bank, 2022).¹ In an effort to make education more flexible and all-encompassing, the Indian government has introduced a number of initiatives, including Skill India, which aims to improve youths' practical abilities, and the National Education Policy 2020, which would restructure the educational system (Ministry of Education, 2020).²

In line with SDGs 8 and 9, Maharashtra, one of India's top industrial states, places a high priority on developing entrepreneurial and vocational skills to satisfy the demands of a variety of industries (Government of Maharashtra, 2021).³ To address the high rates of unemployment and illiteracy, Rajasthan places a strong focus on women's entrepreneurship and community-based educational initiatives. The state's efforts, which seek to empower women via skill development, are in line with SDGs 4 and 5 (Gender Equality) (Government of Rajasthan, 2021).⁴ The state of Gujarat which is known for its culture of entrepreneurship, supports industry and innovation in line with SDG 9. Programs implemented by the state are intended to create an environment that supports new businesses and technology-driven educational initiatives (Government of Gujarat, 2021).⁵ Goa, with its thriving tourism and hospitality industry, focuses on vocational training and skill development to enhance employability in these sectors. The state emphasizes sustainable tourism practices and digital education initiatives, aligning with SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation, and Infrastructure)

¹

<https://www.worldbank.org/en/country/india/overview#:~:text=Consequently%2C%20in%202022%2C%20India%20emerged,global%20monetary%20policies%2C%20and%20inflationary>

²

[https://www.education.gov.in/nep/about-nep#:~:text=National%20Education%20Policy%2C%202020%20\(NEP,quality%20education%20to%20all%2C%20thereby](https://www.education.gov.in/nep/about-nep#:~:text=National%20Education%20Policy%2C%202020%20(NEP,quality%20education%20to%20all%2C%20thereby)

³

<https://www.msde.gov.in/sites/default/files/2022-06/Annual%20Report%202021-22%20Eng.pdf>

⁴

<https://sdg.rajasthan.gov.in/Upload%20Attachment/7d8723da-b6a9-46d7-a67d-3979b27d6243/Rajasthan%20SDGs%20Index%20Upload%20on%20Portal.pdf>

⁵

<https://ic.gujarat.gov.in/industrial-policy2020.aspx>

(Government of Goa, 2021)⁶. Telangana, a rapidly growing technology and innovation hub, prioritizes IT-based skill development and startup incubation programs to foster entrepreneurship. The state's policies promote digital literacy, advanced manufacturing, and research-driven industries, aligning with SDG 9 while also supporting inclusive economic growth under SDG 8 (Government of Telangana, 2021)⁷.

The proposed projects in entrepreneurship, education, and livelihood and skill development are closely linked to the Sustainable Development Goals (SDGs) of the UN. SDG 4 (Quality Education) states that by concentrating on these subject areas, the programs aim to improve lifelong learning opportunities and quality education for all. In line with SDG 8 (Decent Work and Economic Growth), they also seek to advance full and productive employment, decent work for all, and consistent, inclusive, and sustainable economic growth. In line with SDG 9 (Industry, Innovation and Infrastructure), the programs will also assist in creating resilient infrastructure, advance equitable and sustainable industrialization, and encourage innovation. When taken as a whole, these initiatives help achieve the overarching goals of ensuring sustainable practices which is in line with SDG 12 (Responsible Consumption and Production) and decreasing inequality which is directly aligned to SDG 10 (Reduced Inequalities), which addresses some of the most important issues facing development today.

About the Study

Angel One's CSR objective is to empower underprivileged students by providing them with opportunities to enhance their skills, thereby enabling them to become economically independent and self-reliant. The projects aimed at entrepreneurship, education and livelihood and skill development aiming to improve the lifelong opportunities and enabling them to seek productive employment, decent work for all and consistent, inclusive and economic growth. The projects also assist in creating resilient infrastructure, advance equitable and sustainable industrialization, and encourage innovation.

In line with the program's objectives, Angel One is conducting an impact evaluation study for eight of its projects. The table below provides a brief about the eight projects supported by Angel One:

Table 1: About the Implementing Partners

Implementing agency	State	Project Title	Outreach
Aajeevika Bureau Trust	Rajasthan, Madhya Pradesh And Gujarat	Creating and Enhancing Livelihood opportunity in the formal sector for aspiring youth through the skilling and placements	4500
Kherwadi Social Welfare Association	Maharashtra	Youth trained and certified in livelihood-orientation program in Maharashtra, Delhi Karnataka, Rajasthan, and Gujarat	5000
Raah Foundation	Maharashtra	Employability guarantee program in corporate and digital journalism	3125
NIIT Foundation	Maharashtra, Gujarat, Delhi-NCR, Karnataka, Rajasthan	To improve social economic conditions and wellbeing of youth in the community	3750
Shambhav Foundation	Rajasthan and West bengal	To address growing demand for skilled electric vehicle technicians in today's evolving automobile landscape and	600

⁶ https://sustainable.tourism.gov.in/images/pdf/G20_Goa_Roadmap.pdf

		provide candidates with market-oriented skills and link them to livelihood opportunities.	
TRRAIN	Delhi, UP, Haryana, Rajasthan, Andhra Pradesh, Telangana, Karnataka, Kerala, Tamil Nadu, Gujarat, Goa, Maharashtra, Goa, MP, Orrisa, West Bengal	Skill and Place PwDs and Women from marginalised community in retail and allied sector jobs	1150
Anudip Foundation for Social Welfare	Jharkhand, MP and Karnataka	Skill development and employability program for youth form underserved community	375
New Resolution India Bright future	Karnataka, Telangana and Delhi	To provide the skilling and livelihood training to youth of urban slum communities primarily from Karnataka as well as from Delhi and Hyderabad areas and placement of these.	600

Given the objectives of the programme, Angel One is conducting an impact evaluation study for its projects and has commissioned TTC to conduct a third part impact evaluation study for the same. The scope of work has been detailed below:

- Desk review of project documents and other relevant literature to further the understanding of the projects.
- Development of impact evaluation framework and study instruments.
- Undertaking primary research in select project areas, comprising both quantitative and qualitative elements for baseline study.
- Development and finalization of the impact evaluation reports capturing the relevance of the projects, coherence with the government schemes, efficiency and effectiveness of the projects, their outputs and sustainability.
- Other deliverables for the project involve the inception report, survey tools and field plan.

Approach

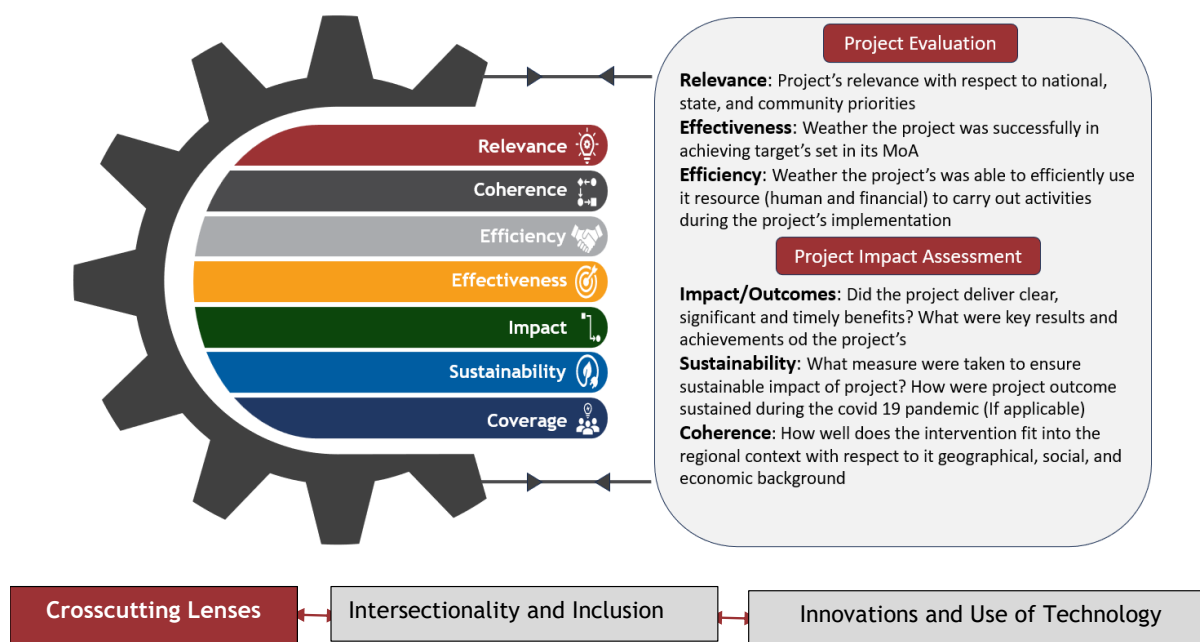


Figure 1: Study Approach

TTC adopted the OECD-DAC framework to evaluate the projects supported under the Angel One CSR programme. The assessment was guided by the OECD-DAC criteria, namely Relevance, Effectiveness and Efficiency, Impact, Sustainability, and Coherence. The overall evaluation approach was inclusive, integrating considerations of gender, diversity, and intersectionality.

As outlined in the scope of work, TTC evaluated each project implemented under the Angel One CSR programme across Maharashtra, Gujarat, Tamil Nadu, Delhi, Andhra Pradesh, and Rajasthan. For project-level evaluations, TTC assessed the relevance, effectiveness, and efficiency of each initiative. To evaluate impact, the study examined the extent to which projects had achieved their intended outcomes and the measures undertaken to ensure sustainability. Each project was assessed against the full set of OECD-DAC criteria. A crosscutting lens of inclusion and intersectionality was applied to ensure the projects actively engaged with marginalized and vulnerable communities. The evaluation also emphasized innovation and the use of technology to enhance program effectiveness and outcomes.

Table 2: Project Evaluation Criteria

Evaluation Criteria	Evaluation Questions	Source of Data	Data Collection Tool
Relevance	<ul style="list-style-type: none"> What were reasons behind choosing to implement these projects? How are the projects aligned with national and state government priorities in education, livelihood, and skill development? Are the projects aligned with local and contextual needs of the beneficiaries? 	MoA, Angel One, CSR policy, state policies and schemes, primary interactions	Survey, in depth interviews, KIIs

Evaluation Criteria	Evaluation Questions	Source of Data	Data Collection Tool
	<ul style="list-style-type: none"> ● Are the skills provided relevant to the industry and job market? ● To what extent does the project cater to marginalized groups (women, PwDs, tribal communities, EWS)? 		
Effectiveness	<ul style="list-style-type: none"> ● How detailed are the MoAs? ● Was the project supported by a well-defined and planned program framework? ● How were the resources deployed and planned- HR, finance, operations, planning process, training, stakeholder, timelines? ● Were the projects able to achieve targets set in MoAs? ● What were the checkpoints under quality assurance mechanisms? ● What were the actions that facilitated/inhibited the achievement of results? ● What were the monitoring mechanisms for the projects and were they sufficient? ● Accuracy and effectiveness of budgeting. ● Identifying variances, if any. ● Making informed decisions for future budgeting. ● Substantiveness of expenditure i.e., supported by adequate supporting documents/invoices; and ● Allowability of expenditure i.e., has been incurred as per the terms of the agreement signed with the donor/budget approved by the donor. ● What were the on-ground challenges in implementing the project? What level of effort was made to overcome practical constraints challenges? Was there any mid-course correction? ● Are the training methods effective and engaging? 	Programme progress reports, primary interactions	In depth interviews, KII, and physical observation checklists
Efficiency	<ul style="list-style-type: none"> ● Was evaluation of resources, service and delivery undertaken at regular intervals? ● Was intake and deployment of Human Resources at each stage adequate? ● Were resources from intervention areas involved in project planning implementation or monitoring? ● Were the costs of the project justified by its results? ● Were there any delays or inefficiencies in program implementation? 	Programme progress reports, primary interactions	In depth interviews, KIIs
Outcome/impact	<ul style="list-style-type: none"> ● Is there a visible change within the beneficiary community? ● Have the intended impacts been met? ● Has the project influenced any state or national level policies? ● Has the project improved the employability and income levels of trainees? ● Has it contributed to gender equality and social inclusion? ● Were there any unintended positive or negative effects of the intervention? ● Was there any unintended impact that came about due to the programme? 	Programme progress reports, primary interactions	Surveys, in depth interviews, KII, FGD and case studies

Evaluation Criteria	Evaluation Questions	Source of Data	Data Collection Tool
	<ul style="list-style-type: none"> What are the changes in the perception, attitude, and behaviour of the beneficiary community after the completion of the project? 		
Sustainability	<ul style="list-style-type: none"> Does the programme align itself with any SDGs? Were beneficiaries and communities oriented on the nature and intentions of these programs? Has the programme been able to guide the community effectively? What is the phase-out strategy devised for the project? What actors do it include at the state and local level? Were these actors included during the planning and implementation of the projects? How has the project implementation been able to create sustained change in the economic/ social status of the community members? 	Programme progress reports, primary interaction	Surveys, in depth interviews, KII, and case studies
Coherence	<ul style="list-style-type: none"> Is the project's output affordable and cost-effective for target beneficiaries? What is external coherence consistency and CSR policies? Does the project align with national and state-level skill development policies (e.g., National Skill Development Mission, PMKVY in India)? What was the extension to which the interventions addressed the interlinkages with other similar interventions? How well did the project engaged with key stakeholders, including government agencies, NGOs, private sector employers, and industry associations? 	Programme progress reports, primary interaction	In depth interviews, KII, and case studies

As outlined in the overall approach, the study's evaluation strategy assessed the projects based on their relevance, effectiveness, impact, and efficiency. TTC undertook a review of the expenses reported under projects supported by Angel One.

TTC also ensured physical verification of infrastructure support or assets created, wherever applicable, during project implementation to support the successful delivery of project initiatives. Based on the available context of the projects through desk review, the findings were triangulated and validated during the physical verification of assets.

Methodology

To successfully execute the engagement, TTC designed a robust methodology that derived from our experience of undertaking similar assessments and was guided by the approach. The proposed methodology consisted of three phases. These phases were further bifurcated into detailed and rigorous work steps that projected an in-depth and comprehensive account of all the functions that were carried out for the evaluation and impact assessment of all the eight projects. The three phases of the evaluation were as follows:

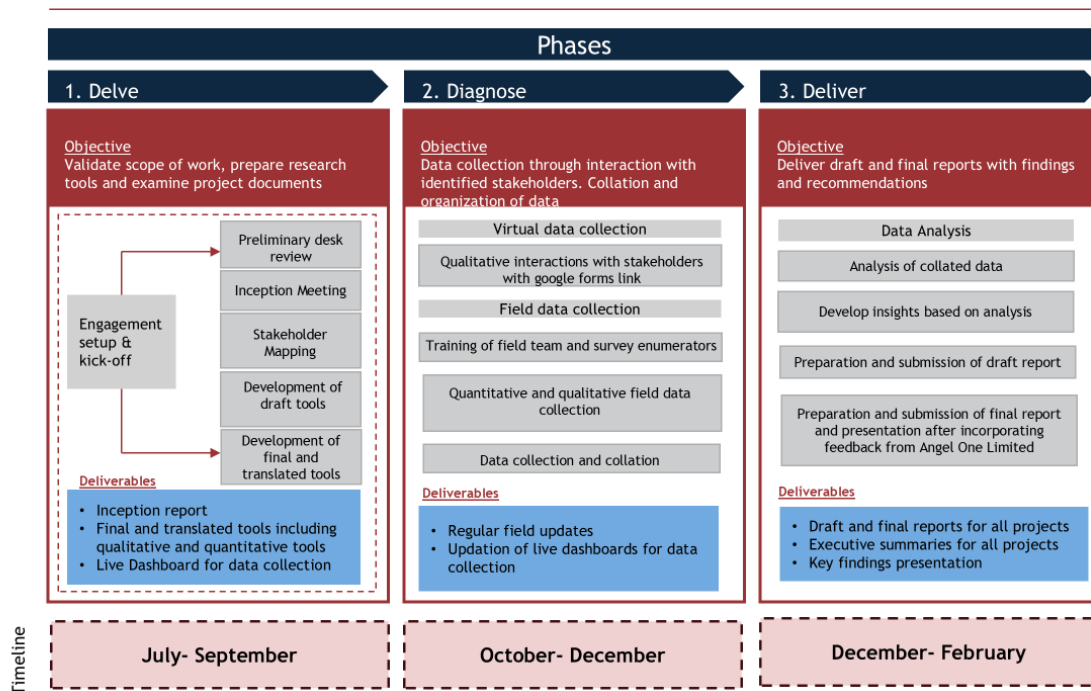


Figure 2: Study Methodology

Stage 1: Inception

- **Preliminary desk review:** During this phase of the assignment, TTC undertook an in-depth literature review of existing materials such as:
 - Angel One CSR strategy
 - Project mandates
 - Program documents including MoA/ MoUs with implementing partners
 - Monthly, quarterly and annual reports of each project
 - Project MIS
 - Baseline reports, if available

The available documents were segregated project wise to systematize the literature review process, which strengthened the study team preliminary understanding of all the eight projects supported by Angel One and provided a foundation for the findings to be validated and substantiated during the subsequent data collection phase. The information collected from the structured literature review was collated and organised in an analysis framework which aided in tool development.

- **Inception meeting:** Angel One aided in connecting TTC with the implementing partners for the projects. This provided an opportunity to interact with relevant stakeholders and implementing partners to develop a preliminary understanding of the program's context, specifically catering to the demographics of the selected intervention areas. TTC conducted individual meetings with each of the implementing partners to better understand the context of each project.
- **Research Design:** The study followed a mixed-methodology approach wherein both quantitative and qualitative tools were used along with physical observations. Quantitative data was collected through surveys with beneficiaries, while qualitative data was gathered using tools including FGDs (focus group discussions), IDIs (in-depth interviews), and KIs (key informant interviews). Quantitative data was leveraged to identify top-level trends, including outcomes and impact of each project, while qualitative data was utilized to identify and highlight the underlying causes of these trends. The TTC team visited the field to conduct KIs lasting approximately 30

minutes and IDIs/FGDs lasting 45-50 minutes with relevant stakeholder groups. The findings from these interactions helped corroborate insights from surveys and observations and were further supplemented by secondary literature on each Angel One project.

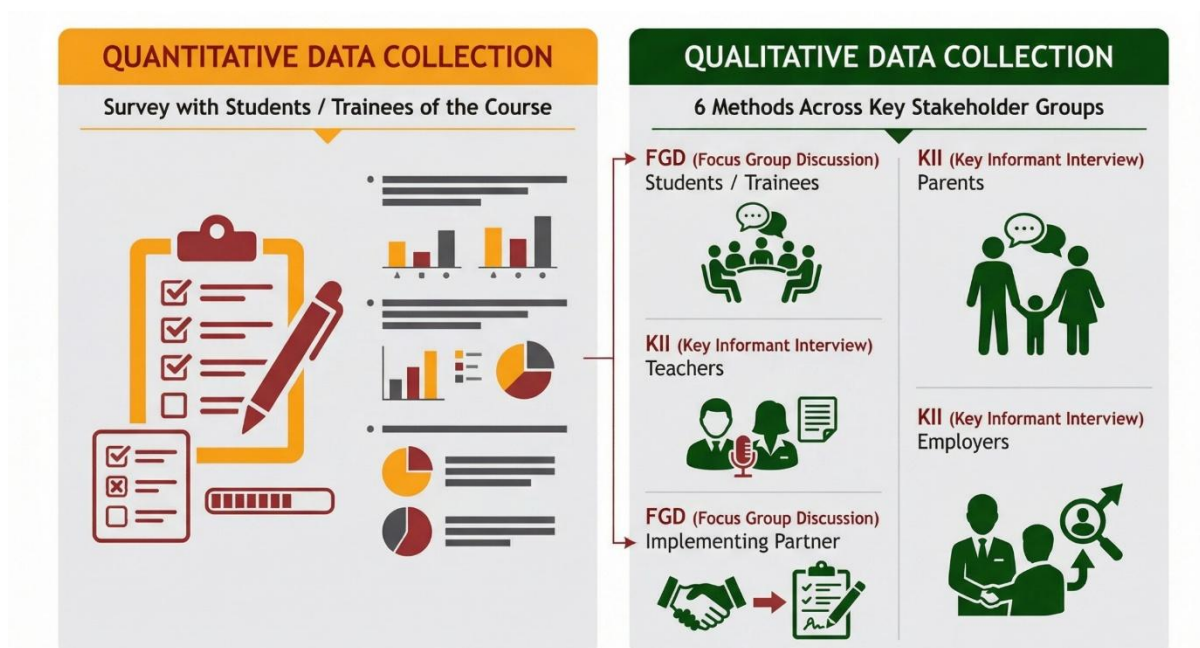


Figure 3: Stakeholder Mapping

- **Tools:** TTC developed a combination of qualitative and quantitative tools. These included in-depth interviews (IDIs), key informant interviews (KIIs), and focus group discussions (FGDs), along with quantitative surveys. Additionally, TTC developed formats for collecting change/impact stories that captured stakeholder transitions throughout the project lifecycle. The stakeholder categories and relevant tools for each category across the interventions, along with key probe areas, were presented as part of the Research Framework.
- **Sampling:** TTC finalised the sampling frame and sample for quantitative data collection.

Quantitative sampling strategy: Cochran's formula was utilized for quantitative sampling of each project. The formula is detailed below:

$n = N \cdot X / (X + N - 1)$, where $X = Z_{\alpha/2}^2 \cdot p \cdot (1-p) / MOE^2$ and $Z_{\alpha/2}$ is the critical value of the normal distribution at $\alpha/2$.

TTC ensured that the sample followed a confidence interval of 95% with a 5% margin of error and accounted for 8-10% non-responses. The approach aimed to cover a statistically representative sample, with at least 50% or more of the population included where the universe was less than 100, across all interventions, ensuring representation from the maximum number of locations.

Table 3: Sample Calculation

Name of implementing agency	Project Title	Quantitative Data (Number of surveys)		Qualitative Data (Number of interactions)		Total Respondents (Approx.)
		Total Target	Total Achievement	Total Target	Total Achievement	
Aajeevika Bureau Trust	Integration of Underprivileged youths in formal job spaces & enhancing rural economies.	220	238	20-25	43	281
Anudip Foundation	Digital Inclusion of Young Aspirants (DIYA) Program	100	114	10-12	17	131
Bright Future	Bulandi	100	100	12-15	15	115
Kherwadi Social Welfare Association	Youth Livelihood Training	320	384	25-30	29	413
NIIT Foundation	Skill Development and Employability Program for Youths from underserved communities	230	261	20-25	25	286
RAAH Foundation	SAMARTH & Digital Journalism	200	188	20-25	29	217
Sambhav Foundation	Strengthening Youth Employability in the EV Sector	200	200	10-12	17	217
TRRAIN Trust	PANKH and TRRAINHer	100	100	15-20	20	120

Stage 2: Data Collection

- **Field Team and Training:** Prior to data collection, the study team was adequately trained on intervention objectives, methodology and study tools, sampling, and ethical considerations. The training also encompassed both theoretical sessions and mock exercises to ensure the team was conversant with the tools as well as local and contextual nuances.
- **Field Planning:** A detailed field movement plan, elaborating on day-wise locations and primary sampling units, was shared along with the report. After incorporating feedback from Angel One, field data collection proceeded as per the finalized plan.
- **Qualitative data collection:** The TTC team visiting the field for qualitative data collection also included women who had prior experience working across various thematic areas and possessed an understanding of gender dynamics and needs. TTC ensured that all interactions with the target groups were conducted by field researchers familiar with the region, its dialect, and the program context. The qualitative team was led by a senior professional from TTC with strong experience in conducting on-ground qualitative research. The team ensured active participation from all respondents and captured diverse perspectives through carefully designed tools. The key facilitator was supported by another team member who took notes and acted as a gatekeeper to manage any disruptions during the sessions.
- **Quantitative data collection:** The quantitative data collection effort was carried out using digital tools on Google forms. Sufficient quality checks (including skip logic and validations) were programmed into the survey to ensure high-quality data collection. The data entered by respondents was reviewed regularly at the end of each day, and response sheets were generated along with any anomalies detected. The research coordinator coordinated with the data collection agency's points of contact to ensure that any issues were resolved, and re-surveys were conducted wherever necessary. Coding of responses was undertaken in advance to ensure a smooth and organized data analysis process. To maintain data quality, TTC conducted spot checks and back checks in the field to ensure data integrity throughout the data collection process.

Stage 3: Analysis and Delivery

All data was cleaned and validated to remove any errors and inconsistencies. Wherever gaps emerged, the research team reached out to relevant stakeholders telephonically to address them. The datasets were then coded, and dedicated processes were adopted for both quantitative and qualitative data analysis.

Quantitative data analysis: The first step in quantitative data analysis was to clean and organize the data. Once prepared, the dataset was analysed using statistical software such as Excel to generate results. The analysis was conducted through the lens of the study framework to ensure that the data analysis team followed a clear plan and hypothesis. This enabled appropriate synthesis of both quantitative and qualitative data, leading to more robust findings.

The quantitative data was analysed using a correlational approach to understand and explain the observed patterns. Data from various sources was compiled into internal databases, which were then correlated, analysed, and cross-tabulated to generate comprehensive insights. TTC developed a chapter plan following data cleaning and tabulation, and the analysis was guided by the overall research approach. Data collected through different tools was cleaned, collated, and organised under various components as outlined in the approach.

Qualitative data analysis: The primary findings from the field were collated and organised, and team members triangulated perspectives from various stakeholders to develop holistic insights on key research questions. The process was guided by an analysis framework developed during the inception stage, where all field-level insights were collated and transcribed.

Triangulation of data: Based on the collected information, “finding statements” for each research question were developed. Qualitative and quantitative findings were integrated to validate, explain, and substantiate emerging trends. A detailed draft report for each project was prepared and submitted to Angel One for review.

Table 4: Report Structure

S.No.	Chapter
1	Executive Summary
2	Background <ol style="list-style-type: none"> 1. Purpose, objective and scope of work 2. Project Overview 3. Project context 4. Outreach, partners, stakeholders and other project details 5. Approach and Methodology 6. Limitations of the assessment
3	Key Findings <ol style="list-style-type: none"> 1. Relevance <ol style="list-style-type: none"> a. Project design & implemented to meet the need of all the targeted groups and were relevant to state, national and global priorities b. Contextual factors were analyzed while designing and implementing the project 2. Coherence <ol style="list-style-type: none"> a. How well does the intervention align with Angel One’s overall CSR strategy and objectives? b. To what extent does the intervention coordinate with other NGOs, government agencies, and community-based organizations working in the same area? c. How does the intervention complement or enhance existing services and programs in the target areas? 3. Efficiency <ol style="list-style-type: none"> a. Financial review of project in terms of deployment of funds for achieving adequate outcomes b. Project implementation is aligned to the time frame and optimum utilization of disbursed funds 4. Effectiveness <ol style="list-style-type: none"> a. The project had a comprehensive outreach mechanism b. The project identified and addressed the problem of the targeted beneficiaries c. The management structure helped the project to be more effective 5. Impact <ol style="list-style-type: none"> a. Observed measurable changes b. Project identified potential challenges and opportunities c. Other unintended outcomes were observed 6. Sustainability <ol style="list-style-type: none"> a. Enhanced participation for both direct & indirect beneficiaries for project continuity b. Active support and engagement of all key stakeholders across value chain c. Measures incorporated to ensure community ownership during implementation and post- project d. Mechanism for collaboration with government departments developed to ensure project replicability
4	Conclusion and Recommendations

TTC duly incorporated the feedback received from Angel One and presented a final copy-edited report at the end of the assignment term along with a presentation of the key findings.

Quality Assurance

Quality assurance steps were undertaken at each stage of the study to ensure that high-quality data was generated and processed.

- It was ensured throughout the process that the collected data remained reliable and valid. TTC adopted a three-level monitoring structure for this study, wherein quality check mechanisms were deployed at the input, collation, and validation stages. These quality checks were applied across all key activities, including recruitment, field training, data collection, team movement, and data compilation.
- Only experienced and trained researchers were involved in data collection to maintain data quality. All team members engaged in data collection were adequately oriented on the tools and methodologies to be used.
- An internal control mechanism was established through a live dashboard, which was shared with Angel One. This enabled both Angel One and TTC to track progress in line with the defined timelines.

Aajeevika Bureau Trust- Integration of Underprivileged youths in formal job spaces & enhancing rural economies.

This executive summary provides an overview of impact assessment findings of the Skill Development program implemented by Aajeevika Bureau Trust with support from Angel One. The initiative aimed at empowering underserved youth across Rajasthan, Gujarat and Madhya Pradesh. Conducted by an independent third party, Thinkthrough Consulting (TTC), the assessment adheres to the OECD-DAC framework, evaluating the program's relevance, effectiveness, efficiency, outcomes, impact, and sustainability. Employing a robust mixed-methods approach, the study integrates quantitative and qualitative data from diverse stakeholders to present a holistic assessment of the program's achievements along with actionable recommendations.

Background and Context

Skill development plays a critical role in economic growth by enhancing workforce capabilities, improving employment opportunities, and promoting entrepreneurship. Globally, rapid technological change, automation, and shifting labor market demands are increasing the need for relevant skills. However, a significant mismatch persists between the skills employers require and those available in the workforce. Worldwide, nearly 750 million adults lack basic literacy and numeracy skills, and millions of young people remain economically inactive due to insufficient job-ready competencies.

In India, this challenge is particularly significant despite the country's demographic advantage. Over 62% of the population falls within the working-age group, yet only 2.2% of individuals have received formal vocational training. Key barriers include social stigma around vocational education, weak alignment between training programs and industry demand, outdated curricula, and limited focus on entrepreneurship. Government initiatives such as the Skill India Mission, PMKVY, SANKALP, and DDU-GKY aim to strengthen the skill ecosystem and enhance employability, particularly for marginalized youth.

At the state level, Rajasthan, Madhya Pradesh, and Gujarat reflect diverse economic contexts but face common challenges, including skill gaps, limited industry alignment, and barriers to access for marginalized communities. While sectors such as manufacturing, tourism, handicrafts, services, and agro processing are expanding, many youths remain underemployed due to inadequate access to relevant training.

Strengthening industry partnerships, improving training quality, and expanding inclusive access to skill development programs will be essential to building a skilled workforce capable of supporting sustainable economic growth.

About the Program

The skill development program implemented by Aajeevika Bureau Trust (ABT) under the Angel One CSR initiative focuses on enhancing employability among rural and marginalized youth in Rajasthan, Gujarat, and Madhya Pradesh, particularly in districts such as Udaipur, Rajsamand, Dungarpur, Ahmedabad, Khedbrahma, and Indore.

The program delivers short-term vocational training aligned with market demand in sectors such as retail, hospitality, IT-enabled services, textiles, construction, security services, and artisan crafts. It adopts a holistic approach that includes community mobilization, skill gap assessment, certified training, practical learning, placement facilitation, and post-placement mentoring.

The key objectives of the program are to identify and counsel youth on career pathways, equip them with industry-relevant skills, improve employability, connect youth with potential employers, and support job placement and retention. The training integrates technical competencies with life skills, communication, and digital literacy to prepare participants for sustainable employment or self-employment opportunities.

The implementation process involves three key stages: mobilisation, training delivery, and placement support. Outreach activities such as community meetings and youth fairs help identify interested candidates and provide career counselling. Training is delivered through 30-day residential or 45-day non-residential formats, combining classroom learning with hands-on practice. In addition to technical skills, participants receive placement readiness training, including interview preparation, workplace communication, and personality development.

The program further supports graduates through job placement facilitation, entrepreneurship guidance, and short-term post-placement support, helping youth transition into formal employment or local livelihood opportunities. Overall, the initiative aims to strengthen local labor markets, bridge skill gaps, and promote inclusive economic participation among disadvantaged youth.

Study Objectives and Methodology

Angel One Limited commissioned TTC to conduct an independent third-party impact assessment of the skill development program implemented by Aajeevika Bureau Trust (ABT). The assessment aimed to understand the project context, evaluate its outcomes and impact on key stakeholders (youth, families, and communities), assess project management processes, and document lessons and recommendations for strengthening future implementation. The evaluation was conducted across Rajasthan and Madhya Pradesh, covering Jaipur, Udaipur, Dungarpur, Jodhpur, and Indore to ensure representation from major intervention areas.

The study adopted the OECD-DAC evaluation framework, assessing the project across five key criteria: relevance, effectiveness, efficiency, impact, sustainability, and coherence. The evaluation also incorporated a cross-cutting lens of gender, diversity, and inclusion to understand how the program reached marginalized communities and promoted equitable access to skilling opportunities.

A mixed-methods research design was used, combining quantitative and qualitative approaches. Data was collected through beneficiary surveys, focus group discussions (FGDs), key informant interviews (KIIs), and case studies with trainees, parents, trainers, employers, and the implementing team. The study covered 220 beneficiaries selected using a statistically representative sampling approach from a total of 5164 trained youth.

Data collection was conducted in September 2025 by a trained field team using both in-person and virtual methods to reach employed graduates across locations. Quantitative data was analysed using statistical techniques, while qualitative data was examined through thematic content analysis. Findings from both datasets were triangulated to generate comprehensive insights on program outcomes, stakeholder perspectives, and overall impact.

Key Findings

Most trainees were **youth aged 18-25 years (87.9%)**, indicating strong outreach to early job seekers. **Rajasthan accounted for many participants**, particularly from districts like Jodhpur and Udaipur, followed by Madhya Pradesh. Most respondents had completed **senior**

secondary education or graduation, showing the program’s relevance for both school-leavers and educated youth seeking vocational skills. The **gender distribution was nearly balanced**, and **88.6% of participants belonged to OBC, SC, or ST communities**, reflecting strong inclusion of marginalized groups. Most trainees also had **no prior formal work experience**, highlighting the program’s role in supporting first-time entry into employment.

The findings are structured in line with the OECD-DAC criteria:

S. No.	OECD-DAC criteria	Findings and Observations
1.	Relevance	<ul style="list-style-type: none"> • Strong alignment with development priorities and local needs: The program aligns with key SDGs (1, 4, 5, 8, and 10) by targeting economically disadvantaged youth—especially women and SC/ST communities—and equipping them with industry-relevant technical and life skills. Courses were designed based on local labor market demand and youth aspirations, making the training highly relevant to employment opportunities in sectors such as retail, IT, healthcare, and self-employment trades. • High perceived relevance but external barriers remain: Most participants joined the program to improve employability, enhance skills, and gain practical experience, indicating strong relevance to career aspirations. While the program successfully increased participation and confidence among marginalized youth—particularly women—socio-cultural barriers, especially restrictions on women’s mobility and employment, continue to limit full workforce participation after training.
2.	Coherence	<ul style="list-style-type: none"> • Strong policy and sectoral alignment: The program is closely aligned with the Skill India Mission and key schemes such as PMKVY, JSS, and NAPS, with curricula following NSQF standards and designed based on state skill gap reports and NSDC labour market data. Course offerings in sectors like retail, IT, healthcare, and emerging technologies ensure strong linkage with regional employment opportunities and industry demand. • Integrated implementation with scope for strengthening: Partnerships with NGOs, employers, and community stakeholders support effective outreach, training delivery, and placement facilitation. While the program demonstrates strong internal coherence across training, curriculum, and placement processes, further improvements could include expanding digital infrastructure, increasing industry participation in curriculum design, and promoting lifelong learning pathways.
3.	Effectiveness	<ul style="list-style-type: none"> • Strong planning and implementation: The program used a community-based approach with labour market assessments, stakeholder engagement, and mobilization through Yuva Mitras, supported by centre management and MIS-based monitoring. • Targets largely achieved: Most mobilization, counselling, training, and placement targets were met or exceeded, with high enrolment, strong course completion rates, and positive participant satisfaction. • Effective training delivery: Training followed interactive, practical learning methods with industry-relevant curricula, qualified trainers, and strong learner engagement.

		<ul style="list-style-type: none"> • Positive employment outcomes: Strong employer partnerships, placement support, and follow-up mechanisms enabled many trainees to secure jobs or start self-employment, though retention and opportunities for some groups (e.g., young women) require further support.
4.	Efficiency	<ul style="list-style-type: none"> • Cost-efficient outreach and mobilisation: The program used peer-led mobilisation through Yuva Mitras, Yuva Melas, and door-to-door outreach, enabling high enrolment and trust-building while keeping mobilisation costs low. • Efficient resource utilization: A dual training model (residential and non-residential), shared infrastructure, local trainers, and partnerships with NGOs and employers helped optimize resources and reduce operational costs. • Timely implementation: The project followed a phase-wise model (mobilisation, training, placement) with structured timelines, ensuring most training batches and activities were completed on schedule. • Adaptive operational management: Flexible staffing, rolling admissions, and mitigation strategies for delays allowed the program to maintain smooth delivery and efficient use of time and resources.
5.	Impact	<ul style="list-style-type: none"> • Expanded access to skills and employment: The program significantly increased access to formal skill development for marginalized youth, using community outreach, Yuva Melas, and peer mobilisers to reach those previously disconnected from training opportunities. • Improved incomes and livelihoods: Training and placement led to substantial income growth, with many graduates moving from irregular or no earnings to stable monthly incomes and some starting microenterprises that created additional local employment. • Enhanced social status and empowerment: Graduates experienced greater confidence, community recognition, and decision-making power, particularly among women who reported improved financial independence and delayed marriage. • Improved mobility and opportunities: The program helped bridge the rural-urban opportunity gap, enabling youth to access safer and better-paying jobs in cities while also supporting local employment and entrepreneurship.
6.	Sustainability	<ul style="list-style-type: none"> • Replicable and scalable model: The program's peer-led mobilisation, community outreach, and modular training approach make it adaptable to new locations and sectors, enabling expansion to additional centres and geographies. • Strong focus on social inclusion: Targeted outreach ensured participation from marginalized groups such as SC/ST/OBC youth, migrants, women, and school dropouts, promoting inclusive skill development and employment opportunities. • Sustained stakeholder engagement: Partnerships with local governments, employers, community leaders, and civil society organizations strengthened outreach, placements, and ongoing program relevance. • Long-term livelihood outcomes: Many graduates secured stable employment or started microenterprises, leading to sustained

		income, career progression, and improved economic security for their families.
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Recommendations

The study findings indicate that the skill development interventions implemented by Aajeevika Bureau Trust have generated positive outcomes; however, several measures can further strengthen the program in future phases. It is recommended to enhance the curriculum by integrating employability skills such as communication, workplace etiquette, English proficiency, and digital literacy alongside technical training, while also extending the duration of select courses to allow deeper practical learning. Investments in upgrading training centre infrastructure—including computers, connectivity, and training materials, along with continuous capacity building for trainers in modern pedagogical and digital teaching methods will further improve training quality. Expanding financial literacy and entrepreneurship modules can support trainees in managing finances and pursuing self-employment opportunities. Additionally, the program can deepen its inclusion efforts by tailoring outreach and training support for vulnerable groups such as women, tribal communities, and persons with disabilities, while also strengthening industry partnerships, particularly in emerging sectors, to diversify placement opportunities and sustain long-term livelihood outcomes.

Conclusion

The evaluation indicated that the projects supported by Angel One had made significant progress in expanding skill development and employment opportunities for marginalized youth across diverse regions. The initiatives improved access to training, increased participation of underrepresented groups, and strengthened partnerships with local stakeholders and employers. Importantly, the programs helped shift perceptions of skill development from being urban- or elite-focused to a viable pathway for rural and disadvantaged youth. While challenges remained in areas such as infrastructure, long-term job retention, and reaching the most vulnerable groups, the overall findings demonstrated meaningful positive outcomes.

The study provided clear evidence of impact while also identifying key areas for improvement. Addressing these gaps could help future programs further strengthen their reach, quality, and sustainability. Overall, the assessment offered strategic insights for enhancing ongoing and future initiatives, ensuring that skill development efforts continued to promote social inclusion and economic empowerment.

Anudip Foundation: Digital Inclusion of Young Aspirants (DIYA) Program

This executive summary provides an overview of impact assessment findings of the Digital Inclusion of Young Aspirants (DIYA) program implemented by Anudip Foundation with support from Angel One. The initiative aimed at empowering underserved youth across Madhya Pradesh, Jharkhand, and Karnataka. Conducted by an independent third party, Thinkthrough Consulting (TTC), the assessment adheres to the OECD-DAC framework, evaluating the program's relevance, effectiveness, efficiency, outcomes, impact, and sustainability. Employing a robust mixed-methods approach, the study integrates quantitative and qualitative data from diverse stakeholders to present a holistic assessment of the program's achievements along with actionable recommendations.

Background and Context

Globally, youth skilling and vocational education are critical drivers of socio-economic growth, yet challenges persist. The ILO (2020) reported that 1.4 billion workers were in poor-quality employment, with youth labour force participation declining by 12% despite a growing youth population. Around 20% of young people (15-24 years) were not in education, employment, or training, reflecting significant skill identification, acquisition, and certification gaps (PwC, 2020). In India, with a median age of 28 years, this challenge is magnified by low formal skilling (only 2.7% of the workforce), weak industry alignment, and a dominance of informal employment (93%)⁸. As multiple studies have highlighted, higher education levels often correlate with higher unemployment, especially among educated urban women, underscoring gender and structural barriers in the labour market⁹.

At the state level, **Madhya Pradesh** faces severe skill and employability deficits, since over 60% of its working-age population has not acquired any skill and female labour force participation remains concerningly low at 4%¹⁰. **Karnataka**, though among the top five states in employability (52.8%), struggles with a skill mismatch between training and Bengaluru's high-skill IT job market¹¹. **Jharkhand** faces low literacy (67.6%) compared to national level, limited vocational access beyond a few districts, and weak employment linkages under its Skill Development Policy 2018¹². Together, these trends highlight an urgent need for state-specific, inclusive, and industry-aligned skilling ecosystems to effectively harness India's demographic dividend.

About the Program

The **Digital Inclusion of Young Aspirants (DIYA)** program is designed to enhance the employability and socio-economic condition of marginalized and vulnerable youth in NEET (not in education, employment, and training) category, across urban and rural areas of Karnataka, Madhya Pradesh, and Jharkhand. The program offered a course on- Certificate in English Communication and IT (Back office/ Customer support), entailing a 110-hour blended learning curriculum focusing on market relevant digital skills, soft skills, and job

⁸ <https://iforest.global/skill-india-mission-short-courses-no-employable-skills-and-a-lack-of-jobs/>

⁹ <https://www.theeconomicjournal.com/article/view/493/8-1-52>

¹⁰ https://skillsip.nsdcindia.org/sites/default/files/kps-document/Madhya%20Pradesh_%2802-04-2020%29.pdf

¹¹ https://www.sattva.co.in/wp-content/uploads/2021/01/Sattva_Unicef-YuWaah_Karnataka-Report.pdf

¹² <https://skillsip.nsdcindia.org/sites/default/files/kps-document/jharkhand-sg-report.pdf>

readiness training, aimed at enhancing the employability of the youth. It is intended to enhance not just financial independence of trained youth, but also boost their self-esteem, decision-making skills, and improved quality of life for their households. The program timeline was for 5 months between **November 2024- March 2025**, with a target of training 375 youth across the three locations and achieving placement target of at least 70%.

Study objectives and methodology

The impact assessment study was conducted in three phases: Delve, Diagnose, and Deliver. The study utilized a mixed-methods approach, combining quantitative and qualitative data collection methods to capture diverse stakeholder perspectives. The evaluation framework was aligned with the OECD-DAC criteria, focusing on:

- **Relevance:** To determine the program's alignment with the needs of the target communities and the demands of the job market.
- **Coherence:** To evaluate the internal and external consistency of the program's design and implementation.
- **Effectiveness:** To measure the extent to which the program achieves its intended objectives.
- **Efficiency:** To assess the program's resource utilization and cost-effectiveness.
- **Outcomes & Impact:** To analyze the changes resulting from the program, including job placements, income enhancement, and overall well-being improvements.
- **Sustainability:** To evaluate the long-term viability and potential for continued positive impact.

Data collection involved surveys, focus group discussions (FGDs), and key informant interviews (KIIs) with various stakeholders, including students, trainers, employers, parents, and community members. The sampling strategy ensured geographical representation and diversity of beneficiaries. Using Cochran's formula, **stratified random sampling was adopted for beneficiary selection. A confidence interval of 95% with a 7.5% margin of error and accounting for 8-10% non-responses were ensured while choosing the sample size.** Based on this, a quantitative sample of 100 was selected and overall, 114 respondents were covered.

Key Findings

Respondent Profile

The program predominantly attracted youth aged between **18-27 years**, with a significantly high gender representation across all three locations, and specifically in Bengaluru. The program primarily targeted underserved communities with **98.25% of the households having annual income below 4 lakhs**. The findings are structured in line with the OECD-DAC criteria:

S. No.	OECD-DAC criteria	Findings and Observations
1.	Relevance	<ul style="list-style-type: none"> • The program strategically aligns national and state-level skill development priorities and addresses local community needs by focusing on high-demand sectors such as IT and Back-office roles. By targeting college students from tier-2 and tier-3

		<p>colleges with aspirations for securing a placement, the program adequately alleviated the financial barriers faced by these students in securing vocational training.</p> <ul style="list-style-type: none"> • Selection favours economically disadvantaged students, with 98.25% of the candidates with annual household incomes below INR 4 lakhs. It bridges digital skill and English communication gaps, empowering marginalized youth for employment. Anudip Foundation's collaboration with partner centres and colleges ensured skill training in a safe environment, enabling trainees to secure opportunities in high-growth sectors. This holistic approach promoted skill development and economic empowerment of youth advancing SDG 1: No Poverty, SDG 4: Quality Education, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, and SDG 10: Reduced Inequalities. • 83% of the students found the skill training course very relevant to their employment needs, depicting the alignment between the program's objectives and its outcomes for students.
2.	Coherence	<ul style="list-style-type: none"> • The program was in line with India's Skill India Mission (SIM) and aligned with key government initiatives such as PMKVY, JSS, and NAPS. It targeted skill shortages in Madhya Pradesh, urban and per-urban Karnataka, and Jharkhand, areas where unemployment, formal skilling, and informal sector jobs are widespread, by providing training in English Communication and IT that meets industry needs. • Additionally, the program aligns strongly with Angel One's mission to enhance employability and promote sustainable livelihoods. Anudip Foundation's training model is preferred by the respondents over similar initiatives by other NGOs and private organizations due to its high-quality training delivery at no cost, marketable skills covered in curriculum, and high placement rate. Furthermore, the program aligns externally with national skill development initiatives, reinforcing its contribution to broader socioeconomic goals.
3.	Effectiveness	<ul style="list-style-type: none"> • The DIYA program ensures workplace readiness and smooth entry into high-growth employment sectors through a dedicated team of mobilizers, trainers, and support staff. Alumni referrals acted as the most effective outreach mechanism, with students preferring the course to gain high quality skills free of cost alongside guaranteed placement. • About 70% of students were highly satisfied with the course, with 69% being very satisfied with the supportive learning environment provided during the course. Significantly, 70% expressed high satisfaction with the practical application component of the course, thus depicting its alignment with students' need for a hands-on, experiential learning pedagogy. • An overwhelming 99% of the students showcased satisfaction with the course duration of 3 months, which emerged as the

		<p>unique differentiator that enhanced the program’s veracity and improved learning outcomes.</p> <ul style="list-style-type: none"> Anudip Foundation’s Corporate Relations Department team provided structured placement support, including interview preparation, resume writing, and career counselling. 70% of students were highly satisfied with the pre-placement assistance.
4.	Efficiency	The program efficiently utilized resources, with its well-defined SOPs ensuring high attendance and retention, with minimal dropouts. Training was delivered in a structured and well-planned manner, balancing technical, soft, and life skills. A structured placement approach, with internships being provided before placement in the college model, enabled smooth transitions to employment.
5.	Impact	<ul style="list-style-type: none"> The program enhanced employability of trainees, with 72% students securing placement post course completion. Out of the total placed students, 59% were women, highlighting the strong gender inclusion in program design. Average salary for placed in the students was INR 12,314/ month. Key takeaways from the course were improved communication due to basic English language skills, improved digital skills, and personal grooming and life skills. By ensuring access to quality services in rural areas like Kannod, the initiative effectively bridged the urban-rural divide, allowing youth to acquire essential skills without needing to travel to major cities. Placed students expressed confidence in their ability to secure better job opportunities in the future through regular skill upgradation. Moreover, they highlighted the importance of personality development (soft skills, grooming, communication) in their overall career progression.
6.	Sustainability	The program’s focus on making students employable through digital and communication skills ensured easy market entry and long-term employment. 98% of the students expressed willingness to recommend the course to others.

Recommendations

Triangulating the feedback collected from the students, trainers, employers and parents/community, the study identified following recommendations towards strengthening the program:

- **Include intermediate level skills and improve English communication in DIYA certification course** beyond basics such as- intermediate Excel and Word, AI tools, and elective specialization like programming language, TALLY, etc.
- **Strengthening alumni network and post-placement support:** To ensure higher retention rates and address post-placement attrition, targeted handholding support should be provided, alongside a strengthening and formal institutionalization of the alumni network to ensure sustainability of project cycle and enhancement of employment opportunities.

- **Allocate funds/ support for relocation assistance to students:** To encourage students from poor, vulnerable backgrounds to secure employment opportunities beyond their locality, it is important to provide relocation assistance to those migrating for work opportunities.

Conclusion

Anudip Foundation's Digital Inclusion for Young Aspirants Program, supported by Angel One, has successfully addressed skill development gaps among marginalized youth, with a specific focus on women. By aligning with national priorities and adopting an inclusive, adaptive approach, the program has equipped beneficiaries with essential skills, significantly improving their socioeconomic prospects. The outlined recommendations will further strengthen program effectiveness, sustainability, and long-term impact, fostering a more inclusive and resilient workforce in India.

Bright Future: Bulandi

India stands at a defining juncture, possessing a vast demographic dividend with **62% of its population within the working-age group** (15-59 years) and over 54% below the age of 25. Harnessing this potential requires strengthening investments in quality education and creating structured pathways for gainful employment. Against this backdrop, Angel One Limited, in collaboration with Bright Future Foundation, has launched the **Bulandi - A Livelihood Initiative Program** to bridge skill gaps and enhance financial security through sustainable employment opportunities for underserved communities. This executive summary presents key insights from the impact assessment conducted by TTC, evaluating the relevance, effectiveness, coherence, efficiency, outcomes/impact, and sustainability of these interventions.

Background

India faces persistent challenges, including limited access to quality skill training and a pronounced mismatch between acquired skills and evolving industry demands. As of 2025, the youth unemployment rate remains high at approximately 14.6%. Despite efforts, only **4.7% of India's workforce has received formal skill training**. Furthermore, over 90% of the workforce remains constrained to the informal sector. The Bulandi program directly responds to these challenges by equipping young individuals from marginalized urban communities with industry-relevant technical skills, essential soft skills, and professional work ethics, preparing them to enter and sustain themselves in the formal workforce.

About the Program

The skill training and employability program (i.e., the Bulandi Program) is structured as a **three-month intensive skill development course** designed for youth aged 18-25. The program is strategically implemented in Tier-1 cities, specifically **Delhi and Bengaluru**, focusing on substantial opportunities available in the IT, BPO, and retail sectors.

- The curriculum is practice-oriented, focusing on strengthening **English communication, basic IT skills, typing proficiency, workplace etiquette, and financial literacy**.
- Classroom instruction is complemented with activity-based learning, guest lectures, and two mandatory exposure visits conducted during the program period.
- The approach ensures market-aligned competencies and strengthens impact through partnerships with local industries for **placement facilitation** and career exposure

Study Objectives and Methodology

The impact assessment study was conducted in three phases: Delve, Diagnose, and Deliver. The study utilized a mixed-methods approach, combining quantitative and qualitative data collection methods to capture diverse stakeholder perspectives. The evaluation framework was aligned with the OECD-DAC criteria, focusing on:

- **Relevance:** To determine the program's alignment with the needs of the target communities and the demands of the job market.
- **Coherence:** To evaluate the internal consistency of the program's design and implementation.
- **Effectiveness:** To measure the extent to which the program achieves its intended objectives.
- **Efficiency:** To assess the program's resource utilization and cost-effectiveness.

- **Outcomes & Impact:** To analyze the changes resulting from the program, including job placements, income enhancement, and overall well-being improvements.
- **Sustainability:** To evaluate the long-term viability and potential for continued positive impact

Data collection involved surveys, focus group discussions, and key informant interviews with various stakeholders, including students, trainers, employers, and community members. The sampling strategy ensured geographical representation and diversity of beneficiaries. Using Cochran's formula, **stratified random sampling was adopted for beneficiary selection. A confidence interval of 90% with a 7.5% margin of error.** Thus, a total sample of 100 was selected and covered.

Though the study framework was designed in a manner to ensure high-quality deliverables with mandatory measures for foreseeable risk mitigation in place, the study was constrained by the limitations. Firstly, availability of students due to demanding working hours and busy festive season were offset by virtual and telephonic interactions. Secondly, the study's insights are based on stakeholder-provided data. While the research team has sought to validate its authenticity, some recording errors may exist.

Key Findings

Respondent Profile

The program predominantly attracted youth aged **18-23 (96% of respondents)**, aligning with the focus on this vulnerable cohort. Approximately **64% of enrolled trainees were female**, underscoring Bulandi's commitment to gender inclusion and empowerment. Nearly **77% reported an annual household income below INR 1 lakh**, confirming the program's strong outreach to socio-economically disadvantaged groups. **Over 61% of participants belong to socially marginalised communities (OBC, SC, ST).** The findings are structured in line with the OECD-DAC criteria:

S.No	OECD-DAC Criteria	Findings and Observations
1.	Relevance	<ul style="list-style-type: none"> ● The program strategically targets Tier-1 cities (Delhi and Bengaluru) which offer substantial opportunities in the IT, BPO, and retail sectors. ● By offering a fully subsidized, accessible, short-term course, Bulandi addresses the critical gap in affordable, market-oriented training for marginalized urban youth. ● The project aligns strongly with national priorities, including SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).
2.	Coherence	<ul style="list-style-type: none"> ● The initiative exhibits strong alignment with Angel One's organizational mandate to foster sustainable livelihoods and promote economic mobility among underserved communities. ● The program is externally coherent with national and state-level frameworks, including the PM Kaushal Vikas Yojana, SANKALP, and the CM Kaushalya Karnataka Yojana.
3.	Effectiveness	<ul style="list-style-type: none"> ● Bright Future adopts a holistic and inclusive program implementation framework with students as catalysts for

		<p>social change, supported by an enabling environment that fosters continuous learning, unlearning, and holistic development. With a wide range of stakeholders, the Skill Training Program fostered a collaborative and participative approach.</p> <ul style="list-style-type: none"> • A multi-pronged strategy was employed, encompassing mobilization, counseling, training, placement, and post-placement support. Beneficiaries, primarily 12th-pass or graduate-level individuals from underserved communities, were identified through a rigorous selection process to minimize inclusion and exclusion errors. • A significant 86% of respondents described the course structure as highly organised, and 93% expressed satisfaction with its duration. • Training quality and the supportive learning environment received high satisfaction ratings (80% satisfied or very satisfied). • In terms of satisfaction, 95% of respondents were either <i>very satisfied</i> or satisfied with the pre-placement support. These insights reaffirm that the Bulandi program goes beyond imparting technical skills; it equips trainees with the essential competencies, confidence, and preparedness needed to transition smoothly into the workforce and navigate their career pathways effectively. • The SAMARTH program exceeded its target, training 616 students against a target of 600 and placed 495 students, achieving a target of 80% placement rate.
4.	Efficiency	<ul style="list-style-type: none"> • The program efficiently utilized resources, ensuring high retention and minimal dropouts through a dedicated mobilization team and multiple counselling sessions. • The teams operated with clearly defined monthly targets and adopted diverse outreach approaches, including pamphlet distribution, structured home visits, and awareness events in nearby colleges. • Bright Future uniforms and bags acted as low-cost yet high-impact branding tools, generating peer-to-peer referrals from friends and relatives and extending outreach with minimal additional resource expenditure.
5.	Outcomes and Impact	<ul style="list-style-type: none"> • 74% of trainees received placement opportunities across the three centres. • 84% of trainees placed reported that the training was highly relevant to their job roles.

		<ul style="list-style-type: none"> • Bulandi Program graduates secured employment earning them an average monthly salary in the range of ₹12,000 to ₹18,000. • 90% of placed trainees reported being satisfied or very satisfied with their current jobs. The program catalyzed personal transformation, with many first-generation learners becoming community role models.
6.	Sustainability	<ul style="list-style-type: none"> • Long-term sustainability is reinforced by the perceived value of the training, with 92% of trainees willing to recommend the course. • The foundational skills provided (English, IT literacy) ensure lasting relevance across various industries. • Continued alumni engagement through digital platforms sustains networking and support (80% remain active in class groups).

Recommendations

Triangulating on the feedback collected from the students, trainers, employers and parents/community, the study recommends the following:

- **Incorporating New Emerging Technology in the Course:** Integrate Generative AI, advanced Excel, and MS Office modules to enhance digital literacy and address language-related challenges in the workplace.
- **Enhancing Timeliness and Alignment in Placement Processes:** Implement early mapping of potential vacancies and student interest matching during the final 15 days of the course to facilitate timely and more suitable job placements.
- **Aligning Parental and Student Expectations with Market Realities:** Incorporate alumni interactions into Parent-Teacher Meetings (PTMs). Alumni can offer firsthand, credible guidance on market-linked salaries and career progression, helping to mitigate early job attrition.

Conclusion

The Bright Future's Bulandi Program has demonstrated substantial impact by effectively bridging the gap between academic learning and industry expectations, significantly improving the employability and confidence of marginalized youth. The program has empowered beneficiaries through enhanced self-confidence, economic independence, and greater social mobility. By adopting targeted recommendations focused on integrating future skills and improving placement alignment, Bright Future can reinforce its position as a key driver of empowerment and sustain community impact.

KSWA: Youth Livelihood Training

This executive summary provides an overview of impact assessment findings of the Yuva Parivartan program implemented by Kherwadi Social Welfare Association (KSWA) with support from Angel One. The initiative aimed at empowering underserved youth across Rajasthan, Delhi, Maharashtra, and Gujarat. Conducted by an independent third party, Thinkthrough Consulting (TTC), the assessment adheres to the OECD-DAC framework, evaluating the program's relevance, effectiveness, efficiency, outcomes, impact, and sustainability. Employing a robust mixed-methods approach, the study integrates quantitative and qualitative data from diverse stakeholders to present a holistic assessment of the program's achievements along with actionable recommendations.

Background and Context

The global youth employment scenario has improved in recent years- but 65 million youth continue to remain out of work. This can primarily be attributed to a skill gap or mismatch between the market demands and existing skills of candidates. This challenge is particularly acute in India where youth unemployment stands at 13.8%, higher than the national average, and 33% of the youth remain in NEET category¹³.

At the state-level, Rajasthan records an unemployment rate of 4.4% (2022-23), with 99% of the unemployed classifying as youth¹⁴. The state also has an extremely low female labour force participation rate, leading to specific sub schemes for women and youth as part of Employment Linked Skill Training Program. Maharashtra, contributing nearly 14% to India's GDP, faces regional disparities and skill gaps, with 51% of its working-age population untrained, thus necessitating efforts to expand employment opportunities to rural areas¹⁵. In 2019, 97% of the unemployed in Delhi were categorized as youth and female labour force participation stood at just 9%, reflecting affordability, safety, and care-related barriers for urban poor women¹⁶. While Gujarat has a relatively high youth labour force participation rate, yet 33.9% of its youth fall in the NEET category, pointing to weak employability and misalignment of training with industry needs¹⁷. In such a scenario, Angel One CSR, in partnership with Kherwadi Social Welfare Association (KSWA), launched a skill development initiative to equip underprivileged youth with industry-relevant skills and improve their employment prospects.

About the Program

The Angel One supported skill development and livelihood program was implemented by KSWA across five states- Delhi, Maharashtra, Gujarat, Rajasthan, and Karnataka wherein a range of courses were offered. These included- Basic Computer, Account Executive (TALLY), Nursing Assistant, Food and Beverage, and Sales Associate. The key objectives of the program were:

- Training and certifying 5000 unskilled youth
- Ensuring at least 75% of the trained youth secure placement with income range between Rs. 6,000- 15,000 per month.

¹³ <https://www.businesstoday.in/latest/economy/story/unemployment-rate-at-51-in-april-youth-joblessness-hits-138-govts-first-monthly-data-476476-2025-05-15>

¹⁴ [https://niti.gov.in/sites/default/files/2025-07/Summary-Report-Rajasthan%20\(1\).pdf](https://niti.gov.in/sites/default/files/2025-07/Summary-Report-Rajasthan%20(1).pdf)

¹⁵ <https://skillsip.nsdcindia.org/sites/default/files/kps-document/Maharashtra%20CMEI%20%2802-04-2020%29.pdf>

¹⁶ <https://skillsip.nsdcindia.org/sites/default/files/kps-document/Estimating%20the%20Skill%20Stock%20in%20Delhi.pdf>

¹⁷ <https://www.adb.org/sites/default/files/linked-documents/58033-001-ssa.pdf>

For this, a structured program design was adopted including mobilization and counselling, training and certification delivered through Livelihood Development Centres (LDCs), and placement and post-placement support. A dedicated program team including central team at Mumbai, Regional managers, area managers, and center team was responsible for successful implementation of the program.

Study Objectives and Methodology

The impact assessment study was conducted in three phases: Delve, Diagnose, and Deliver. The study utilized a mixed-methods approach, combining quantitative and qualitative data collection methods to capture diverse stakeholder perspectives. The evaluation framework was aligned with the OECD-DAC criteria, focusing on:

- **Relevance:** To determine the program's alignment with the needs of the target communities and the demands of the job market.
- **Coherence:** To evaluate the internal and external consistency of the program's design and implementation.
- **Effectiveness:** To measure the extent to which the program achieves its intended objectives.
- **Efficiency:** To assess the program's resource utilization and cost-effectiveness.
- **Outcomes & Impact:** To analyze the changes resulting from the program, including job placements, income enhancement, and overall well-being improvements.
- **Sustainability:** To evaluate the long-term viability and potential for continued positive impact.

Data collection involved surveys, Focus Group Discussions (FGDs), and Key Informant Interviews (KIIs) with various stakeholders, including students, trainers, employers, parents, and community members. The sampling strategy ensured geographical representation and diversity of beneficiaries. Using Cochran's formula, **stratified random sampling was adopted for beneficiary selection. A confidence interval of 95% with a 7.5% margin of error and 8-10% non-responses was ensured while choosing the sample size.** Thus, a total sample of 320 was selected and overall, 384 respondents were covered.

Key Findings

The program strongly targeted students from low-income families, with majority having annual family income below 2 lakhs, indicating an effective inclusion criterion. In terms of age, **95% of the trained youth were in the age group of 18-25 years**, indicating targeted focus on unemployed youth with maximum potential for entering job market and career advancement. The findings are structured in line with the OECD-DAC criteria:

S. No.	OECD-DAC criteria	Findings and Observations
1.	Relevance	<ul style="list-style-type: none"> • The program strategically aligns national and state-level skill development priorities and addresses local community needs in each location by focusing on high-demand sectors such as Basic and Advanced Computer, Retail, Food and Beverage, and Nursing. By targeting school dropouts living in low-income and informal settlements in urban cities, the program adequately alleviated the financial barrier faced by youth from

		<p>migrant households, school dropouts, and women, to secure market entry and sustain career progression.</p> <ul style="list-style-type: none"> • Selection focused on socio-economically disadvantaged candidates, with all candidates having annual family income below INR 4 lakhs, indicating the strong relevance of this program for vulnerable youth. • 97% of the participants found the skill training offered under Yuva Parivartan very relevant to their employment needs, depicting the alignment between the program’s objectives and its outcomes for students.
2.	Coherence	<ul style="list-style-type: none"> • The program was in line with the Skill India Mission (SIM) and aligned with key government initiatives such as PMKVY, JSS, and NAPS. It targeted skill shortages in Rajasthan, Delhi, Maharashtra, and Gujarat, where unemployment, informal sector jobs, and low formal skill training are widespread, by providing training in a range of courses that are aligned with the market needs. • Additionally, the program closely mirrored Angel One Limited CSR’s commitment to youth empowerment through skill development. It helped marginalized communities by narrowing the divide between education and employment, creating opportunities for sustainable livelihoods, and encouraging economic independence.
3.	Effectiveness	<ul style="list-style-type: none"> • The program successfully trained 5174 youth, exceeding the target of 5000. • 64% of the respondents had attendance between 91-100%, with minimal dropouts, indicating an enabling and safe learning environment. • About 68% of the students were very satisfied with the supportive learning environment provided during the course. Significantly, 64% expressed high satisfaction with the practical application component of the course, thus depicting its alignment with students’ need for a hands-on, experiential learning pedagogy. • 95% of the students expressed high satisfaction with the course duration of 3 months for Basic Computer, TALLY Accounting, Food & Beverage services, and Retail & Sales courses. Candidates also appreciated the 6 months duration for Nursing Assistant course, especially the separate time allocation for internship. • 70% of students were highly satisfied with the pre-placement assistance, covering resume preparation, mock interviews, personal grooming tips, and group discussions. • The program enhanced employability of trainees, with 76.6% of the students securing placement post course completion. Average salary for the placed students ranged between INR. 15,000-17,000/ month. • 65% of the students placed expressed high satisfaction with their current employment.

4.	Efficiency	<ul style="list-style-type: none"> ● Financial resources were optimally allocated, ensuring training was accessible to students from low-income households in urban and peri-urban areas. Student referrals emerged as the most efficient mobilization strategy for enrolment of trainees. ● The course was delivered in a timely manner across all locations, in alignment with the program timeline set out in the MoU.
5.	Impact	<ul style="list-style-type: none"> ● Skill acquisition for trainee's post course completion included a wide range of hard and soft skills, covering-computer skills and typing (52%), technical skills (42%), life skills (26%), English (26%), and soft skills (15%). ● Trainees reported an improvement in their skills (58%), confidence (53%), access to new opportunities & exposure (29%), and income (45%) after completion of course, indicating a holistic improvement. ● By reaching underserved communities and youth from urban and peri-urban slums, the program created new pathways for individuals who were previously excluded from economic opportunities, helping to reduce social and economic disparities.
6.	Sustainability	<ul style="list-style-type: none"> ● 95% of the students expressed willingness to recommend the course to others. ● 86% of candidates reported being engaged in an alumni network on platforms like WhatsApp, enhancing access to shared learning resources and job opportunities.

Recommendations

Triangulating the feedback collected from the students, trainers, employers and parents/community, the study identified following recommendations towards strengthening the program:

- **Integrate a mandatory apprenticeship or internship period within each course to provide workplace exposure to candidates.** This will assist in expectation setting leading to greater retention, enhancement of profile, and assuring employers that freshers have prior exposure to workplaces.
- **Improve English comprehension and communication skills, soft skills, and personality development** of candidates to ensure job readiness and sustained career advancement.
- **Refine the beneficiary selection criteria through targeted mobilization and counselling strategies to effectively reach out to candidates belonging to marginalized social backgrounds (SC, ST, OBC),** particularly in tier-1 cities of Mumbai and Delhi.
- **Provide personalized guidance during counselling and placements** to reduce attrition in employment and enhance job satisfaction of candidates, particularly for those pursuing higher education simultaneously with employment.

Conclusion

KSWA's Yuva Parivartan Skill development and Livelihood program, supported by Angel One, contributed to sustainable livelihood creation across the states of Rajasthan, Maharashtra, Delhi, Gujarat, and Karnataka, with gender inclusion being a visible strength of the program. It effectively addressed the barriers faced by youth from socio-economically vulnerable backgrounds in underserved areas, in turn contributing towards key SDGs like- **SDG 1 (No Poverty)**, **SDG 4 (Quality Education)**, **SDG 5 (Gender Equality)**, **SDG 8 (Decent work and Economic growth)**, and **SDG 10 (Reduced Inequalities)**. The outlined recommendations will further amplify the inclusivity and market-readiness of the program, leading to long-term outcomes for fostering a more resilient workforce in India.

NIIT Foundation: Skill Development and Employability Program for Youths from underserved communities

This executive summary provides an overview of impact assessment findings of the Skill Development and Employability program implemented by NIIT Foundation with support from Angel One. The initiative aimed at empowering underserved youth across Delhi, Rajasthan, Gujarat and Maharashtra. Conducted by an independent third party, Thinkthrough Consulting (TTC), the assessment adheres to the OECD-DAC framework, evaluating the program's relevance, effectiveness, efficiency, outcomes, impact, and sustainability. Employing a robust mixed-methods approach, the study integrates quantitative and qualitative data from diverse stakeholders to present a holistic assessment of the program's achievements along with actionable recommendations.

Background and Context

The global skills economy has undergone a structural shift where individual skills now determine their economic participation. While advanced economies face labour shortages due to aging populations, low- and middle-income countries struggle with a rapidly increasing youth demographic that the education system fails to equip with market-aligned skills. Globally, one in five young people is not in employment, education, or training (NEET)¹⁸, and nearly 75% of youth in developing nations lack labour -market-relevant skills¹⁹.

In India, despite significant job generation since 2016-17, deep-rooted challenges of skill mismatches persist. Graduate unemployment remains high at 13%²⁰, with over 50% of graduates underemployed in roles below their qualifications. This "talent crunch" is exacerbated by the fact that only 2-4% of the workforce has received formal vocational training²¹. At the regional level, Delhi's workforce is 80% informal, characterized by low-productivity jobs²². Maharashtra, while a financial powerhouse contributing 40% of state income, faces technical skill gaps in its service sector²³. Gujarat projects a shortage of over 10 lakh workers due to supply-demand misalignment²⁴, while in Rajasthan, an overwhelming share of the unemployed are youth²⁵.

In response to these structural gaps, Angel One Limited, in collaboration with the NIIT Foundation, launched the Change-Maker Student (CMS) Programme. Targeting underserved urban youth aged 18-25, the initiative provides industry-aligned training for high-growth sectors like Business correspondence (BFSI) and BPO. By focusing on states like Maharashtra,

¹⁸ <https://www.unesco.org/en/skills-work-life>

¹⁹ <https://www.unicef.org/rosa/press-releases/around-3-4-youth-lack-skills-needed-employment-new-report-says>

²⁰ <https://dge.gov.in/dge/sites/default/files/2024-01/1365.pdf>

²¹ <https://www.msde.gov.in/static/uploads/2024/04/National-Skill-Development-Mission.pdf#:~:text=It%20is%20estimated%20that%20only%202.3%20%25,no%20job%20skills%2C%20making%20the%20largely%20unemployable>

²² <https://www.wiego.org/research-library-publications/covid-19-crisis-and-informal-economy-delhi-india-continued-economic-impact-and-uneven/>

²³ https://www.internetgeography.net/topics/what-is-the-location-and-importance-of-mumbai/#:~:text=Other%20regional%20importance%20of%20Mumbai%20includes:%20*,pharmaceutical%20industries%20have%20located%20within%20the%20city**

²⁴ <https://gcsra.org/writereaddata/images/pdf/IP-Skill-Development.pdf>

²⁵ https://knowledgecommons.popcouncil.org/cgi/viewcontent.cgi?article=2069&context=departments_sbsr-pgy#:~:text=Considerable%20proportions%20of%20educated%20young,who%20had%20completed%20Class%2012

Karnataka, Delhi-NCR, and Gujarat, the program seeks to translate structured skill delivery into sustainable employment and financial stability

About the Program

The Angel One supported skill development and employability program is being implemented by the NIIT Foundation across seven key locations, including Delhi-NCR, Maharashtra, Gujarat, and Rajasthan. The initiative offers industry-aligned courses in Banking, Financial Services and Insurance (BFSI) and BPO to equip underserved youth with market-ready skills.

The key objectives of the program are:

- Enrolling 3,750 youth from underserved communities with a household income of less than 5 lakh per annum.
- Training and certifying the candidates to enhance their employability.
- Ensuring the placement of at least 60% of the students in formal employment roles.

To achieve these goals, a structured Change-Maker Student (CMS) model has been adopted, focusing on mobilization, career counselling, and hybrid training delivery through Career Development Centres (CDCs) and virtual platforms. The program follows a comprehensive implementation plan that includes pre-placement training, active placement support, and a three-month post-placement retention tracking process to ensure sustainable career advancement

Study Objectives and Methodology

The evaluation was carried out through a three-stage process: Inception, Data collection, and Data analysis and report writing. By employing a mixed-methods research design, the study integrated both quantitative and qualitative data to gather a wide range of viewpoints from various participants. The assessment was structured around the OECD-DAC framework, examining the following areas:

- **Relevance:** Assessing how well the initiative matched the requirements of the local community and current industry trends.
- **Coherence:** Examining the consistency and logic of the project's design and its execution.
- **Effectiveness:** Determining the degree to which the program successfully met its defined goals.
- **Efficiency:** Reviewing how well resources were managed and the overall value for money.
- **Outcomes & Impact:** Investigating the broader changes triggered by the project, such as employment rates, salary growth, and life quality.
- **Sustainability:** Judging the likelihood that the positive effects of the program will endure over time.

The research team gathered information through surveys, Focus Group Discussions (FGDs), and Key Informant Interviews (KIIs) with a diverse group including students, trainers, employers, and family members. To ensure the results were representative of the different regions and groups involved, the study utilized Cochran's formula to implement a stratified random sampling technique, reaching a final total of 230 participants.

Key Findings

The initiative focused heavily on reaching students from economically disadvantaged backgrounds, with the 91% participants coming from households earning less than 2 lakhs annually, which demonstrates the effectiveness of the selection process. Regarding demographics, 95% of those trained fell within the 18-25 age bracket. This highlights a clear commitment to supporting young, unemployed individuals who are at the ideal stage for entering the workforce and pursuing professional growth

S. No.	OECD-DAC criteria	Findings and Observations
1	Relevance	<ul style="list-style-type: none"> The program's curriculum was highly effective, with 96% of students finding the skills applicable to their roles and 66.2% rating them as "very relevant" to current market demands. By establishing centres in high-need hubs like Madanpur Khader (Delhi) and Borivali (Mumbai), the initiative provided a critical landing point and economic pathway for India's vast migrant population. Focused on the rapidly expanding BPO and BFSI industries ensured that students gain the specific technical and digital proficiency required for stable, entry-level corporate positions. The program directly helped students overcome professional barriers through a specialized "English for Job" module, moving beyond technical shortcuts to build the confidence and soft skills necessary for workplace success.
2	Coherence	<ul style="list-style-type: none"> The program achieved strong internal coherence by merging Angel One's technology-driven financial inclusion goals with the NIIT Foundation's mandate to deliver digital and vocational training to underserved communities. The initiative functioned as a decentralized vehicle for the Skill India Mission and the National Policy on Skill Development, mirroring the placement-linked standards of the PMKVY to prepare youth for the formal economy. Implementation was synchronized with regional priorities, including Maharashtra's CMYKPY internship pipeline, Gujarat's SANKALP Scheme, Rajasthan's Yuva Sambal Yojana, and Delhi's DSEU academic transitions.
3	Effectiveness	<ul style="list-style-type: none"> The program successfully enrolled 3,750 youth from underserved communities also ensured placement of at least 60% of the candidates. Student engagement remained high, with 80% of participants reporting high satisfaction levels across all evaluation criteria, specifically praising the Motivation and Engagement (80%) and the Supportive Learning Environment (79%). Technical proficiency was bolstered by a guaranteed 1:1 student-to-computer ratio, with 75% of students expressing satisfaction with hands-on sessions. Additionally, 81.5% of participants confirmed receiving and engaging with post-class practice assignments, reflecting a strong emphasis on practical reinforcement.

		<ul style="list-style-type: none"> • Pre-placement support was highly utilized, with 35.4% of students receiving resume preparation and 27.6% engaging in mock interviews and grooming sessions. • The program delivered significant socio-economic impact, with placed students earning stable monthly incomes, such as Rs. 12,000 to Rs. 15,000, which often served as seed capital for family entrepreneurship or funds for further education
4	Efficiency	<ul style="list-style-type: none"> • The initiative demonstrated high productivity by exceeding its key performance indicators. It achieved 102% of its enrolment target (3,824 actual) and 108% of its placement target (2,563 actual), highlighting both strong market demand and an effective placement cell. • To enhance cost-effectiveness, the program allocated resources toward targeted social media campaigns. This digital shift proved highly efficient, generating 150-200 leads annually with a significant 30% conversion rate. • Operational efficiency was maintained by designating a specific Project Manager as a single point of contact. Progress was monitored through periodic reports and a "Yearly Deliverable Plan," ensuring the entire training lifecycle stayed within agreed-upon schedules.
5	Impact	<ul style="list-style-type: none"> • Trainees acquired practical proficiency in digital literacy (24.7%), communication (24.1%), and life skills (19.4%), with 14.4% mastering technical typing for the BPO and BFSI sectors. • Employed graduates saw direct improvements in confidence (28.8%), income (23.3%), and career exposure (17.7%), transitioning from immediate survival to long-term career planning. • 91% of participants secured jobs within three months of training. 38.9% earned between ₹10,000-15,000 monthly, allowing them to fund their own education or support family expenses.
6	Sustainability	<ul style="list-style-type: none"> • Approximately 92% of trainees expressed a near-unanimous willingness to recommend the skill development course to other youth. • Over 60.2% of graduates currently remain active in the alumni network. • The program supported sustainable livelihoods by equipping students with versatile technical foundations, such as computer literacy and professional grooming, that remain relevant as market demands evolve

Recommendations

- **Adopt "Simulated Environment" Pedagogy:** Move toward a hands-on, interactive training model that mirrors real-world workplace scenarios to better prepare students for professional environments.

- **Implement Tiered Alumni Engagement:** Create industry-specific sub-groups and mentor roles for high-earning graduates to incentivize continued connection for the 40% of alumni who currently lose touch post-placement.
- **Introduce "Hard-Skill" Intensives:** Shift the curriculum from basic literacy to advanced technical applications, specifically focusing on AI, coding, and high-level digital skills demanded by top-tier employers.
- **Formalize Family-to-Career Counselling:** Host structured "career roadmap" sessions for families to demonstrate the long-term benefits of job stability and salary growth, transforming the household into a support system.
- **Upgrade Placement and Infrastructure:** Establish a 90-day post-hiring mentorship system to support workforce transitions and implement regular hardware upgrade cycles to ensure training tools match current industry standards.

Conclusion

The Angel One and NIIT Foundation partnership provides a structured pathway into the formal economy for underserved youth by aligning training with high-demand BFSI (Business correspondence) and BPO sectors. The program's success stems from combining industry-led resources with deep community groundwork, including family engagement and workplace readiness. While a high participant recommendation rate underscores the program's perceived value, future sustainability requires transitioning toward deeper technical mastery and simulated learning environments. Strengthening alumni networks and maintaining market relevance will be essential to ensuring long-term career resilience and fostering a more inclusive, self-reliant workforce.

Raah Foundation: SAMARTH & Digital Journalism

Background

India continues to grapple with persistent challenges related to youth unemployment, skill mismatches, and limited access to quality vocational training—particularly among socio-economically marginalised communities. Despite a growing demand for industry-ready talent in sectors such as IT/ITeS, BFSI, retail, and digital media, a substantial proportion of young people remain underprepared for formal employment. In this context, Raah Foundation's Skill Training Programs—SAMARTH and Digital Journalism—supported under Angel One's CSR initiative, aim to bridge the gap between education, employability, and sustainable livelihoods across Maharashtra.

The programs are designed to equip youth from underserved urban, peri-urban, and rural communities with market-relevant technical competencies, workplace readiness skills, and structured placement support, thereby facilitating long-term socio-economic mobility.

About the Program

The skill training and employability program (i.e., SAMARTH Program and Digital Journalism), is designed to enhance the employability of young people aged 18-30 by equipping them with both technical and soft skills. The program is strategically implemented across the various locations of Maharashtra, Rajasthan and Gujarat including Mumbai, Pune, Nashik, Latur, Vadodara and others, ensuring outreach in both urban and semi-urban settings. These locations were selected based on **high youth unemployment rates, demand for skilled professionals, and accessibility of training centres.**

A detailed program overview is given below:

- The **SAMARTH Employment Guarantee Program** is designed to equip underprivileged youth with job-oriented skills in sectors such as **retail, IT-enabled services, and BFSI**. The **35-day intensive training program** covers essential workplace skills, including **English communication, sales & marketing, financial literacy, and IT tools (Tally, GST, MS Office)**. The program ensures structured job placements for successful candidates, helping them transition smoothly into formal employment
- The **Digital Journalism Course** is a **six-month blended learning initiative** aimed at preparing youth for careers in **digital media, factchecking, multimedia storytelling, and social media-based reporting**. The curriculum combines **theoretical instruction, field assignments, and internships** to ensure practical learning. The course is accredited by the **Maharashtra State Board for Vocational Training**, enhancing its credibility and industry recognition

Study Objectives and Methodology

The impact assessment study was conducted in three phases: Delve, Diagnose, and Deliver. The study utilized a mixed-methods approach, combining quantitative and qualitative data collection methods to capture diverse stakeholder perspectives. The evaluation framework was aligned with the OECD-DAC criteria, focusing on:

- **Relevance:** To determine the program's alignment with the needs of the target communities and the demands of the job market.
- **Coherence:** To evaluate the internal consistency of the program's design and implementation.

- **Effectiveness:** To measure the extent to which the program achieves its intended objectives.
- **Efficiency:** To assess the program's resource utilization and cost-effectiveness.
- **Outcomes & Impact:** To analyze the changes resulting from the program, including job placements, income enhancement, and overall well-being improvements.
- **Sustainability:** To evaluate the long-term viability and potential for continued positive impact

Data collection involved surveys, focus group discussions, and key informant interviews with various stakeholders, including students, trainers, employers, and community members. The sampling strategy ensured geographical representation and diversity of beneficiaries. Using Cochran's formula, **stratified random sampling was adopted for beneficiary selection. A confidence interval of 95% with a 5% margin of error and 8-10% non-responses was ensured while choosing the sample size.** Thus, a total sample of 188 was selected and covered.

Though the study framework was designed in a manner to ensure high-quality deliverables with mandatory measures for foreseeable risk mitigation in place, the study was constrained by the limitations. Firstly, availability of students due to demanding working hours and busy festive season were offset by virtual and telephonic interactions. Secondly, the study's insights are based on stakeholder-provided data. While the research team has sought to validate its authenticity, some recording errors may exist.

Key Findings

Respondent Profile

- **Age Profile:** Majority of beneficiaries (over 50%) fall within the 18-21 age group, followed by approximately one-third in the 22-24 age bracket, indicating strong outreach to youth transitioning from formal education to employment.
- **Gender Representation:** The programme demonstrates balanced gender inclusion, with **57% female participation**, reflecting a strong focus on women's economic empowerment.
- **Social Composition:** A significant proportion of beneficiaries belong to **OBC and SC communities**, highlighting effective outreach to socially marginalised groups.
- **Educational Background:** Most trainees have completed Higher Secondary or Graduation yet lacked job-ready technical and communication skills prior to enrolment.
- **Employment Status at Enrolment:** Approximately **77% of beneficiaries had no prior work experience**, underscoring the programme's role in supporting first-time job seekers.
- **Economic Background:** A majority of trainees come from low-income households, with annual family income below ₹1-2 lakhs, reinforcing the programme's focus on economically vulnerable youth.
- **Geographical Distribution:** Beneficiaries include urban slum residents and youth migrating from nearby rural areas to Tier-1 and Tier-2 cities in Maharashtra in search of employment opportunities.

The findings are structured in line with the OECD-DAC criteria:

S.No	OECD-DAC Criteria	Findings and Observations
1.	Relevance	<ul style="list-style-type: none"> • The programme effectively targets youth aged 18-30 from economically vulnerable households, with a significant proportion belonging to low-income and socially marginalised communities. • Strong alignment with labour market demand in ITES, BFSI, Retail, and Digital Media sectors across Maharashtra. • 87.8% of beneficiaries enrolled primarily for skill enhancement, indicating awareness of employability gaps. • The curriculum addresses foundational deficits in spoken English, digital literacy, and workplace readiness. • The intervention aligns with national and state skilling priorities and SDGs related to poverty reduction, decent work, and reduced inequalities. • Centres are strategically located in high-need urban and peri-urban areas, improving accessibility for marginalised youth.
2.	Coherence	<ul style="list-style-type: none"> • The programme demonstrates strong internal coherence across mobilisation, counselling, training, placement, and post-placement stages. • Collaboration with knowledge partners (Unnati Foundation and SwayamTej) strengthens curriculum alignment with industry needs. • Integration with Angel One's CSR objectives enhances strategic coherence at institutional level. • The intervention complements existing government skill initiatives rather than duplicating them. • Digital Journalism's alignment with Maharashtra State Board certification enhances policy coherence.
3.	Effectiveness	<ul style="list-style-type: none"> • Raah Foundation adopts a Holistic and Inclusive Framework with students as catalysts for social change, supported by an enabling environment that foster continuous learning, unlearning, and holistic development. With a wide range of stakeholders, the Skill Training Program fostered a collaborative and participative approach. • A multi-pronged strategy was employed, encompassing mobilization, counselling, training, placement, and post-placement support. Beneficiaries, primarily 12th-pass or graduate-level individuals from underserved communities, were identified through a rigorous selection process to minimize inclusion and exclusion errors.

		<ul style="list-style-type: none"> • Approximately 70% of trainees secured placement, indicating strong transition outcomes. • 71% of placed candidates reported high relevance of training to their job roles. • High satisfaction levels recorded for instructor competency, teaching methodology, and practical sessions. • Post-placement follow-up (up to six months) supports smoother workforce integration. • Structured mobilisation and counselling contributed to high attendance (90% maintained 81-100% attendance). • However, the 35-day compressed format limits depth of learning, particularly in spoken English and advanced digital skills.
4.	Efficiency	<ul style="list-style-type: none"> • The programme demonstrates cost-effectiveness with an average training cost of ₹12,836 per candidate. • Strong mobilisation through referral networks (47%) and social media enhance outreach efficiency. • Use of biometric attendance and LMS systems strengthens monitoring and accountability. • Dedicated placement coordination reduces lag between training completion and job placement. • Some operational delays observed in Digital Journalism due to government portal constraints.
5.	Outcomes and Impact	<ul style="list-style-type: none"> • 58% of beneficiaries reported significant skill enhancement. • 52.7% reported improved confidence and communication abilities. • 46.3% reported income improvements post-placement. • Increased female participation contributed to women's empowerment and community role modelling. • Several trainees transitioned from informal or unstable employment to structured sector jobs. • Alumni demonstrate aspirations for higher education, global opportunities, and further skill advancement.
6.	Sustainability	<ul style="list-style-type: none"> • 92% of beneficiaries expressed willingness to recommend the programme. • Continued engagement through WhatsApp groups supports peer networking and job sharing.

		<ul style="list-style-type: none"> • Alumni are not yet formally institutionalized, representing an opportunity for strengthening sustainability. • Curriculum requires integration of emerging technologies (AI, advanced Excel, digital tools) to remain future-ready. • Employer feedback loops exist but require stronger systematic incorporation into curriculum review.
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Conclusion and Way Forward

The assessment concludes that **Raah Foundation's SAMARTH and Digital Journalism Programs represent a credible, inclusive, and industry-aligned skilling model** that effectively addresses employability barriers among marginalised youth. The intervention has generated measurable livelihood outcomes, strengthened workforce readiness, and contributed to women's empowerment and social mobility.

To further enhance impact and scalability, the study recommends:

- **Extending or restructuring the 35-day course for deeper competency building**
- Integrating advanced digital and AI-based modules
- Strengthening employer due diligence and transparent placement communication
- Institutionalizing anonymous feedback systems and alumni engagement

With targeted refinements, the program holds strong potential to expand its contribution toward sustainable livelihoods, inclusive economic growth, and resilient workforce development across Maharashtra.

Sambhav Foundation: Strengthening Youth Employability in the EV Sector

This executive summary provides an overview of impact assessment findings for the skill training and employability project implemented by Sambhav Foundation with support from Angel One CSR. The initiative focuses on empowering underserved communities across Rajasthan and West Bengal with gainful employment. TTC was appointed to conduct a third-party impact assessment which adheres to the OECD-DAC framework, evaluating the project's relevance, effectiveness, efficiency, outcomes, impact, and sustainability. Employing a robust mixed-methods approach, the study integrates quantitative and qualitative data from diverse stakeholders to present a holistic evaluation of the project's achievements and areas for improvement.

Background

India's skill development landscape has gained increasing importance in the context of a rapidly changing labour market, youth unemployment, and the growing need for industry-relevant skills. As the country transitions towards a green economy, there is a rising demand for technically skilled manpower capable of supporting emerging sectors such as electric mobility. Skill development projects aimed at equipping youth with practical, market-oriented competencies play a critical role in improving employability, enabling income generation, and supporting inclusive economic growth, particularly for youth from underprivileged and low-income backgrounds.

Within this context, the Electric Vehicle (EV) Technician training project supported by Angel One CSR and implemented by Sambhav Foundation was designed to prepare youth for employment in the evolving green mobility ecosystem. Implemented across Jaipur in Rajasthan and Kolkata in West Bengal during April 2024-March 2025, the project sought to provide technical training, soft skills, and placement support to enhance employability outcomes. The intervention responded to national priorities on green skills and sustainable livelihoods, while also revealing the importance of aligning skill development initiatives with local labour market conditions and beneficiary aspirations.

About the Project

The Skill Development and Employment Project supported by Angel One CSR and implemented by Sambhav Foundation aimed to equip youth from underserved communities with industry-relevant skills in Electric Vehicle (EV) servicing, while also facilitating placement opportunities in both EV and allied sectors. Implemented across two centres in Jaipur (Rajasthan) and Kolkata (West Bengal), it targeted 600 beneficiaries and followed a structured, technology-enabled training model designed to enhance employability, confidence, and livelihood prospects among socio-economically disadvantaged youth.

The intervention adopted a holistic skilling approach, integrating technical training, soft skills, digital literacy, counselling, and placement support. Each participant completed a 200-hour training over approximately 60 days, comprising 40% theoretical instruction and 60% hands-on practical exposure to EV components, diagnostics, repair techniques, and safety protocols. Mobilisation was conducted through community outreach and digital platforms, with enrolment and progress tracked via the SAHI Learning Management System. Training quality was ensured through regular monitoring, assessments, and attendance requirements, and successful candidates received certification upon course completion.

About the Study

To assess the impact and effectiveness of the project, a comprehensive study was conducted by TTC using a mixed-methods approach that combined qualitative and quantitative research. The methodology was designed to measure relevance, efficiency, effectiveness, impact, and sustainability using the OECD-DAC evaluation criteria.

1. Quantitative Data Collection - A structured survey was conducted with 200 respondents, including youth who had completed training. Data was gathered on training effectiveness, employment status, income changes, and training delivery and job satisfaction.
2. Qualitative Data Collection - Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and in-depth case studies were conducted with trainees, trainers, employers, and project team to capture diverse perspectives.
3. Secondary Research - A review of policy documents, project MoUs and reports was undertaken to contextualize findings within the broader skill development landscape.
4. Monitoring and Evaluation - Data was triangulated to ensure accuracy and validate findings.

The sample was drawn at a confidence interval of 90% with 5% margin for error and 8-10% non-responses. A total of 600 students were trained by Sambhav Foundation, and the sample size initially determined was 188. However, to ensure greater representation across a wider range of locations, a larger sample size of 200 students spread equally across the two project locations was selected. Though the study framework was designed in a manner to ensure high quality deliverables with mandatory measures for foreseeable risk mitigation in place, the study was constrained by some limitation. The insights presented in this study report are based on data/information provided by the various stakeholders. To the best of its ability, the research team has tried to ensure and validate the authenticity of data/information submitted by the respondents. However, it would be fair to assume certain errors in data reporting and recording.

Key Findings

The key findings for this impact assessment study are structured in line with the OECD-DAC criteria. Observations, insights and findings are presented according to relevance, effectiveness, efficiency, outcomes/impact and sustainability. The respondent profile indicates that the project largely reached young, economically vulnerable, and first-time job seekers, aligning with its core skilling objectives. Most respondents were aged between 21-25 years, with 73% having completed Class 12 or pursuing graduation, reflecting engagement with youth at an early career stage. However, gender representation in the project remained significantly low. Out of the 200 respondents, only 16 were female, which mirrors the overall project trend—female participation accounted for just 8% of the total 600 enrolled learners. This was largely due to sectoral gender norms, limited job opportunities for women, and mobility constraints. The beneficiary group was socially diverse, with representation across caste categories—OBC respondents forming the majority in Rajasthan and General category respondents in West Bengal. Income data shows strong inclusion of low-income households, as nearly two-thirds of respondents belonged to families earning less than ₹1 lakh annually. Additionally, 70% of respondents reported no prior work experience, a finding reinforced through qualitative interactions, indicating that the project primarily served students and first-time entrants to the labour market.

Sr.No	OECD-DAC Criteria	Findings and Observations
1.	Relevance	<p>The project demonstrated strong relevance by aligning with key SDGs related to quality education, decent work, gender equality, and climate action, while addressing the skilling and employability needs of youth from economically disadvantaged backgrounds. Its focus on EV servicing was well suited to Rajasthan’s emerging automotive ecosystem, though limited EV job availability in West Bengal reduced local market fit, highlighting the need for stronger contextual alignment.</p> <p>Overall, the intervention remained relevant to beneficiaries by offering accessible, short-term, and employment-oriented skilling pathways that enhanced skills, confidence, and livelihood prospects.</p>
2.	Coherence	<p>The project demonstrated coherence by aligning national priorities on skill development, green mobility, and youth employment, while also supporting state-level economic strategies, particularly in Rajasthan. Internally, the intervention was well aligned with the CSR vision of Angel One and the mission of Sambhav Foundation, and it complemented existing skilling efforts without duplicating services. However, variations in local labour-market readiness, especially in West Bengal, affected coherence between project design and on-ground employment opportunities.</p>
3.	Effectiveness	<p>Overall, the project demonstrated strong effectiveness in mobilisation, training delivery, and certification, while facing notable constraints in placement outcomes. Mobilisation significantly exceeded targets, with 846 youth mobilized against a target of 600, and 705 enrolled, of whom 604 were certified, reflecting a robust training and assessment process. The training model was well-structured, with 98% satisfaction with course duration, 94% acknowledging a structured curriculum, and over 85-90% satisfaction across counselling, training delivery, and learning environment indicators. Despite some challenges, 54-55% of trained candidates secured employment, 70% received post-placement support, and 70% were connected to the alumni network, indicating sustained engagement beyond training and a foundation for improving long-term employability outcomes.</p>
4.	Efficiency	<p>The project showed moderate efficiency, with strong conversion of resources into mobilisation, enrolment, and certification outcomes (846 mobilized, 705 enrolled, 604 certified), supported by a clear team structure and the SAHI LMS, which reduced administrative overheads and improved monitoring. However, efficiency declined at the placement stage (334 placed), largely due to limited local EV job opportunities—particularly in West Bengal—and the enrolment of youth who were not employment-ready. The absence of small but critical inputs such as safety gear and tool kits may also have constrained job preparedness and retention.</p>
5.	Outcomes and Impact	<p>The project significantly improved access to skill development and employment for underserved youth, with 604 beneficiaries certified, reflecting strong retention and completion. Technical skill acquisition was high (88.5%), validating the practical training model, while employability-related skills such as soft skills (34%), life skills (31%), and financial literacy (21%) showed weaker internalization, indicating scope for strengthening these components</p> <p>Beyond economic gains, certification and formal employment enhanced confidence, social recognition, and self-worth, particularly among first-generation workers.</p>

6.	Sustainability	The project demonstrated moderate sustainability, with stronger long-term potential in Rajasthan due to a more mature EV and automotive ecosystem. Over 50% of beneficiaries accessed formal employment, supported by certification, practical training, and employability skills that enable future job mobility. The standardised curriculum, short-duration model, and digital systems provide a strong foundation for scale-up, subject to state-specific market assessments.
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Recommendations

The project would benefit from stronger labour-market alignment through state- and city-level demand assessments prior to course finalization, ensuring trades match local employment opportunities. Adopting a hybrid planning approach that combines top-down design with community and employer input can improve enrolment quality and placement readiness. Mobilisation strategies should prioritize employment-ready candidates, with clearer screening on availability, relocation willingness, and expectations. Training effectiveness can be enhanced through greater use of regional languages, provision of basic safety gear and tools, and structured pre-placement orientation—especially for relocated jobs. Targeted gender-responsive strategies are needed to improve women’s participation. Finally, light-touch post-placement mentoring and systematic documentation of learning will strengthen retention, institutional learning, and long-term project sustainability.

Conclusion

Overall, the project made a meaningful contribution to improving access to skill development and employment opportunities for youth from economically vulnerable backgrounds. It demonstrated strong relevance, effective training delivery, and positive outcomes in terms of certification, skill acquisition, and transition into formal employment for a substantial proportion of participants. While placement outcomes varied across states due to differences in local labour-market conditions—particularly in the EV sector, the project showed adaptability by enabling placements in allied sectors. The learnings from this intervention underscore the importance of labour-market alignment, placement readiness, and contextual planning. With these refinements, the project holds strong potential for greater impact, sustainability, and replication in future skilling initiatives.

TRRAIN Trust: PANKH and TRRAINHer

This executive summary provides an overview impact assessment finding for the skill training and employability program implemented by TRRAIN Trust with support from Angel One CSR. The initiative focuses on empowering underserved communities across various states in India such as Karnataka, Andhra Pradesh and Telangana. TTC was appointed to conduct a third-party impact assessment which adheres to the OECD-DAC framework, evaluating the program's relevance, effectiveness, efficiency, outcomes, impact, and sustainability. Employing a robust mixed-methods approach, the study integrates quantitative and qualitative data from diverse stakeholders to present a holistic evaluation of the program's achievements and areas for improvement.

Background

India continues to face significant challenges in ensuring equitable access to employment opportunities for youth from economically vulnerable households, particularly persons with disabilities (PwDs) and individuals from rural and low-income backgrounds. Despite completing formal education, many young people remain excluded from the labour market due to limited employability skills, low confidence, inadequate exposure to formal workplace environments, and persistent social barriers. For PwDs, these challenges are compounded by stigma, accessibility constraints, and a lack of inclusive hiring practices. As a result, a large proportion of youth remain unemployed or engaged in low-paid, informal work with minimal job security and limited prospects for upward mobility.

In this context, the program was designed to enhance employability and promote inclusive workforce participation by providing market-relevant technical training, life skills education, digital literacy, and structured placement support. By building strong employer partnerships and integrating on-the-job training, the program aimed to facilitate sustainable transitions into formal employment while improving income levels, confidence, and social inclusion among beneficiaries. The initiative sought not only to address immediate employment gaps but also to contribute to longer-term economic resilience and inclusive growth for disadvantaged youth and their households.

About the Program

The program is a structured employability and placement-linked skilling initiative aimed at preparing youth—particularly persons with disabilities and individuals from low-income households—for entry-level roles in the organised sector. It delivers a combination of technical training, digital literacy, life skills education, communication skills, and workplace readiness modules to strengthen both functional and behavioural competencies. The training is aligned with industry requirements and supported by practical exposure, assessments, and on-the-job training (OJT), ensuring that beneficiaries are equipped to transition smoothly into formal employment environments.

A strong emphasis is placed on employer engagement, structured monitoring, and post-placement follow-up to ensure quality implementation and sustainable outcomes. The program maintains active partnerships with employers across sectors such as retail, warehousing, logistics, and food and beverage services, facilitating placement opportunities for trained candidates. In addition to skill development, the initiative promotes confidence-building, financial independence, and social inclusion, contributing to improved household income stability and enhanced workplace integration for beneficiaries.

About the Study

To assess the impact and effectiveness of the program, a comprehensive study was conducted by TTC using a mixed-methods approach that combined qualitative and quantitative research. The methodology was designed to measure relevance, efficiency, effectiveness, impact, and sustainability using the OECD-DAC evaluation criteria.

1. Quantitative Data Collection - A structured survey was conducted among 100 respondents, including youth who had completed training. Data was gathered on training effectiveness, employment status, income changes, and training delivery and job satisfaction.
2. Qualitative Data Collection - Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and in-depth case studies were conducted with trainees, trainers, employers, and program stakeholders to capture diverse perspectives.
3. Secondary Research - A review of policy documents, program reports, and program MoUs was undertaken to contextualize findings within the broader skill development landscape.
4. Monitoring and Evaluation - Data was triangulated to ensure accuracy and validate findings.

The sample was drawn at a confidence interval of 95% with 10% margin for error and 8-10% non-responses. A total of 1175 students were trained by TRRAIN, and the sample size initially determined was 89. However, to ensure greater representation across a wider range of locations, a larger sample size of 100 students spread equally across the three states and two programs was selected.

Though the study framework was designed in a manner to ensure high quality deliverables with mandatory measures for foreseeable risk mitigation in place, the study was constrained by some limitation. The insights presented in this study report are based on data/information provided by the various stakeholders. To the best of its ability, the research team has tried to ensure and validate the authenticity of data/information submitted by the respondents. However, it would be fair to assume certain errors in data reporting and recording.

Key Findings

The key findings for this impact assessment study are structured in line with the OECD-DAC criteria. Observations, insights and findings are presented according to relevance, effectiveness, efficiency, outcomes/impact and sustainability.

The respondent profile comprised predominantly young adults aged between 18 and 26 years, with the majority belonging to economically vulnerable households with annual incomes below ₹1 lakh prior to program enrolment. Educational qualifications varied, ranging from Class 10 and 12 completions to undergraduate degrees such as B.Com, reflecting diverse academic backgrounds. A significant proportion of respondents were persons with disabilities, including those with locomotor and other physical impairments, while a smaller share comprised non-disabled youth from low-income families. Before joining the program, most respondents were either unemployed or engaged in low-paid, informal, or contractual work, earning below ₹10,000 per month. Many came from rural or semi-urban areas and lived in households dependent on agriculture, daily wage labour, or

small-scale occupations, underscoring the program’s focus on economically and socially marginalised populations.

S.No	OECD-DAC Criteria	Findings and Observations
1.	Relevance	<p>The program is highly relevant to the needs of economically vulnerable youth, particularly persons with disabilities, who face barriers in accessing formal employment. By providing market-aligned training, digital and soft skills development, and structured placement support, it addresses critical gaps in employability and income generation.</p> <p>It is also relevant to industry needs, as the training is linked to employer demand in sectors such as retail and services. The integrated approach—covering counselling, training, and placement—ensures alignment between beneficiary aspirations and labour market opportunities.</p>
2.	Coherence	<p>The program demonstrates strong coherence by aligning well with national priorities on skill development, disability inclusion, and youth employment. It complements existing government initiatives aimed at improving employability and promoting inclusive workforce participation, particularly for persons with disabilities and economically disadvantaged youth.</p> <p>Internally, the program components—mobilisation, counselling, structured training, employer engagement, and post-placement support—are well integrated and reinforce one another. The alignment between training content and industry demand further strengthens coherence, ensuring that beneficiaries are equipped with skills that are both relevant and immediately applicable in the labour market.</p>
3.	Effectiveness	<p>The program demonstrated strong effectiveness in achieving its intended objectives across outreach, training, and placement components. It successfully mobilised and trained 1,150 candidates and exceeded its placement target of 70% by achieving an 86% placement rate, indicating strong alignment between training delivery and labour market demand. Beneficiaries reported high satisfaction with counselling, structured curriculum, training quality, and pre- and post-placement support.</p> <p>The structured 30-day training model, combined with employer engagement and ongoing monitoring mechanisms, contributed to measurable improvements in employability, income levels, and confidence among participants. Both quantitative findings and qualitative feedback from beneficiaries and employers suggest that the program effectively translated inputs into tangible employment and livelihood outcomes.</p>
4.	Efficiency	<p>The program demonstrated strong efficiency in the utilisation of financial, human, and time resources. With a total budget of ₹2 crore, it successfully trained 1,150 candidates and achieved 865 placements, resulting in a cost-effective model with reasonable per-candidate training and placement costs. The program not only met but exceeded its placement target of 70%, achieving 75% placement, indicating optimal conversion of investment into measurable employment outcomes.</p> <p>Time and human resources were also effectively managed through structured batch planning, a standardised 30-day curriculum, continuous monitoring, and active employer partnerships that enabled smooth placement transitions. The integration of digital tracking tools, regular reporting, and on-the-job training support further enhanced operational efficiency while minimising resource wastage. Overall, the program converted inputs into outcomes in a timely and resource-efficient manner.</p>
5.	Outcomes and Impact	<p>The program generated significant positive impact at individual, household, and workplace levels. Employment participation increased from 38% pre-intervention to 86% post-training, with average monthly earnings rising from</p>

		<p>below ₹10,000 to approximately ₹12,000, and in some cases up to ₹22,000. This transition from low-income or irregular work to formal employment marked a substantial improvement in economic security and income mobility among beneficiaries.</p> <p>Beyond income gains, the program contributed to enhanced household financial stability, with beneficiaries reporting savings, loan repayments, and support for siblings' education. Employers acknowledged improved workplace readiness, reliability, and adaptability among trained candidates. The intervention also strengthened confidence, digital skills, and professional identity among beneficiaries, while contributing to greater inclusion of persons with disabilities in formal employment settings. Overall, the program achieved both economic and social impact in the short to medium term.</p>
6.	Sustainability	<p>The program demonstrates moderate to strong sustainability prospects across economic, institutional, and social dimensions. At the beneficiary level, the transition to formal employment with stable monthly incomes has strengthened financial resilience, enabling savings, household contributions, and reduced dependency. Continued employer demand and repeat hiring from partner companies indicate institutional sustainability, supported by structured placement processes and on-the-job training models that embed skill development within employer systems.</p> <p>However, long-term sustainability will depend on continued upskilling, stronger soft skills development, and structured alumni engagement to support retention and career progression. While the program has advanced workplace inclusion—particularly for persons with disabilities—sustaining these gains will require ongoing employer sensitisation, peer support mechanisms, and efforts to address gender-related barriers. Strengthening these elements can enhance the durability of employment outcomes and social inclusion beyond the project period.</p>

Recommendations

The program would benefit from strengthening soft skills, English communication, and confidence-building components to enhance long-term employability and career progression. Extending the training duration from 30 to 45 days, as suggested by trainers, could allow deeper skill reinforcement and greater industry exposure. Introducing modular upskilling or refresher courses, including exposure to digital tools and emerging technologies, would further support sustained income growth and upward mobility.

It is also recommended to institutionalise a structured alumni network across all locations to enable peer mentoring, job mobility support, and continued engagement. Strengthening employer sensitisation—particularly around inclusive practices for persons with disabilities—and promoting group-based placements where feasible could improve retention and workplace integration. Additionally, expanding pre-placement preparation, structured post-placement follow-ups, and targeted strategies to improve female participation would enhance both sustainability and long-term impact of the program.

Conclusion

The evaluation finds that the program was well-designed and effectively implemented, achieving strong outcomes across outreach, training delivery, and placement. It successfully enabled beneficiaries—many from economically vulnerable households—to transition from unemployment or low-paid informal work into formal employment, resulting in measurable improvements in income, confidence, and household well-being. Employer feedback further validates the quality and workplace readiness of trained candidates.

While the program demonstrates strong impact and promising sustainability prospects, particularly through employer partnerships and structured monitoring systems, opportunities remain to strengthen soft skills, alumni engagement, and long-term career progression pathways. Overall, the program represents a relevant, efficient, and impactful intervention that has contributed meaningfully to economic inclusion and employability outcomes among its target population.