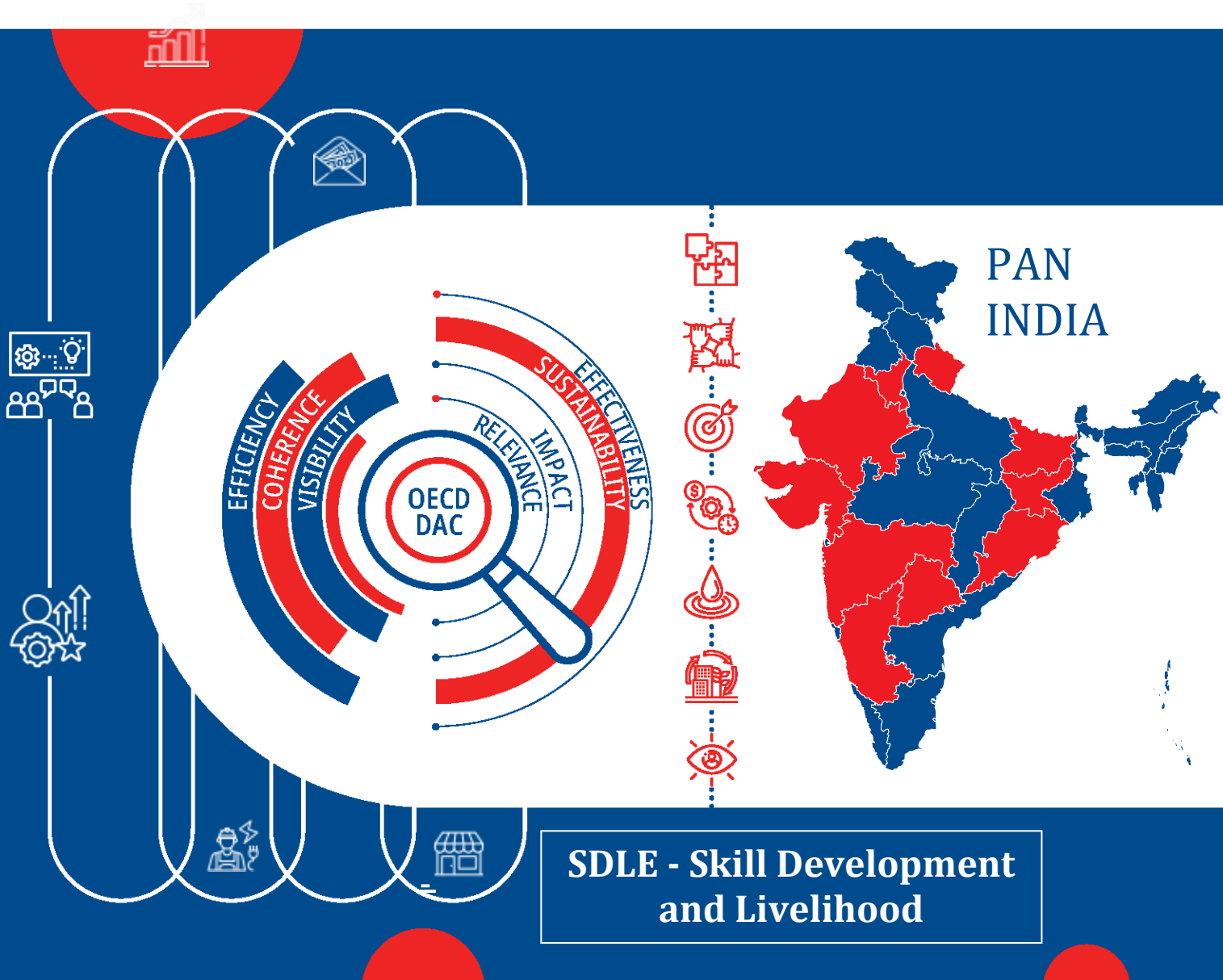




IMPACT ASSESSMENT REPORT

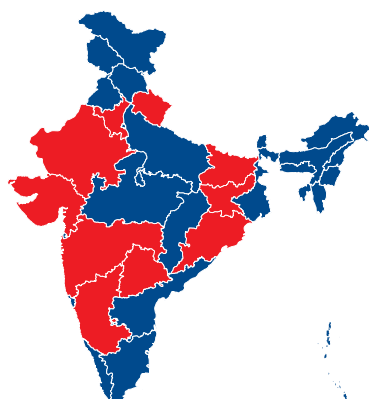
Towards A Better Tomorrow

FY 2025-26
(DECEMBER)

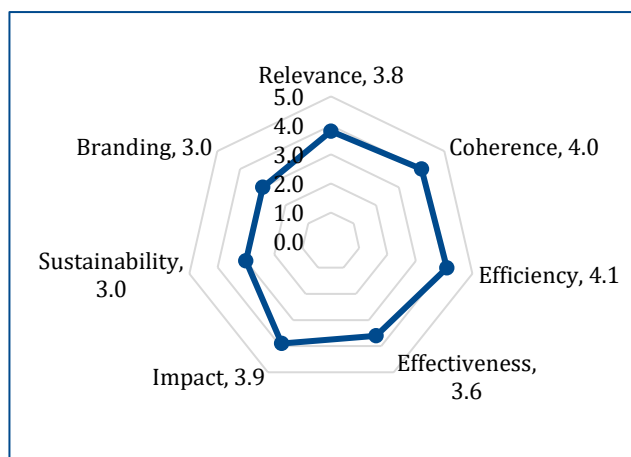
Submitted By

1. Project Summary

Brief Project Profile



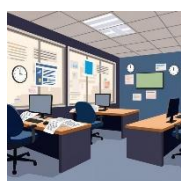
Project Code: P0416
Implementing Agency: Head Held High Foundation
Locations: Koppal, Palghar, Udaipur, Ranchi, Muzaffarpur, Haridwar, Hyderabad, Kutch, Faridabad/Gurgaon, and Sambalpur
Region: Pan India
Implementation Period: Oct 2021 – Sept 2025
Theme: Skilling for Youth
Key Sectors: Soft Skills, Digital Skills, Entrepreneur Skills, Tech Courses (including BFSI)



3.7

**Overall Project Score
Good**

Impact and Key Evidence of Change



45.4%

transitioned into economic activity



51.3%

of employed youth earned ₹15K+ per month



67.5%

reported moderate-to-high skill gains



65.5%

reported **industry exposure**



49.4%

indicated **improved employment**



31.3%

regular- or self-employment



₹15K

monthly median income



9%

drop-out rate

What Worked Well and What Did Not

Worked Well

- Industry-aligned training and interview preparation supported job readiness.
- Strong employer partnerships enabled steady entry-level placements.
- Community mobilisation and job mapping improved enrolment and placement feasibility.

Did Not Worked Well

- Limited integration with public skilling systems.
- Communication gaps in customer-facing roles.
- Weak long-term post-placement tracking.

Recommendations

- Strengthen pre-placement simulations and applied communication practice.
- Improve computer access to enable consistent digital skill practice.
- Embed behavioural and workplace-readiness training alongside certifications.
- Establish structured post-placement follow-up and retention tracking.
- Develop stronger employer partnerships to support long-term placement outcomes.

2. Findings

Project Profile

The project was implemented by **Head Held High Foundation** under HDFC Bank's CSR initiative *Make India Capable (P0416)* to improve employability among low-educated and underserved youth. Training covered **soft skills, digital skills, entrepreneurial and tech courses (including BFSI), AI skilling, and sector skill training**, preparing youth for **entry-level industry roles**.

OECD DAC Criteria

Relevance

(3.8)

- Project P0416 addresses employability barriers faced by disconnected rural youth, including low confidence, limited formal exposure, and first-generation employment constraints.
- Village-to-village mobilisation, centre proximity, and parental engagement reflect alignment with local socio-economic and access limitations.
- Job mapping incorporates feasibility factors (distance, transport, housing, food), reducing migration risks and improving alignment with rural mobility constraints.
- The six-month pathway emphasises soft skills, digital basics, and job-readiness through activity-based delivery and close trainer engagement.
- Relevance is moderated by employer feedback on communication and English gaps in customer-facing roles.

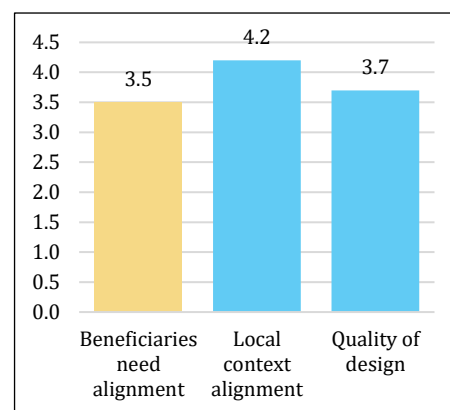


Figure 1: Relevance Indicator Scores

Coherence

(4.0)

- Internal coherence is evident, with stakeholders linking the course to HDFC Parivartan's objective of promoting youth employability and formal-sector entry.
- Course design (soft skills, digital skills, interview preparation) supports a skilling-to-placement pathway, focusing on livelihood outcomes rather than certification alone.
- External coherence is supported by employer partnerships aligned with entry-level industry demand.
- Placement alignment considers labour-law basics and worker feasibility (transport, hostel, food support in select large brands).
- Some external convergence with government skilling systems is emerging (e.g., being invited to support soft skills in state skilling contexts), but formal coordination and structured linkages are not consistently evidenced across stakeholders.

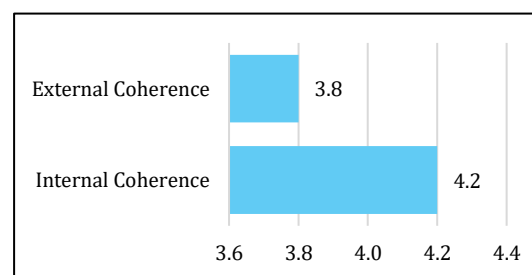


Figure 2: Coherence Indicator Scores

Efficiency

(4.1)

- Training delivery remained consistent and learner-friendly, with supportive trainers, counselling, exposure visits, resume guidance, and periodic feedback mechanisms reinforcing instructional quality.
- Implementation efficiency was strengthened through linkages with other HHH livelihood programmes, employer mapping, and structured attendance systems (routines, buddy mechanisms), supporting smoother placement transition.

- Operational efficiency is moderated by resource constraints, including shared computer access (often two learners per system), which limits individual practice time and slows digital skill acquisition.
- Placement outcome is functional (with a majority transitioning into work/self-employment), though system limitations suggest scope to improve learner throughput.
- Design efficiency is basic but structured; however, the absence of a medium-term results framework limits learning-oriented monitoring.

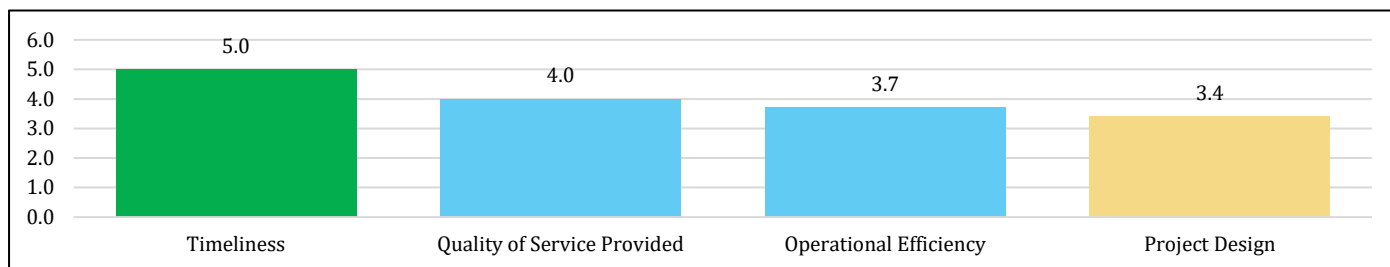


Figure 3: Efficiency Indicator Scores

Effectiveness

(3.6)

- At the time of assessment, 36.14% of trainees were placed, suggesting the need for stronger tracking of placement sustainability and retention.
- Effectiveness is supported by soft-skill training, trainer engagement, parental counselling, and structured routines such as the buddy system
- Communication and English gaps, along with early workplace adjustment needs, moderately constrain uniform readiness.
- Outcomes vary across learners, with some transitioning to formal employment and others applying skills in family or self-employment contexts. While the model is described as time-tested and periodically refined, evidence of structured adaptation cycles remains limited.

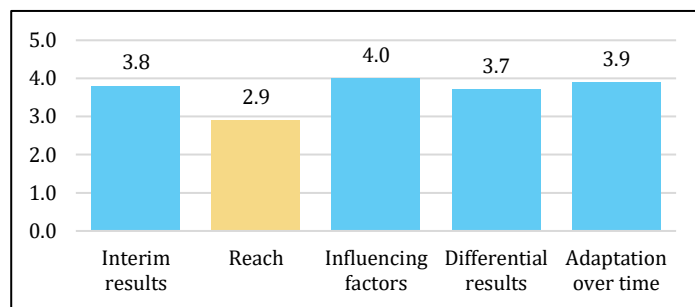


Figure 4: Effectiveness Indicator Scores

Impact

(3.9)

- Among employed youth, 51.3% earned ₹15K or more per month, indicating income gains relative to the median household income of about ₹16,000
- Training strengthened confidence, communication, and workplace readiness, with 67.5% reporting moderate-to-high skill gains and 65.5% reporting industry exposure.
- Alumni reported peer referrals, use of skills in family enterprises or self-employment, and movement toward higher-paying roles; 49.4% perceived improved employment or income opportunities
- However, long-term retention, income progression, and systematic post-placement tracking remain uneven across batches. Employment continuity currently depends more on centre-level follow-up and employer networks than on a formalised retention framework.

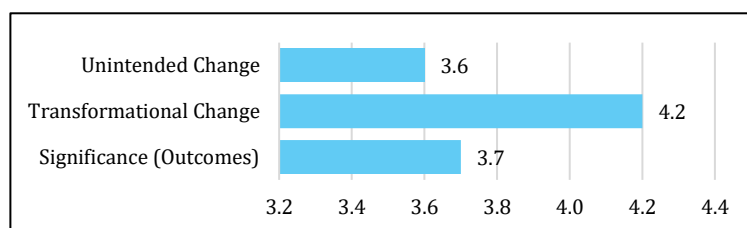


Figure 5: Impact Indicator Scores

Sustainability

(3.0)

- Sustainability appears moderate, supported by a decade-long standardised model, strong employer linkages, and continued learner interest in refresher and advanced courses.

- Behavioural routines, confidence-building practices, and job-feasibility mapping support early retention and smoother employment adjustment.
- Employers note adaptability as a strength but indicate that soft and digital skills require continued reinforcement.
- Stable centre infrastructure and active alumni networks supported community-level continuity.
- System-level institutionalisation remains partial, with limited formal integration and inconsistent long-term outcome tracking.

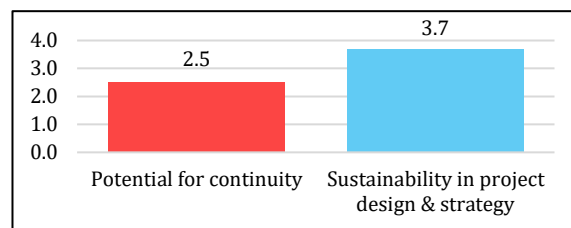


Figure 6: Sustainability Indicator Scores

Branding

(3.0)

- HDFC Parivartan branding was visible among beneficiaries, who recognised the programme, valued the certificate, and recommended it to peers.
- With the focus on employability and livelihood outcomes, visibility remained largely among trainees and centre-level stakeholders rather than the wider public.
- While this did not affect outcomes, brand recall beyond direct participants was limited, resulting in good but moderate overall visibility.

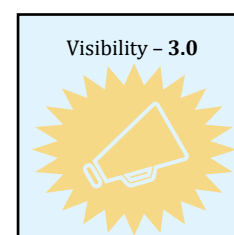


Figure 7: Branding Indicator Scores

Key Impact and Evidence of Change

Access & Infrastructure	Demand Alignment	Inclusion & Participation	Support to Employment & Placement	Support to Entrepreneurship
• Infrastructure supports delivery, trainer quality drives outcomes. • Physical centres support mobilisation, parental trust, and sustained attendance. • Classroom routines (attendance tracking, buddy systems) strengthen engagement and learner continuity. • Shared computer access may limit individual digital practice time.	• Training aligned to entry-level industry demand. • Retail, small-scale industry, BFSI, and tech-linked roles prominently targeted. • Communication gaps moderate customer-facing role alignment. • Continued employer hiring cycles indicate sustained labour market alignment.	• Village mobilisation and parental consent strengthen inclusion. • Trainer engagement and counselling improve retention. • Classroom routines reinforce participation and discipline. • Alumni referrals extend community-level participation.	• Strong employer network supports structured placement transitions. • Soft skills training strengthens interview preparedness. • Resume guidance and mock interviews support placements. • Counselling-led placement decisions improve job feasibility. • Early mentoring needed for customer-facing role adjustment	• Entrepreneurship is not a structured programme focus. • Self-employment pathways appear informal and incidental. • No dedicated credit or market linkage support evidenced.

What Worked and What Did Not Work



Course content (soft skills, digital basics, interview preparation) aligned closely with placement intent.



Employer partnerships enabled steady entry-level placements and repeat hiring cycles.



Job mapping incorporated feasibility factors (distance, transport, housing), strengthening placement feasibility.



Village mobilisation and parental engagement stabilised enrolment.



Active employer engagement reinforced alignment with industry expectations.



External convergence with public skilling systems remains emerging rather than institutionalised.



Alignment is strongest in entry-level sectors; customer-facing roles show partial mismatch due to communication gaps.



Employer partnerships are strong and largely built on established networks, with potential scope for broader diversification.



Post-placement follow-up exists, but structured long-term outcome tracking remains limited.

Recommendations and Way Forward

High Priority



Improve communication practice before placement.



Add short post-placement mentoring support.



Improve computer access to enhance digital practice

Medium Priority



Introduce basic tracking of early job retention.



Systematically collect and integrate employer feedback

Low Priority



Build formal government skilling linkages to expand employer access.



Expand visibility beyond direct beneficiaries.

Recommendation Insights



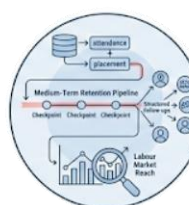
While placements are steady, **spoken communication and customer interaction** remain early transition gaps. Strengthen **structured simulations and applied practice** before placement to improve workplace readiness.



Shared computer access limits individual digital practice, slowing skill development. Strengthening **basic infrastructure** can accelerate **job-readiness confidence** and **improve the efficiency of training delivery.**



Employer feedback suggests **confidence, adaptability, and digital comfort** matter more than **certificates alone.** Programme measurement systems should prioritise **behavioural readiness and applied skill demonstration** alongside certification outcomes.



Attendance and placement tracking function well, but **medium-term retention tracking** remains limited. Structured follow-ups, stronger public skilling linkages, and diversified employer partnerships are needed to enhance long-term institutionalisation and labour market reach.

3. Stories of Change

From Training to Employment in Retail

Profile: Pari | Sales Role | Herbal Sector | Alumni

Pari gained confidence, communication ability, and interview readiness through the training, helping her transition into formal employment. Trainer guidance and centre-based interaction strengthened her preparedness and reassured her family. Placement in retail provided stable income and reinforced her personal development. She now earns ₹18,000 per month and contributes to her household, supporting her family financially.



"We learned computer skills, life skills, soft skills and basic English during the training. These skills helped me build confidence and support my work in sales."



Applying Digital Skills in a Family Business

Profile: Govardhan | Stock Manager, Family Timber Business | Alumni

Govardhan completed the training programme where he learned computer applications such as MS Word, PowerPoint, and Excel. After the training, he applied these skills in his family's timber business, where he currently works as a stock manager managing inventory and operations.



"In the training we learned computer skills like Word, PowerPoint and Excel. These skills are now useful in managing stock and handling work in our business."



4. Annexure

Table 1: OECD DAC Indicators Heat Map

OECD Parameter	Parameter Score	Indicator	Scores
Relevance	3.8	Beneficiaries need alignment	3.5
		Local context alignment	4.2
		Quality of design	3.7
Coherence	4.0	Internal coherence	4.2
		External coherence	3.8
Efficiency	4.1	Timeliness	5.0
		Quality of service provided	4.0
		Operational efficiency	3.7
		Project design	3.4
Effectiveness	3.6	Interim results (outputs & short-term results)	3.8
		Reach (target vs achievement)	2.9
		Influencing factors (enablers & disablers)	4.0
		Differential results (need assessment)	3.7
		Adaptation over time	3.9
Impact	3.9	Significance (outcomes)	3.7
		Transformational change	4.2
		Unintended change	3.6
Sustainability	3.0	Potential for continuity	2.5
		Sustainability in project design & strategy	3.7
Branding*	3.0	Visibility (visible / word of mouth)	3.0

Table 2: Scores Legend

>=4.6	Excellent
3.6 to 4.5	Good
2.6 to 3.5	Moderate
<=2.5	Poor

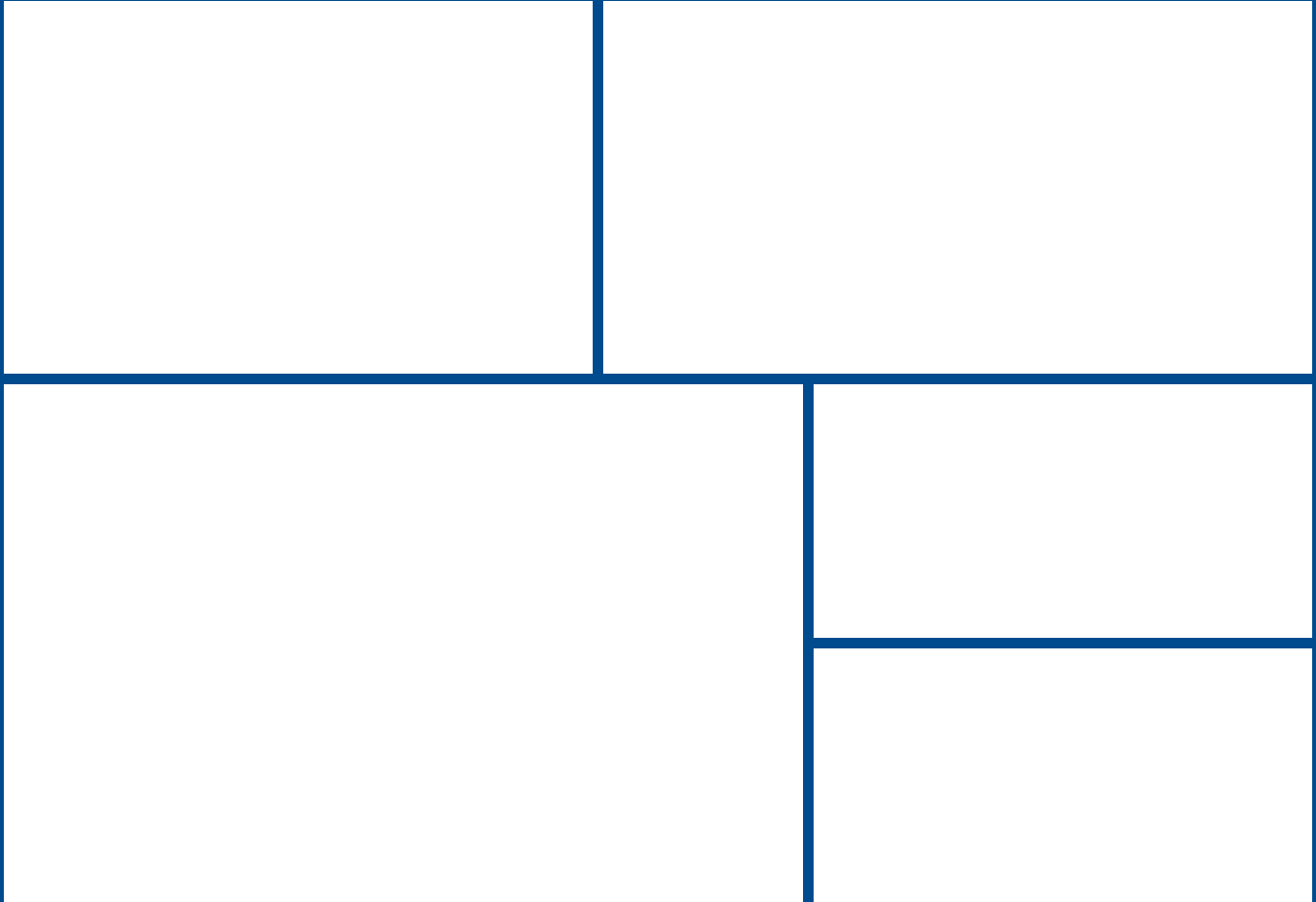
Table 3: Qualitative Data Sample Size

Stakeholder	No. of Interviews
Project Manager	1
NGO SPOC	1
Instructor	1
HR Representatives	2
Placed Alumni	3
Total Interviews	8

Methodology

A cross-sectional, mixed-methods design was adopted to generate robust, triangulated evidence on project relevance, effectiveness, impact, convergence, and sustainability using HDFC Bank CSR's DMS tool and an OECD-DAC-aligned analytical framework contextualized for Parivartan. The design integrates quantitative surveys with qualitative FGDs, IDIs/KIIs, and case studies to quantify outcomes and capture nuanced mechanisms of change across the theme of skilling.

Quantitative Data Sample Size: 249 - The sample was designed to achieve a 95% confidence level with a $\pm 5\%$ margin of error, applying finite population correction (FPC) with an assumed proportion of $p = 0.75$. A total of 250 respondents were selected through simple random sampling to ensure representative coverage of beneficiaries.



PROJECT CODES AND THEIR IMPLEMENTATION PARTNERS

PROJECT CODES	IMPLEMENTATION PARTNER	STATE
P0416	Head Held High Foundation	Karnataka, Maharashtra, Rajasthan, Jharkhand, Bihar, Uttarakhand, Telangana, Gujarat, Haryana, and Odisha



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