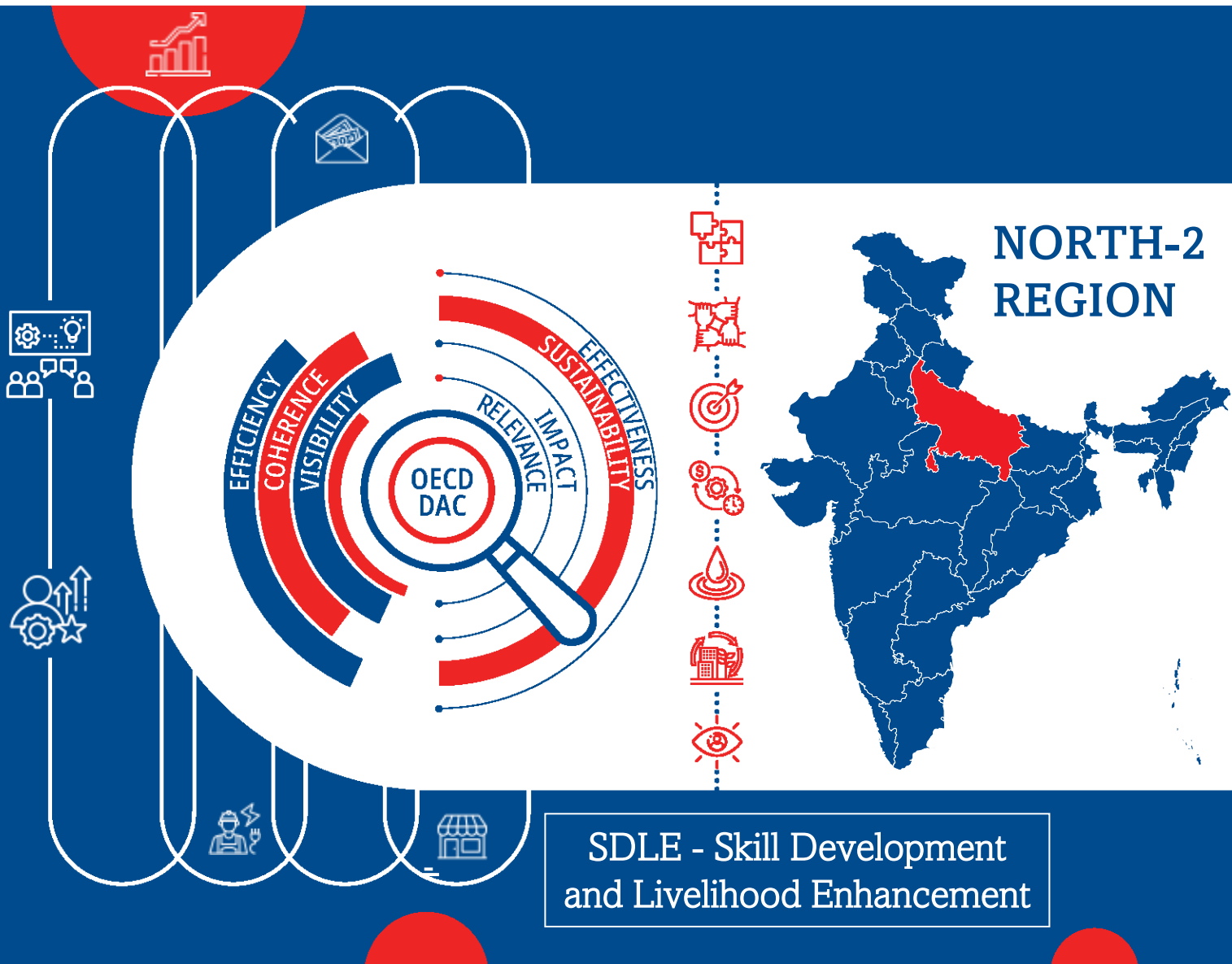




IMPACT ASSESSMENT REPORT

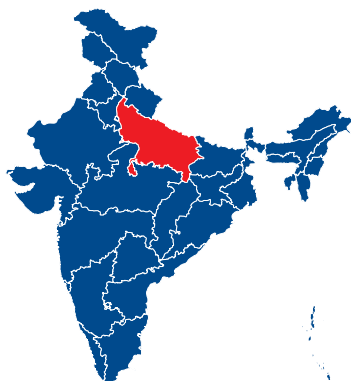
Towards A Better Tomorrow

FY 2025-26
(DECEMBER)

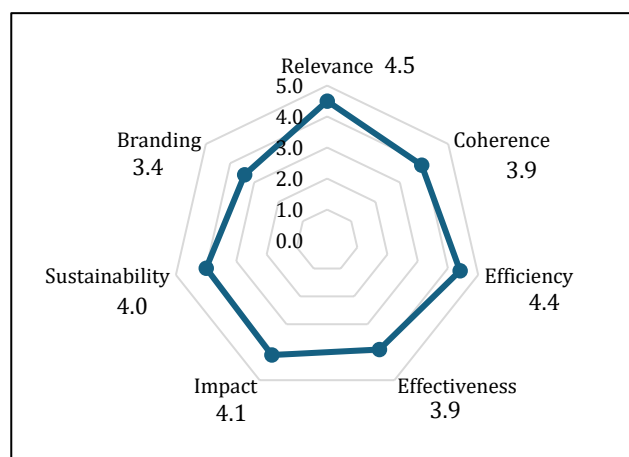
Submitted By

1. Project Summary

Brief Project Profile



Project Code: P0439
Implementing Agency:
Ambuja Cement Foundation
Location: Gautam Buddha Nagar,
 Uttar Pradesh
Region: North-2
Theme: Skilling
Duration: Oct 2021 – Sep 2024
Key Sectors: Assistant Electrician,
 CRM, GDA, RAC



4.1

Overall Project Score
Good

Impact and Key Evidence of Change



56.8%

transitioned
into
economic
activity



96.5%

of employed
youth earned
₹10K+ per
month



72.8%

reported
moderate-to-
high
confidence



63.6%

reported
**industry
exposure**



80.0%

indicated
**readiness
beyond job
placement**



27.6%

Regular, and
self-
employment



₹18K

median
income



0.0%

drop-
out rate

What Worked Well and What Did Not

Worked Well

- Courses aligned with Noida–NCR demand supported steady placements.
- Practical training and interview preparation improved job readiness.
- Employer networks and alumni referrals supported placements and income.

Did Not Worked Well

- Frequent centre relocations and leadership changes disrupted early mobilisation.
- Some trainees required additional support in English and workplace communication.
- Technical trades involve field work, which some trainees found harder to pursue.

Recommendations

- Ensure centre stability and leadership continuity before expansion. Avoid frequent relocations, as location changes disrupt mobilisation areas, reduce enrolment, weaken community trust, and affect training and placement continuity.
- Use alumni referrals and employer relationships to strengthen credibility and support sustained enrolment over time.
- Track income growth, career progression, and continued education after placement to better understand long-term livelihood improvement.
- Increase hands-on training, especially in technical trades, to build confidence and reduce adjustment time after joining work.

2. Findings

Project Profile

The Ambuja Cement Foundation implemented Project P0439, a skill development initiative in Greater Noida, Uttar Pradesh, during October 2021–September 2024. The project aimed to train 2,000 youth, with 1,566 youth trained during the project period and 981 placed in employment. Training focused on trades such as General Duty Assistant (GDA), Assistant Electrician, RAC/RWA Technician, and Customer Relationship Management (CRM). The programme targeted youth from nearby semi-urban areas and aimed to bridge local skill gaps while supporting their transition into entry-level jobs in healthcare, service, and technical sectors across the Noida–NCR labour market.

OECD DAC Criteria

1. OECD DAC Criteria

Relevance

(4.5)

- Project P0439 aligns with the Noida–NCR job market, with courses in healthcare (GDA), customer care, and technical services such as electrical and AC repair selected based on employer demand and consultation before batch initiation.
- Mostly local placements helped reduce commuting challenges and enabled quicker joining, particularly for migrant and semi-urban youth.
- Training is designed for entry-level learners and combines technical, soft, and basic digital skills, with 70–80% practical exposure and trainer follow-up.
- Gaps in communication and English for customer-facing roles, initial technical skill limitations, and repeated centre relocations affected early programme continuity.

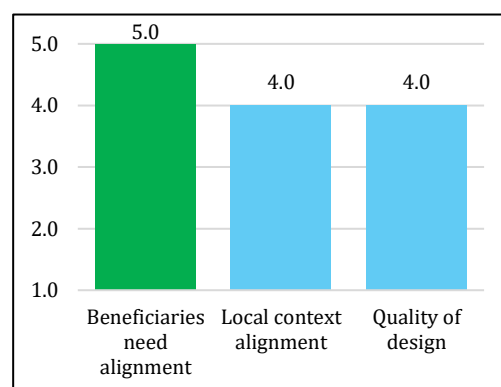


Figure 1: Relevance Indicator Scores

Coherence

(3.9)

- The programme aligns with institutional skilling objectives and HDFC CSR's focus on employability and livelihood enhancement.
- Trade selection reflects NCR labour market demand and employer needs.
- Curriculum content was validated with employers to ensure workplace relevance.
- Courses follow NSDC Qualification Pack standards, ensuring national alignment.
- Employer linkages facilitated placement opportunities in healthcare, BFSI, and service sectors.
- However, structured coordination with state skill missions or other government programmes remains limited.

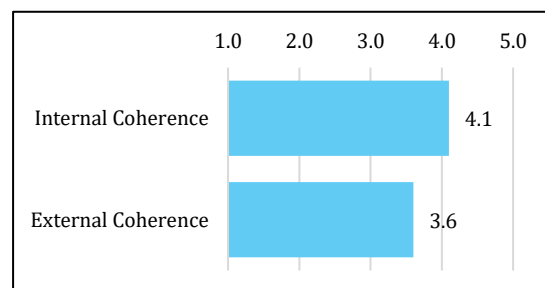


Figure 2: Coherence Indicator Scores

Efficiency

(4.4)

- Training batches continued as scheduled despite early operational disruptions, and course delivery was maintained across successive batches.
- Trainers conducted mock interviews, resume preparation, and practical sessions, helping learners prepare for interviews and workplace expectations.
- Regular monitoring and close engagement between HDFC project managers and the NGO implementation team helped identify operational gaps and improve implementation over later batches.
- Attendance follow-ups and counselling were used to address learner absences and maintain participation during training.
- However, the centre was relocated three times and leadership changes occurred, requiring renewed mobilisation and coordination and affecting implementation smoothness.

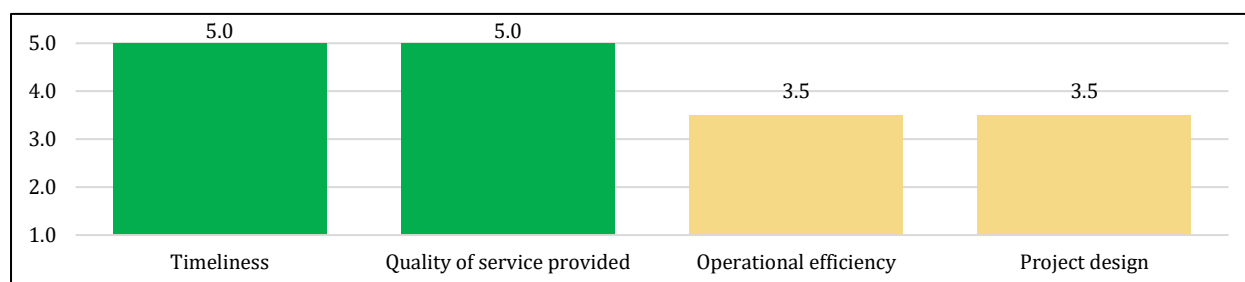


Figure 3: Efficiency Indicator Scores

Effectiveness

(3.9)

- Out of 250 respondents, 185 candidates (74%) reported being placed, while 65 (26%) were not placed, indicating that most trainees secured employment.
- However, frequent centre relocations in the first year affected mobilisation and limited achievement of the overall training target.
- Enrolment was stronger in GDA and Customer Care than in RAC and Assistant Electrician trades.
- Placement patterns suggest stronger transition in healthcare and customer care roles.
- Outcomes varied by role and learner profile, with service roles transitioning faster (GDA, CRM) and technical trades requiring longer adjustment (RAC, Assistant Electrician).
- Trainers increased practical sessions, added mock interviews, and strengthened communication support based on employer feedback.

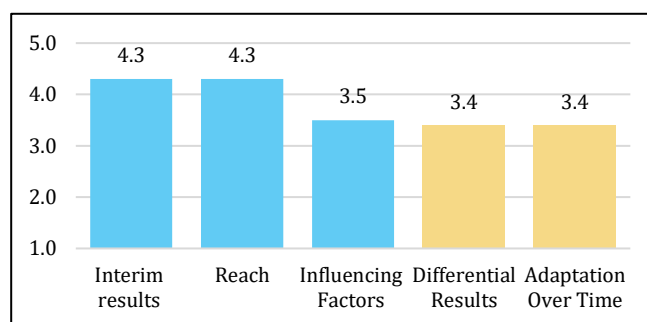


Figure 4: Effectiveness Indicator Scores

Impact

(4.1)

- The survey indicates that 56.8% of respondents are engaged in regular, contractual, or self-employment, reflecting substantial participation in economic activity.
- With a median household income of about ₹28,333 per month, the addition of trainees' median earnings of ₹18,000 per month increased household income to approximately ₹46,333 per month.
- 72.8% reported moderate to high confidence in job responsibilities, and 63.6% reported moderate to high industry exposure.
- 82.4% noted moderate to high improvement in employment or income opportunities.
- Some increased earnings through additional service work and encouraged peers to enrol. For example, one alumnus working as an AC technician also takes bookings through Urban Company, adding to his regular income.
- Individual-level changes are reflected in self-reported confidence and employment outcomes.

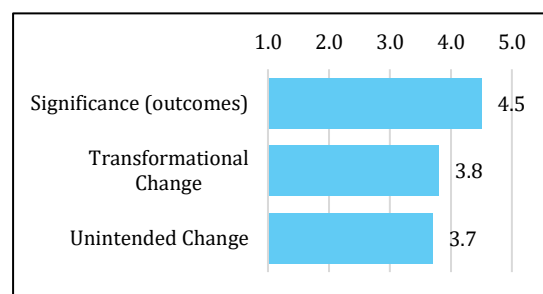


Figure 5: Impact Indicator Scores

Sustainability

(4.0)

- Courses follow NSDC Qualification Pack norms, ensuring alignment with recognised national skilling standards.
- Alumni interviews suggest that trainees gained technical, IT, and soft skills, including machine-repair skills, resume preparation, mock interviews, and basic customer interactions, supporting continued employability.
- Around 20–30% of trainees move toward self-employment or combine jobs with independent service work, particularly in AC servicing and electrical repair in nearby residential areas, indicating emerging livelihood continuity.
- Employer engagement supports repeat hiring, though frequent centre relocations and leadership changes affected stability.
- Structured integration with state skill missions and long-term institutional revenue planning was not clearly evidenced.

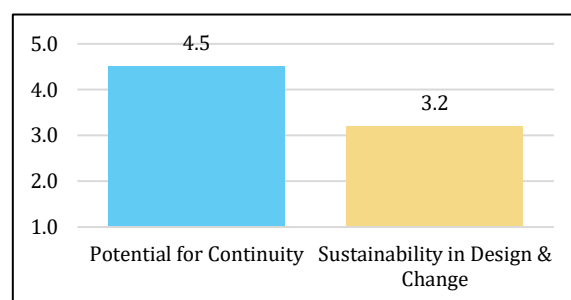


Figure 4: Sustainability Indicator Scores

Branding

(3.4)

- Among beneficiaries, the programme is mostly known as HDFC Parivartan, and many feel the certificate helps when applying for jobs.
- Alumni referrals and employer familiarity with the programme also support candidate shortlisting.
- However, repeated centre relocations limited broader community awareness, and brand recall declined after placement.
- Some outreach calls were occasionally mistaken for bank or credit-card promotions.

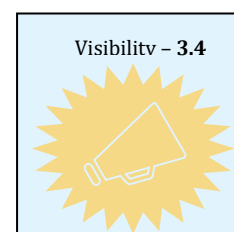


Figure 5: Branding Indicator Scores

Access & Infrastructure	Demand Alignment	Inclusion & Participation	Support to Employment & Placement	Support to Entrepreneurship
- Centre relocations in the early phase disrupted mobilisation and batch continuity. - Initial centre location limited early enrolment. - Learners described trainers and the centre environment as supportive. - Stabilisation in later phases improved continuity and participation.	- Courses aligned with Noida–NCR demand (GDA, CRM, RAC, Electrician). - Stronger enrolment in healthcare and customer care trades. - Employer engagement supported placement opportunities. - Communication gaps affected readiness for customer-facing roles.	- Entry-level youth, including migrant and semi-urban learners, enrolled. - Alumni and peer referrals strengthened mobilisation over time. - Counselling, exposure visits, and guest sessions supported retention. - Confidence and participation improved during training.	- Placements are linked to established employer networks. - In many cases, onboarding is completed within a few days. - Mock interviews and practical focus improved job readiness. - Employers noted relatively faster adjustment in service roles.	- About 11.6% of trainees moved into self-employment or family-based work. - Platform-based service work (e.g., Urban Company) supported income. - No formal credit or structured mentoring component was reported.

What Worked and What Did Not Work

- ✓ Alignment of courses (GDA, CRM, RAC, Electrician) with Noida–NCR demand supported steady placements.
- ✓ Strong employer linkages enabled faster shortlisting and smoother onboarding.
- ✓ Largely hands-on training (70–80% practical exposure) improved job readiness.
- ✓ Mock interviews, resume support, counselling, and exposure visits strengthened interview confidence.
- ✓ Alumni referrals strengthened mobilisation over time, and continued employer engagement supported repeat hiring. Platform-based work (e.g., Urban Company) supported additional income for some trainees.

- ✗ Frequent centre relocations and leadership changes disrupted mobilisation areas and affected continuity in the initial period.
- ✗ Some trainees required additional support in English and workplace communication, particularly for service-oriented jobs.
- ✗ Technical trades required more time before trainees became confident handling field work.
- ✗ Focus on quick placement limited attention to longer-term income growth tracking.

Recommendations and Way Forward

High Priority



Ensure centre and leadership stability before expansion; conduct proper site assessment before relocation.



Increase structured on-the-job exposure and practical hours, especially for technical trades.



Track income growth and career progression beyond placement numbers.

Medium Priority



Improve communication support for customer-facing roles.



Use alumni referrals more actively for mobilisation.

Low Priority



Share employer testimonials to strengthen community confidence and future enrolment quality.

Recommendation Insights



Ensure **centre stability** and **leadership continuity** before expansion. Avoid frequent relocations to protect enrolment, maintain trust, and ensure smooth training and placement processes.



Measure **income growth**, **career progression**, and continued education beyond placements to understand real livelihood improvement and long-term impact.



Use **alumni referrals** and **employer relationships** to strengthen credibility and support sustained enrolment over time.



Increase **hands-on training** and **practical exposure**, especially in **technical trades**, to improve confidence and reduce adjustment time after joining work.

3. Stories of Change

From Training to Urban Company Work

Profile: Anurag | Urban Company | AC Service Technician | Alumni (Skilling)

After joining the training, Anurag says his technical skills and confidence improved significantly. The practical sessions helped him handle repair work independently, and trainer guidance improved his customer communication. After completing the course, he started taking service bookings through Urban Company and now earns more stable income than before.



After the training, my confidence improved. I now handle customers directly and take service bookings through Urban Company. My income is better than before.



From Skill Training to Hospital Work

Profile: Monica | General Duty Assistant | Hospital Staff | Alumni (Skilling)

Monica joined the General Duty Assistant (GDA) training, where she learned patient care, blood sample collection, and basic hospital procedures. After completing the course, she secured a hospital job with a starting salary of ₹12,000 per month. Today, she assists doctors and supports patient care, and continues learning new skills to improve her work.



I learned many nursing tasks such as taking blood samples and caring for patients. I liked doing this work. My starting salary was ₹12,000, and now I work in a hospital. My confidence has also increased.



4. Annexure

Table 1: OECD DAC Indicators Heat Map

OECD Parameter	Parameter Score	Indicator	Scores
Relevance	4.5	Beneficiaries need alignment	5.0
		Local context alignment	4.0
		Quality of design	4.0
Coherence	3.9	Internal coherence	4.1
		External coherence	3.6
Efficiency	4.4	Timeliness	5.0
		Quality of service provided	5.0
		Operational efficiency	3.5
		Project design	3.5
Effectiveness	3.9	Interim results (outputs & short-term results)	4.3
		Reach (target vs achievement)	4.3
		Influencing factors (enablers & disablers)	3.5
		Differential results (need assessment)	3.4
		Adaptation over time	3.4
Impact	4.1	Significance (outcomes)	4.5
		Transformational change	3.8
		Unintended change	3.7
Sustainability	4.0	Potential for continuity	4.5
		Sustainability in project design & strategy	3.2
Branding*	3.4	Visibility (visible / word of mouth)	3.4

Table 2: Scores Legend

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

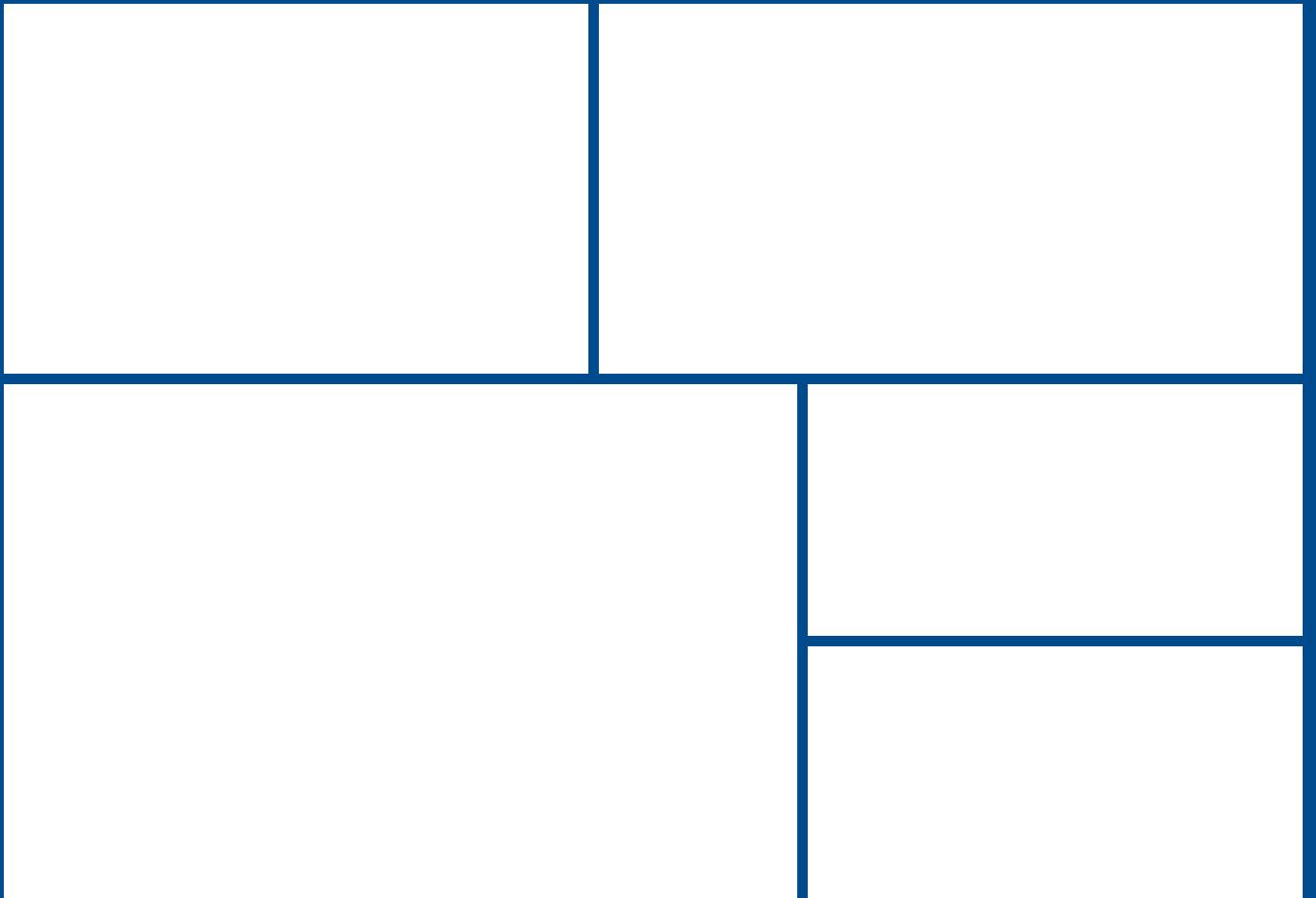
Table 3: Qualitative Data Sample Size

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: 250. The study adopts simple random sampling from the verified beneficiary list, ensuring that each beneficiary has an equal probability of selection. The sampling framework is designed to achieve a 95% confidence level with $\pm 5\%$ precision, ensuring that the estimated outcomes are statistically reliable while maintaining representativeness of the beneficiary population.



PROJECT CODES AND THEIR IMPLEMENTATION PARTNERS

PROJECT CODES	IMPLEMENTATION PARTNER	STATE
P0439	Ambuja Cement Foundation	Uttar Pradesh



Follow HDFC Bank Parivartan on:



csr-hdfcbank



@HDFCBankCSRInitiat



@hdfcbankc



@HDFCBan