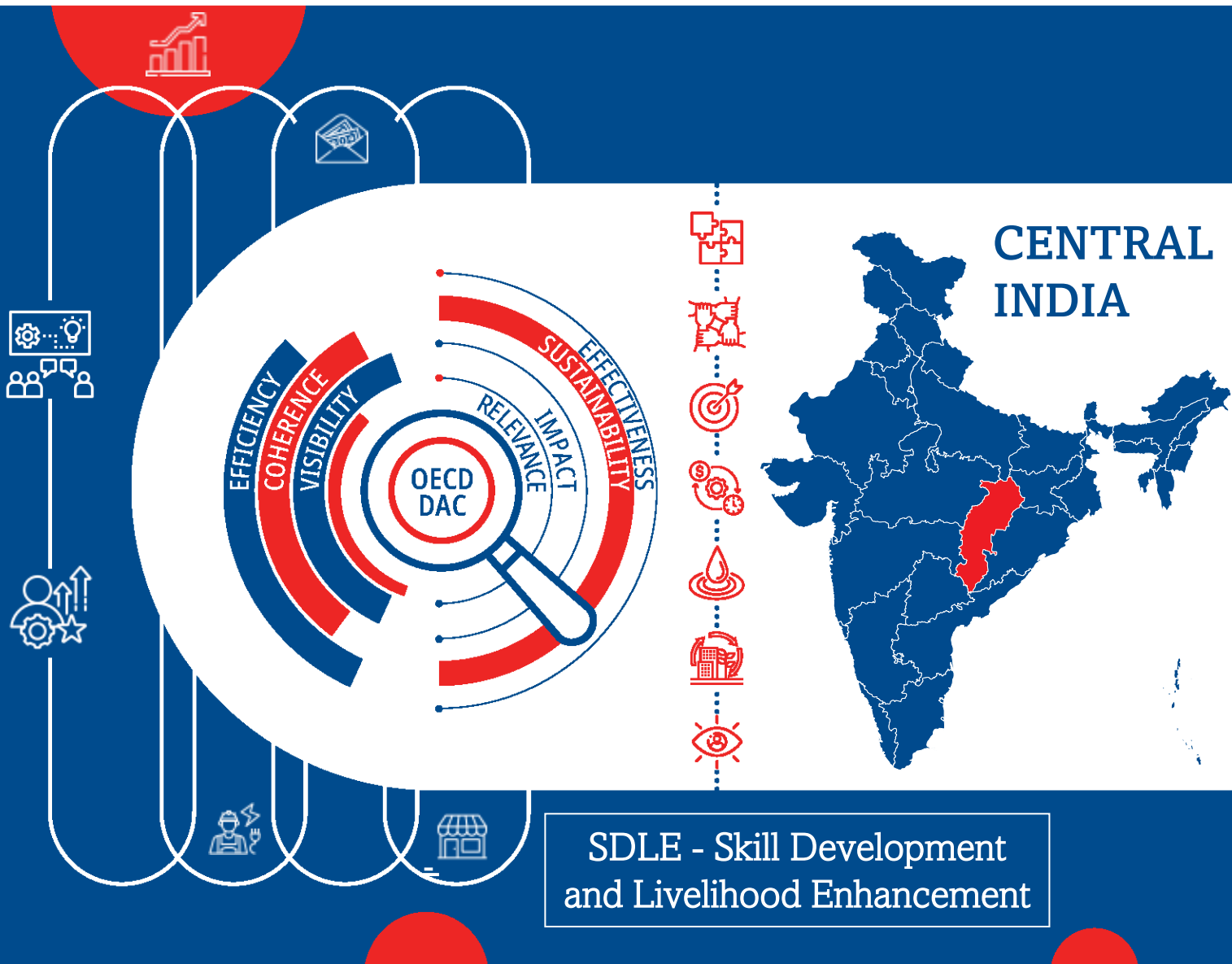




IMPACT ASSESSMENT REPORT

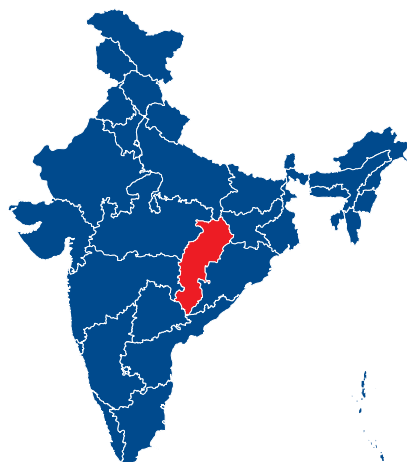
Towards A Better Tomorrow

FY 2025-26
(DECEMBER)

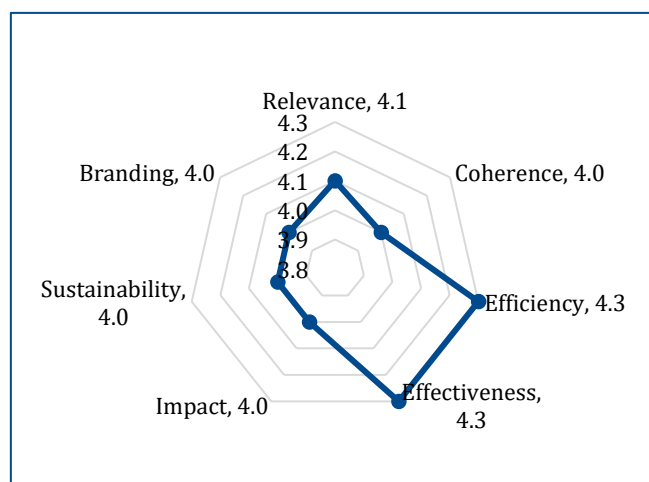
Submitted By

1. Project Summary

Brief Project Profile



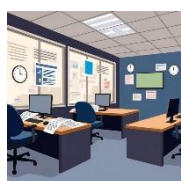
Project Code: P0501
Implementing Agency: Ambuja Cement Foundation (ACF)
Location: Bilaspur
Region: Central India
Implementation Period: Jan 2023 – Dec 2024
Theme: Skilling for Youth
Key Sectors: Retail, Hospitality



4.1

Overall Project Score Good

Impact and Key Evidence of Change



69.7%

transitioned into economic activity



85.1%

of employed youth earned ₹10K+ per month



85.7%

reported moderate-to-high confidence



89.3%

reported **industry exposure**



69.7%

indicated **increased employment & income**



63.1%

regular- or self-employment



₹12K

monthly median income



2.7%

drop-out rate

What Worked Well and What Did Not

Worked Well

- Home visits and parental counselling supported retention.
- Practical training and exposure visits improved readiness.
- Travel and training support reduced dropouts.

Did Not Worked Well

- Travel, accommodation, and documentation delays affected placements.
- Limited digital infrastructure restricted technology exposure.
- Short 3-month training period was intensive.
- Family preference for local jobs reduced retention.

Recommendations

- Improve trainer retention and quality through backup trainer pools and partnerships.
- Introduce hospital-specific GDA modules and refresher courses aligned with market demand.
- Provide accommodation or hybrid options to reduce long commutes and trainee fatigue.
- Strengthen government convergence and employer partnerships to expand placements.
- Extend training duration to 4–5 months to allow deeper learning and advanced modules.

2. Findings

Project Profile

Ambuja Cement Foundation (ACF), established in 1993, works on rural development across livelihoods, health, education and community empowerment. The Skill Development Programme in Bilaspur provided **3-month training in GDA, Retail and Computer skills with soft skills and placement support** to improve youth employability, training **1,460 youth**

OECD DAC Criteria

Relevance

(4.1)

- Project P0501 aligns well with local youth employment needs by linking training to high-demand sectors. Community mobilisation and needs assessments enabled targeted outreach, while aptitude-based trade allocation improved job readiness and contributed to 69.67% placements and retention.
- The training provides transferable skills that allow candidates to pursue multi-city placements and role progression. GDA training shows moderate to high relevance—while some competencies extend beyond hospital roles, employers highlighted their strong relevance for home-care settings.
- However, family considerations, marriage decisions, and limited pre-placement counselling on home-care work affect job continuity for some trainees. The NSDC's three-month training timeline also limits the depth of skill development.

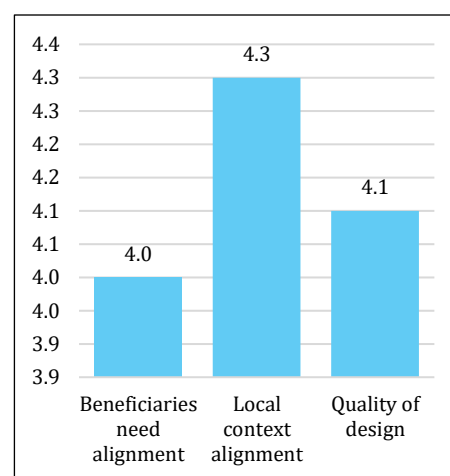


Figure 1: Relevance Indicator Scores

Coherence

(4.0)

- The project shows strong internal coherence between institutional priorities, programme design, and implementation. It aligns with HDFC Bank Parivartan's livelihood and employability objectives, with trades selected based on market demand.
- Curriculum and pedagogy emphasised practical exposure through retail labs, industrial visits, and a 15-day pre-placement module, supporting the transition from training to work. External coherence is reflected in alignment with NSDC standards, employer coordination, certification processes, and local mobilisation networks.
- While interaction with district departments occurred, convergence with the District Skill Mission and other government skilling programmes remained limited. The programme followed a clear pathway: mobilisation → counselling → aptitude testing → training → certification → placement → follow-up.

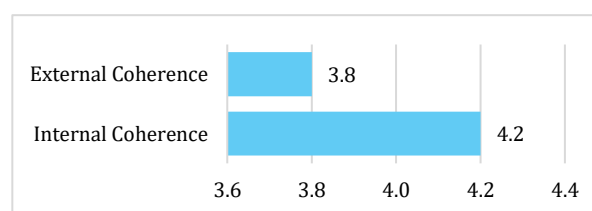


Figure 2: Coherence Indicator Scores

Efficiency

(4.3)

- Project timelines were maintained through a coordinated process involving online recruitment, streamlined documentation, and candidate readiness, with minimal delays for employers.
- Operational efficiency was supported by biometric attendance, field monitoring, and adaptive changes such as adding the electrical trade and parental counselling.

- Placement support included interview preparation and continuous handholding. However, long commutes, out-of-village placements, and trainer attrition occasionally affected smooth implementation.
- The programme followed a demand-led design with a comprehensive curriculum aimed at building confidence and job readiness, though the GDA curriculum could further strengthen hospital-care competencies. Overall efficiency remained high despite operational challenges.

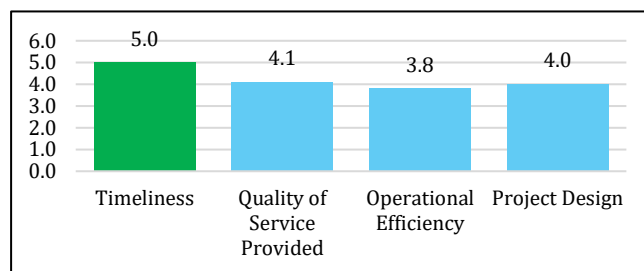


Figure 3: Efficiency Indicator Scores

Effectiveness

(4.3)

- The project achieved full target reach, reflecting strong mobilisation and participation, with 69.67% placement rates. The implementing NGO's credibility and sustained handholding strengthened community trust, trainee confidence, parental support, and placement readiness.
- Certification, awards, and alumni engagement further reinforced motivation and retention. However, long commuting distances caused fatigue and occasional absenteeism, and some gaps were noted in the alignment of GDA training with hospital-care requirements.
- The programme also demonstrated adaptability through introducing new trades, implementing biometric attendance, and adding parental counselling to address placement refusals, particularly among women. Overall effectiveness remains high, with strong employment outcomes for most trainees.

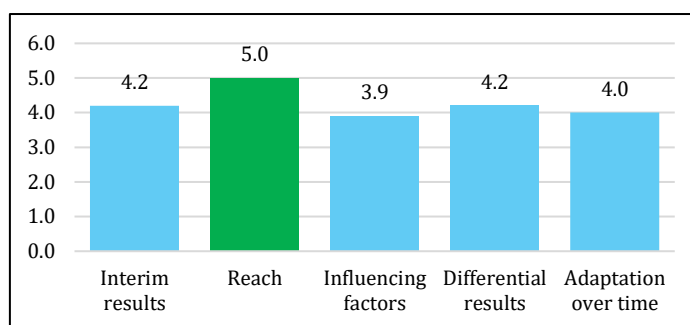


Figure 4: Effectiveness Indicator Scores

Impact

(4.0)

- The project improved trainees' confidence, communication skills, and readiness for employment, with 85.88% reporting moderate to high gains in knowledge and skills for formal employment and 85.65% reporting improved confidence in performing job responsibilities.
- Placement outcomes were strong, with 69.67% of trained candidates placed, and 43.44% currently in regular employment, while others accessed contractual, self-employment, or daily wage opportunities. Some trainees also reported upward mobility and opportunities across multiple cities.
- Parental counselling and visible lifestyle changes among alumni contributed to shifts in family attitudes and community perceptions toward skill-based employment.
- NGO personnel also emerged as trusted support systems, with alumni continuing to seek guidance during job transitions to other states.



Figure 5: Impact Indicator Scores

Sustainability

(4.0)

- Sustainability prospects remain moderate, supported by strong community rapport, alumni engagement, and periodic tracking of trainees. Market-linked skills and employer partnerships continue to support post-training employment outcomes.

- However, utilisation of capacity-building support shows mixed results, with only 12.39% actively or frequently using programme support, while 47.35% reported no longer using the support and 25.66% reported not using it at all, indicating the need for stronger post-training engagement mechanisms.
- Socio-structural barriers—including marriage and family expectations—continue to affect job retention among women. Sustainability is also constrained by dependence on specialised trainers and the absence of community-led systems to sustain the initiative beyond the project period.

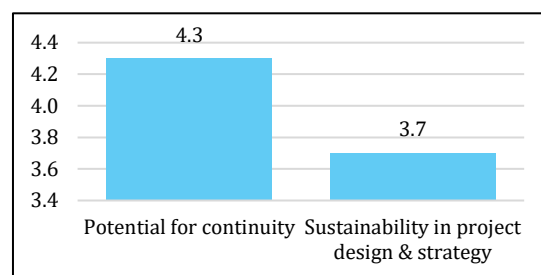


Figure 6: Sustainability Indicator Scores

Branding

(4.0)

- The HDFC Parivartan brand played a key role in building trust during mobilisation, with trainees reporting that the association with HDFC and Ambuja helped address concerns about fraudulent training programmes and gain family support.
- Physical branding through uniforms, certificates, and bags further reinforced credibility.
- Recruiting agencies also acknowledged increased institutional trust due to the Ambuja–HDFC association, though hiring decisions remained based primarily on candidate performance and operational requirements.

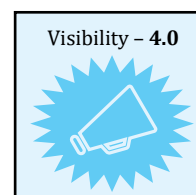


Figure 7: Branding Indicator Scores

Key Impact and Evidence of Change

Access & Infrastructure	Demand Alignment	Inclusion & Participation	Support to Employment & Placement	Support to Entrepreneurship
<ul style="list-style-type: none"> • Primarily an enabler, not a direct outcome driver. • Community mobilization was critical for trust building. • Long distance to the centre impedes regular presence by working youth. • Retail labs, industrial visits, pre-placement training, and soft skills increased effectiveness in job readiness and retention. 	<ul style="list-style-type: none"> • Improved progressively over the project lifecycle. • Need assessment and aptitude test aligned individual capacities to fit the job training. • Strongest alignment was seen in retail job, where role promotions were experienced. • GDA for home care settings was highly relevant. 	<ul style="list-style-type: none"> • Female participation was 53.69%, reflecting strong inclusion of women in training. • OBC (51.23%), SC (18.85%) and ST (9.84%) representation indicates inclusion of socially diverse groups. • Alumni as peer speakers strengthened confidence and motivation among trainees. 	<ul style="list-style-type: none"> • NGO's handholding support during out-station interviews (travel, accommodation) has enhanced trust in taking jobs in other states. • Follow-up and workplace readiness supported smoother transitions. • Industry visit as well as 15-day pre-placement training led to enhanced job readiness. 	<ul style="list-style-type: none"> • Relatively limited and not a core project focus • Self-employment outcomes were largely absent with only 4.1% engaged in it. • The training curriculum is for job postings, largely.

What Worked and What Did Not Work



Community-based mobilisation using household data strengthened trust, enrolment, and trainee continuity.



Individualised engagement (home visits and parental counselling) influenced job uptake decisions and improved retention.



Awards, certification, and alumni participation as peer speakers boosted trainee motivation and aspirations.



Well-equipped training labs, exposure visits, and pre-placement training supported practical learning and job readiness.



Provision of uniforms, learning materials, insurance, and travel facilitation reduced dropouts and supported job-related migration.



Long-distance travel and accommodation challenges, especially for female candidates plus delayed documentation (PAN/Bank ac), impacted access and placements.



Lack of broader digital learning platforms and high-tech equipment restricts exposure to evolving retail technologies.



NSDC-timeline of 3 months training made the process rigorous, intensive and exhaustive.



Negative perceptions from past failed programs, family preference for local low-salary jobs, and dropouts for alternative opportunities reduced completion/retention rates.

Recommendations and Way Forward

High Priority



Strengthen trainer retention & quality.



Add hospital-specific GDA modules and more trades.



Provide subsidies accommodation and hybrid options to reduce commute and exhaustion.

Medium Priority



Develop pooled trainer partnerships to address capacity gaps.



Strengthen government convergence to scale impact.



Introduce digital and soft-skills refreshers course

Low Priority



Increase the training period from 3 months to 4/5 months to reduce exhaustion and allow better integration of advance modules, enhancing effectiveness

Recommendation Insights



Identified pool of quality trainers is essential; Attrition or lack of backups disrupts training delivery; competitive pay ensures quality consistency.



Add refresher courses and update modules as per market-demand, since 73% of participants said that they were either no longer using the capacity building or never benefited from it.



Add hospital-specific GDA modules. Mismatch limits the utilization of the skills in hospital settings. Customization will boost relevance and retention.



Deepen ties with the district skill mission and other government programmes for resources and placements, leveraging existing mechanisms to scale impact

3. Stories of Change

From Training to Career Progression in the Retail Sector

Profile: Vishnu Yadav | Starbucks | Alumni (Retail Sales)

Vishnu Yadav completed the Retail Sales training at the Ambuja training centre in Bilaspur. After completing the course, he joined as a team member and underwent further training in Hyderabad before being posted in Vishakhapatnam. Over time, he progressed from a team member to a managerial role and later returned to Bilaspur as a **city supervisor at Starbucks**. He credited the retail training and computer skills gained during the programme for helping him secure the job and advance in his career.



The retail training helped me a lot. I started as a team member and later became a manager. The computer and retail skills I learned during the course are still useful in my work today.



Employer Feedback on Skilled Healthcare Trainees

Profile: Brijesh Kumar Maurya | HR Representative | Home Healthcare Services | Employer Partner

Brijesh Kumar Maurya hires candidates trained under the Ambuja Cement Foundation programme for **General Duty Assistant (GDA)** roles in home healthcare. He noted that trainees from the programme arrive with a clear understanding of job responsibilities and are able to perform assigned tasks with minimal supervision compared to untrained recruits. While some attrition occurs due to personal factors such as marriage or family circumstances, he emphasised that the overall quality of training prepares candidates well for the role.



The trainees coming from this programme are good. They already know the work and settle quickly, so we don't have to spend much time training them again.



4. Annexure

Table 1: OECD DAC Indicators Heat Map

OECD Parameter	Parameter Score	Indicator	Scores
Relevance	4.1	Beneficiaries need alignment	4.0
		Local context alignment	4.3
		Quality of design	4.1
Coherence	4.0	Internal coherence	4.2
		External coherence	3.8
Efficiency	4.3	Timeliness	5.0
		Quality of service provided	4.1
		Operational efficiency	3.8
		Project design	4.0
Effectiveness	4.3	Interim results (outputs & short-term results)	4.2
		Reach (target vs achievement)	5.0
		Influencing factors (enablers & disablers)	3.9
		Differential results (need assessment)	4.2
		Adaptation over time	4.0
Impact	4.0	Significance (outcomes)	4.0
		Transformational change	4.3
		Unintended change	3.7
Sustainability	4.0	Potential for continuity	4.3
		Sustainability in project design & strategy	3.7
Branding*	4.0	Visibility (visible / word of mouth)	4.0

Table 2: Scores Legend

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

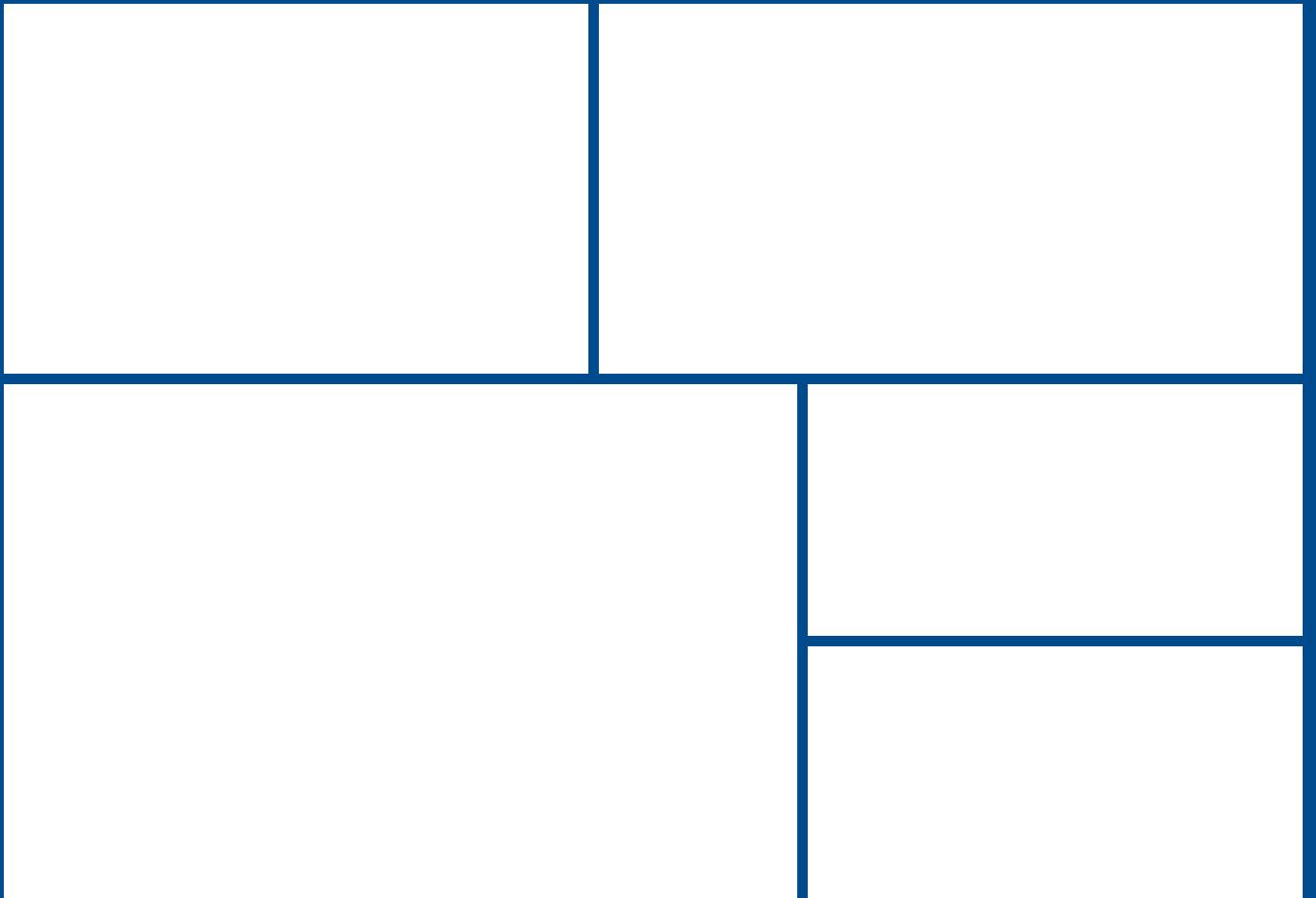
Table 3: Qualitative Data Sample Size

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: 242 - 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 244 respondents were selected through simple random sampling to ensure representative coverage of beneficiaries.



PROJECT CODES AND THEIR IMPLEMENTATION PARTNERS

PROJECT CODES	IMPLEMENTATION PARTNER	STATE
<ul style="list-style-type: none">P0501	Ambuja Cement Foundation	Bilaspur, Chhattisgarh



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