

A Learning Document

*Designing Solution to Increase Women
Labor Force Participation*



Contents

05 Executive Summary

06 Review of Literature



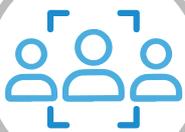
10 Problem Identification

11 Solution Design



12 Key Components of the Design

13 Defining the MVP
- Where, Who, What



15 Profile of Training Participants



16 The Snapshot of MVP Result

17 Batch Wise Result



18 Key Learning

20 Recommendations



22 Stories of Change

26 Annexures



Abbreviation Used:

NSDC: National Skill Development Corporation

DRF: Dr. Reddy's Foundation

MVP: Minimal Viable Product

HCD: Human Centric Design

WLFP: Women Labour Force Participation

FLFP: Female Labour Force Participation

Executive Summary

Decreasing women labour force participation rate is an alarming issue. As India is aspiring to become a \$ 5 trillion economy by 2025, unleashing the full potential of half of India's population is a necessity. Improved women participation in the workforce will not only help in fulfilling the nation's economic aspirations but will also enhance the cultural and social status of women in the society.

Review of various studies suggest that there are many barriers in the way of women's participation in the workforce, and it is not just the issue of skill gap.

However to test the hypothesis that 'low income group women whose children have grown up, if trained on market aligned *employability skills*, will join the workforce', NSDC and DRF came together to run a pilot program using MVP approach. A knowledge MoU was signed in December 2020 between NSDC and DRF to co-design a skill deployment training program targeting 35-45 age group women.

The learning is based on a year- long pilot in Hyderabad and Kochi which has impacted 240 women. Out of 240, 223 women completed their training successfully, and 124 of them got placed in entry level jobs. Placement process of the last few batches are still under progress.

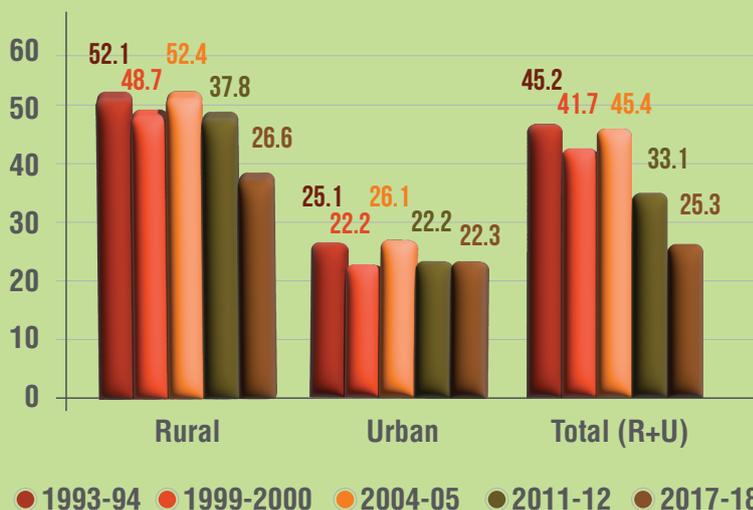
The document also shares an operating model how the program can be implemented in future. This might help NSDC partners and other agencies to design such programs in the area of improving women labour force participation.



Review of Literature

Women Labour Force Participation Rate (LFPR) has declined 20 percentage points between 2005 to 2018. Many studies present opposing views for this fall. The first view is an encouraging one where “increased household income” correlated with more women pursuing higher education is considered the main reason. The second view is a discouraging one where “lack of quality jobs or self-employment opportunities” clubbed with poor wages, long commuting hours, work timing, migrations, safety issues etc. restrict women’s mobility and freedom and lead to this decline.

Why women LFPR is falling is a complex puzzle to solve, especially when views are contradictory. Surely it cannot be attributed to only one or two clear reasons. Developing a holistic understanding of this multi-layered problem using different economic, cultural, and, social lenses might help in designing better solutions and bringing in some pertinent policy reforms.



Source: Economic Survey 2019-20, Female LFPR (Ps+Ss)15-59 Ages, by Location

² From the article published by Outlook India <https://www.outlookindia.com/website/story/opinion-10-barriers-in-the-way-of-womens-participating-in-labour-force/359398>

Responsibility of Household Care

Sometimes, while debating falling women LFPR, we miss a very important point that most of the women are already working as “household care providers”. This degree may differ based on one’s economic, cultural & social status and availability of family support. Hence, when women join any job or start self-employment, their domestic duties put them in a disadvantageous position as compared to men. According to Organization for Economic Co-operation and Development’s (OECD) Unpaid Care Work Paper (2014), Indian men devote only 36 minutes to unpaid care responsibilities while women spend 360 minutes doing it every day. The report also observed that gender inequality in unpaid care work is the missing link in the analysis of gender gaps in labour outcomes, such as labour force participation, wages and job quality.

In our skilling work at Dr Reddy’s Foundation, when we designed a solution to increase women LFPR by placing married women in hyperlocal jobs in cities (in the retail sector), we found that despite matching other expectations like the quality of job, safety at workplace, near to home, salary expectation, the married women still prioritised domestic duties and were willing to work only on “specific hours” that do not hinder their daily routines. These domestic duties, which include various kinds of care and household work, cannot be ignored by the majority of women in Indian patriarchal society. As per Economic Survey 2018-19, in the age group of 30-59 years, when most of the women are out of education and are married, the proportion of women attending domestic duties increased from 46 per cent in 2005 to 65 per cent in 2018.

Unable to Work “Extra” Hours

For the first time, in Periodic Labour Force Survey (PLFS) 2017-18, information on hours worked in different categories of paid work was collected. It is seen that in regular wage/salaried employees category, men worked 7-8 hours more in a week than women in both urban and rural areas. This difference was more than 11-12 hours in case of self-employment or casual work categories. This can be misinterpreted as “productivity” loss by employers or contractors (despite women investing 10 times more time than men on a daily basis in unpaid care responsibilities at home), and they prefer hiring men over women if there is no pertinent need that only women can do that task.

Same Reasons, Different Impact

In the last two decades of our skilling work which was to prepare youth for entry-level jobs, mainly for service & healthcare sectors; we have noticed the key reasons for women who drop out from job to be divided into two broad categories: (a) Personal: marriage, lack of family support, health issues, higher education, domestic duties (b) Job Related: office distance, work timing, difficulties in getting leaves etc. Though similar reasons apply for men too (other than domestic duties), the impact on quitting the job is more on women than men due to their vulnerable economic, cultural and social status in the society..

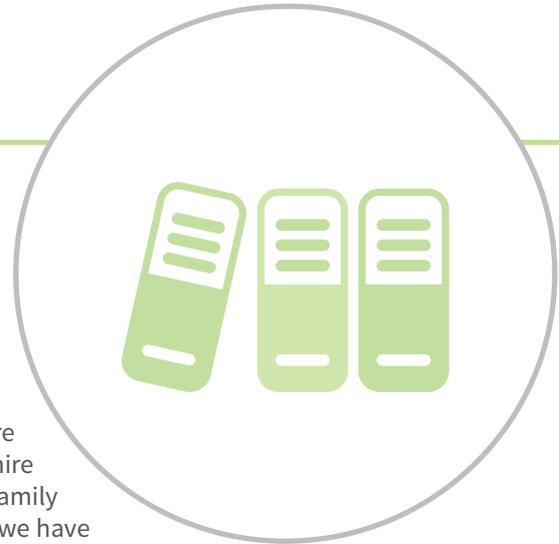
1 From the article published by Outlook India <https://www.outlookindia.com/website/story/opinion-10-barriers-in-the-way-of-womens-participating-in-labour-force/359398>

Review of Literature

Absence of Segmented Approach

Issues are different for different segments of women workforce, as we have various categories under self-employed and wage-employed. As per Economic Survey 2019-20, out of the total women workforce, under the self-employed category who hire workers are 0.5 per cent, own-account workers who do not hire workers on regular basis are 20 per cent, contributing unpaid family labourers are 32 per cent and under wage employed category, we have regular wage & salaried workers 21 per cent, and casual workers 27 per cent.

Other than this, the third category is dependent contract worker, who generally undertake production or services on a contract (e.g. those who generally work on piece-rate basis). Now when we think of increasing women LFPR any one solution or policy reform may not work. We need to think for each of these segments, understand their key challenges and come up with solutions which will address issues related to that particular segment rather than having a blanket approach.



Lack of Major Reforms

In a 2014 survey of 143 emerging countries the World Bank found that 90 per cent have at least one law that limits opportunities for women and how countries can get a bigger economic boost from working women by just lifting existing restrictions. Globally many countries are able to impact women LFPR successfully, such as 80 per cent in Switzerland to 73 per cent in Japan and 68 per cent in the US, and all of them brought some major reforms like - tax cuts for second earners, childcare services, expanded parental leave policies, flexible working hours, creating enabling environment at workplace and scrapping some outdated laws to make this happen as researched by Ruchir Sharma in his recent book *The 10 Rules of Successful Nations*.

Vocational and STEM Careers

Technical and Vocational Education and Training (TVET) system in India still does not offer many opportunities for women to build demand-led skills. For example out of total enrolments in ITIs not more than 13 per cent enrolment are of women and their training completion rate is less than 5 per cent. In addition to the quality and outdated curriculum which affects participants of these programs, women participants face extra challenges of lack of proper hostel infra, toilet facilities, availability of women trainers and lack of women-friendly trades. Though there are provisions for women-only ITIs (WITIs) but numbers of such ITIs are very limited as highlighted in the seminal book *India Skills Challenge* edited by Prof. Santosh Mehrotra. Also, it is important to take note, despite India producing 43 per cent of STEM graduates, their participation in science, engineering and technology research institutes is only 14 per cent. As per UNESCO's ground-breaking report, *Cracking the Code: Girls' and Women's Education in STEM*, "gender stereotypes about STEM are prevalent throughout the socialisation process, during which girls learn and develop gender roles. The lack of self-efficacy (belief in one's ability), affects STEM education outcomes and aspirations for STEM careers in women".

Caste, Class and Religion

The seminal book *How Lives Change*, which captures the learnings of a unique longitudinal study continuing since last eight decades in Palanpur Village (Uttar Pradesh), throws interesting lights on women's participation in the village economy. The book says, "other than the casual factors of men moving out of agriculture and the availability of acceptable jobs, most women who enter the workforce can be classified in one of the three categories (a) those who have been widowed (b) suitable opportunities being available for women with some education, and (c) cases where the economic status of the household changed". The study also found that livelihoods activities have a caste-wise pattern which influences the possible avenues for women's participation in the workforce. It is acceptable for higher caste women to work only if the jobs are "respectable". Similarly, various other studies suggest that LFPR of Muslim women is the lowest and among Hindu women, the forward castes have the lowest LFPR. The increased household income effect, a shift in class, is the widely discussed barrier for women labour force participation.

When Jobs are Scarce

As per Employment & Jobs, Pew Research Centre Survey, 2012 in India 84 per cent of the respondents, agreed with the statement: "when jobs are scarce, men should have more right to a job than women". With the country's unemployment rate at a four-decade high of 6.1 per cent as per National Sample Survey Office (NSSO) recent report, and which is further aggravated due to COVID-19 lockdown impact, it is bound to have a negative impact on women LFPR.

Impact of COVID-19

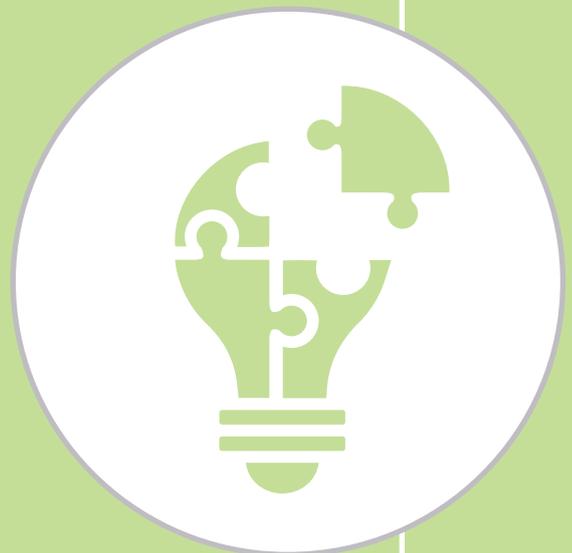
The recent *UN policy brief: The Impact of COVID-19 on women* says "across every sphere, from health to the economy, security to social protection, the impacts of COVID -19 have exacerbated for women and girls simply by virtue of their sex". I had a similar experience while conducting vulnerability identification exercises in ActionAid during my initial career days in Andaman & Nicobar Islands, that how disasters impacted different people differently. The key learning was that women were always identified as the most vulnerable group including single mother, widow or women with disability. The online petition which is currently live, #ChoresHaveNoGender by Subarna, a working mother from Mumbai, highlights how unequal distribution of unpaid household work has rendered the harshest blow to women across India during the lockdown. The strain on existing supply and demand of various paid jobs mainly due to reverse migration is clearly visible too.



Problem Identification

Women Labour Force Participation Rate (WLFPR) has declined 20 percentage points between 2005 to 2018. This has further got impacted during the pandemic.

When India is aspiring to become a \$5 trillion economy by 2025; unleashing the full potential of half of India's population is a necessity. This will not only help in fulfilling the nation's economic aspirations but will also enhance the cultural and social status of women in society.





Solution Design

There are multiple barriers that inhibit women's participation in the workforce. Out of these multiple barriers "responsibility of household care" is the crucial one.

However for women, whose children have grown up considerably there is a scope to return to the workforce. But these women face a skill gap and confidence issues in applying for any skilled job. These barriers of skill gap and lack of confidence if addressed through a training intervention may ensure that women join/return to the workforce.

Thus the solution has focussed on designing a virtually delivered, demand led 'core employability skills' training which can be utilized for multiple sector entry level jobs for the women who are in the age group of 35-45.

The solution design approach incorporated the principles of Minimum Viable Product (MVP) and Human Centric Design (HCD) approach which helped to design a solution that is validated by its end users at various stages of its development.

Using the core principles of MVP approach the design progressed by validating the hypothesis for each of the stages i.e (a) need assessment (b) solution testing and (c) improving the solution based on the feedback received from the key stakeholder – participants and employers.





Key Components of the Design

Outreach and Screening

The outreach was majorly limited to digital sources such as Facebook and Google campaigns. This was a strategic choice in order to reach a wider target groups from different parts of Hyderabad & Kochi in a time when traveling and field visits were restricted due to pandemic. Digital sources helped us to target the right population and gave us flexibility to optimize our campaigns as per new learnings.

Based on the leads received, the counsellor-cum-telecaller contacted them over phone and potential leads were properly screened as per the program criteria and referred to the centre-in-charge for detailed counselling, which included discussion with participant's husband or guardian.



Training

Training modules were designed to suit the needs of the target segment and delivered virtually using zoom platforms. Training timing (3.5 hours daily) was scheduled keeping in mind the availability of women participants.

Training was delivered on demand led 'core employability skills' which is a scaled program in DRF and running across 21 states. Core employability modules consist of - numerical ability, digital literacy, soft skills, communicative English, communication skills and interview skills.

Pre training assessments (before enrolling participants in the program), regular formative assessments (during the training program) and post training assessments (after completion of training to assess learning outcomes) are core component of the training delivery.

Placement

Identification of employer for placing the trained women was like any other skill development program, but here due to the specific age group of 35-45, the initial screening among the contacted employer was done to identify only those employers who were interested in hiring 35-45 age group women.

Post Placement Support

A crucial element of the program was the post placement support extended to all placed women candidates. The structure of 5-6 follow-up calls at crucial intervals until 3 months of placement, allowed the centre team to keep a track of participants' employment status, understand the reasons for discontinuing employment and to address genuine issues.

Day Count	Interval of Follow up Call
0th day	On the day of joining
7th day	One week post joining date
40th day	One month post joining date
70th day	Two months post joining date
90th day	Three months post joining date

These calls help to continue a connect with the participants' and extend other placement opportunities if they leave the job due to unforeseen issues with the employer (compensation, work conditions etc), and such employers can then be reflagged for the next round of placements.



Defining the MVP

Where, Who, What

Discovery Process was undertaken by DRF and NSDC team to help identify the locations, target group (participants & employers) and key hypotheses and metrics of the MVP.

WHERE

The process started with identifying the locations - Tier 1 cities (Hyderabad & Kochi) based on DRF's experience of working in these cities.

WHO

Target Group: Following criteria were identified to screen the right target group for this MVP

Particulars	Criteria
Age	35 – 45 years
Educational Qualification	10th class and above
Digital Infra	Owns smartphone with data connection (preferably 3GB/day plan)
Employment Status	Looking for employment opportunity /entry level jobs
Monthly Family Income	From low or low-middle income families

Employers: Following criteria were identified to select appropriate employers

Hiring Readiness	Ready to hire women who have skills/ are in the age group of 35-45 years
Nature of Jobs	Organized/ semi formal entry level jobs
Sectors	Retail, BFSI, BPO/IT, Logistics, FMCG - as 'Core Employability Skills' can provide jobs in multiple service sector jobs.

WHAT

The pilot was aimed at continuously evolving by testing the following hypotheses with a pre defined metric to know the impact of solution being tested.

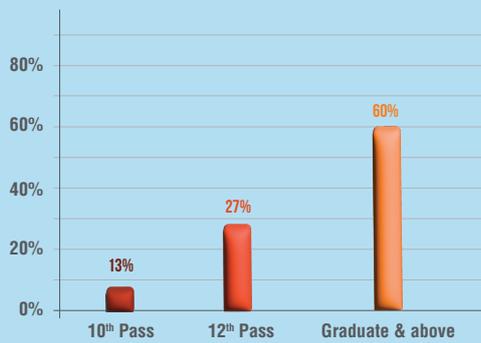
Areas	Objectives	Metrics
Outreach	DRF outreach team is able to mobilise the target group through its online campaign	Minimum 20-25 enrolments are done in one month of campaign
Training	Training participants are able to accomplish skill shift (achieve learning outcomes), measured through pre & post assessment	Minimum 60% of participants (who have attended 80% of training) will achieve skill shift
Placement	Participants that complete training join the workforce, in a sector/role that matches their competencies and qualifications	Minimum 70% of participants (on training completed numbers) are able to join the job



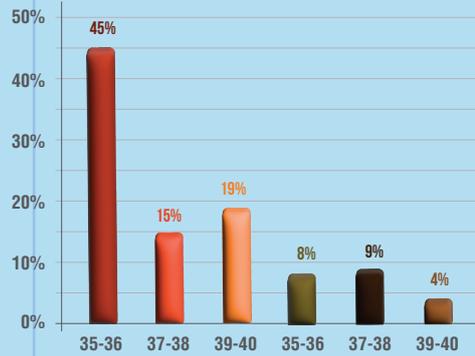


Profile of Training Participants (Total 240)

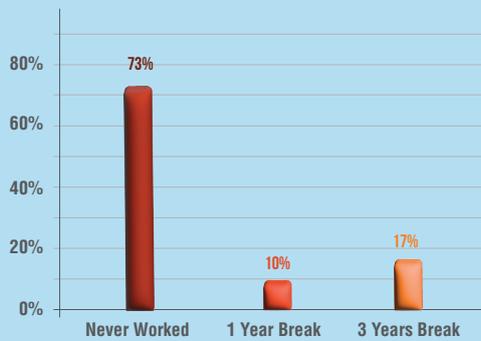
Qualification



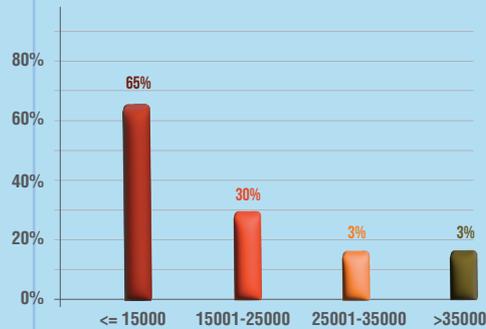
Age



Break in Career



Family Income





Snapshot of MVP Result

Duration (11 Months January '21 to Nov '21)

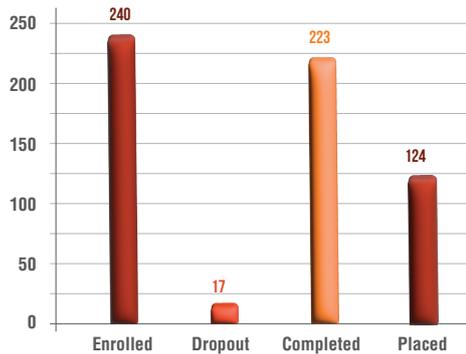
Areas	Objectives	Metrics	Results
Outreach	DRF outreach team is able to mobilise the target group through its online campaign	Minimum 20-25 enrolments are done in one month of campaign	Achieved (We could accomplish average 20 monthly enrolments through online campaigns)
Training	Training participants are able to accomplish skill shift (achieve learning outcomes), measured through pre & post assessment	Minimum 60% of participants (who have attended 80% of training) will achieve skill shift	Achieved (Skill shift on the domains delivered is more than 60%)
Placement	Participants that complete training join the workforce, in a sector/role that matches their competencies and qualifications	Minimum 70% of participants (on training completed numbers) are able to join the job	WIP (124 out of 203 who completed training are placed i.e. 61% of participants at an average salary of ₹11751, placement is still under progress)



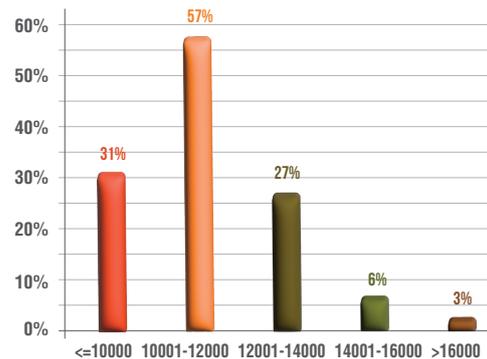
Batch Wise Result

Batch Start Date	Location	Enrolled	Dropout	Completed	Placed	Average Salary (₹)
28-Jan-21	Hyderabad -1	22	2	20	11	12,200
17-Feb-21	Hyderabad -2	17	2	15	7	11,500
19-Apr-21	Hyderabad -3	11	0	11	6	10,000
14-Jun-21	Hyderabad -4	11	0	11	6	11,681
12-Jul-21	Hyderabad -5	11	2	9	5	10,500
09-Aug-21	Hyderabad -6	15	1	14	10	12,700
08-Sep-21	Hyderabad -7	17	3	14	5	12000
22-Oct-21	Hyderabad -8	20	0	20	Placement Under Process	
15-Mar-21	Kochi-01	20	3	17	16	12,209
22-Apr-21	Kochi-02	16	1	15	13	12,323
31-May-21	Kochi-03	12	2	10	8	11,563
30-Jun-21	Kochi-04	15	1	14	7	11,800
31-Jul-21	Kochi-05	18	0	18	12	11,750
06-Sep-21	Kochi-06	17	0	17	10	10750
18-Oct-21	Kochi-07	18	0	18	8	12312
		240	17	223	124	11,751

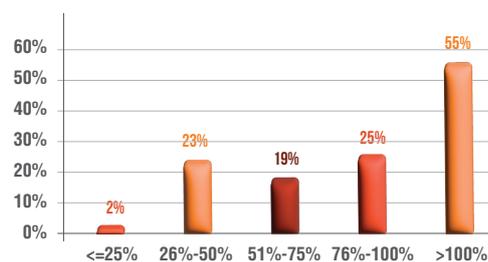
Snapshot of 15 Batches



Average Salary



Impact on Their Family Income





Key Learning

The pilot has undergone several iterations on the three components – outreach, training and placement. DRF had set weekly learning meeting process in January 2021, after August 2021 it was converted into fortnightly learning meeting. Quarterly discussion with NSDC team was done to update on the progress and to take their inputs to sharpen the design.

1 Role of Husband/Guardian

We have learnt that engaging participants' husband or guardian during counselling process is very important so that after training completion participants actually start working. In 50% cases we have found that after training completion participants family members (mainly husband) played an important role in decision making.

2 Sensitization Module for Male Family Members

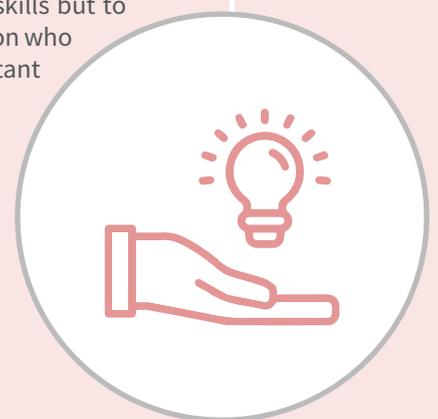
We have learnt that any such training programs which target women from 30-45 age group a module for male participants must be embedded in the program. All male members (guardian/ husband) should be sensitised on why women should work.

3 Employer's Sensitization

We have learnt that employers sensitization is equally important. 60% of the employers whom we contacted showed their inability to hire women (35-45 age group). Our employer pitch document highlighted 'not to compromise on skills but to give some relaxation in age', talking to senior people in the organization who can appreciate why women participation in the workforce is important helped us to identify jobs.

4 Module on Gender Role and its Impact

We have learnt that women who joined the program needed to gain perspective on why women participate less in the economy, its implication and what they should do to address this issue. Module on 'Gender Role and Its Impact' was included.



5 Financial Literacy

We have learnt that guest lectures by psychologists, financial literacy module and its quality delivery is imperative to women managing their finances, doing online transaction etc.

6 Confidence Building

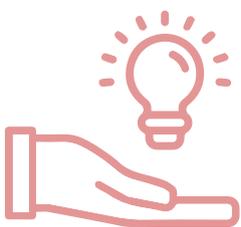
Even women who had completed graduation or class 12th, but had breaks in their careers, possessed poor confidence level. Thus soft skill module was given more emphasis, We have learnt that financial literacy module and its quality delivery which can ensure women managing their finances, doing online transaction etc. are very important, including organising guest lectures by psychologists.

7 Pedagogy

Due to the gap in education or employment women participants learnt better through revisions and repetitions. Thus training incorporated recapitulations more frequently. We have also organised extra sessions to help those women who were not able to crack their first two interviews.

8 Exploring Work from Home Opportunities for Placement

Despite the training and readiness on the part of women to join the job, a crucial reality remained- women had to prioritise their family and its caretaking before their employment, and also due to impact of pandemic they indicated preference for work from home jobs. The placement team emphasised on identifying more work from home opportunities.





Recommendations

The MVP helped us to test all three hypotheses. Based on the pilot learning, we recommend the following model:

1 Blended Model

Blended model will be the right fit for this group, so that women participants can attend both online and offline training. It will help those women who never worked or left work early in their career to get adjusted to new challenges when they have to daily commute for the job. In our case – 50% never worked, 30% had 3 years break and 20 % had one year break). Blended delivery model will also help in delivering certain modules like typing practice etc. more effectively.

2 Sensitization Module for Male Members

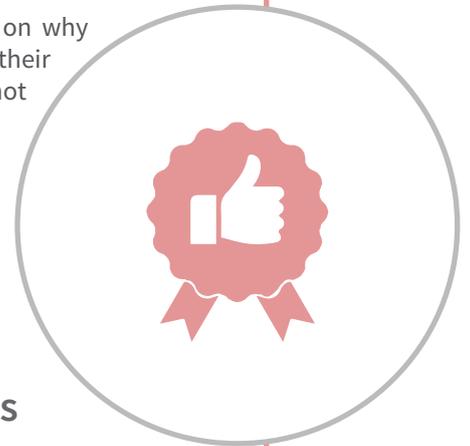
While organising husband/guardian meet, they should be sensitised on why women participation in the labour force is important. Engaging with their husbands or guardians (by listening to their key concerns why they are not able to work) will go a long way in making such programs successful.

3 Employers' Sensitization

Employer sensitization is very important to aligning more employers with the cause of how to improve women labour force participation and gender diversity.

4 Develop skill at least in one-two core areas with added modules on Gender & Financial Literacy

We have delivered 'core employability skills' which are domain agnostic and helped participants to start an entry level jobs. But any module can be tried and accordingly the target group need to be defined. For short duration programs which will help them build competencies at least in one-two core areas – such as Spoken English, Digital



Recommendations

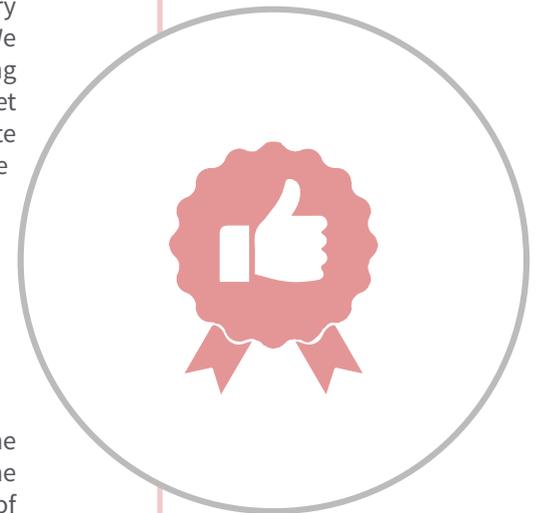
Literacy, Financial Literacy including modules on gender role and its impact, soft skills, work readiness modules, how to do online transactions/manage their own finances and discussions around why women need to join the workforce. By end of training or before the placement process begins all those participants who do not have their PAN, ADHAAR or BANK ACCOUNT should apply for these documents.

5 Target 30-45 Age Group Women

Most of the skilling programs target 18-30 age group women, very few programs are currently targeting 35-45 age group women. We recommend to also focus on 30-45 age group while designing customised programs for women. This will help to cover the unmet training need of this segment. This pilot is able to demonstrate that there is a potential to help these women to participate in the economy. 65% of participants started working after completion of the training at an average monthly salary of INR 12,000.

6 Have Different Placement Benchmark (50%)

Though our MVP helped only 65% of women to participate in the workforce, but such programs should not be reviewed with the similar lenses like any youth skilling program. Any placement of more than 50% should be considered fine, as other than skill gap there are various other barriers which stop them from joining the workforce.





Stories of Change: Enabling Transformation

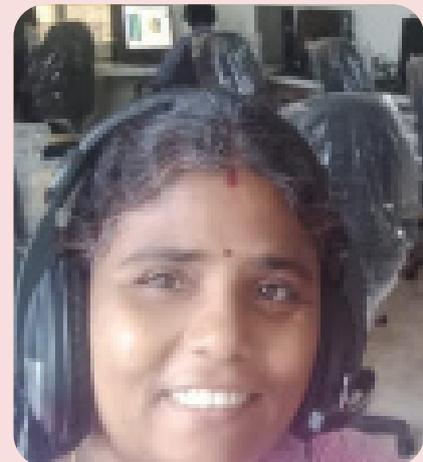


Dependent To Independent

Shilpa (Himayatnagar, Hyderabad) is a single parent to a six years old daughter. She grew up in a very protected environment where she never stepped out of her house alone and little changed post marriage. She joined training program in June 2021 when she was facing very difficult financial situations at her home. Today she is a 'Voice Process Executive' at HRH Next services Pvt Ltd. Now she is taking care of her daughter on her own without any support from others. She is very happy that her journey of being a role model to her daughter has started.

Homemaker To Homesaviour

Nagaveni (Chilkanagar, Hyderabad) is a homemaker. She has two children. During the pandemic lockdown her husband lost his business. Survival was very difficult for the entire family. Nagaveni came through the details of NSDC-DRF training and she immediately decided to join. She initially faced acute challenges to understand and learn English, but that did not stop her from continuing the training. Today she is working at GEO Capital as a 'Customer Support Executive.' She is now helping her husband financially at this difficult phase.



Unskilled To Skilled

Krishnaveni (Ameenpur, Hyderabad) always aspired to be an earning member of the family, but because of the family responsibilities she couldn't step out of her house for work. When she came through NSDC-DRF training advertisement the inhibitions she faced were about having lost touch with learning & communicate confidently. Irrespective of the hesitation she had, she took the challenge. Her motivation and dedication towards her dream made her an earning individual of the family. She is now working as Admin Support' at Infinity Aspire Developers, through which she does small savings and investing in her daughter's future.

Stories of Change



Mother To Super Women

Radhika (Chintal, Hyderabad) is a homemaker with two talented daughters. Her husband runs a food catering business. Because of the pandemic husband's business got stagnated. Once she saw online ad of NSDC-DRF program which is designed for her age group she decided to opt for it. She had 98% attendance in the training program. She is now working as 'Relationship Executive' at Muthoot Mini Finance. She feels elated and proud as she is now able to take care of household expenses equally to support her family.

Financial Independence

Rajitha (Hasthinapuram, Hyderabad) is mother of two daughters. Her husband is a Marketing Executive. They faced many financial problems and managed their expenses with great difficulty. The NSDC_DRF training helped her to join as a 'Tele-caller' in Master Mind College at Dilshuknagar. As this place is near to her home, so he opted for this job. She Says 'I will take care of my childrens' education, they should not face problems like me.' She believes that woman should get educated to become financially independent.



Nervous To Confident

Usha Madavapeddi(Kondapur, Hyderabad) was a pre-primary teacher at Shenrock play school before pandemic at a very low salary. With training support and new found confidence she is able to begin her career afresh. After the completion of her training she has successfully cracked her very 1st interview at Dr. Reddy's Foundation, School Improvement Program and got appointed as a Spoken English Faculty. It's been six months now she is happily working and fulfilling her dream of being financially independent and a helping hand to her spouse.

Stories of Change



Ray Of Hope

Darsha lost all hopes from life, when she lost her husband during the pandemic. Coping with this seemed very difficult for her. But she knew she had to do something to support her young child. It was then that a friend referred her to our training program. She cracked her very first interview with I Marque Solutions after training completion and joined as 'Customer Support Executive'. Now she is elated that she can support her family and take care of her child and also learn and grow.

Taking The Challenge

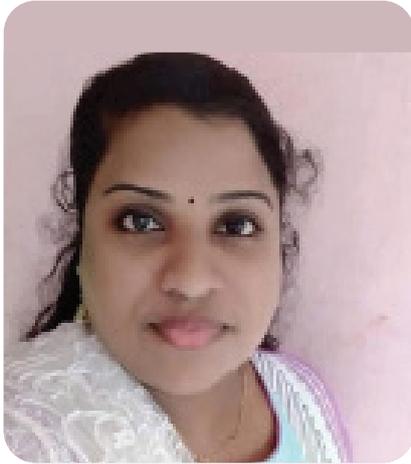
Aswathy's husband recently he suffered from stroke and was unable to work. The burden of upkeep of her family fell completely on her. Since she had never worked before it was a very challenging situation. She felt she was not aptly equipped to join the workforce. But once she joined our program, she felt more confident about herself as she learnt new skills, she overcame her lack of self assurance. She is now working with I Marque Solutions (P) Ltd. as 'Customer Support Executive'. She is extremely grateful for this wonderful program which brought about a drastic change in her life.



Enhancing Family Income

Siji (Kochi) is a housewife. She believed that she will never be able to get any job to support her family. Once she got to know of NSDC_DRF customised program for women of her age group she decided to try her luck. After successful completion of the training she cracked her very first interview with AJ Jewels as Sales Executive. Now she is able to support her husband and also contribute to her daughter's education fee. Her family is very proud of her.

Stories of Change



Fulfilling The Dream

Annie Riya Kurian (Kochi) is a housewife who always dreamt of going for work, earning and supporting her family. However after marriage she had domestic responsibilities and could not pursue her dream. When she saw the NSDC-DRF training program ad, she discussed with her husband and joined the training. Training helped her to overcome her fears, increased her confidence to face interviews. She got selected with Avodha as 'Academic Consultant' and soon got promoted as Team leader dream to own a laptop, she has it now.

Overcoming The Grief

Shani (Kochi) is a housewife, she hails from a very conservative family. One of her children passed away due to brain tumour recently. She was unable to overcome her grief and was depressed for months. One of her friends suggested her to join the program. Shani says that it changed her life, she got placed with I Marque as Customer 'Service Executive' with a monthly salary of ₹10,000. She feels that she got a purpose in her life.



Moving The Needle

Training program helped Anju Saji (Kochi) to get placed with A J Jewels as 'Sales Executive'. Anju Saji says, my husband is a carpenter, his job suffered due to the pandemic and we were struggling to make our ends meet. My mother-in-law is down with paralysis I have two small children. Though I am a graduate, I had never applied for any job as I felt I lacked skills. I had lost all confidence and was desperately looking for the job to support my family. I restored my confidence and learnt digital and interview skills and got placed with AJ Jewels as 'Sales Executive'.



Annexures:



Annexure 1:
Proposed Operating Model



Annexure 2:
Counselling Checklist



Annexure 3:
Matchmaking Format
(for placement)



Annexure 4:
Employer Pitch Deck



Annexure 5:
WRM Module



Annexure 6:
Gender Module

Annexure 1: Proposed Operating Model

DIRECT COST	Unit	Month	Year
Human Resources (Centre Team)			
Trainer	1	32,000	3,84,000
Centre Manager -cum- Placement Coordinator	1	45,000	5,40,000
Counsellor- Cum-Telecaller	1	20,000	2,40,000
Housekeeping	1	11,000	1,32,000
Monthly Rent			
Venue Rent	1	17,000	2,04,000
Computers & UPS Rent	15	25,500	3,06,000
Electricity	1	2,500	30,000
Apportioned Cost			
Shared resource for online training delivery	0.25	40,000	1,20,000
Outreach			
Employer Connect		10,000	1,20,000
Centre Maintenance		3,000	36,000
Other Cost (mobile bills, water charges etc)		2,500	30,000
ONE TIME CENTRE SET UP COST			
Venue: 700 Sqaure Feet Space (One Counselling Room, One Class-cum-Computer Room, One Toilet, Reception Area)			5,00,000
Furniture & Fixtures (20 Chairs, 3 Tables, White Board, Notice Board, 15 Computer tables/platform, Curtains, Fan, Water Cooler)			
Broadband			
One Projector			
Speaker, Mike & Camera to deliver blended training			
Laptops for Centre In-charge & Trainer			

Note:

- DRF has tested this model virtually. Based on new learning we are proposing a blended model so that it will be more helpful for those women who have never worked in the past. 50% of the training will be delivered directly by the trainer at centre. Remaining 50% of training they will receive online at centre or over phone.
- In the budget tentative direct cost and one time centre set up cost is shared. There will be some extra cost (in the range of 5 to 15%) based on the scale of the program.

Annexure 2: Counselling Checklist

Counselling -cum-Pre ESA Checklist						
Centre	Aspirant ID	Name	Phone	Age	Qualification	Gender
[COUNSELLING CHECKLIST] [All "0" scores to be discussed with RMs before enrolling students in the programme. AHS will be held accountable for enrolling wrong students in the programme, hence they should focus on clearly asking suggested questions in details. All checklists must be signed by AHS and Candidates, if not physically during lockdown then over mail. QAE should keep track of the quality and veracity of all counselling-cum-pre ESA checklists submitted.]			In Person/ online - SELECT	[PRE-ESA CHECKLIST] Purpose of Pre-ESA is to screen the right candidate for the training program		
			In Person			
S.No	Objective	Details	Score	Instructions	Judgement	Competency Area
1	How candidate is occupied at present and in next 6 month? [So that only those who are looking for training and placements are selected for the programme]	What you are doing at present and plan for next 6 month? Select 1, only if she is currently not engaged or planning any full time study, job, freelancing work, any other training or doing other course (like competitive and computer etc.)and when you are sure that the person will give 6-7 hours daily in training, else rate 0. Use common sense by asking different questions to ensure that you are not enrolling a future no-show, dropout or not Interested in the job candidate. In case of doubt please reject.	1	AH should start asking question "What you are doing at present and Plan for next 6 Month" in English. And focus on assessing candidate's SPOKEN ENGLISH skill. If candidate cannot speak in English, switch to the vernacular and rate accordingly.		Spoken English Competency
2	Why she wants to join our training? [Training is for low income group unemployed students so that they can start working after completion of training. This is not a time pass or just for certificate collection]	Why you want to join this program? If you get fully convincing answer that she is really looking for job only then rate 1, or else rate 0. Imagine that you need to place this candidate after 2 months, failing so will dilute the impact the overall program outcomes. Recourses are for certain purpose, the purpose to is help those who are really looking for training and placement support. Screen reader support enabled.	1	While asking questions like - why candidate wants to join this program, do they have any previous experience. If yes what was the job, sector. And now what kind of job she is looking for, and if any interviews she faced what was the experience etc. Idea is to know their SECTOR READINESS and INTERVIEW SKILLS.		Sector Readiness and Interview Skills
3		What is your job, sector and salary expectation? Rate 1 only if it is matching with our program benchmark salary and she shows interest for entry level job opportunities, else reject	1			
4	What is her family background check? [As this programme is for low income family, when we place candidate in 11-15K, for low income family that will increase their family income by 50% -75%, do not allow participants where family income is high, they have others options (and they will not opt for entry level jobs)]	What is your total monthly family income? Add all income relationship wise [Father + Mother+ Brother+ Sister+ Self+ Any Other= Total] If above Family total income is less than 30000/-? If family income is less than 30,000 rate 1. Else Rate 0. If family income is already high they will not go for 11-13K jobs, hence talk to RMs and candidates parents to know why candidate is looking for entry level jobs and then rate accordingly.	1	While asking these questions, also ask them question on Addition, Multiplication, Division, Fraction & Percentage to know their basic arithmetic skill. Example: If you will start earning 15000, what will be your family income then? If you earn monthly 15000, what will be the percentage increase in your family income etc. Question on applying BODMAS rule.		Aptitude
5		Talk to parents and take their inputs, specially are they also looking for such training and Placement for their wards? Rate 1 if you get convincing answer, else rate 0	1			
6	Personal Profile	Will your family members/husband/guardian allow you to go for the job? If YES rate 1 else rate 0	1	While asking personal profile questions, focus on judging candidates soft skill. Clarity of thought, listening skill, mindset, communication skills, planning skills, integrity etc.		Soft Skill
7		Do you have any health problems or earlier have you faced any kind of health ailments? If NO rate 1 else rate 0	1			
8		Have you attended any skilling program in past? If candidate says yes ask him why s/he did not join job. If you get convincing answer only then rate 1 else rate 0. If YES rate 1 else rate 0	1			
9		Do your parents have four wheeler? Rate 0 if they have or rate 1	1			
10		Ask...Does s/he own smartphone and can afford 3 GB data connectivity pack monthly (INR 500 hundred monthly pack approx.). If YES rate 1, else rate 0. [Point to be consider for online Training only]	1			
Score and Eligibility		Eligible for Enrollment	10	Please Talk to Your RMs if you find someone already having those skills which they will learn in GROW Program.		
Final Status of Aspirants		Enrolled				
Name of the AH:		I acknowledge that I have given my 100% to collect the right information so that the participant will complete training and go for job. I have also discussed with her husband/guardian, he is also ready to support in joining the job.		Sign of AH		
Name of the Candidate:		I acknowledge that all information provided are correct, and I have clearly understood that this program is a placement linked program for women of 35-45 age group from low income family. After training completion I will surely go for the job as explained to me. I really need this training and placement support to start my career.		Sign of Candidate		
Will your friends also be interested in attending the course? (if YES, please collect their friends Names and Mobile numbers)						
S.No	Name	Mobile number				
1						
2						

Annexure 3: Matchmaking Format (for placement)

Purpose of this sheet is to do proper matchmaking before sending any training participant for the interview. This will help in placing women participants in the right fit jobs.

What Employer Is Looking For/Offering?	Put a tick mark (✓) if it matches, or put a cross (✗)	Participant's Detail
Qualification		Qualification
Age		Age
Gender		Gender
Offered Job Role		Her Interest in Offered Job Role
Offered Monthly Salary (CTC)		Expected Minimum Monthly Salary (CTC)
Job Location		Comfortable with the Offered Location
Key Competencies Employer is Looking For		Key Competencies Participant had/gained during training
Joining Date Shared by Employer		Ready to Join on the Offered Date
Documents Required by Employers		Documents Available with Participant
Any other contractual details which Participant should be aware of		Agreement of Participant
Signed by Aspirant (before attending interview): Date:		Signed by Centre Coordinator

Signature of Participant
Date

Signature of Centre In-Charge
Date

Note:

1. Before sending participant for interview, centre in-charge (Area Head) should talk to participant's husband or guardian and inform them. Request them to be with the participant during interview to encourage her.
2. All cross marks – where matchmaking is not happening, to be rediscussed with employer or participant by the centre in-charge (Area Head), and if common agreement is made only then participants should be sent for interview.

Annexure 4: Employer Pitch Deck

1

Enabling Women To Join The Workforce

Special Training Program for Women in the age Group of 35-45, in partnership with National Skill Development Corporation (NSDC) and Dr. Reddy's Foundation (DRF)

2

Why The Program is Unique?

- Women Labor Force Participation Rate (LFFR) has declined 20 percentage points between 2005 to 2018.
- This unique program is designed to enable those women who are in the age group of 35-45 and keen to restart their career.
- These women are trained on "Core Employability Skills" – Communicative English, Digital Literacy, Soft Skill, Aptitude, Interview Skills, Work Readiness to enable them join the jobs.
- The program is designed by Dr. Reddy's Foundation, in partnership with NSDC.
- To know more about DRF and NSDC visit our websites

3

How You Can Support?

Relax your hiring age, not the expected productivity from the role.

4

What You Will Get ?

- TRAINED RESOURCES**
- INCREASED PRODUCTIVITY**
- LETTER OF APPRECIATION**

5

Our Aspirants

 Name: Komilatha Age: 37 Qualification: MBA Work Experience: 5 years Her Strength: Excel, MIS, Law	 Name: Malvika Prabhakar Age: 42 Qualification: B Com Work Experience: 14 Years Her Strength: Ms office, Communication skills, Interpersonal skills
 Name: Sujata Jetti Age: 36 Qualification: B.Sc., B.Ed. Work Experience: 7 years Her Strength: Ms office, communication, teaching	 Name: A. Kavya Age: 42 Qualification: BA Work Experience: 7 years Her Strength: Ms office, html

6

Our Aspirants

 Name: R Shilpa Age: 36 Qualification: MCA Work Experience: Fresher Her Strength: Ms office, excel, html, SQL, communication	 Name: V Jyothi Age: 42 Qualification: B.Tech ECE Work Experience: 4.6 years Her Strength: Ms office, Hardware engineering, Interpersonal skills, communication
 Name: Sandhya Rani Age: 36 Qualification: B.Tech CSE Work Experience: 3 years Her Strength: Ms-Office, Ms-Excel, iOS, Manual testing	 Name: Sri Laxmi Etakala Age: 35 Qualification: B.Tech Work Experience: Her Strength: Windows 98/2000/XP, Internet, Ms office, communication

7

Thank You

Contact @

Calling: 8019050334
Email: raghavendra.c@drreddysfoundation.org

Annexure 5: WRM Module

WORK READINESS MODULE	
<p>Work Readiness Module takes care of interview preparation and orients participants on workplace protocols to be practiced when they start working</p>	
<p>Content Outline</p>	<ol style="list-style-type: none"> 1. Preparing quality resume, mock interviews, post interview follow-up with employers 2. Keeping all the required documents ready which will be asked during interviews (address proof, ID proof, bank account etc.) 3. Understanding the offer letter, appointment letter, and other contractual details of the job and asking questions to get clarification at the time of interview. 4. The problems the women participant in the age group would face when they join the workforce for the first time would be very different from youth. Hence module also aims to orient the women participants with all possible challenges they may face at the workplace such as dealing with younger team members who may be senior to them in role at workplace. 5. Other workplace protocols, such as meeting timelines, reporting to manager, workplace dynamics, work-life balance etc. 6. The case discussion methodology give enough chance to women participants to express themselves, counter others' perspectives, and learn from each other. This methodology builds their confidence and helps in removing their hesitations.

Annexure 6: Gender Module

GENDER MODULE	
<p>Gender module empowers women participants with the required knowledge, skills, and motivation to deal with the most common barriers & challenges they may face at family and society level to take up formal employment and become successful.</p>	
Content Outline	<ol style="list-style-type: none"> 1. Content focus is on sensitizing women participants on a list of barriers & challenges which they might encounter and appear to be not solvable. 2. Case study based discussions give power and motivation to women participants to explore various solutions to the listed barriers and challenges and how to deal with them in her own way. Real case studies of DRF's own women employees are developed to have this important discussion and how they have managed to overcome their barriers. 3. Pedagogy creates opportunities for women participants to think, identify their barriers and challenges and come up with their own practical solutions as per their realities. 4. One key component of the module is to have one session with respective family members (primarily husbands) where similar issues are discussed. In this part of the session other family members also participate and become partners in solving situations, which will allow them to think for possibilities to support women participant in overcoming barriers and challenges of joining any job.

Annexure 7: Session Plan

Session Plan (45 Calendar-Day/200-Hour)						
S.N	Core Employability Skills Modules	Option 1 (Recommended Model) Blended Delivery Model		"Option 2 (Virtual Delivery Model we used in our Pilot)"		
		Classroom Hours	LMS Hours	Zoom Hours	WhatsApp Hours	LMS Hours
1	"Participant Welcome/ Training Orientation"	2		2	0	
2	Soft Skills	13	4	13	0	4
3	Communication Skills	15	3	10		3
4	Communicative English	82	20	50	25	40
5	Aptitude	20	5	0		20
6	Digital literacy & Dital Prblem solving	40	15	33	9	10
7	Financial Literacy	5	1			1
8	Sector readiness, Work Readiness, Women Empowerment, Family sensitisation, mock Interivew practice, Guest lecturing	20	5	10	10	5
9	Pre and Post assessment	3		2		
Total Hours		200	53	120	44	83
Note: LMS-Hours are part of Self-Learning						

