

Impact Assessment of GROW; Employability Skilling Model of DRF

Supported by J. P. Morgan

Insights and Recommendations

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Abbreviations

- CES - Core Employability Skills
- LMS - Learning Management System
- ToT - Training of Trainers
- NPS - Net Promoter Score
- DAC - Development Assistance Committee
- OECD - Organization for Economic Cooperation and Development
- M&E - Monitoring and Evaluation
- RnR - Roles and Responsibilities
- MSDE - Ministry of Skill Development and Entrepreneurship
- NSDC - National Skill Development Corporation
- NSQF - National Skills Qualification Framework
- PMKVY - Pradhan Mantri Kaushal Vikas Yojana
- AI - Artificial Intelligence
- CSR - Corporate Social Responsibility

Glossary

- Core Employability Skills - The foundational skills that make a person a good employee and a valuable asset to a company. These include eight aspects:
 - Soft Skills
 - Communication Skills
 - Aptitude
 - Computer Skills
 - English
 - Interview Skills
 - Digital Problem Solving
 - Sector Readiness Module
- Pre-assessment score- Aspirant performance in tests taken upon joining/before starting the training to assess the skills with which they come in.
- Post-assessment score- Aspirant performance in tests taken after completing the training to assess the skills that they have gained.
- Retention Rate - Number of aspirants continuing in the same job in which they were placed through DRF.
- Post-Placement Support - Regular calls made by trainers/Area Heads to placed aspirants for up to 3 months to help them with any challenges they may be facing in their workplace.
- Matchmaking engine - A digital tool which matches key requirements of a job order with core competencies and aspiration of candidates to predict a good fit for the job.



Scope and Approach

Background and Scope of Work

Background:

Dr Reddy's Foundation (DRF) is a not-for-profit organisation set up in 1996 to develop and test innovative solutions to address complex social problems and promote scale of impact by leveraging partnerships.

The GROW model is designed to deliver high quality skill training on core employability skills to help youth acquire better skills and jobs. The model is implemented across 18 states and 70 centers. Youth are trained on core employability skills (Aptitude, Communicative English, Computer Skills, Soft Skills, Digital Literacy, Sector Readiness, Digital Problem Solving and Interview Skills), preparing them for entry level jobs with an average salary of Rs. 13,000-15,000.

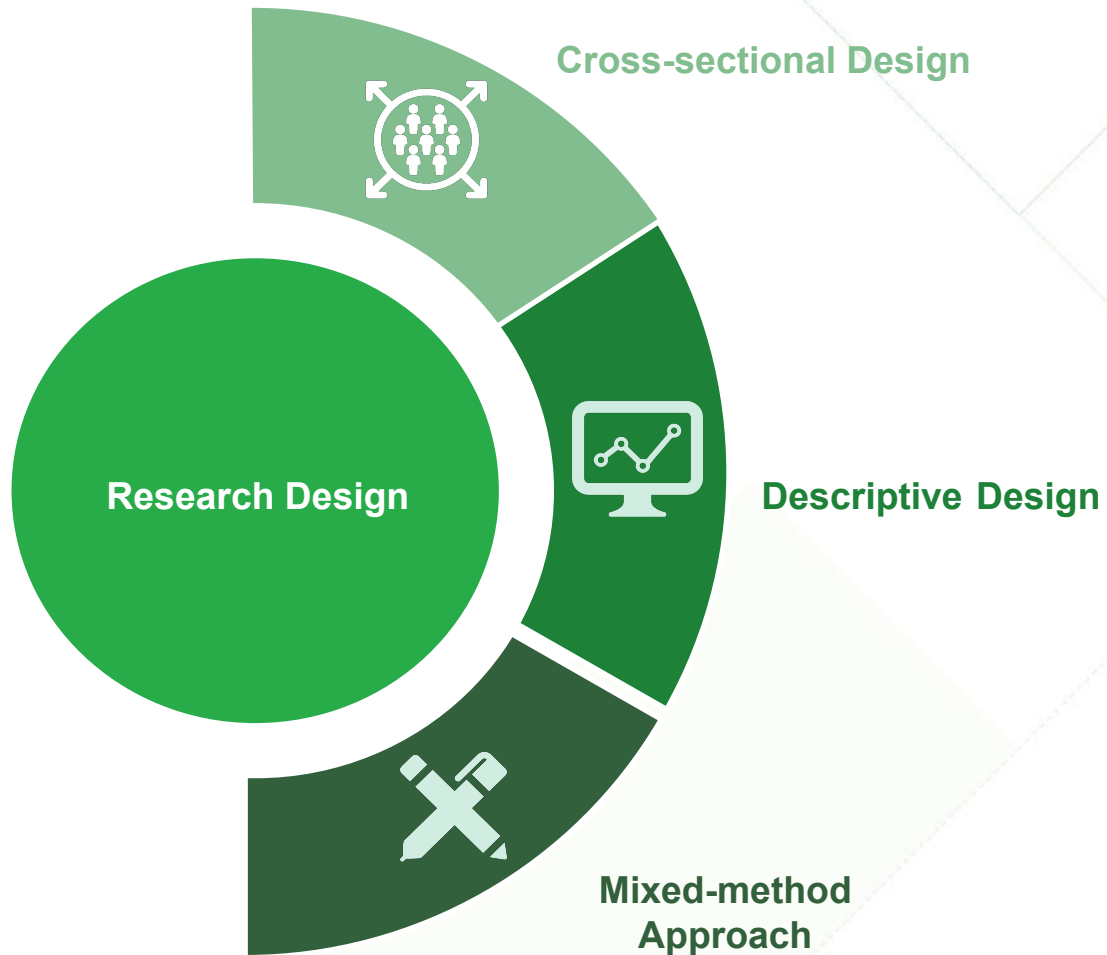
The GROW Digital model was developed as a response to Covid-19, where the same skills are virtually delivered.

This study is for the J.P. Morgan supported program (centre led model and virtually delivered program) from April 2021 to March 2023, covering data from April 2021 to July 2022.

Objectives of the Study

- To validate the Theory of Change of the GROW skilling program from a change pathways perspective.
- To assess the impact of GROW and GROW Digital aspirants on their skills, retention, and salary.
- To assess the gender participation in the GROW program and its impact on their training and jobs.
- To benchmark the GROW model against similar short duration placement-linked skilling programs in the ecosystem.
- To understand key learnings from the virtually delivered GROW Digital program.
- To understand aspirants' further aspirations for their next job and larger career path, and the most preferred delivery model to attend such classes.
- To recommend strategies based on what is going well and what can be improved to enable the program to scale and strengthen the impact created.

Research Design



The study incorporated a **mixed-method** approach consisting of **quantitative and qualitative** data collected from **primary** and **secondary** sources. This helped gather valuable **impact** related insights from a 360-degree perspective across the stakeholders involved and was fundamental in providing recommendations for program.

The study incorporated a **descriptive cross-sectional design** from a **retrospective lens** where data was collected from aspirants to provide a snapshot of the outcome and the characteristics associated with it, at a specific point in time.

The study assessed whether the intervention worked as expected to achieve its objectives. Consequently, the study provided strategic and programmatic recommendations for the intervention. It also derived learnings for the ecosystem from the intervention.

The in-depth study leveraged Sattva's extensive experience of more than 10 years in Impact Assessments, an in-built knowledge repository, and tech enabled data collection solutions.

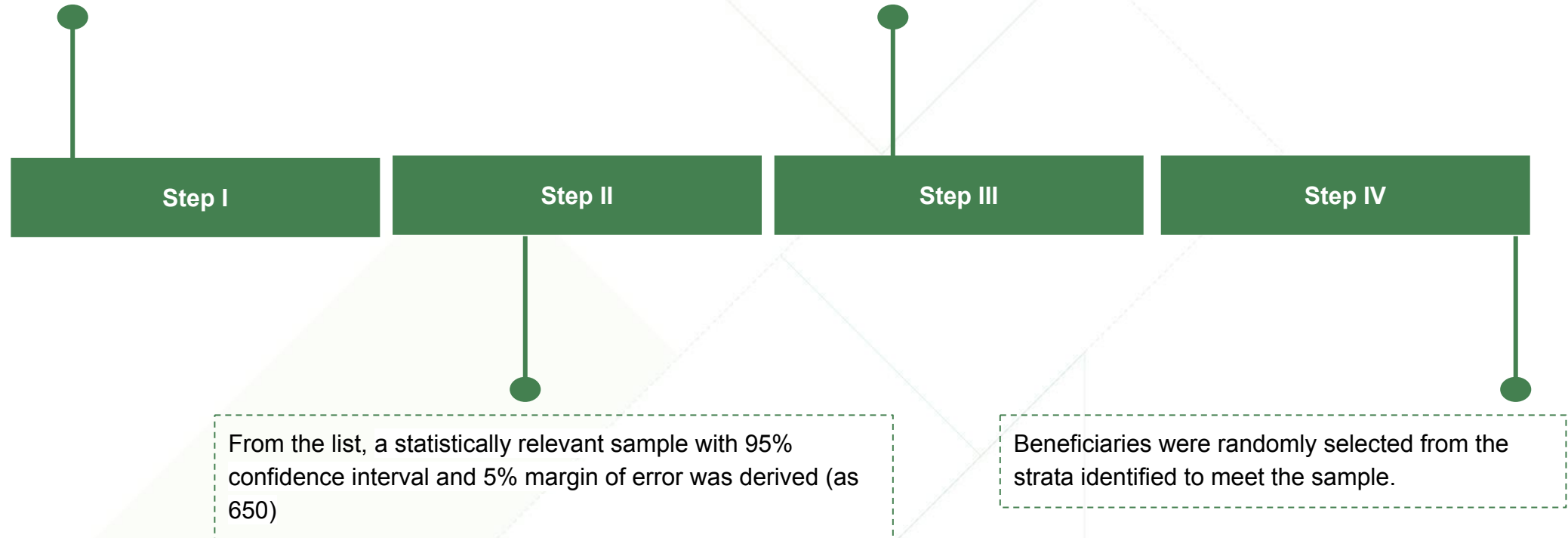
Sampling approach

A stratified random sampling method was followed to ensure adequate representation of the population. The total sample size for quantitative surveys was **694**. **19** in-depth interviews and **4** focus groups discussions were conducted as a part of the qualitative data for the study.

A list of all the eligible beneficiaries was created for the virtual data collection

The beneficiaries were stratified based on the following criteria:

- 1) Gender
- 2) Delivery mode (Online or Classroom)



Stakeholders and sample size

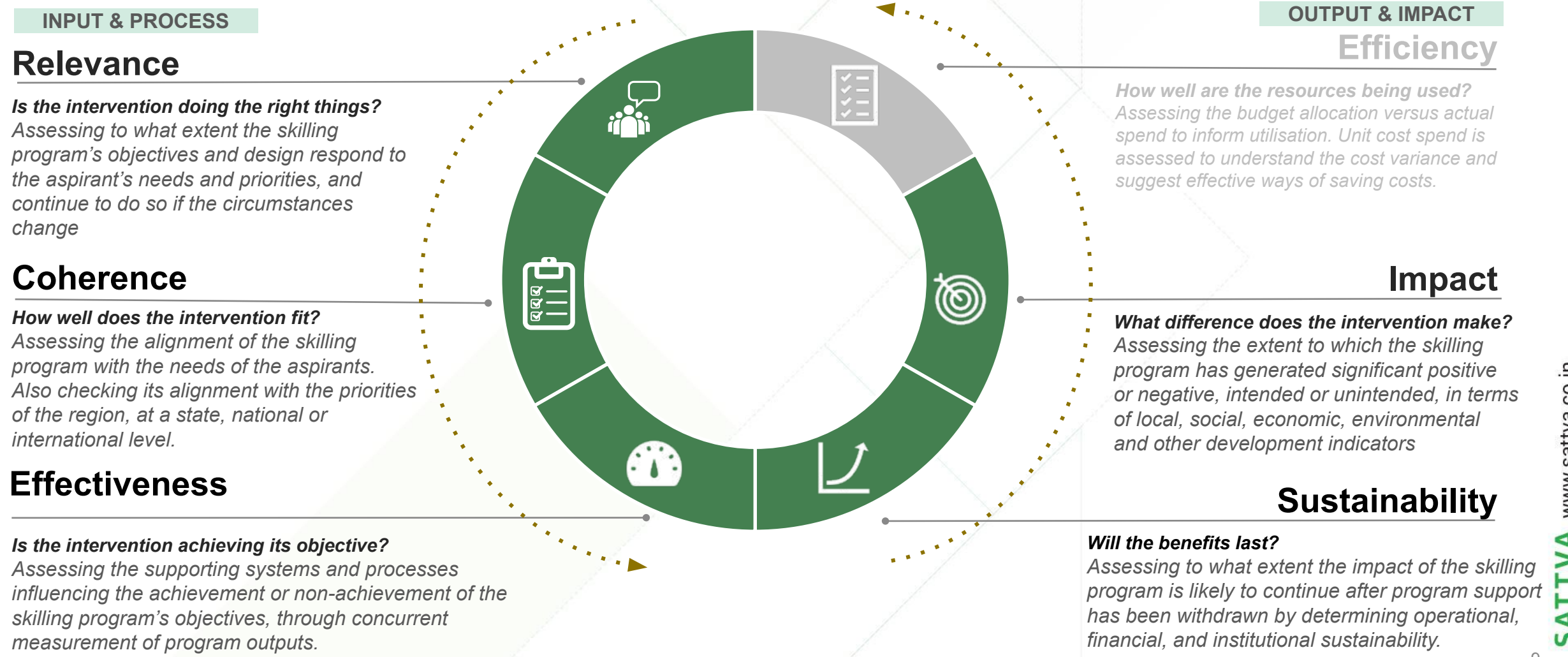
Stakeholder	Sample Size Proposed	Sample Size Achieved	Data source	Mode
Aspirants	650	694	Quantitative Survey	Virtual
Aspirants	4-5	5	Case Stories	
Trainers	8-10	2 IDI, 2 FGD	IDI, FGD	
Employers*	4-6	7	IDI	
On Ground Project Implementation Team**	2-4	1 IDI, 1 FGD (with 2 members)	IDI, FGD	
Central Team (DRF)	2-4	4	IDI	

* Of the 7 Employers interviewed, 3 are from the HR departments of their organisations, and 4 are the reporting managers of DRF aspirants

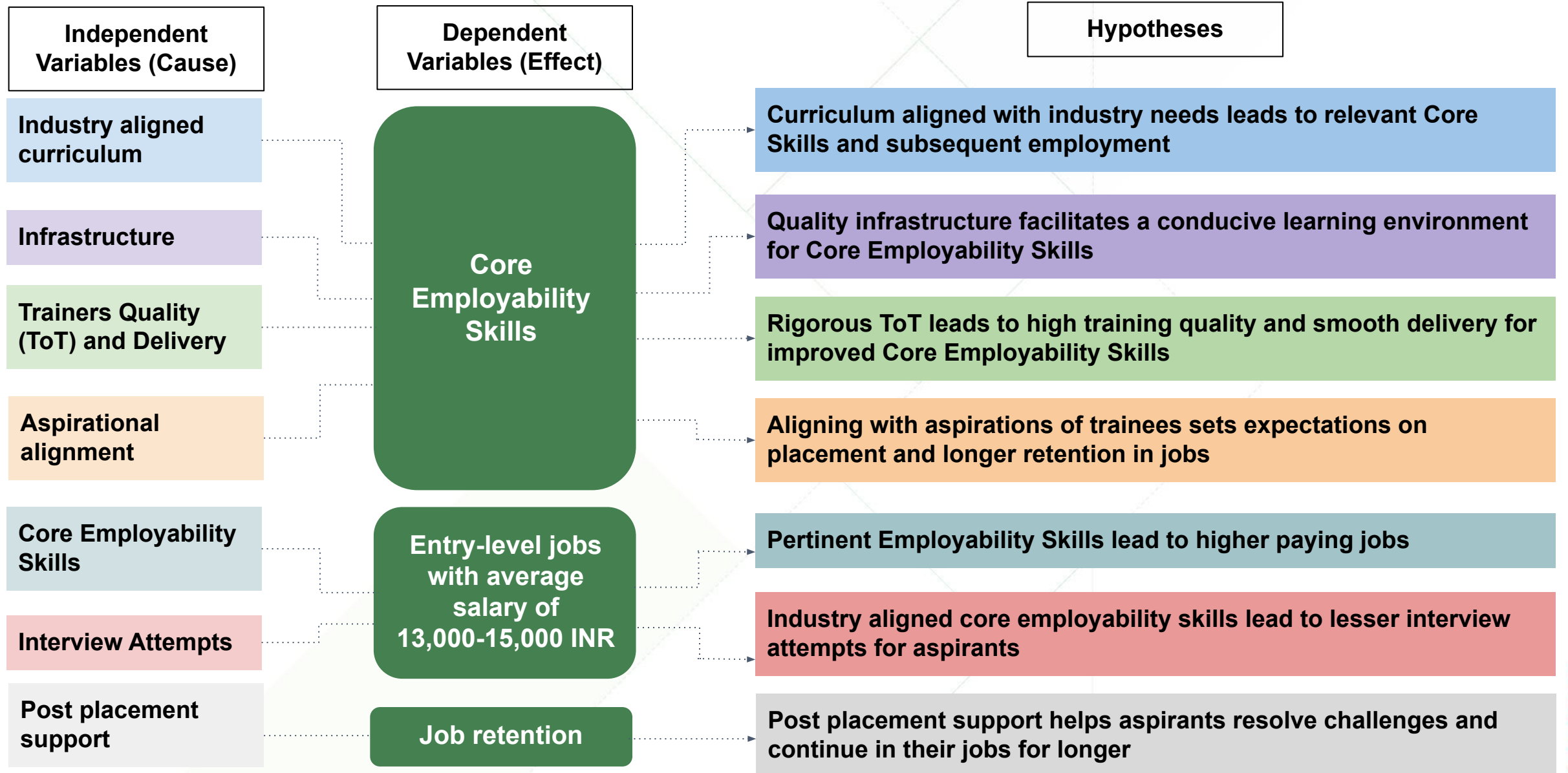
**In addition to virtual interviews, the Sattva team also visited the Jalahalli Centre in Bengaluru for an in-depth understanding of the program, and interacted with the aspirants there.

Framework for the Study

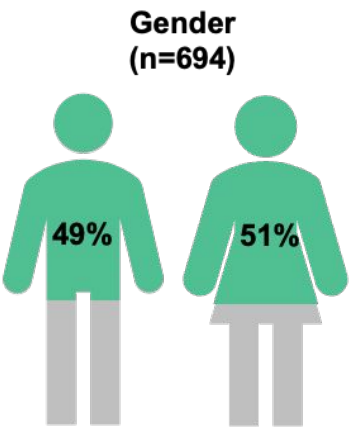
Part of the proposed Evaluation framework was based on the **Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) principles** for evaluation of Development Assistance. The framework focused on **Relevance, Coherence, Effectiveness, Impact and Sustainability**, and further strengthened the design phase of the engagement:



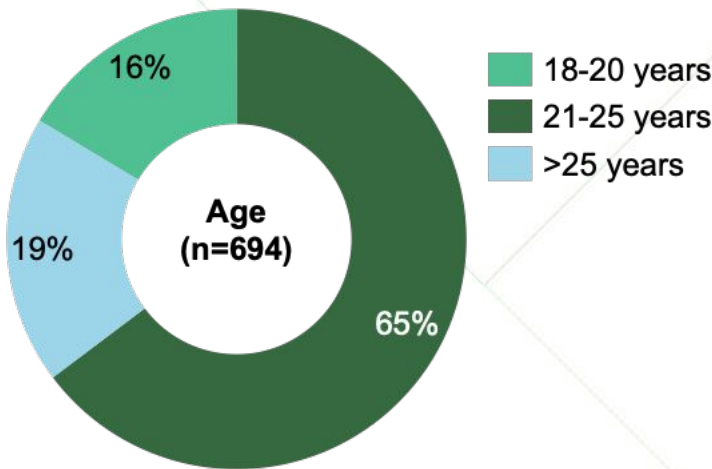
Key Hypotheses



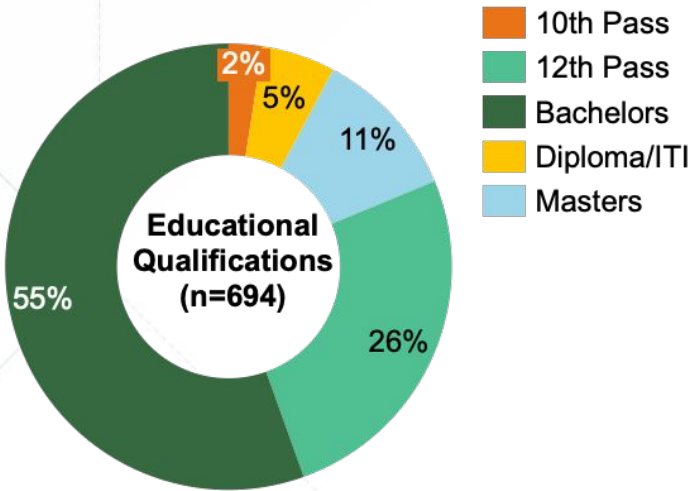
The sample has an almost equal gender split with two-thirds of the respondents in the age group of 21-25 years.



Equal representation of males and females

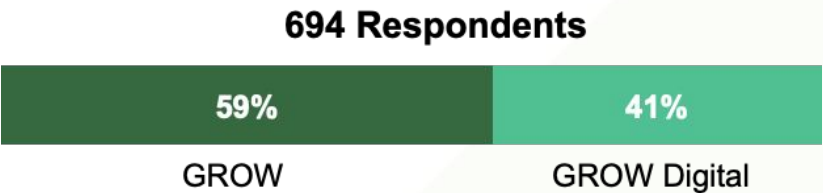


65% of the respondents are in the age group of 21-25 years.

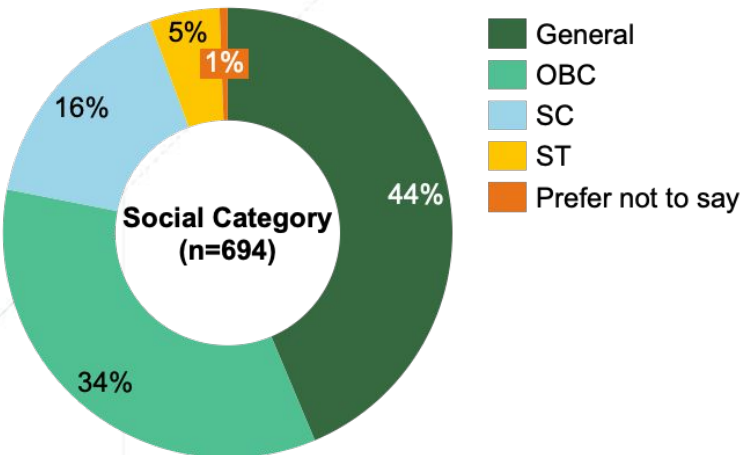


55% of the respondents are graduates*

Distribution of respondents from GROW and GROW Digital



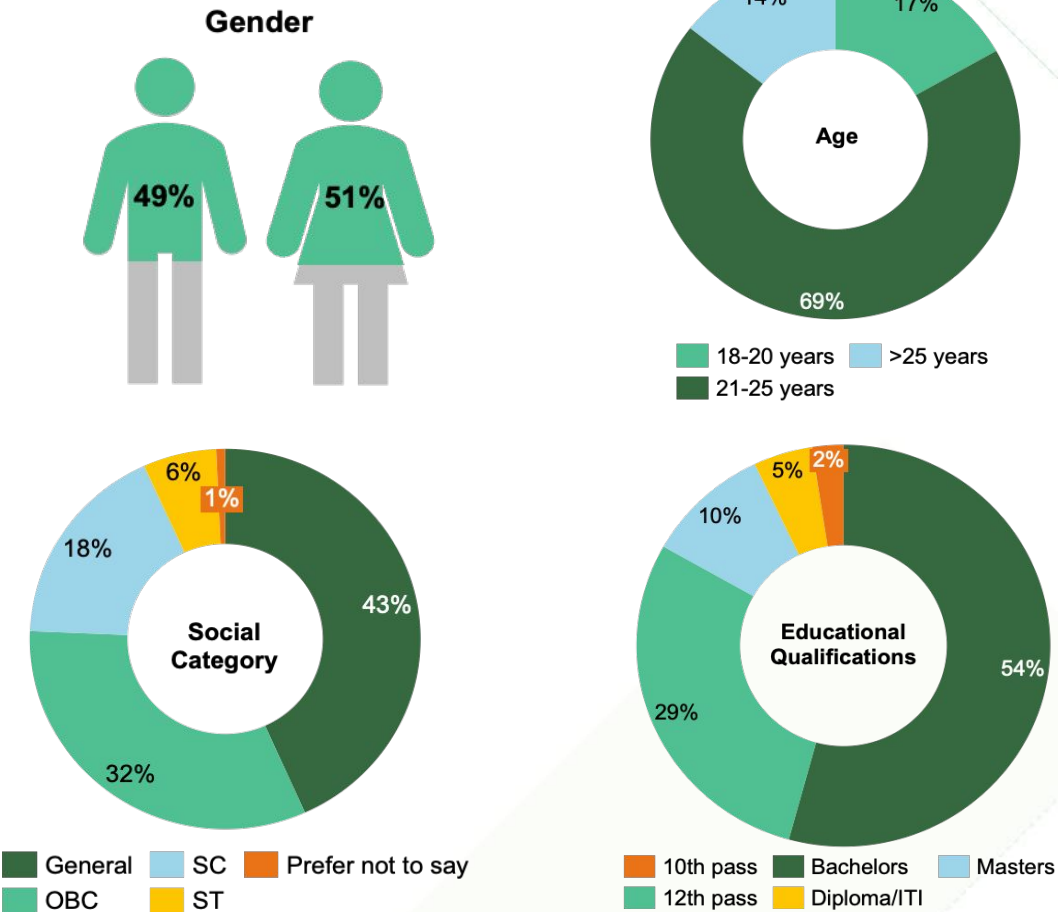
44% of the respondents are from the General category and 34% are OBC



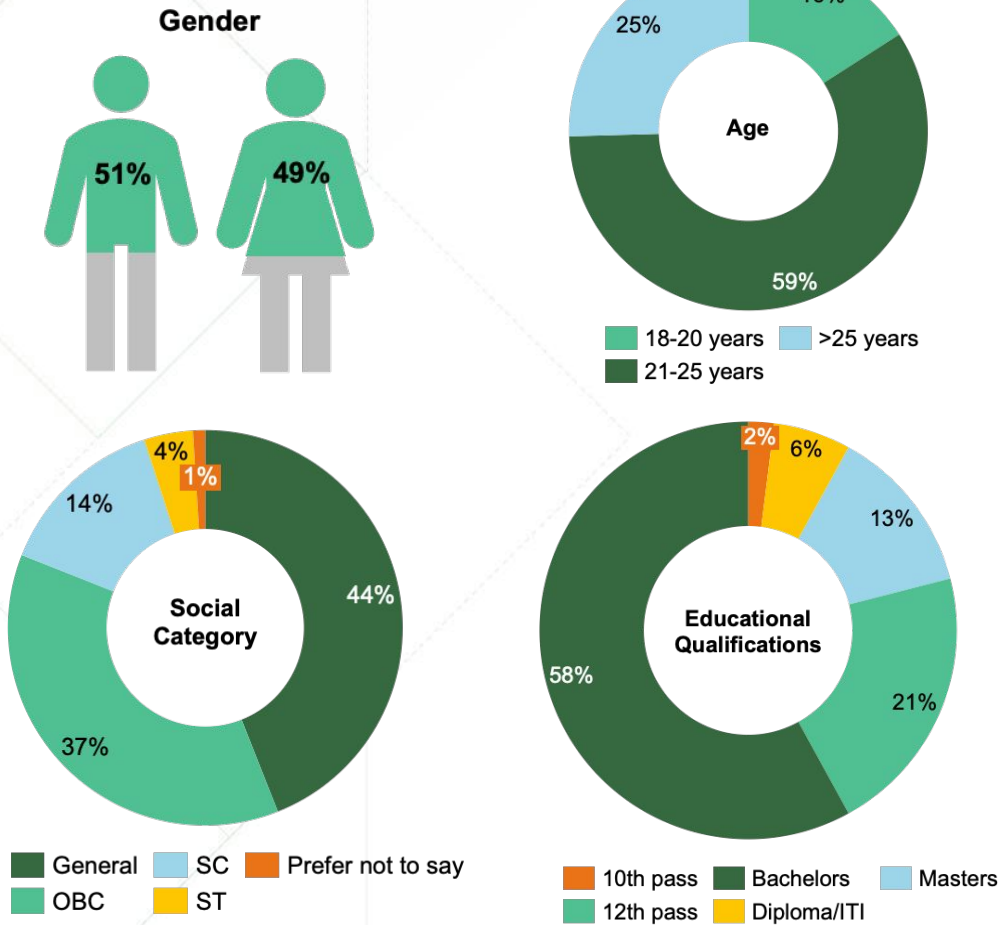
*Population level proportions in GROW at the time of joining are: 10th pass - 10%, 12th and Diploma - 60%, Graduates - 30%, and in GROW Digital at the time of joining, they are: 10th pass - 5%, 12th and Diploma - 53%, Graduates - 42%. But as the data is collected in December 2022, few students completed their graduation through private, online, correspondence mode, as DRF during its training encourages students to complete minimum graduation (while working) for career growth.

There is a higher percentage of aspirants who are older than 25 years enrolled to GROW Digital as compared to GROW

GROW (n=411)



GROW Digital (n=283)



*Population level proportions in GROW at the time of joining are: 10th pass - 10%, 12th and Diploma - 60%, Graduates - 30%, and in GROW Digital at the time of joining, they are: 10th pass - 5%, 12th and Diploma - 53%, Graduates - 42%. But as the data is collected in December 2022, few students completed their graduation through private, online, correspondence mode, as DRF during its training encourages students to complete minimum graduation (while working) for career growth.

Geographical distribution of the Sample (GROW)

A total of **411 aspirants** of GROW, across **8 states and 2 union territories** were interviewed for the study

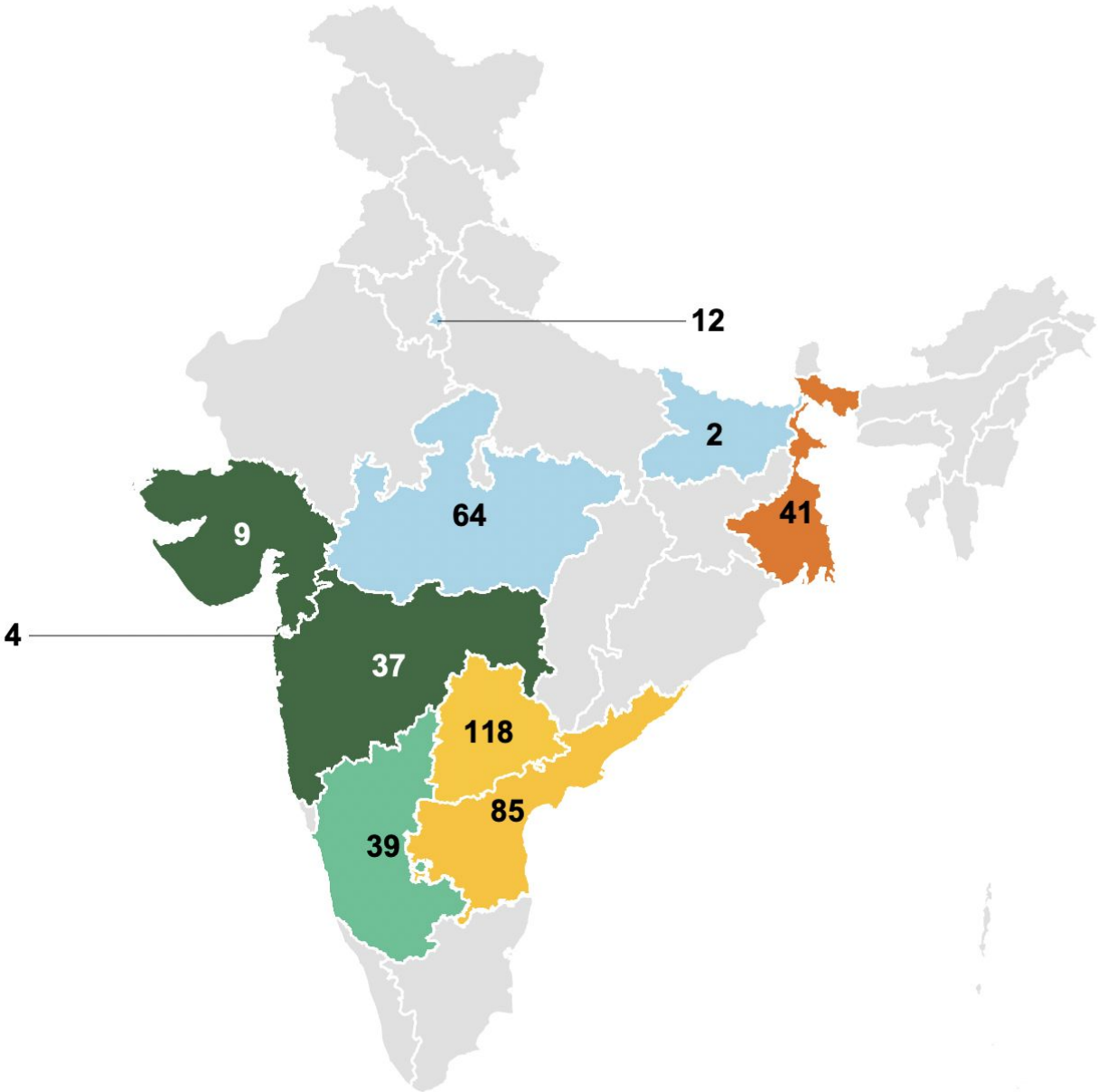
Bangalore Territory		
State/UT	Centre	Aspirants
Karnataka	Tumkur	10
	Jalahalli	17
	Yelahanka	12
Total		39

Ahmedabad Territory		
State/UT	Centre	Aspirants
Gujarat	Vyara	9
Maharashtra	Vasai	37
D&N Haveli	Silvassa	4
Total		50

Kolkata Territory		
State/UT	Centre	Aspirants
West Bengal	Barrackpore	20
	Barasat	21
Total		41

Hyderabad Territory		
State/UT	Centre	Aspirants
Telangana	Nalgonda	30
	LB Nagar	37
	Kukatpally	51
Andhra Pradesh	Vijayanagaram	39
	Anakapalli	30
	Kakinada	16
Total		203

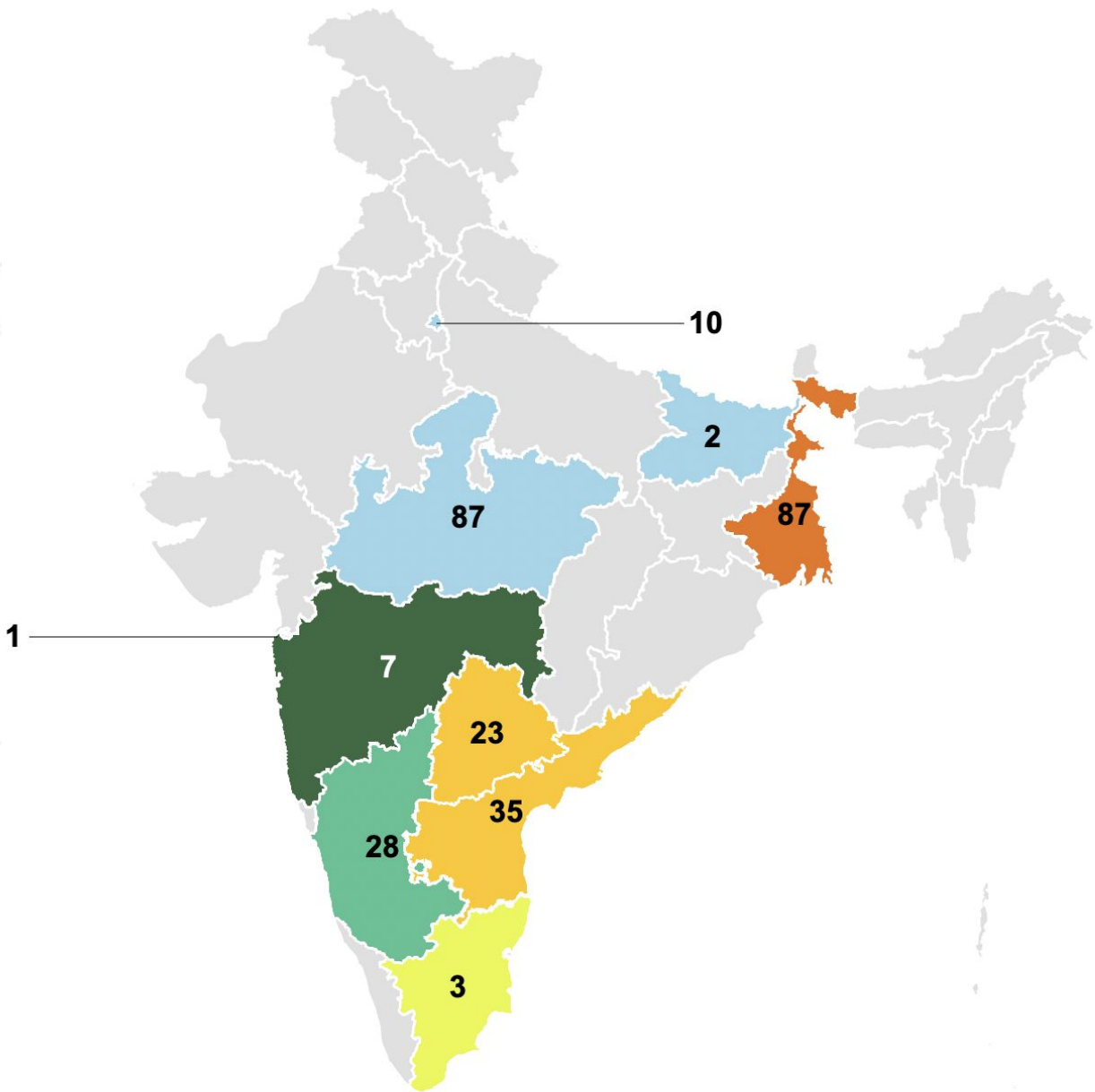
Bhopal Territory		
State/UT	Centre	Aspirants
Madhya Pradesh	Adhartal	23
	Nanda Nagar	33
	Ashoka Garden	8
Bihar	Mithapur	2
Delhi	Suraj Vihar	12
Total		78



Geographical distribution of the Sample (GROW Digital)

A total of **283 aspirants** of GROW Digital, across **8 states and 2 union territories** were interviewed for the study

S.No	State/UT	Aspirants
1	Madhya Pradesh	87
2	Delhi	10
3	Bihar	2
4	Dadra & Nagar Haveli	1
5	Maharashtra	7
6	Karnataka	28
7	West Bengal	87
8	Telangana	23
9	Andhra Pradesh	35
10	Tamil Nadu	3
Total		283





Program Overview

There exists a wide skilling gap between the kind of supply of talent and the kind of demand of jobs available in the market

“.. the Indian labour market is largely characterised by an excess supply of low- and middle-skilled workers, while the demand for such type of workers has not grown proportionately.*”



DD

SS

Skilling Gap in the Indian Labour Market

Curriculum and programs not driven by employer needs
Aspirations of youth are not aligned
Prices (in this case salary) drop due to this widening gap
Unemployment

SS

DD

Supply of **high skilled talent**

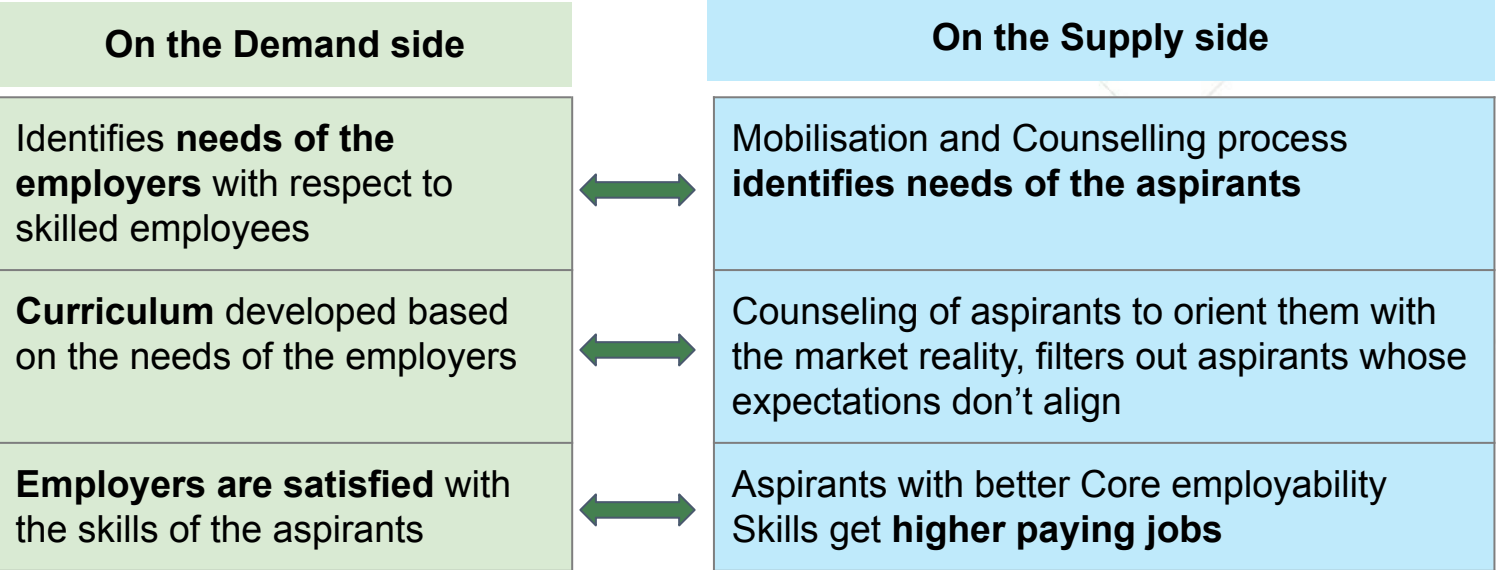
“A deliberate strategy for preparing young people for the future is to assess their employable skills in every aspect.”

- India Skills Report, 2023

Demand for **low and medium skilled talent**

GROW bridges the demand-supply gap in the skilling ecosystem through core employability skills training

How GROW bridges the gap



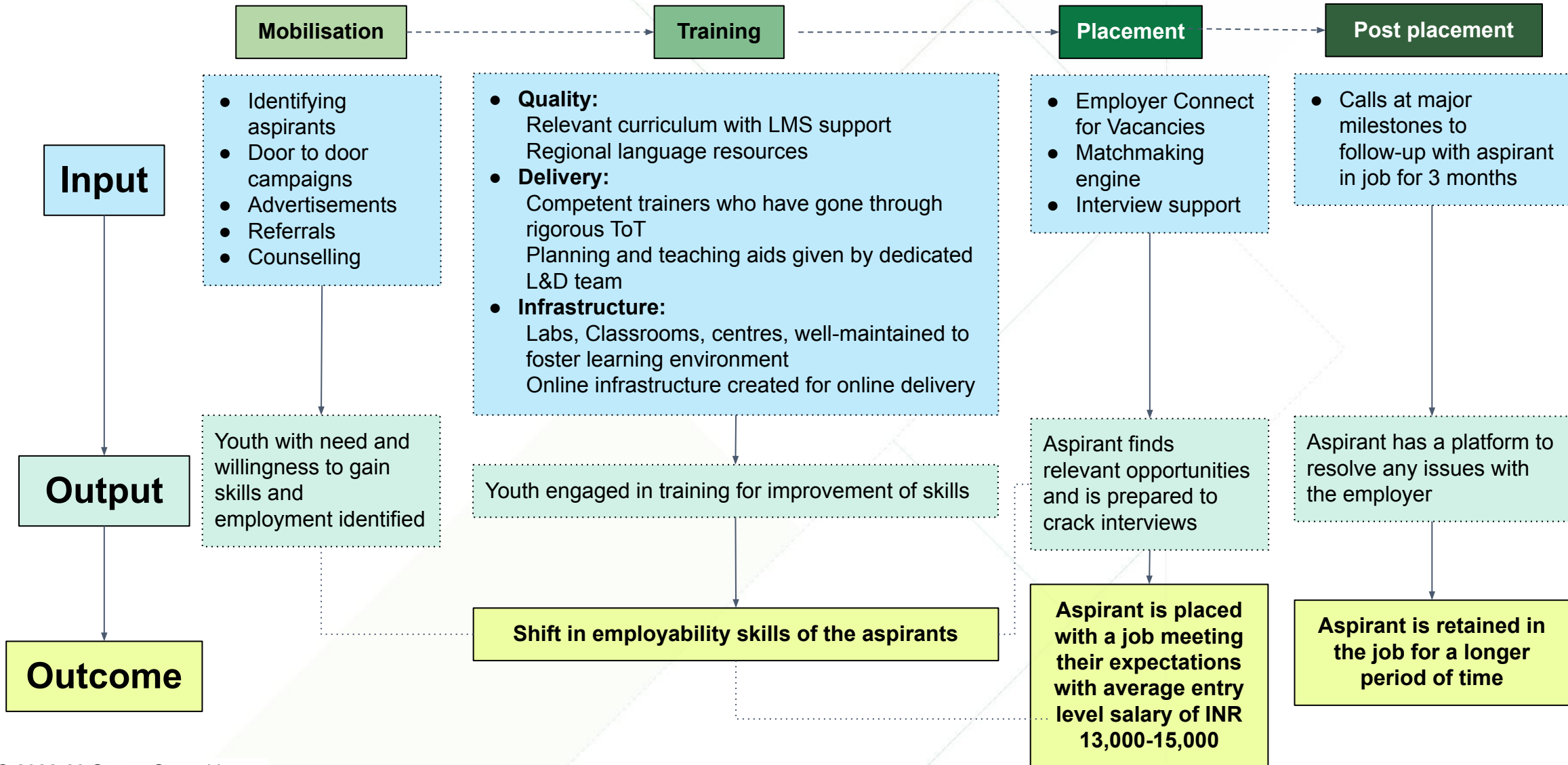
Outcomes

- Needs of the employers are fulfilled**
DRF aspirants stand out with the following desirable qualities, as reported by employers
quick learners, professional skills, confident, retained for longer
- Needs of the aspirants are fulfilled through the program**
- 80% aspirants reported joining the program to learn new skills
 - 71% aspirants reported joining the program for gainful employment

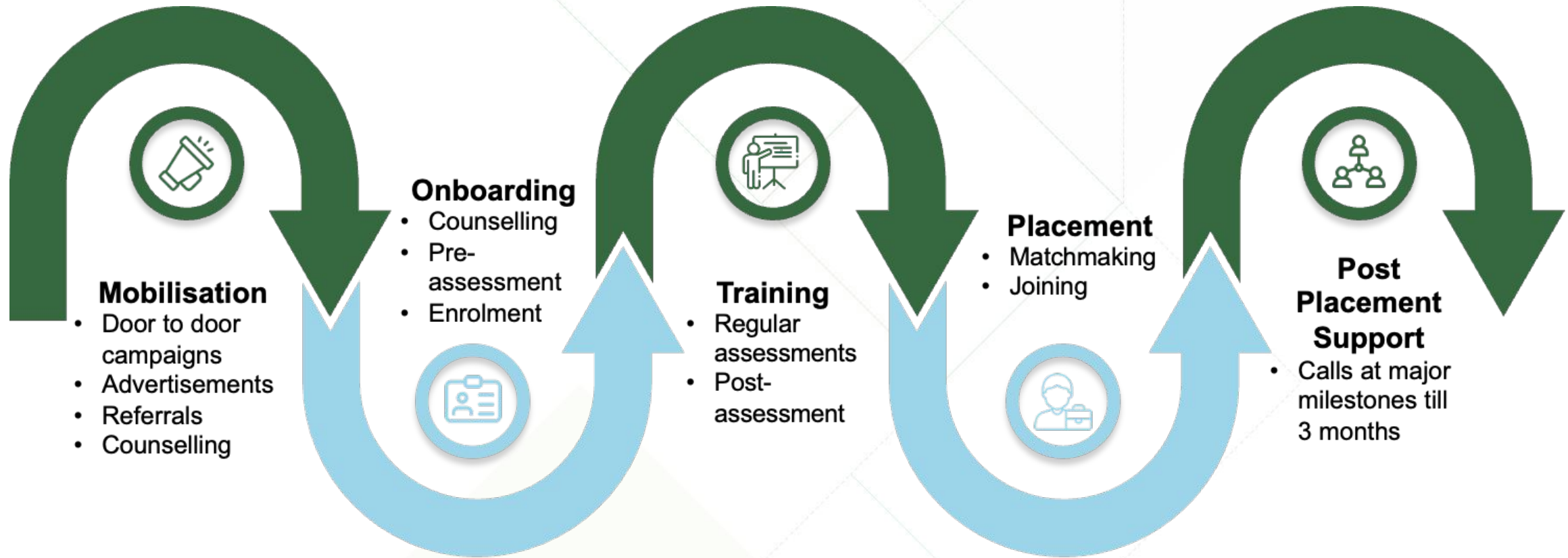
“The employees from DRF are very confident and professional. In my experience, they have been quick learners too. Most of them have stuck with us and two have been promoted too.”
-Employer

“I was looking for a job when my friend told me about the DRF GROW program. I was finding it difficult to crack interviews before. I heard they offer good placements and would help with the interview process, which is why I joined the program.”
-Aspirant

The change envisaged from ToC is an average entry level salary of **INR 13,000-15,000** and **job retention of 3-6 months** among **GROW aspirants**



The GROW program has 5 key processes for implementation



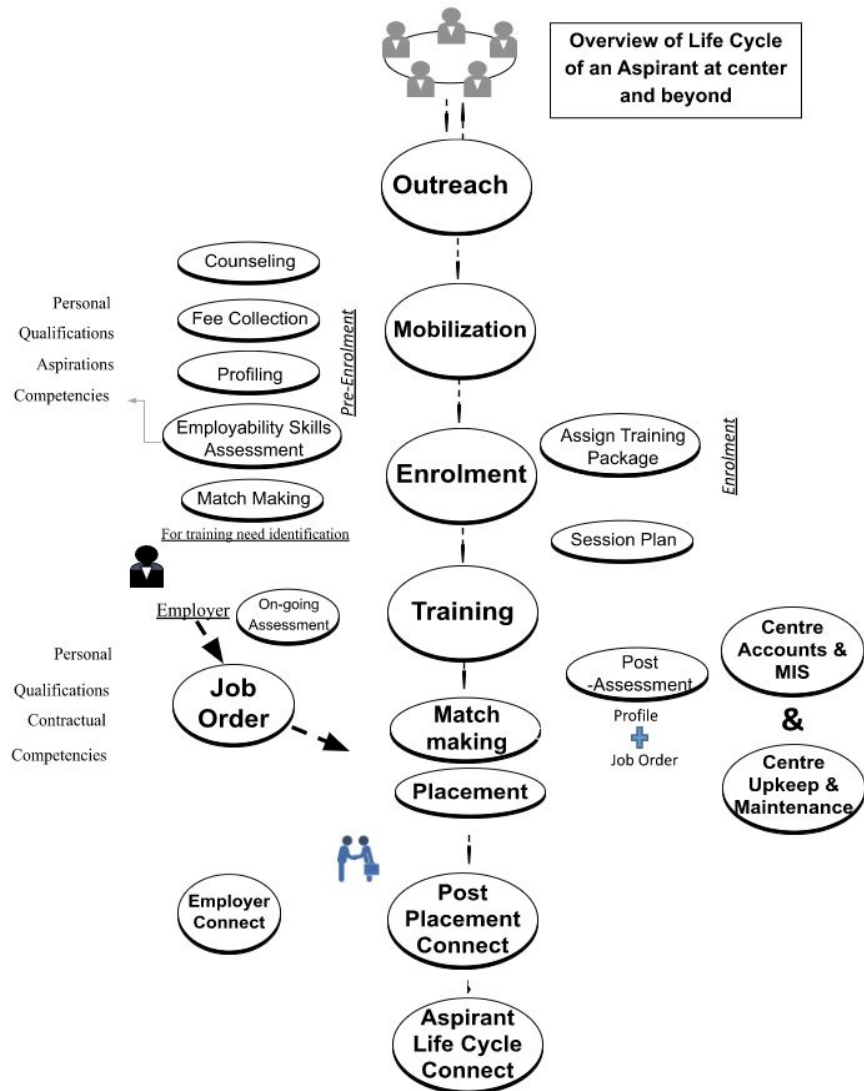
We follow all the program processes very carefully for each students. We try to always maintain detailed records of all our aspirants and our interactions with them.

-Trainer

The program builds a life long support system for the aspirants. Aspirants from years ago also call me sometimes if they need any help. That's the real strength of the program.

-Trainer

Standard and well-defined processes and RnR for GROW ensure standard training quality across centres



- A well defined operational processes structure exists for the Classroom model.
- The same has been replicated for the online delivery where most of the processes remain the same. They are adopted for online delivery.

“Our processes are very detailed at each step of an aspirant’s journey. Right from their mobilisation to the placements, we have a defined process for everything. We also stress on maintaining extensive records for each candidate because the idea is to maintain a lifelong contact with the aspirants and support them at every stage of their journey.

-Area Head

GROW is in coherence with national and international policies and schemes

National priorities and budget on skill development:

- Push from basic skills to **industry driven** skills
- **New age digital skills** to be focussed on through PMKVY 4.0 on AI, robotics, IoT, IT based trainings, etc.
- Budget allocation to MSDE increased from INR 2999 Cr. in 2022-23, to **INR 3517 Cr.** in 2023-24
- National Policy for Skill Development and Entrepreneurship 2015 focuses on **improving employability of trainees**. GROW is in coherence with following focal points of the national skilling policy:
 - **Quality assurance**
 - **Market relevant training programs** □
 - **Curriculum alignment** □
 - **Employability skills** □
 - **Placements**

SDGs that GROW contributes to:

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



17 PARTNERSHIPS FOR THE GOALS



Government initiatives and schemes in the same direction



- 120 hours of Employability skills curriculum developed by MSDE and NSDC under Skill India for making the youth career-ready in 2022. These will be taught across trades in ITIs. Online resources for this are available on Bharat Skills Portal.
- eSkill India portal developed by NSDC during Covid for online delivery of skilling

The program has a Net Promoter Score of 56, indicating that the program is highly relevant for the aspirants as they are referring it further



68% became aware of the program through referral by friends and relatives



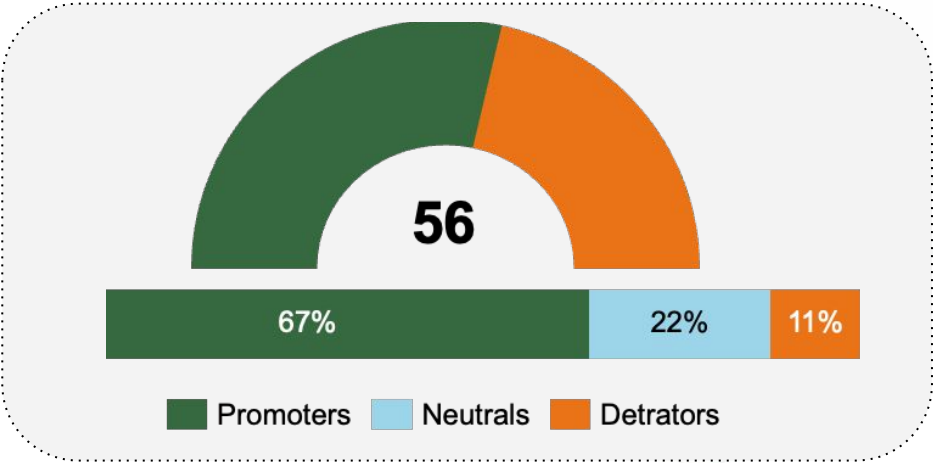
20% found out about the program on the internet



4% were called by someone from DRF



2% attended community outreach events conducted by DRF



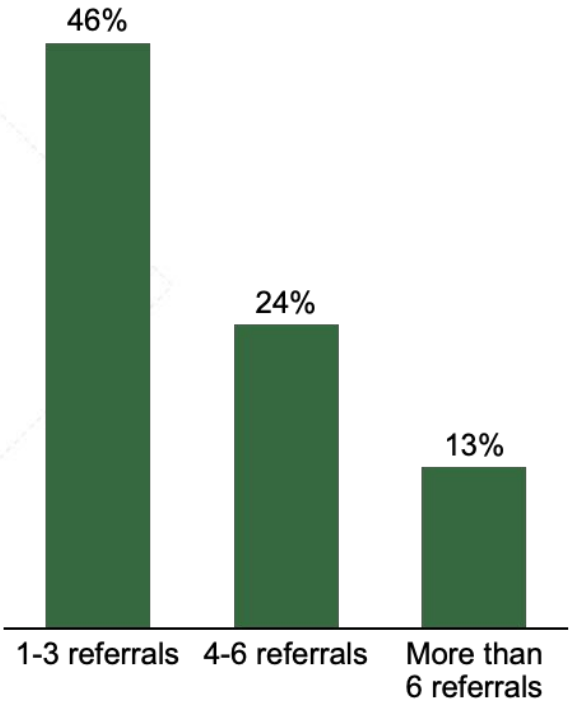
The question asked in the quantitative survey was “On a scale of 0-10 how likely are you to recommend this training to a friend (0 being the lowest- extremely unlikely and 10 being the highest- extremely likely)?”

For the purpose of analysis, respondents were grouped as follows:

- **Promoters (score 9-10)** are loyal enthusiasts who will refer others, fueling growth.
- **Passives (score 7-8)** are satisfied but unenthusiastic who are vulnerable to competitive offerings.
- **Detractors (score 0-6)** are unhappy and can impede growth through negative word-of-mouth.

NPS = % of Promoters - % of Detractors

Number of referrals made (n=694)

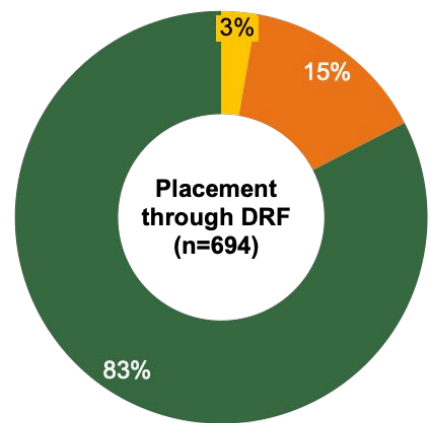




Placement, Salary, and Retention

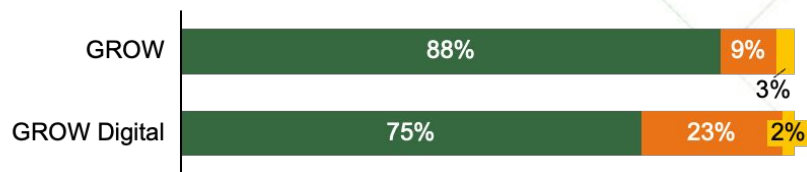
83% of the aspirants were placed through DRF, out of which 97% got the job within 3 months of completing the training

Placement

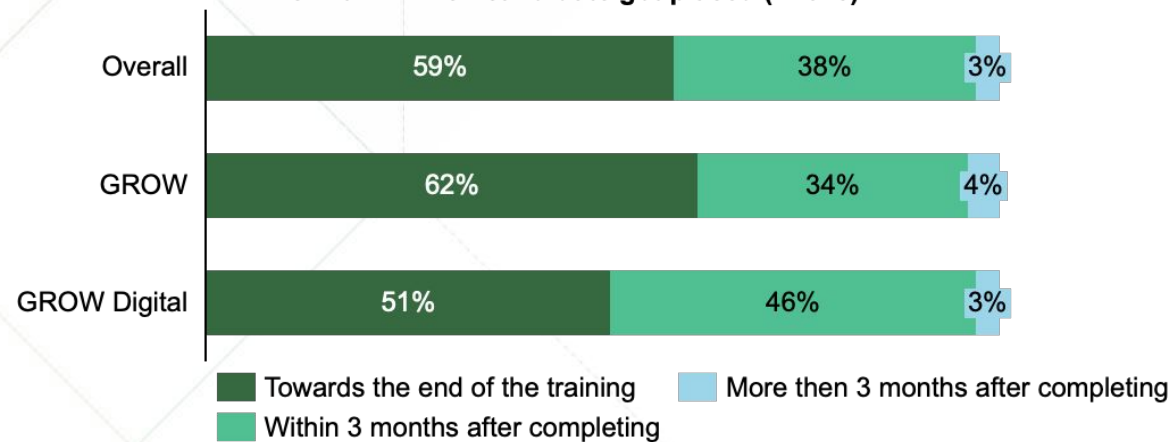


Placed Not Placed Did not wish to work

Program wise placement (n=694)



Time within which candidate got placed (n=573)



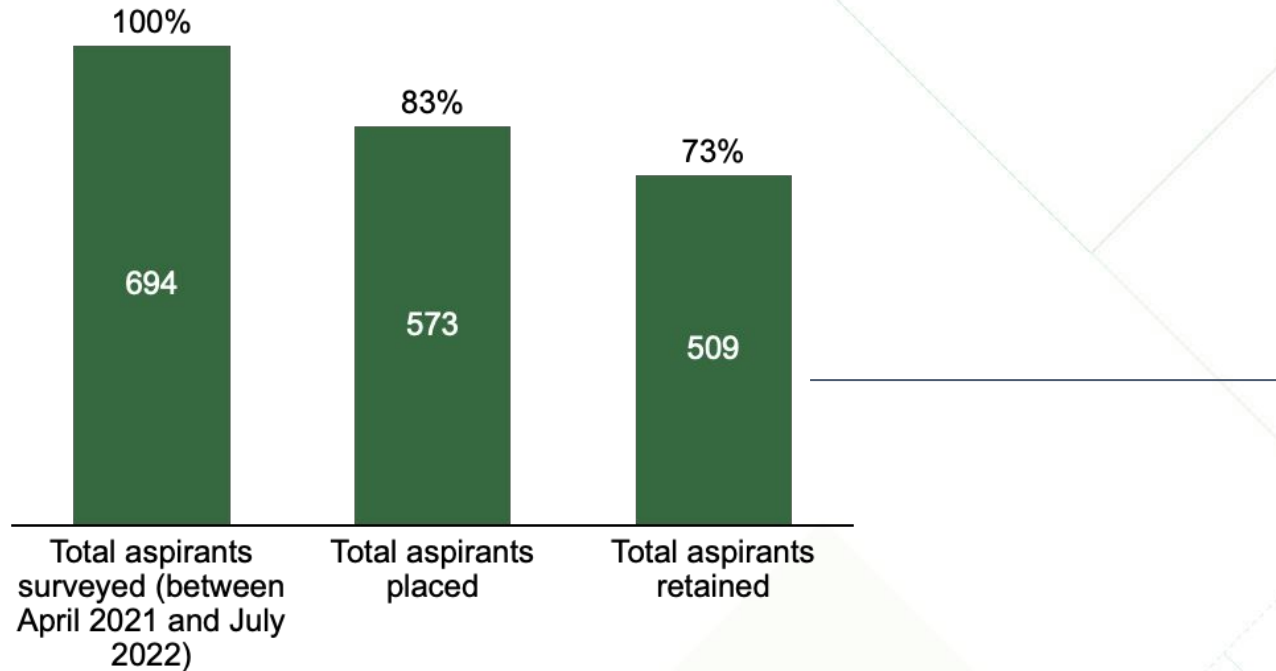
Number of interviews before getting a job (n=573)



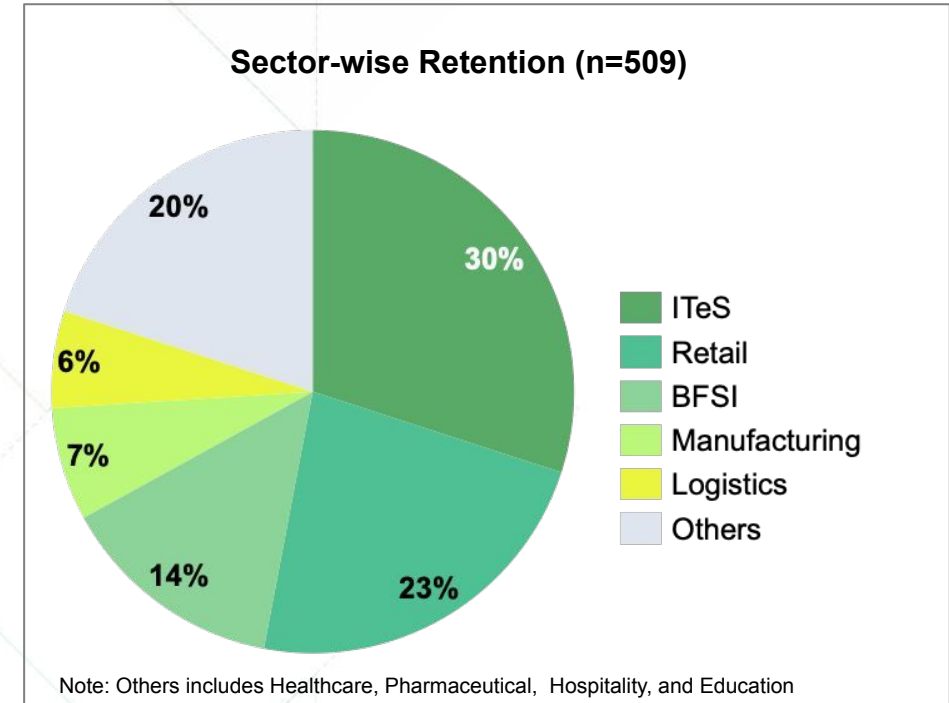
49%

of GROW Digital aspirants cracked the interview in the 1st attempt

Out of the 83% aspirants placed through DRF, 89% (73% of incepted strength) are still working. ITES, Retail & BFSI sectors are the largest employers



Placement and Retention



66% (n=338) of the 509 retained aspirants are continuing in the same job, out of which 62% (n=209) have been in the same job for over 6 months.

54% (n=112) out of those retained for over six months have reported obtaining a promotion or appraisal

Top reasons for not working of the 11%

[Total placed (n=573) - Total retained (n=509) = 64]*

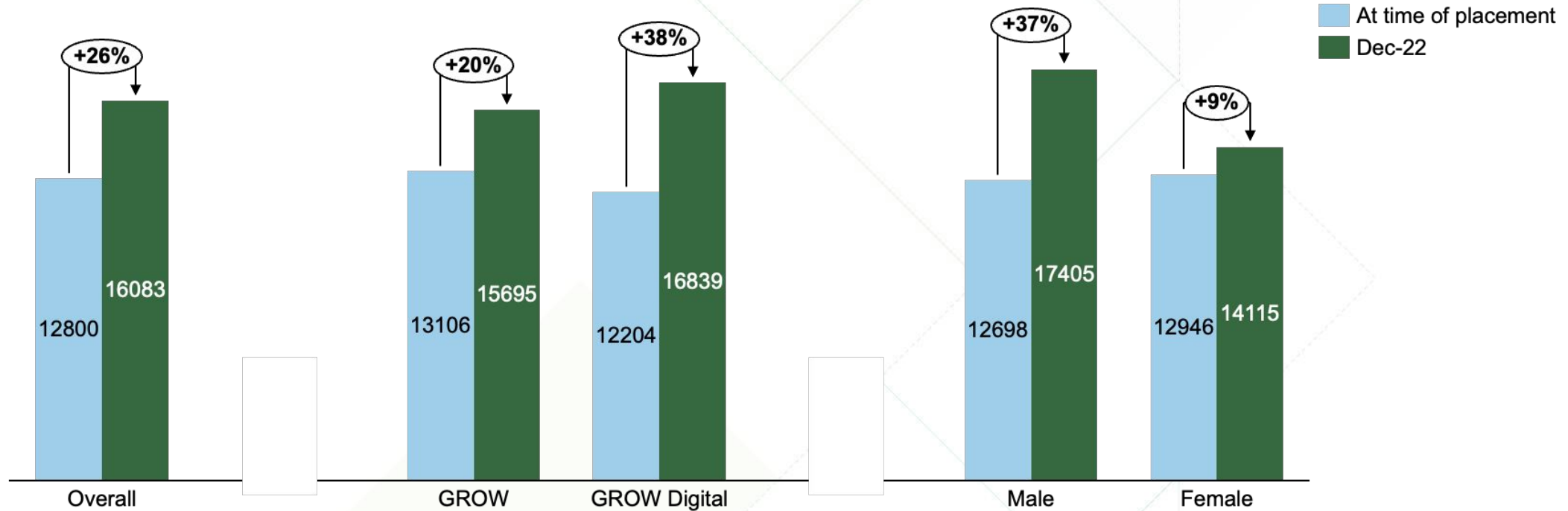
- Considering further education (41)
- Pursuing further education (46)
- Looking for a new job (in transition) (61)

*Note: Respondents were given multiple options out of which these were the top 3 reasons reported

For aspirants who got a promotion/appraisal, there was a 26% increase in average monthly salary from when they were placed to when the study was conducted

Promotion/appraisal

Increase in average monthly salary of candidates who got promotion/appraisal from the time of joining to December 2022 (n=122)



- Of the 112, 38 aspirants were from GROW Digital and 74 from GROW. Further, 67 were men and 45 were women.
- For aspirants who got promoted, the average increase in monthly salary is higher for GROW digital than for GROW
- There is a significant difference between the average increment in salary for men and women, with women reporting a 9% increase while men reporting a 37% increase.

Aspirants who reported changing jobs for a higher salary have been able to increase their average monthly salary by 29%

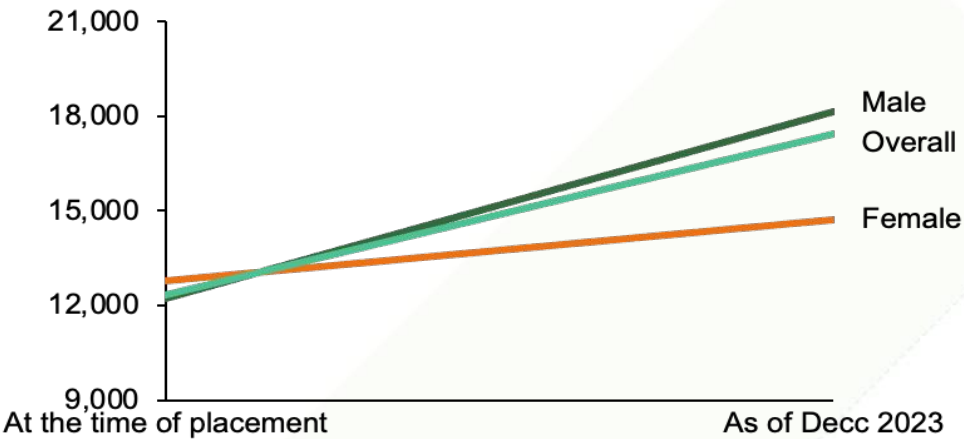
Reasons for changing jobs of the 34% (n=171)



*Note: Respondents were given multiple options

- The 34% aspirants who changed jobs have seen an **increase of 18%** in the average monthly salary from the time of placement to December 2022.
- The average salary of these aspirants at the time of placement was INR 12,713, and as of December 2022, it is INR 15,537, indicating an **increase of INR 2,824 per month**.
- Within these 34% aspirants, the increase in average monthly salary for **male** aspirants is **23%** and **female** aspirants is **8%**

Average monthly salary of the 41% who changed jobs for a higher pay (n=70)



- Out of those who have worked in more than 1 jobs and worked more than 6 months overall, **41%** have found newer opportunities for a higher pay, and have been able to increase their monthly salary by **29%** on an average, with an increase of INR 5,081 per month.
- Within these 41%, 80% aspirants are males and 20% are females.
- The average monthly salary of the 80% male aspirants has increased by **33%** while for the 20% female aspirants it has increased by **13%**.

The average entry level monthly salary of GROW aspirants is 14,558 INR and that validates the ToC

Salary



Average monthly salary drawn (INR)

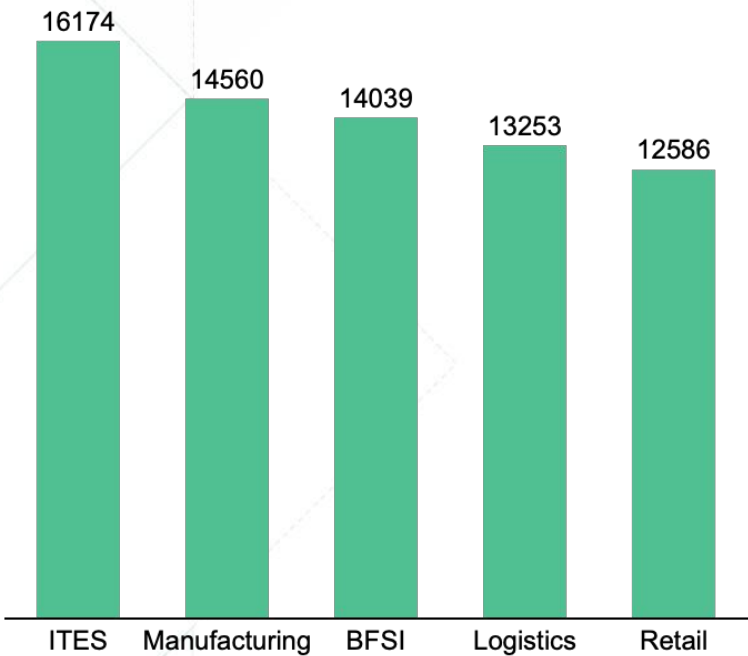
Overall	14,558
GROW	14,284
GROW Digital	15,119
Aspirants with Work experience	15,269
First Time Job Seekers	13,869
Female Aspirants	13,485
Male Aspirants	15,262



84%

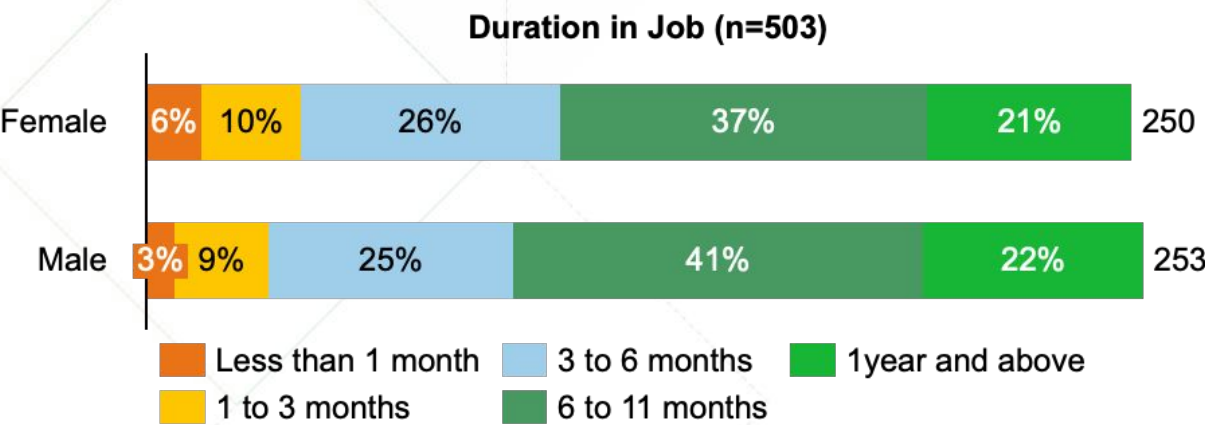
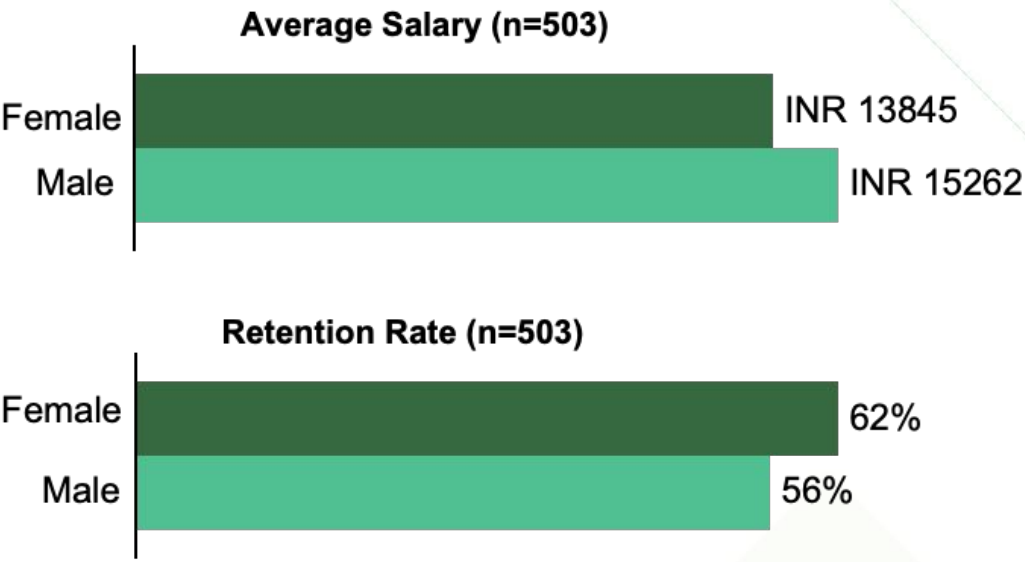
of the employed aspirants contribute to their monthly household expenses regularly

Average monthly salary drawn (INR): Sector-wise



The highest average monthly salary is drawn by aspirants places in the **ITeS Sector**. The average monthly salary from the study conducted in 2018 was **INR 10,000**.

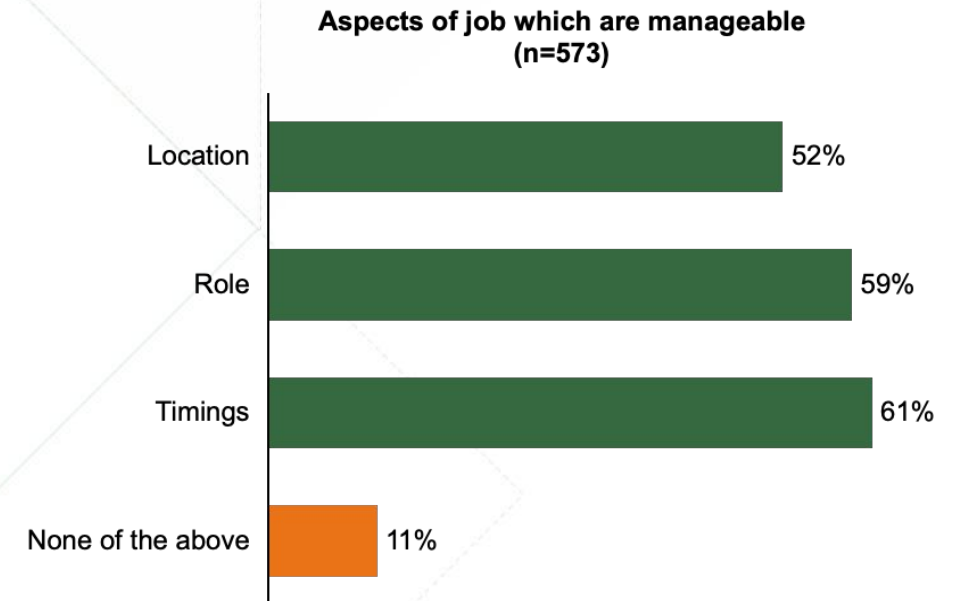
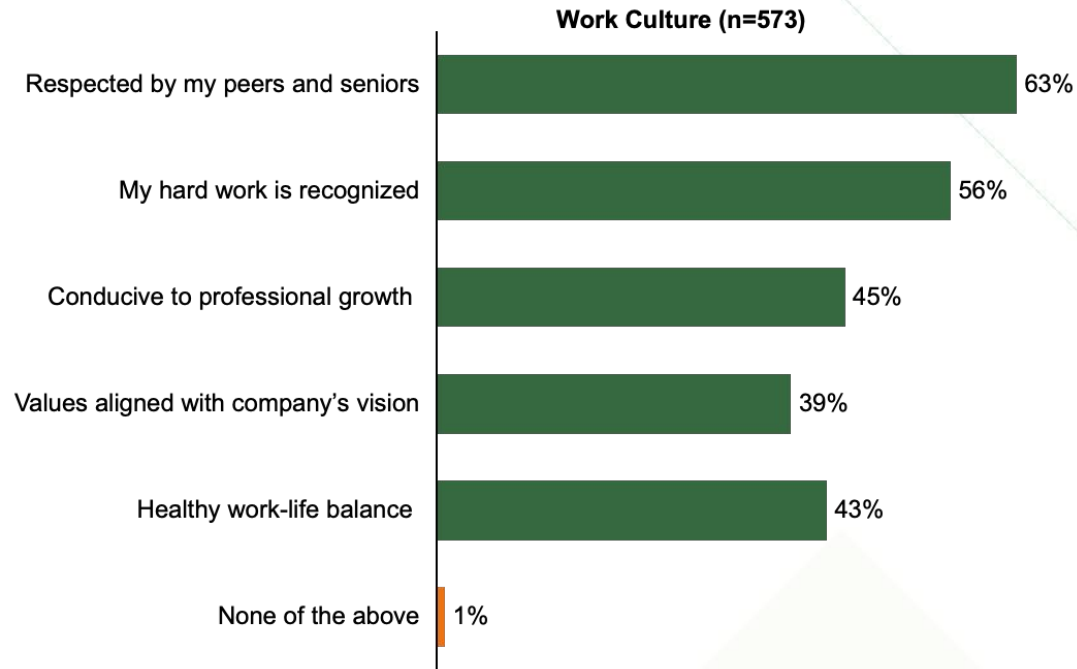
While the placement and retention rate for female aspirants is higher than male aspirants, the average monthly salary drawn is lower



- On average, female aspirants draw INR 1417 less than their male counterparts but the average retention rate for women is 6% higher than men. The Periodic Labour Force Survey¹ reports that the pandemic increased the gender wage gap by 7%, from 28% in 2018-19 to 35% in 2021-22.
- While retention rates between the two genders differ, the percentage of aspirants who have been in their jobs for a year and over is not drastically different for both genders.
- Sectorally, there is no significant variation between genders in terms of hiring. IT is the biggest employer followed by Retail for both men and women.

1.Periodic Labour Force Survey, 2021-22. Ministry of Statistics and Program Implementation.

63% aspirants reported that they felt respected by their peers and seniors at their workplace, indicating that the placement efforts are in the right direction

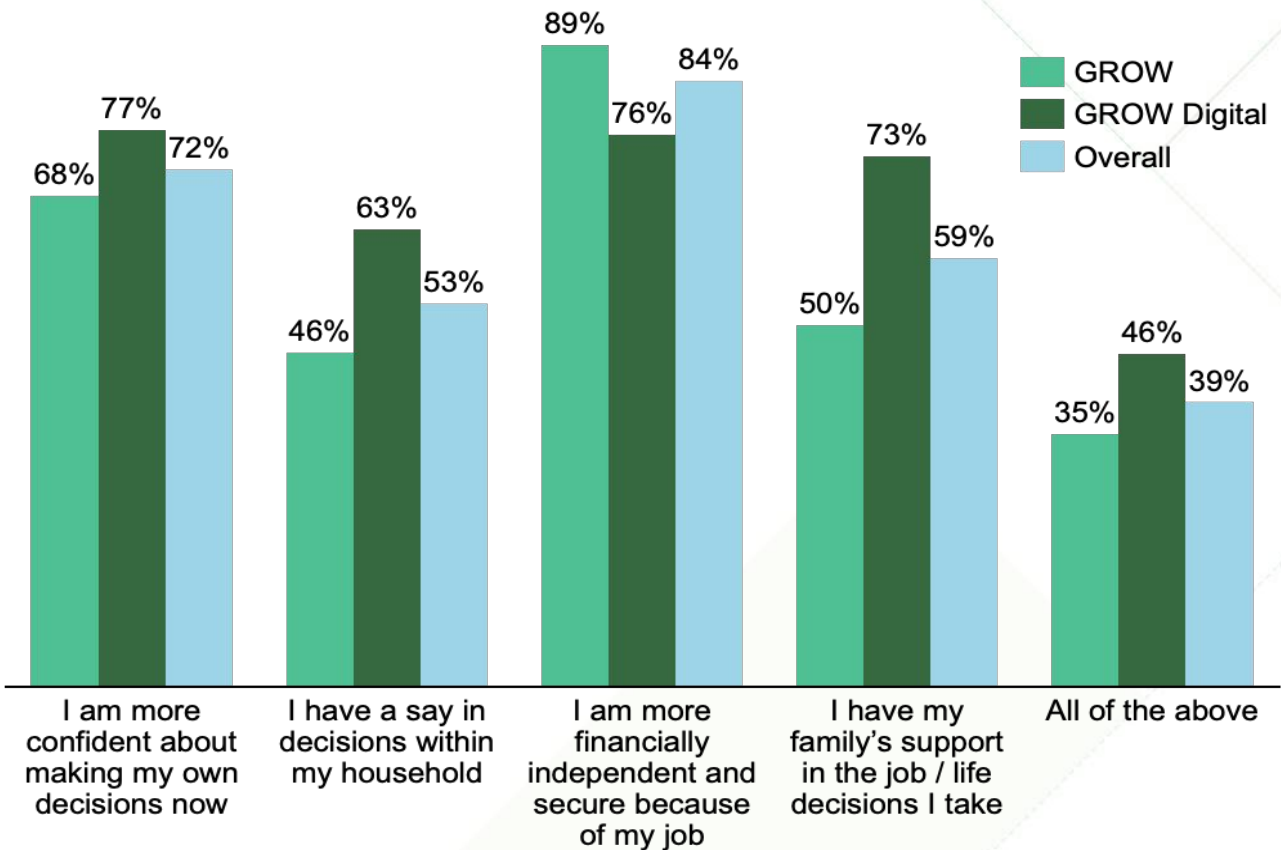


- In terms of job feasibility, location was reported to be the biggest challenge for candidates with only 52% reporting that it was feasible for them. 11% reported that all factors, i.e. location, role, and timings were not feasible for them.
- There was no statistically significant difference between the reported manageable aspects and work culture related parameters between men and women, and between aspirants at various durations of their job.

My colleagues and supervisor are very helpful and understanding. During my exams, they were flexible with my shifts and helped me switch them to support my education. I really enjoy working with them. They are also appreciative of my work.
- Female Aspirant

84% of women aspirants report feeling financially independent and secure because of their job

Which of the following statements do you agree with? (n=351)



- The program has had a significant impact on female aspirants with respect to their **confidence, decision making in the household, financial independence and security, and decision making at the household level.**
- While higher percentage of **GROW** female aspirants report **financial independence and security**, for all other statements, the **GROW Digital** female aspirant numbers are **higher**.
- **Family support** is significantly higher for **GROW Digital** female aspirants than for GROW female aspirants.

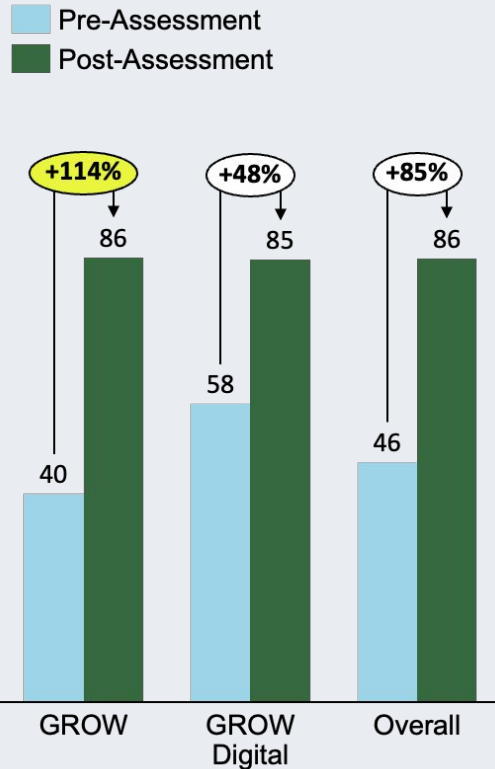
“My parents also proud. They told the neighbours in my village that ‘our daughter has got job and she works on a laptop’. It was a very proud moment for me too”
-Female Aspirant



Improvement in Core Employability Skills

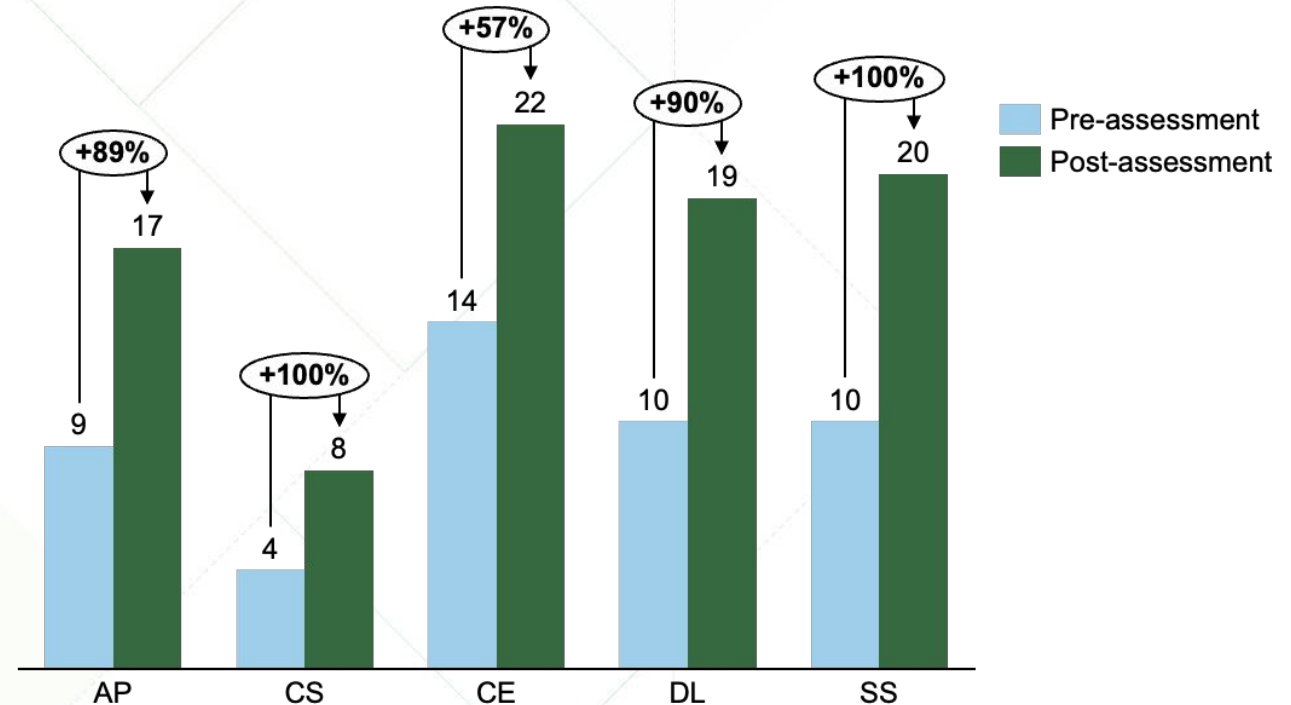
On an average, the Core Employability Skill scores of the aspirants have improved by 85% *after* the GROW training

Average Pre and Post Assessment Core Employability Skills scores



While **GROW Digital** aspirants have a **higher** average pre-assessment score, there is a **significantly greater increase** in average pre and post skill scores in aspirants of **GROW**.

Average Pre and Post Assessment Scores of each skill (n=664)

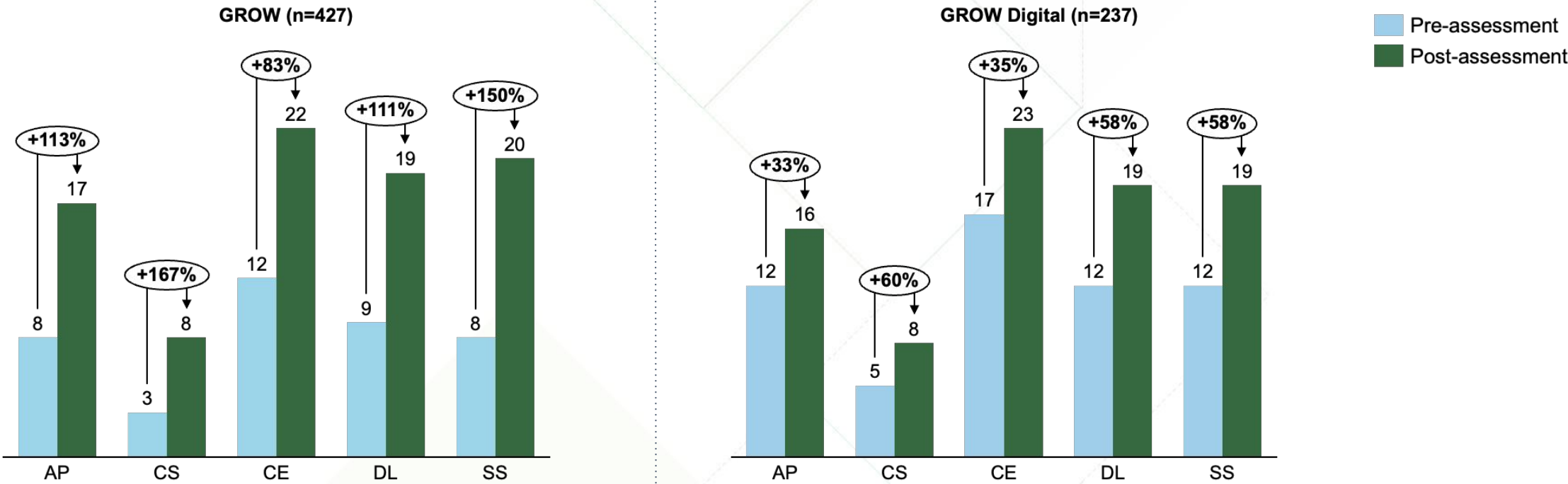


AP: Aptitude CS: Computer Skills CE: Communicative English DL: Digital Literacy SS: Soft Skills

- On average, the **greatest increase** is in Soft Skills and Computer Skills across GROW and GROW Digital.
- The **least skill** shift for aspirants overall is in **Communicative English**.

The highest increase in post assessment scores for GROW and GROW Digital was reported in computer skills

Average Pre and Post Assessment Scores of each skill

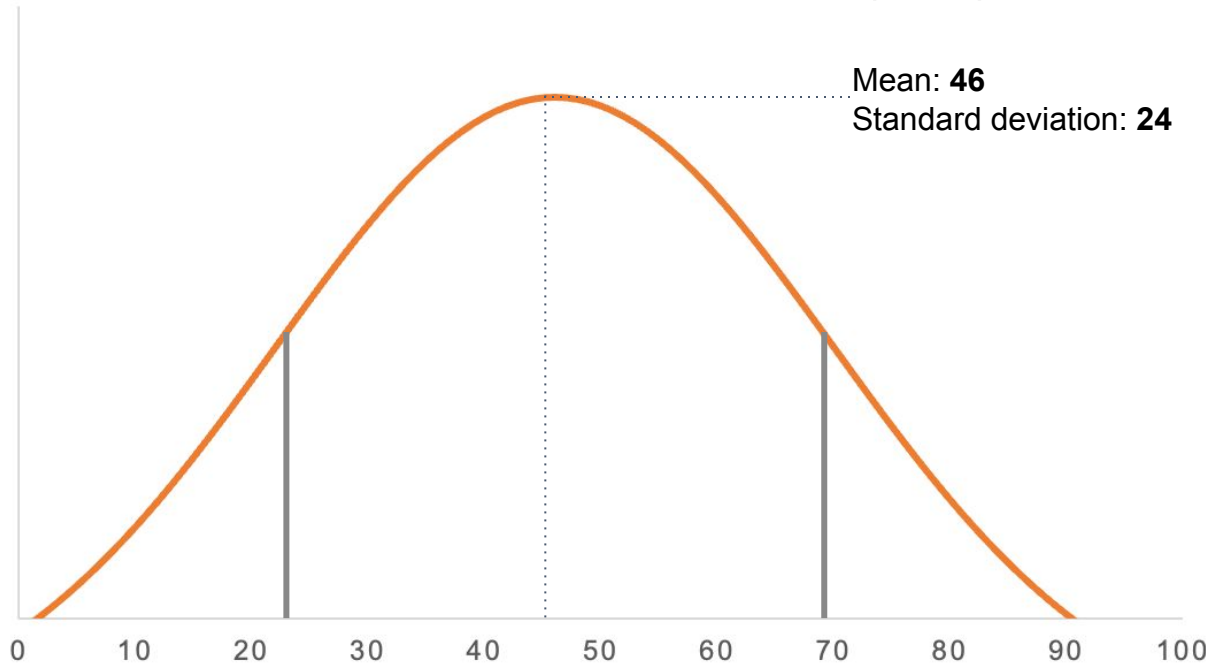


AP: Aptitude CS: Computer Skills CE: Communicative English DL: Digital Literacy SS: Soft Skills

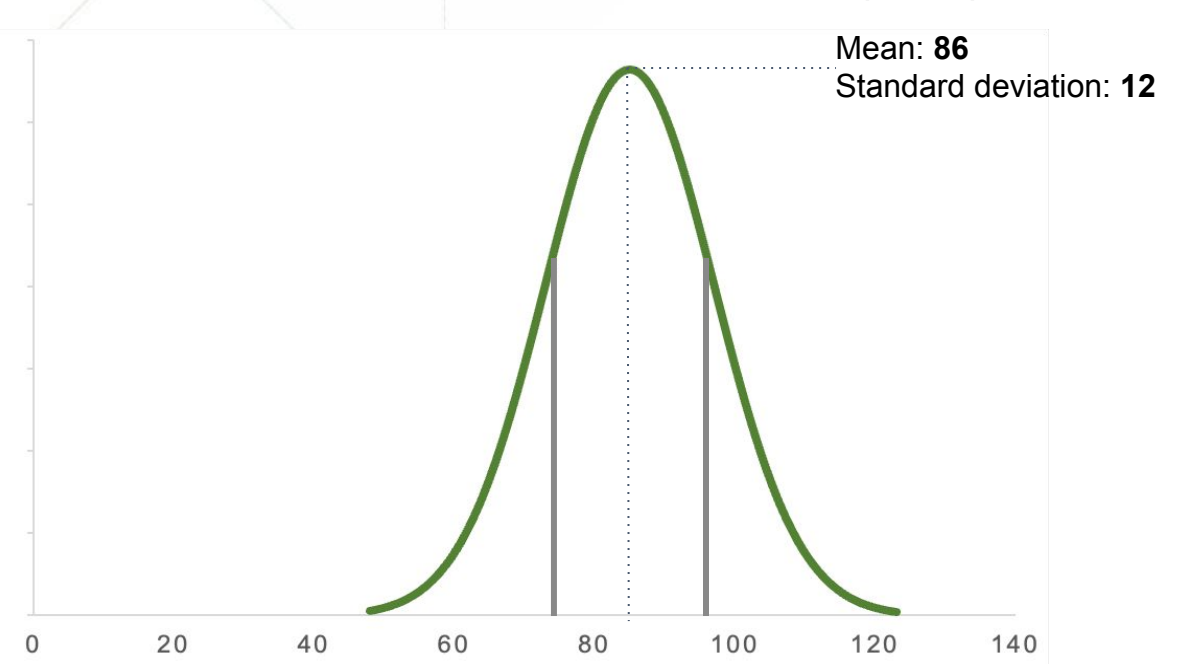
- The **increase** in average pre and post scores has been in **Computer Skills** for GROW is 167% and for GROW Digital is 60%.
- The shift in **Aptitude** is significantly **greater for aspirants of GROW** than GROW digital.
- There is no statistically significant difference between the pre-assessment scores and post-assessment scores for both GROW and GROW Digital.

The Post Assessment skill scores are concentrated between a higher range of scores than the Pre Assessment skill scores

Distribution of Pre Assessment skill scores (n=664)

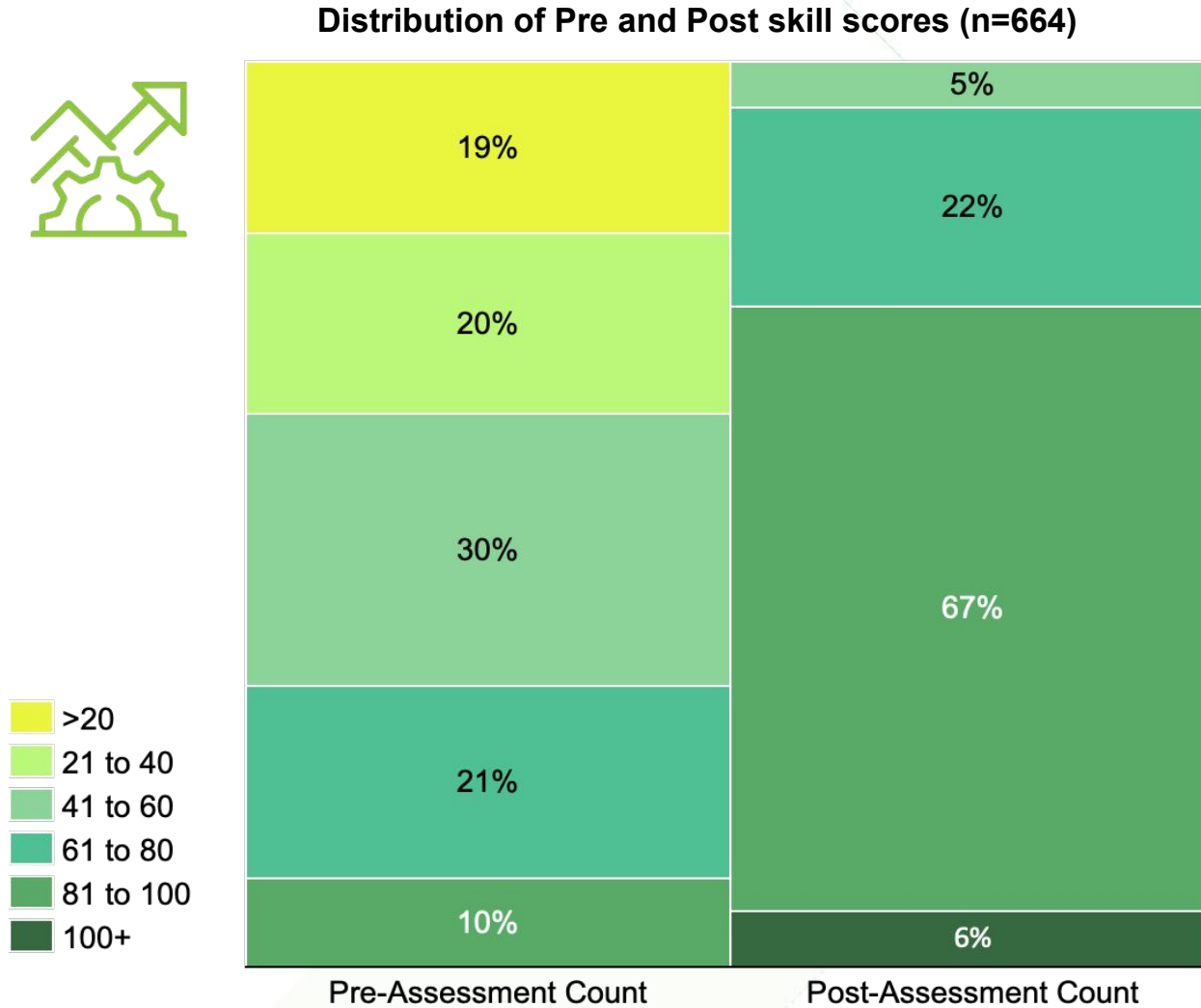


Distribution of Post Assessment skill scores (n=664)



- The **Pre Assessment skill scores** distribution indicates that **most** of the scores of the aspirants are concentrated between the **range of 22 and 70**.
- The **Post Assessment skill scores** distribution indicates that **most** of the scores of the aspirants are concentrated between the **range of 74 and 98**.
- This shows a significant positive shift in the Core Employability Skills of the aspirants from before to after the training.

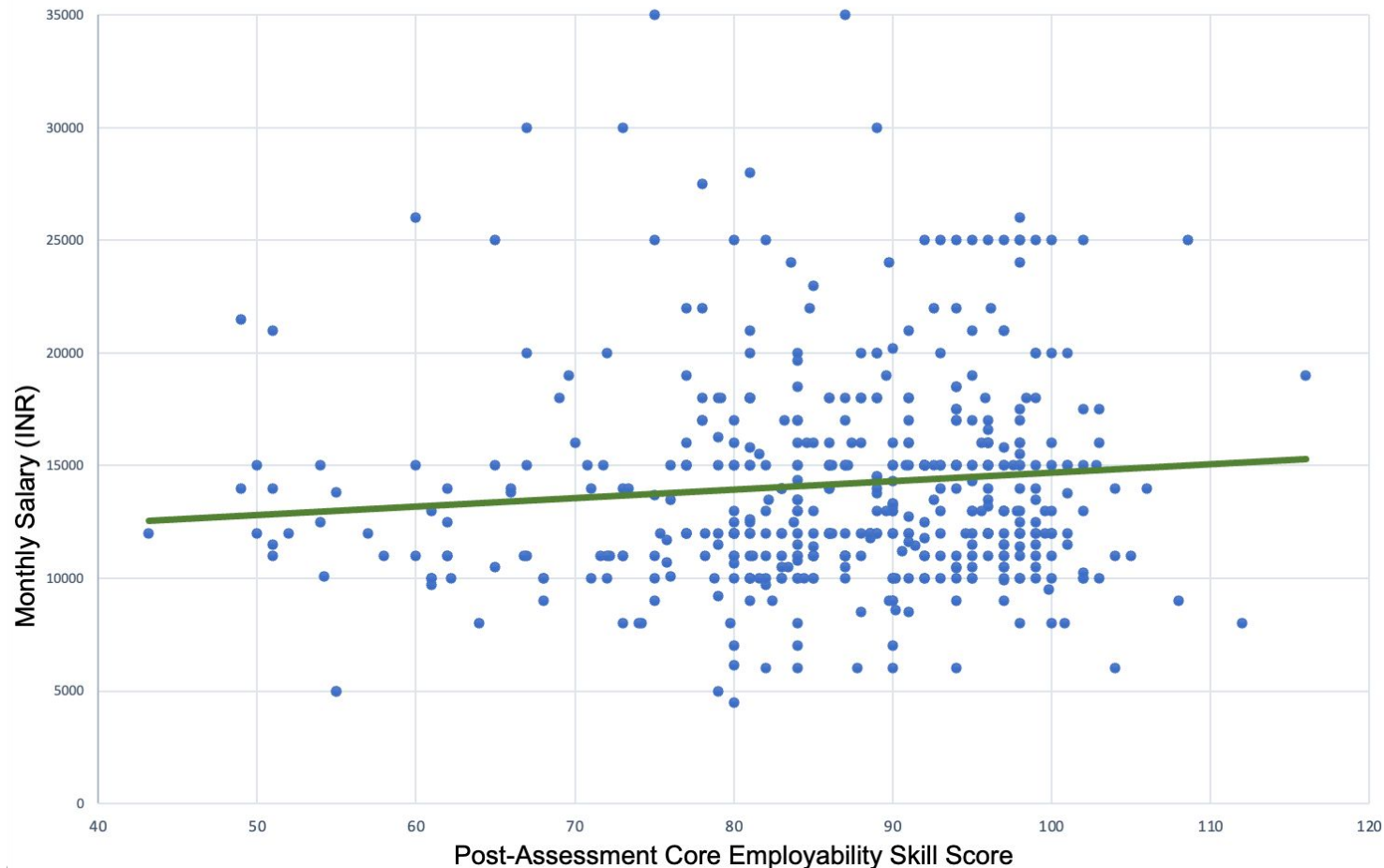
The Post Assessment Scores distribution indicates a higher level of Employability skills in the aspirants post training



- The Mekko chart represents the distribution of the scores of Core Employability Skill assessments of the aspirants, across six categories.
- In the **Pre-Assessment** distribution, **39%** of the aspirants have scored **below 40 points**, while in the **Post-Assessment** distribution, **none** of the aspirants have scored below 40.
- Conversely, in the **Post-Assessment** distribution, **67%** of the aspirants have scored between **81 and 100 points**, while in the **Pre-Assessment** distribution, only **10%** of the aspirants fall in this category.
- **6%** of aspirants in the **Post-Assessment** have scored **above 100 points**, while **none** in the **Pre-Assessment** fall in the 100+ category.

There is a **positive** correlation between the post assessment Core Employability Skill scores and the monthly salary of aspirants

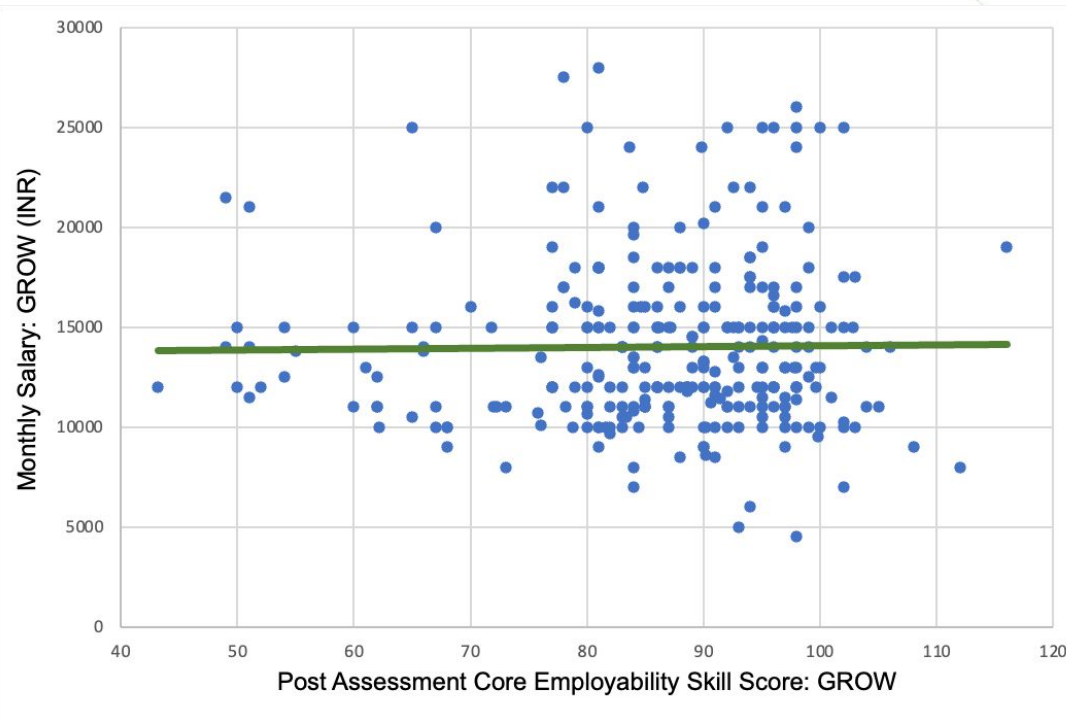
Relationship between Monthly Salary and Post Assessment Core Employability Skill Score (n=480)



- The scatter graph plots the post assessment Core Employability Skill scores and the monthly salary on the x and y axis, respectively.
- The slope of the trend-line passing through these is **37.20**, indicating a **positive** correlation between the two variables.
- As the Core Employability skills improve, the monthly salary also increases.
- This implies that for every **10 points of increase** in the post assessment Core Employability Skill score, there is an **increase of 370 INR** in the monthly salary of the aspirant.

As the post assessment scores increase, **GROW Digital** aspirants are more likely to draw a higher salary than **GROW** aspirants

Relationship between Monthly Salary and Post Assessment Core Employability Skill Score: GROW (n=300)



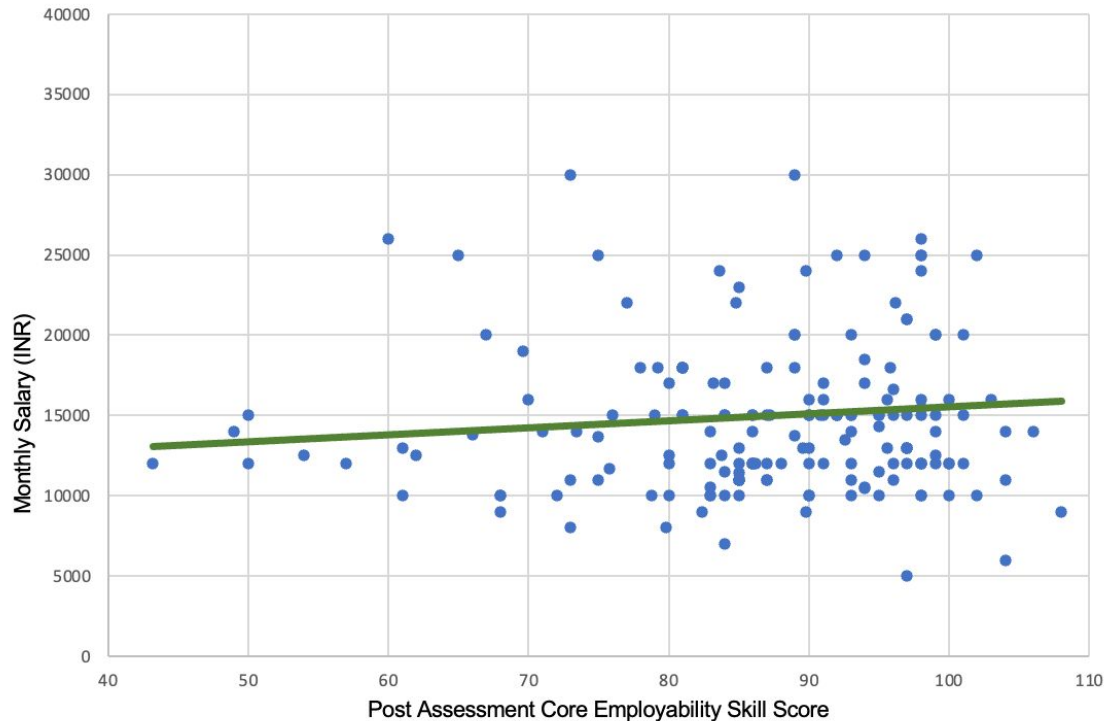
Relationship between Monthly Salary and Post Assessment Core Employability Skill Score: GROW Digital (n=180)



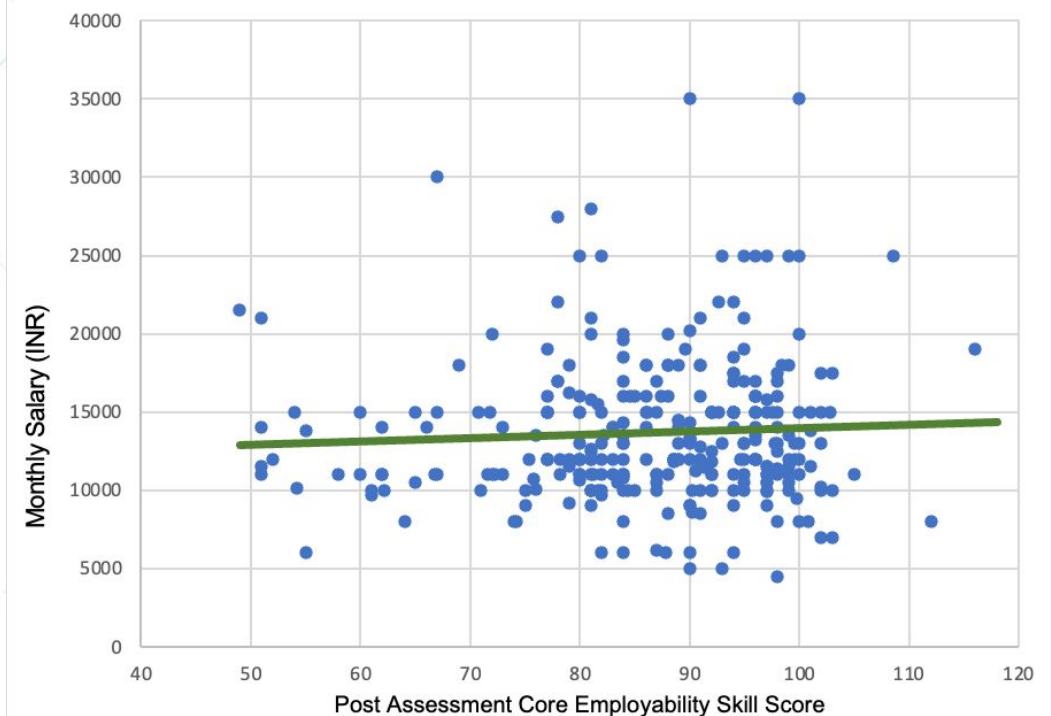
- While there is positive correlation between post assessment Core Employability Skill score and monthly salary for both GROW and GROW Digital, the slope of the trendline for GROW digital is 53.14, and that for GROW is 4.13, indicating, a steeper slope for GROW Digital.
- This implies that for every **10 points of increase** in the post assessment Core Employability Skill score, there is an **increase of 41 INR** in the monthly salary of a **GROW** aspirant, while the same is **513 INR** for a **GROW Digital** aspirant.

As the post assessment scores increase, aspirants with **prior work experience** are more likely to draw a higher salary than first time job seekers

Relationship between Monthly Salary and Post Assessment Core Employability Skill Score: Aspirants with prior work experience (n=177)



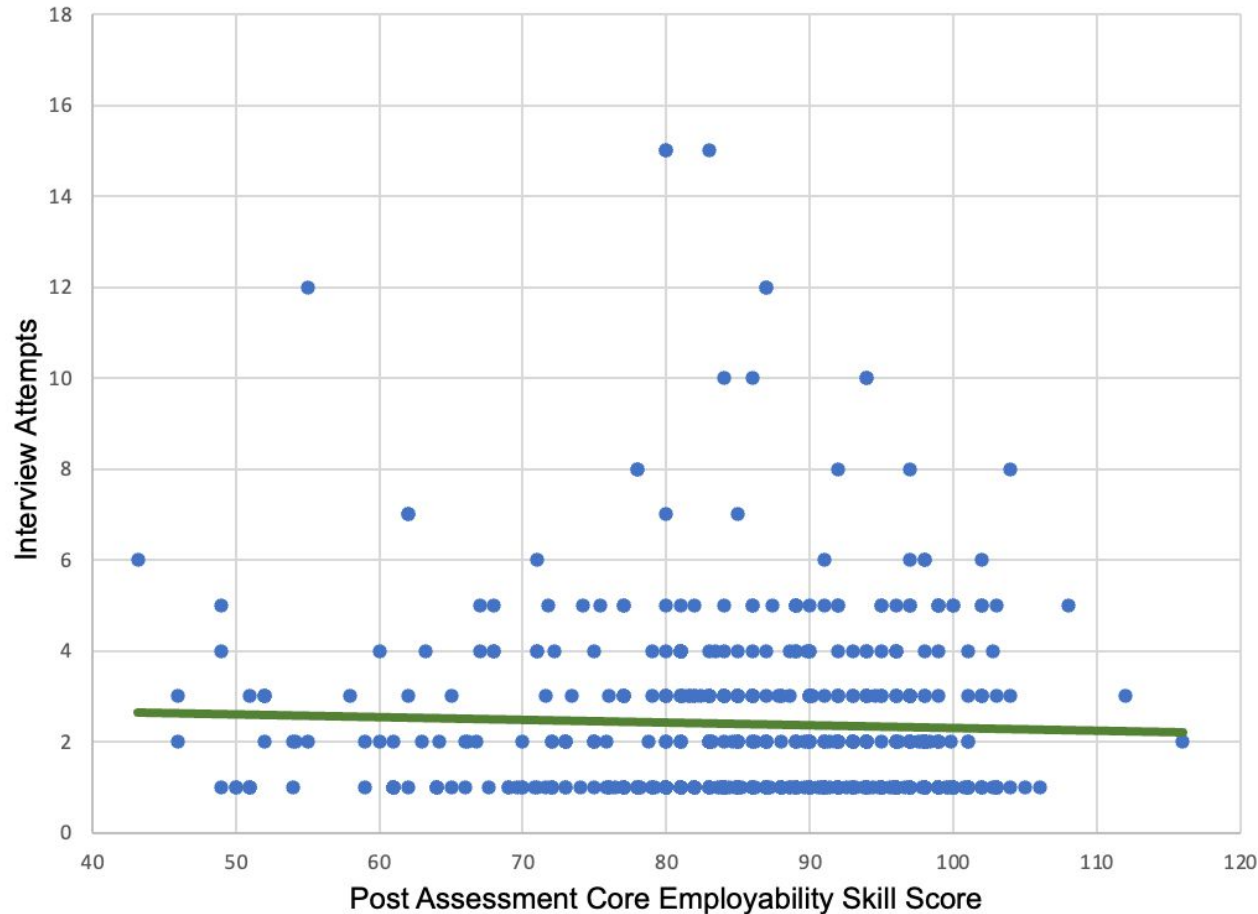
Relationship between Monthly Salary and Post Assessment Core Employability Skill Score: First time job seekers (n=303)



- While there is positive correlation between post assessment Core Employability Skill score and monthly salary for both aspirants who have prior experience, and first time job seekers, the slope of the trendline for aspirants with prior work experience is 43.47 and that for first time job seekers is 21.16, indicating, a steeper slope for those with prior work experience.
- This implies that for every **10 points of increase** in the post assessment Core Employability Skill score, there is an **increase of 437 INR** in the monthly salary of an aspirant **with prior work experience**, while the same is **211 INR** for a **first time job seeker**.

There is an **inverse** correlation between the post assessment Core Employability Skill Score and interview attempts by the aspirant

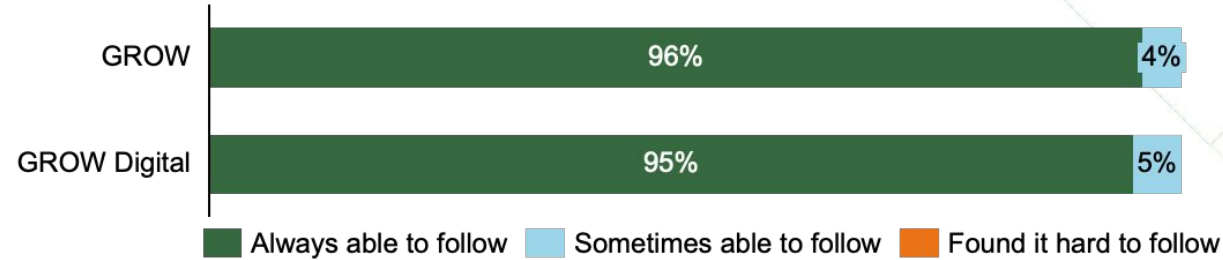
Relationship between Interview Attempts and Post Assessment Core Employability Skill Score (n=554)



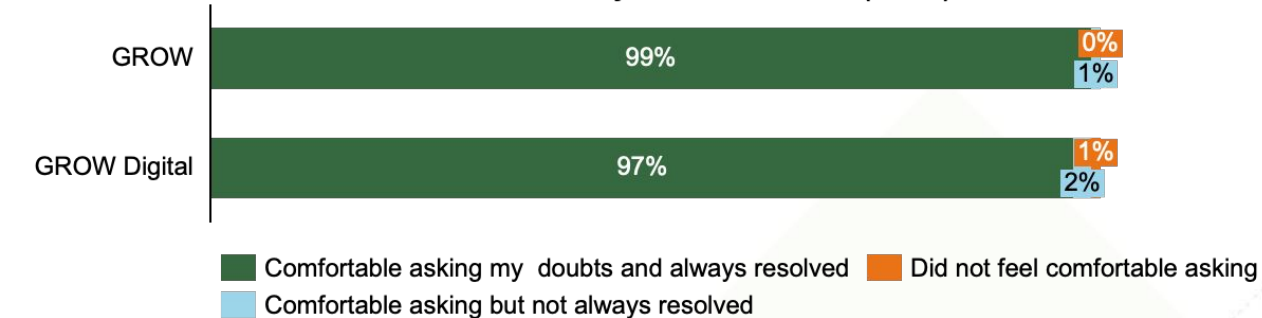
- The scatter graph plots the post assessment Core Employability Skill scores and interview attempts by the aspirant on the x and y axis, respectively.
- The slope of the trend-line passing through these is **-0.005**, indicating an inverse correlation between the two variables.
- As the Core Employability score increases, the interview attempts decrease.
- This implies that for every **200 points** of **increase** in the post assessment Core Employability Skill score, the interview attempts for aspirants **reduces by 1**.

A long and rigorous ToT and support of the L&D enables trainers to effectively deliver the training

Understanding of concepts taught by the trainers (n=694)



Trainer's ability to address doubts (n=694)



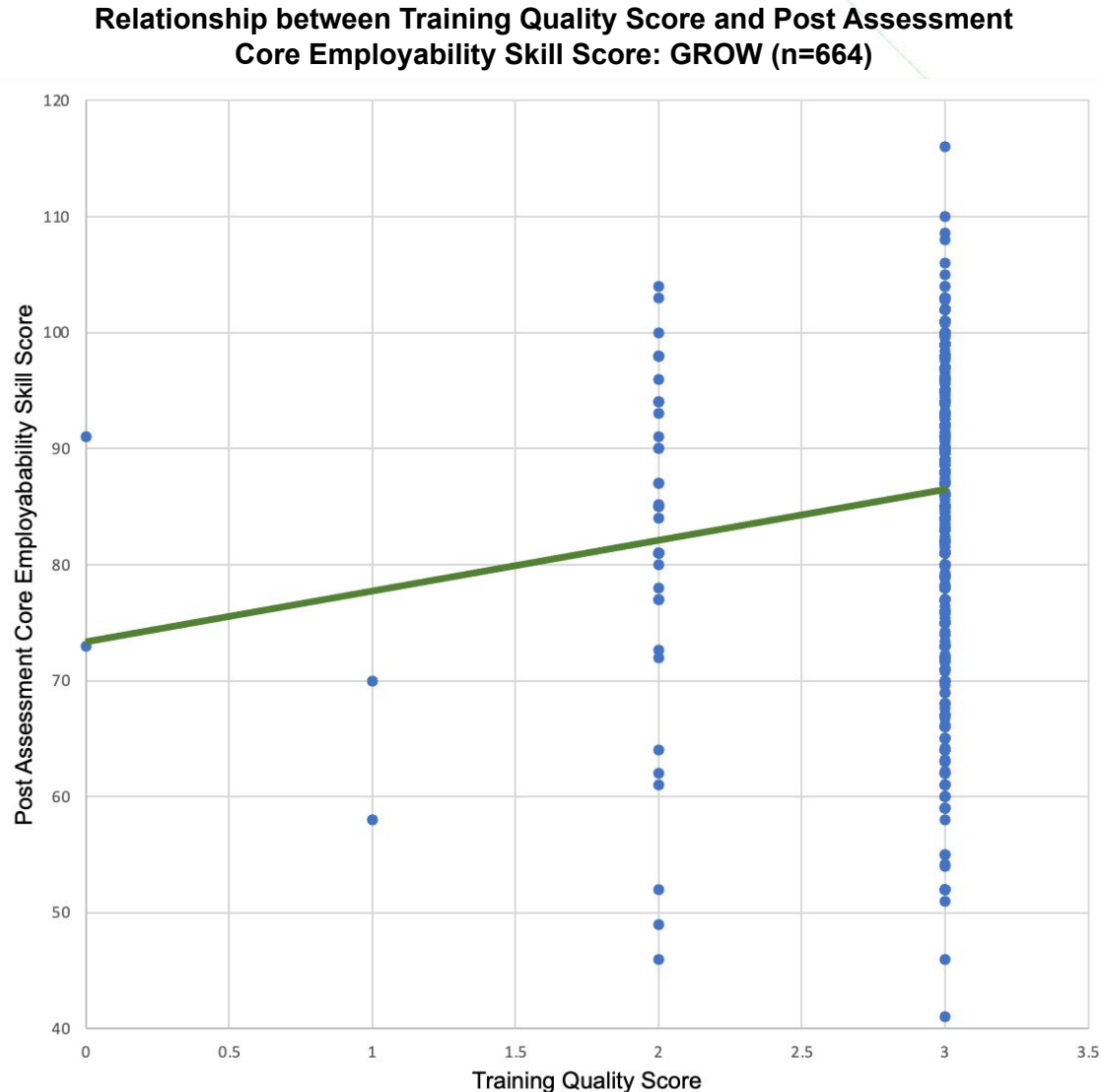
Ease of using software like Zoom, Google meet etc. (n=283)



- Over 95% of aspirants were always able to follow concepts taught by the trainers.
- Over 97% of aspirants were comfortable asking doubts to trainers and the doubts were always resolved.
- In qualitative interviews, trainers reported that the long and rigorous ToT and constant support from the L&D team helps them deliver the trainings effectively.
- Besides this, session planners and teaching materials on the portal are also very helpful for effective delivery as reported by trainers.

"The L&D Team is very supportive. We can call them at any time if we face any challenge and they are very quick and responsive. The training was great at understanding the curriculum but their support does not just stop there; it is very comprehensive."
-Trainer

There is a **positive** correlation between the Training Quality Score and Core Employability Skill Score



- The scatter graph plots the Training Quality score given by aspirants and post assessment Core Employability Skill scores on the x and y axis, respectively.
- As the Training Quality score increases, the Core Employability score also increases.
- Training Quality score* includes the following aspects:
 1. Aspirant's ability to follow concepts
 2. Aspirant's comfort to ask doubts
 3. Trainer's ability to resolve doubts

*Note: The training quality score is 3 point rating derived by assigning weightages to the responses on the 3 parameters mentioned above

Aspirants reported well-maintained infrastructure of centres

	Clean Toilets	Working Computers	Spacious Classrooms	Well-lit classrooms	Well Ventilated classrooms
Adhartal	95%	95%	39%	32%	34%
Ashoka Garden	100%	88%	35%	35%	35%
Nanda Nagar	100%	97%	77%	67%	67%
Mithapur	100%	100%	50%	50%	50%
Suraj Vihar	100%	100%	67%	67%	67%
Barasat	100%	67%	46%	46%	46%
Barrackpore	100%	95%	45%	48%	48%
Nalgonda	89%	79%	86%	82%	36%
LB Nagar	89%	92%	89%	54%	51%
Kukatpally	92%	68%	63%	64%	25%
Vijayanagaram	92%	81%	66%	60%	32%
Anakapalli	92%	77%	96%	44%	33%
Kakinada	100%	69%	86%	86%	71%
Tumkur	100%	80%	77%	77%	77%
Jalahalli	100%	88%	89%	89%	89%
Yelahanka	92%	92%	80%	73%	73%
Silvassa	100%	75%	100%	100%	100%
Vyara	100%	89%	100%	100%	100%
Vasai	100%	92%	86%	86%	86%



93%
found the
classrooms
spacious



81%
found the
classrooms
well-lit

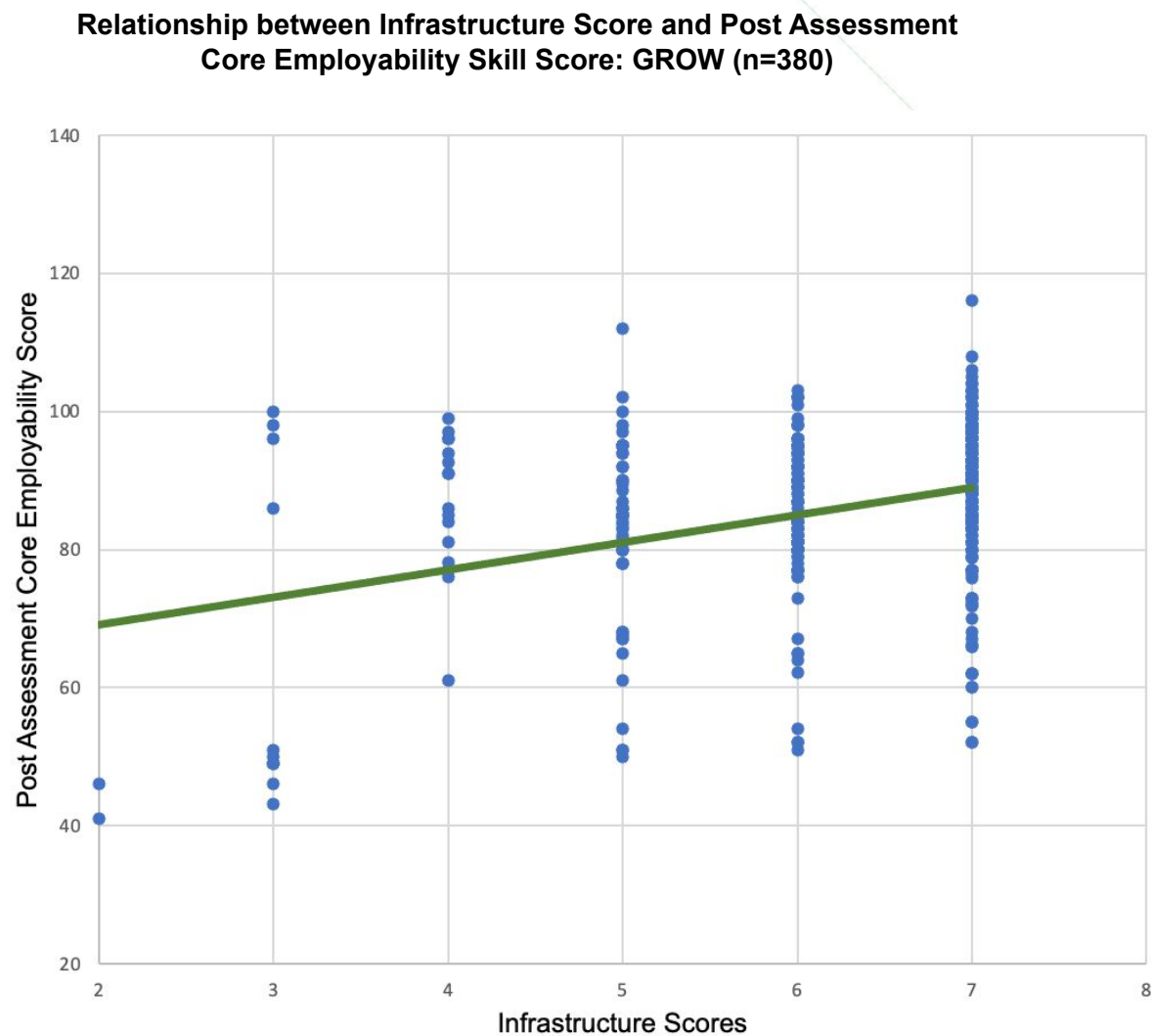


67%
found the
classrooms
well-ventilated

- The overall ratings with the conditions of toilets and working computers is high across centres
- The satisfaction levels are low with regards the classrooms being spacious, well-lit or well ventilated in the Bhopal, Hyderabad, and Kolkata territory.
- The MSDE and NSDC requirements for skilling centres are different based on schemes, geography, and trades offered. However, the DRF centres meet the basic short term skilling centre requirements* of classrooms, IT lab with working computers and internet, clean washrooms, and office area.

*Note: Some of the criteria of PMKVY short-term skilling centres were used for comparison of infrastructure.

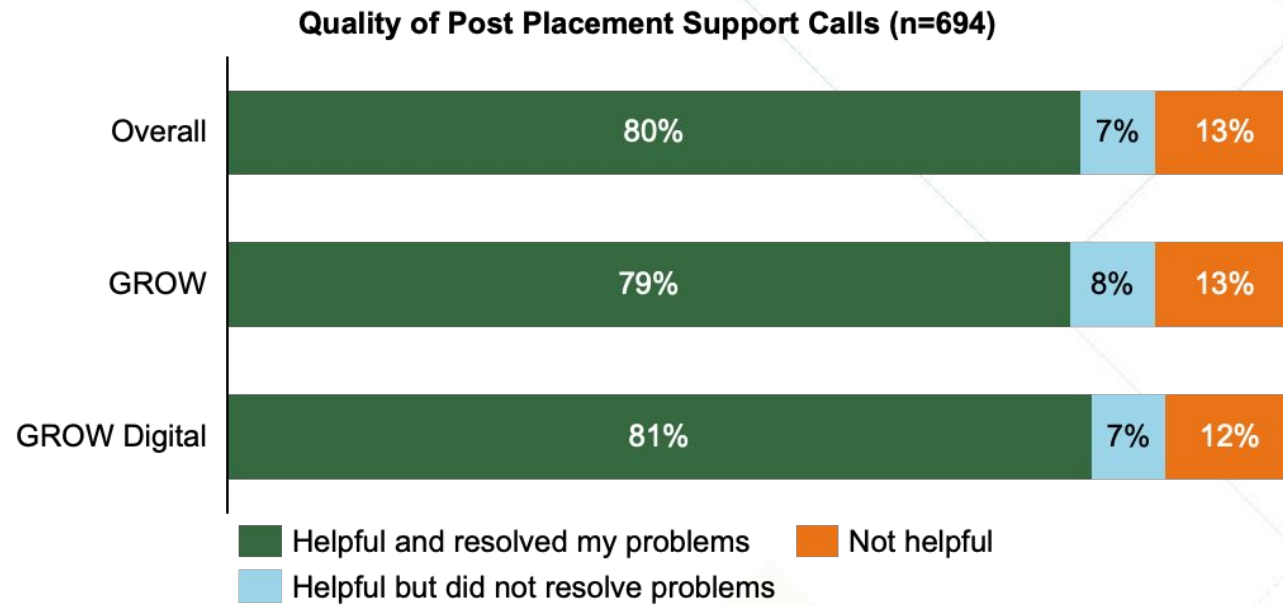
There is a **positive** correlation between the Infrastructure score and the Core Employability Skill scores of aspirants



- The scatter graph plots the Infrastructure score given by aspirants and post assessment Core Employability Skill scores on the x and y axis, respectively.
- As the infrastructure score increases, the Core Employability score also increases.
- Infrastructure score includes the following aspects for GROW aspirants:

Classroom	Well lit, Well ventilated, Spacious
Toilets	Always clean and usable, Sometimes clean and usable, Never clean and usable
Computers	Working and individually used, Working and shared, Not working and didn't use

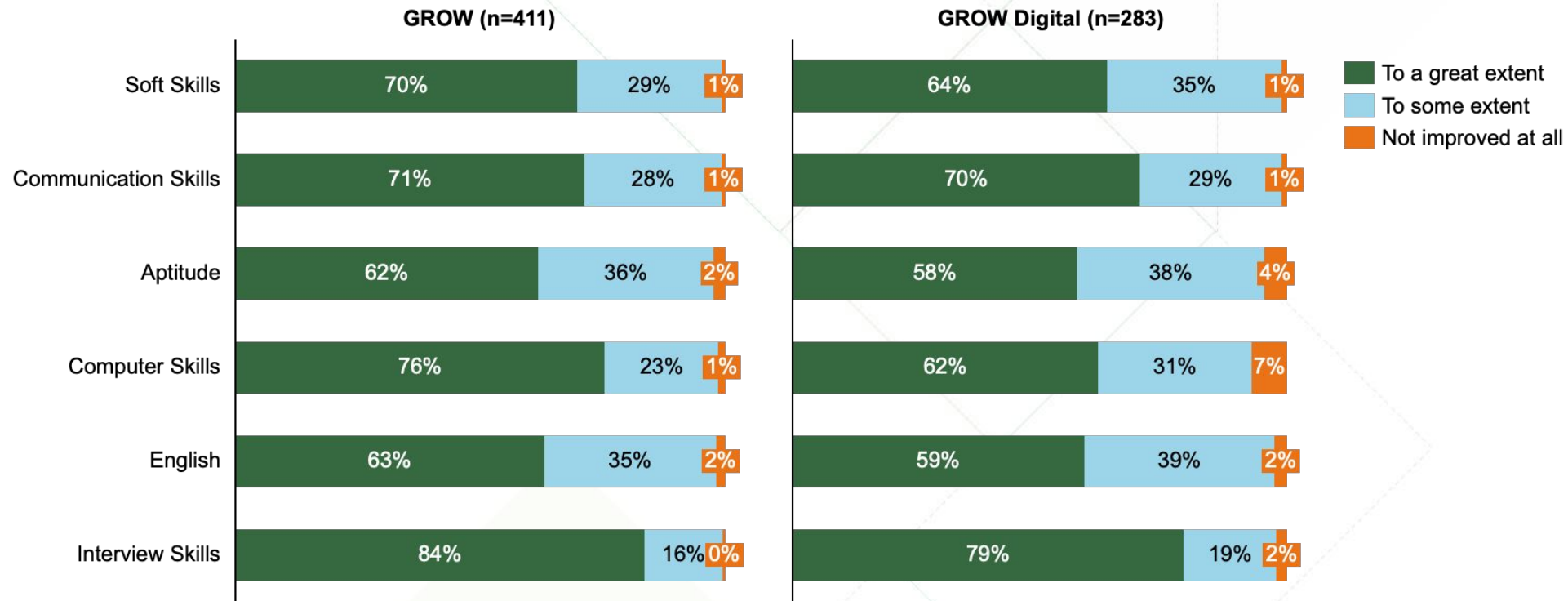
Aspirants reported high satisfaction with the post-placement support calls



“We routinely follow-up with the placed aspirants to help them with any problems that they might be facing. They usually have problems with work load or location but we try our best to motivate them stay in their jobs.”
-Trainer

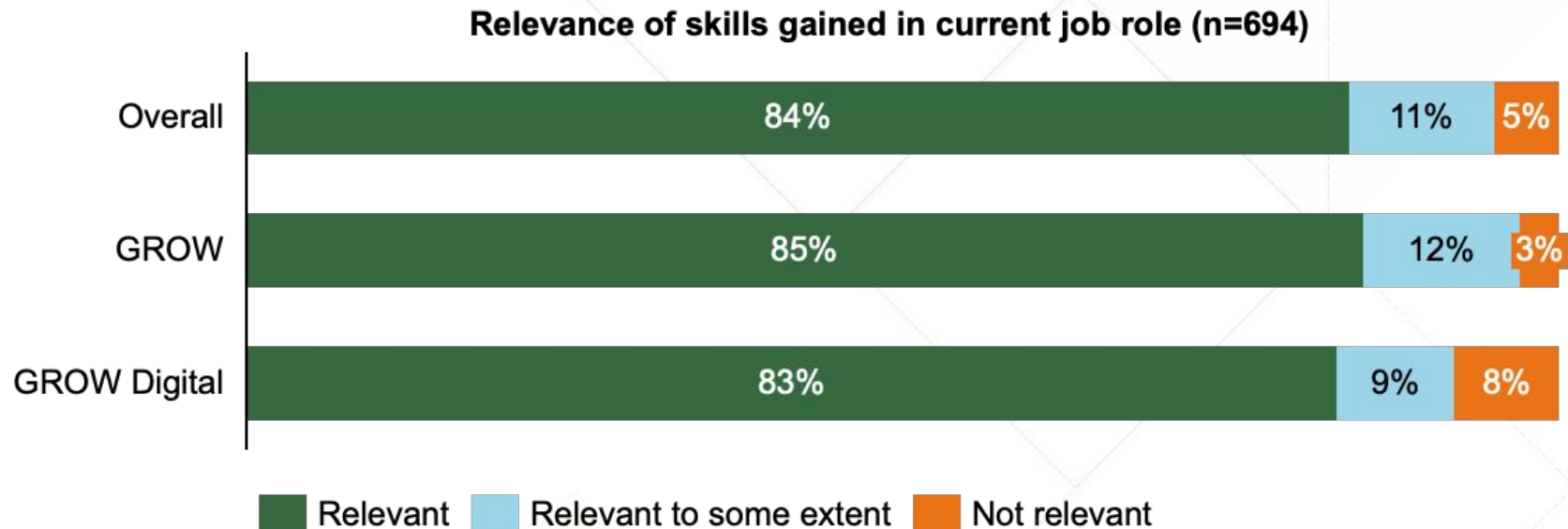
- Post placement calls are made at important milestones for **3 months** to ensure the challenges of the aspirants are resolved and they continue to work with the same employer.
- **80%** of the aspirants reported that the post placement calls were **helpful and resolved their problems**.
- Of the **235 aspirants** who reached out to DRF for help with further placements, **78%** reported that they were helped by DRF in finding their next job.
- While the post-placement calls are focussed on hiring and retention, DRF should consider increasing the scope of support by adding counselling to help aspirants chart a better career pathway for themselves. Since the scope of these calls are standardised, they may not be able to support students with very specific challenges.
- There is no statistically significant difference between satisfaction with post placement calls between GROW and GROW Digital, and between male and female respondents.

Aspirants reported that the highest improvement for them, was in interview skills for both GROW and GROW Digital



- The highest reported improvement in skills was in interview skills across both GROW(83%) and GROW Digital(79%). This was followed by computer skills for GROW(75%) and Communication skills for GROW Digital(70%).
- The lowest reported improvement was in Aptitude for both GROW(62%) and GROW Digital(58%) followed by English for GROW(63%) and GROW Digital(59%).
- There was no statistically significant difference between levels of reported improvement in skills between GROW and GROW Digital aspirants.

Over 84% of the aspirants for both GROW and GROW Digital report that the skills gained in the training are relevant for their jobs



The computer skills I learnt during the training help me the most in performing my job. I have even shown some of the excel skills to my co-workers who also find it very useful.

- Aspirant

“Candidates who come from the DRF training are usually very confident. They are good with interpersonal communication and have a basic understanding of what to expect at the job. Even in the training, they learn quickly”.

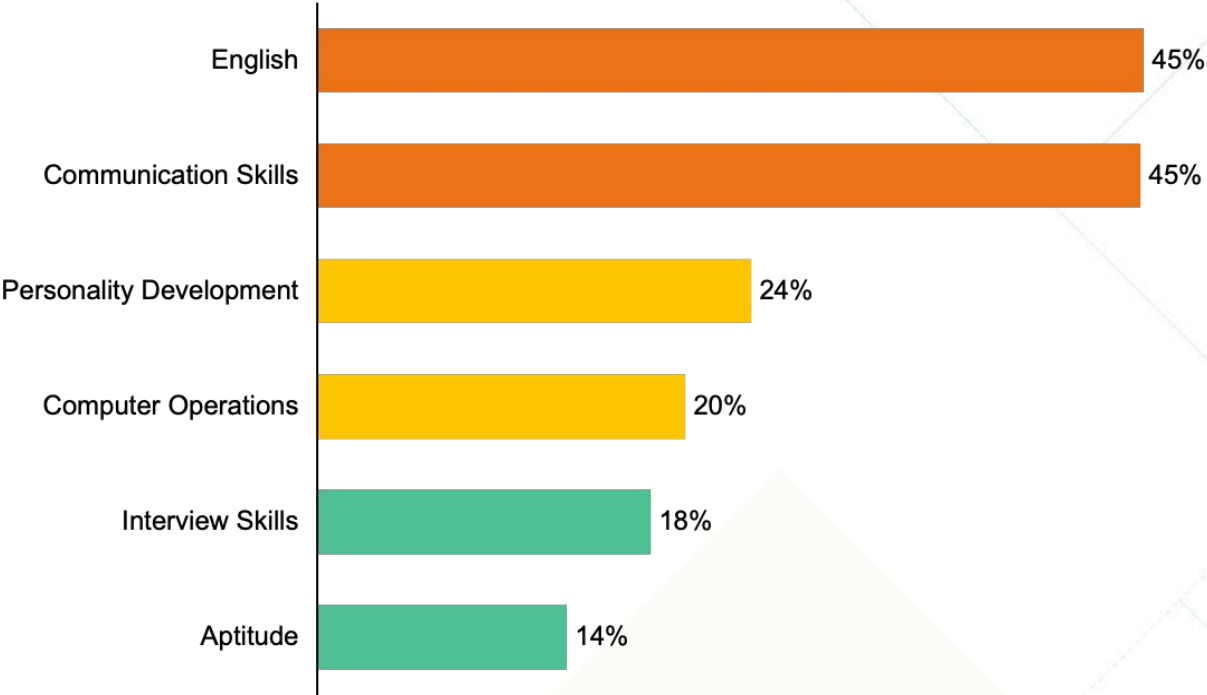
- Employer

“The subjects that we teach the students are most relevant and targeted to getting jobs. Our program is designed at polishing their skills and making them confident enough to be prepared for any employer expectation.

- Program Team Member

75% of the aspirants are looking for online upskilling to secure a better job

In which areas do you require upskilling? (n=527)

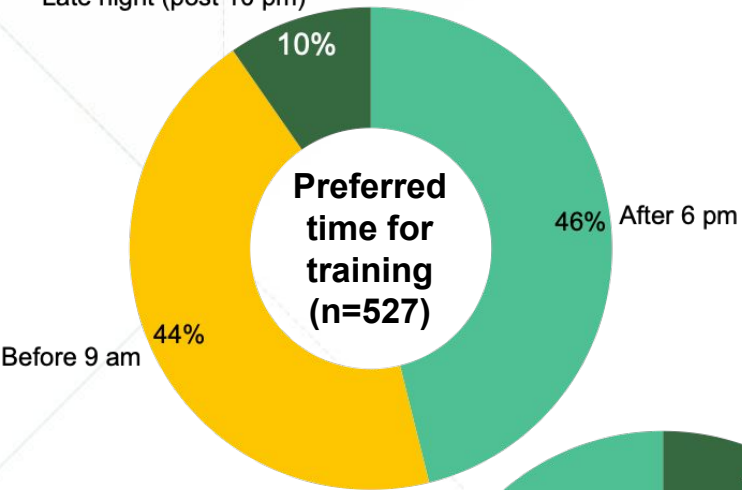


Other Upskilling areas reported by Aspirants:

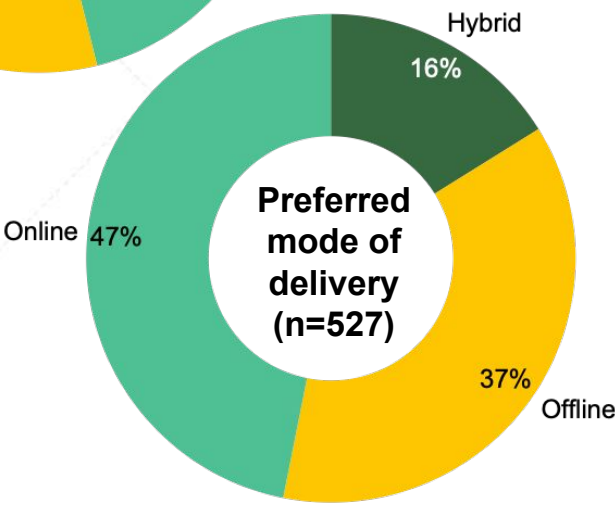


Accounts, Coding, C language, Python, Java, Data analysis, Grooming, GST, Marketing, Management, Leadership, Mathematical ability, Tally, Team leading, Basic knowledge of the Corporate Sector, Financial planning

Preferred time for training (n=527)



Preferred mode of delivery (n=527)



Most of the aspirants prefer **online training, post 6 pm.**

The key findings of the study validate the hypotheses

Hypotheses

Curriculum aligned with industry needs leads to relevant Core Skills and subsequent employment



83% placement rate and, 84% aspirants reporting that skills gained are relevant for their jobs

Quality infrastructure facilitates a conducive learning environment for Core Employability Skills



Positive correlation between infrastructure score and improvement in core employability skills

Rigorous ToT leads to high training quality and smooth delivery for improved Core Employability Skills



Positive correlation between training quality score and improvement in core employability skills

Aligning with aspirations of trainees sets expectations on placement and longer retention in jobs



83% average placement rate, and 89% of placed aspirants found working/retained

Pertinent Employability Skills lead to higher paying jobs



Positive correlation between employability skills and salary

Industry aligned core employability skills lead to lesser interview attempts for aspirants



Inverse correlation between core employability skills and interview attempts

Post placement support helps aspirants resolve challenges and continue in their jobs for longer



All those aspirants who worked in the same job or new job for more than 6 months received a salary hike of 26% and 29% respectively



Case Stories

Poorna Shankar

22 years | Female | Qualification: BSc. (Chemistry)

Currently working at: **Accenture**

Designation: **Software coding (Work from home)**

₹ **21,000**
Current
Monthly
Salary

Poorna hails from Mantripalem village in Visakhapatnam. Her father works as a daily wage worker, earning about 15,000 INR per month. After completing her graduation, Poorna started applying for jobs but couldn't crack any interviews for three months.

In the meanwhile, her cousin referred her to the DRF GROW program. She went to the training centre and was given a detailed understanding of the need for soft skills to crack interviews, and what she would be taught. "I didn't know much about soft skills or communication, and so when I was facing interviews, I could not get any jobs," she explained.

After the training, Poorna got an internship with Accenture in her first interview, which paid her 16,000 INR per month. After three months she was made an employee and has been working there for a year now. With savings from her job, she has bought an inverter for her house.

"There are frequent power cuts in my area which causes problems for my work from home, so I bought an inverter," she said. She also contributes about 10,000 INR every month to household expenses and saves 5,000 INR every month in a chitti.

Her key takeaways from the training were English communication, interview skills, soft skills and computer skills. Because of her job, she has gotten a lot of respect from her relatives and neighbours too. "My parents also proud. They told the neighbours in my village that 'our daughter has got job and she works on a laptop'. It was very proud moment for me too!" she expressed.

"I studied basic chemistry, but later on this was my interest, in coding. I'm really satisfied with my job that I got because of the training. My supervisors at work are very friendly. Accenture is a good company with friendly people and good benefits. I am very happy with my job and my family is very happy too."

Note: Name changed to maintain confidentiality

Ayesha Yusuf

19 years | Female | Pursuing BCom (Second year)

Currently working at: **W for Women Store at T2, Mumbai International Airport**

Designation: **Retail Store Sales Executive**

₹ 15,000
Current
Monthly
Salary

Ayesha hails from Nala Sopara in Maharashtra and is in her second year studying to be a Bachelor of Commerce (BCom). Being a very introverted and shy person, she was intrigued when a friend of her mother's told her about the DRF GROW program. Her financial difficulties and the quest for a job also pushed her in that direction. Interested in the opportunity to improve her soft skills and communicate better, she went to the training centre with her mother where all their queries were answered.

The training had a transformative effect on her personality. "Earlier, I used to never talk to anyone but now I feel confident talking to anyone or going anywhere. I enjoy meeting new people now," she said. Soon after completing the program, she went on to crack her first interview at W, a retail clothing company and found a job as a sales executive at their store located at Terminal 2, Mumbai International Airport. Ayesha's mother now runs the household and her entire salary of ₹ 15,000 is invested into savings for her future education.

The training program has instilled new-found confidence in her which allows her to explore new roles. Her computer skills also come in handy whenever a manager is not present at the store. She believes that the mock interviews were instrumental in helping her get the job so she now practices by applying to new roles and taking interviews often. She aspires to be a Passenger Service Executive with the Ground Staff of an airline. She has already bagged an offer but is waiting on an offer from the airline of her choice.

The training at the DRF GROW centre has become a memorable experience for Ayesha with her visiting the centre often with her batchmates.

"Thanks to the DRF GROW training centre and my trainers there, I feel much more confident now. I am very happy with my job at W as my supervisors and colleagues are very understanding and ensure a comfortable environment for me. I am really happy as this job has allowed me to save for my future education and I am looking forward to my increment which I will receive soon."

Note: Name changed to maintain confidentiality

Priya Das

27 years | Female | Qualification: Masters in Public Administration

Currently working at: **Ozeol**

Designation: **International Prospector**

₹ **16,500**
Current
Monthly
Salary

Priya Das, a 27-year-old from 24 North Parganas district of West Bengal, works as an International Prospector with Ozeol, a B2B solutions provider for overstocked warehouses. Before working at Ozeol, Priya ran a Youtube channel and edited videos.

Priya first came to know about DRF GROW through an ad on Apna, a job-seeking platform. She then learnt more about the benefits of the program such as acquiring soft skills and preparing for an interview and decided to enrol on the program after a parent-trainer meeting educating them about the takeaways of the program.

Having never interviewed for a job before, she acquired several new skills such as communicating in English, dressing appropriately and introducing herself in an interview. Before the program, Priya had only worked as a freelancer, earning about two thousand rupees a month. Upon completing and starting at Ozeol, Priya started earning ₹ 16,500 a month. It has now been eleven months and she is expecting a positive appraisal upon completing one year. She says that she is very happy with DRF as they supported her in the whole process and made her more confident, despite her less-than-fluent English. "I now get more importance and respect from society and my family," she expressed.

Priya added, "I want to upgrade myself now." The training program and her work experience have inspired her to acquire new skill sets such as Data Science and Digital Marketing.

"I am very happy with DRF. They supported me throughout the job-seeking process and I am very happy with the job I have now as the environment is very good and motivates me to acquire new skill-sets. The GROW program has made me more confident and I can now converse with everyone in English even though I am not fluent. I now have the confidence that I can also work in a multinational company."

Note: Name changed to maintain confidentiality

Shreya Gupta

24 years | Female | Qualification: BCom in Computer Applications

Currently working at: **Jio**

Designation: **Customer Service Associate (Work from home)**

₹ **12,000**
Current
Monthly
Salary

Shreya Gupta is a 24-year-old with a BCom in Computer Applications who is currently pursuing a B.Ed. and is in the third semester of her education. Shreya has faced several financial challenges, having taken a gap year as her father, the sole breadwinner of the family, was not well. Her brother too was married and could not support the family as he had his own family to support. Shreya's medical problems made things worse and impacted her confidence negatively. She was looking for a job and found out about DRF through a friend.

The entire DRF training took place for her online with visits to the centre being rare. Shreya says the trainers would clear all her doubts and would personally ensure that she understood everything. The training helped her regain her confidence levels. Soon after completing the program, she took her first interview with Jio and cracked it.

She has now been working with Jio as a Customer Service Associate since May 2021 and makes ₹ 1,44,000 annually. Her role involves talking to prospective and existing customers and resolving complaints for them.

Shreya says that her trainers are still in touch with her and keep sending her information about new programs. Her positive experience has led her to refer several others to the GROW centre as well. She said, "I want to learn fluent English and improve my computer skills as both of these are important skills today." However, the rotational nature of her shifts makes it difficult for her to enrol in these programs. She aspires to be a teacher someday.

"The trainers at DRF assured me that they would help me get opportunities (interviews) and then it would be up to me to crack them. I had no knowledge about this job and was not sure if I would get it but this was the first interview I took and I cracked it. Thanks to this, I have been able to resume my education, support my family and also save some money. This has really helped me regain my confidence."

Note: Name changed to maintain confidentiality

Nisrin Zainab

20 years | Female | Qualification: BSc. (Microbiology)

Currently working at: **Jio**

Designation: **Customer Service Associate (Work from home)**

₹ **11,000**
Current
Monthly
Salary

Nisrin is a 20 year old from Jabalpur, Madhya Pradesh. She has completed her graduation in Microbiology and came to know about DRF GROW through her college friend who referred her. She joined a 30-day online training program at the end of which she interviewed to be a Customer Service Associate at Jio. Getting trained in the online format was difficult for her but she managed it by getting all her queries resolved the moment they arose.

Nisrin says that the training program taught her everything from language and body skills to communication skills and aptitude. It also helped her rebuild her confidence. She now finds it easy to converse with anyone. Towards the end of the program, her trainer also taught her how to make a resume. The trainer then informed her of the interview which Nisrin managed to crack in the first round itself.

Nisrin works from home using her cell phone. Her work involves helping new customers get tele-verified and activate their SIM cards. She has finished one year at Jio, making ₹ 11,000 a month and no appraisal is expected soon.

Nisrin now manages to support her family and household contributing nearly half her salary to it. She also manages to save some money in her savings account and is now saving up to buy a laptop which can help her with her work. She wants to learn new skills such as better English and Excel, and then work her way towards acquiring a master's degree which can allow her to become a team leader.

“Initially, my father was the only one working in the family. Then my mother too started working to support the family. After I got a job, she has time to rest and focus on the household. I also support my brother's education now and am saving up to buy a laptop. Now that I have a job, my father is also happy. I now want to acquire a masters degree so I can work towards becoming a team leader.”

Note: Name changed to maintain confidentiality



Benchmarking

Benchmarking Methodology

- Compatible short-term skilling programs were shortlisted to conduct the benchmarking exercise. The following features are listed down.
 - Program design and needs analysis (any frameworks/models used)
 - Target beneficiary
 - Curriculum and Duration
 - Fee structure, if any
 - Process for mobilisation
 - Counselling if any
 - Trainer identification process and ToT
 - Placement rate and post placement support if any
 - Average salary post placement
- IDIs were conducted with members of respective program implementation teams to understand aforementioned features of their programs in-depth.

Benchmarking against other skilling programs

Parameter	GROW*	Organisation in Maharashtra	Organisation in Karnataka	Organisation in Madhya Pradesh	Organisation in West Bengal
Pre-Counselling and aligning	1:1 counselling done by Area Heads	1:1 counselling done by trainers - sector specific cohorts to ensure alignment	Orientation Session before program starts	Student and Parent counselling and Psychometric test.	1:1 counselling done by dedicated counsellor
ToT	33 day long Annual offline training	7 days online + 5 days offline	4 days online + 17 days offline training	5 days offline	7 day hybrid
Skill Shift Assessment	Pre and Post Assessment Scores	No mechanism for progress tracking- rather track quality assurance	No mechanism for progress tracking	Mid-term assessments and final assessment.	Regular assessments and final assessments.
Digital Matchmaking	Matching on core competency with job orders	Cohorts are sector specific which are demand driven.	No specific mechanism for matching.	Sectoral demand forecasting is done using an inhouse job portal.	No specific mechanism for matching.
Avg Placement Rate	83%	80%	80%	55-65%	70%
Avg Salary post training (INR)	13,000-15,000	8000-13,000	14,000-18,000	8,000-12,000	Minimum wage as mandated by respective state government
Post Placement Support	Calls upto 90 days	Whatsapp group.	Calls upto 90 days	Documentation tracking till 6 months.	Relocation support
Mode of Delivery	Online + Offline	Hybrid	Offline	Offline	Hybrid

Standard Practice

Stand-out practice/feature

Below Standard

Practice not in place

Note: All data is self reported by the organisations if source is not attributed, names of organisations anonymised for maintaining confidentiality, *Data for the GROW Model is taken from the current study

Key Takeaways from the Benchmarking: Learnings for the ecosystem

Challenges in the Skilling Ecosystem



Quality of training issues



Tracking the Skill Shift in aspirants



Expectation mismatch between employers and employees



Covid-19 Pandemic



How DRF approaches to solve them



Comprehensive, rigorous, and annual ToT.
While most other models have a one-time ToT, DRF has a recurring annual ToT.



Pre and Post Assessments
Pre and post Assessments to track growth in aspirants on each skill.



Digital Matchmaking
Competency and aspiration based job matching with pre-alignment of expectations.



GROW Digital
DRF adapted to online delivery of training



Recommendations

Observations and Recommendations for the Program

Key Observations



Least improvement in Skill Shift scores was in English. In qualitative interviews, upskilling for spoken English emerged as a requirement from aspirants.



1. Employers reported in qualitative interviews that some of the DRF aspirants found it challenging to work in pressure situations.
2. Some employers also reported that while the DRF aspirants were skilled at their jobs, other work ethics such as accountability and punctuality were inadequate.
3. Aspirants did not have enough exposure to any work environment before placement.



While the average salary drawn for GROW Digital aspirants is higher than GROW aspirants, the improvement in Skill Shift scores of GROW Digital aspirants is much lower.



The current nature of post-placement support focuses on retention or finding another vacancy for the aspirant if issues are not resolved, without much focus on overall career development of the aspirant

Recommendations

While there is no defined level of required English proficiency for each sector and it may not act as a direct barrier, it does play an important role in the long-term career growth of the aspirant. Online, shorter upskilling courses can be developed for aspirants with a curriculum based on a higher CERF* level (B1 and above) to aid their career development.¹

Develop a module on career readiness which includes:

1. Dealing with work pressure through situation analysis and role playing, tie-ups with employers and third party mental health support organisations for offering therapy to the aspirants.
2. Developing professionalism and good working habits (such as accountability and punctuality). The NACE* Career Readiness Competencies (2022) can be used to model the curriculum.²
3. Organising group exposure visits and week long apprenticeships for aspirants, especially first time job seekers for them to understand the demands of a work environment.

The GROW Digital model can be made hybrid for the practical aspects to see a higher improvement in the Skill Shift scores. Aspirants can get a flavour of in-class learning, improving engagement, along with the convenience of virtual learning.

Include assessments to map and develop the career pathways of the aspirants in the post placement support. These can be developed and administered internally to map each aspirants potential for growth and career ladders they can climb. Mapping their KSA's (Knowledge, Skills, and Abilities from time to time be helpful to map these.³

*CERF: Common European Framework of Reference for Languages, NACE: National Association of Colleges and Employers

Sources: 1. English Skills for Employability: Setting Common Standards, 2015, British Council, 2. NACE Career Readiness Competencies Report, 2022, NACE, 3. Developing Employee Career Paths and Ladders, 2022, SHRM

Recommendations at the Ecosystem Level

Build platforms for Ecosystem Collaboration



Convene regular discussions, interactions with key stakeholders such as employers, aspirants (placed and potential), to align on expectations and needs of the ecosystem.

Build collaboratives with the key stakeholders in the ecosystem, including other organisations that offer skill development, to leverage support for common solutions for larger ecosystem problems.

Knowledge building and sharing



Partner with key players to influence the skill training ecosystem with Knowledge sharing through Roundtables, articles, and whitepapers.

Advocacy



Advocate for higher entry-level salaries, improved working conditions, and benefits like therapy to help aspirants deal with pressures of the modern work environment.

Advocacy effort (with the NSDC) for increased focus on employability skills, through a specific QP. Supporting NSDC with capacity building, knowledge sharing of templates for advancing employability skills.

Advocacy for building common standard for required English skills in various job sectors in India.

Roadmap for the ensuing digital era

Digital skills are currently the minimum entry point for middle-skill jobs in most sectors

Similar shifts are expected to occur in the future as **AI** permeates the labour market

Integration of some AI-related skills to become necessary in almost all occupations

Global Ecosystem shifts

Union Budget 2023 places high focus on **Skill India Digital, PMKVY 4.0, National Apprenticeship Promotion Scheme** and **AI based tech upgradation**

Skill India Digital's goals centred on **technology-oriented practical training and infrastructure** that enables digital literacy, adoption, and agile innovation, with **3 AI centres** being proposed

National Priorities



Training programs like GROW will need to adopt a new approach to the changing landscape of **middle-skill jobs** and to equip the workforce with digital and **transversal skills**.

Transversal skills include **critical thinking, communication, and financial and media literacy**, applicable across work settings.

Continuous learning to be fostered to cater to quick tech advancements and the need for workers to remain marketable.

Strategies for the future

Sources: Understanding the impact of artificial intelligence on skills development, 2021, UNESCO
India Skills Report, 2023, Wheebox
Budget 2023, The Print (1st Feb 2023), Business Standard (13th Feb 2023)



Ethical Considerations and Limitations of the Study

Ethical Protocols

The assessment followed the below mentioned ethical protocols in all aspects and at all stages of the engagement.

- **Informed consent:** All respondents and participants were given appropriate and accessible information about the purpose, methods and intended uses of the research, what their participation in the research entails, and what risks and benefits, if any, are involved. The assessment was undertaken only after consent, free from coercion or undue pressure, from the respondents.
- **Voluntary participation:** The interview sessions were conducted in an environment that ensures the privacy of the respondents as per their convenience and comfort. They were made aware of their right to refuse participation whenever and for whatever reason they wish, without fear of penalization or victimisation. Consent was taken regarding the recording and usage of all information acquired - written, verbal, photographic.
- **Anonymity and confidentiality:** The identity of research participants will always be protected through anonymity or confidentiality, unless research participants explicitly agree to, or request the publication of their personal information.

Limitations and challenges

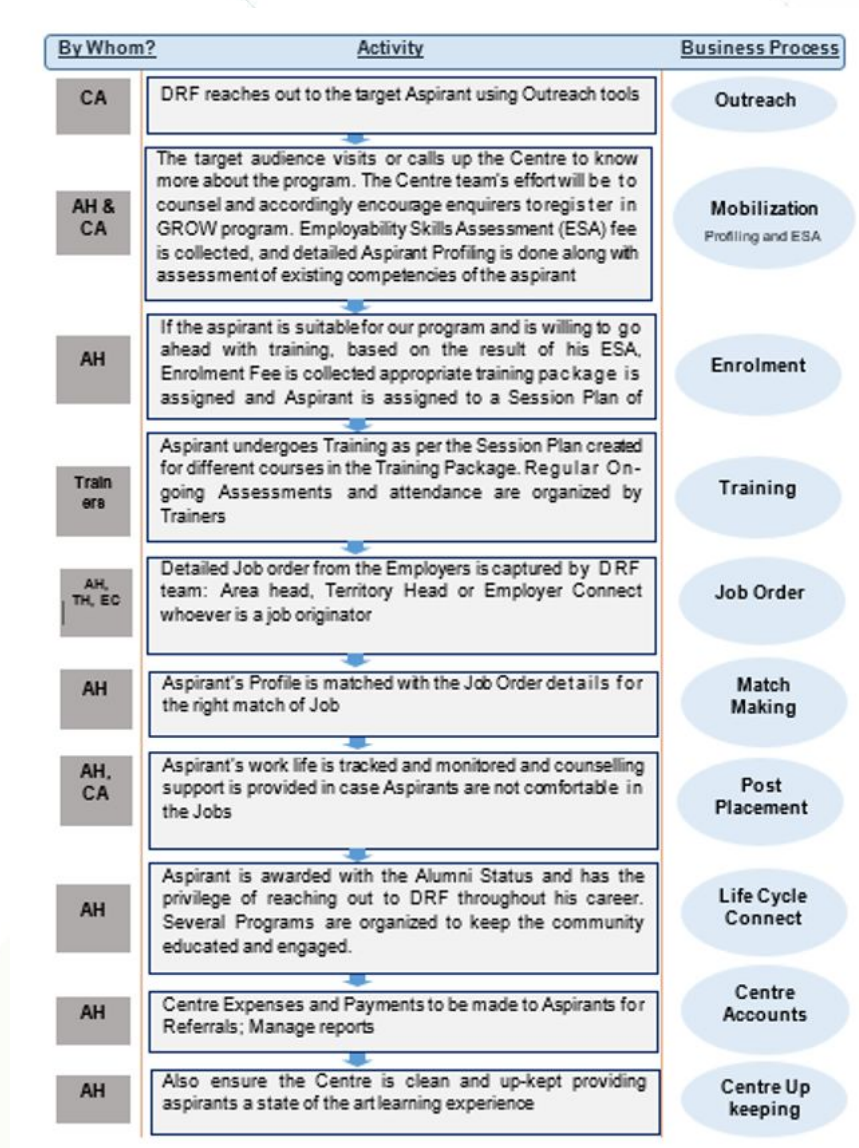
The study had some limitations which are detailed out below.

- **Recall bias** crept in as the lookback period for the partner organisations was as long as from 2015. This was a result of differences in the accuracy or completeness of the recollections retrieved by study participants regarding events or experiences from the past.
- **Response bias** might have crept in during the data collection when respondents self-report their answers on a survey. The inaccuracy, or bias, may be deliberate or unconscious on the part of the respondent. It is the result of a respondent being unduly influenced to respond a certain way, or a respondent's unwillingness to answer the questions honestly.
- **Social desirability and conformity bias** in regard to openly expressing non-conformity when asked to self-report their behaviour and opinions. In such cases, respondents tend to provide a socially acceptable response, sometimes subconsciously, over their true feelings.
- **Mobilisation of aspirants** to participate in the study was a challenge. Some of the aspirants could not make time to participate in the survey due to clashing schedules with their jobs. Some other reasons included outdated contact details, health issues, and unwillingness to participate.



Annexures

Annexure I: RnR chart



Annexure II: Matchmaking Scorecard

GME Scorecard



Particulars

Aspirant Name :	Kanche Shivakrishna	Aspirant ID :	188355
Employer Name :	Conneqt Business Solutions Limited-Pune	Job Title :	Customer Service Associate
Salary Offered :	108000.00	Overall GME score :	85.00 %

Parameter wise GME Score

Personal Profile GME Score:	100.00 %	Aspirations-Job Activity GME score:	50.00 %
Qualifications GME score:	100.00 %	Aspirations-Contract requirements GME score:	66.67 %
Competency GME score :	100.00 %		

Annexure III: Glimpses from the field - Jalahalli Centre



Annexure III: Data collection approach

1

Quality data was collected by internal staff

- All qualitative data was collected by internal Sattva members
- Quantitative data was collected telephonically

2

Virtual Data collection

- Virtual phone calls made to the respondents and forms filled by data collectors
- Discussed the research questions and tools with the DRF team and made necessary edits

3

Data checks

- Daily internal debrief and check on data was done internally
- Ensured authenticity of data

4

Data Shared with DRF

- Raw data (quantitative) without PII's post collection
- Synthesized qualitative data in a framework format

5

Data Collection update to the DRF Team

- Updated data collection progress regularly

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