



## EMPLOYMENT ORIENTED VOCATIONAL TRAINING FOR YOUTH

**Locations:** Jammu and Kashmir, Himachal Pradesh, West Bengal, Sikkim, and Manipur

## PROJECT SUMMARY

<b>CSR PROJECT NAME</b>	<b>Employment Oriented Vocational Training for youth</b>
<b>EXECUTED BY</b>	<b>National Skill Development Corporation</b>
<b>SUPPORTED BY</b>	<b>NHPC Limited</b>
<b>TOTAL EXPENDITURE</b>	<b>₹ 3.26 crores</b>
<b>COMPLETION</b>	<b>2021 - 2022</b>
<b>LOCATION</b>	<b>Baramulla and Kishtwar (Jammu &amp; Kashmir); Chamba and Mandi (Himachal Pradesh); Darjeeling, Murshidabad and Siliguri (West Bengal), East and South Sikkim, and Bishnupur (Manipur)</b>
<b>NO. OF BENEFICIARIES</b>	<b>2500</b>



## ACKNOWLEDGMENTS

IIT Jammu extends its heartfelt gratitude to NHPC Limited for entrusting it with the Impact Assessment Study of NHPC Limited's Corporate Social Responsibility Project for Employment Oriented Vocational Training for 2500 youth. We also wholeheartedly thank all the individuals and the organizations, whose tireless efforts and support have been fundamental to the successful completion of the project.

We offer our profound appreciation to the Skills department in the UT of Jammu and Kashmir, West Bengal, Manipur, and Himachal Pradesh for facilitating this study. Their leadership and expertise were crucial in ensuring the collection of critical data and insights that shaped the findings of this report.

Our thanks also extend to the local service partners and civil society organisations in these areas, whose collaboration and support were instrumental in facilitating the smooth progress of our assessment. Their local knowledge and logistical assistance were invaluable in understanding the developmental outcomes of the project.

Moreover, we recognize the diligent work of the assessment team members, whose commitment and professionalism in conducting thorough research and comprehensive analysis have resulted in a detailed report.



## PREFACE

This is an Impact Assessment Report of Corporate Social Responsibility Activity related to Employment Oriented Vocational Training for 2500 youth. The activity was supported by NHPC Limited and implemented in collaboration with National Skill Development Corporation. The Project aims at imparting Skill Training to youth in the areas where NHPC is functioning.

This report briefly covers NHPC, its CSR policy, and its objectives. Further, the extent to which the aims and objectives of this CSR project have been met, is detailed by giving information about the beneficiaries living in different areas of Jammu & Kashmir, Himachal Pradesh, West Bengal, Manipur and Sikkim.

The assessment is carried out in all the regions where CSR activity was implemented. The beneficiaries of the CSR Activity were traced and key impact metrics like satisfaction, improvement in living standards etc. were measured. The impact assessment results are derived from quantitative and qualitative data collected and analyzed by experts along with case studies of beneficiaries.

The conclusions are specific to this intervention and encompass learning, which may be embraced in the future endeavors of this nature.

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# Table of Contents

<b>LIST OF FIGURES</b>	i
<b>LIST OF ABBREVIATIONS</b>	ii
<b>EXECUTIVE SUMMARY</b>	iii
<b>1. INTRODUCTION</b>	1
1.1 ABOUT IIT JAMMU	1
1.2 ABOUT NHPC LIMITED	2
1.3 ABOUT NSDC	4
1.4 ABOUT CORPORATE SOCIAL RESPONSIBILITY	4
1.5 ABOUT NHPC CSR POLICY	5
1.6 ABOUT IMPACT ASSESSMENT	7
1.7 PROJECT BACKGROUND	9
<b>2. APPROACH &amp; METHODOLOGY</b>	10
2.1 MEASURE OF SUSTAINABILITY	11
<b>3. CSR ACTIVITY DETAILS</b>	12
<b>4. IMPACT ASSESSMENT</b>	13
<b>5. STAKEHOLDER FEEDBACK</b>	20
<b>6. OECD DAC FRAMEWORK MEASURE</b>	24
<b>7. ALIGNMENT WITH SDGs</b>	25
<b>8. RECOMMENDATIONS</b>	26

# List of Figures

Fig. 1	OECD DAC Framework	11
Fig. 2	Region Wise Survey Breakup	13
Fig. 3	Gender Wise Survey Breakup	13
Fig. 4	Course Wise Survey Breakup	13
Fig. 5	Certificate Received	14
Fig. 6	Region Wise Certificates Received	14
Fig. 7	Employment Status before skill training	14
Fig. 8	Employment Status after Skill Training	14
Fig. 9	Challenges during Skill Training	15
Fig. 10	Changes in Income	15
Fig. 11	Average Effectiveness Ratings	15
Fig. 12	Infrastructure, Trainer and Training Material Quality	16
Fig. 13	Placement Quality	17
Fig. 14	Challenges during Skill Training	17
Fig. 15	Vulnerability Check due to Education, Income, Access to resources and Gender	18
Fig. 16	Correlation Matrix	19
Fig. 17	OECD DAC Measure	24

# List of Abbreviations

<b>BFSI</b>	Banking, Financial Services and Insurance
<b>CSR</b>	Corporate Social Responsibility
<b>DBT</b>	Department of Biotechnology
<b>DSIR</b>	Department of Scientific & Industrial Research
<b>DST</b>	Department of Science & Technology
<b>IIT</b>	Indian Institute of Technology
<b>MGNF</b>	Mahatama Gandhi National Fellowship
<b>MOP</b>	Ministry of Power
<b>MW</b>	Megawatt
<b>NGO</b>	Non-Governmental Organisation
<b>NIRF</b>	National Institutional Ranking Framework
<b>NSDC</b>	National Skill Development Corporation
<b>OECD DAC</b>	The Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>SDG</b>	Sustainable Development Goals
<b>SROI</b>	Social Return on Investment
<b>UT</b>	Union Territory

# EXECUTIVE SUMMARY

A major CSR initiative of NHPC Limited spanning from 2016-17 to 2021-22, called Employment Oriented Vocational Training for youth sought to provide vocational training to 2,500 individuals across various sectors including Beauty and Wellness, Banking, Financial Services and Insurance (BFSI), Construction, and Tourism. This program, with a budget of INR 325.98 Lakhs, was implemented in collaboration with the National Skill Development Corporation and the National Skill Development Fund. Accordingly, a Memorandum of Understanding (MoU) was entered into with National Skill Development Corporation and National Skill Development fund on 09.01.2017 for implementation of Skill Development Training to 2000 unemployed youth. Further, an addendum to the MoU was signed on 19.09.2017 for providing skill development training to 500 additional unemployed youth.

The initiative focused on regions like Jammu & Kashmir (Baramulla and Kishtwar), Himachal Pradesh (Chamba and Mandi), Manipur (Bishnupur), East and South Sikkim, and West Bengal (Murshidabad, Siliguri and Darjeeling). The training encompassed both technical and soft skills, facilitated through NSDC's accredited partners. The initiative benefited approximately 2,500 individuals acquire various skills contributing to improved livelihood.

A detailed impact assessment by IIT Jammu was undertaken in OECD framework using a mixed methods approach involving both quantitative and qualitative methodologies. The research instruments were designed and were pilot tested and course corrected. These included survey questionnaires, semi structured discussions, in depth interviews and focus group discussions. Social return on investment metrics included gainful employment, improvement in livelihood and such others whereas aggregate community satisfaction metrics included participant optimism and confidence in a better future.

A large number of candidates reported improvement in livelihood, confidence and optimism for the future. Some of the challenges encountered, however, indicated the fact that some of the trainees did not secure employment in their trained sectors due to limited job opportunities or insufficient knowledge on leveraging their skills effectively. While infrastructure and trainer quality received moderate to good ratings, the program faced challenges in measures on adequate long term placement. In some cases such as Manipur, non-issuance of certificates was also noticed as a challenge. These issues can be mitigated with an ongoing and sustained engagement with the stakeholders focusing on key metrics during the program implementation.

The recommendations include enhancing post-training support over a sustained period of time, a focus on livelihood improvement rather than an exclusive focus on employment, integrating skills that align with local resource endowment, ensuring equitable access to training, and establishing stronger industry links.

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This initiative aligns well with several United Nations Sustainable Development Goals (SDGs). It primarily supports SDG 4 (Quality Education) by providing vocational training aimed at enhancing professional skills. Additionally, it contributes to SDG 5 (Gender Equality) by empowering women through skill development, and SDG 8 (Decent Work and Economic Growth) by aiming to foster sustainable employment. The initiative also supports SDG 17 (Partnerships for the Goals) by building industry partnerships and addressing training gaps, emphasizing the importance of collaborative efforts to achieve these objectives.

# 1. INTRODUCTION

## 1.1 ABOUT IIT JAMMU



IIT Jammu, was established in 2016 and is located in Jammu and Kashmir, India. It is recognized as an Institute of National Importance and offers a variety of programmes at the undergraduate, postgraduate, and doctoral levels. IIT Jammu provides Bachelor of Technology (B.Tech) degrees in several engineering disciplines such as Chemical Engineering, Civil Engineering, Computer Science and Engineering, Electrical Engineering, and Mechanical Engineering. It also offers Master of Technology (M.Tech) and Doctor of Philosophy (Ph.D) programmes across various specializations.

IIT Jammu was ranked 67th in the engineering category by the NIRF in 2023. This places it among the top performers of the third generation IITs. IIT Jammu has undertaken various collaborative projects with other agencies to enhance research and development in key technological areas. IIT Jammu is actively involved in collaborations with national agencies like the DST, the DBT, and the DSIR, and with the Government of UT of Jammu and Kashmir. These partnerships focus on advancing research and development across multiple disciplines and leveraging opportunities for funding and expertise from different sectors.

IIT Jammu is engaged in significant collaborative efforts with industrial partners. These collaborations aim to align academic research with industry needs, facilitating practical applications and innovations that can be commercialized for greater good. Through these partnerships, IIT Jammu aims to enhance its research capabilities and provide its students and faculty with direct exposure to industry-specific challenges and solutions.

## 1.2 ABOUT NHPC LIMITED



NHPC Limited is the largest hydropower development organization in India, with capabilities to undertake all the activities from conceptualization to commissioning of hydro projects. NHPC has also diversified in the field of Solar & Wind energy development etc.

NHPC Ltd. (Formerly known as National Hydroelectric Power Corporation Ltd.) was incorporated in 1975 under the Companies Act, 1956. The company is mandated to plan, promote and organize an integrated and efficient development of power in all its aspects through Conventional and Non-Conventional Sources in India and abroad. NHPC is a listed company on NSE and BSE after successfully concluding its IPO in 2009.

NHPC's total installed capacity as on 31 March, 2024 is 7144.20 MW including 1593 MW in Joint Venture, comprising 6971.20 MW from 22 Hydro Power Stations, 123 MW from three Solar Power Project and 50 MW from a Wind Power Project. NHPC's hydro power share of 6971.20 MW comes to about 14.85% of the country's total installed Hydro Power capacity of 46928.17 MW.

NHPC including its JVs/ Subsidiaries is presently engaged in the construction of 15 projects aggregating to a total installed capacity of 10442.70 MW.

In addition, twelve projects aggregating to a total installed capacity of 4707 MW are Under Clearance Stage.

#### Other initiative by NHPC in Renewable Energy :-

> Under MNRE scheme, NHPC has been nominated as Renewable Energy Implementing Agency (REIA)/Intermediary Procurer. Under this 700 MW Solar Project (320MW in Bikaner and 380 MW in Jaisalmer) has been developed and 5360 MW are under development by different agencies.

>NHPC has installed 4.08 MW Roof top Solar (RTS) capacity across 25 locations. Further, addition on Roof top capacity at NHPC locations as available and identified from time to time is also being carried out through respective Projects/Units.

>NHPC has also taken initiatives for development of Green Hydrogen Technology, wherein one 25 KW capacity Pilot Green Hydrogen Project at Leh and 2 Pilot green hydrogen-based e-mobility projects (one at Kargil) and one at Chamba, Himachal Pradesh) are under implementation. These projects are anticipated to be commissioned by F.Y 2024-25.

#### **NHPC's Vision**

- To be a global leading organization for sustainable development of clean power through competent, responsible and innovative values.

#### **NHPC's Mission**

- To achieve excellence in development of clean power at international standards.
- To execute & operate projects through efficient and competent contract management and innovative R&D in environment friendly and socio-economically responsive manner.
- To develop, nurture and empower the human capital to leverage its full potential.
- To practice the best corporate governance and competent value based management for a strong corporate identity and showing concern for employees, customer, environment and society.
- To adopt & innovate state-of-the-art technologies and optimize use of natural resources through effective management.

## 1.3 ABOUT NSDC

NSDC is a not-for-profit public limited company incorporated on July 31, 2008 under section 25 of the Companies Act, 1956 (corresponding to section 8 of the Companies Act, 2013). NSDC was set up by Ministry of Finance as Public Private Partnership (PPP) model. The Government of India through Ministry of Skill Development & Entrepreneurship (MSDE) holds 49% of the share capital of NSDC, while the private sector has the balance 51% of the share capital.

NSDC aims to promote skill development by catalyzing creation of large, high quality, for-profit vocational institutions. Further, the organisation provides funding to build scalable and profitable vocational training initiatives. Its mandate is also to enable support system, which focuses on quality assurance, information systems and training the trainer activities either directly or through partnerships. NSDC acts as a catalyst in skill development by providing funding to enterprises, companies and organizations that provide skill training. It also develops appropriate models to enhance, support and coordinate private sector initiatives. The differentiated focus on 37 sectors under NSDC's purview and its understanding of their viability and related initiatives will make these sectors attractive to private investment.

## 1.4 ABOUT CORPORATE SOCIAL RESPONSIBILITY

As per the Companies (CSR Policy) Rules, CSR means the activities undertaken by a Company in pursuance of its statutory obligation laid down in Section 135 of the Companies Act, 2013 in accordance with the provisions contained in these rules. As per sub-section (1) of Section 135 of the Companies Act, 2013, every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand Crore or more or a net profit of rupees five crore or more during the immediately preceding financial year shall constitute a CSR Committee of the Board consisting of three or more Directors, out of which at least one Director shall be an Independent Director, provided that where a company is not required to appoint an independent director under sub-section (4) of section 149, it shall have in its CSR Committee two or more directors.

The CSR Committee shall:

1. formulate and recommend to the Board, a CSR Policy which shall indicate the activities to be undertaken by the company in areas or subjects specified in Schedule VII;
2. recommend the amount of expenditure to be incurred on the activities referred to in clause (a); and
3. monitor the CSR Policy of the company from time to time.

The Board of every company referred to in sub-section (1) of Section 135 of the Companies Act, 2013 shall:

- after taking into account the recommendations made by the CSR Committee, approve the Corporate Social Responsibility Policy for the company and disclose contents of such Policy in its report and also place it on the company's website, if any, in such manner as may be prescribed; and
- ensure that the activities as are included in CSR Policy of the company are undertaken by the company.

The Board of every company referred to in sub-section (1), shall ensure that the company spends, in every financial year, at least two percent of the average net profits of the company made during the three immediately preceding financial years or where the company has not completed the period of three financial years since its incorporation, during such immediately preceding financial years in pursuance of its CSR Policy:

Provided that the company shall give preference to the local area and areas around it where it operates, for spending the amount earmarked for Corporate Social Responsibility activities;

Provided further that if the company fails to spend such amount, the Board shall, in its report made under clause (o) of sub-section (3) of section 134, specify the reasons for not spending the amount and, unless the unspent amount relates to any ongoing project referred to in sub-section (6), transfer such unspent amount to a Fund specified in Schedule VII, within a period of six months of the expiry of the financial year.

Provided also that if the company spends an amount in excess of the requirements provided under this sub-section, such company may set off such excess amount against the requirement to spend under this sub-section for such number of succeeding financial years and in such manner, as may be prescribed.

Thus, CSR provisions outlines in Section 135 of the Companies Act, 2013 and the Companies (CSR Policy) Rules emphasize the significance of not just adhering to regulations, but also promoting transparency and accountability in the ways that the companies contribute to the improvement of society and improvement.

## 1.5 ABOUT NHPC CSR POLICY



CSR has been an integral part of NHPC's business philosophy. NHPC Limited is conducting its business in a socially responsible way by maintaining high level of organizational integrity and ethical behaviour, in conformity with expected standards of transparency in reporting and disclosing the performance in all spheres of its activities, demonstration of concern for social welfare, adoption of best management practices and effective operational methods to win the trust and confidence of all stakeholders. NHPC is committed to making significant contributions to the community, environment, and society through well-planned CSR interventions.

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NHPC has strengthened its commitment to CSR in line with Statutory Provisions. The CSR Policy of NHPC has been revised in accordance with Section 135 of the Companies Act, 2013 and the Companies (CSR Policy) Rules. NHPC also adheres to the Department of Public Enterprises (DPE) guidelines on CSR. The CSR activities undertaken by NHPC Limited align with the areas or subjects specified in Schedule VII of the Companies Act, 2013.

NHPC Limited has undertaken a number of CSR initiatives for the communities living in and around its Projects/ Power Stations / Units in the areas of Education, Health, Sanitation, Rural Development, Skill Development, Environment, Women Empowerment, Promotion of sports, etc.

NHPC has been assigned three Aspirational Districts, namely Baramulla in the UT of J&K, Chamba in Himachal Pradesh, and West Sikkim (now renamed as Gyalshing) in Sikkim, for focused development through CSR.

### **NHPC's CSR VISION**

- To contribute to sustainable development and inclusive growth while taking care of People, Planet and organizational goals / growth.

### **NHPC's CSR MISSION**

- To become socially responsible corporate entity committed to improving the quality of life of the society at large.
- To create and develop facilities for the communities it engages with.
- To balance social, economic and environmental development objectives through collective and unified efforts of all stakeholders.

The CSR Policy of NHPC is committed to the guideline of localizing its efforts, with the concentration being given to the communities located in and around its power stations and projects. It is this close proximity that enables the company to respond directly to the specific needs of those communities by intervening in ways that are relevant, timely, and directly beneficial to the residents. Accordingly, this approach of holistic community involvement gives priority to education, health care, environmental conservation, and rural development-related projects. NHPC collaborates with the government, local administrations, and NGOs, including community leaders, in such a way that their proposed projects be in line with national priorities and recommendations of the local populations.

The company has strong monitoring and reporting mechanisms of each CSR initiative built into place that would enable checking on the progress of these at regular intervals. These include the preparation of comprehensive reports outlining what is spent, achieved, and the efficiency of initiatives undertaken, put in the public domain. This not only enhances transparency in the exercise but also makes room for adjustments and improvements in strategy based on empirical evidence and stakeholder feedback.

CSR Policy of NHPC Limited exemplifies the company's commitment to being a responsible corporate citizen by its strategic and localized community engagements, it is completing all statutory requirements, and the perceptible result is being seen in its contribution to the welfare of the people at large. The policy exemplifies the commitment of NHPC Limited towards sustainable development. NHPC Limited continues to be one of the leaders in corporate responsibility among energy companies in India.

## 1.6 ABOUT IMPACT ASSESSMENT



The Ministry of Corporate Affairs in India mandates impact assessment for CSR activities through amended rules. Every company having average CSR obligation of ₹10 crores or more in pursuance of sub-section (5) of Section 135 of the Companies Act, 2013, in the three immediately preceding financial years, shall undertake impact assessment, through an independent agency, of their CSR projects having outlays of Rs. One Crore or more, and which have been completed not less than one year before undertaking the impact study. A company undertaking impact assessment may book the expenditure towards CSR for that financial year, which shall not exceed two percent of the total CSR expenditure for that financial year or fifty lakh rupees, whichever is higher.

An Impact Assessment in CSR is the critical evaluation tool that seeks to measure effectiveness and sustainability of initiatives taken by companies under their CSR obligations. This benchmark reflects not only the work being done but also the strategic alignment as to which CSR projects are aligned along with the long-term vision of the company and, more importantly, the genuine community needs. Therefore, the crux of the impact assessment of the CSR projects lies in its ability to give clear and measurable understanding of how the CSR projects are, in fact, creating value for society and the implementing organization.

Impact assessment is the method applied in systematic evaluation towards finding outcomes and benefits of social responsibility initiatives of a firm in relation to the invested resources. Data collection on the key indicators is done before and after the implementation of a project to capture the direct and indirect effects that the project has on the target community and other stakeholders.

Among the added values that come with a full impact assessment made by an independent third-party agency, there is also that of ensuring objectivity to the evaluation and bringing credibility to the findings. This is something that may be crucial for better corporate transparency and trust among the stakeholders. Furthermore, these recommendations from assessments for improvement in future always help companies refine their strategy and practice of CSR for increased impact on the society.

From an operational point of view, impact assessment includes a number of steps: the definition of aims and scope of the assessment, methods to be chosen, data collection, and analysis. Then, an effective impact assessment should include, in the context of each CSR project, the level of intervention, geographical and cultural setting of beneficiary community needs etc.

## 1.7 PROJECT BACKGROUND

NHPC Limited has embarked on a substantial CSR initiative targeting regions across India, to provide training to unemployed individuals to get skills for getting employment.

This initiative comprises a comprehensive employment-oriented vocational training program aimed at providing vocational training to 2500 beneficiaries in large parts of India around NHPC Power Projects, equipping them with skills for employment opportunities.



**Hospitality Training Set Up**

Beginning in the financial year 2016-17 and continuing till the financial year 2021-22, this project strategically targeted various regions across India, including Jammu & Kashmir (specifically Baramulla & Kishtwar), Himachal Pradesh (Chamba & Mandi), West Bengal (Siliguri, Darjeeling & Murshidabad), Sikkim, and Manipur (Bishnupur). The total expenditure allocated for this endeavour amounted to Rs. 3.25 Crore. NHPC spearheaded this initiative in collaboration with key partners, notably signing an MoU with NSDC and the National Skill Development Fund. An impact assessment was conducted in multiple locations to evaluate the progress towards the target of training 2500 candidates. NSDC acted as a catalyst in skill development by providing funding to skill training enterprises, companies, and organizations.



**Field Interaction in Baramulla District**



**Proud Trainees Showing their Certificates in Baramulla J&K**

## 2. APPROACH AND METHODOLOGY

The evaluation of the impact of this skill formation initiative employs a systematic and inclusive approach to data gathering and analysis. Various methods, including surveys, focus group discussions, and in-depth interactions with beneficiaries, were utilized to gather diverse insights into the program's effectiveness.

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 A crucial component of this evaluation process involves engaging beneficiaries through in-person discussions and virtual meetings. These meetings, led by the team from IIT Jammu, facilitated in-depth conversations to gather feedback on the skill training provided and its outcomes from the stakeholders.



Nambol, Manipur, India  
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 Lat 24.717556°  
 Long 93.83239°  
 29/03/24 02:40 PM GMT +05:30

**Beneficiary Interactions Manipur**

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 The assessment encompasses both quantitative metrics and qualitative insights. Quantitative data, such as outcomes related to Satisfaction level, Training Effectiveness, Employment Generated, Improvement in livelihood, Improvements in self confidence etc. were tracked and analyzed using statistical measures. This data provides insights into the program's impact on participants' employment and economic outcomes.
- 
 Qualitative assessments play a significant role in capturing subjective experiences and perspectives. In-depth interviews with District Skill officers, Family members, and relevant civil society organisations offer rich narratives on the program's effectiveness, perceived impact, and areas for improvement. By integrating both quantitative and qualitative findings, a comprehensive understanding of the skill formation initiative and its impact was developed. This approach allowed for the identification of trends, contextualization of findings, and formulation of meaningful recommendations to enhance program's efficacy and relevance.
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 The analysis of data from different perspectives enabled us to understand the program's outcomes more deeply, which in turn allowed us to make informed decisions for future improvements in vocational training initiatives.



Field Interactions (West Bengal)

## 2.1 MEASURE OF SUSTAINABILITY

To measure the sustainability of the CSR Activity, IIT Jammu has used the OECD DAC framework. Each criteria used in the Impact Assessment Project acts as a lens giving a different perspectives on the intervention - both implementation and the results. The union of all these criteria provides a complete picture of the intervention. All criteria carries equal weightage with grading A (90-100), B (75-90), C (50-74), D (40-50) and F (<40). All Score are on a scale of 100.



Fig. 1: OECD DAC Framework

### 3. CSR ACTIVITY DETAILS

The employment-oriented skill training program aimed at equipping 2500 youth with job-ready skills was implemented as a comprehensive vocational training initiative spanning from the financial year 2016-17 to 2021-22. This initiative strategically targeted diverse regions across India, including Jammu & Kashmir (specifically Baramulla & Kishtwar), Himachal Pradesh (Chamba & Mandi), West Bengal (Siliguri, Darjeeling & Murshidabad), East and South Sikkim, and Manipur (Bishnupur), with a total expenditure of Rs. 3.25 Crore.

The program was implemented in collaboration with NSDC to deliver specialized vocational training in key sectors. Participants were trained by NSDC's accredited training partners in courses such as Beauty and Wellness, BFSI, Construction, Management & Entrepreneurship, Retail, Security, Textiles and Handlooms, and Tourism & Hospitality. These courses were tailored to local industry demands and employment trends, ensuring that participants acquired relevant skills for sustainable employment.



Interaction with Trainees displaying their Certificates in Kishtwar J&K

## 4. IMPACT ASSESSMENT METRICS (SROI)

The impact assessment of the Employment Oriented Vocational Training program revealed significant insights into its effectiveness and outcomes. The program targeted youth from diverse states, with notable representation from Manipur, Jammu & Kashmir, West Bengal, and Himachal Pradesh, reflecting a commitment to inclusivity and regional outreach. Total of 134 beneficiaries were surveyed after conducting the tracer studies. The candidates of Himachal are less in number as all the contacts details provided for Chamba district were invalid. Most of the candidates were trained in Helper Electrician trade which constituted about 41.8% of the total surveyed. About 36.5% surveyed are female and 100% of the candidates trained in Manipur were female. Detailed survey in Sikkim, however, could not be done due to incessant rains.

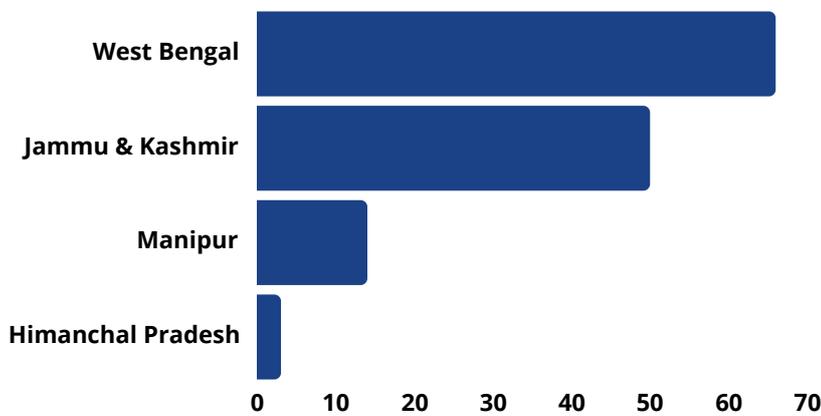


Fig 2: Region Wise Survey Breakup

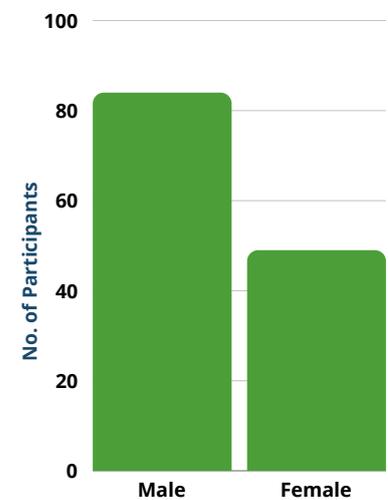


Fig 3: Gender Wise Survey Breakup

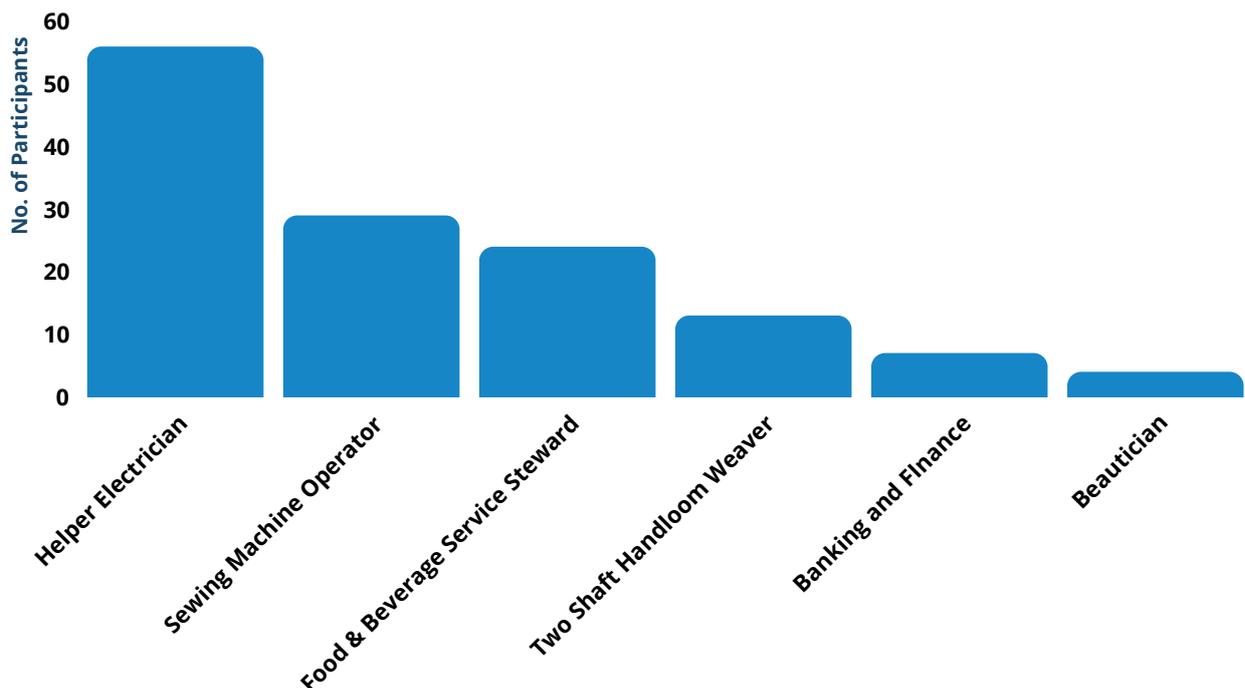
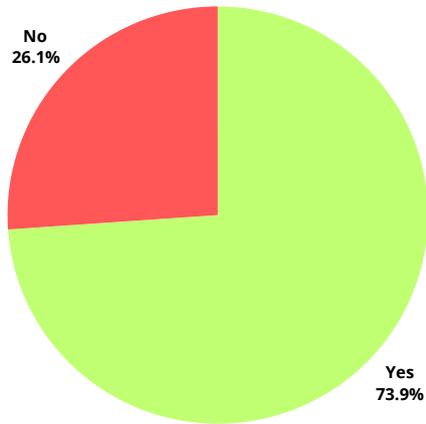
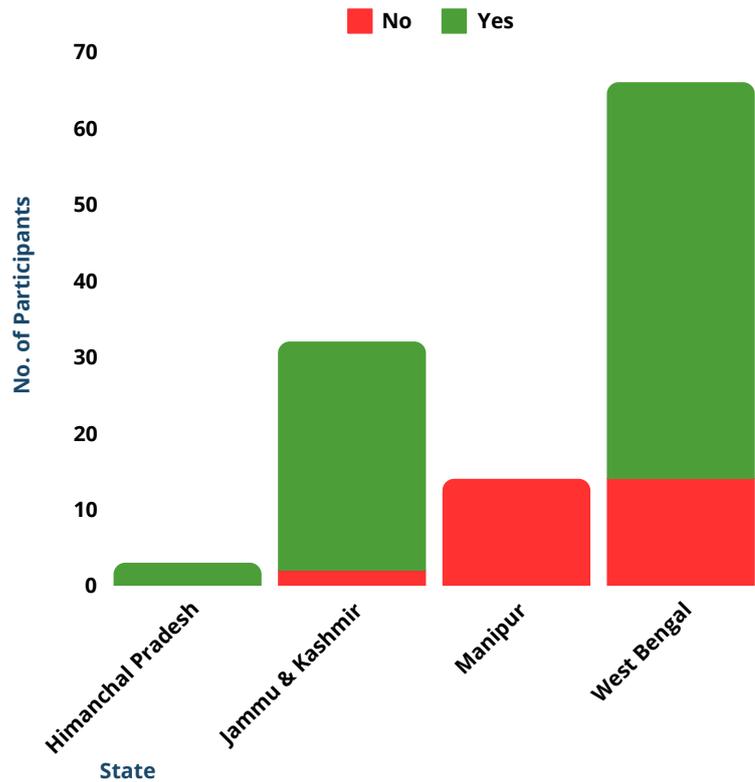


Fig 4: Course Wise Survey Breakup



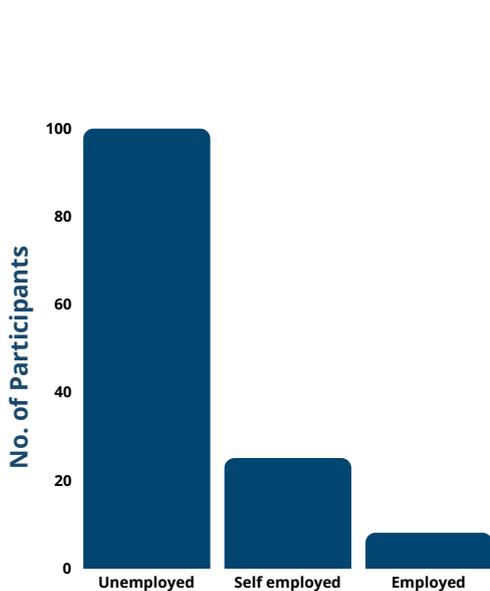
**Fig 5: Certificate Received**

About 73.9% of the participants informed that they received the certificates after the Skill Training.

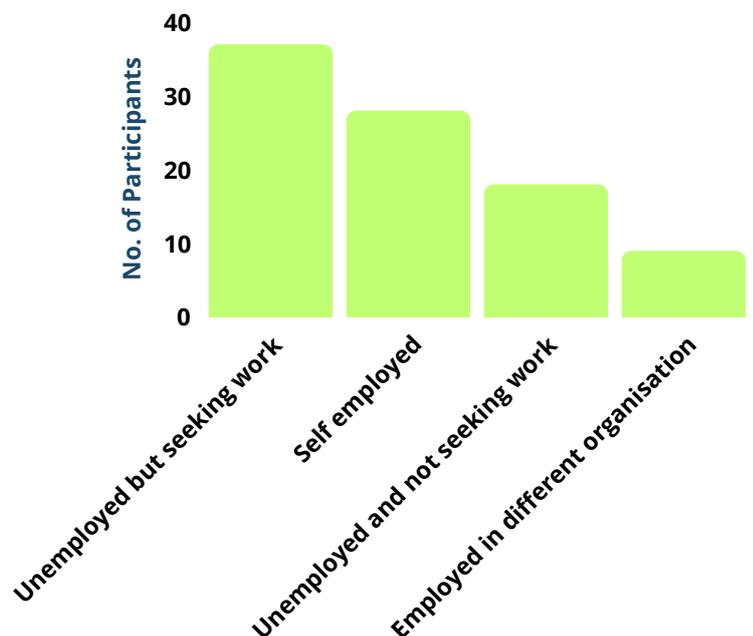


**Fig 6: Region Wise Certificates Received**

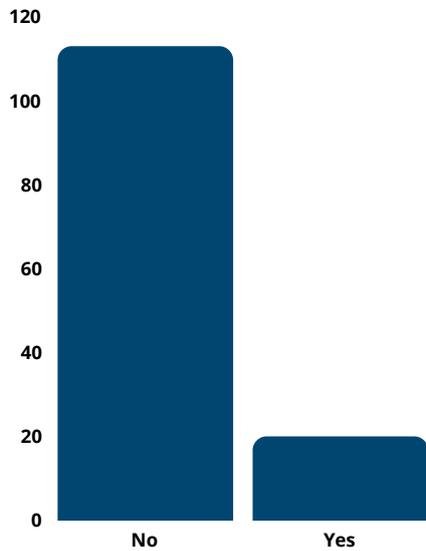
Out of the surveyed trainees, 100 reported that before the training they were unemployed. A relevant point to be noted is that a number of candidates reported that they didn't pursue the employment in the same trade in which they were imparted skill training and sought employment/ self employment in different domains as well. This is primarily ascribed to limited opportunities in that domain in the area. However it also indicates increased self confidence of the trainees.



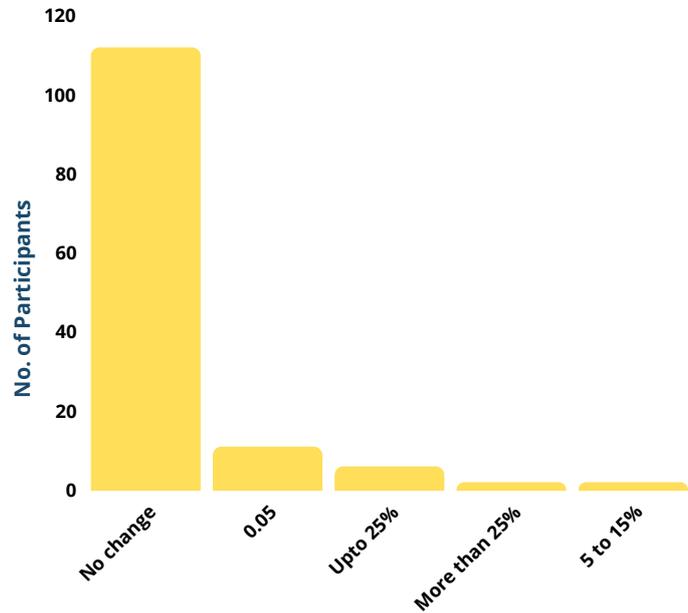
**Fig 7: Employment Status before skill training**



**Fig 8 :Employment Status After Skill Training**



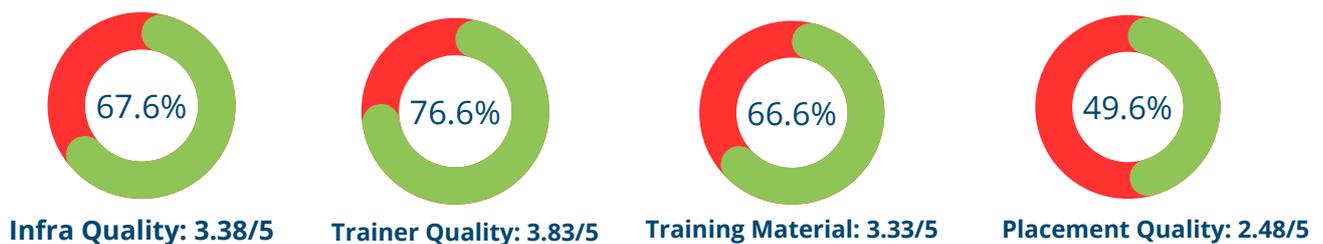
**Fig 9: Challenges during Skill Training**



**Fig 10: Changes in Income**

About 20 no. of surveyed candidates reported that they faced challenges during the Skill Training. Majority of the candidates reported that there was no change in their income after the skill training programme.

On a scale of 1 to 5 (where 1 being lowest and 5 being the highest), the candidates gave average rating of 3.38 for infrastructure quality indicating a moderately positive perception of the training infrastructure. Rating of 3.83 for Trainer Quality suggests that participants generally found the trainers to be of good quality. Rating of 3.33 for Training material quality shows moderate satisfaction with the training materials provided. Rating of 2.48 for Placement Quality is notably lower than other aspects, indicating that participants were less satisfied with the job placement efforts of the training program. The relatively lower rating for Placement highlights an area for significant improvement. Hence, efforts to improve effectiveness of future programs need to focus particularly in boosting placement services to support participants in securing employment post-training.



**Fig. 11: Average Effectiveness Ratings**

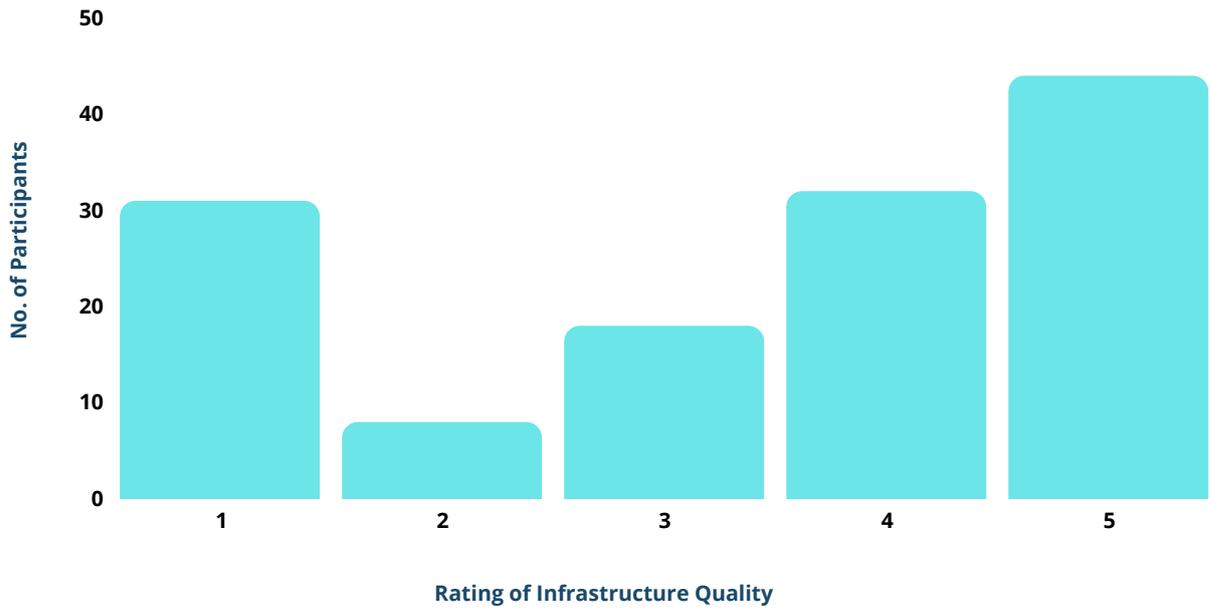


Fig. 12: Infrastructure, Trainer and Training Material Quality

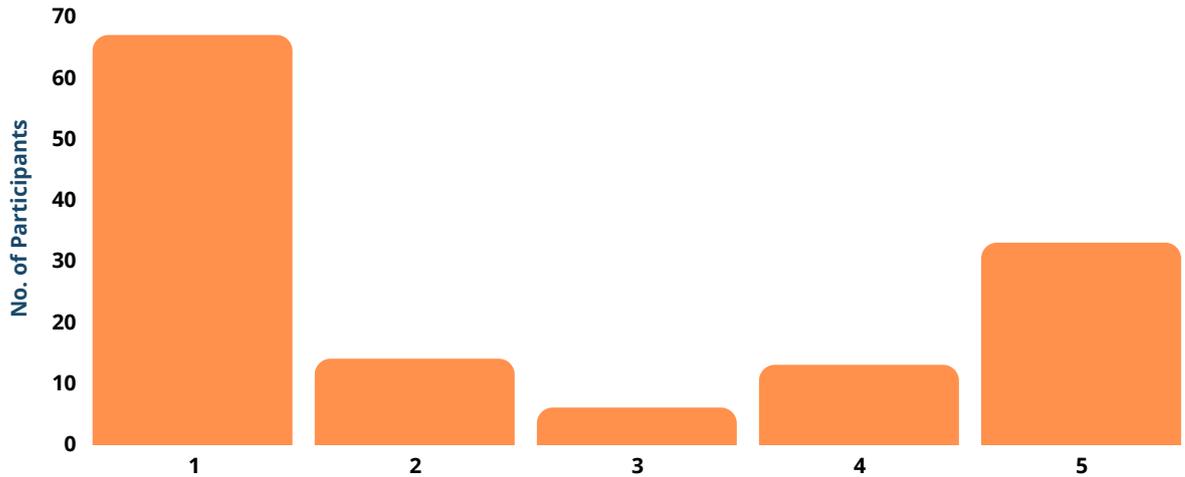


Fig. 13: Placement Quality

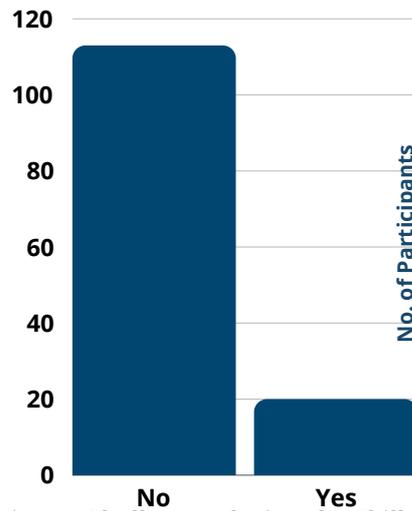


Fig. 14: Challenges during the Skill Training

A significant no. of candidates reported that they faced challenges during the Skill Training. Many of these participants consider their educational background as a vulnerability. This could indicate that the training program might need to be tailored or adapted to different educational levels to ensure that it is accessible and effective for all participants. Income-related vulnerability is also notable, suggesting that financial barriers could affect participation or the perceived value of the training. This might require putting in place support structures such as scholarships. Access to Resources factor shows a considerable impact highlighting the lack of resources (such as internet access, computers, etc.). This can hinder effective participation. Enhancements in resource provisioning thus seems to be a critical enabling factor. Vulnerability due to gender is less pronounced, nonetheless, issues of inclusivity or gender-specific challenges for female remain important.

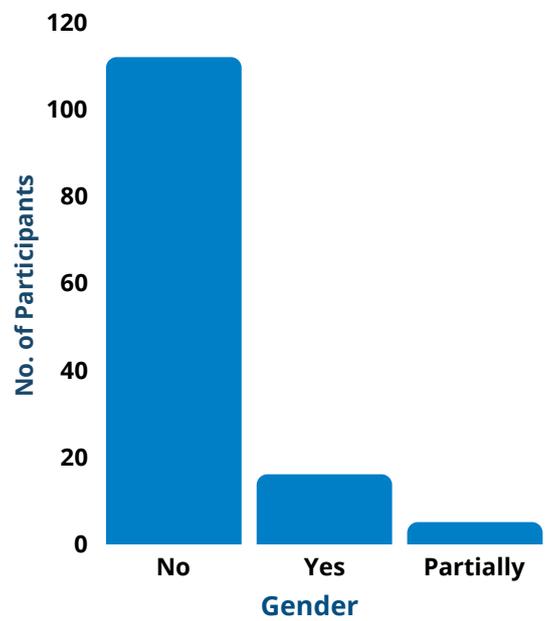
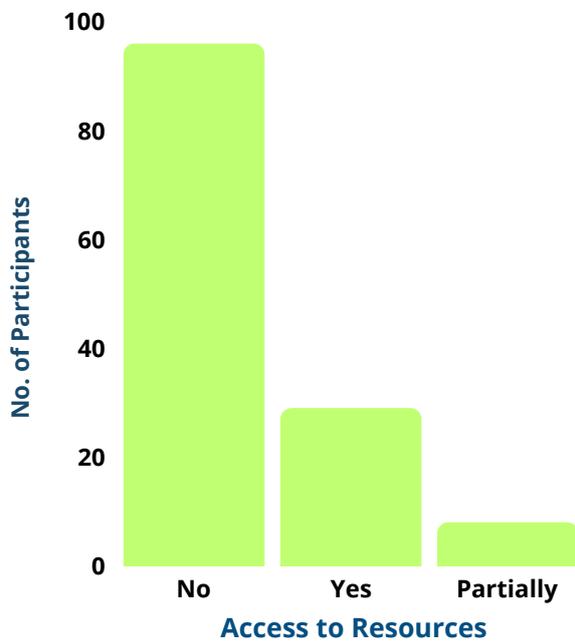
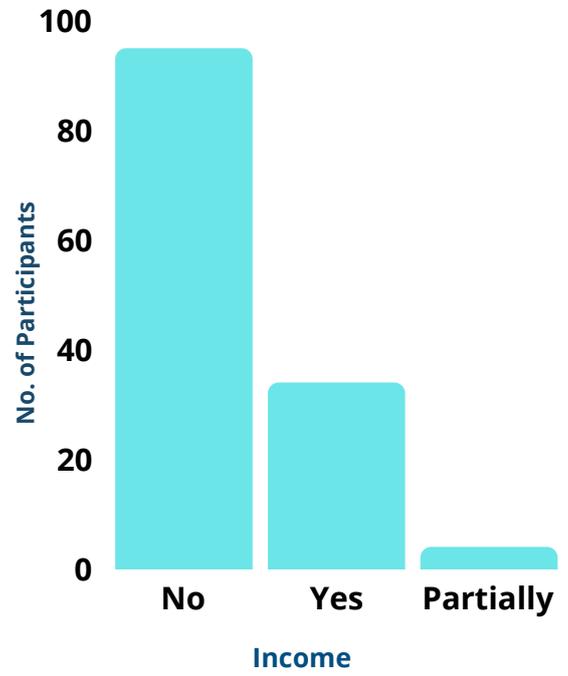
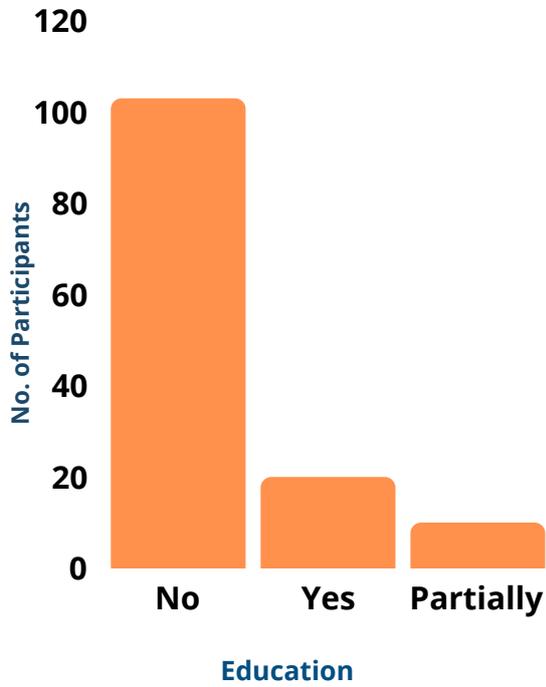
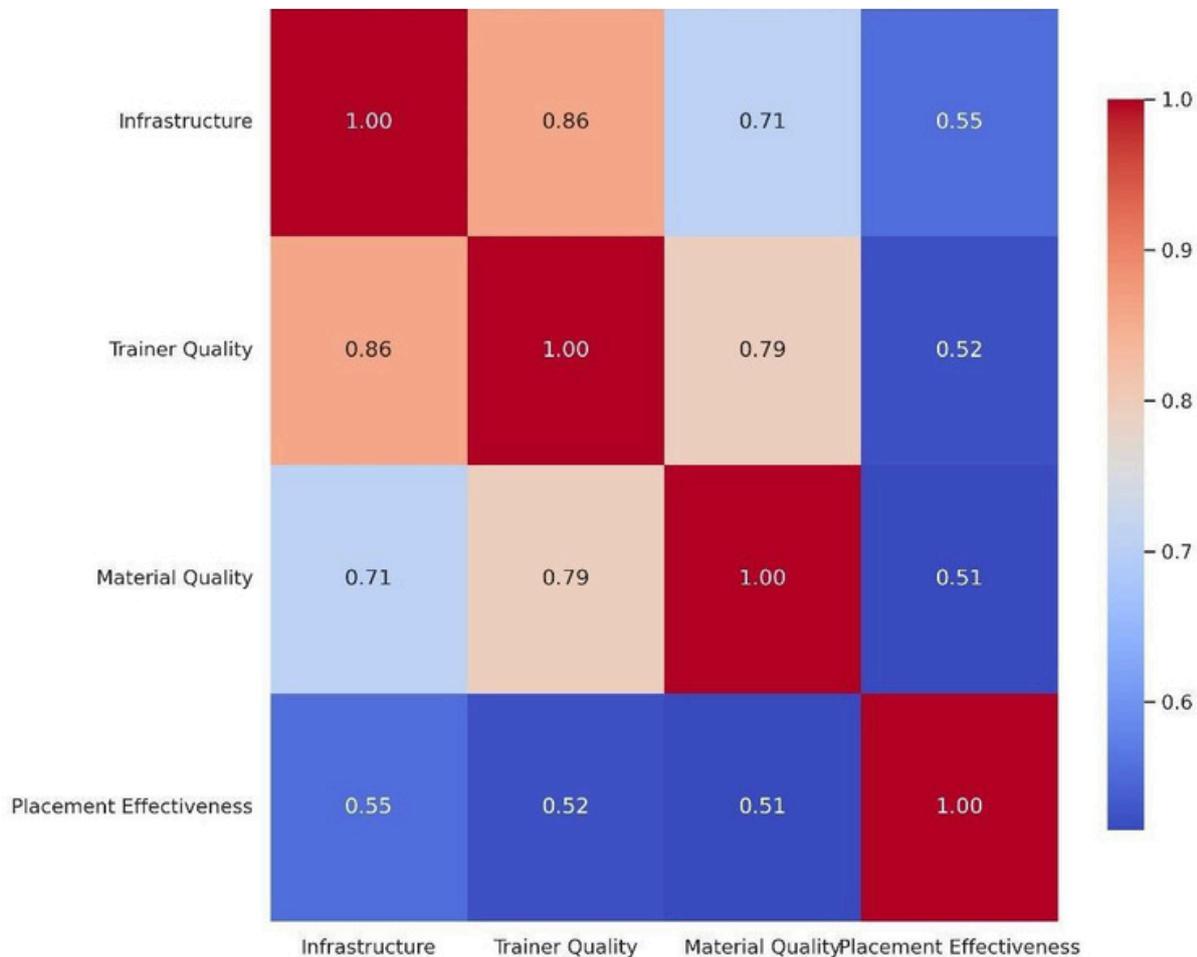


Fig. 15: Vulnerability Check due to Education, Income, Access to Resources and Gender

Infrastructure, Trainer Quality, Training Material, and Placement Ratings show a strong correlation with each other, indicating that participants who rated one aspect of the training highly, tended to rate other aspects highly as well. Infrastructure and Trainer Quality have a correlation coefficient of approximately 0.86, suggesting a very strong positive relationship. Training Material also shows strong correlations with Infrastructure (0.71) and Trainer Quality (0.79). Placement, while correlating with the other aspects, generally shows a slightly weaker correlation (around 0.52 to 0.55), which may indicate that participants see it as slightly distinct from the quality of infrastructure, materials, and trainer performance. Given the distinct nature of placement ratings, focusing on improving placement services could potentially boost overall satisfaction without needing to drastically alter training content or delivery. Efforts to improve this one aspect of the training program is likely to have a strong positive impact on overall perception of the training initiative.



**Fig. 16: Correlation Matrix**

## 5. STAKEHOLDER FEEDBACK (CASE STUDIES)

### SILIGURI

In Siliguri, another stakeholder completed a beautician course and gained comprehensive knowledge about skincare, particularly excelling in manicure and pedicure techniques. This individual had a positive experience with the training, which equipped them with the skills needed to work as a professional beautician. They have since started their own business in the beauty industry, specializing in facial treatments.

In Siliguri, a housewife with a Master's in Commerce and prior experience as a math tuition teacher underwent banking training and found the overall experience to be positive, contributing to personal growth. She suggests that improvements could be made by expediting job placements after completing the training, emphasizing the importance of timely opportunities to apply newly acquired skills. This feedback underscores the significance of bridging the gap between training and employment, ensuring that participants can swiftly transition into meaningful roles within their chosen field.

Previously a science student, this stakeholder underwent a banking course and had a positive experience, noting significant learning opportunities. They are currently engaged in staff work within the banking sector, with a slightly improved income level. The course also contributed positively to personal growth, particularly enhancing communication skills. Overall, they recommend the course to others but suggest that implementation could be further improved for enhanced effectiveness and impact.



**Siliguri Survey**

## MANDI

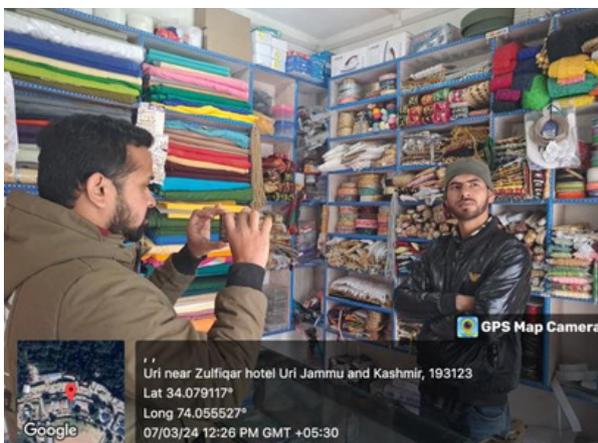
Deekshant Thakur, who completed training as an electrician helper in Mandi, has successfully transitioned to a job as an instructor electrician at an ITI (Industrial Training Institute). He reflects positively on his training experience, describing it as good and helpful. Deekshant's journey exemplifies the tangible impact of vocational training, as he has not only acquired relevant skills but has also secured a position that allows him to share his expertise with others.

Pillaram from Paddar, Mandi, underwent a cooking course and acknowledges the effectiveness of safety measures and quality of teachers during training. However, he encountered challenges due to the training center being located 30 km away, resulting in difficulties with transportation and associated expenses. Despite receiving his certificate, Pillaram expresses disappointment as it hasn't translated into tangible benefits or employment opportunities.

## BARAMULLA

At Baramulla, a trainee in tailoring and cutting experienced delays in receiving his certificate. He received this only after a lengthy 1.5-year period. Despite this setback, the individual has successfully secured employment at a Skill India center, demonstrating the positive impact of vocational training programs on livelihood and employment prospects.

Another stakeholder who underwent training in retail has faced challenges with securing employment post-training. This individual has not yet obtained job opportunity despite completing the program. They expressed satisfaction with the infrastructure and quality of the training content; however, the lack of provision for reimbursement for daily expenses has rendered the training experience ineffective in terms of tangible benefits.



**Baramulla Survey**

## KISHTWAR

Nusrat Begum completed a stitching course, which led to a modest increase in her income. However, she expressed disappointment at the lack of post-training placement support, highlighting the need for vocational programs to offer comprehensive assistance aimed at livelihood improvement beyond skill acquisition.

Sehran Ashraf, who completed an electrical helper course, expressed deep dissatisfaction with the training experience, stating that he gained no benefit and was left feeling misled. Sehran highlighted the financial burden of traveling to the training location without receiving adequate support in return. Despite completing the course and receiving a certificate, Sehran was disappointed to be offered a job as a waiter, unrelated to his electrical training. Since completing the program, Sehran has felt neglected, with no follow-up or job prospects related to his course. While acknowledging the course's content, Sehran remains unemployed and is only able to assist with electrical issues in his village.



Kishtwar Survey

## BISHNPUR, MANIPUR

Indira, a 48-year-old woman from Keinou Thongthank, Bishnupur, openly shared her experience with the vocational training program designed to equip youth with job-ready skills. As a weaver and street vendor prior to the training, Indira had hoped for positive changes but expressed disappointment with the program's outcomes. She noted that her income remained mostly unaffected after completing the training and highlighted challenges such as crowded classes and inadequate materials that impacted her learning experience.

Kiranmala, a skilled weaver from Keinou Thongthak Maning Leikai, shared her experience with the vocational training program focused on Two Shaft Handloom Weaving. Despite her expertise in weaving from a young age, Kiranmala attended the training hoping to gain new skills and saw it as an opportunity. However, she expressed disappointment in the program, citing non-receipt of certificates post-training. Kiranmala highlighted challenges such as transportation

costs and inconsistent trainer presence, which affected the overall learning experience for her. She reported an increase in income. However, she attributed this to her personal efforts. Kiranmala emphasized the importance of including dyeing techniques in the curriculum to enhance participants' skill set. Regarding placement opportunities, Kiranmala also felt the need for more comprehensive follow-up support.

Pebam Chan from Utlou Mayai Leikai attended weaving training program aimed at improving weaving skills and introducing banking practices, including digital payments. Despite gaining knowledge from the training, Pebam expressed dissatisfaction due to the failure to receive certificate. This negative experience has led Pebam to lose trust in training programs, highlighting the importance of honoring commitments and providing tangible outcomes to build participant confidence and support livelihood opportunities.



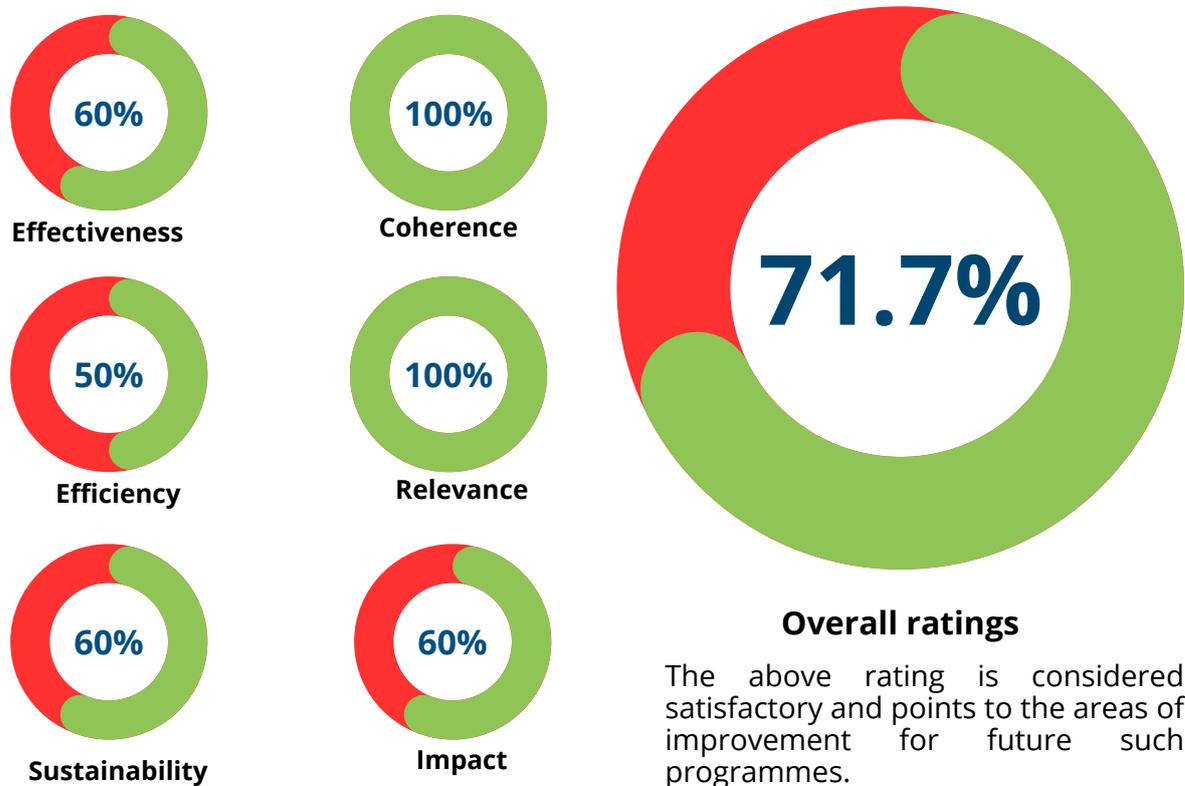
### Bishnupur Survey

The experiences shared by individuals who participated in vocational training programs highlight both successes and challenges faced in their journeys. Many participants expressed disappointment with the outcomes of their training, citing unchanged income levels and unfulfilled promises of job placement and certification. For example, Indira, a weaver and street vendor, hoped for positive changes but was let down by crowded classes and inadequate materials. Similarly, Kiranmala, already skilled in weaving, attended training to gain new skills but encountered logistical and support challenges, ultimately attributing income growth to personal efforts rather than the training.

Others, like Pebam Chan, gained knowledge from the program but felt dissatisfied due to the lack of certificate. Sehran Ashraf, who completed an electrical course, described that he received no tangible benefits or job prospects related to his training.

Despite these challenges, some participants, such as those in the beauty and banking sectors, found value in their training experiences, leading to personal growth and improved skills. Deekshant Thakur's transition from electrician helper to instructor reflects the positive impact of vocational training when properly aligned with job opportunities.

## 6. OECD DAC FRAMEWORK MEASURE



**Fig. 17: OECD DAC Measure**

### 1. Relevance:

- The CSR initiatives align with the needs of the region as it aimed to counter unemployment by providing demand driven skill training.

### 2. Coherence:

- The initiative is well in alignment with the guidelines of the NHPC CSR Policy and as per the allowed activities in the Schedule VII of Companies Act 2013.

### 3. Effectiveness:

- Though the training quality was rated as good by the respondents but effectiveness gets somewhat compromised due to the poor placement qualities and trainees not finding job roles as per their training.

### 4. Efficiency:

- Though the candidates received quality skill training but many candidates from Baramulla and Manipur reported that they didn't receive the certificate limiting the efficiency of the initiative.

### 5. Sustainability:

- The initiative is highly sustainable generally but suffers somewhat due to lack of robust monitoring of training process and quality during the implementation.

### 6. Impact:

- The impact of the CSR initiative is mixed as some of the candidates reported tangible benefits and others did not. The lack of monitoring mechanism has led to some trust deficit.

# 7. ALIGNMENT WITH SDGs



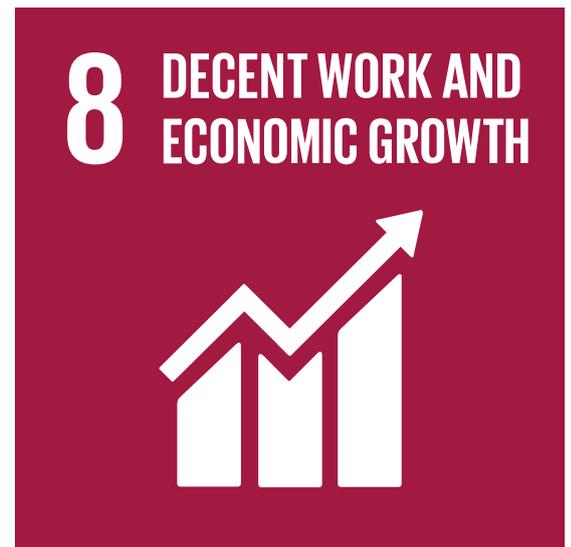
This initiative directly contributes to several United Nations Sustainable Development Goals (SDGs):

**SDG 4 (Quality Education):** By providing the education through quality trainers and infrastructure.

**SDG 5 (Gender Equality):** By providing vocational training specially tailored for women.

**SDG 8 (Decent Work and Economic Growth):** By providing employment oriented vocational training helping in creating/improving livelihood.

**SDG 17 (Partnerships for the Goals):** Demonstrating effective collaboration between NHPC Limited, MOP and NSDC, creating partnerships that enhance capacity-building and sustainable development.



## 8. RECOMMENDATIONS

Based on the comprehensive impact assessment and stakeholder feedback from NHPC's Employment Oriented Vocational Training program, following recommendations seem to be in order for future CSR projects:

- 1. Replacing Placement Support with Career Counseling:** As most of the candidates are joining these courses for Jobs, it is recommended to include a stronger career guidance and placement component so that the candidates may get the road map for the career/ self employment in the skill sector they are trained and allied skill sectors. Further, the focus needs to be on improved livelihood rather than only paid employment. This also includes training provisioning in line with the local resource endowment of the geographical area.
- 2. Tailored Communication:** Improved communication strategies are recommended to maintain participant's satisfaction and ensure long-term impact by delivering on promised benefits such as certifications and employment opportunities.
- 3. Training on Employability Skills:** The Skill Training is primarily focused on providing hard skills. Specific sessions on soft skills need to be included in the curriculum to address this gap.
- 4. Involvement of Local Projects:** Local Projects/ staff of NHPC Limited must be included in all aspects of the skill training in their areas and weekly reports should be provided to the local projects on the status of Skill Training in their areas for effective monitoring.
- 5. Operational Improvements:** Identifying and addressing operational challenges encountered during the training, such as overcrowded classes and logistical issues can go a long way to enhance overall training experience.
- 6. Beneficiary Engagement:** Continuous feedback sessions and meaningful engagement with beneficiaries throughout the program is recommended to improve the program delivery.
- 7. Certification and Recognition:** Timely delivery of certificates and recognition of skills acquired during training need to be ensured to enable the participants to access financial benefits like loans and subsidies.

# LIST OF ANNEXURES

ANNEXURE A: Survey Questionnaire.....

ANNEXURE B: Interview Questionnaire.....

## ANNEXURE A: Survey Questionnaire

Q1: In what ways did the training program benefit you?
Q2: What has been the change of income/salary as a result of the program?
Q3: Would you be open to migration for a better opportunity?
Q4: What was your employment status before the training program?
Q5: Have you been placed by the training program?
Q6: If not placed by the training institute, what is your employment status now?
Q7: What has been the change in the level of savings, lifestyle, health, and social status as a result of the program?
Q8: Do you believe that you are at a disadvantage in your career because of social status, caste status, economic status, and gender?
Q9: Did you face any challenges during the program?
Q10: Do you feel any area has been missed or needs to get added in the training life cycle?
Q11: Did your quality of work improve after the program?
Q12: Did the training program benefit you?
Q13: What has been the change in the level of savings as a result of the program?
Q14: What has been the change in the lifestyle as a result of the program?
Q15: What has been the change in the social status as a result of the program?
Q16: Do you believe that you are at a disadvantage in your career because of your economic status?
Q17: Do you believe that you are at a disadvantage in your career because of gender?

Q18: Do you consider yourself to be vulnerable because of education?
Q19: Do you consider yourself to be vulnerable because of income?
Q20: Do you consider yourself to be vulnerable because of access to resources?
Q21: Do you consider yourself to be vulnerable because of gender?
Q22: Did you face any challenges at your workplace?
Q23: On a scale of 1 to 5 (1 being Very Bad to 5 being Excellent), rate the training institute in terms of Infrastructure, Trainer quality, Training material, and Placement.
Q24: What has been the change in health as a result of the program?

## ANNEXURE A: Survey Questionnaire

<p><b>Introduction</b></p> <p>Thank you for participating in this interview. Today, we want to learn about your experiences before, during, and after participating in the skill training program under the NHPC CSR project. Your feedback is invaluable in assessing the impact of the training on your personal and professional life.</p>
<p><b>Demographic Information</b></p> <p>- Can you tell me a little about yourself? Feel free to share any demographic information you're comfortable with, such as your age, gender, educational background, and current employment status.</p>
<p><b>Pre-Training Assessment</b></p> <p>- What was your employment status before joining the skill training program?</p> <p>- Can you describe your main activities or job before the training? If you were a student, what were you studying?</p>
<p><b>Training Experience</b></p> <p>- Which skill training program did you participate in under the NHPC CSR project?</p> <p>- Can you share your experiences during the training? What did you learn, and how did you feel about the training process?</p> <p>- What were the most valuable skills or knowledge you gained from the training?</p>

### Post-Training Impact

- How has the training impacted your employment status? Are you currently employed, seeking employment, or have you started your own business?
- Can you describe any changes in your income level after completing the training?
- How has the training impacted your life socially and economically? For example, has it affected your living standard, community involvement, or personal development?

### Feedback and Suggestions

- What did you like most about the skill training program?
- Is there anything about the training program that could be improved? Do you have any suggestions?
- Based on your experience, would you recommend this training program to others? Why or why not?
- Is there anything else about your experience with the NHPC CSR skill training project that you would like to share?
- Thank you for sharing your experiences with us. Your feedback is crucial in helping us understand the impact of this training program and how we can improve it.

# EMPLOYMENT ORIENTED VOCATIONAL TRAINING FOR YOUTH

## IMPACT ASSESSMENT REPORT 2024



भारतीय प्रौद्योगिकी  
संस्थान जम्मू  
INDIAN INSTITUTE OF  
TECHNOLOGY JAMMU

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