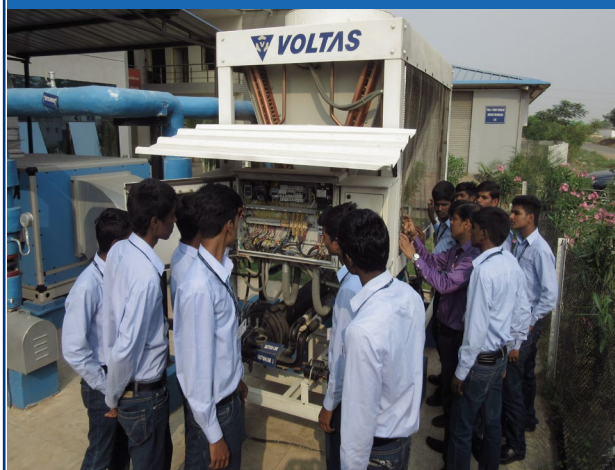


VOLTAS



Assessing Socio-Economic Impact of Sustainable Livelihood Program by Voltas Limited

February 2023

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Glossary

AITTED	- Agnel Institute of Technical Training and Entrepreneurship Development
BFSI	- Banking, Financial Services and Insurance
BPO	- Business Process Outsourcing
BCBF	- Business Correspondence and Business Facilitator
CAC	- Central Air Conditioners
CI	- Confidence Interval
CL	- Confidence Level
CSR	- Corporate Social Responsibility
ESSCI	- Electronics Sector Skill Council of India
FGD	- Focus Group Discussion
GDA	- General Duty Assistant
GMRVF	- GMR Varalakshmi Foundation
GSLF	- Grey Sim Learning Foundation
HH	- Household
HSC/ SSC	- Higher Secondary School Certification/ Secondary School Certification
HVAC	- Heating, Ventilation and Air Conditioning
IRECS	- Inclusiveness, Relevance, Effectiveness, Convergence, Sustainability
ITeS	- Information Technology Enabled Service
ITI	- Industrial Training Institute
LEAP	- Learner Engagement and Attendance Program
MoEF&CC	- Ministry of Environment, Forests, and Climate Change
NGO	- Non-governmental Organization
NSDC	- National Skill Development Corporation
NSTP	- National Skill Training Programme
OJT	- On-the-job Training
PPP	- Public Private Partnership
RAC	- Room Air Conditioners
RPL	- Recognition of Prior Learning
SC	- Schedule Caste
SDG	- Sustainable Development Goals
SSC	- Sector Skill Council
ST	- Schedule Tribe
TMF	- Tech Mahindra Foundation
UNSDG	- United Nations Sustainable Development Goals

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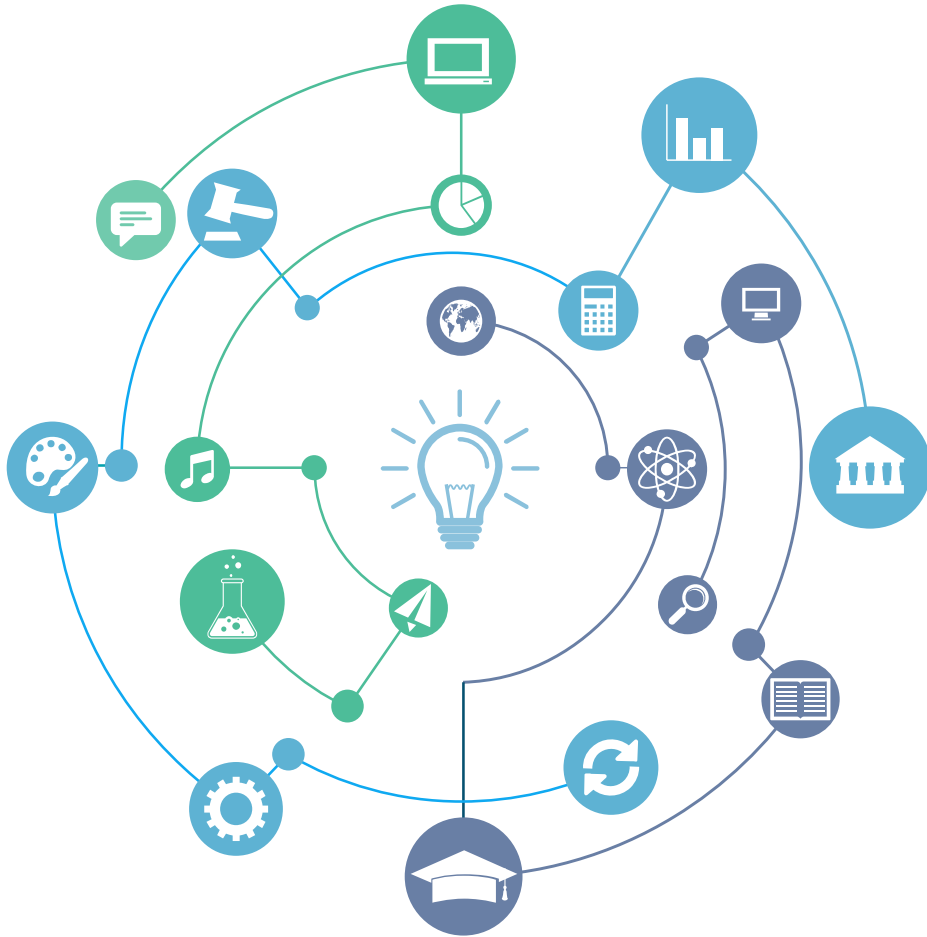


6

**Conclusion and
Way Forward**



01



Executive Summary

Executive Summary

Voltas Limited, a part of the Tata Group, is a leading air conditioning and engineering solutions provider in India. Corporate Social Responsibility (CSR) is an integral part of Voltas' business philosophy, and the company is committed to contributing to sustainable development and societal well-being. Voltas has currently 27 skilling centers functional in 13 states to enhance the skillsets and make the candidates industry ready. The program is designed to enhance the employability of youth, especially those from economically weaker sections, by providing them with industry-relevant training and certification. The intent of the program is to equip individuals with the necessary competencies and knowledge, helping them increasing productivity, foster innovation, and drive economic growth. Skilling centers offer a range of technical and non-technical courses, including air conditioning and refrigeration, plumbing, electricals, business correspondence, ITeS, tally and accounting, sewing and tailoring, and nursing assistant course . These courses are designed to equip candidates with the necessary skills and knowledge to secure employment. The courses are conducted by experienced trainers, who combine classroom lectures with practical training to provide a holistic learning experience.

Voltas has appointed KPMG to understand the status and impact of ongoing CSR intervention under sustainable livelihoods vertical, and perceptions among key stakeholders. The survey conducted by KPMG covered 558 trainees and 180 other key stakeholders from the programme which include candidates currently enrolled and undergoing training at the skill centers, candidates already completed their training, candidates certified through Recognition of Prior Learning (RPL) programme, parents, center staffs and employers. The study was conducted across 11 locations through offline mode and RPL candidates were consulted through virtual mode. This report covers qualitative and quantitative analysis of the data collected during the study. Key findings from the study are highlighted as follows:

Sustainable Livelihood Program

A) Vocational Training

Current Batch

A majority of the participants presently attending the training facilities belong to the age bracket of 18 to 20 years, indicating that the training program is relatively youthful. The training delivered at the center was precise and pertinent in nature, through interactive sessions, lectures from SMEs, resulting in satisfactory job placements.

- ☐ **58%** respondents got to know about the training through referral
- ☐ **65%** respondents perceived the training as pertinent to their preferred career path
- ☐ **100%** respondents were satisfied with improved knowledge about the non-technical module
- ☐ **95%** respondents were satisfied with improved knowledge about the technical module

Executive Summary

It was also observed during the study that majority of the candidates were highly satisfied with the key aspects of the training as 91% respondents reported that they were able to improve their knowledge after joining the training program. It was also reported that majority of the respondents were satisfied and found the training program engaging to help them prepare with required skillsets for the industry. Practical aspect of the training was found to be adequate as 63% of respondents received on job training to gain a firsthand experience and industry exposure as a part of their course.

Alumni:

- ❑ **100%** of the respondents participated in the study were satisfied with the enrollment and counselling process.
- ❑ **97%** of the respondents were satisfied with the improved technical knowledge due to the training. 86% of the respondents found the course curriculum relevant to the sector. 59% of the respondents were satisfied with the delivery methodology. 81% of the respondents had gone through On-job-training as a part of job.
- ❑ **89%** respondents shared that they received the certification after course completion.
- ❑ Out of all the respondents interacted, 93% of them had received placement and **70%** of them had accepted the placement. Other 30% respondents who did not accept the placement offer were not happy with the job role and salary. Some of them also wanted to become entrepreneur. Most of respondents, almost 67% had received the placement offer right after completing the course. 83% of the placed candidates are satisfied in their area of work. 76% of the respondents were happy with their current salary.
- ❑ **94%** respondents shared that the training experience is helping them at work. 85% of the respondents reported rise in their household income after the placement. 68% mentioned the increase in household income by more than 25%.

Other Stakeholders:

Interviews and Focused Group Discussions were conducted with other stakeholders of the program, including parents, employers, and implementing partners, in order to gain insight into their perceptions of the skilling programs at Voltas skill centers.

Parents:

Majority of the parents were aware about the skilling programs being run by Voltas and they reported that the training was helpful to improve required technical/non-technical knowledge and crucial to make the youths employable in the tandem of job requirements across industries. They also shared that such free of cost programs should continue in order to ensure social mobility and access to equal opportunities.

Executive Summary

Center Staffs:

During the study, it was reported that candidates get opportunities across the country and in some cases in abroad as well which shows the efficacy and excellency of the programme. The programme covers all important aspects of the skill training such as practical exposure, distinct pedagogy, lectures and Trainings from the subject matter experts ensuring and internal assessments and certifications. It was also reported that candidates face certain challenges in terms of accessibility as many of them are not in a condition to afford transportation cost to reach the training center daily or rent a place in the city for their accommodation.

Employers:

It was observed during the study that some of the employers were the internal vendors of Voltas and candidates were getting absorbed in their firm only. Employers reported that they conducted the on-campus recruitment drive to assess the knowledge about the sector and final fitment to offer the job. They were satisfied with the performance of the candidates in general but suggested to improve in the area of composite training with more focus on practical aspects.

B) Recognition of Prior Learning:

RPL is a refresher or a short-term training program for existing technicians, to recognize their prior informal learning and equip them with upgraded knowledge and skills for better prospects and improved productivity.

This includes a refresher or a short-term training for 2-3 days to assess and further certify them.

- ❑ **52%** respondents were working for 6 to 10 years in the AC industry. Majority of them i.e. 55% of the respondents were self-employed followed by 35% who were employed. Respondents attended trainings in various states across India. Majority of the respondents, about 64% had got to know about the project through referrals.
- ❑ **100%** respondents were satisfied with the training. 99% of the respondents would like to recommend the training to their peers. 68% of the respondents shared that the training is useful in their day-to-day work.

Overall, the program has been progressing directionally towards achieving the project objectives and the impact envisaged while making positive stride on the lives of marginalized stakeholders.

02



Overview

Introduction



India has the largest workforce in the world and possesses great opportunities to become a global leader in skill development, yet it lacks the resources which can improve their job security, better skills development and enhance the country's competitiveness. Currently, India has been struggling with a dual problem of unemployment and unemployability. The nation needs to focus on harnessing and developing potential manpower by offering job training possibilities in addition to creating enough work chances. As per the India Skill Report, 2022 over 50% of the youth lacks skills to be employable and to be job ready.

According to the 2015 Report on National Strategy on Skill Development and Entrepreneurship¹, 4.7% of India's overall workforce had undergone formal skill training, compared to 52% in the US, 80% in Japan, and 96% in South Korea.

Skilling in India is seeing some great reforms and policy interventions, which are reinvigorating and re-energising the country's workforce and are preparing the youth for job and growth opportunities in domestic as well as international markets. The Ministry of Skill Development & Entrepreneurship has been implementing its flagship scheme Pradhan Mantri Kaushal Vikas Yojana (PMKVY).

A skill gap study¹ conducted by the [National Skill Development Corporation \(NSDC\)](#) over 2010-2014 indicated an additional net incremental requirement of 10.97 crores of skilled manpower in 24 key sectors is required

The government has also partnered with private organizations to provide training and skill development programs. The focus is on providing skill-based education and training in sectors such as manufacturing, construction, retail, and healthcare. Additionally, there are also many private institutions and organizations that offer skill development programs for individuals interested in pursuing specific career paths.

Aligning with the efforts, India Inc. has been contributing through Corporate Social Responsibility (CSR) initiatives which often include programs focused on skill development and education. Companies invest in training programs for individuals from disadvantaged communities, to help them acquire the skills needed for employment in various industries. This includes training in areas such as manufacturing, construction, retail, repair & maintenance and healthcare. A few companies have also established vocational training centers or have partnered with existing skill development organizations to provide training and education. Additionally, many companies also sponsor scholarships or fellowships for individuals to pursue higher education or specialized training in fields related to their business operations.

Opportunity with India to be the world's skill capital due to its youth heavy demographic projection

Context



Voltas Limited, a part of the Tata Group, is a leading air conditioning and engineering solutions provider in India. Giving back to the community is one of the commitments of Voltas which has designed its CSR framework on the Tata Ethos and community needs. There are three verticals in the framework, including Sustainable Livelihood, which essentially deals with skilling and employability building for marginalized youth and women. Community Development vertical emphasizes on issues like quality education, health and water, and third vertical called Issues of National Importance that addresses national level issues like disaster management, Affirmative Action, and sanitation

Voltas CSR works with an approach of “*Engage, Equip and Empower*”. Voltas believes in ensuring participation and ownership of the communities and equipping them with necessary knowledge and skills. Only then the communities can be truly empowered. All its interventions for the social development are need-based, sustainable in nature and reaching out to the bottom of the pyramid section of society. Affirmative Action is a common thread for all the CSR initiatives of Voltas, where project actively work towards inclusion of SC and ST communities, Women and Differently abled.

Over the years, the Company has strengthened its CSR interventions for optimum impact.

Sustainable Livelihood

Voltas believes that Skill Development and Employability Enhancement are the essential building blocks to attain empowerment of marginalized youth. It is therefore that Voltas has taken it up as its Flagship Program. The objective of the program is to promote sustainable livelihood and economic development through youth employment, education and training. Over the period, besides the trades where Voltas has its domain expertise, the Company also has added more trades to its offerings based on the market demand. Voltas offers technical as well as non-technical courses to benefit young men and women from marginalized sections of the society.

The Company offers courses in Room Air Conditioning, Central Air Conditioning, Plumbing and Electrical as technical courses. These courses are industry oriented and relevant to market requirements. They place emphasis on hands-on-training in well-equipped laboratories, on-job-training in real-life situations, soft skills, customer care and safety. The content of these well-designed courses is developed by experienced Subject Matter Experts from Voltas, leveraging the domain expertise of the company. In non-technical space, the courses offered include BSFI, Retail, IT enabled services, Tally and Accounting, Nursing assistant and Tailoring.

Context

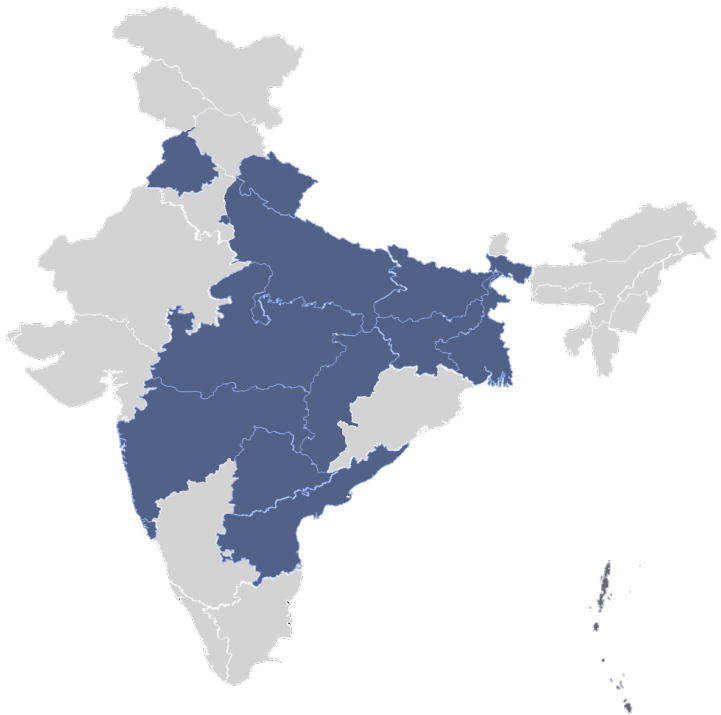


Recognition of Prior Learning (RPL) program helps the existing workforce with skill upgradation and certification. This initiative is positively impacting work efficiency, productivity and income of the existing unskilled and semiskilled technicians.

Since its inception in the year 2002, Voltas has trained over 30000 youth through technical, non-technical and RPL programs.

Through 27 Skill Development Centres across 13 states in India, Voltas is creating a shared value which converges the aspirations of the community and the requirements of the industry to create a win-win situation for all.

Project Locations (States)



30,970

*Beneficiaries
(2002-2022)*

13

States

Map not to scale

Project Goals

- ☐ Build capacities of young men and women to be gainfully employed.
- ☐ Create a significant and sustained impact on communities adjacent to Businesses by addressing their priority needs.
- ☐ To provide employment opportunity to unemployed Indian youths.
- ☐ To increase the family income of placed youth and raising their standard of living in the society.

SDG Alignment



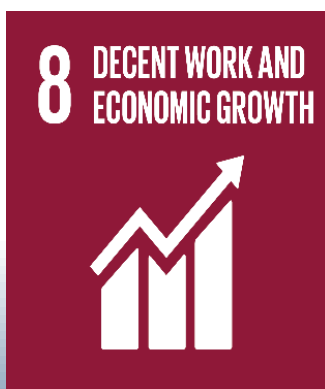
Sustainable Development Goals (SDG) Mapping

Program alignment to UNSDGs

India ranks at 121 out of 163 countries in 2022 on the SDG Index, therefore the UN Sustainable Development Goals (UNSDGs) are critical to be looked at not only at a global level but also at a national level.

Skilling is a global sustainable development goal. The 2030 Agenda for Sustainable Development includes a target to achieve inclusive and sustainable economic growth, which will be achieved through strengthening institutions, promoting macroeconomic stability and financial inclusion, investing in people through education and training, and ensuring access to justice for all.

The sustainable livelihood program aligns to the below SDGs:



Project Impact Map

Input	Activity	Output	Outcome
Awareness Generation	<ul style="list-style-type: none"> • Awareness creation through media, referrals, mobilization, etc. 	<ul style="list-style-type: none"> • Increased awareness on the offerings among the target stakeholders 	<ul style="list-style-type: none"> • Improved rate of enrollment for the training
Training	<ul style="list-style-type: none"> • Providing technical training • Providing non-technical training • Providing soft Skills and Life Skills training • Access to excellent infrastructure and well-equipped technical laboratories • Timely assessment and certification 	<ul style="list-style-type: none"> • Candidates with improved knowledge in specific areas • Candidates feeling satisfied with well equipped lab • Candidates receiving certification 	<ul style="list-style-type: none"> • Improved technical/non technical skills of the candidates • Improved job prospects
Placement	<ul style="list-style-type: none"> • On-job training and exposure to industry operations • Counselling and support provided on job preparation and expectations 	<ul style="list-style-type: none"> • Candidates getting exposure to on job training • Candidates getting placed and improved Household income 	<ul style="list-style-type: none"> • Improved access to training prior/during placement • Improved rate of placement • Enhanced income
Post-placement support	<ul style="list-style-type: none"> • Post placement follow-up with Candidates to understand their satisfaction with the work and assist them with any issues 	<ul style="list-style-type: none"> • Candidates receiving follow up calls • Candidates with improved satisfaction due to relevant communication • Candidates with improved retention rate 	<ul style="list-style-type: none"> • Improved satisfaction towards placement

03



Methodology and Sampling

Methodology



Phase

1

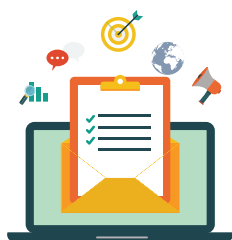


Consultation & Scoping

Discussion with Voltas team was conducted to seek project related details, understand the scope and document the engagement's expectations
Information on Voltas CSR programs was requested

Phase

2



Review of existing Theory of Change

Stakeholder interactions were conducted to understand projects, geographies, mode of implementation, intended impacts and processes
An "Impact Map" of this program was developed and strengthened in consultation with partners

Phase

3



Sampling and Tool Designing

Finalised the sample plan for stakeholders, designed tools for Impact Assessment for stakeholder interactions.
Interactions conducted were combination of one-on-one interviews

Phase

4



Stakeholder Interaction and data collection

Conducted stakeholder interactions (on a sample basis) through offline modes such as field visits to program locations, and telephonic interaction.

Phase

5



Analysis & Impact Assessment Report Preparation

Conducted data analysis and prepared reports on Impact Assessment basis information gathered through stakeholder interactions

Sampling



The total number of candidates trained was 30,970 across 27 centers. The job roles in which training was imparted were RAC, CAC, Plumbing, Electricals for technical trade and BPO, GDA, BFSI, Sewing Machine Operators for non-technical trades. We had chosen a sample of 380 for one-to-one interaction and interviewed all of them giving due representation to all locations, sectors and job roles as per robust sampling procedure.

Parameter	Universe	Sample planned	Actual Coverage
Total trainees	~ 30,970	380* (95% CL 5% CI)	415
Total Centres	27	11 centers & 2 RPL	11+2 RPL
Other stakeholders	-	60	180

Approach:

In the selection of the centers, representation from various regions of the country and the implementation approach was considered

Name of stakeholder	Number of interactions (per center)	Type of interaction
Trainees – current batch	~15	<ul style="list-style-type: none">• One to Many• 1 FGD
Alumni – past candidates	~15	<ul style="list-style-type: none">• One to Many• Telephonic Interactions• 1 FGD
Employers	~5	<ul style="list-style-type: none">• One to one
Centre staff	1 FGD (4-5 persons)	<ul style="list-style-type: none">• FGD
Parents	1 FGD (5-10 parents)	<ul style="list-style-type: none">• FGD

Sampling



#	Partner Name	Centre Location	State	Courses
1	Tata Strive	Thane	Maharashtra	RAC, CAC
2	Agnel Institute of Technical Training and Entrepreneurship Development	Thane	Maharashtra	RAC, Electrician, Tailoring
3	Tata Strive	Nashik	Maharashtra	RAC, BPO, GDA, BSFI
4	ICICI Foundation	Indore	Madhya Pradesh	RAC/CAC
5	Tech Mahindra Foundation	Mangolpuri	Delhi	RAC
6	GMR Varalakshmi Foundation	Delhi	Delhi	RAC
7	Grey Sim Learning Foundation	Pant Nagar	Uttarakhand	RAC, Plumbing
8	GMR Varalakshmi Foundation	Hyderabad	Andhra Pradesh	RAC, Multiskilling
9	Tata Strive	Hyderabad	Telangana	BSFI
10	Tata Strive	Jamshedpur	Jharkhand	CAC
11	Tata Strive	Midnapore	W Bengal	RAC
12	Grey Sim Learning Foundation	Across India (Virtually)		RPL (Recognition of Prior Learning)
13	Care Foundation	Across India (Virtually)		RPL (Recognition of Prior Learning)

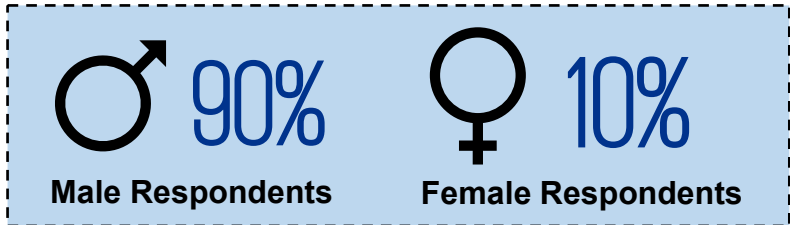
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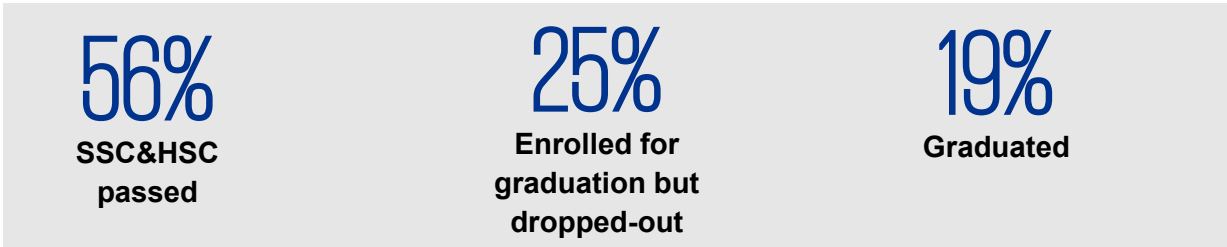
Impact Assessment Findings

Respondent Profile

(Current batch and Alumni)

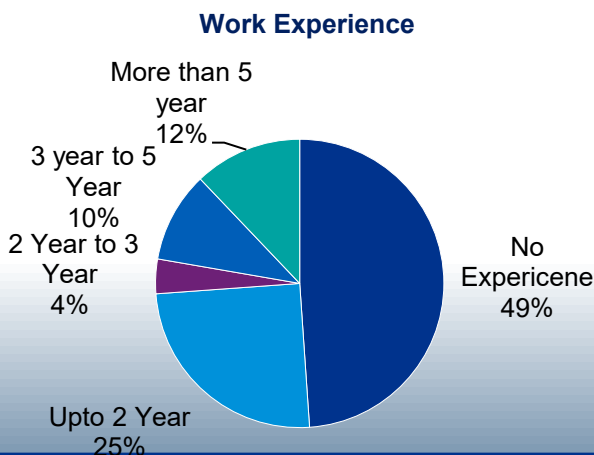
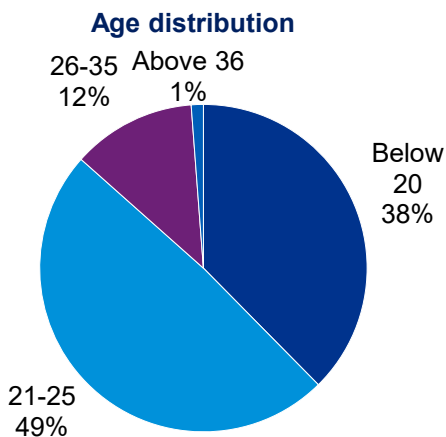


90% of the respondents were male and remaining 10% were female. However, state wise coverage varied in terms of their representation. As many as in 7 states out of 10, for instance, no female was identified as a beneficiary and, in all states, majority males were identified as primary beneficiaries. This difference may be attributed to the preference in job roles by the both the genders.



56% of respondents possessed secondary and higher secondary education and 19% have received education up to graduation and higher level whereas 25% were such candidates who went to college but not graduated.

Majority of the beneficiaries were young, as 38% beneficiaries were below 20 years of age, and almost half of the surveyed beneficiaries (49%) are from 21-25 years of age group. The minimum and maximum age-group reported has been 20 years and 36 years respectively.



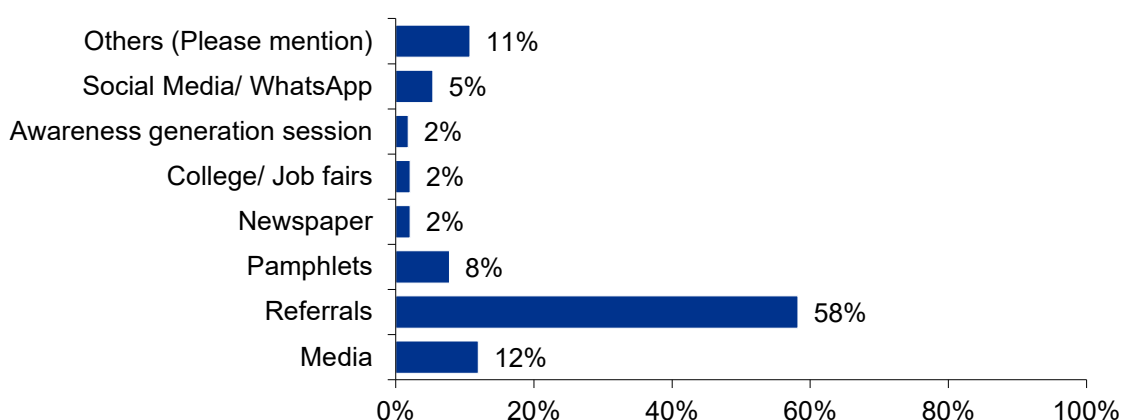
There were about 49% beneficiaries who had no prior experience of working with any sector which constitutes most of the sample size whereas one-fourth of the total surveyed beneficiaries (25%) had a work experience of up to 2 years and rest having work experience between 2-5 years, giving them an edge over half of the beneficiaries in terms of understanding industry demands.

Vocational Training



Mobilisation and Counselling

Mobilization being an initiation step of the training program it plays a key role in order to identify right set of (desired) candidates for the training. It was recorded that more than half of the surveyed beneficiaries (61%) came to know about the training program through their connections who had already completed their training from the centers, this shows an optimum satisfaction among the beneficiaries willing to spread good words about the training program between their peers. However, the contribution of print media recorded in mobilization process was abysmal as around 20% candidates came to know about the training through this source.



98 %

Participants shared that they interacted with Alumni/ guests/ SMEs which helped them get a better clarity of the program



76 %

Participants shared that their parents or any of their family members were engaged in the awareness generation process.

Vocational Training

Training



Training experience of respondents

65 %

Respondents perceived the training as pertinent to their preferred career path

100 %

Respondents were satisfied with improved knowledge about the non-technical module

95 %

Respondents were satisfied with improved knowledge about the technical module

Interaction with the respondents showed that most of the respondents have gone through internal assessment and were happy with the syllabus and technical trainer

99 %

Respondents stated that the trainer reviewed their knowledge on the subject

95 %

Respondents have gone through internal assessments during the course

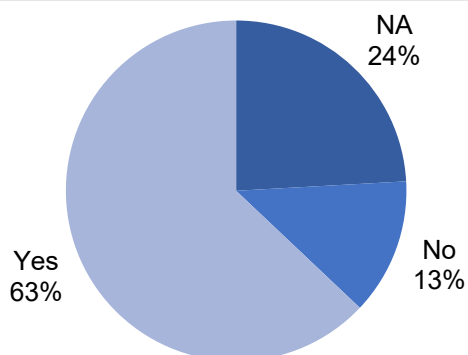
95 %

Respondents found curriculum and syllabus useful

On Job Training

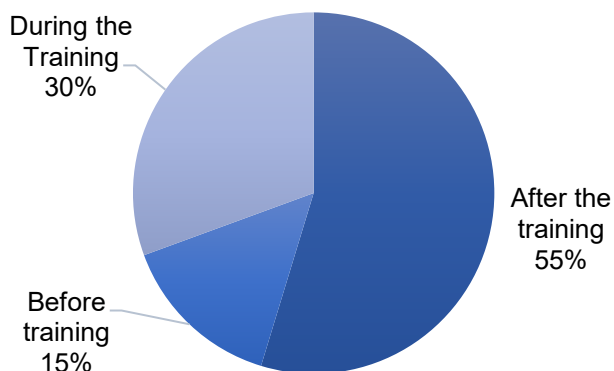
As a practical approach to acquiring new competencies and skills needed for the jobs in the sector, almost two-third of the total surveyed beneficiaries (74%) went through on-the-job training. Whereas it was recorded that 55% of the beneficiaries received their OJT after the completion of their training, followed by 30% during the training.

Participants received On Job Training (OJT) as a part of their course[#]



#NA- Some courses don't require OJT hence, not provided

Support received for OJT



74% Respondents stated to be sector agnostic and did not have had any job preference while **9%** of the respondents have shown explicit interest in AC and Refrigeration industry

Vocational Training

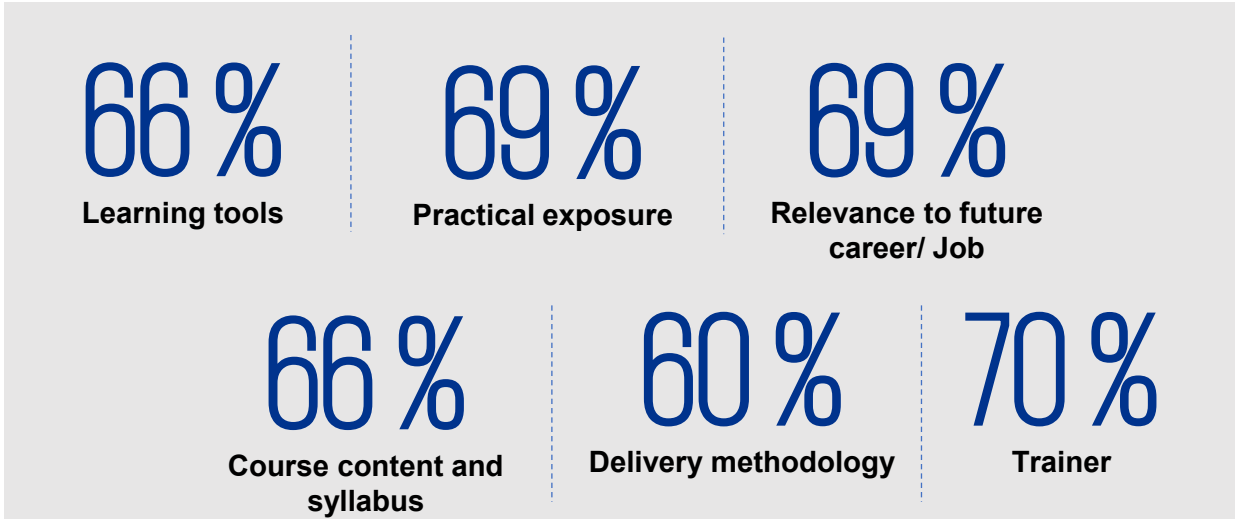
Student Feedback



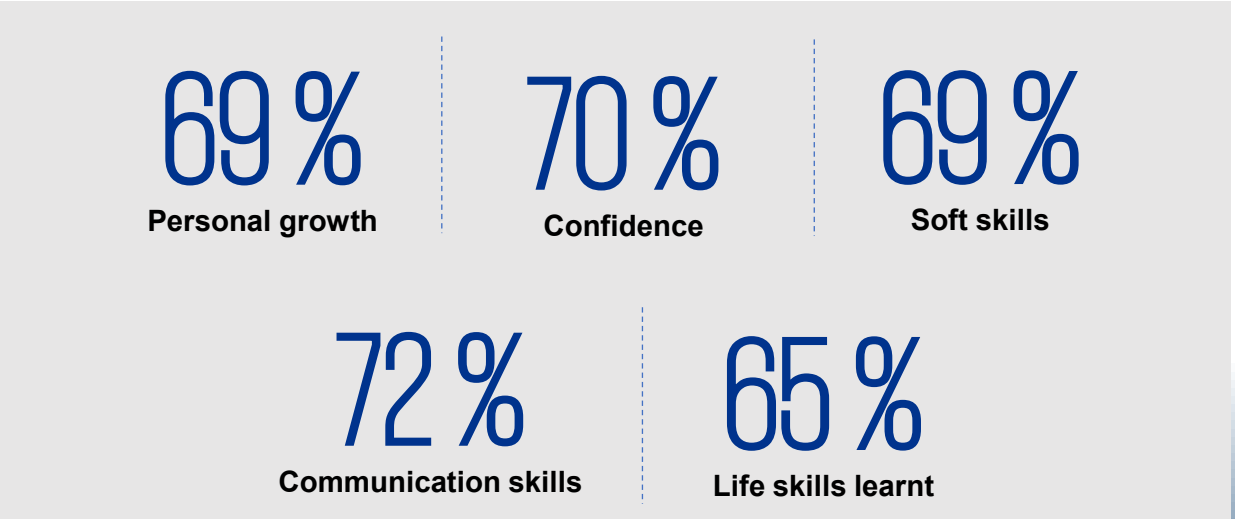
In order to improvise the pedagogy and training methods at the center through continuous feedback from the students, It was observed during the survey that almost all of the respondents participated in the survey were extremely satisfied with the training methods. They were also counselled on a regular basis on further career prospects in the sector. Almost all of the beneficiaries (99%) found the training useful and relevance as per the sector skill requirements.

Respondents rated their satisfaction level for the different course related parameters such as counselling process, guidance for possible options, relevance of training with their working area, comfort of the training center, regularity of the sessions, overall training programme.

Satisfaction level for course content



Improvement in personal qualities



Vocational Training Placement



Overall, placement offer (wage and self-employment) recorded was 93% including wage/salaried and self-employment. However, this figure has been declined to 70% because as many as 30% respondents did not accept the jobs offered as the placement was either far away from their preferred destination, job was not of their interest or other reasons. The objective of the skill programme is to provide respondents a foothold in the market for their employability.

93%

Respondents opted for the placement

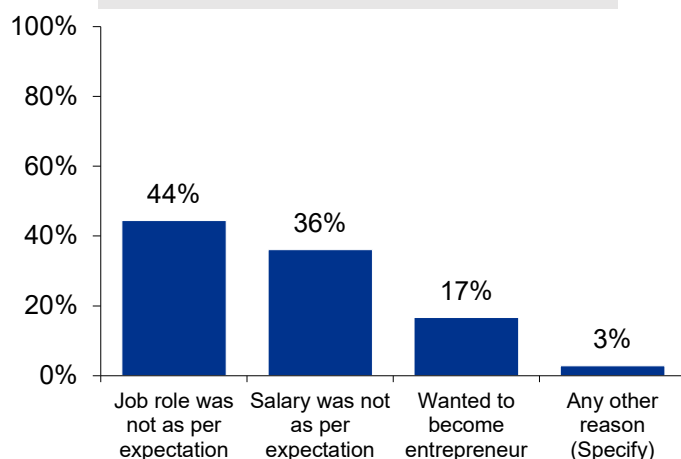
70%

Of the placed respondents had accepted the offer

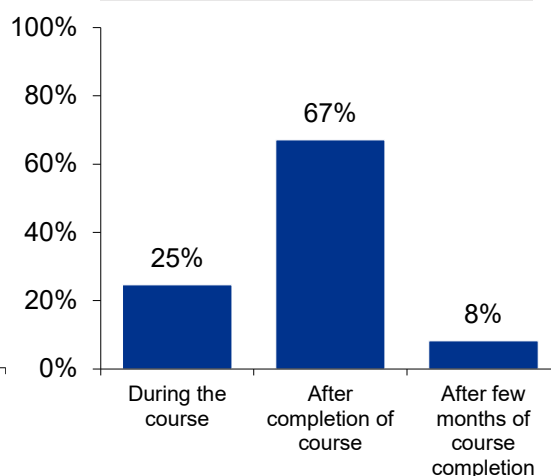
Out of total placed candidates 30% did not accept the offer. Major reasons quoted by the respondents as follows -

- **44%** were such respondents who didn't like the job role
- **36%** were such respondents who were not happy with the salary offered
- **17%** wanted to become entrepreneur

Reasons for not accepting placement offer



Time period for accepting the placement offer



Out of the 93% of respondents who had received the placement -

- **25%** of the respondents received the placement offer during the course
- **67%** of the respondents received the placement just after completing their training

Vocational Training

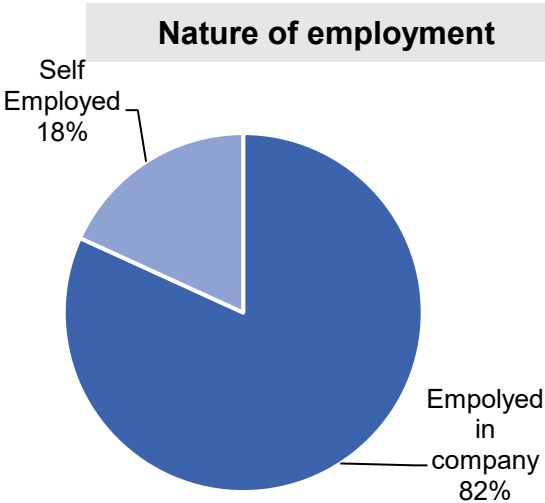


About the Job

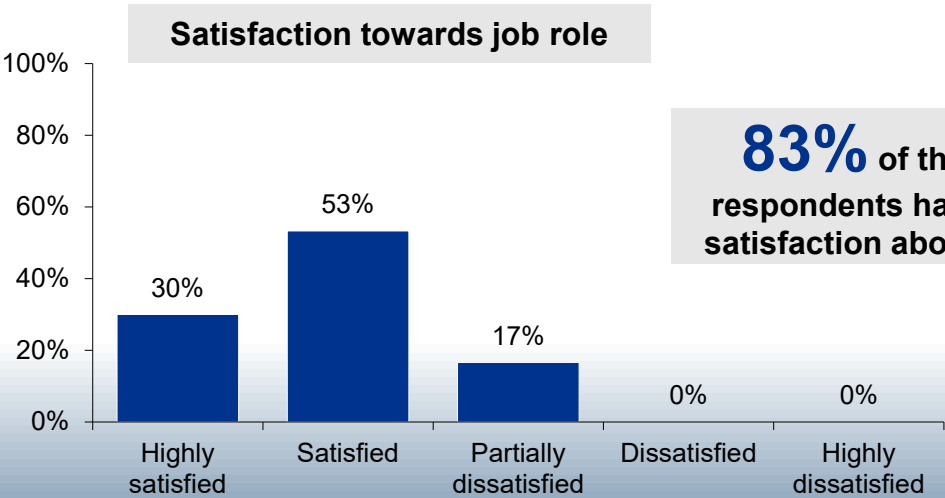
Employed respondents were interviewed about their job role, salary, mode of working, satisfaction with job, etc parameters.

Mean	12,351 INR
Mode	8,000 INR
Median	11,000 INR

It was recorded during the study that the mean salary of placed candidates was rupees 12,351 while INR 8,000 was mode, and INR 11,000 was median salary. INR 25,000 salary per month was the highest while INR ~8000 was most frequently recorded salary.



According to the study conducted, a significant majority of the respondents, specifically 82% were found to be engaged in any company. The remaining 18% of the respondents were reported to be self-employed individuals. The analysis indicates that most of the participants earn their livelihoods through salaried job within established companies while a smaller portion of the respondents are self-reliant and work independently.



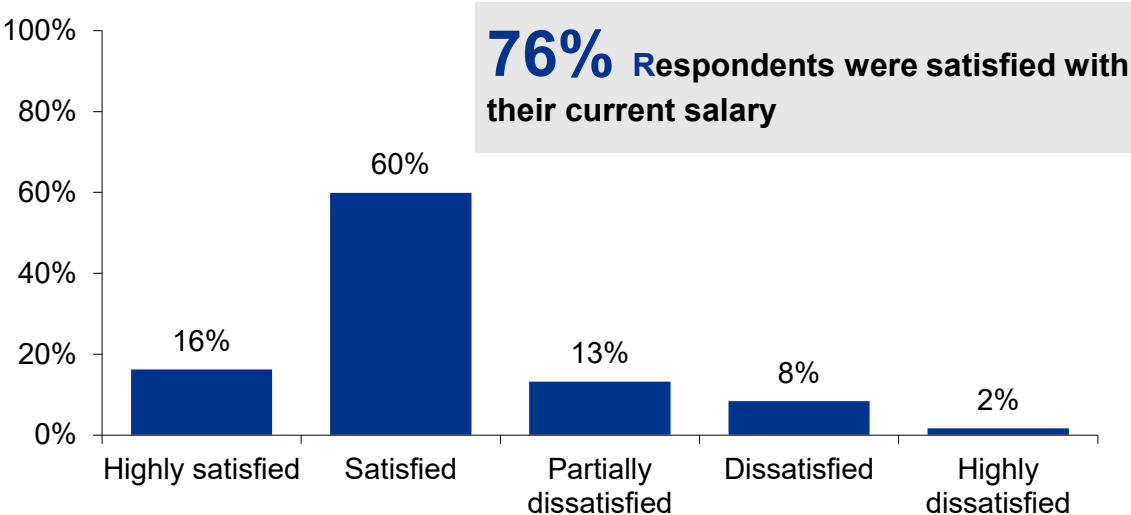
83% of the employed respondents have expressed satisfaction about the job role

Vocational Training

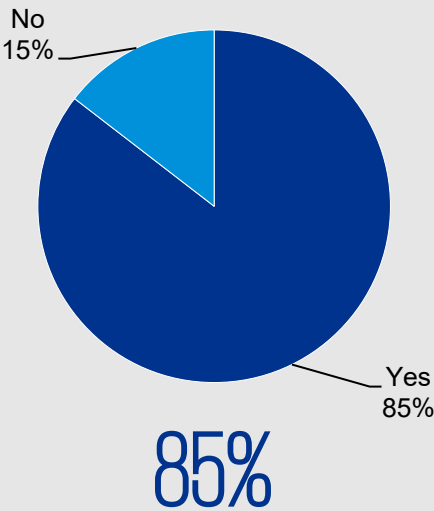


About the Job

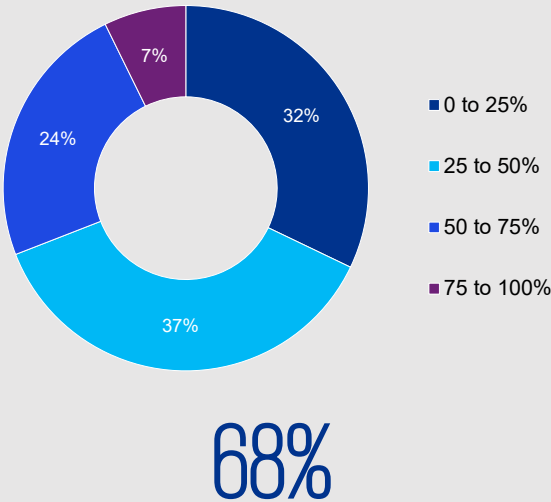
Satisfaction towards salary



Effect on household income



Respondents reported a rise in their household income after placement.



Respondents have indicated improvement in household income by more than 25%.

82%

Respondents shared that they were satisfied with their current job

Vocational Training



Post placement assistance

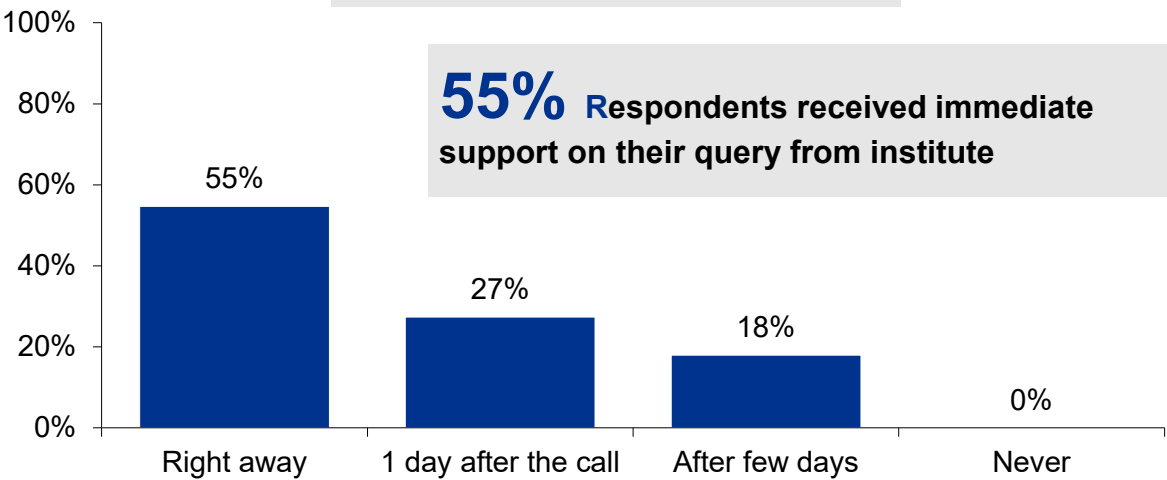
71%

Respondents have received post placement assistance from training institute

100%

Respondents received support/resolution from the institute after raising query

Response time by the institute



55% Respondents received immediate support on their query from institute

Feedback of Respondents

90%

Respondents reach out to the institute for any help

94%

Respondents shared that they are satisfied with the assistance provided by the institute

94%

Respondents shared that the training experience is helping them at work

90%

Respondents shared that they are satisfied with the training programme

Comparative Analysis of Key Indicators



SR	Parameter	Technical Courses	Non-Technical Courses
1	Respondents attended any sort of training prior joining the course	100%	94%
2	How did you get to know about the programme		
	a)Media	19%	6%
	b) Referrals	50%	75%
	c) Pamphlets	4%	8%
	d) Newspaper	3%	0%
	e) College/ Job fairs	4%	6%
	f) Awareness generation session	6%	0%
	g) Social Media/ WhatsApp	7%	0%
	h) Others	11%	6%
3	Satisfaction level with the enrollment process	100%	100%
4	Satisfaction level with the improved knowledge about technical training	96%	100%
5	Level of interaction with the technical trainer	98%	100%
6	Usefulness of curriculum	99%	100%
7	Relevance of curriculum	98%	100%
8	Practical exposure	77%	100%
9	Relevance to future career/job	72%	44%
10	Candidate getting only salary and other benefit from employer	67%	89%
11	Rate your satisfaction for current salary	75%	81%
12	Household family income increased due to your employment	84%	100%
12	Contribution to Household income (More than 25 %)	64%	81%
13	High satisfaction rating for the assistance provided by the institute	60%	89%
14	Recommend others to join this training by Voltas Ltd	100%	94%

Feedback on training by Alumni

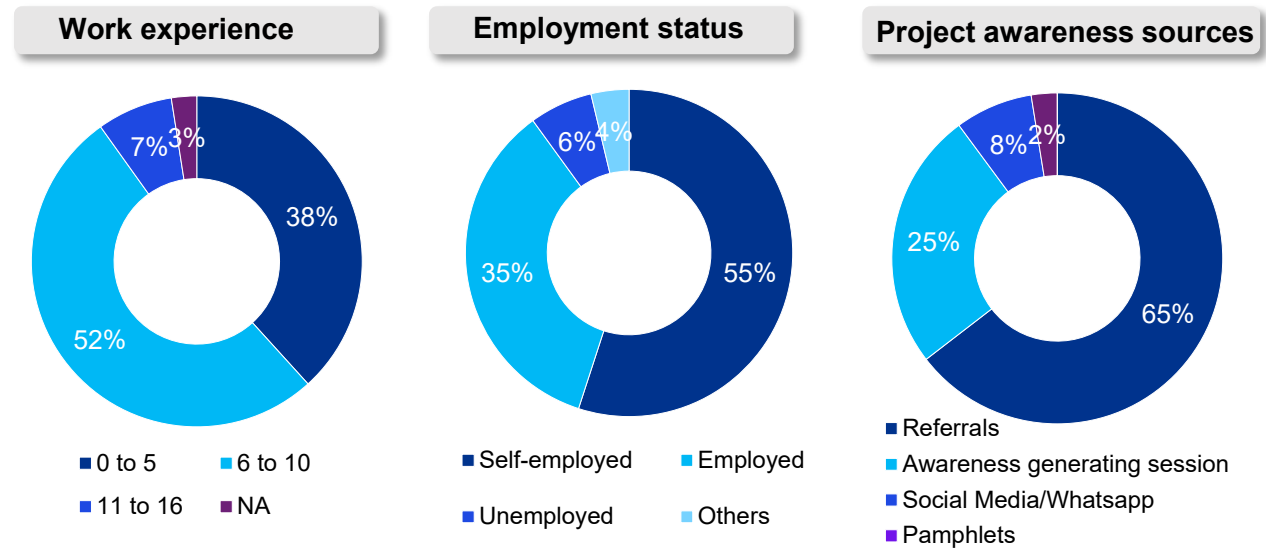


Key parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Counselled clearly at the time of admission about the benefits and costs of the training program.	50%	41%	8%	1%	0%
Aware about options available after the training program	27%	59%	11%	4%	0%
Job attribution to the program	45%	38%	12%	5%	0%
Happiness with your current job	38%	43%	13%	5%	1%
NGO taking regular updates from you on your job	38%	43%	13%	5%	1%
Able to earn satisfactorily according to your earning potential	40%	35%	14%	11%	0%
Facilities at the training center were adequate and comfortable	49%	32%	10%	10%	0%
Training provided is useful	61%	31%	8%	0%	0%
Training experience is helping you in your work	65%	29%	5%	0%	0%
Satisfied with training program	100%	0%	0%	0%	0%

Recognition of Prior Learning



Respondent's Profile



In the survey, 80 respondents were interviewed, with 52 of them being referred by their peers or relatives, while the remaining came to know about the program through print/e-media or awareness campaigns. The study revealed that over half of the respondents (52%) had work experience ranging from 6-10 years, while 38% had 0-5 years of experience. More than half of the respondents (55%) possessed the necessary skills, but due to the absence of formal certification, were self-employed. About 35% of the respondents were employed by a company.



Stakeholder Voices



"The course was comparatively short, crisp and its being as effective as ITI in terms of job prospects. The most attractive aspect of the programme according to me was it was free of cost and at the same time job centric. The staff members were well aware and easy in communicating about the courses."

- Beneficiary, Budh Vihar, Delhi

"The programme has enhanced my soft skills such as dressing sense, self-confidence, communicating with customers, Body language and Eye contact. Soft skill training has helped me in boosting confidence and help during interview with better communication skills that helps in good placements "



- Beneficiary, Delhi



"The biggest advantage of the programme is that this course is absolutely free. Along with technical training, I am also getting trained for soft skills. I am excited for the future job opportunities."

-Beneficiary, Hyderabad

"I did not see anyone from the batch dropped out of the course. The course has provided everything a job seeker would require. Our trainers used to connect with us often and we used to share our experiences. I would suggest that the duration of course should be greater as companies expect more knowledge from us."



- Beneficiary, Jamshedpur



"I have gone through periodic assessments every 3 days. I am satisfied because I am getting a chance to use my learning along with earning a dignified income."

- Beneficiary, Rudrapur

Stakeholder Voices



"The programme is teaching us how to talk with customers, how to stay in other states, how to work in service centres and companies, how to sustain our jobs, how to work in a group, how to handle a work etc. These soft skills can help us growing in our career, develops our personality, improves our communication skills. It had great impact on enhancing my confidence and dealing with customers through effective communication skills. One thing which I would like to change about the center would be the canteen facility. "

- Beneficiary, Nashik

"I have completed my training from this center ad today I am recruiting the employees from this center. The centre is doing an amazing Job giving such valuable and essential trainings at no cost. My only suggestion for the training would be improve the practical training sessions. I would refer other recruiters ad company to recruit from the centre"



- Employer, Jamshedpur



"I have observed a change in my child's behaviour after attending this program. He is more confident in his work now and nowadays he has started sharing to people about his employment or training. Our standard of living has increased. According to me, this programme can improves one's performance and helps in overcoming financial difficulties, earning better income and gaining stability of any job. "

- Parent of beneficiary, Thane

Employer's Perspective

Background of the employers

- ❑ The employers got to know about the center through Voltas dealer, seminars attended and other recruiters.
- ❑ Through the interaction with the employer's, it was understood that very few recruiters are recruiting from 1 to 3 years. Whereas most of them are associated with Voltas from many years and are recruiting from last 8 to 10 years.
- ❑ Many of them have visited the center for the purpose of interacting with the candidates and interviewing the candidates. Some of the recruiters have not visited the center so far.

Scope of improvements according the employers

7 out of 10 employers believe soft skills are equally important for the jobs.



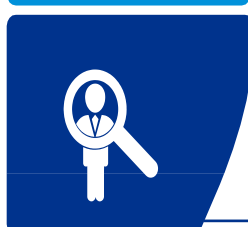
1/3rd of the employers are of opinion that Weekly and monthly exposure visits of candidates to employer.



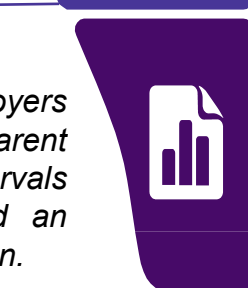
Almost all employers participated in the survey emphasized on composite training with the balance of theory and practical training.



1/3rd employers suggested that there must have hostel facility in training center.



3 out of 10 employers suggested of parent engagement at intervals during the training and an extended training duration.



4 out of 10 employers shared that practical laboratory needs to be improved.



Employer's Perspective

Suggestions from the employers

Candidates can be made compulsory to attend the job for at least 1 year



Training on discipline and soft skills (dressing etiquettes) can be delivered



More focus on OJT tie ups with employers should be given



Initial scanning of candidates' interest before enrolling for courses can be done to improve the retention rate post placement



There should be internal assessment of candidates for improvement of their overall quality at work



Training material should be updated as per changing times and technologies. Technology is changing rapidly, and we need to move with it



“According to me, many more of such centers should be opened so that better results can be obtained. Many candidates can be trained and placed. I will highly recommend my acquaintances to recruit from the center.”

-An employer

Employer's Perspective

Retention Rate

Retention rate after placement is an important metric used to measure the effectiveness of the program. Retaining individuals in their newly acquired job is important because it not only benefits the individuals themselves, but also contributes to the overall success of the skilling program. During the interaction with the employers who participated in the placement process, it was observed that the average retention rate is 5-6 months.

Average Salary

The average salary provided to candidates after being placed is an important metric that highlights the impact of skilling programs on the economic and social well-being of individuals and communities. It was recorded during the study that respondents were drawing a competitive salary at an average 6,000 – 10,000 INR per month along with included benefits such as PF, bonus, accommodation, medical insurance, travel expenses.

Promising Career Path

A promising career path due to the growing demand for HVAC systems. As energy becomes more critical, the need for skilled professional in AC industry to install, maintain and repair these systems will continue to increase.

Promising Career Path

Fostering positive work culture and providing opportunities for training and development to help candidates improve their skills and feel more confident in their roles.

05



Benchmarking

Benchmarking- AC Manufacturers



The below benchmarking analysis has been carried out basis the information available in the public domain pertaining to the AC manufacturers in India who have CSR programs in skilling. Companies with maximum information available have been presented below. Considering the limited availability of the information, key parameters and select companies have been presented below:

Parameters	Voltas	Carrier India	Whirlpool	Mitsubishi	Blue Star	DAIKIN
Candidates trained (Cumulative)	30,970	NA	3800	30500	NA	NA
Placement achieved	90%	NA	65%	90%	NA	NA
Benefits provided to the candidates	Residential	Residential	Non-Residential	Residential	NA	Non-Residential
Internal M&E framework	Yes	Yes	Yes	Yes	Yes	Yes
Student contribution fee	Free	Paid	Free	Free	NA	Free
Provision of NSDC/SSC certificate	Yes	Yes	Yes	No	Yes	Yes
Location of the centers	Metro and Tier-2	Metro City	NA	Metro and Tier 2	Metro and Tier 2	Tier 3
Provision of OJT	Yes	Yes	NA	No	Yes	Yes
Availability of the state of art training center	Yes	Yes	Yes	Yes	Yes	Yes
Post placement follow up	Yes	NA	NA	NA	NA	NA
Industry exposure/ hands-on training	Yes	Yes	NA	NA	NA	Yes
Integration of other aspects (Soft Skill, Financial Literacy etc.)	Yes	Yes	NA	NA	NA	Yes
Training duration	3-4.5 months	2 months	3 months	2-3 months	2 months	3 months

#NA- Not Available

Select skills programs



The details of key skills development programs undertaken as part of CSR by some of the leading companies is presented below.

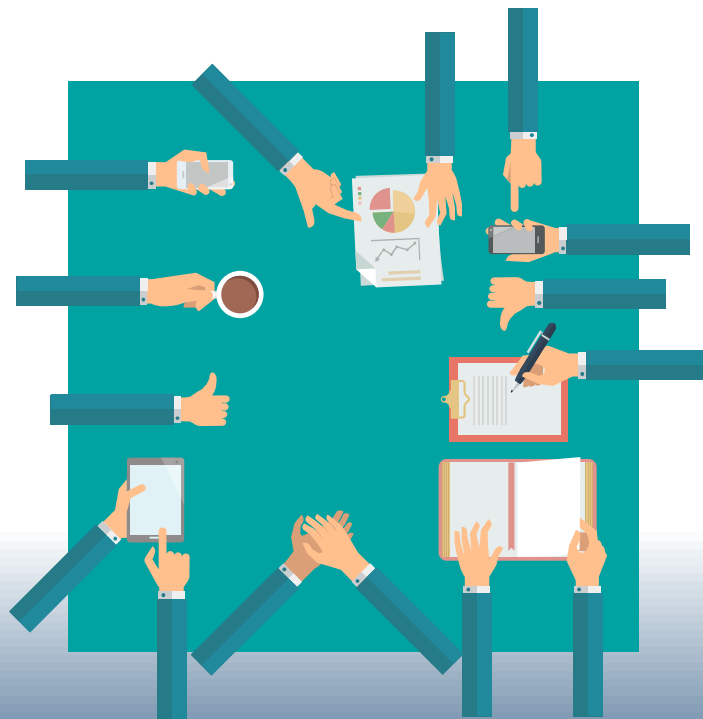
Voltas	BOSCH India	ITC Ltd
<ul style="list-style-type: none"> • 30000+ candidates trained till date • 90% placement achieved • Post Placement assistance • Affirmative action: Focus on youth (18-25 years) from marginalized, as well as youth coming from SC/ST communities across India. • Spending in 2020-21: Approx. INR 4.5 crores 	<ul style="list-style-type: none"> • 40000+ candidates trained till date • 100% placement achieved • Placement assistance • Operating through vocational institutes and multiple PPP centers • Spending in 2020-21: Approx. INR 7-8 crores 	<ul style="list-style-type: none"> • 100000+ candidates trained so far • 85600 placement achieved • Diverse gender inclusion as 50% enrolled are female • 35% candidates from marginalized section (including SC, ST community) • Spending in 2020-21: Approx. INR 9-10 crores
Vedanta	HPCL	HSBC
<ul style="list-style-type: none"> • Set up of multiple center of excellence • Skill need assessment within community • Support for business plan development • Work experience and on the job training • Employee meet for feedback and improvements • Spending in 2020-21: Approx. 6-7 crores 	<ul style="list-style-type: none"> • Dedicated skill development institutes in 6 states • Offers wide range of skilling trades (25+) • Spending in 2020-21: INR 2-3 crores 	<ul style="list-style-type: none"> • 1300000 youths trained • 72000+ placed (55%) • Average salary range: 10-11 thousand per month • Focused on employability linked skills training • Provision of regular ToT for improved training delivery • Building financial capability and encouraging micro entrepreneurship • Spending in 2020-21: Not Available

Tata Group: Skills programs



Tata Power

- Functioning across 9 locations with dedicated skill development institutes
- Special provision to include differently abled candidates from the community
- Focused skilling in power and related trades
- Functions on 3 core fundamentals of training:
 1. *Soft skills and personality development*
 2. *Practical and Technical knowledge*
 3. *Cognitive development*
- Has strategized the training around aspects of 3PE – Preparation, Practice, Execute, Excellence
- 1-3 months training duration based on trades
- Guest lectures special sessions from industry leaders
- Lateral certification program
- Has categorized certificate as per difficulty level of the training – bronze, silver, gold and platinum
- Special 'Smart Card' Scheme – contractors can keep only those employee who are trained from tata power and have earned their smart card. This leads to maintain quality standard of the training.
- Spending on vocation training: INR 0.5 to crore approx.



Tata Group: Skills programs



Tata Motors

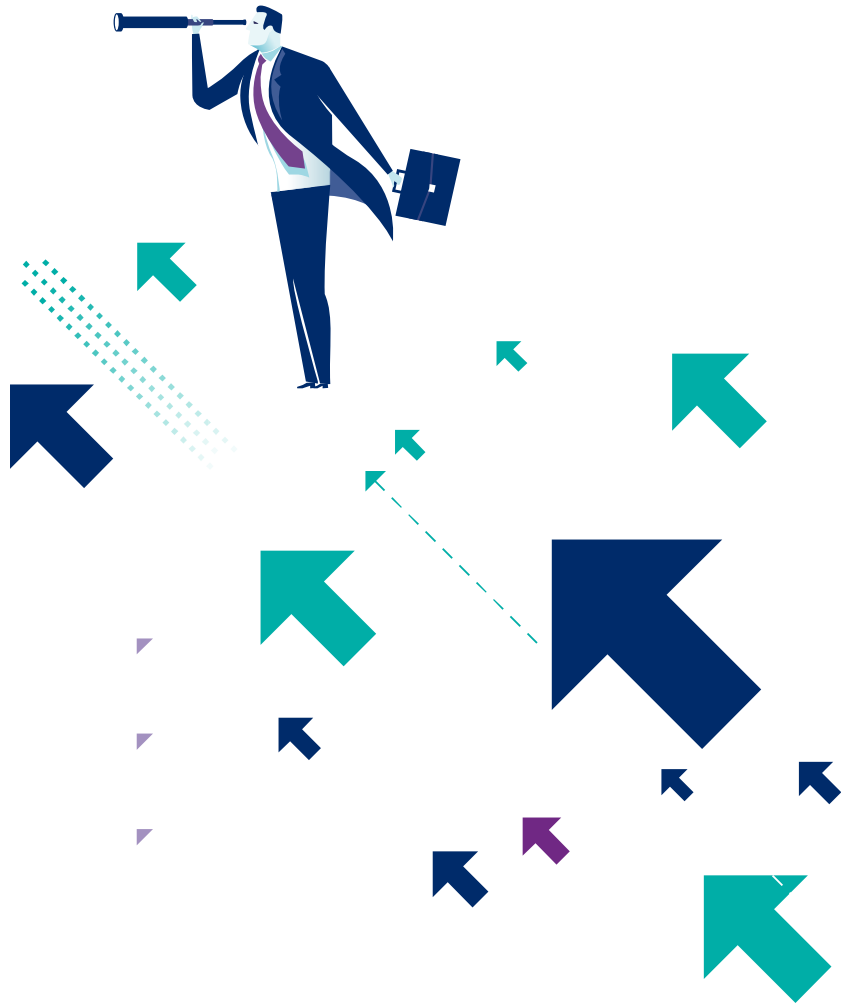
- Implementation through flagship program: Kaushalya
- Total lives touched: 45,234
- Total employed: 80%
- Avg salary range: 8500 per month
- Focused projects for different section of community
- Special LEAP program for women and SC/ST in automobile sector
- E-Dost for community awareness and mobilization through key community member to win the community interest
- Provide institutional strengthening (setting up high end labs at ITIs)
- Spending on vocation training: Approx INR 3 to 4 crores

Tata Steel

- 12,668 youths trained so far
- 85% average placement ratio
- 10,000 rupees average monthly salary
- Provision of scholarship: 5000 rupees to SC/ST and 1500 rupees to each women student
- Follows PPP model for effective implementation
- Works closely with ITIs, In-house industry dealers and service stations for improved employment opportunity.
- Spending on vocation training: not available



06



Conclusion and Way Forward

IRECS Evaluation

Component

Remarks

Inclusiveness

- The program focuses on providing technical, non-technical skills and certification to candidates from socio-economically background. The selection process does not ask for any pre-requisite skill apart for the minimum level of education.
- In the sample covered, candidates are between 18 to 35 years of age, more than 60 per cent candidates have higher secondary education level and 11 per cent of all sample candidates covered are females.

Relevance

- Skills for job: There is a clear linkage between skills training provided at Voltas centres and available jobs in the local market.
- The courses offered at the Voltas centers has an adequate mix of technical skills, soft skills and field exposure needed for the job.
- More than 90% alumni candidates indicated that training is helping them at their job and more than 60 per cent RPL candidates indicate that training has helped in their work.

Effectiveness

- The program has effectively reached more than 20,600 candidates from underprivileged section so far.
- More than 70 per cent candidates are satisfied with their current income (mean-12,350/- and median-11,000/- per month) and more than 80 per cent indicated a substantial increase in their household income.
- 98 per cent RPL participants shared that would recommend peers about the workshop

Convergence

- Convergence is an integral part of this skilling program as the program is following standard QPs and NOS of NSDC, and the assessment and certification are from ESSCI under NSDC.
- The Voltas skilling program also acts as knowledge partners for multiple centres.

Sustainability

- The sustainability in case of skilling program is dependent on adoption by government supported by appropriate funding models.
- A multi-stakeholder engagement model where government, training institutions (vocational and skill development) and industry come together.

On track



Opportunities to strengthen



Inference and Conclusion



In conclusion, the impact assessment report highlights the positive outcomes of the program in providing job opportunities and economic empowerment to individuals in the both technical and non-technical sector. The program has successfully trained over 20600 individuals in technical and soft skills related to the AC industry and vocational trainings with a placement rate of above 90% in leading companies within the industry.

The program has also contributed to the overall growth of the AC industry by addressing the skill gaps in the sector providing well equipped labs with practical and industry exposure. According to employers, the program has played a vital role in increasing the efficiency and productivity of the workforce, leading to a positive impact on the overall output.

Furthermore, the program has had a significant impact on the lives of the trainees, with many reporting increased confidence and financial stability. The survey conducted among the trainees indicated that 85% of the respondents reported a significant increase in their income levels, leading to improved living standards for themselves and their families.

It was observed during the stakeholder consultation that female participation rate in the program was abysmal, in fact this has been a complex issue in the development sector in India, which can be attributed to various socio-economic and cultural factors. The reasons behind is the perception that technical jobs are better suited for men and lack of awareness regarding opportunities available. Safety concerns at workplace and socio-economic issues which limits the ability to attend such skilling programs are the factors in low participation rate.

However, the report also highlights some areas for improvement, such as increasing the participation of women and addressing the need for continuous upskilling to keep pace with the rapidly evolving technology in the sector. Providing flexible schedules and safety measures to encourage women's participation, can help address these issues.

Overall, the impact assessment report of the skilling program demonstrates the importance of investing in skilling programs that equip individuals with the necessary skills to meet industry demands and contribute to the country's economic growth. The high placement rate and positive impact on trainees' lives indicate that the program has been successful in achieving its objectives and has the potential to serve as a model for similar skilling programs in other industries.

Way forward

Program Component

- The India Cooling Action Plan (ICAP)* by MoEF&CC provides a blueprint for provisioning of sustainable cooling solutions in India by 2037-38. Inclusion of non-Ozone Depleting Substances (ODSs) in training modules/OJT and training of RAC service technicians as part of phase-out of implementation of Hydrochlorofluorocarbons (HCFCs).
- A standardization of curriculum needs to be maintained in alignment with foundational courses (vocational) like Room Air-conditioner and Home Appliance (RACHA) Engineer Training by the Ministry of Micro, Small and Medium Enterprises (MSME); Mechanic Refrigeration and Airconditioner by the Directorate of Vocational Education and Training (DVET), Government of Maharashtra; Craftsmen Training Scheme (CTS) by the Directorate General of Training (DGT).
- The soft-skills training needs to cover topics on Labour Welfare policies that can include Factories Act, Apprenticeship Act, ESI Act, provident fund and similar topics to generate awareness among the trained candidates.
- Grading of skills in the candidates can be adopted, based on assessment of specific theoretical and practical skills. This may enhance visibility of candidate amongst recruiter/employer. The grading can be divided into certain lingo (preferably hindi) that would appeal to all, for example – *Pratiksha*, *Prerna* and *Prabhutva*.
- A component of personalized learning may be adopted that cater to the individual needs and preferences of the candidates, which can be of hybrid model (offline+online). This approach can enhance engagement, motivation, and learning outcomes. This personalized learning can be offered to alumni students as part of continuous engagement process.
- The measuring/assessment of learning outcomes should be in alignment to currently released National Credit Framework (NCF) by Ministry of Skill Development and Entrepreneurship. The enablement offered by NCF to learners by accumulating credits for each level they achieve would help candidates to chart out their career progression and mobility within the sector.

Way forward

Enablers

- A roster of trained candidates should be maintained, and automatic alerts should be communicated to them after regular time period (like 18/24/36 months) for *Refresher training* or *Upskilling*.
- Usage of modern teaching techniques such as interactive simulations, virtual reality, and hands-on projects. This will provide candidates with an immersive learning experience that enhances their understanding of the course material as well as visual illustrations.
- The program needs to have a well-thought Outreach strategy. The program should be promoted to attract candidates through various channels of mobilization (currently more than 50% respondents are from referrals).

Sustainability

- Focus on Sustainable Air Conditioning solutions. With the growing concern for the environment, skilling programs may shift towards sustainable practices such as energy-efficient designs, green building practices, and renewable energy sources. Thus, integration of brief about these in training may be thought.
- Looking at the close relation of technology, the program may integrate emerging technologies such as artificial intelligence, Internet of Things (IoT), and machine learning. These technologies can improve the efficiency and sustainability of air conditioning systems and require skilled professionals to operate and maintain them.
- The program may add a component on longer (1/2-year) vocational course in collaboration with government departments like ITIs, RACHA training by MSME; DVET Government of Maharashtra; CTS by the Directorate General of Training (DGT).
- The program can support trained candidates who are entrepreneurs. A component for helping such candidates for accessing Mudra loans or other financial schemes of centre/state governments and acquiring financial lending from institutional lenders.



Thank You