ICICI Foundation For Inclusive Growth

Livelihood Initiative - ICICI Academy for Skills

Impact Assessment Report | FY 2019-2020

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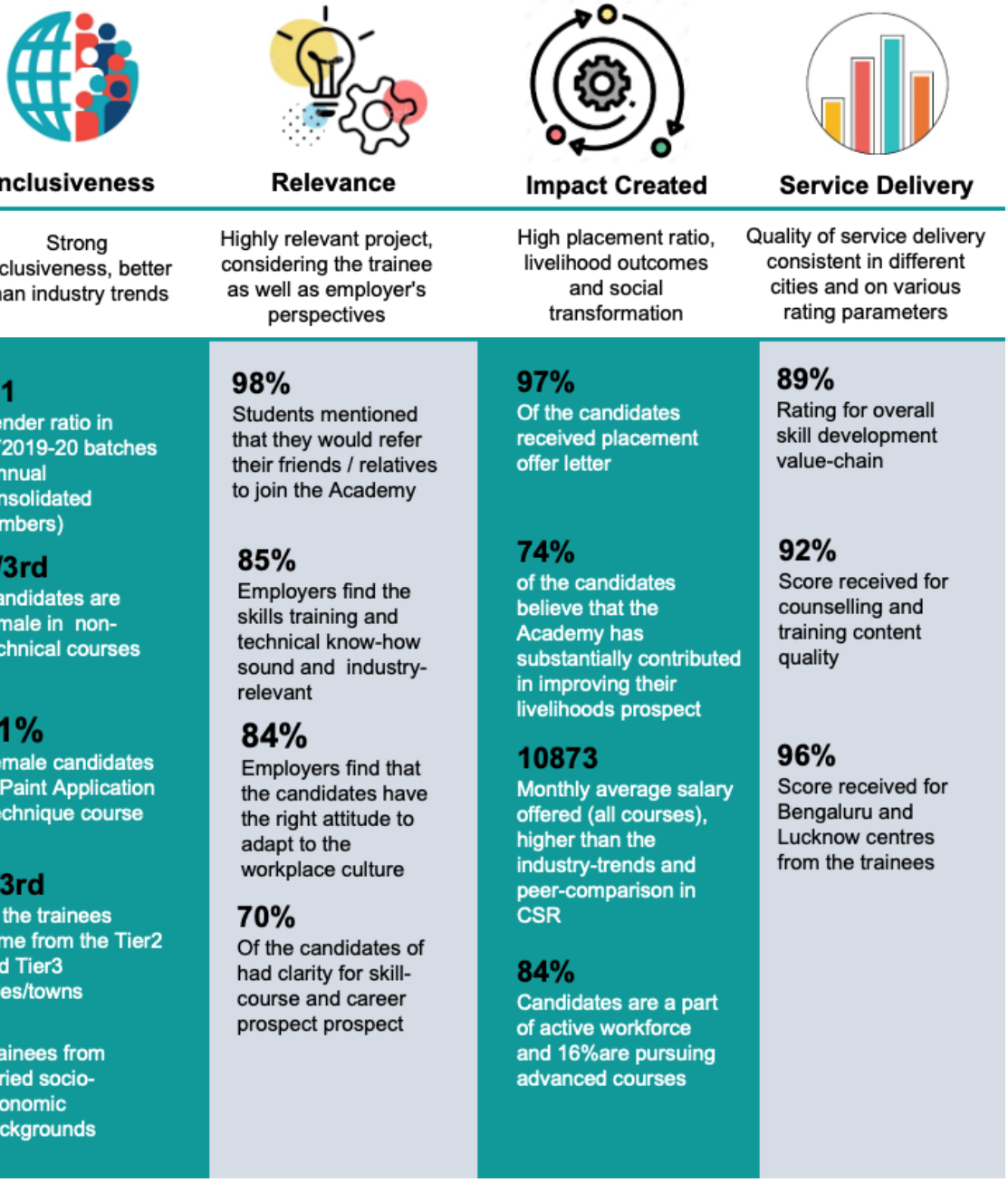
Disclaimer for the Impact Assessment Report

- This report has been prepared solely for the purpose set out in the Memorandum of Understanding (MoU) signed between Renalysis Consultants Pvt Ltd (CSRBOX) and ICICI Foundation dated 19th March 2021 to undertake the Impact Assessment of their project 'Skill Development by ICICI Academy for Skills' implemented in the financial year 2019-20.
- This impact assessment is in pursuant to the Companies (Corporate Social Responsibility Policy) Amendment Rules, 202, notification dated 22nd January' 2021.
- This report shall be disclosed to those authorized in entirety only without removing the disclaimers.
- CSRBOX has not performed an audit and do not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion.
- This report contains analysis by CSRBOX considering the publications available from secondary sources and inputs gathered through interactions with leadership team of ICICI Foundation, project beneficiaries and various knowledge partners. While information obtained from the public domain has not been verified for authenticity, CSRBOX has taken due care to obtain information from sources generally considered to be reliable.
- In preparing this report, CSRBOX has used and relied on data, material gathered through internet, research reports and discussions with personnel within CSRBOX as well personnel in related industries.
- **With Specific to Impact Assessment of Skill Development under ICICI Academy for Skills (FY2019-20), CSRBOX:**
    - Has neither conducted an audit, due diligence, nor validated the financial statements and projections provided by the Foundation;
    - Wherever information was not available in the public domain, suitable assumptions were made to extrapolate values for the same;
    - CSRBOX must emphasize that the realization of the benefits/improvisations accruing out of the recommendations set out within this report (based on secondary sources), is dependent on the continuing validity of the assumptions on which it is based. The assumptions will need to be reviewed and revised to reflect such changes in business trends, regulatory requirements or the direction of the business as further clarity emerges. CSRBOX accepts no responsibility for the realization of the projected benefits;
    - CSRBOX' analysis is based on the prevailing COVID-19 conditions with constrained sampling approach. While CSRBOX has taken the due care in the data-collection, data-cleaning and qualitative and quantitative analysis, the readers of the report must keep in mind the limitations of the constrained sampling, imposed by the current pandemic situation;
    - The premise of an impact assessment is 'the objectives' of the project along with output and outcome indicators pre-set by the program design and implementation team. CSRBOX' impact assessment framework was designed and executed in alignment with those objectives and indicators.

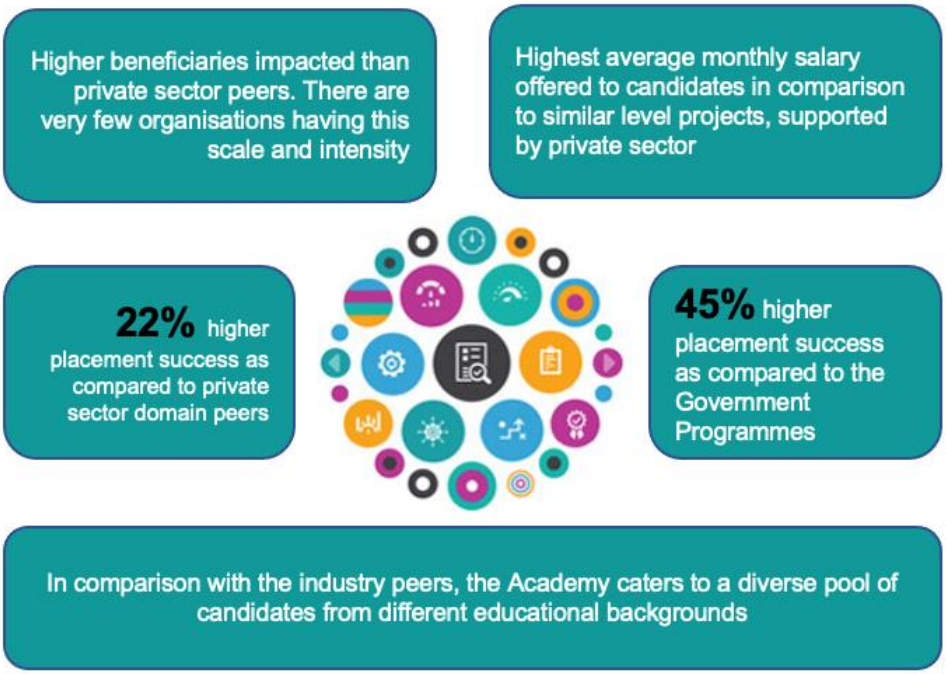
Executive Summary

Skill development is an important driver to address poverty reduction by improving employability, productivity and helping sustainable enterprise development and inclusive growth. This report maps the impact created through the interventions of ICICI Academy for Skills in the FY2019-2020.

The project performance and impacts have been analysed in the following four key areas along with area-wise impact snapshots:



The programme stands a step higher than its domain peers and industry-trends on key performance parameters such as inclusiveness, placements and average salary of the candidates. Intensifying the process at the value-chain level and focusing more on delivering on the aspirations of the candidates, when mapped organically, will make the entire model an industry-benchmark.



25000+ students (in one year) and **1300+** employers highly satisfied with the whole initiative and believe in it.

High Social Return on Investment (SROI) calculation which stands at INR 8.69 (in COVID-19 impacted scenario) and INR 10.67 (in business as usual scenario) indicates that the programme has been generating good SROI and in turn is helping in the brand awareness and equity for the ICICI Group

Background

Skills, knowledge and innovation are driving forces of economic growth and social development in any country of the world. Countries with higher levels of education and highly skilled citizens are not only more competitive in the global economy, but can also quickly respond to challenges and seize opportunities. COVID-19 pandemic has necessitated consideration of the inadequacy of job security and corresponding buffer resources that help in mitigating the adverse impacts of a pandemic of such magnitude on the vulnerable communities (especially the migrant and unskilled workforces). Given that the majority of the population of India constitutes of youth and working age group, creating a competent and trained manpower is one of the big economic opportunities for India in coming years.

Skill Development: A National Priority

Skill development is an important driver to address poverty reduction by improving employability, productivity and helping sustainable enterprise development and inclusive growth. It facilitates a cycle of high productivity, increased employment opportunities, income growth and development[1]. India is one of the youngest nations in the world with 62.5% of the population in the working age group, more than 80% of which are informally employed, excluded from employment rights, benefits and social protection [2]. In addition, there are persistent and notable disparities in the labour force participation rates across various groups. While the demographic dividend provides unique positioning for the country, it remains challenged in terms of productivity owing to the large skills deficit. Owing to the skill shortage, 53 per cent of Indian businesses could not recruit in 2019[3]. According to the World Bank, India needs 110 million skilled workers in 24 key sectors in the next 4 years. This highlights the need to skill the available workforce to improve their employability and contribution to the economic growth of the country. It is also evident that people with sustainable livelihoods intend to take better care of their other needs such as education and health, thereby fuelling the inclusive growth. However, only 3% of the working group population undergoes formal skilling[4].

Convergence for Impact at Scale: The role of Private Sector in Skill Development for India

Productive and formal employment generation depends on the availability of an adequately skilled labour force through sustained investments in skills development and fostering opportunities for decent job creation through entrepreneurship. To close India's skills deficit and increase employability, a range of policies and strategies are needed to address work-relevant education systems, career guidance, life-skills, and technical, vocational education and training

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[1] Skills for improved productivity, employment growth and development, ILO Geneva, 2008. https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_092054.pdf

[2] SRS Report, Census of India 2011. https://censusindia.gov.in/vital_statistics/SRS_Report/9Chap%202%20-%202011.pdf

[3] Skill Gap in India, National Council for Skill Development & Entrepreneurship, 2021 https://www.ncsde.in/skill-gap-in-india/#:~:text=Data%20suggests%20that%20there%20will,skills%20in%20deficit%20by%202030.&text=Owing%20to%20the%20skill%20shortage,to%20lack%20of%20skill%2Dsets.

[4] Skill Development and Productivity in Workforce. Economy Matters, 2015, CII. https://niti.gov.in/sites/default/files/2019-01/Skill_Workforce.pdf

schemes, along with on-the-job training in both formal and informal sectors[5]. However, the skill development landscape is skewed due to lack of equal opportunity, access to quality skilling, lack of industry aligned skills and training content, low engagement of youth, poor placement and weaker job linkages, and absence of models that can provide affordable skilling for youth and are also cost-effective for donors[6]. It is also important to understand that a majority of the working group (almost 31%) is not literate, whereas, only 8.9% has completed formal higher education (Diploma, Graduate, Post Graduate) and 6.1% has completed schooling (higher secondary)[7]. This limits their scope of skilling, calling for more broad based and inclusive skilling programmes. Thus, it is important to overcome these challenges so that this section of population is able to participate in the employment market.

The announcement of the Skill India Mission on the 15 of July 2015, a Government initiative that aims to train 500 million people by 2022 in different skills, created a high level of expectation from corporate India, implementation agencies and the beneficiaries. Between 2015-20 the flagship skill development program Pradhan Mantri Kaushal Vikas Yojana (PMKVY) reached out to about 72 lakh youth. While the Mission can potentially help close the skills deficit and help meet Government's ambitious target of skilling 550 million people by 2022, its implementation needs to incorporate strategies to overcome above mentioned challenges[8]. The goal is achievable with a combined effort of the public and the private sector. Engaging with the NSDC through public-private partnerships (PPPs), CSR programs and scaling up skilling operations is critical to the success of Skill India.

The role of private sector is crucial especially from following standpoints:

Fast track goal achievement: Currently the Indian Government is only able to train 3.1 million of the 12.8 million entrants into the workforce each year and it is vital that companies step in to close the gap.

Competitive advantage through CSR initiatives: Companies can design training programs that align with their business and use such programs to create a pool of skilled workers that could be potential future employees.

Market-driven employability and job linkages: Skill training programs also need to be linked to market demands so that trained individuals are seen as valuable assets and are employable. Companies can step in and provide the much-needed market linkages.

Providing technical and management support: Leveraging the industrial experience in the technical, managerial and administrative domains can help strengthen the mission by ensuring quality training, smoother implementation and contribution to policy reforms.

CSR for Skill Development in India

Skill development finds a place in the Schedule VII of the Companies Act, 2013, that prescribes areas for CSR programme of companies that are under the ambit of mandatory CSR provisions. Also, some other prescribed activities under this Schedule are directly or indirectly connected with skill development. Being an enabler, CSR has a key role to play in meeting the skill development requirements across India. In the year 2018, the 328 private sector projects

[5] India Skills Report 2021, Wheelbox, Taggd and CII.

[6] Impact Evaluation of Grow, 2018. Sattva and JP Morgan. https://drreddysfoundation.org/wp-content/uploads/2020/03/IMPACT-EVALUATION-REPORT-GROW-Program.pdf

[7] Skill Development and Productivity in Workforce. Economy Matters, 2015, CII. https://niti.gov.in/sites/default/files/2019-01/Skill_Workforce.pdf

[8] Skilling the unskilled: Why should companies get involved? | Part I, Samhita Social Ventures https://www.samhita.org/skilling-india-1/#_ftn1

contributed about INR 1653 Cr towards CSR initiatives that focus on skill development, while the Government of India sanctioned the budget of INR 17000 Cr for the Skills India Mission[9]. Four industrial sectors of - (i) Oil, Drilling, Lubricants & Petroleum, (ii) Computer, Software & IT, (iii) Banking & Finance and (iv) Power and Heavy Engineering, contributed to approximately 59% of the total CSR funding in skill development in FY2019 and ICICI's group is the 9th highest contributor in terms of overall funding. The private sector contribution is comparable to that of the Government's efforts and it is therefore, important to design and implement holistic programs that adopt a lifecycle approach to skilling, translating the aspirations to training, counselling, placements, and follow-up.

The large-scale investments in jobs and skills warrant a closer examination of how the programmes are performing. As conscious stakeholders in the sector, it's important to know how we can contribute towards its improvement. Taking cognizance of the same, ICICI Foundation commissioned CSRBOX to evaluate the theory of change and assess the impact of intervention under the ICICI Academy for Skills during FY2019-20.

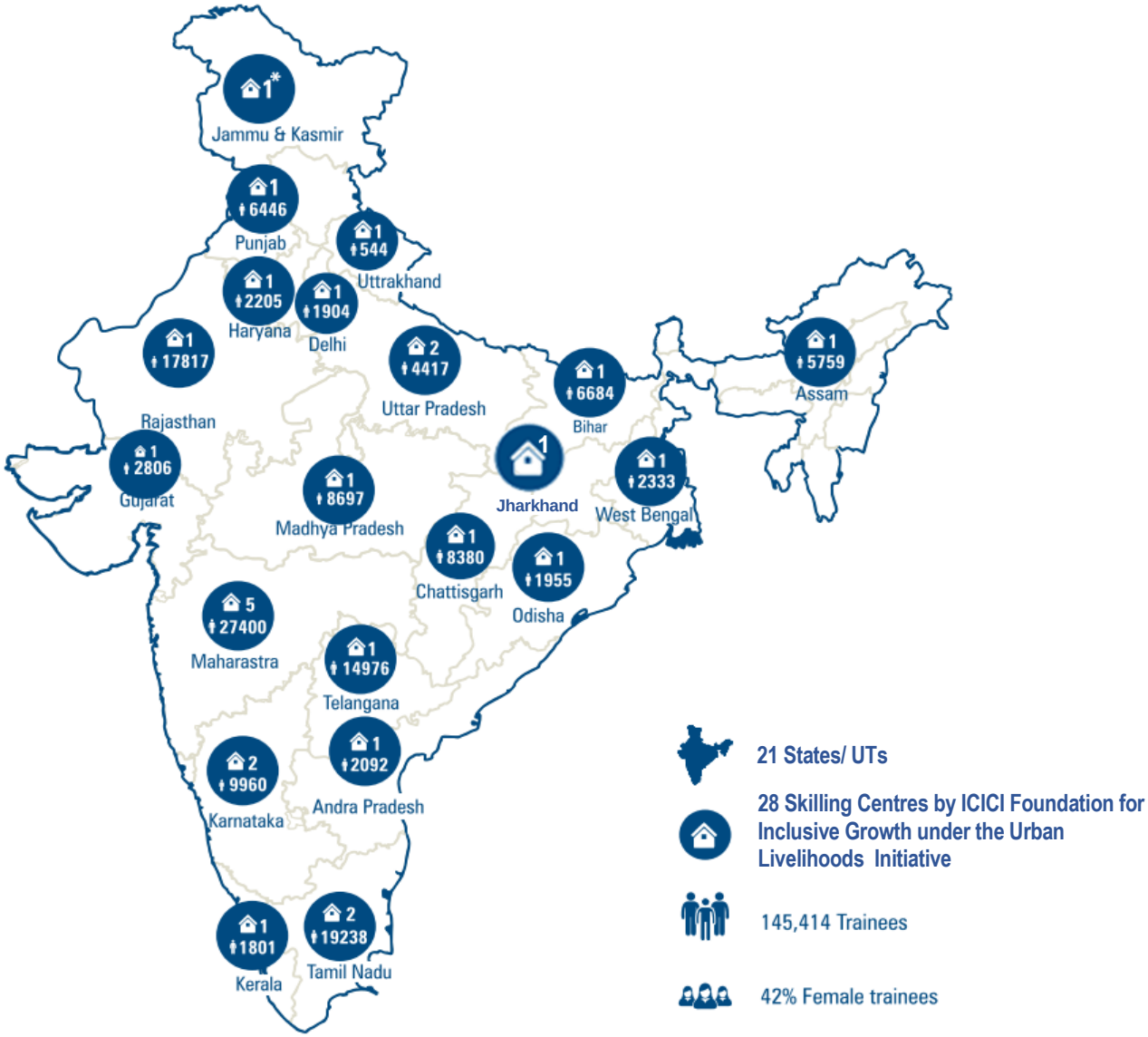
[9] CSR and Skill Development Projects in India (FY2019), May 2020, CSRBOX. https://csrbox.org/media/CSR%20&%20Skill%20Development%20Report_CSRBOX.pdf

ICICI Foundation for Inclusive Growth:
Impact Assessment for Urban Livelihoods Initiative

In 2013, ICICI Foundation launched its first ICICI Academy for Skills (Academy), providing a new horizon to the country's lesser privileged youth. Through its pro bono skill-development training programmes, the academy aims to make trainees employable, enabling them to earn a sustainable livelihood. The idea is not only to significantly impact their lives, but also helps them become productive members of society.

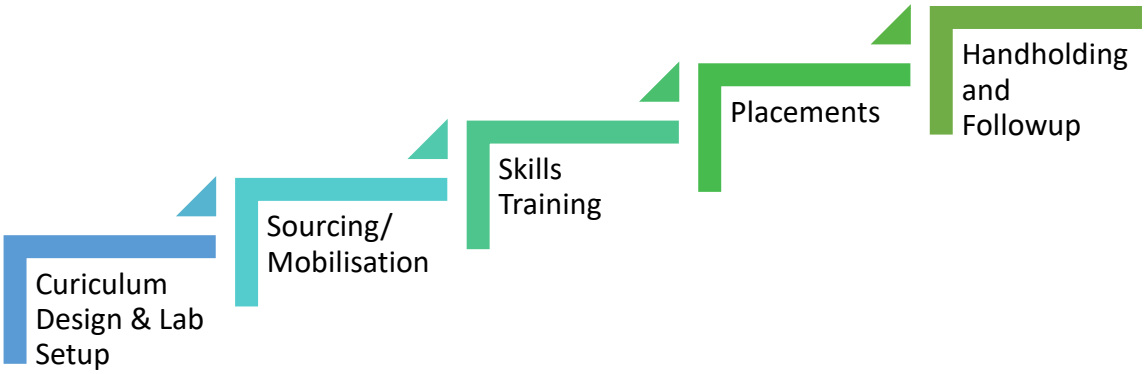
The Academy in Numbers

13 Diverse Courses	28 Academies	20 States/ UTs	145414 Beneficiaries (Cumulative since 2013)	25003 Beneficiaries (FY 2019-20)	42% Female Trainees (Cumulative since 2013)

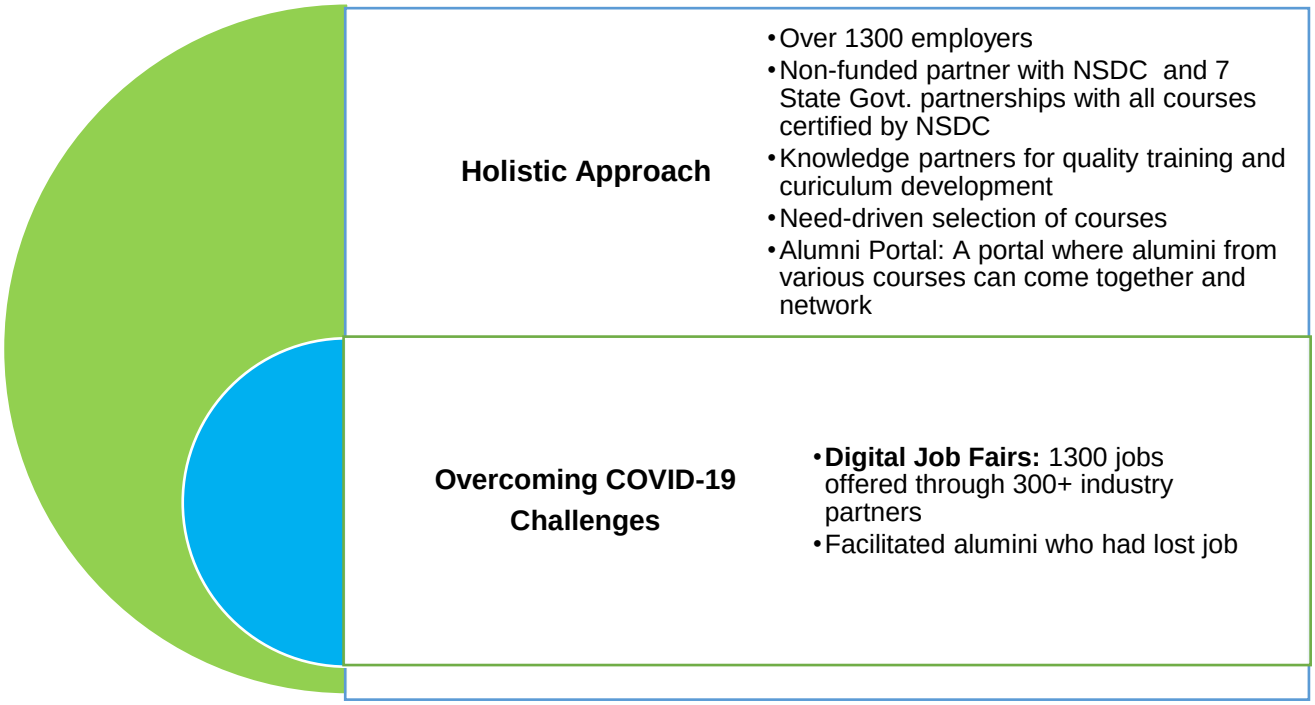


Note: Map as on 30th March, 2021.

Course Lifecycle



Key Features



Courses Offered

Technical (Machine)	Technical (Non-machine)	Non-Technical
•Electrical and Home Appliance Repair •Paint Application Techniques •Pumps & Motor Repair •Tractor Mechanic •Two & Three Wheeler Service Technician •Central Air Conditioning •Refrigeration & AC Repair	•Home Health Aide •Assistant Beauty Therapist	•Selling Skills •Office Administration •Retail Sales

Impact Assessment Design and Approach for Urban Livelihoods Initiative

Objectives

- Understanding the skill development program approach and sharing the key programme learning with the ecosystem
- Assess the impact of the program in acquiring domain knowledge for the youths
- Mapping the Social Return on Investment (SROI) for the programme
- Benchmarking against similar kind of placement-linked skilling programmes in the ecosystem
- Data driven and evidence-based recommendations to improve the quality of the courses, approach plan and industry-good fit
- Documentation of selective case studies to document transformation in the lives of people

Pillars of the Impact Assessment

- **Inclusiveness:** The extent to which communities equitably access the benefits of the programme
- **Relevance:** The extent to which project responds to the needs of the communities
- **Impact:** Analyse the program life cycle and assess impact of the program on various aspects of life of the stakeholders
- **Experience on Delivery:** The extent to which project is geared to respond to the 'felt' needs of the communities

Methodology

We have adopted a mixed-method approach of qualitative and quantitative data collection, using primary and secondary data. This helped in gathering valuable impact-related insights from a 360-degree perspective involving all the stakeholders.

Primary Sources of Data: The data collected from various stakeholders during the study using data collection tools designed for this study is treated as primary data.

Secondary Sources of Data: ICICI Foundation's internal data pertaining to the targets, timelines and activities vis-à-vis the actuals. Secondary data from other skilling organisations, multilateral agencies, research papers and global think tanks for the benchmarking study and impact assessment framework.

Study Design	Data Collection	Analysis and Reporting
•Design of analysis framework and identifying key impact indicators •Developing data collection tools and conducting pilot	•Field Schedule Preparation •Training of Field Team •Data Collection and Entry •Data Monitoring on Daily Basis	•Data Collection and Cleaning •Quantitative and Qualitative Data Analysis •Report Making

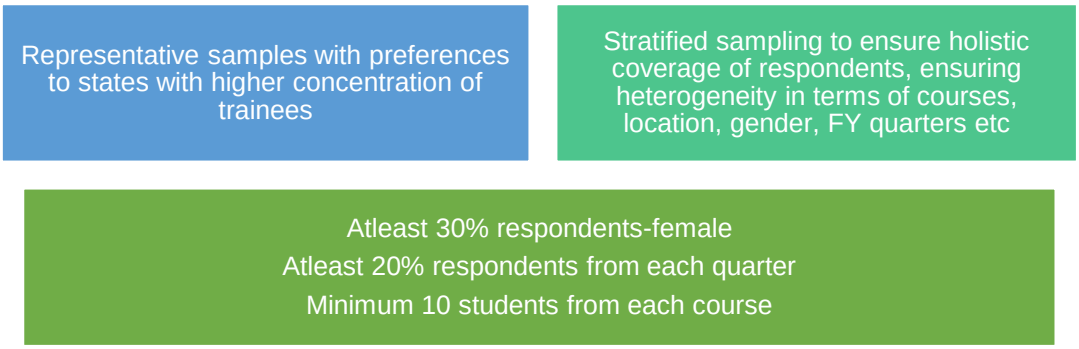
Mapping the Theory of Change

Key activities	Output	Outcome	Impact
Pre-training and Training Process	• No. of people reached with interpersonal communication activities per centre • No. of people reached through mass media activities per centre • No. of people enrolled in courses per centre per batch • No. of trainee who have completed the entire course • No. of trainees who have been certified • No. of trainees who find course was delivered with quality	• Increased outreach of programme to the people • Create an ecosystem for the youth to make informed choices on the available skilling avenues • Increased number of trained youths on industry relevant and quality skills • Increased number of certified youths on industry relevant and quality skills • Increased uptake of industry relevant skills	Increased equitable access to skill development trainings Improved competency of youth trained and employability
Placements for trainees	• Average placement salary per trainee per centre • No. of trainees placed in a job per centre • No. of trainee self-employed per centre • No. of trainees placed in a job for more than one year per centre	• Increased employment opportunities to trained youth • Improved employability of youth trained and certified	Increased income of youth trained and certified Transformation of the household of the trainee
Post Placement services	• No. of trainees being provided with post placement services per centre • No. of trainees provided with support in opening up their own venture • No. of months for which post placement services were provided per trainee		

Sampling Approach

A stratified sampling approach was used to ensure a representative sample set for the impact study. The population frame was considered as the number of beneficiaries, and was divided in the same ratio across geographic classifications.

- With 95% confidence level and 5% confidence interval - 399 (Tele- interviews by a team of trained professionals) * (399-69= 330 tele-interviews)
- One on one on-ground interaction and interview of 69 youths as sample of sample approach (90% confidence level and 10% confidence interval)
- Virtual interview and interaction with employers (10)
- Interview and interaction with trainers and implementation team (15) on-ground and virtual
- Open interaction with Knowledge Partner organizations (4)
- Online interaction with the top management team and funding group companies' relevant focal points



*Note: The fieldwork is planned keeping in account COVID-19 restrictions.

Execution of Data Collection

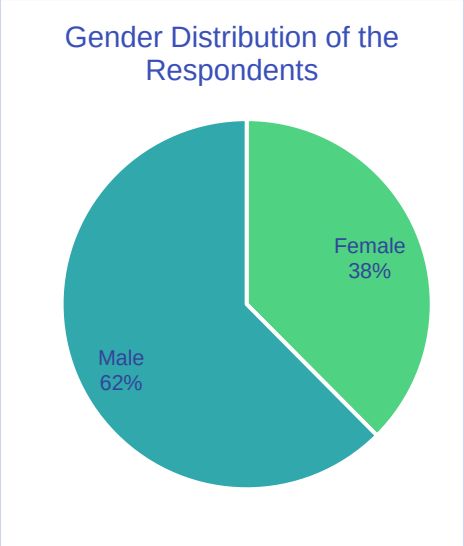
Stakeholder	Data Collection Tool		Sample Size & Distribution
	Quantitative	Qualitative	
Top management and core team of the ICICI Foundation and skill development program	-	Open Discussion	2
Candidates	Survey (Skill Assessment, Salary and RoI)	Case Studies	399 On-field – 69 Virtual through Tele-calling - 330
Centre Head and Trainers	-	Semi-structured Interview	15 Field-5 Virtual-10
Knowledge Partners	-	Semi-structured Interview	Virtual - 4
Employers	-	Semi-structured Interview	Virtual - 10

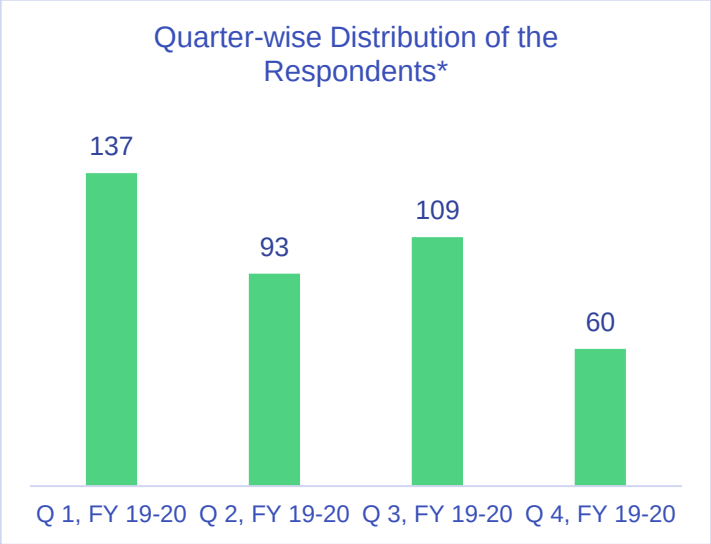
Course-wise Distribution of the Sample for the Candidates

Course	Course wise sample covered in %	Gender wise samples covered for each course	
		Female	Male
Office Administration	31%	58%	14%
Selling Skill	24%	25%	24%
Refrigeration & AC Repair	9%	0%	15%
Retail Sales	9%	9%	9%
Electrical and Home Appliance Repair	7%	1%	12%
Pumps & Motor Repair	5%	0%	8%
Paint Application Techniques	4%	1%	5%
Central Air Conditioning	3%	0%	5%
Tractor Mechanic	2%	0%	4%
Two & Three wheeler service Technician	2%	0%	4%
Assistant Beauty Therapist	2%	5%	0%
Home Health Aide	1%	1%	2%

Centre-wise Distribution of Sample for the Candidates

Zone	Sample covered in %	Centre location	Sample covered in %
North	16%	Mohali	10%
		Dehradun	3%
		Karnal	2%
		New Delhi	2%
North Central	9%	Patna	5%
		Lucknow	3%
		Gorakhpur	1%
North East	12%	Durg	5%
		Guwahati	4%
		Kolkata	2%
		Bhubaneshwar	1%
North West	6%	Vadodara	4%
		Jaipur	3%
South	25%	Hyderabad	12%
		Bengaluru	5%
		Mysuru	2%
		Trichy	2%
		Coimbatore	2%
		Kochi	2%
		Chennai	2%
		Vijayawada	0%
West	31%	Mumbai	11%
		Indore	10%
		Nagpur	5%
		Narsobawadi	4%
		Pune	3%





*Represents the candidates trained in the respective quarter of the FY2019-20

Key Insights

This section brings forth the detailed findings around the performance and impacts of the ICICI Academy for Skills. The results are derived from the responses received for trainee questionnaire, insights from the interactions with other stakeholders, field visits and the data available through secondary research.

Inclusiveness

Inclusiveness in this programme is captured considering the profile of the respondents, eligibility criteria, level of education and geographic spread of the centres. These components indicate that the programme caters to heterogeneity amongst the beneficiaries irrespective of the varying socio-economic character. We have mapped inclusiveness on the following three pillars:

Gender-Profile

- Overall the batch has 1:1 male to female ratio, presenting strong gender inclusive characterstic
- 2/3rd of the trainees in non-technical courses are female
- Inclusiveness is better than industry trends and peer comparison in similar type of skill development programs
- Most of the technical courses have less than 10% female trainees

Educational Qualification

- The Academy gets trainees from varied educational background
- While technical courses have more trainess with 10+2 qualification, non-technical has more of graduate trainees
- The share of different level of qulaifications is in-line the industry-peers, except the percentage of post-graduate candidates

Geographic Spread

- The Academy has presence across India and it covers Tier 1 to Tier 3 cities and towns
- This spread helps candidates in rural and remote areas to get easy access to skill development opportunities
- There are very few organisations who have such horizonal spread of centres in India and are operating at this scale
- 2/3rd of the trainess come from the Tier2 and Tier3 cities/towns

Gender of the Trainees: Our study suggests that the programme receives equal gender representation considering the total number of trainees across all locations.

Female Candidates Breaking the Stereotypes

21%
Female candidates in Paint Application Technique course

13%
Female candidates in Electrical and Home Appliance course

1/10th
Of the batch size of the Pump and Motor Repair course comprises of female

Type of Courses

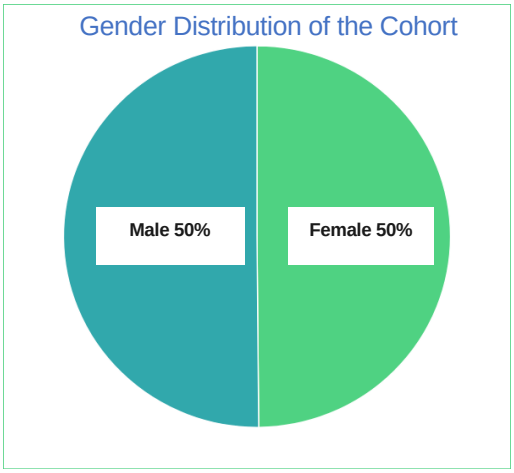
Introduction of courses that allow easy absorption for female trainees in the market is one of the major factors which attributes to ensuring inclusiveness.

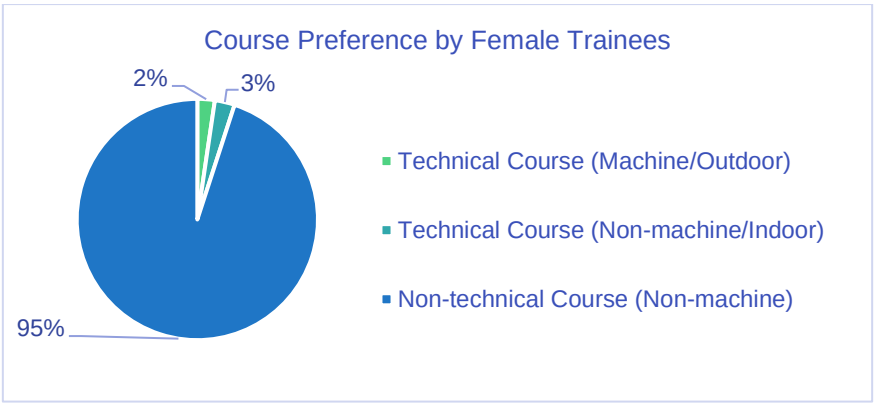
Eg: Non-technical courses, Technical (non-machine, indoor) courses.

Dedicated Centres for Female Candidates

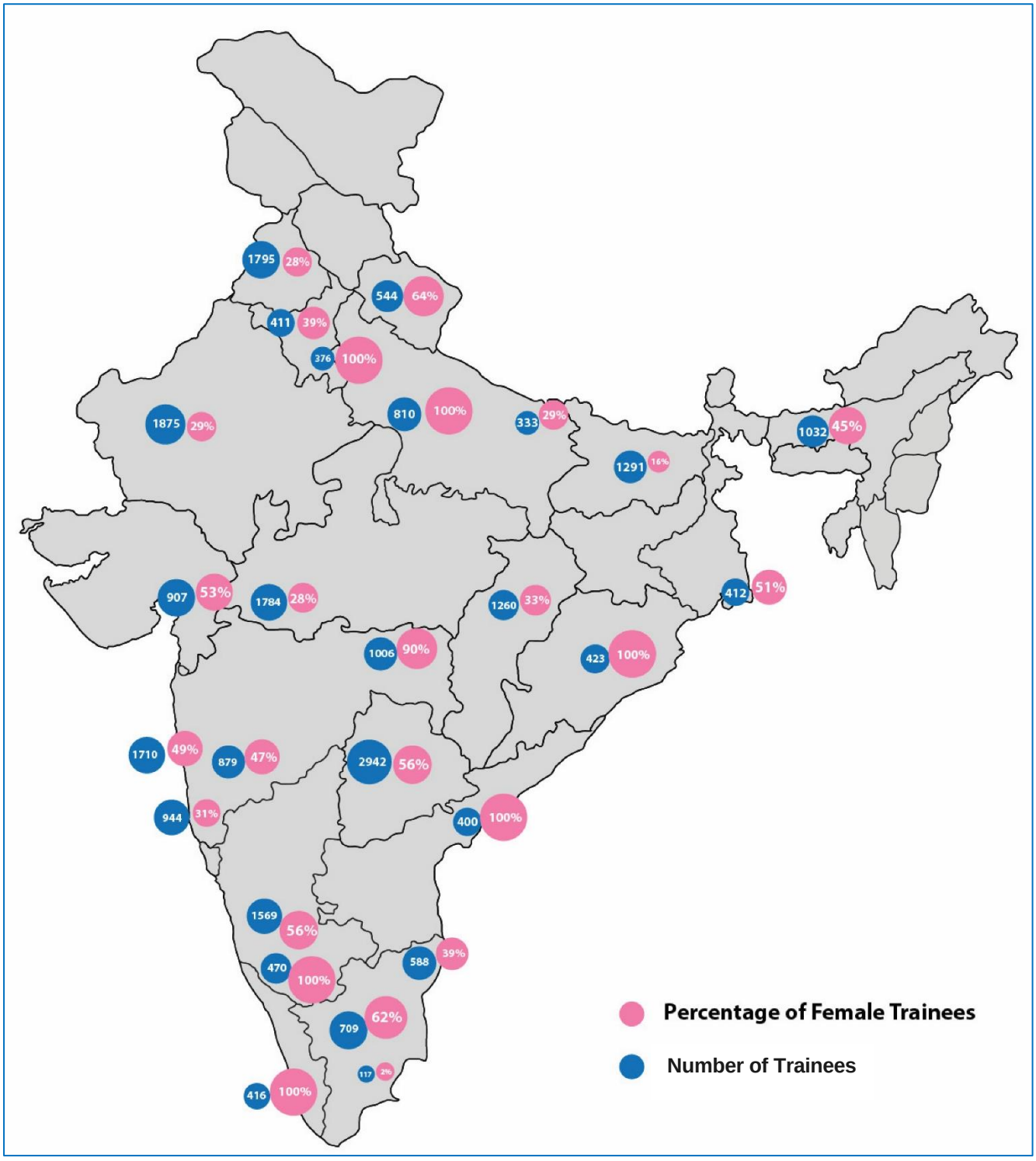
Academy has opened dedicated centres for female trainees across certain states to encourage female participation in workforce.

Eg: Mysuru, Kochi, Vijaywada, Bhubaneshwar, Lucknow, New Delhi

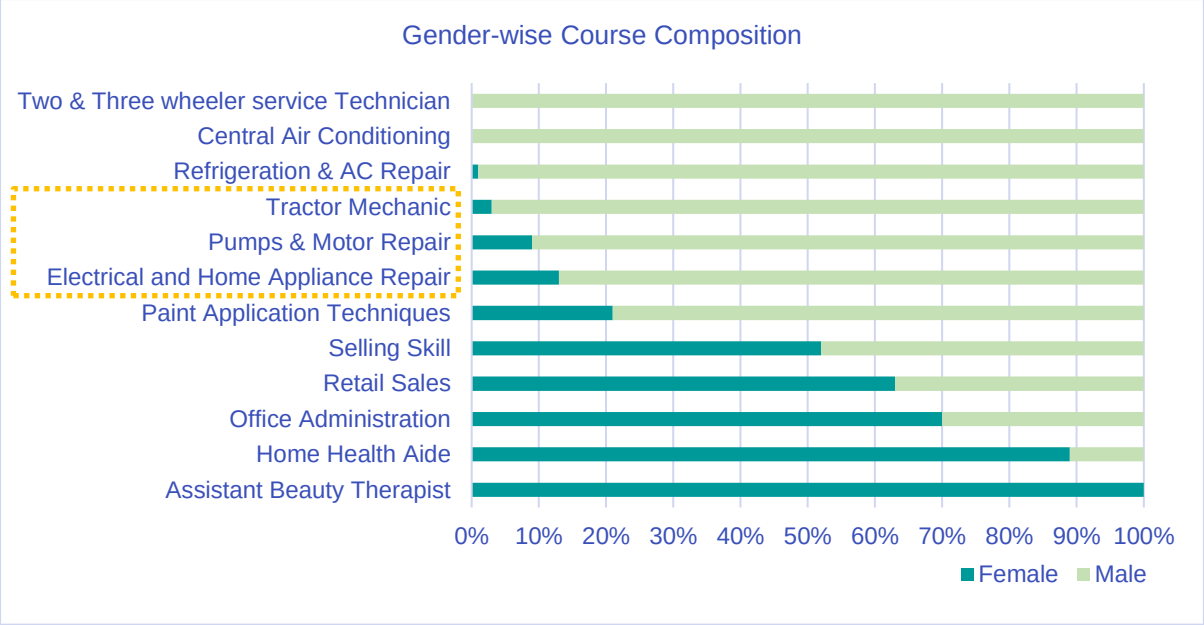




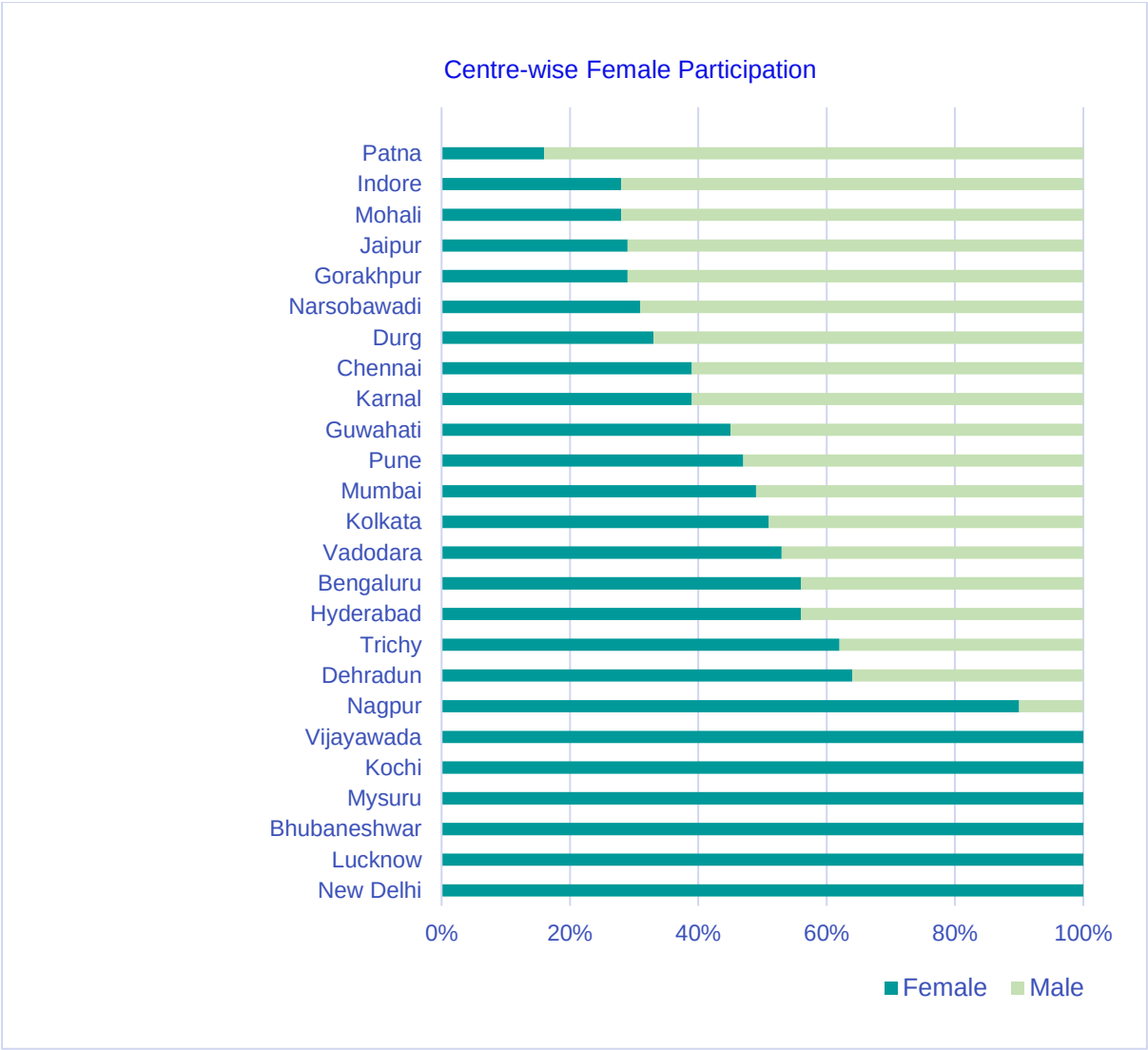
The Gender Canvas: Overall Trainee Numbers and Female Representation



(Note: Representative map and legends, not to scale)



*Note: Tractor Mechanic, Pumps & Motor Repair and Electrical & Home Appliances Repair are some of the receiving good participation from female trainees despite being technical outdoor courses which are largely preferred by male candidates as per the industry trends.



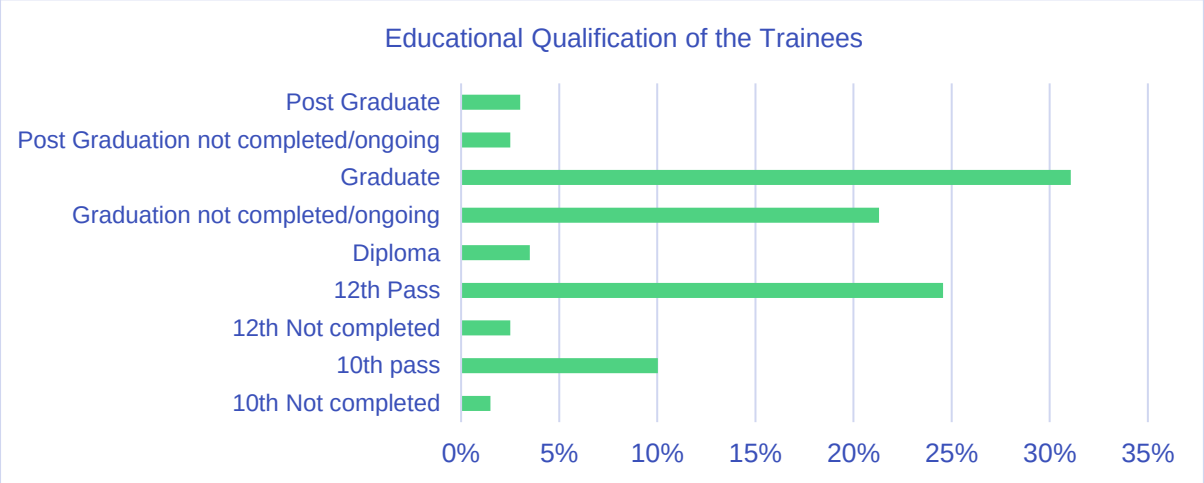
*Note: The above graph excludes the centre at Coimbatore as it was operational only for a short duration of time. Few centres with lower female participation are offering technical outdoor courses primarily. Whereas, centres at New Delhi, Lucknow, Bhubaneshwar, Mysuru, Kochi, Vijayawada and Nagpur cater only to female trainees.

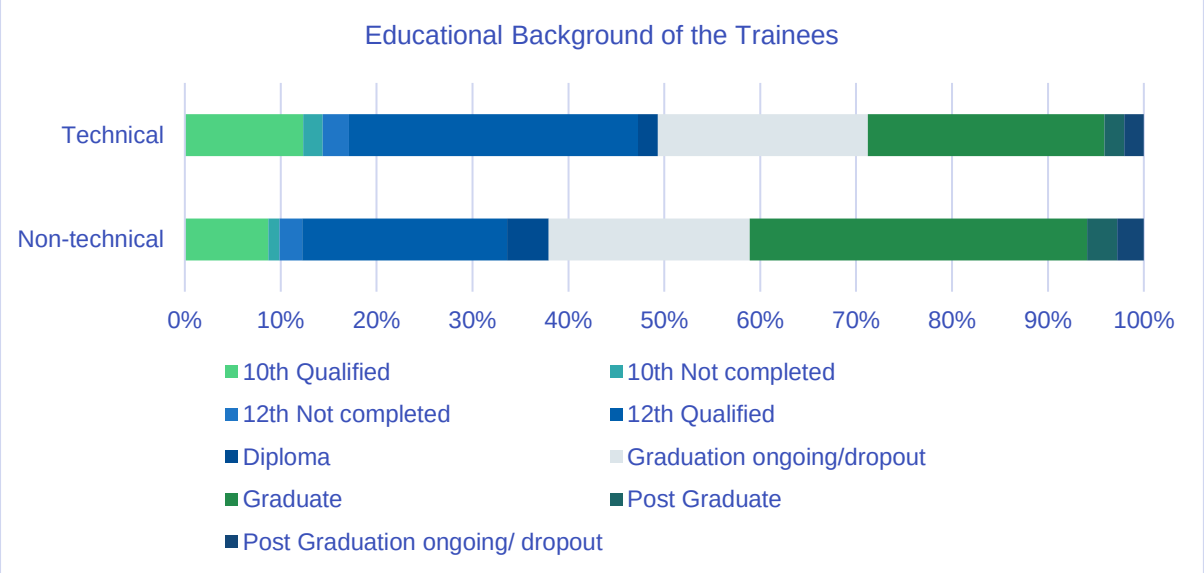
Educational Background of the Trainees: The programme is able to cater to trainees coming with varying levels of educational qualification.

Diverse Educational Profile

About 31% of the candidates are graduates. Those pursuing graduation constitute to 21%, followed by 25% of candidates who have qualified HSC (12th Std.).

Majority of these candidates are either pursuing higher education via part-time/ correspondence programmes. Few candidates are pursuing full-time programmes and taking up the ICICI Skills Training during their semester breaks for building job-readiness.





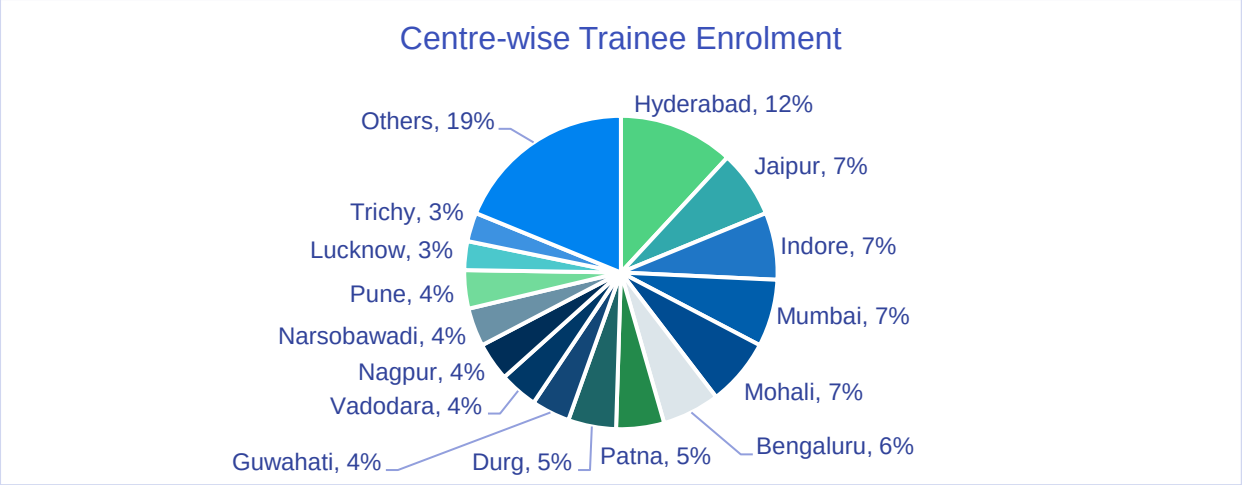
Spatial Spread of Centres: The programme has a wide geographic spread across all zones and locations with varying levels of urban growth. It is also observed that the programme is catering to a larger section of trainees through Tier2 cities, which often lack opportunities for the youth.

Diverse States

The Academy has centres across 20 states/ UTs covering all zones.

Varying categories of the cities

Out of 27 Centres, 7 in Tier1 cities, 18 in Tier2 cities and 2 in Tier3 cities. Centres in Tier1 cities are catering to 35% of the trainees being impacted through the Academy.



**Note: The 'Others' contributing to 19% of the enrolment includes 12 centres across Dehradun, Karnal, New Delhi, Bhubaneshwar, Kolkata, Chennai, Mysuru, Kochi, Vijayawada, Gorakhpur, Coimbatore.*

Relevance

We mapped the relevance of the programme by understanding the fulfilment of expectations or needs of the trainees. The course provides complete satisfaction to the trainees with respect to the skill development aspect. The Academy has successfully offered placements to 97% of candidates who have enrolled in the programme[10]. We also observe that the programme has been able to build aspirations and career focus amongst the candidates, wherein, only 17% of the candidates were engaged in the workforce prior to joining the programme and only 43% had joined the programme from the perspective of securing a job.

70%

of the candidates had clarity for skill-course and career prospect

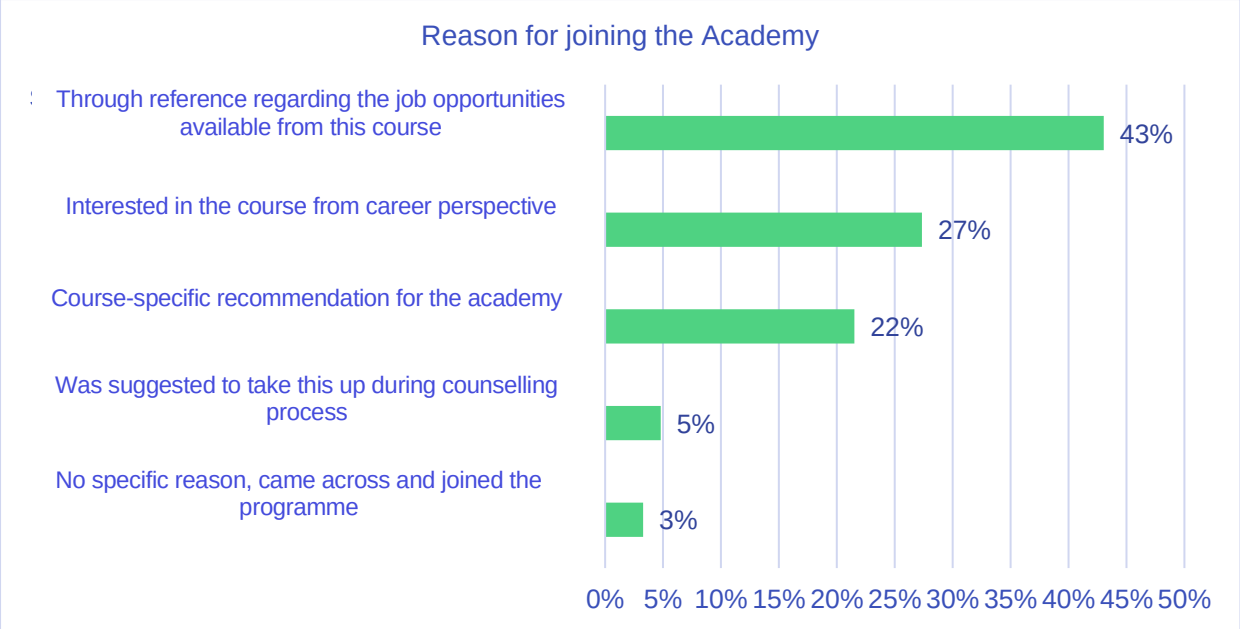
23%

of the candidates enrolled for educational value of the Course

3%

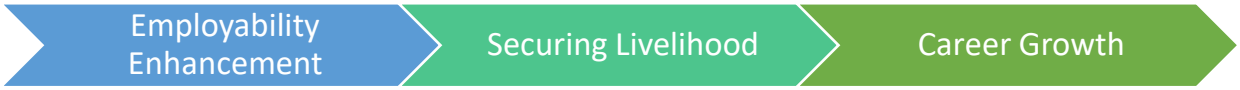
of the candidates were interested in self-employment since they enrolled

[10] As per the survey data



Impact Created

The impact mapping is considered across 4 key areas – (1) Employability Enhancement, (2) Securing Livelihood, (3) Career Growth



Enhancing Employability: We observe that the course has enhanced the employability of the candidates through development of technical skills as well as personality.

85%
Employers find that the training industry-relevant

80%
Employers find the candidates sound in terms of technical know-how

84%
Employers find that the candidates have the right attitude to adapt to the workplace culture

"Students are very well-trained in floor sales due to good soft-skills imparted by the academy, thus providing a commendable workforce in the skills sector."

Nisha Bajaj, Zonal HR Manager-North India, Shoppers Stop

"The quality of students is as per the industry requirement and the academy has been very helpful in providing them with technical as well as behavourial training."

Mr. Vikram Bhatt, Senior Manager-ER, Mahindra Swaraj Tractor Division

Securing Livelihood: We measured the impact of the Academy in securing the livelihood by mapping the job placement and salary range of the candidates. [11] Taking a closer look at the data of those who didn't receive the offers, we understand that the candidates had largely opted out of the placement process due to various personal reasons or there was disinterest in jobs.

97% of the candidates were offered placements, whereas, 75% of these actually joined the job they were offered.

84% of the candidates are part of the current workforce whereas **16%** are pursuing advance courses on upskilling

30% the candidates retained the first job they had secured via the Academy for over a year, whereas, 55% transitioned out to a new job in less than 6 months for better career or personal preferences.

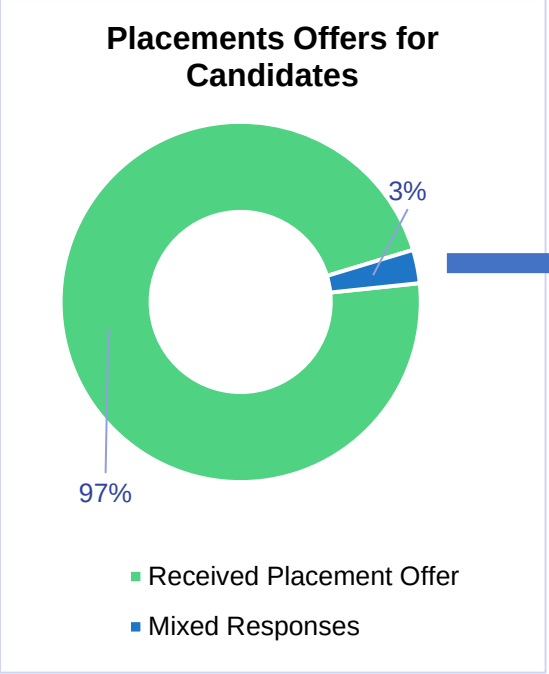
INR 10873

Monthly average salary offered (all courses)

INR14993

Monthly average salary of Home & Health Aide trainees

89% of the candidates believe that the Academy has substantially or partially contributed in their better livelihoods prospect



Mixed Response Types

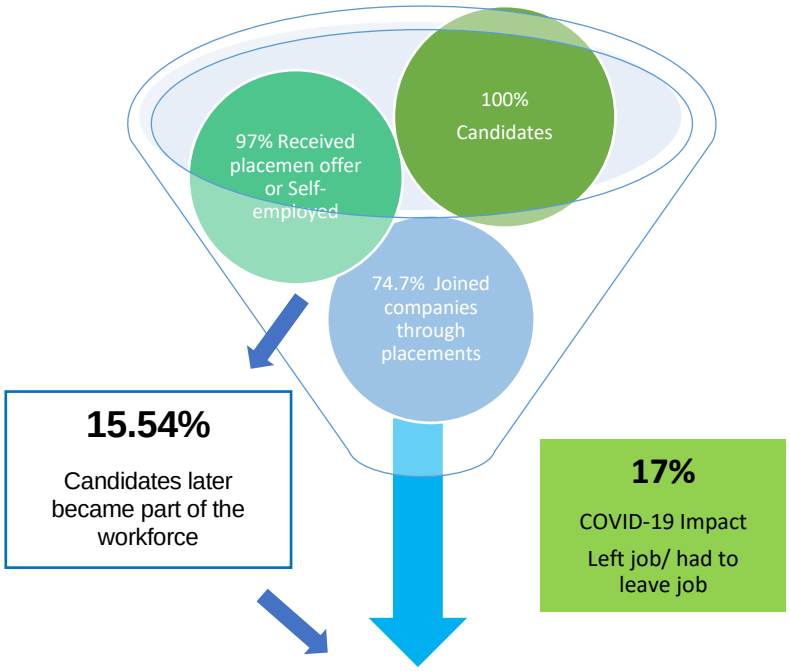
Personal Issue
Opted Out of placements/Interview process incomplete
Family Problem
Not interested in employment

Note:

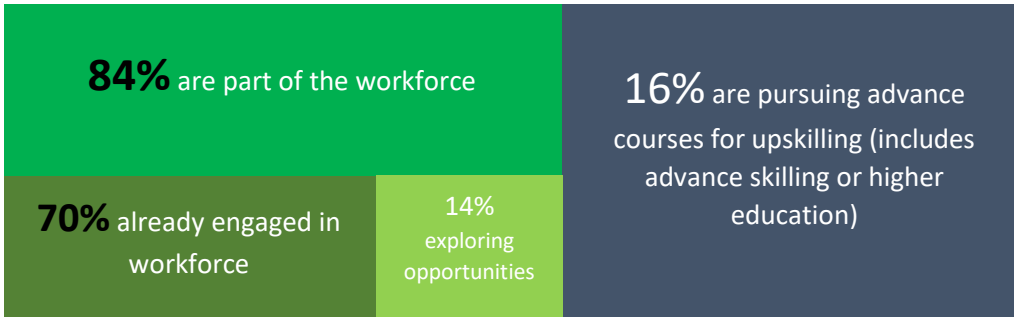
Received placement offer also covers self-employed candidates.

Mixed responses cover challenges such as personal problems, family health issues, disinterested in employment, opted out of placement; Sample Size : 399 (100% of the trainees surveyed)

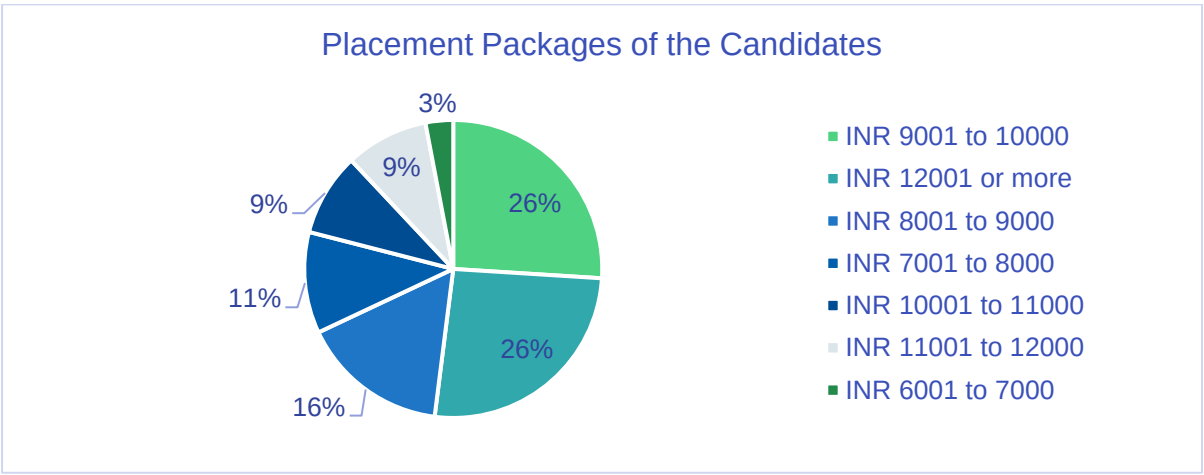
[11]For placement status – sample size of 399 considered
For Salary Range - Total students strength considered : 24224
Others have opted out of placement or yet to be placed or data not updated in MIS

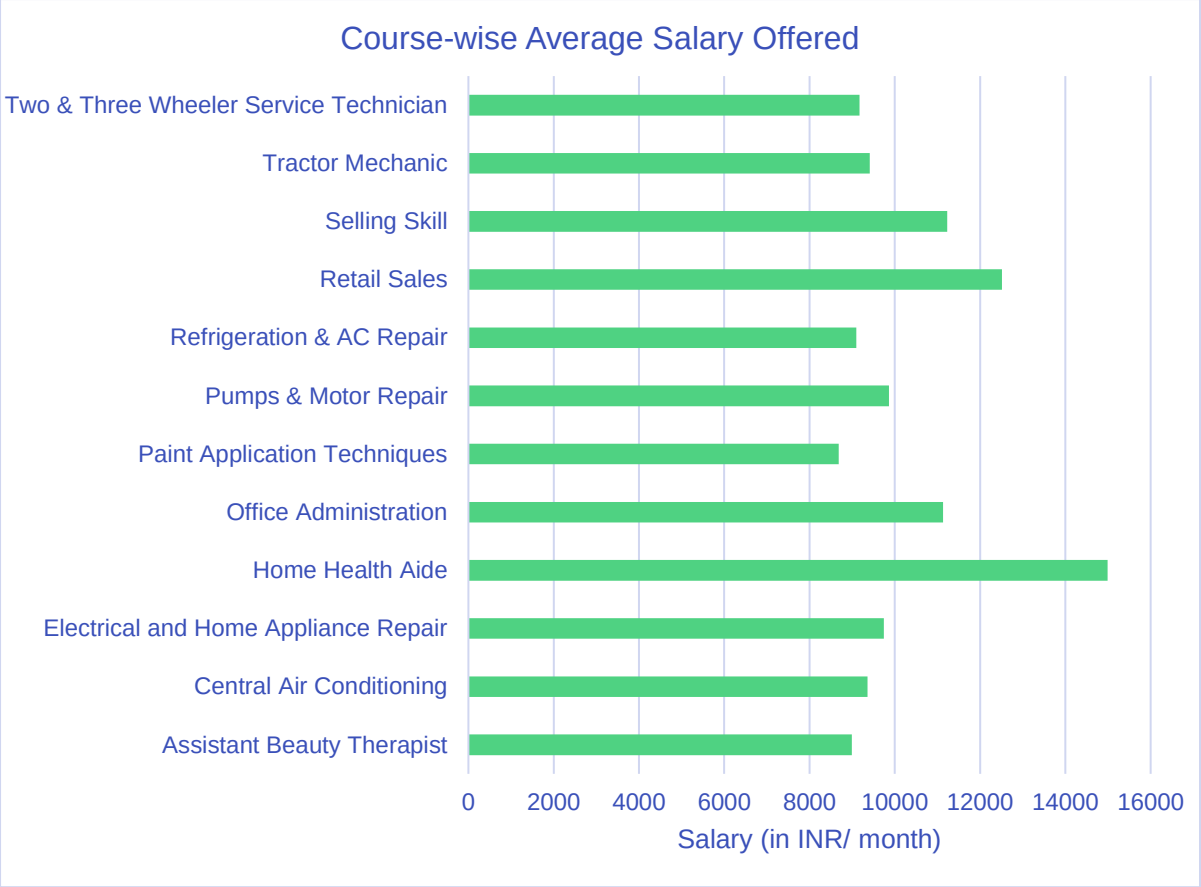


Status As on 25th March 2021



Note: Workforce includes those having jobs, self-employed or working in gig economy.

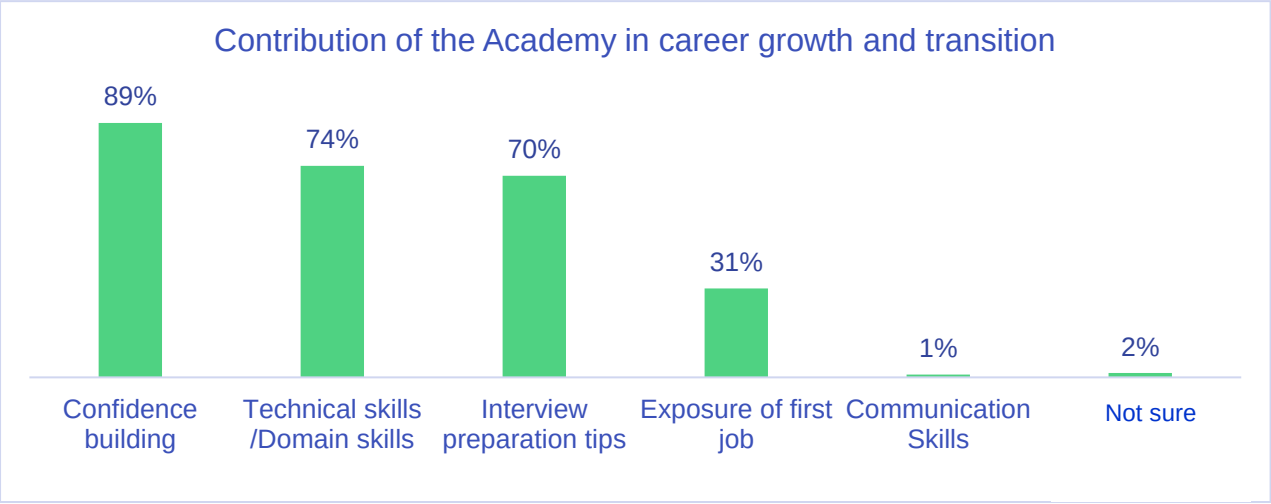




Career Growth: [12]Here we analyse how the Academy has enhanced the scope for career growth and transition for the trainees through holistic development. We captured the responses of the trainees to map how the Academy has contributed towards availing new job or raised their probability of transitioning, building their resilience to sustain the job market uncertainties.

Given that majority of the trainees in FY2019-20 were freshers, the Academy has a large contribution (89%) in confidence building for these candidates

74% trainees believe that the skills acquired would be helpful in getting a new job easily



[12] Sample Size - 399

Service Delivery[13]

We assess the service delivery across the entire value chain of the programme. The 10 different stages in the value chain are as follows:

A	Counselling session at the time of admission
B	Course content/ program structure - Duration of the course, assignments, information etc.
C	Content delivery process (Mix of theory and practical, real time examples etc., concept clarity)
D	Teaching staff – Their experience and quality of teaching, approachable
E	Infrastructure -Seating arrangement, ambience, washroom etc./safety, hygiene, cleanliness at the centre
F	Availability of tools/machines/computer/ICT enabled applications to get practical knowledge
G	Practical knowledge of tools/machines or exposure visits
H	Placement process
I	Quality of the job provided
J	After-placement support
K	Overall

Overall value-chain is scored at 89%

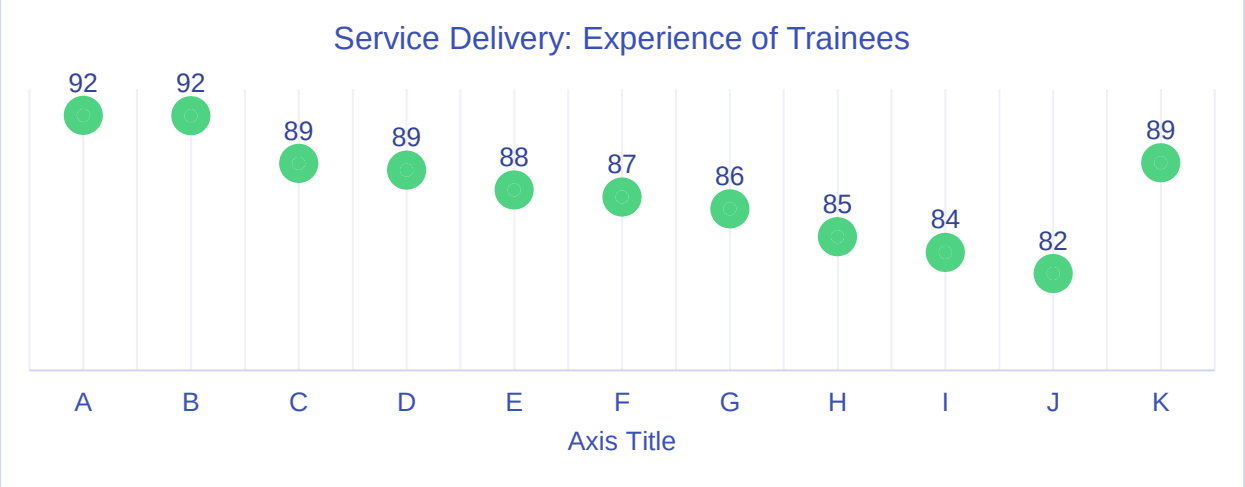
Counselling and course content receives the highest ratings at 92%

Quality of jobs provided and after placement support score the least amongst the rest at 84% and 82% respectively

Distribution of scores based on centres indicates that the overall service delivery received highest ratings for Bengaluru and Lucknow.

This also assures that the quality remains consistent despite the scale. While Bengaluru is a bigger academy, Lucknow is a smaller academy/

Jaipur centre has received lower ratings across all segments and has scope for improvement



**Note: The axis for scores begins at 80%.*

[13] Sample Size - 399

Centre-wise Service Delivery Experience of Trainees[14]

Center wise	Sample Size	A	B	C	D	E	F	G	H	I	J	Overall	Score
Mohali	40	87	89	89	93	93	87	85	82	82	82	89	87%
Dehradun	10	93	90	89	94	96	91	91	88	88	91	91	91%
Patna	19	89	92	93	92	92	92	89	87	81	85	90	89%
Lucknow	13	91	91	93	93	95	92	93	91	90	84	95	92%
Durg	18	87	90	89	92	94	88	88	88	84	87	89	89%
Guwahati	17	90	91	91	94	95	94	93	90	83	88	91	91%
Vadodara	16	93	90	92	95	92	84	83	84	81	87	91	88%
Jaipur	10	75	76	79	86	85	76	74	75	79	77	81	78%
Hyderabad	46	85	84	84	89	90	82	79	81	77	79	85	83%
Bengaluru	18	94	95	98	99	96	95	96	94	92	92	96	95%
Mumbai	42	89	90	92	94	93	88	88	85	86	88	91	89%
Indore	38	87	87	89	92	91	85	85	81	80	80	88	86%
Nagpur	20	90	89	88	93	92	90	91	89	86	88	92	90%
Narsobawadi	15	81	87	86	91	90	87	85	88	82	84	90	87%
Pune	11	91	91	91	90	91	87	89	83	76	81	87	87%

Very Low — Very High

[14] Sample Size – 399
The table shows only those Academies where our sample number was 10 or above.

Benchmarking

In this section, we try to understand the performance of the programme with respect to the peers in the industry. We capture this across key benchmarking parameters such as beneficiaries impacted, placement success and average monthly salary.

Higher beneficiaries impacted than private sector peers

About 22% higher placement success as compared to private sector domain peers

About 45% higher placement success as compared to the Government Programmes

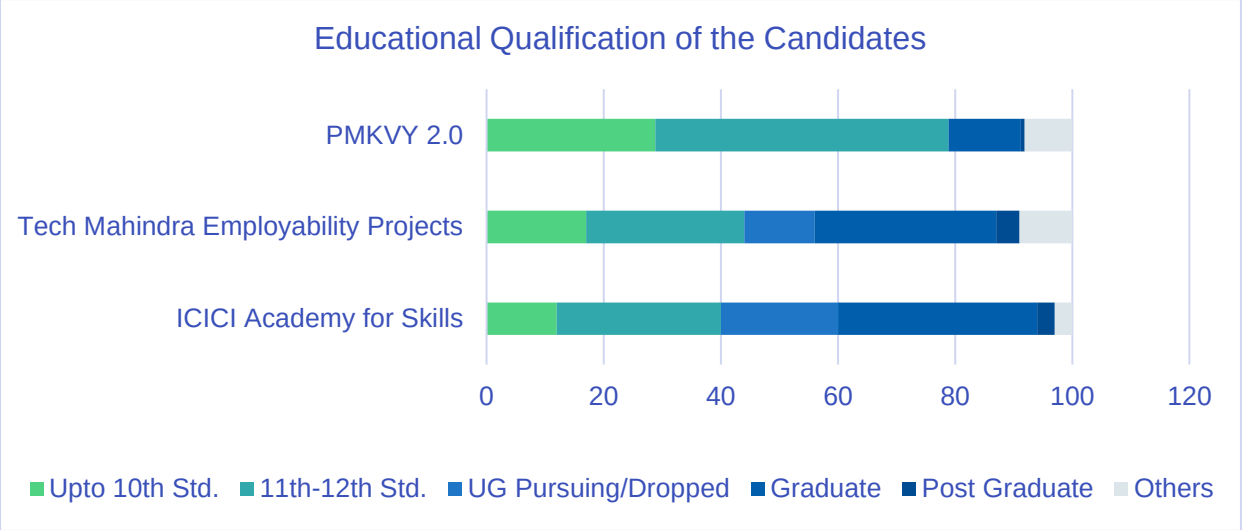
In comparison with the industry peers, the Academy caters to a diverse pool of candidates from different educational backgrounds

Highest average month salary offered to candidates

Salaries offered are consistently higher across all types of courses with 52% higher salaries in Healthcare, 25% higher in Retail, 15.9% higher in Sector Agnostic Courses and 4.8% higher salaries in Electrical and Home Appliances

Key Benchmarking Parameters	ICICI Academy for Skills	TechMahindra Smart Academy and Employability Programs	Skill & Entrepreneurship Institute-Ambuja Cement Foundation	PMKVY[15]
No. of Trainees	25003	18066	In 0000s (Exact number not available)	45,13,904
Placements %	97%[16]	75%[17]	74%	51.44%
Average Monthly Salary	INR 10873	INR 10143	INR 9000[18]	8629[19]

[15] http://pmkvyofficial.org/Dashboard.aspx
[16] Includes placements received but not joined
[17] https://techmahindrafoundation.org/impact-overview/
[18] https://www.ambujacementfoundation.org/uploads/cleanupload/ACF_AR_19_20.pdf (Data available for male candidates only)
[19] https://skillsip.nsdcindia.org/sites/default/files/kps-document/PMKVY%202.0%20Impact%20Evaluation%20Report%20%E2%80%93%20Executive%20Summary.pdf



[20]

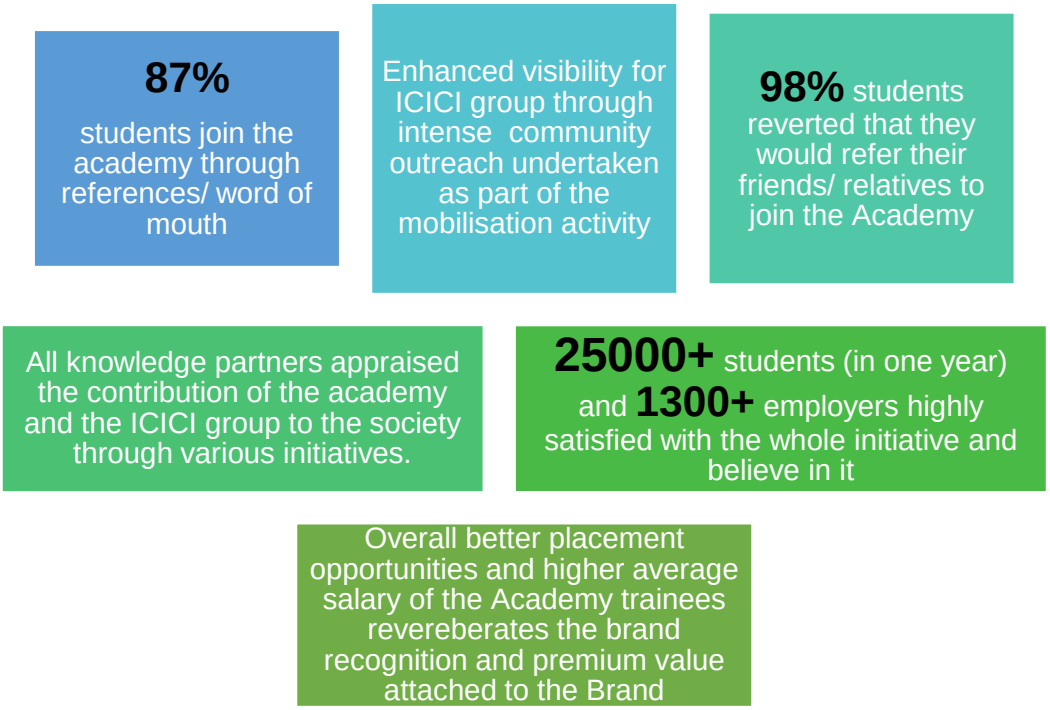
Sector-wise Salary Benchmarking[21]

Sector/Skill Area/Job Role	Annual Salary (INR) (Recent Sector Analysis Report)	Salary of ICICI Academy for Skills Candidates (INR)	% Variation of ICICI Academy for Skills Candidates
Healthcare	1,18,000	1,79,916	**+52.4%**
Retail Sector	1,20,000	1,50,144	**+25.12%**
Sector Agnostic	1,28,000	1,34,148[22]	**+4.8%**
Electrical & Home Appliance	1,00,824[23]	1,16,904	**+15.9%**

[20] Tech Mahindra Foundation's Impact Assessment Report 2020
[20] This & may include pursuing UG or drop-out from UG program as this category is not exclusively defined in the source document.
[21] https://www.sattva.co.in/wp-content/uploads/2021/03/Sattva_JPMorgan_NasscomFoundation_SkillsStudyMarch2021.pdf
[22] Have accounted Selling Skills and Office Administration Courses
[23] https://skillsip.nsdcindia.org/sites/default/files/kps-document/PMKVY%20STT%20Program%20Analytics%20-%20November%202020.pdf (Year 2016-20)

Contribution to ICICI Group's Brand Value

ICICI Academy for Skills strengthens the brand value of ICICI Group within community through its various activities and impact created in the lives of various stakeholders.



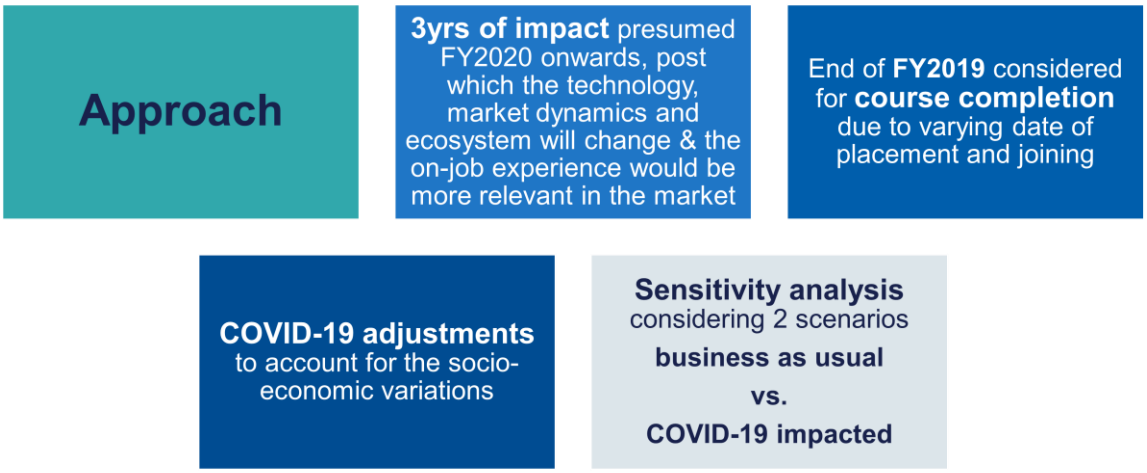
Social Return on the Investment (SROI) of the ICICI Academy of Skills

Social Return on Investment (SROI) is a process and a method that quantifies the value of the social impact of projects, programmes and policies. This helps funders to know the monetary value to the social and environmental benefit that has been created by the initiative. It takes standard financial measures of economic return a step further by capturing social as well as financial value. Here we have computed the value based on actual outcomes of the programme. The data has been sourced from the primary survey, MIS and standard industry benchmarks.

INR 8.69 social value
generated on investment of INR 1 in COVID-19 impacted scenario

INR 10.67 of social value
generated on investment of INR 1 in business as usual scenario

Approach



SROI Computation

Period defined considering COVID-19 challenges and interactions with students

Dropoff (**Diminishing Impact**) presumed as impact of the training or livelihood secured via the Academy will reduce as the trainee progresses in the industry

Attribution for each of the parameter, computed based on survey findings

No displacement as the courses being offered are aligned with requirements of the industry and most of the candidates joining have been job aspirants. academy is running are in demand courses.

44% deadweight assumed for 2 parameters as such a high quality skilling programme is not accessible for all locations. Also the program has strong word of mouth reference, which indicates the benefits would have not been accrued from other sources.

Parameter-wise Values Considered

- Livelihood Opportunity: Average Salary/ Month (MIS Data)
- Technical/ Domain Skills/ Certification: Average govt reimbursement per candidate to TPs on completion of course by NSDC or State Governments
- Confidence Building/Exposure : Course fee of undertaking similar course
- Social Benefits : Increased dignity and social appreciation of work (Difference between National Floor Wage and the Avg. Monthly Salary earned by the trainees, assuming that the additional income would contribute to socio-economic transformation of the family

Way Forward and Recommendations

In FY2019-20 the academy has reached new heights with a presence across the country, reaching 25000+ trainees and linkages with 1300+ prospective employers. 86% of the students who take admission in the academy come through reference, which demonstrates that the academy has a strong recognition in the society as an effect of the remarkable transformation brought in the lives of its trainees in the past few years.

Candidate Identification and Mobilisation

- We also observed that a higher proportion of candidates joining the programme have undergone formal education (or are pursuing higher education). While this is guided by the industry norms and eligibility, there is scope to intensify the mobilisation of candidates who have missed the bus of education, i.e. those students who are either drop-outs at 10th/12th/UG levels. The Academy's intake of Post-Graduate students is slightly higher than that of the skill sector norms, which may result in an overlapping mapping of aspirations. This could be reinforced by intense aspirations-mapping during the mobilisation and counselling.
- Almost 1/7th of the trained candidates are continuing formal education even after 1 year of the completion of the course. While on one side this indicates the entry of potentially disinterested candidates or the risk of placing candidates with industries who will leave the job in a short span of time. Hence, the candidate mobilization and intake process can be tweaked to bring in the needy candidates. This will help in improving the placements percentage and candidate retention period.
- Industry-orientation before the beginning of the course could help in ensuring candidates career interest is aligned with the skill course he has selected. This could be done either through pre-recorded videos of the alumni working in the industries or inviting alumni for live interactions with the candidates.

Training Delivery and Content

- While employers assess the skill relevance of trainees at an average 85% score, they also highlight the need to improve the practical exposure and training. As a result of which, a lot of candidates face slow career growth or stagnant career in the industry. This could be addressed through a concentrated/ recurring on-the-job training (OJT).
- Its important to provide mentoring support that can help the candidates overcome on the job challenges.

Placements and Livelihoods Outcomes

- A few of the courses offered in the Academy are more of self-employment opportunity-oriented. This gives more agility and aspirational value to the trainees. An intensive focus should be given on self-employment capacity building during the training. A few candidates who are disinterested in job/placements and keen for self-employment should be provided a separate add-on 'self-employment

readiness training'. These candidates are potential job-creators and investing resources and time in them may have multiplier effect.

- Our study also highlights that the average job retention period is of approximately 6-8 months, post which the candidates initiate transition in search of better opportunities. While the COVID-19 pandemic has adversely impacted the placements and continuity, a few candidates have grievances about job locations and workplace culture. Hence, the placement needs to be more inclusive of the locational preferences of the candidates and also calls for multipronged counselling for students to prepare them for work-life challenges.
- Along with the regular follow-up and monitoring of candidates, the post-placement activity can also include a part-time or intermittent training support for those who wish to specialise in specific value-chains or acquire advanced skill-sets. This will also strengthen the ties between the existing cohort and the alumni, increasing the possibility of leveraging the peer group for personal as well as professional growth.

Overall the Academy has been able to maintain the quality in terms of candidates, training, infrastructure and placements, along with the massive scale at which it operates. It is delivering better than many of its peers on the parameters like inclusiveness, placements and average salary of the candidates. Few modifications in the process at the value-chain level and focusing more on delivering on the aspirations of the candidates, when mapped organically, will make the entire model an industry-benchmark.

Annexure

Table1: Zone and Centre-wise Trainee Enrolment and Gender Distribution

Zone	Trainees in % of total in the FY	Center Name	Trainees in % of total in the FY	Gender wise	
				Female	Male
North	13%	Mohali	7%	28%	72%
		Dehradun	2%	64%	36%
		Karnal	2%	39%	61%
		New Delhi	2%	100%	0%
North Central	10%	Patna	5%	16%	84%
		Lucknow	3%	100%	0%
		Gorakhpur	1%	29%	71%
North East	13%	Durg	5%	33%	67%
		Guwahati	4%	45%	55%
		Bhubaneshwar	2%	100%	0%
		Kolkata	2%	51%	49%
North West	11%	Jaipur	7%	29%	71%
		Vadodara	4%	53%	47%
South	29%	Hyderabad	12%	56%	44%
		Bengaluru	6%	56%	44%
		Trichy	3%	62%	38%
		Chennai	2%	39%	61%
		Mysuru	2%	100%	0%
		Kochi	2%	100%	0%
		Vijayawada	2%	100%	0%
		Coimbatore	0%	2%	98%
West	25%	Indore	7%	28%	72%
		Mumbai	7%	49%	51%
		Nagpur	4%	90%	10%
		Narsobawadi	4%	31%	69%
		Pune	4%	47%	53%

Table2: Types of Courses and Trainee Enrolment

Type of Course	Overall students	Course-wise % of students			Gender-wise students in each course	
		Overall	Female	Male	Female	Male
Technical Course (Machine/Outdoor)	5779	23%	3%	43%	6%	94%
Technical Course (Non-machine/Indoor)	417	2%	3%	0%	95%	5%
Non-technical Course (Non-machine)	18807	75%	94%	57%	62%	38%

Table 3: Course-wise Trainee Enrolment and Gender Distribution

Course	Overall students	Course-wise % of students			Gender-wise students in each course	
		Overall	Female	Male	Female	Male
Office Administration	9893	40%	55%	24%	70%	30%
Selling Skill	7224	29%	30%	28%	52%	48%
Refrigeration & AC Repair	1880	8%	0%	15%	1%	99%
Electrical and Home Appliance Repair	1879	8%	2%	13%	13%	87%
Retail Sales	1690	7%	9%	5%	63%	37%
Pumps & Motor Repair	769	3%	1%	6%	9%	91%
Central Air Conditioning	472	2%	0%	4%	0%	100%
Tractor Mechanic	432	2%	0%	3%	3%	97%
Assistant Beauty Therapist	242	1%	2%	0%	100%	0%
Two & Three wheeler service Technician	229	1%	0%	2%	0%	100%
. Home Health Aide	175	1%	1%	0%	89%	11%
Paint Application Techniques	118	0%	0%	1%	21%	79%