

The background of the entire page is a photograph of four women. They are all wearing white lab coats. The woman in the foreground, slightly to the right of the center, is smiling broadly at the camera. She has a bindi on her forehead and is wearing a gold necklace. The other three women are looking towards the camera with neutral or slightly smiling expressions. The background is a plain, light-colored wall.

Impact Assessment Study: DIKSHa Program by Dalmia Bharat Foundation

March 2024



Disclaimer

This report sets forth our views based on the completeness and accuracy of the facts stated to KPMG and any assumptions that were included. If any of the facts and assumptions is not complete or accurate, it is imperative that we be informed accordingly, as the inaccuracy or incompleteness thereof could have a material effect on our conclusions.

- While performing the work, we assumed the genuineness of all signatures and the authenticity of all original documents. We have not independently verified the correctness or authenticity of the same.
- While information obtained from the public domain or external sources has not been verified for authenticity, accuracy, or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. We assume no responsibility for such information.
- We have 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.
- Our views are not binding on any person, entity, authority or Court, and hence, no assurance is given that a position contrary to the opinions expressed herein will not be asserted by any person, entity, authority and/or sustained by an appellate authority or a court of law.
- Performance of our work was based on information and explanations given to us by the staff of the Dalmia Bharat Foundation. Neither KPMG nor any of its partners, directors or employees undertake responsibility in any way whatsoever to any person in respect of errors in this report, arising from incorrect information provided by Dalmia Bharat Foundation staff.
- Our report may refer to 'KPMG Analysis'; this indicates only that we have (where specified) undertaken certain analytical activities on the underlying data to arrive at the information presented; we do not accept responsibility for the veracity of the underlying data.
- In accordance with its policy, KPMG advises that neither it nor any partner, director or employee undertakes any responsibility arising in any way whatsoever, to any person other than Dalmia Bharat Foundation in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused.
- In connection with our report or any part thereof, KPMG does not owe duty of care (whether in contract or in tort or under statute or otherwise) to any person or party to whom the report is circulated to and KPMG shall not be liable to any party who uses or relies on this report. KPMG thus disclaims all responsibility or liability for any costs, damages, losses, liabilities, expenses incurred by such third party arising out of or in connection with the report or any part thereof.
- By reading our report the reader of the report shall be deemed to have accepted the terms mentioned hereinabove.

Contents

1.	Introduction	9
1.1.	DBF's intervention areas	9
1.1.1.	Sustainable Livelihood	9
1.1.2.	Climate Action	10
1.1.3.	Social Infrastructure	10
1.2.	Journey of DIKSHa	11
2.	Methodology	16
2.1.	Framework of the study: Social Return on Investment	17
2.1.1.	Types of SRol	17
2.1.2.	Principles of SRol	17
2.1.3.	Calculating SRol	18
2.1.4.	Stakeholder Mapping	19
2.1.5.	Sampling Strategy	20
3.	Findings of the Study	23
3.1.	Key findings	23
3.1.1.	Demographic profile	23
3.1.2.	Association with DIKSHa	24
3.1.3.	Placement and job opportunities	27
3.1.4.	Income enhancement	29
3.1.5.	Overall satisfaction with the program	31
3.2.	Findings using Social Return on Investment (SROI)	33
3.2.1.	About SROI methodology	33
3.2.2.	Establishing scope and identifying key stakeholders	33
3.2.3.	Impact mapping	34
3.2.4.	Evidencing outcome and giving them a value	36
3.2.5.	Establishing impact	38
3.2.6.	Calculating the SRol	40
3.2.7.	Reporting SROI Ratio	42
3.2.8.	Sensitivity Analysis	42
4.	Strengths and Challenges	45
4.1.	Strengths of the program	45
4.2.	Best practices observed during the data collection	46
4.3.	Challenges of the program	46
A.	Internal challenges	46
B.	External challenges	47
	Stakeholder voices	50
	Annexures	51
	Disclaimer	55

List of Figures

Figure 1: DBF's core work domains.....	9
Figure 2: Approach to livelihood	10
Figure 3: Goals of DIKSHa.....	11
Figure 4: DIKSHa's Pan-India reach and impact since 2016	13
Figure 5: Sector wise achievements of DIKSHA since 2016.....	13
Figure 6: Four-phased methodology	16
Figure 7: Types of SRoI.....	17
Figure 8: Principles of SRoI.....	18
Figure 9: Parameters for estimating SRoI	19
Figure 10: Stakeholder Map.....	20
Figure 11: Sample covered by KPMG for DIKSHA's impact assessment.....	20
Figure 12: Percentage of trained beneficiaries from selected DIKSHA centers	25
Figure 13: Income enhancement of previously employed beneficiaries	29

List of Graphs

Graph 1: Gender of surveyed beneficiaries	23
Graph 2: Age of surveyed beneficiaries	23
Graph 3: Educational qualifications of surveyed beneficiaries	24
Graph 4: Employment status before enrolling into the course	24
Graph 5: Source of awareness about the trainings offered at DIKSHa centers.....	24
Graph 6: Year of availing the training by the surveyed beneficiaries	25
Graph 7: Job role of surveyed beneficiaries	26
Graph 8: Placement percentage of surveyed beneficiaries	27
Graph 9: Timelines of placement for surveyed beneficiaries since training completion	27
Graph 10: Satisfaction of placed beneficiaries with placement and salary	28
Graph 11: Satisfaction levels of beneficiaries with DIKSHa's post placement support.....	28
Graph 12: Monthly income from first placement for previously non-employed beneficiaries (in INR)	30
Graph 13: Current monthly income of beneficiaries (in INR)	30
Graph 14: Current job of surveyed beneficiaries	31
Graph 15: Overall satisfaction of surveyed beneficiaries with the program	31

List of Tables

Table 1: Stakeholder mapping for SROI evaluation	34
Table 2: Impact map for SROI evaluation	34
Table 3: Quantity of change	36
Table 4: Assigning financial proxies	37
Table 5: Deadweight percentage	38
Table 6: Attribution percentage.....	40
Table 7: Impact calculation	41
Table 8: Sensitivity analysis.....	42

List of Abbreviations

Acronym	Full Form
BFSI	Banking, Financial services, Insurance
CRM	Customer Relationship Management
DBF	Dalmia Bharat Foundation
DIKSHa	Dalmia Institute of Knowledge and Skill Harnessing
IT/ITES	Information Technology/Enabled Services
FPC	Farmer Producer Company
FPO	Farmer Producer Organization
OSDA	Odisha Skill Development Authority
MDG	Millennium Development Goals
MoU	Memorandum of Understanding
NSDC	National Skill Development Corporation
NSQF	National Skills Qualifications Framework
PMKK	Pradhan Mantri Kaushal Kendra
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
SDG	Sustainable Development Goals
SSC	Sector Skill Council
SRoI	Social Return on Investment
TDF	Tribal Development Fund

01

Introduction

1. Introduction

Dalmia Bharat Foundation (DBF) is the Corporate Social Responsibility arm of the Dalmia Bharat Group, a noted pioneer in India’s Sugar and Cement Industry. DBF was established in 2009 with the vision of “creating opportunities for every stakeholder to reach their potential”. The Foundation desires to support stakeholders in enhancing their social, economic, and environmental progress through an effective management of human and natural capital.¹

1.1. DBF’s intervention areas

Dalmia Bharat Foundation focuses on 3 core domains for their interventions:



Figure 1: DBF’s core work domains

1.1.1. Sustainable Livelihood

As part of their livelihood interventions, DBF focuses on the problems arising in India due to unavailability of skilled manpower in the country. According to the Human Development Report (2020) only 1 in 5 (21.2%) Indians are deemed ‘skilled’².

To fulfil the skilling gap and support the steady development of the country’s workforce, DBF has undertaken the challenge and opportunity of skilling the youth in DBF’s program areas through two means: providing new skills or upgrading the existing skill sets to support their income enhancement. The livelihood initiatives also focus on supporting farmers through the establishment of Farmer Producer Companies, creation of permanent horticulture plantations for farmers to diversify their income sources and increasing access of Government schemes at the household level.

¹ [Dalmia Bharat Foundation](#)

² [Human Development Report 2020 | Human Development Reports \(undp.org\)](#)

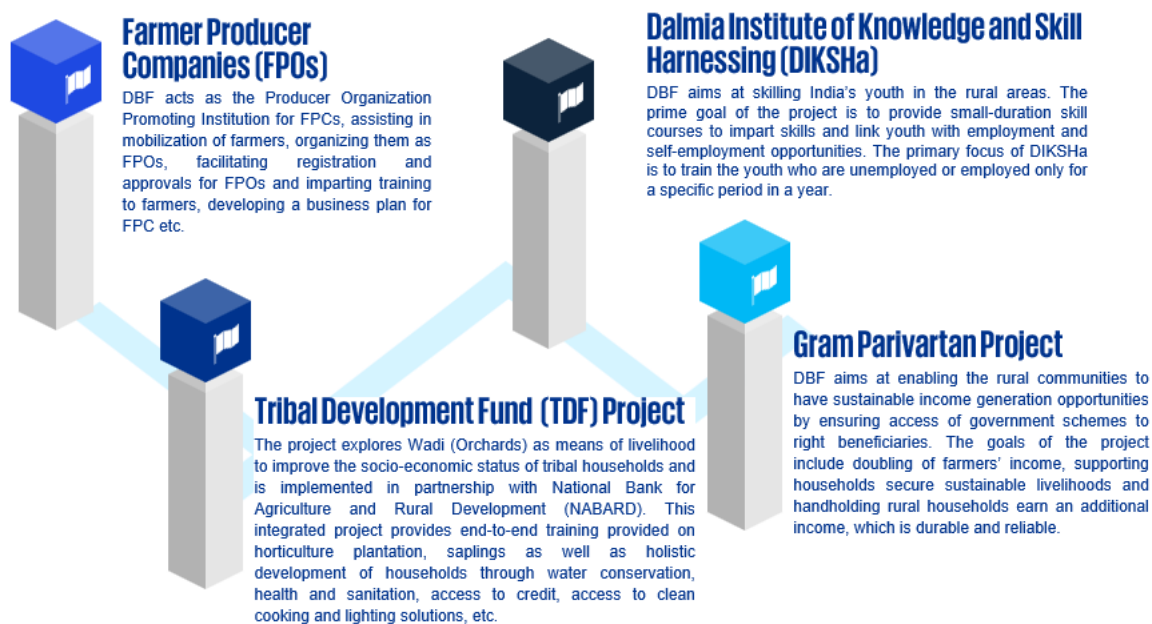


Figure 2: Approach to livelihood

1.1.2. Climate Action

In the climate action domain, with majority of agricultural land being degraded and water blocks at risk in the areas they work, there is an urgent need to enhance agricultural productivity, competitiveness, and rural growth in a sustainable manner.

Faced with the energy crisis, both for cooking as well as lighting, the community in vicinity where they operate continue to burn fuelwood, in a manner, that is a high potential threat to the environment as well as to their own health.

1.1.3. Social Infrastructure

DBF's social initiatives target the areas of health, sanitation, education, and infrastructure development amongst other activities. In collaboration with the community, institutions, administrative councils, and local stakeholders, DBF conducts a needs assessment at the ground level to understand the nature of aid required and customizes their intervention to ensure maximum impact.

Problem statement and emergence of DIKSHA

The demographic landscape of India reflects a youthful population, with 27.7% falling in the 15-29 years category across all regions³. This demographic vitality aligns seamlessly with the robust economic vibrancy indicated by an improved employability rate of 51.25% in 2023 from the previous rate of 46% in 2022, underscoring the level of employable talent within the workforce⁴. According to the India Skills Report (2023), India will be hiring the most in the sectors of automotive, engineering and internet business, with high demand for skilled labour needed in BFSI, Pharmaceutical, e-commerce, and

³ [Youth in India 2022.pdf \(mospi.gov.in\)](#)

⁴ [India Skills Report 2024 : Talent Demand & Supply in India \(wheebox.com\)](#)

IT/ITES. However, there remains a substantial gap in the workforce, with a sizeable youth population that is yet to be capacitated to be employed.

While India’s literacy rates have steadily improved over the decades (73%) and educational attainment may be increasing (Census 2011), there is still a long way to go for attaining the desired level of enrollment rates. The Labour Force Participation Rate (LFPR) for youth increased marginally from 38.2% in 2017-18 to 41.4% during 2020-21. However, consistent unemployment rates among the educated signal significant problems for their employability as well. The unemployment rate of youth in the country stood at a staggering 17.8% during 2017-2018, with a reduction to 12.9%. However, despite the gradual decrease over the years, female unemployment in urban areas continues to be a major deterrent with nearly 25% unemployment rate (MoSPI, 2022). Moreover, as per the Time Use Survey (2022), 34.1% of the young persons were involved in employment related activities, with only 14.2% female participation. These differences in gender relate to high unpaid domestic services catered by females in the households.

According to the World Economic Forum (2019), the three biggest challenges underway for skill development in India are: (1) Expansion of public sector collaboration with industry and the private sector, (2) Creation of pathways for international mobility and (3) Augmentation of women’s participation in the labour force.⁵ This may be attributed to the existing nature of knowledge and learning imparted through educational institutes, leading to mismatches between the demand for job opportunities and supply or the existing human resources/workforce. Whereas the focus should shift towards broader range of foundational, employability and entrepreneurial skills that are required for jobs and professional opportunities that are evolving with technology and new challenges. Further, challenges pertaining to talent shortages can also be addressed. Skilling of youth with skills that are market driven will ensure a platform to youth with opportunities for a livelihood and economic outlook. Hence, there is a need for educational and skilling institutions to work more closely with industry, through apprenticeships, training on the job and recognizing prior learning.

To fill in this gap, **DBF established the Dalmia Institute of Knowledge and Skill Harnessing (DIKSHa)** as their flagship initiative to empower youths by imparting skills that are market driven and technologically at par with the requirement of the industries and sectors that the training programmes are serving.



Figure 3: Goals of DIKSHa

1.2. Journey of DIKSHa

DIKSHa (Dalmia Institute of Knowledge and Skill Harnessing) is a skill training program of DBF aimed at skilling India’s youth in the rural areas. Its prime goal is to provide small-duration skill courses to impart skills and link youth with employment and self-employment opportunities. The primary focus of DIKSHa is to train the youth who are unemployed or employed only for a specific period in a year. By improving their employability, the program provides them with a platform where they are able to access better job opportunities.

⁵ [The 3 challenges to skill development in India – and how to tackle them | World Economic Forum \(weforum.org\)](https://www.weforum.org)

To further strengthen their impact, DBF signed a Memorandum of Understanding (MoU) with National Skill Development Corporation (NSDC) in 2016. Similarly, an MoU was signed with the Government of Odisha, represented by the Odisha Skill Development Authority (OSDA), Skill Development and Technical Education Department, and NABARD. DBF is responsible for sourcing of trainees, infrastructure in the centers, training of trainers, along with alignment of course with National Occupational Standard (NOS). For these centers, assessment is conducted through third party agencies, which in turn is achieved through the respective Sector Skill Council (SSCs) of the NSDC. The remaining centers employ self-assessment method for the same. Additionally, the other partnerships with skill development organizations include State Skill Missions of Odisha and Karnataka, National Scheduled Finance and Development Corporation (NSFDC), National Backward Classes Finance & Development Corporation (NBCFDC), along with sectoral partners like Schneider Electric, Schneider Electric Foundation, IBM, Bosch, and Akzo Nobel.

Each center has courses in line with the industry requirements and demands of the specific geography. In total, there are 11 job industries with a diverse range of courses offered under each, as stated in Figure 5. All courses are in alignment with the National Skill Qualification Framework (NSQF). Some of them have been illustrated below:

- 1. Construction sector:** As part of this industry, candidates are offered courses for Assistant Electrician. The courses train the candidates in using power tools and electrical devices, operating lighting arrangement, demonstrating practices sensitive to disabilities (physical, mental, intellectual, or sensory) etc. among others.
- 2. Power sector:** This includes job role for Electrical Domestic Solution, with qualifications to develop various types of houses wiring planning, drawing etc., wiring selection, size, ratings of cables, working safely with common electric wiring faults etc.
- 3. IT sector:** These include job profiles of Customer Relationship Management, where candidates must resolve queries and customer cases over webchat or email. It includes dealing remotely with customer queries, managing the work to meet the requirement, and maintaining a healthy and safe and secure working environment.
- 4. Sewing sector:** This includes self-employed tailor/sewing machine operator, with training outcomes as being a skilled tailor that can make customized types of dresses with measurement, cutting fabric, and alteration. They will be trained to handle materials, equipment, and tools safely and correctly, along with using materials efficiently to minimize wastage and disposal.
- 5. Retail sector:** The trainings provided under these sector focus on end-to-end retail services including areas such as credit applications, customer management and servicing, sales, marketing, and delivery of goods.

DIKSHa's reach and impact

DBF's DIKSHa centers are spread across 11 states, namely Gujarat, Maharashtra, Karnataka, Andhra Pradesh, Tamil Nadu, Madhya Pradesh, Uttar Pradesh, Jharkhand, West Bengal, Assam and Orissa and 21 districts⁶ in India. DBF has the highest concentration of centers in Orissa with 7 centers in the districts of Cuttack, Rajgangpur, Jajpur, Rourkela, Deogarh, Barijajpur and Jharsuguda.

⁶ Excluding other centers and districts

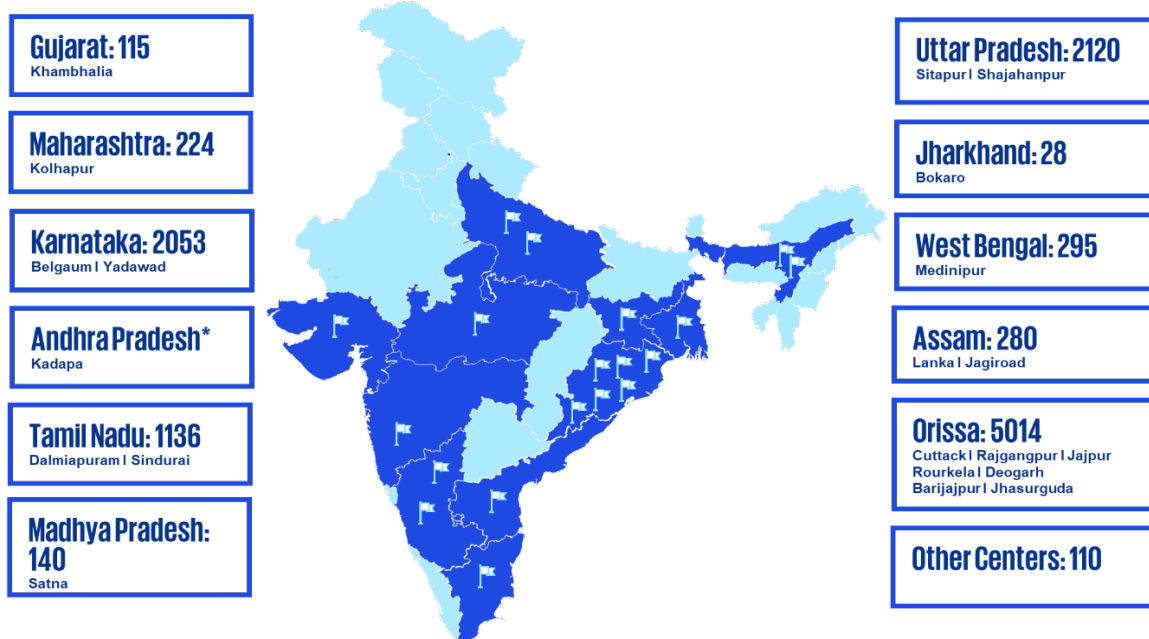


Figure 4: DIKSHA's Pan-India reach and impact since 2016

DBF offers trainings in 22 trades across 11 sectors/ industries such as Capital Goods, Banking, Financial Services and Insurance (BFSI), Green Jobs, Security, Retail, Power, Beauty and Wellness, Construction, IT/ ITES, Apparel and Healthcare. The target beneficiary group for these trainings are primarily school and college dropouts, unemployed rural/ semi-urban youth, rural women, and the existing workforce who are above 18 years of age.

Since 2016-2023, DBF has skilled 12750 beneficiaries⁷ across all centers and trades with maximum beneficiaries trained in the state of Orissa (5014) in multiple trades. Similarly, with the maximum beneficiaries trained in the sectors of Healthcare (3476) and Apparel (2387) Pan India between 2016-2023.

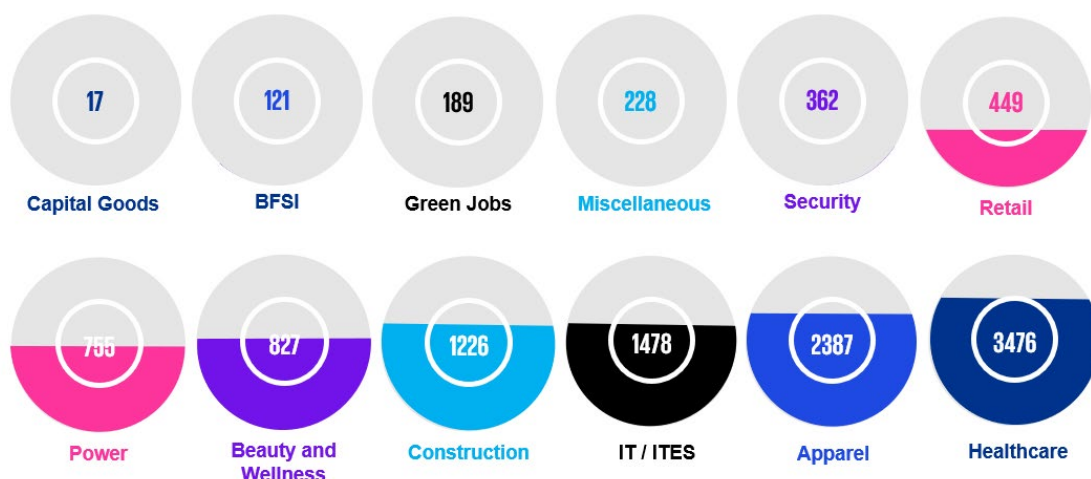


Figure 5: Sector wise achievements of DIKSHA since 2016

⁷ Based on the September 2023 MPR data

Convergence of DIKSHA

Through its collaborative efforts with government functionaries and corporate entities, national and international development organizations, DBF has established impactful and scalable initiatives that have ensured holistic development platform for the marginalized communities as well as ensured last mile service delivery of government and development initiatives. With its wide presence across India, DBF contributes to solving social issues by creating new value through the provision of technologies, products, and services under the sustainability management framework. DBF has contributed significantly towards various multiple millennium development goals (MDGs), partnership projects, and



contributed notably to Sanitation, Research and Sustainability Development Consortium (2015). The DIKSHA program systematically aligns with the **UN Sustainable Development Goals (SDGs) of (1) No poverty, (2) Zero Hunger, (4) Quality Education, (5) Gender Equality, (6) Reduced Inequalities, (8) Decent Work and Economic Growth, (17) Partnership for Goals.**

It goes further to adopt state and national level priorities towards skill development. Specifically, it aligns with the schemes under **Skill India Mission of Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Pradhan Mantri Kaushal Kendra (PMKK), Skills Acquisition and Knowledge Awareness for Livelihood Promotion (SANKALP),** among others.

02

Methodology

2. Methodology

This study adopted a four-phased methodology for evaluation as illustrated below. The adopted methodology ensured that SROI evaluation criteria were followed throughout to effectively capture the impact of the program.

Phase 1: Project inception and desk review

During the inception phase, KPMG conducted desk review of documents and reports related to the DIKSHa program. KPMG also held a kick off discussion with DBF's team in order to understand the project timelines, beneficiaries and deliverables.

Phase 3: Primary data collection

Primary data collection was conducted in a hybrid manner with in-person field visits and online beneficiary survey. Face-to-face surveys, in-depth interviews and focus group discussions were undertaken to cover primary, secondary, and institutional stakeholders.

Phase 2: Research design

During this phase evaluation team developed an impact map for the evaluation of the DIKSHa program. Primary data collection tools were also developed and finalized in consultation with DBF's team.

Phase 4: Analysis and reporting

Data captured during the primary data collection phase has been analyzed for report writing. Qualitative responses to the questionnaires, conducted with beneficiaries and stakeholders in the respective areas, have also been analyzed.

Figure 6: Four-phased methodology

This impact assessment study employed the SROI evaluation framework. SROI is used to evaluate the changes that are being created by measuring social, environmental, and economic outcomes and assigning monetary values to them. SROI can also be used to understand the total value generated for every rupee invested in interventions.

The SROI framework provides a quantitative and monetary understanding of the impact. SROI is used by a diverse set of organizations transcending private, public, and not-for-profit sectors. Not-for-profit and social sector organizations may use SROI framework to evaluate the project, document value created and improve performance. Private businesses may use SROI to identify risks and opportunities and studying the impact of business operations, products and services on communities, environment, and others. Government and donors use SROI framework as an aid in making decision, prioritization of interventions and others. One of key differentiators between SROI and traditional cost-benefit analysis is that SROI measures change and helps putting a monetary value to it. With monetization of value of impact, investors/donors may find it easy to ascertain effectiveness and efficiency of Programmes in delivering intended outcomes.

2.1. Framework of the study: Social Return on Investment

The study has used the **Social Return on Investment (SRoI)** methodology, measuring the total value generated for every rupee invested in development sector interventions, to obtain a holistic view of the varied impacts created by the intervention. The SRoI quantifies the value of the social impact of projects, programmes, and policies. It examines the social, economic, and environmental benefits that arise from an intervention and assigns a monetary value to the social and environmental benefit that has been created by identifying indicators of value which can be monetized. Comparing this value to the investment required to achieve that impact produces an SRoI ratio. It takes standard financial measures of economic return a step further by capturing social and environmental outcomes, alongside financial outcome. Through SRoI, organizations can gain deeper insight into what impact they have created for their stakeholders and can thus use this as input for their programme strategy.

2.1.1. Types of SRoI

There are two types of SRoI:

- **Evaluative**, which is conducted retrospectively and based on actual outcomes that has already taken place.
- **Forecast**, which predicts how much social value will be created if the activities meet their intended outcome.

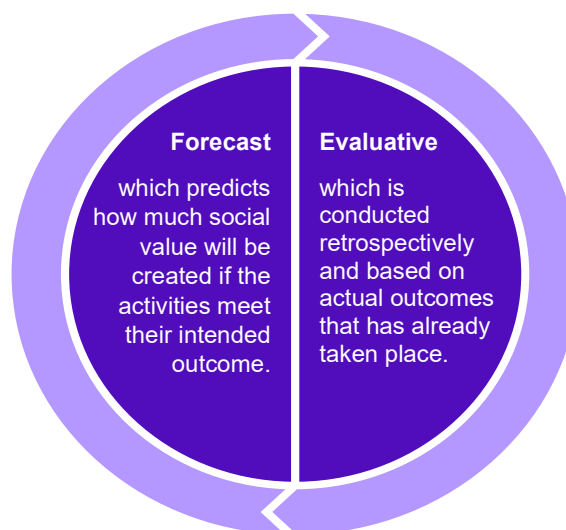


Figure 7: Types of SRoI

2.1.2. Principles of SRoI

1. **Involve Stakeholders:** It is important to involve stakeholders as they experience change because of the activities and are best placed to describe the change.
2. **Understand What Changes:** Develop a theory of change and gather evidence of positive and negative change. This principle requires the theory of how these changes are created, stated and supported by evidence.
3. **Verify Things that Matter:** Valuing economic, social, and environmental benefits and costs (not captured in existing financial accounting value).
4. **Only Include what is Material:** Judgment will be required throughout an SROI analysis. Often the principle of materiality will guide judgment, so this principle is very important. Materiality is a concept that is borrowed from accounting. In accounting terms, information is material if it has the potential to affect the readers' or stakeholders' decision. A piece of information is material if missing it out of the SROI would misrepresent the organization's activities. For transparency, decisions about what is material should be documented to show why information has been included or excluded.
5. **Do Not Overclaim:** Compare your results with what would have happened anyway. The principle emphasizes on only claiming the value that organizations are responsible for creating.
6. **Be Transparent:** Explain all your evidence and assumptions clearly. Demonstrate the basis on which the analysis may be considered accurate and honest and show that it will be reported to and discussed with stakeholders.

- Verify the Results:** Use other sources to check your results. Ensure appropriate independent assurance.

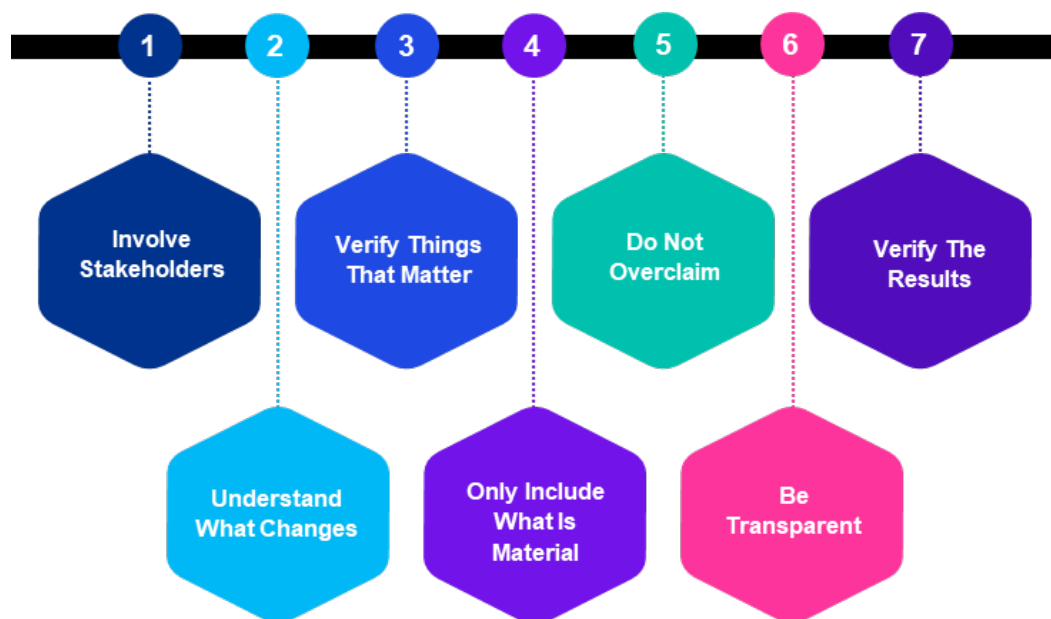


Figure 8: Principles of SRoI

2.1.3. Calculating SRoI

The SRoI methodology involves 4 key steps as listed below:

- **Establishing Scope and Identifying Key Stakeholders** – The step involves understanding and identifying the inputs, outputs, primary beneficiaries, various stakeholders and the intended as well as unintended changes caused by the program.
- **Mapping Desired Outcomes** – The step involves the creation of an impact map which lists down all the activities that are being evaluated as part of the SRoI study along with inputs in each activity, specific outputs over time, envisioned outcomes at the end of the period and the long-term social impact.
- **Evidencing Outcomes** – The step involves identification and validation of the outcomes in terms of indicators for measurement, sources of information, quantity of change, duration of project, outcomes at the beginning and end of the period, financial proxies used to capture change quantifiably and the net present value of the currency used for calculation.
- **Capturing Impact and Measuring the Trends** – The step involves the calculation of the respective percentages for deadweight, displacement, attribution, and drop-off, thus ascertaining the net quantitative impact.

The process of calculation of SRoI largely focuses on deadweight, displacement, attribution and drop-off in association with any outcomes achieved. All these aspects are generally expressed as percentages and these percentages are applied to the financial proxy of each outcome to arrive at the total impact for the outcome.

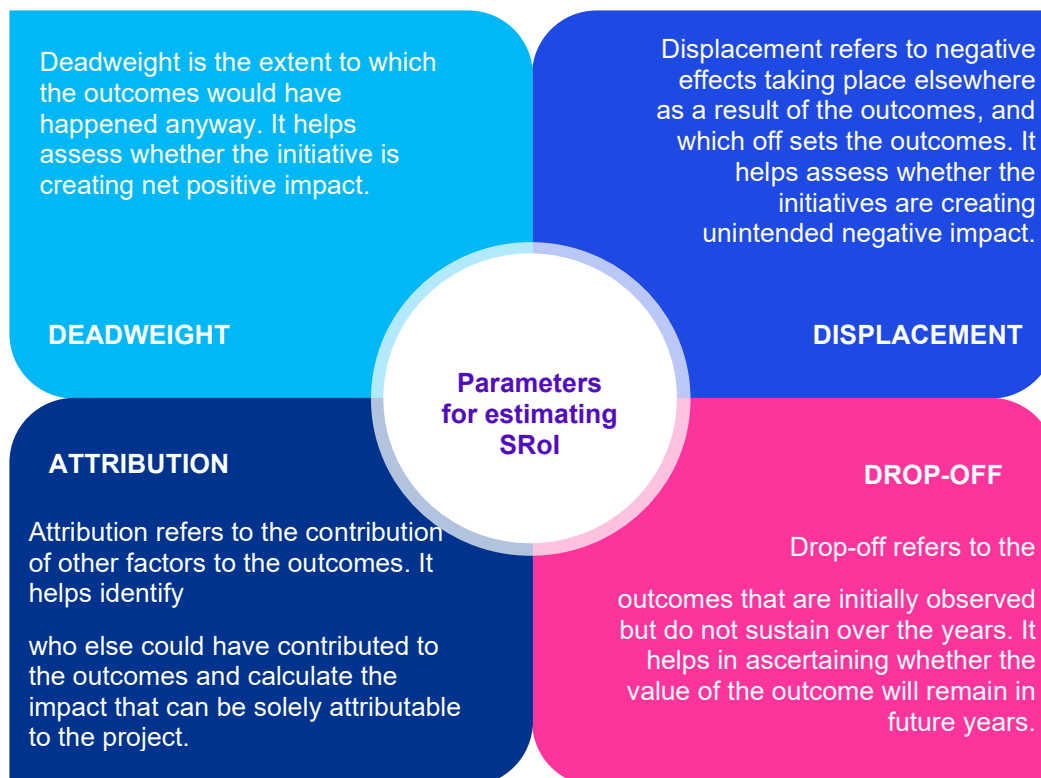


Figure 9: Parameters for estimating SRoI

Considering the above parameters, the impact of each outcome is calculated with the following formula:

$$\text{Impact} = \text{Quantity of outcome} * \text{Financial Proxy Value} * \text{Attribution} - \text{Deadweight} - \text{Displacement} - \text{Drop-off for each year}$$

SRoI is a ratio of cumulative present value for each outcome against the total investment in the project i.e., $\text{SRoI} = \text{Total present value of benefits (social return)} / \text{Total investment (input value)}$

2.1.4. Stakeholder Mapping

The following Key stakeholders involved in the programme are represented in the figure. KPMG team engaged in consultation with each of the stakeholders to meet the objectives of the assignment.



Figure 10: Stakeholder Map

While the candidates provided vital inputs to measure impact, other stakeholders provided information on the programme design, implementation model, management processes and organization capacity.

2.1.5. Sampling Strategy

The sample size for all the candidates enrolled in DIKSHA across all batches since 2016 was calculated based on 95% confidence level and 7% margin of error. The data collection process was conducted in a phase wise hybrid manner with Phase 1 being offline and Phase 2 being online. Simple random sampling method was used to collect the sample in offline mode and simple random sampling method was used to collect the samples in online mode.

A. Primary Stakeholders										
State	Odisha		Maharashtra	Uttar Pradesh		Karnataka		Tamil Nadu	West Bengal	Assam
District	Rourkela	Rajgangpur	Kolhapur	Sitapur	Shahjahanpur	Belgaum	Yadwad	Dalmiapuram	Medinipur	Lanka
Students trained by DBF (2016-2023)	121	71	57	111	55	119	13	33	25	22
TOTAL	627									
B. Secondary Stakeholders										
	Stakeholders									
Government, Employers, Trainers, DBF's team	25									
Overall Sample covered (A+B)	652									

Figure 11: Sample covered by KPMG for DIKSHA's impact assessment

A total sample of 7 states and 10 centers was selected for the data collection where KPMG's team undertook field visits to DIKSHA centers at 4 locations-



Rajgangpur (Orissa), Kolhapur (Maharashtra), Shahjahanpur (Uttar Pradesh) and Belgaum (Karnataka) and interacted with beneficiaries along with other stakeholders to seek their inputs on the program. A total beneficiary sample of 627 trainees was achieved using questionnaires to understand the impact of the program. Focused Group Discussions and In-depth interviews were conducted with 25 stakeholders including employers, trainers, DBF's team, government representatives. FGDs were also conducted with female beneficiaries of the program. Overall, a total sample of 675 was achieved which included both the primary and secondary stakeholders of the program.

03

Findings of the Study

3. Findings of the Study

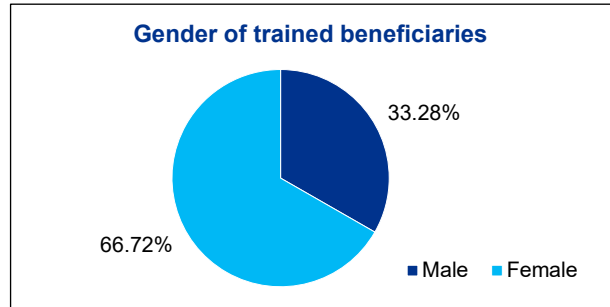
3.1. Key findings

As part of Dalmia Bharat Foundation’s DIKSHa skilling program, **12750 beneficiaries** were trained across **21 DIKSHa skilling centers** in **22 trades** from **2016-2023**⁸. A total of **627 beneficiaries** were interviewed as part of the sample across **10 DIKSHa locations- Sitapur, Shahjahanpur, Rourkela, Rajgangpur, Kolhapur, Belgaum, Yadwad, Lanka, Medinipur and Dalmiapuram.**

3.1.1. Demographic profile

1. Gender

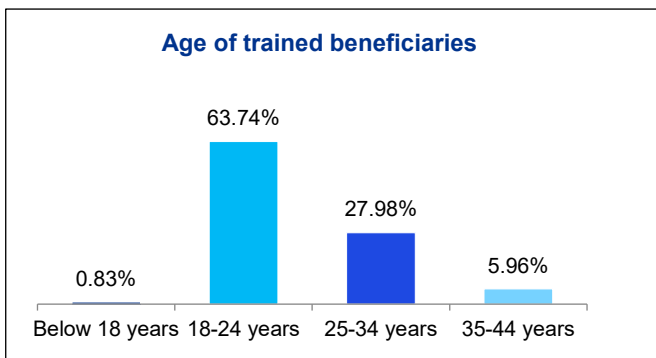
66.72% of the surveyed beneficiaries were females who received training from DIKSHa between 2016-2023 while 33.28% were males.



Graph 1: Gender of surveyed beneficiaries



2. Age



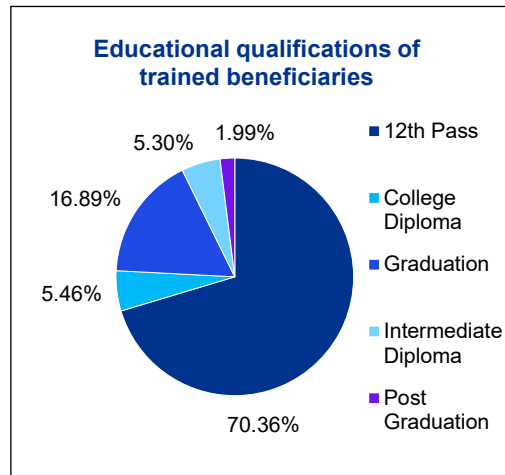
Graph 2: Age of surveyed beneficiaries

Majority of the surveyed beneficiaries were in the age bracket of 18-24 years (63.74%) followed by 27.98% who were in the range of 25-34 years, 5.96% in the range of 35-44 years and 0.83% under the age of 18.

⁸ Based on the MPR DIKSHa data upto September 2023

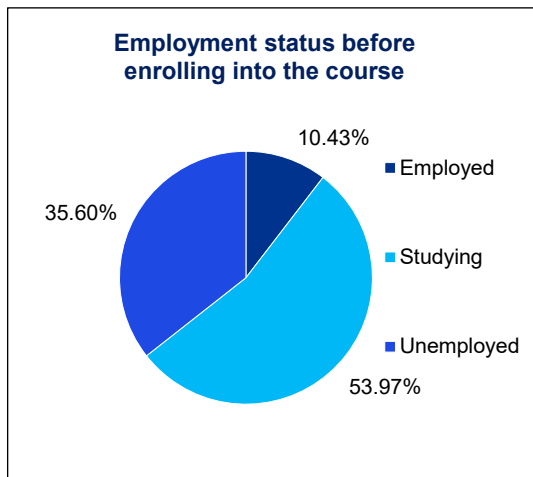
3. Educational qualification

70.36% of the surveyed beneficiaries had passed the 12th standard followed by 16.89% who had completed their graduation. 5.30% of the surveyed beneficiaries pursued an intermediate diploma and another 5.46% pursued a college diploma. Only 1.99% of the surveyed beneficiaries completed their post-graduation education.

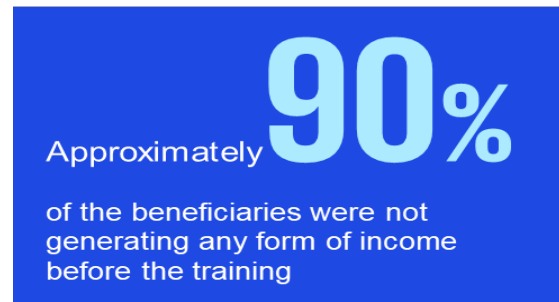


Graph 3: Educational qualifications of surveyed beneficiaries

4. Employment status prior to enrollment at DIKSHa



53.97% of the surveyed beneficiaries were studying before they enrolled into the training programmes offered at DIKSHa while 35.60% were unemployed i.e., not generating any form of income. The remaining 10.43% were involved in some income generating activities.

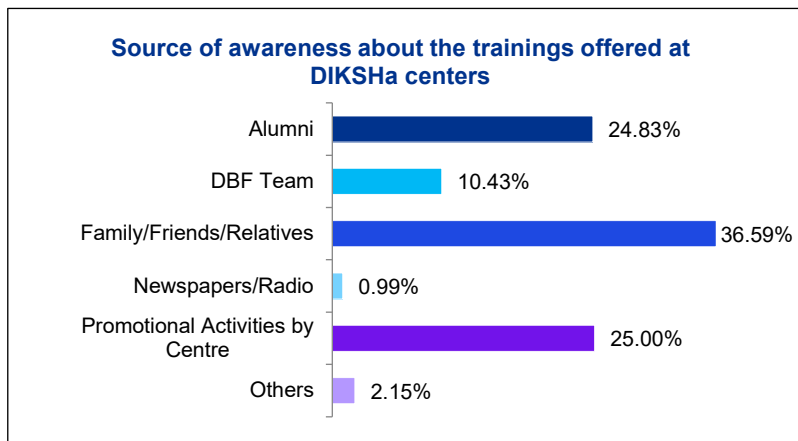


Graph 4: Employment status before enrolling into the course

3.1.2. Association with DIKSHa

1. Awareness about DIKSHa's training

36.59% of the surveyed beneficiaries reported family, friends and relatives familiarized them with the trainings offered at the DIKSHa centers. DIKSHa's alumnus also played a significant role in creating awareness where 24.83% of the surveyed beneficiaries enrolled into the course based on the experience and feedback of the alumnus. The center also conducted various promotional activities such as

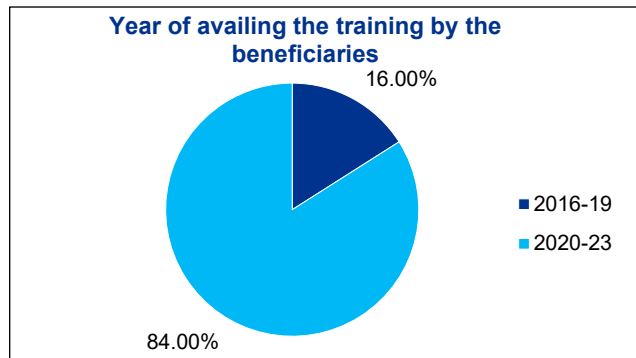


Graph 5: Source of awareness about the trainings offered at DIKSHa centers

community mobilization and door to door visits which persuaded another 25% of the surveyed beneficiaries to enroll for the training.

2. Year of availing training

84.00% of the surveyed beneficiaries availed and completed the training from the selected DIKSHa centers between 2020-23 while the remaining 16.00% availed and completed the training between 2016-2019.



Graph 6: Year of availing the training by the surveyed beneficiaries

3. Location of training

31% of the surveyed beneficiaries sought training from 2 of DIKSHA's centers in Orissa i.e., Rourkela and Rajgangpur. 26% beneficiaries received trainings from DIKSHs centers established in Sitapur and Shahjahanpur in Uttar Pradesh followed by 22% in Karnataka from the centers established at Belgaum and Yadwad. In Maharashtra, 8% of the surveyed beneficiaries were provided the training followed by 5% at Dalmiapuram, Tamil Nadu, 4% at Medinipur, West Bengal and 4% in Lanka, Assam.

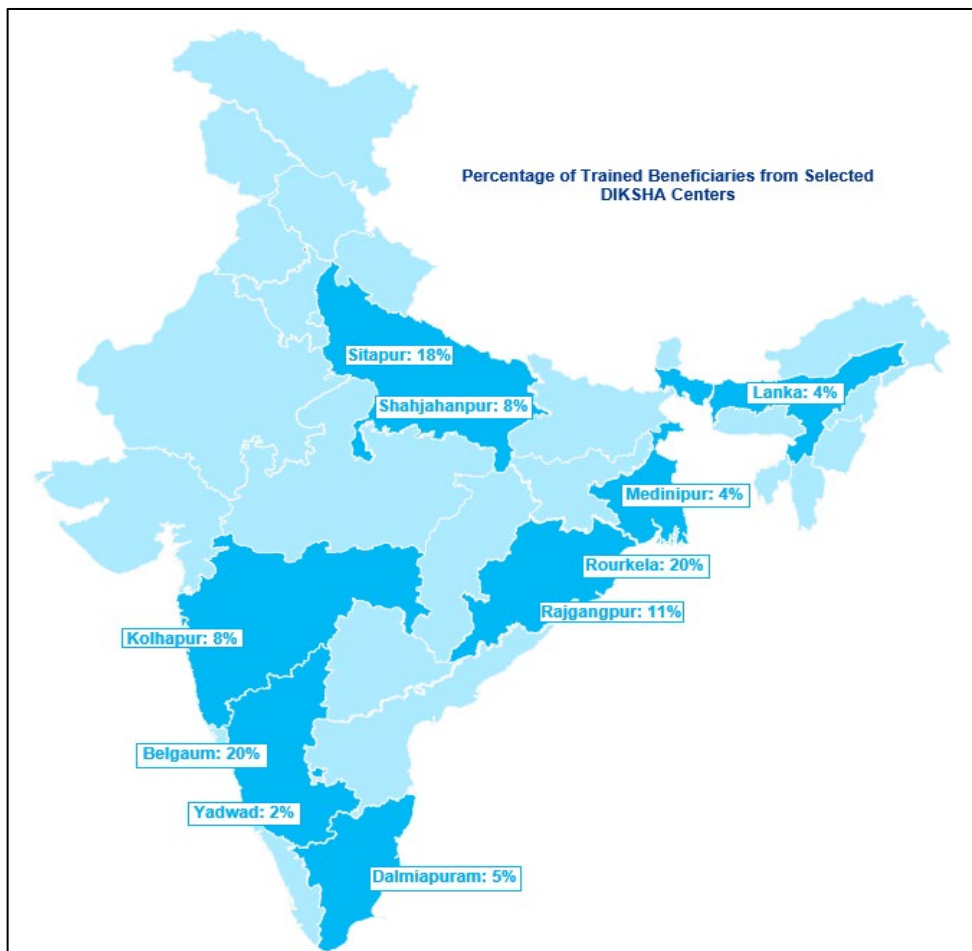


Figure 12: Percentage of surveyed beneficiaries from selected DIKSHA centers

4. Job roles of surveyed beneficiaries

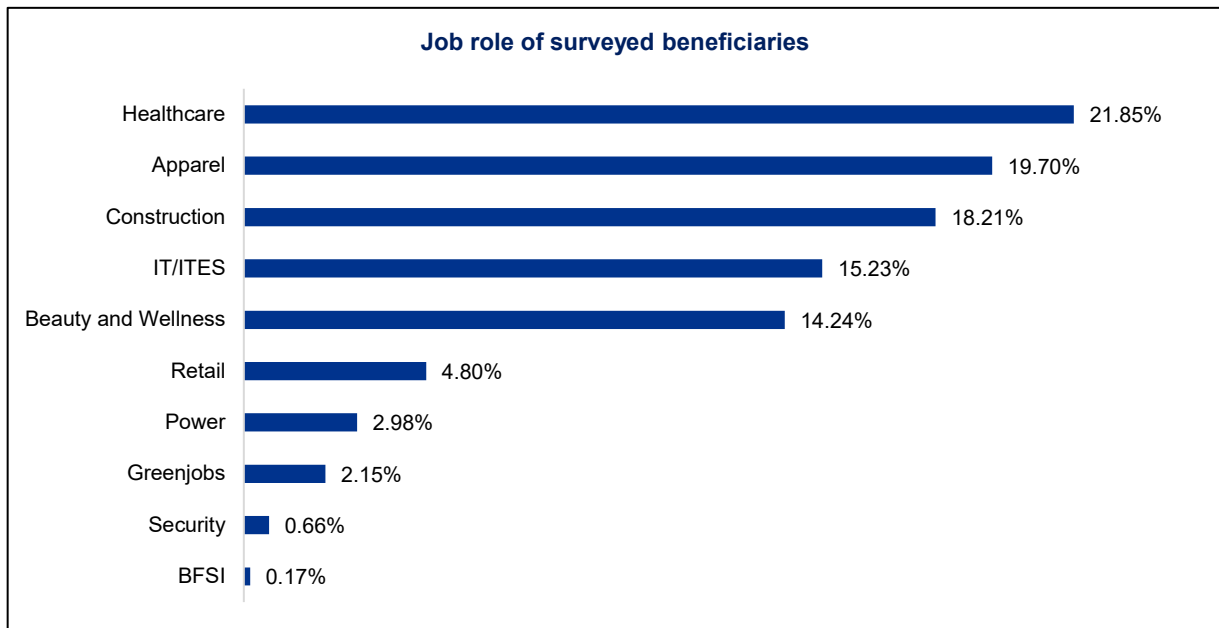
Amongst the surveyed beneficiaries, most availed courses were in healthcare sector (general duty assistant and home health aide) followed by apparel (sewing machine operator/self-employed tailor), construction (assistant electrician), IT/ITES (data entry operator and customer relationship management (CRM) and



beauty and wellness sectors. courses

Maximum surveyed beneficiaries were trained in the sectors of **Healthcare and Apparel**

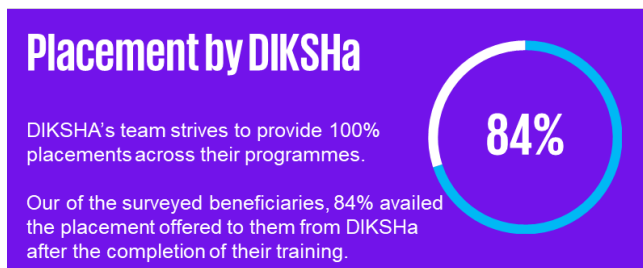
in BFSI sector (business correspondent) and security (unarmed security guard) were the least availed amongst the surveyed beneficiaries. These results are also dependent upon the courses offered at each DIKSHA center.



Graph 7: Job role of surveyed beneficiaries

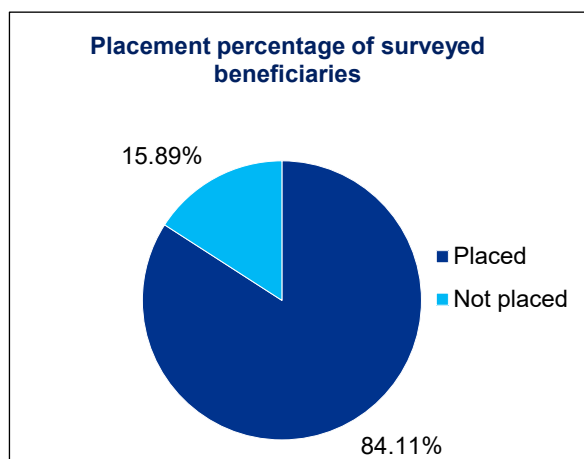
3.1.3. Placement and job opportunities

1. Percentage of placements



It was reported that 84.11% of the surveyed beneficiaries successfully availed a placement from the DIKSHA program. The remaining 15.89% beneficiaries did not secure employment through DIKSHA's placement process. Among this group, 4.14% of the beneficiaries reported setting up their own work after completing the training. The

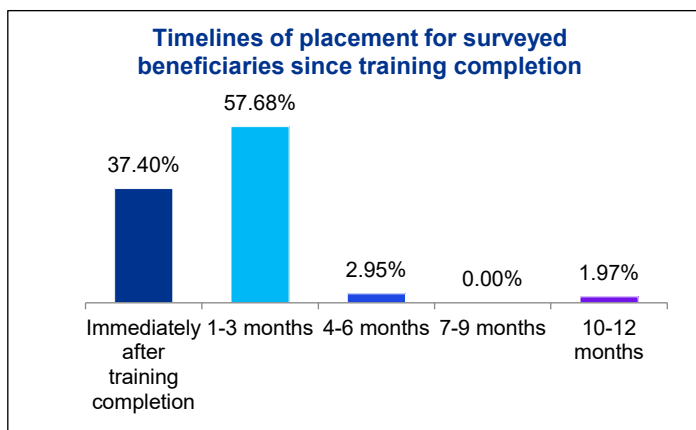
remaining comprised beneficiaries who were offered jobs but did not avail them and beneficiaries who were not provided offers at that point of time due to reasons such as pending assessments for training completion. Based on KPMG's interactions with DBF's team, it was noted that DBF strives to provide 100% placement to all trainees. For trainees who require a replacement in their placement, DBF's team supports them in resolving the concern with the employer or identifying an alternative job offer. Beneficiaries who received job offers and declined them did so due to distance of the job location from their hometown, mismatch in salary expectations, availability of a competitive offer, desire to be self-employed, desire to pursue higher education and family commitments.



Graph 8: Placement percentage of surveyed beneficiaries

2. Timeline of placements

37.40% of the surveyed beneficiaries who received placements received the opportunity within a month of completion of their training. 57.68% received a placement within a time span of 1 to 3 months. Approximately 3 percent were placed after 4 to 6 months from training completion while almost 2 percent were placed after 10-12 months from the time of their training completion.

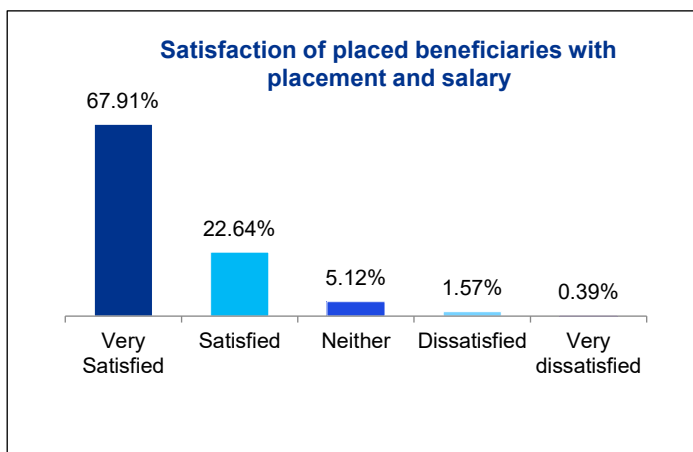


Graph 9: Timelines of placement for surveyed beneficiaries since training completion

3. Satisfaction with placement opportunity

67.91% of the placed beneficiaries were very satisfied with the placement opportunity provided to them while 22.64% were satisfied. 1.57% reported that they were dissatisfied while 0.39% were very dissatisfied with the placement provided to them.

Approximately **91%** Beneficiaries reported high levels of satisfaction with the placements and salaries offered to them through DIKSHa.



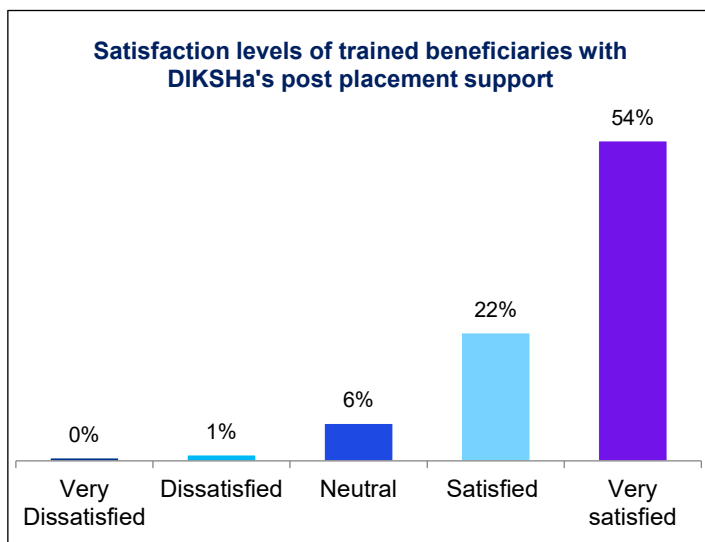
Graph 10: Satisfaction of placed beneficiaries with placement and salary

The main reasons for dissatisfaction with the placement offered as reported by the beneficiaries were mainly related to job location, mismatch in salary expectations. Other reason which impacted their satisfaction level were personal issues such as health problems.

4. Post placement follow-ups

89.78% of the placed beneficiaries reported receiving regular follow-ups from DIKSHa's team after their placement to understand any concerns with the placements offered.

5. Satisfaction with post placement support



Graph 11: Satisfaction levels of beneficiaries with DIKSHa's post placement support

Placement and post placement support is also a core component of DIKSHa's training program since it ensures that the impact of the training is sustained. Surveyed beneficiaries were asked to rate their levels of satisfaction with the post placement support provided to them by DIKSHa out of which 53.81% were very satisfied while 21.52% were satisfied with the support provided. Beneficiaries reported that the center coordinators were in regular contact with trainees after their placement to understand any challenges faced by them. DIKSHa's team has also ensured to communicate the needs of the trainees to potential employers and in cases of a roadblock, provide the trainees support in securing another job

opportunity. Furthermore, counselling sessions were also conducted with trainees who were looking for a change in the job opportunity.

3.1.4. Income enhancement

1. Impact on employed beneficiaries

It was noted that 10.43% of the surveyed beneficiaries were employed prior to the training. Further, this cohort was filtered to 8.11% for being previously employed and who got placement through DIKSHa. Among these beneficiaries it was found that 32.65% were earning less than INR 5,000 monthly, 44.90% were earning between INR 5,000 to INR 10,000 monthly, 18.37% were earning between INR 10,000 to INR 20,000 monthly, 2.04% were earning between INR 20,000 to INR 30,000 monthly and 2.04% were earning between INR 40,000 to INR 50,000 monthly income before joining at the DIKSHa training programme.

The income enhancement of the beneficiaries from before joining DIKSHa to after getting first placement through DIKSHa can be understood as shown below:

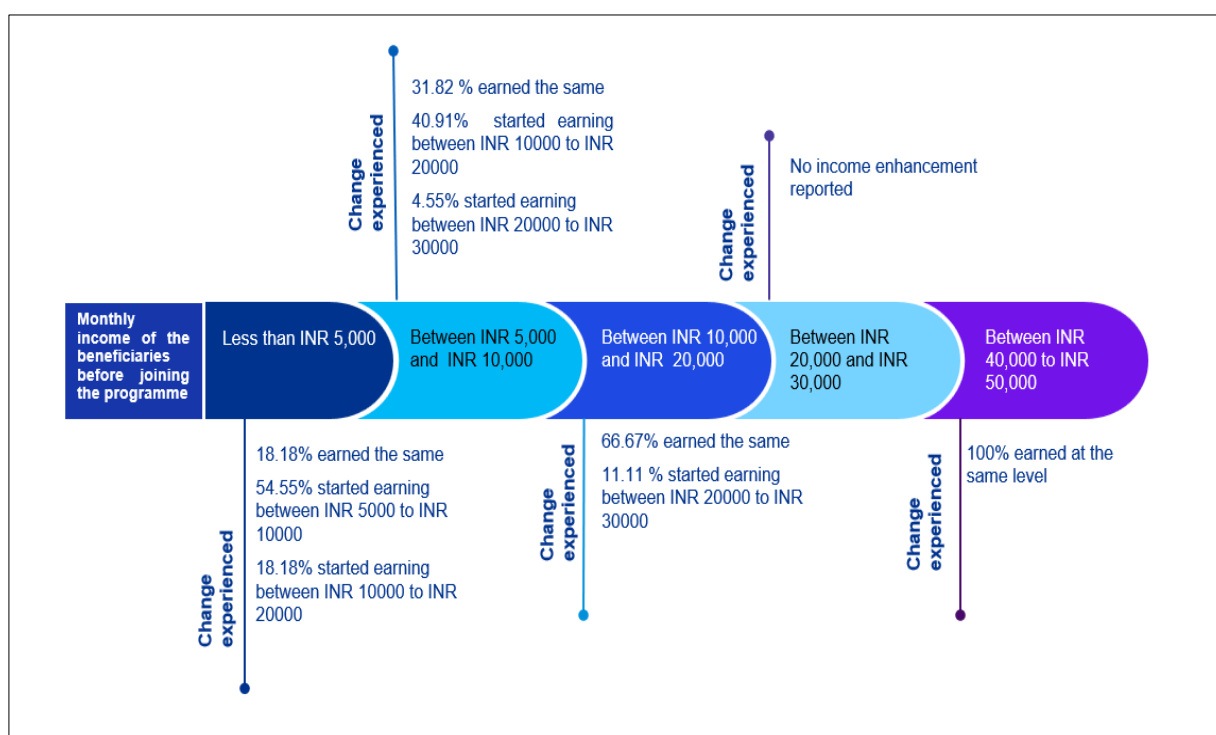


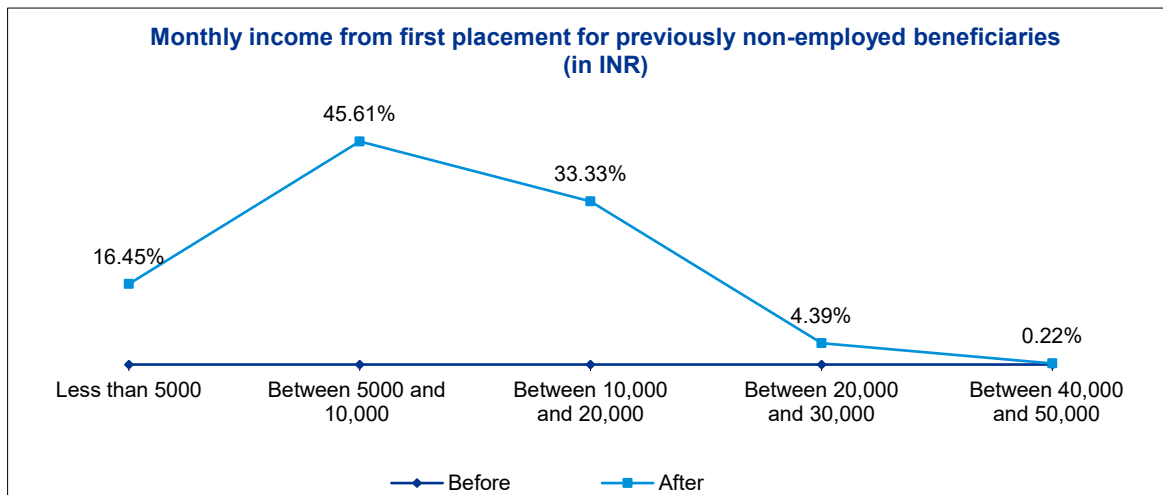
Figure 13: Income enhancement of previously employed beneficiaries

Though there are few beneficiaries who did not see significant change in their income, they experienced better quality of job offered by DIKSHa programme as compared to previous earning opportunities such as farming, labour and other informal jobs.

2. Impact on non-employed beneficiaries

It was noted that **89.57%** of the surveyed beneficiaries were non-employed prior to the training. They were either involved in studies or not generating any income.

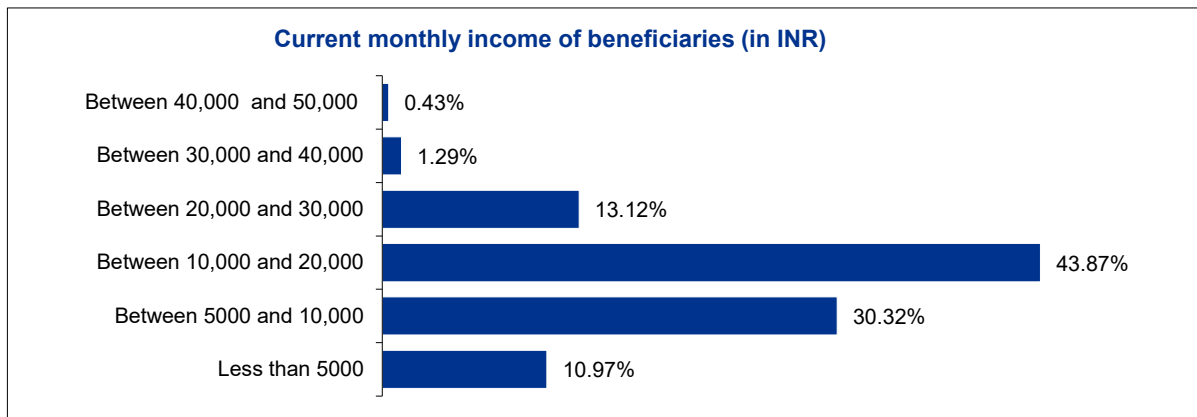
Among the previously unemployed beneficiaries who received placement through DIKSHa, 45.61% earned between INR 5,000 to INR 10,000 each month, 33.33% earned between INR 10,000 to INR 20,000 each month, 4.39% earned between INR 20,000 to 30,000, 0.22% earned between INR 40,000 and INR 50,000 per month while 16.45% of the beneficiaries earned less than INR 5,000.



Graph 12: Monthly income from first placement for previously non-employed beneficiaries (in INR)

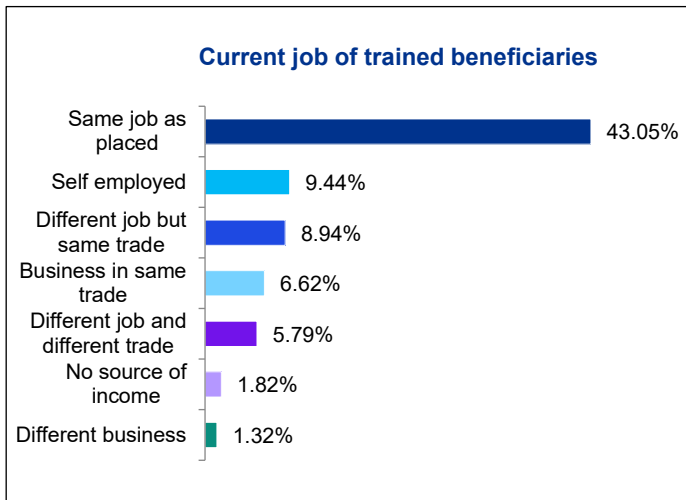
3. Current income status of the beneficiaries

These beneficiaries are now generating a monthly income with 43.87% earning between INR 10,000 to INR 20,000 each month and 30.32% earning between the range of INR 5000 to INR 10,000. 13.12% are earning between the range of INR 20,000 to INR 30,000 while 1.72% are earning between INR 30,000 to INR 50,000. Approximately 10.97% are generating some income which is under INR 5000 per month. Around 82.23% beneficiaries are also contributing to their family income and providing support towards expenses such as daily needs, medical expenditures and education of other family members.



Graph 13: Current monthly income of beneficiaries (in INR)

Present work profile of the beneficiaries



Graph 14: Current job of surveyed beneficiaries

It was noted that 43.05% of the surveyed beneficiaries were continuing with the same job that they received placement in through DIKSHa. 8.94% of the beneficiaries were pursuing a job which they did not received placement in but was in the same category of work. 6.62% were running their own business in the same trade in which they received training from DIKSHa.

A section of beneficiaries (6.62%) moved to a working in an altogether different trade which was not related to their area of training. Another 9.44% of the surveyed beneficiaries were self-employed and were generating their income from the same

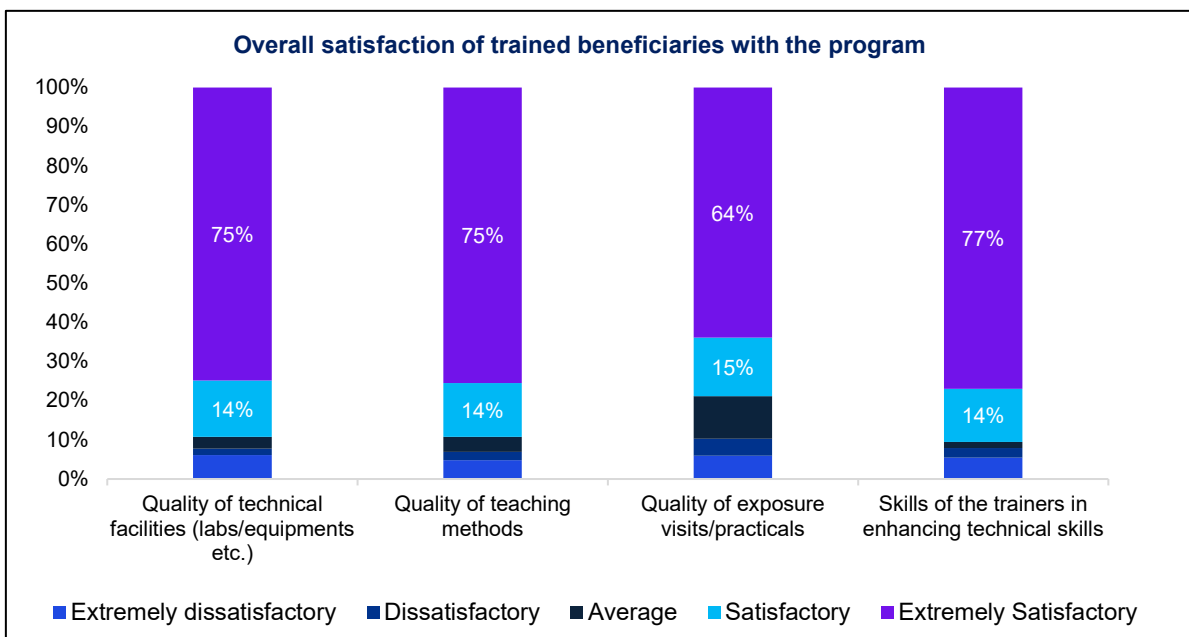
across different sectors while 1.32% were pursuing their businesses in different fields.

1.82% of the surveyed beneficiaries had no source of income after the completion of training. Reasons included their desire to pursue higher studies or open their own business after a period.

More than 55%

Of the surveyed beneficiaries are currently earning by engaging in activities in which they sought training.

3.1.5. Overall satisfaction with the program



Graph 15: Overall satisfaction of surveyed beneficiaries with the program

Surveyed beneficiaries were requested to rate their level of satisfaction with 4 components of the program which focused on the following:

1. Quality of the facilities for teaching such as the labs, machinery, equipment and other resources related to their course.
2. Quality of the methods used by the teachers to explain the curriculum to the trainees.
3. Quality of exposure visits and/ or practical undertaken as part of the course.
4. Skills of the trainers in ensuring that the trainees' technical skills are enhanced.

Majority of trainees rated their levels of satisfaction as satisfactory and extremely satisfactory across all the 4 parameters. 75% of the trainees rated the quality of technical facilities to be extremely satisfactory followed by 14% of the trainees rating the same as satisfactory. Similarly, the quality of teaching methods was also described as extremely satisfactory by 75% of the surveyed beneficiaries followed by 14% of the beneficiaries rating the same as satisfactory. The quality of exposure visits also received a rating of extremely satisfactory by 64% followed by a rating of satisfactory by 15% of the beneficiaries while the skills of the trainers were noted as extremely satisfactory by 77% followed by a rating of satisfactory by 14% of the beneficiaries.

3.2. Findings using Social Return on Investment (SROI)

3.2.1. About SROI methodology

Social Return on Investment (SROI) is “a method, an analytic tool and an accepted form of stakeholder centered evaluation.” The SROI quantifies the value of the social impact of projects, programmes and policies. It endeavors to measure the value created as a result of investment – namely social, environmental and economic value which is not fully reflected in conventional cost-benefit analysis.⁹ Through SROI, organizations are able to evidence the social impact, gain deeper insight into what impact they are having for their stakeholders and can thus use this as an input for their programme strategy.

Stages of conducting SROI

SROI primarily involves six stages which are as follows:

- Stage 1: Establishing Scope and identifying key stakeholders
- Stage 2: Mapping outcomes
- Stage 3: Evidencing outcomes and giving them a value
- Stage 4: Establishing impact
- Stage 5: Calculating the SROI
- Stage 6: Reporting

The following sections covers impact mapping and SROI calculations based on the evidenced outcomes during the primary data collection phase.

3.2.2. Establishing scope and identifying key stakeholders

Scope of this study has been discussed in depth in Chapter 2. For this study, evaluative SROI has been conducted.

Stakeholder Mapping

Stakeholder mapping is the process of identifying all the stakeholders involved in a project and their roles and responsibilities on one map. The main benefit of a stakeholder map is to get a visual representation of all the people who can influence the project and how they are connected.

Stakeholders in following table has been consulted in our SROI evaluation.



⁹ http://www.thesroinetwork.org/publications/doc_download/241-a-guide-to-social-return-on-investment-2012 as on 5th March 2015

Table 1: Stakeholder mapping for SROI evaluation

Stakeholder	Reason for inclusion/ exclusion in social value	Data collection tool
Trainees who have been benefitted from DIKSHA program	Since the Trainees are the direct and primary beneficiaries of the program hence it is important to include them to understand if the objectives of this program have been met.	Structured Questionnaire were developed for Trainees Focus Group discussion and In-depth Interview: were also undertaken
Trainers at DIKSHA training centers	Trainers play a critical role in teaching the primary beneficiaries of the project and hence, it is critical to get their perspective on both trainees and institutes.	In depth interviews were undertaken for Trainers
Employers, DBF representatives and Government stakeholders	Indirect beneficiaries and out of the scope for SROI calculation	<i>This group was consulted through Key Informant interviews</i>

3.2.3. Impact mapping

The Impact Map provides link between resources contributed to the programme (inputs), the results of the activity (outputs) and the outcomes of the programme that are a vital part of SROI analysis. It is to be noted that we have focused on the impact on trainees and considered trainers and implementation partner for specific inputs from DIKSHA centers.

The impact map for DIKSHA programme is given below. The evidence outcomes and the SROI calculations follow this impact map.

Table 2: Impact map for SROI evaluation

Stakeholder	Activity	Sub-Activity	Outputs	Outcomes	Impact
Trainees (youth)	Conducting skill development trainings	Providing access to quality infrastructure facilities within the learning centres	No. of youth accessing quality facilities at the training centre	Improved technical skills of the youth and understanding	Increased family income of the youth

Stakeholder	Activity	Sub-Activity	Outputs	Outcomes	Impact
		Providing training sessions	No. of youth successfully getting certified by the NSDC	of opportunities/ career prospects of the youth. Improved Self-confidence and self-esteem of the youth	Increased accessibility to resources and services Improved social standing of youth (respect from community and family)
Trainees (youth) DBF CSR Employees, Institute Management, Placement Coordinators,	Conducting Placement activities	Organizing placement drives with identified potential employers	Number of placement/counseling sessions organized. Percentage of trained youth employed in the formal sector	Improved employability and access to desired employment opportunities for skilled youth Increase in income. Improved financial literacy of the youth.	
Project Coordinators, Trainers/Instructors	Conducting Teacher Trainings	Developing an annual calendar for the training of trainers	No. of teacher training sessions conducted/organized in a year. Percentage of teachers attending the training sessions	Improved technical knowledge of trainers/instructors	
		Organizing exposure visits of trainers for knowledge sharing and upgrade of technical knowledge	Number of exposure visits conducted. Number of teachers attending the exposure/knowledge upgrade sessions		

3.2.4. Evidencing outcome and giving them a value

Evidencing outcomes

The impact map was validated during primary data collection phase and the outcomes were evidenced based on the indicators observed. These outcomes are quantified based on the data collected from the online questionnaire and focus group discussions conducted at the selected DIKSHa centers. The quantification of outcome is based on the percentage of trainees who experienced the change and total number of trainees passed out from the DIKSHa centers i.e., 12750 trainees till September 2023.

1. Quantity of change

The quantity of change for the impact map is calculated by extrapolating the number of responses from the sample covered to the total population of the beneficiaries. Depending on the responses received during data collection, proportionate percentage of total beneficiaries are calculated.

Table 3 provides details about the evidence indicators for the outcomes and the quantity of change against each indicator.

Table 3: Quantity of change

Summary of activity in numbers	What is the change experienced by stakeholders?	Describe how you will measure the described outcome, and the source used to describe how to measure	Number of people experiencing described outcome
DBF conducts skill development training	Improved technical skills and understanding of opportunities/ career prospects of the youth	Number of beneficiaries completing the course, getting certification and reporting enhanced technical skills	11475
	Improved employability and access to desired employment opportunities for skilled youth	Number of trainees experiencing change in average annual remuneration in the first job after completion of training	11093
DBF conducts placement activities for trainees	Improved self-confidence of the youth	Number of participants reporting increase in their confidence after completing the training programme	3141
	Improved financial literacy of the youth	Number of participants experiencing improvement in financial literacy due to the course	2974
DBF provides training for increasing capacity of the trainers	Increased understanding of the course content and improved teaching methods	Number of trainers experience knowledge enhancement due to the training provided	193

2. Estimating how outcomes last

Some outcomes can last throughout a person's life and some outcomes maybe short lived i.e., the outcomes lasts only as long as the activity lasts. For the purpose of this analysis, the visibility of the outcomes has been considered to be a maximum of 5 years. This is based on the assumption that, the candidates/youth will need to build new skillsets according to their job profile and advancement in technology and job market. It is further assumed that the trainees may learn or acquire new skills while they are employed or under any other training programme, thereby diminishing the relevance of the training provided through DIKSHA.

3. Giving value to an outcome - identifying financial proxies

The distinguishing aspect of SRoI methodology, compared to other impact assessment methodologies, is the usage of financial proxies to value the outcome. There are sometimes outcomes reported by stakeholders that are intangible and cannot be traded in a market. In such cases, the closest, comparable value is identified for that outcome. This is illustrated in Table 4, below:

Table 4: Assigning financial proxies

Stakeholders	Input	Outcome	Number of people experiencing described outcome	Financial proxy	Value of financial proxy (in INR)
Trainees	12750	Improved technical skills and understanding of opportunities/ career prospects of the youth	11475	Average enrollment cost of skilling course (for all 14 trades)	9538
Trainees	12750	Improved employability and access to desired employment opportunities for skilled youth	11093	Average increment in annual income for candidates experiencing enhancement in income after their first placement	114125
Trainees	3342	Improved self-confidence of the youth	3141	Cost of soft skills course- communication, interpersonal communication, Essential and vocational skills (20 hours)	1500
Trainees	3342	Improved financial literacy of the youth	2974	Cost of personal finance course (30 hours)	1100
Trainers	357	Increased understanding of the course content and improved	193	Cost of enrolling in a master trainer program	9000

		teaching methods			
--	--	------------------	--	--	--

3.2.5. Establishing impact

After giving value to the outcome, we assessed how much of the outcome would have happened anyway and what portion of the outcome can be isolated as being added to project activities. To reduce the risk of over claiming the impact, following four aspects were used. These helps gain the credibility of impact calculation and identify measures to enhance the impact. All these aspects are generally expressed as percentages. These percentages are applied to the financial proxy of each outcome to arrive at the total impact for the outcome.

1. Deadweight

Deadweight is an estimation of the social and financial benefits that would have been created without the intervention. The deadweight value against all outcome has been assigned based on interaction with the primary beneficiaries i.e., trainees and further trainers at skilling centres.



Table 5: Deadweight percentage

Stakeholder	Outcomes	Deadweight (%)	Source
Trainees	Improved technical skills and understanding of opportunities/ career prospects of the youth	4%	Secondary data
	Improved employability and access to desired employment opportunities for skilled youth	43%	Secondary data
	Improved self-confidence of the youth	12%	Secondary data compared with observation from the field
	Improved financial literacy of the youth	24%	Secondary data
Trainers	Increased understanding of the course content and improved teaching methods	47%	Secondary data

For the outcome 'Improved technical skills and understanding of opportunities/ career prospects of the youth'- During Key informant interview with DBF team on ground, it was found that the project locations are strategically finalized such that no other skilling program is operational in the vicinity. Hence, there was no other institute in their community that provided similar combination of courses at free of cost. However, as per Periodic Labour Force Survey, Ministry of Statistics and Programme Implementation, 4 percent of the employable population has formal vocational/training. Hence, it is likely that this cohort would experience this outcome. An estimate of 4%¹⁰ has been used as deadweight.

For outcomes 'Improved employability and access to desired employment opportunities for skilled youth', the deadweight was assigned based on the placement rate for skilled youth under skill India Mission which stands at 43%¹¹. We therefore assume that this outcome may still have been achieved to skill youths.

For the outcome 'Improved self-confidence and self-esteem of the youth- during Key informant interview with DBF team on ground, it was found that the project locations are strategically finalized such that no other skilling program is operational in the vicinity. Hence, there was no other institute in their community that provided similar combination of courses at free of cost. However, as per Indian skill statistics, 4 percent of the employable population has skills development training. Hence an estimate of 4% has been used. Self-confidence and self-esteem may be inculcated through other facets of life. Hence using a conservative approach an estimate of additional 10% has been used.

For the outcome 'Improved financial literacy of the youth', observation made during interaction with trainees on their expenditure and savings pattern was considered. As per Financial Literacy and Inclusion Survey (2018-19)¹², by National Centre of Finance Education, financial literacy is 24% for rural India and 25% for upper secondary/high school level. Since, most of the beneficiaries are from rural areas and 70% beneficiaries are 12th pass, deadweight of 24% is estimated.

For the outcome 'Increased understanding of the course content and improved teaching methods of teachers'- it is assumed that some trainers would have availed capacity building trainings without the intervention. As per report by NSDC where around 47% of trainers have reported to avail capacity building trainings either through their own organizations or on own expense¹³. Hence, deadweight of 47% has been estimated.

2. Displacement

Displacement is an assessment of how much of the outcomes displaced other outcomes. The program intended to improve technical and soft skills of youth thereby improving their employability and provided access to income generating opportunities. Displacement scenarios could not be evidenced and hence displacement value of 0% was considered for the study.

3. Attribution

Attribution is the process of considering impact in isolation; that is independent of other projects operating in the same geographic area.

Based on the responses received from the youth who have taken the skill development training and trainers who have attended training sessions, attribution values were commonly collected for most of the outcomes of the program. This implies that apart from this intervention by the Dalmia Bharat Foundation, there are certain other interventions/stakeholders without whom this outcome/impact wouldn't have been possible.

37% of the beneficiaries have reported that they have undertaken similar courses that have contributed to enhance their technical skills. For other outcomes, attribution was commonly collected by asking

¹⁰ https://mospi.gov.in/sites/default/files/publication_reports/AR_PLFS_2022_23N.pdf?download=1

¹¹ [Skill India placement rate remains low in the state – The Softcopy](#)

¹² [FLIS coverage CC - Old version.cdr \(ncfe.org.in\)](#)

¹³ NSDC Report on Building Trainer's Skills in Vocational Employability

them if engagement in similar courses, influence from friends or family, self-learning made them feel the outcomes. 49% attribution was computed based on primary data for rest of the outcomes.

For trainers, attribution of 30% was assigned basis their responses to the attribution of other agencies, friends and self-learning in their knowledge enhancement in their respective sector apart from the capacity building session organized under DIKSHa programme.

Following is the attribution to various stakeholders as per inputs from the primary beneficiary- trainees.

Table 6: Attribution percentage

Outcomes	Attribution (%)	Source
Improved technical skills and understanding of opportunities/ career prospects of the youth	37%	Primary data analysis-based discussion with trainees
Improved employability and access to desired employment opportunities for skilled youth	49%	Primary data analysis-based discussion with trainees
Improved self-confidence of the youth	49%	Primary data analysis-based discussion with trainees
Improved financial literacy of the youth	49%	Primary data analysis-based discussion with trainees
Increased understanding of the course content and improved teaching methods	30%	Primary data analysis-based discussion with trainers

4. Drop-off

Drop-off is the process of considering any deterioration of program outcomes over time. In future years, the amount of outcome is likely to be less or, if the same, will be more likely to be influenced by other factors, so attribution for the outcomes to Dalmia Bharat Foundation will be lower. Drop-off is used to account for this and is only calculated for outcomes that last more than one year. Outcomes like skill enhancement and employment, in future, will be impacted. It is assumed that skills and knowledge levels will reduce over time as newer skills become relevant highlighting the importance of upskilling. Based on the primary findings of the study, it is revealed that around 12% of the beneficiaries drop out from the trade for which training was taken and are not employed. Hence, a drop-off value of 12% for all outcome indicators is assigned.

5. Calculating impact

The impact of project DIKSHa has been arrived at based on the following calculations:

Quantity of change multiplied by financial proxy (FP) minus deadweight, displacement, and attribution

Step 1: Impact for year one = Quantity of change x FP value x (1 – deadweight) x (1 – displacement) x (1 – attribution)

Step 2: Impact for subsequent years = Quantity of change x FP value x (1 – deadweight) x (1 – displacement) x (1 – attribution) + [impact value of previous year] x (1 – drop-off)]

Based on the above formulae and calculations, the cumulative impact generated against project DIKSHa 2016-17 till 2022-23 is **INR 43,82,27,935** for the first year.

3.2.6. Calculating the SRol

The SRol value is expressed as a ratio of return and is derived by dividing the value of the impact by the value of the investment.

$$SRoI = \text{Total present value of benefits} / \text{Total input value}$$

However, before the calculation is made, the impact value is adjusted to reflect the total present value of projected outcome values. This is to reflect the present-day value of benefits projected in future. The table below shows impact calculation till year 4. Subsequently impact was calculated for the 5th year.

Table 7: Impact calculation

Output	Outcome	Quantity of Change (number of beneficiaries)	Value of Proxy	Dead-weight	Displacement	Attribution (by others)	Drop-off	Impact calculation	Year 1	Year 2	Year 3
DBF conducts skill development training and conducts placement activities for trainees	Improved technical skills and understanding of opportunities/ career prospects of the youth	11475	9538	4%	0%	37%	12%	66,194,483	58,251,145	51,261,008	45,109,687
	Improved employability and access to desired employment opportunities for skilled youth	11093	114125	43%	0%	49%	12%	368,006,758	323,845,947	284,984,434	250,786,302
	Improved self-confidence of the youth	3141	1500	12%	0%	49%	12%	2,114,844	1,861,063	1,637,735	1,441,207
	Improved financial literacy of the youth	2974	1100	24%	0%	49%	12%	1,268,157	1,115,978	982,061	864,213
Provide training for increasing capacity of the trainers	Increased understanding of the course content and improved teaching methods	193	9000	47%	0%	30%	12%	643,692	566,449	498,475	438,658

Program Input

The input from the Dalmia Bharat Foundation and Government through agency like NSDC in the form of money against an intervention is considered for the SRoI calculation stage. The total value of financial input by for DIKSHA program by DBF and government consideration for this project amounts to **INR 19,97,66,000**.

Present Value

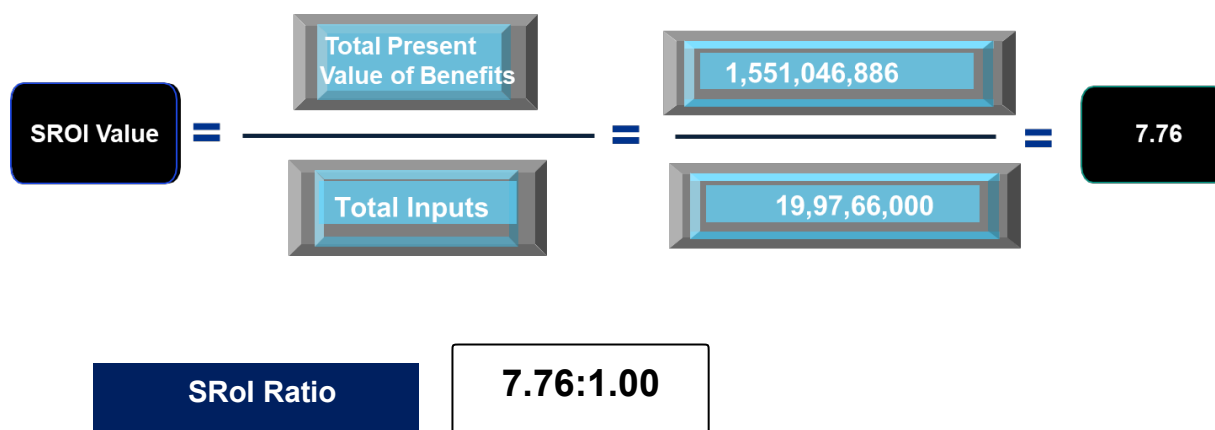
The impact value is adjusted to reflect the present value and of the outcome values. The idea is to reflect the present-day value of benefits. A discount rate of 6.5% has been used for the PV calculations.

3.2.7. Reporting SROI Ratio

The SROI for this analysis is derived from dividing the total present value of the impacts by the total investment.

SROI = Total present value of benefits (social return) / Total investment (input value)

Total present value of benefits= **1,551,046,886**



The SROI for the project was estimated to be 7.76 i.e., for every 1 Indian rupee of investment by the stakeholders, INR 7.76 of the social value attributable to the programme was created.

3.2.8. Sensitivity Analysis

Estimations and/or subjectivity are inevitable for any social impact analysis. It is important to discuss these estimations and/or assumptions and test the implications on the SROI calculation of different scenarios and by changing significant factors. The SROI calculations must be tested by understanding how the judgements made throughout the analysis affect the final result.

The assumptions that were tested in the sensitivity analysis for this report are in the table below:

Table 8: Sensitivity analysis

Outcome	Parameter being tested	Base Case SROI	Test Case SROI	Difference (Test case SROI-Base case SROI)	Significance of sensitivity analysis
All outcomes for trainees and trainers	Displacement Increased to 5%	7.76	7.38	-0.38	The difference between base and test case SROI is not significant.
All outcomes for trainees and trainers	Attribution Increased by 50%	7.76	4.26	-3.50	The difference between base and test case SROI is significant. This signifies that if more stakeholders can be attributed for the outcomes experienced by beneficiaries, increasing the attribution for other stakeholders by 50% will lead to significant decrease in the SROI value.
All outcomes for trainees and trainers	Attribution Decreased by 50%	7.76	11.27	+3.51	The difference between base and test case SROI is significant. This signifies that if the outcomes experienced by beneficiaries can be attributed more to DBF and less to other stakeholders, decreasing the attribution for other

					stakeholders by 50% will lead to increase in the SRol value.
All outcomes for trainees and trainers	Deadweight Increased by 50%	7.76	6.52	-1.24	The difference between base and test case SRol is not significant.
All outcomes for trainees and trainers	Deadweight Decreased by 50%	7.76	11.47	+3.71	The difference between base and test case SRol is significant. It signifies that if the outcomes of the programs are not anyway being experienced by the beneficiaries, decreasing the deadweight by 50% will lead to increase in SRol.
All outcomes for trainees and trainers	Drop off Increased by 50%	7.76	6.96	-0.80	The difference between base and test case SRol is not significant.
All outcomes for trainees and trainers	Drop off Decreased by 50%	7.76	8.68	+0.92	The difference between base and test case SRol is not significant.
All outcomes for trainees and trainers	Duration of outcomes decreased from 5 years to 3 years	7.76	7.72	-0.04	The difference between base and test case SRol is not significant.

As the sensitivity analysis demonstrates, the social return on investment for DIKSHa programme are at least 4.26 INR for every 1 INR invested, or a maximum of 11.47 INR for every 1 INR invested. This range (4.26 INR - 11.47 INR: 1 INR) suggests that even if the conservative estimates were to change, DBF still provides its stakeholders with significant social value and fiscal value.

Sensitivity computation also indicates, the parameters affecting social value majorly are:

- Increasing the attribution (increasing it by 50%)
- Decreasing the attribution (decreasing it by 50%)
- Decreasing the deadweight (decreasing it by 50%)

Assumptions and Limitations of the Study

- The study is limited to the sample of beneficiaries reached out by KPMG's team members.
- The study is limited to the recall of the participants in the study.
- The financial proxies are limited to responses received through primary data and publicly available resources. The financial proxies are representative and based on professional judgement, but it may not be reflective of actual costs incurred due to several considerations.
- The attribution, displacement, drop off values are derived from the responses from the stakeholders.
- While information obtained from the public domain or external sources has not been verified for authenticity, accuracy, or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. However, it must be noted that some of these websites/third party sources may not be updated regularly. We assume no responsibility for the reliability and credibility of such information.

04

Strength and Challenges

4. Strengths and Challenges

This chapter summarizes the strengths and challenges observed and noted during the field visits. These have been further corroborated with stakeholder consultations with employers, trainers, and women beneficiaries. This chapter provides a roadmap to understand the current ability and challenges that can pave the way to strengthen the program. The challenges identified have been further classified into internal and external challenges, where the former can be mitigated by the DBF team alone, while the others may require cooperation from other stakeholders.

4.1. Strengths of the program

1. **Pre and Post Placement Support:** Based on both quantitative and qualitative data analysis, it was observed that additional support was extended by DBF team to support candidates as part of the program. The center manager and the community mobilizers are trusted with the responsibility to conduct awareness sessions during selection, motivate and assist the candidates to choose the right stream, along with providing industry insights. A unique feature of the program relates to providing post-placement support to all candidates for at least a year, which is higher than PMKVY mandated 3 months (90 days) period monitoring. During this period, candidates are open to share their challenges with the center manager and change their job role and salary structure basis their satisfaction and qualifications.
2. **Quality of Trainers and the Courses:** All the DIKSHa centers are affiliated with the NSDC and are registered on the India Skill Portal. Further, credibility of the courses is demonstrated by association with the National Skills Qualifications Framework (NSQF), along with year-on-year renewal of partnerships. Moreover, some of the courses have On-the-Job training (OJT) feature with practical sessions and occasional exposure visits. The trainers are expected to provide both technical and soft skills with access to teacher training sessions and field visits in the respective industries to keep up with the market trends. These sessions carry the merit in enhancing the technical know-how and the market readiness of the candidates before the placement.
3. **Quality of Placements:** DBF supports in providing a platform for candidates to access network opportunities across the industry roles. It provides placement opportunities immediately after the course completion, with notable key roles and growth opportunity for the trainees. The DBF placement coordinators, and center managers are regularly in touch with the government stakeholders and the placement agencies to understand the nature of evolving job roles and the emergent need of the new courses in the center.
4. **Focus on Women Empowerment:** It was observed through the stakeholder consultations, that women beneficiaries had experienced financial security and independence as a result of the trainings. By being successfully placed, they were less financially dependent on their spouses and gained freedom to make independent career choices. It was also seen that women could now hold greater purchasing power, which could be utilized not just on themselves but even on their family (children, husband, and the in laws). Moreover, the females who were still studying felt advantageous that they were already earning while studying. This has impacted their overall sense of



DIKSHa has helped us in becoming financially independent and supporting our families. We now feel empowered to make our own decisions and feel an increased sense of respect in the society.

Responses from women beneficiaries during FGDs

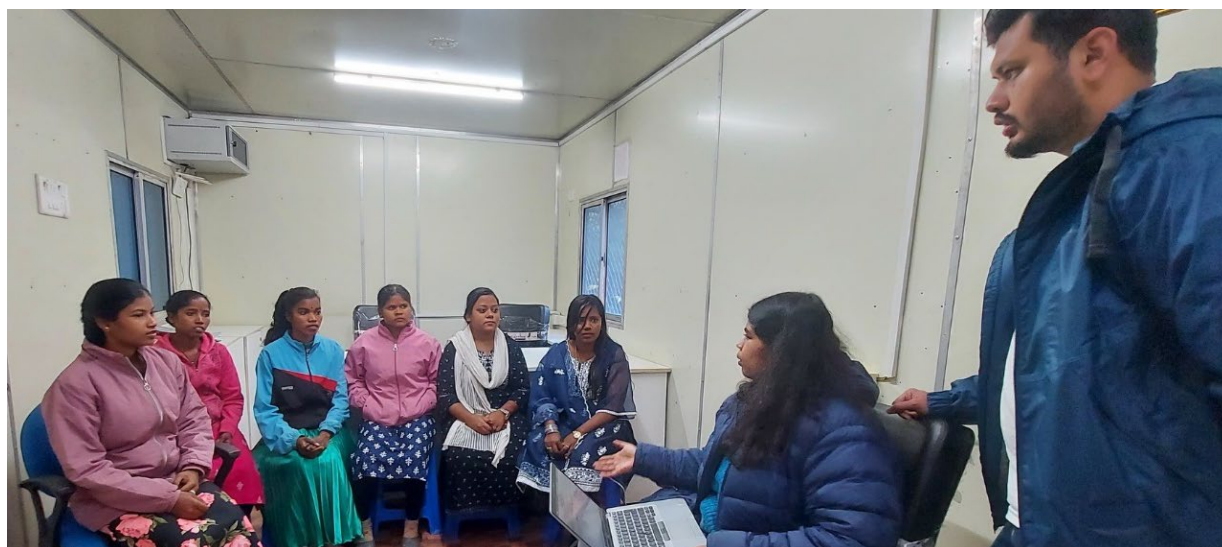
achievement and self-confidence- especially with augmented decision making in household affairs.

- 5. Effective Candidate Relationship Management:** The center managers and the community mobilizers share an empathetic and positive relationship with the candidates, as evident from primary data. Moreover, the trainers are expected to impart both technical knowledge as well as psychosocial support to foster a deeper emotional connection and personality development. During the post-placement support, candidates receive practical guidance, along with emotional support to combat life challenges, with access to a vibrant alumni network. The successful role models create a ripple effect in sustaining the impact of the program and help motivate other community members to enroll in the program.

4.2. Best practices observed during the data collection

The following points highlight the best practices observed during the data collection and analysis phase of the study, conducted with the primary beneficiaries:

- The NSDC courses are followed in a concise manner where the learners follow a crisp prescribed timeline ensuring quality training and placements for all.
- The trainers are expected to go the extra mile in imparting technical skills as well as soft skills to the candidates.
- The DBF team boasts of active field mobilization i.e., the community mobilizers visit every household and eligible youth for awareness and scouting.
- The program impacts the twin social goals of women empowerment and supporting the socially and economically marginalized populations in the society.



4.3. Challenges of the program

A. Internal challenges

These challenges have been identified to be internal to the DBF team as they can be mitigated by DBF alone.

- 1. Demand for More Centers:** Basis the stakeholder discussions with trainers and the candidates, it was observed that some districts required more than one center in the area, owing to limited infrastructural capacity and the distance to be covered from the rural areas. This was evident in the centers near Kolhapur, and Rajgangpur in Odisha, while other states like Uttar Pradesh and Bengaluru did not report such requirement.

Recommendation: DBF is suggested expanding their existing sustainability and scalability plan by creating more centers in each district. The centers can be expanded from a geographic and strategic standpoint for both the candidates and the internal team vis a vis market demand and supply.

2. Sourcing and Mobilization of candidates: Selection of trainees and mobilizing them from the field is an ongoing challenge across the centers, with some centers experiencing harsher situational factors. These relate to travel for women beneficiaries, generating awareness about current job roles, and motivating drop-out trainees. The potential candidates must be made aware of the roles as per the current market environment (as described by the trainers and mobilizers), followed by expectation setting that may or may not be a lucrative offer for the candidates.



Recommendation: While community mobilization has been stated as a strength for the organizations, to ease the process and further mitigate the challenges faced by the field staff, DBF is suggested to form collaboration with local self-help groups (SHGs), community resource person and Panchayat Raj Institutions (PRI) for smoother awareness drives, scouting and selection of candidates. Finally, to increase the uptake both financial and non-financial incentives should be provided¹⁴.

B. External challenges

The following are some of the larger external challenges that pervade the sector and the specific intervention. These may or may not be under the purview of the DIKSHa Program.

1. Inclusion of New Courses: In view of the evolving nature of the job roles, and the changing landscape of the market economy, the trainers had suggested molding the existing curriculum to fit the industry trends. For instance, there can be additions in the existing Electrician and Solar PV courses. Moreover, this is in line with Government's Skill India Digital initiative that intends to promote jobs for the youth in green technologies, hospitality, wellness, fitness, and healthcare.

Recommendations: To further enhance the quality of training in the way the course is conducted and to keep up with the market trends. DBF team can implement the following: (1) conduct refresher trainings and exposure visits for trainers according to the changes in the syllabus for each trade and job role, (2) inclusion of new courses and job roles according to changes in market patterns based on robust research and analytics.

2. Retention of placements: While the placement percentage of DBF has been above 70-75% percent in all the centers (as per primary data), drop off rates after the placements were also evident. These were due to the location being too far off with potential transportation issues, lack of facility for preparing

¹⁴ [Do Short Term Training Programs Work? \(worldbank.org\)](https://www.worldbank.org/)

basic food and essential services, along with candidates facing health concerns. According to both the placement coordinators and the trainees, dissatisfaction with the job roles and salary also posed to be a reason since many candidates had entered the training with expectation of higher salary bands. The drop off from placements also impacted other community members and further demotivated them from accepting the available placement offers.

Recommendations: To tackle the challenges of drop off from placements, domicile placements can be focused as part of the placement strategy. They can focus on promoting entrepreneurial mindsets and ventures that allow candidates to open their own businesses as feasible. Another potential suggestion relates to introducing online and hybrid mode for trainings wherever applicable. This is line with the aftermath of the COVID-19 lockdown challenges and situations of social instability faced by skill development organizations in India. The online mode can be accessed by mothers with infants and extended family responsibility, women beneficiaries that are unable to travel long distances, along with beneficiaries with physical disabilities to create an inclusive culture. Moreover, expectation setting for the kind of role and salary package that can be expected is also essential. Finally, the success stories of the DBF alumni should also be promoted during pre-counseling sessions as part of motivational workshops.

05

Testimonials

Stakeholder Voices

Jyoti's story exemplifies the transformative power of skill development initiatives and the opportunities they create for individuals seeking to build successful careers in the Beauty & Wellness. Her journey, from completing her training at the **DIKSHA Skill Development Centre, Belgaum** to becoming a branch manager at **Daffodils Salon Chain**, showcases the impact of supportive foundations and personal dedication.

Despite starting with a modest salary of Rs. 5,000 per month, Jyoti was determined to excel in her chosen field. Over the course of three years, Jyoti demonstrated exceptional dedication and skill, quickly ascending through the ranks within the salon chain. Her hard work and commitment to excellence did not go unnoticed, and she was steadily promoted to higher positions. Today, Jyoti holds the position of Manager of Daffodils Salon branches, managing 5 of its branches in Belgaum, a testament to her leadership abilities and industry expertise.

-Jyoti, F, Beauty and Wellness Course, Batch 2020, DIKSHA Skill Development Centre, Belgaum



Coming from a humble socio-economic background of village Sontari in Kolhapur, Rutuja Shreekonchipali, daily covered a local bus journey of 20 km, spent a sum of 40 rupees for 6 days a week continuously for a period of 3 months to pursue beautician course at DIKSHA center in Kolhapur. With hearing and speech disability, Rutuja never shied way from challenges and is currently providing **beautician services from home**.

The personalized attention provided by the beauty and wellness trainer at DIKSHA, Ranjana Kranti Awale, helped Rutuja regain her confidence and acquire skills necessary to become a well-trained beautician. As a result, she not only excelled in her course but topped her batch. Today, she is **financially independent**, and wishes to provide quality education to her daughter.

-Rutuja, F, Beauty and Wellness Course, DIKSHA Skill Development Centre, Kolhapur



This is the first time that I have been allowed to move out of the house after school, I feel proud to not only earn myself but save every month as well.

-Female, DIKSHA Skill Centre, Rajgangpur, Odisha



As a woman, I now have the confidence to support my husband, children and in-laws, along with the ability to make my own decisions. I am now more respected in my family.

-Female, DIKSHA Skill Centre, Shahjahanbad, Uttar Pradesh

Before starting my job, my mother would manage all our household expenses, now my income is at par with her.

- Female, DIKSHA Skill Centre, Kolhapur, Maharashtra



The DBF candidates placed at our institution have been motivated and eager to learn. They have performed exceedingly well in increasing our reputation in front of the clients

-Employer, DIKSHA Skill Centre, Rajgangpur, Odisha



The DBF candidates are provided with well-functioning equipment with broad range of courses to choose from. This gives them market ready skills with the latest technology available.

- Trainer, DIKSHA Skill Centre, Kolhapur, Maharashtra

Annexures

A. Participant Questionnaire

Demographic Information	
Name:	Sex:
Age:	Marital Status:
Educational Status:	Hometown:

S.no	Questions	Responses
1	In which year did you avail the training at DIKSHa center?	
2.	Which DIKSHa center did you join for the training course?	a. Rourkela b. Rajgangpur c. Kolhapur d. Sitapur e. Shahjahanpur f. Belgaum g. Yadwad h. Dalmiapuram i, Sindurai j. Medinipur k. Jagiroad l. Lanka
3.	Which job role did you select for the training	a. Assistant Electrician b. Beauty & Wellness c. Business Correspondent d. Customer Relationship Management e. Data Entry Operator f. Electrician Domestic Solution g. General Duty Assistant h. Home Health Aid i. Retail Sales Associate j. Sewing Machine Operator/Self-Employed Tailor k. Solar PV Maintenance Technician l. Unarmed Security Guard
4.	How did you come to know about DIKSHa's training programme?	a. Promotional Activities by Center b. Newspapers/Radio c. Family/Friends/Relatives d. Alumni e. DBF Team f. Others
5.	What were you doing before joining the DIKSHa training?	a. Studying b. Employed c. Unemployed
6.	Did attending the training disrupt your income?	a. Yes b. No c. Maybe
7.	Are you currently earning?	a. Yes b. No
8.	What is your current job?	a. Same job as placed. b. Different job but same trade c. Different job and different trade

		d. Business in the same trade e. Different business f. Self-employed g. No source of income
9.	After how many months from completing the training did you get the placement? __ (Write '0' if you got placement immediately after the training)	a. 0 b. 1 c. 2 d. 3 e. 4 f. 5 g. 6 h.7 i.8 j. 9 k.10 l. 11 m. 12 n. Not placed
10.	Are you continuing the same job received in the placement?	a. Yes b. No. c. Not Applicable (If not placed)
11.	If no, what are the reasons for it?	
12.	How satisfied were you with the job profile and salary from the placement?	a. Very satisfied b. Satisfied c. Neither d. Dissatisfied e. Very Dissatisfied
13.	If dissatisfied, were you offered any post-placement support after the training?	a. Yes b. No c. Partially
14.	If yes, what form of support did you take?	a. post-placement counselling b. Network opportunities c. Change in job role and salary d. Other
15.	Did you receive regular follow ups from DIKSHa after your first placement?	a. Yes b. No
16.	How satisfied are you with the post-placement support?	a. Very satisfied b. Satisfied c. Neutral d. Dissatisfied e. Very Dissatisfied
17.	Are you part of the passed-out trainees' network?	a. Yes b. No c. Not anymore d. Not aware
18.	Rate the following on a scale of 1-5: a. Quality of technical facilities (labs/equipment etc.) b. Quality of teaching methods c. Quality of visits/Practicals d. Skills of the trainers e. Enhanced technical skills	a. 1 b. 2 c. 3 d. 4 e. 5 a. 1 b. 2 c. 3 d. 4 e. 5 a. 1 b. 2 c. 3 d. 4 e. 5 a. 1 b. 2 c. 3 d. 4 e. 5 a. 1 b. 2 c. 3 d. 4 e. 5
19.	Have you opened or considered opening a new business after completing the training?	a. Opened b. In process of opening c. Considered opening but not opened. d. No
20.	What is the current annual income of your family? (Addition of income by all family members)?	a.0-INR 50,000 b. INR 50,000-INR 2,50,000 c. INR 2,50,000-5,00,000 d. INR 5,00,000-8,00,000 e. INR 8,00,000-10,00,000 f. INR 10,00,00 above g. Prefer not to say

21.	What was your individual monthly income before joining the DIKSHA training centre?	a. NIL c. Between 5000 and 10,000 d. Between 10,000 and 20,000 e. Between 20,000 and 30,000 f. Between 30,000 and 40,000 g. Above 40,000	b. <5000
22.	What was your individual monthly income after your first placement through DIKSHA training?	a. <5000 d. Between 10,000 and 20,000 e. Between 20,000 and 30,000 f. Between 30,000 and 40,000 g. Above 40,000	b. Between 5,000 and 10,000
23.	What is your current individual monthly income?	a. <5000 d. Between 10,000 and 20,000 e. Between 20,000 and 30,000 f. Between 30,000 and 40,000 g. Above 40,000	b. Between 5,000 and 10,000
24.	Rate the increase in your confidence, decision making and social standing after completing the training programme?	a. Significant change c. Stayed the same e. No change	b. Moderate change d. Slight change.
25.	Have you started saving money after your placement from DIKSHA?	a. Yes	b. No
26.	Are you able to contribute to your family income?	a. Yes	b. No
27.	If yes, please specify the ways you contribute to your family?		
28.	Would you recommend someone to attend the training at the DIKSHA center?	a. Definitely c. Probably	b. Very probably d. Probably Not e. Definitely Not
29.	If no, what are the reasons for it?		
30.	Would you be willing to pay for the course if the fee was the same as other courses in the market?	a. Yes	b. No c. Maybe
31.	Have you availed trainings in the same trade/job role as the DIKSHA training in the past 5 years?	a. Yes	b. No
32.	Specify the contribution of the following parties in the change you are observing (in percentage)		

B. Trainers Questionnaires

Demographic Information	
State:	Age of the Trainer:
District:	Gender of the Trainer:
Center:	Educational Qualification:
Name of the Trainer:	Skill Qualification:

S.no	Questions	Responses
1.	Year of joining the DBF center	
2.	Were you employed in full time income generating activity prior to joining?	a. Yes b. No
5.	Courses taught in the DBF centre	
6.	How many teacher training sessions have you attended in a year?	
7.	How many exposure sessions have you attended	
8.	To what extent have these teacher training sessions led to a knowledge upgrade?	a. To a great extent b. Somewhat c. Very little d. Little e. Not at all
9.	Are there any other trainings outside of DBF that you are enrolled in	a. Yes b. No
10.	How would you rate the course curriculum	a. Excellent b. Above Average c. Average d. Below Average e. Very Poor
11.	How are the teaching facilities provided to you	a. Excellent b. Above Average c. Average d. Below Average e. Very Poor
12.	How satisfied are you with the existing centre infrastructure	a. Very satisfied b. Satisfied c. Neither d. Dissatisfied e. Very Dissatisfied
13.	How would you rate the assessment process	a. Excellent b. Above Average c. Average d. Below Average e. Very Poor
14.	What is your role in the placement process	
15.	Do you think the trainees are market ready after completing these courses	a. Yes b. No c. Maybe
16.	If yes, please specify how	
17.	Do you have any feedback to strengthen the curriculum/process	a. Yes b. No
18.	If yes, please specify	



Disclaimer

Legal and Privacy statements

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2024 KPMG Assurance and Consulting Services LLP, an Indian Limited Liability Partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

This document is meant for e-communication only (in case of electronic distribution)

The views and opinions expressed herein are those of the interviewees/survey respondents/authors* and do not necessarily represent the views and opinions of KPMG in India.



Contact:

Name: Mohammad Gulrez

Designation: Technical Director

T: 9770966866

E: mgulrez@kpmg.com

home.kpmg/in

Follow us on:

[home.kpmg/in/social media](http://home.kpmg/in/social-media)



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

KPMG Assurance & Consulting Services LLP, Lodha Excelus, Apollo Mills Compound, NM Joshi Marg, Mahalaxmi, Mumbai - 400 011 Phone: +91 22 3989 6000, Fax: +91 22 3983 6000