

# Qualitative Outcome Assessment Report 2020: DIKSHa Project

**Dalmia Bharat Foundation**  
**April 2021**



Any person intending to read this report should first read this notice and its appendix

15 April 2021

Dalmia Bharat Foundation  
Quantum Building, 2nd Floor,  
Sector-3, Plot no. C-3, Noida,  
Uttar Pradesh 201301

Dear Vishal Bhardwaj,

We have completed our engagement to conduct impact assessment of projects undertaken under DIKSHA. Our engagement was performed in accordance with our Statement of Work (SOW) dated 18<sup>th</sup> January 2021 under our Agreement, and our procedures were limited to those described in the SOW.

During the period 25-01-2021 to 31-03-2021, EY reviewed the documents provided by the management, had discussions with DIKSHA beneficiaries and DIKSHA center leads. A survey was conducted ensuring complete consistency with the SOW. Our impact assessment report for DIKSHA project resulting from our work (engagement) is attached with this letter.

Our work has been limited in scope and time, and we stress that more detailed procedures may reveal issues that this engagement has not. The procedures summarized in impact assessment report for DIKSHA project does not constitute an audit, a review or other form of assurance in accordance with any generally accepted auditing, review or other assurance standards, and accordingly we do not express any form of assurance.

Any comments on, or opinions stated regarding the functional and technical capabilities of any products proposed or referred to, whether or not expressed as being those of Ernst & Young Associates LLP are based on the information provided by the product vendors to Ernst & Young Associates LLP, or provided by Dalmia Bharat Foundation (the 'Company') and, while Ernst & Young Associates LLP does not have reason to believe that this information is in any way inaccurate or incomplete, responsibility for its accuracy and completeness does not rest with Ernst & Young Associates LLP.

#### **Restrictions on the use of our work product(s)**

Consistent with our SOW, impact assessment report for DIKSHA project is (are) intended solely for the information of the Company and is not intended to be and should not be used by anyone other than these specified parties.

The impact assessment report for DIKSHA project does not represent a conclusion on the adequacy or effectiveness of internal controls, a conclusion on/assessment of the effectiveness of the client's program/process/function, an assessment of compliance with regulation/industry best practice.

These findings and recommendations, process narratives, business cases, test results, etc. included in impact assessment report for DIKSHA project, along with the underlying procedures, were performed and reviewed by Dalmia Bharat Foundation personnel.



We appreciate the cooperation and assistance provided to us during the course of our work. If you have any questions, please call Saunak Saha (+91 70421 98448).

*Saunak Saha*

Very truly yours,

Saunak Saha

Associate Partner, Ernst & Young Associates LLP

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# **1. Introduction and background**

## **1.1 About Dalmia Bharat Foundation**

Dalmia Bharat Foundation was registered on 31<sup>st</sup> December 2009 as a not-for-profit organization under the Income Tax Act, 1961. It is spread across 13 states and has an outreach population of more than a million. In the area of livelihood and skill training, it has partnered with National Skill Development Corporation (NSDC), National Scheduled Finance and Development Corporation (NSFDC), BAIF, NABARD and skill development missions of Tamil Nadu, Odisha, Karnataka and West Bengal.

### **Scope of this report**

This report includes an assessment of the social impact of DIKSHa initiative which has been undertaken by DBF for the past 4 years. Our assessment period is confined to starting of the initiative till 31<sup>st</sup> March 2020. DIKSHa centers covered under this report are Rourkela, Rajgangpur, Deogarh, Jajpur, Cuttack, Jharsuguda, Belgaum, Trichy/ Lalgudi and Sitapur.

## **1.2 A snapshot of DIKSHa initiative**

DIKSHa stands for Dalmia Institute of Knowledge and Skill Harnessing, it is a skill development program of Dalmia Bharat Foundation which aims to boost the livelihood conditions of local communities living near DIKSHa centers. With an aim to train 60,000 youth in 10 different courses through 8 DIKSHa centers, DBF signed an MoU in 2016 with National Skill Development Corporation.

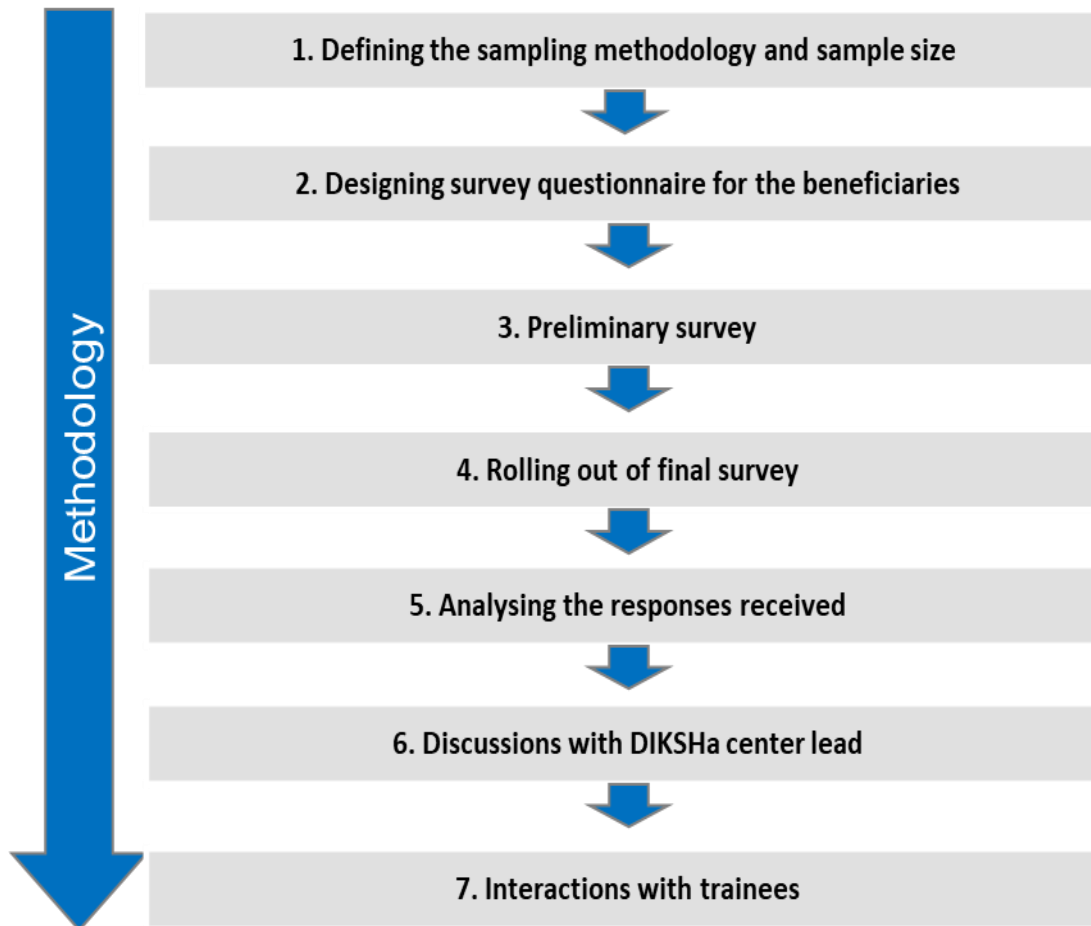
Currently, there are 11 DIKSHa centers that are imparting training in the courses such as Assistant Beautician, Domestic Electrician, Sales Associate (Retail), Sewing Machine Operator, General Duty Assistant, CRM Domestic Voice, Data Entry Operator and Unarmed Security Guard. There are 3,814 DIKSHa trainees who have completed their DIKSHa training before March 2020 and currently, 1,011 trainees are undergoing training. About 2,579 trainees have been successfully employed.

## **1.3 Objective for outcome assessment study**

In this impact assessment report, we are going to assess the direct and indirect impacts of DIKSHa program. The purpose of this report is to analyze the performance of DIKSHa training with respect to indicators such as the increase in employability, improvement in income, improvement in lifestyle and improvement in social standing. We have also tried to gauge the performance of each DIKSHa centers and have suggested the ways in which it can be further improved.

## 2. Approach & methodology

We have divided the approach taken for impact assessment into seven steps.



### 1. Defining the sampling methodology and sample size

We have used the stratified random sampling method to shortlist DIKSHa trainees, after the statistical analysis sample size was determined.

### 2. Designing survey questionnaire for the beneficiaries

The survey questionnaire was designed to know the KPIs for DIKSHa training, both before and after the completion of DIKSHa program. The survey questionnaire was divided into four sections, the first section of survey was related to basic information of the DIKSHa trainees, the second section was related to their livelihood status before the training, the third section was related to their livelihood status after completion of the training and the fourth section was related to their overall feedback.

All the questions in the survey were mandatory i.e. respondents could not submit the survey without answering all the questions. The survey consisted of 54 questions. However, due to branching of the survey questionnaire, the number of questions differed for different respondents.

### 3. Preliminary survey

A preliminary survey was rolled out to check survey consistency, it was observed that in many instances few respondents were selecting the high-end financial options and majority were selecting the low-end financial options. The survey was revised for all languages to remove this data asymmetry, more low-end financial options were introduced.

### 4. Rolling out of final survey

The survey was conducted online, and the survey link was sent to the DIKSHa trainees who were randomly selected earlier. The survey was rolled out in four languages namely; Hindi, Tamil, Odia and Kannada. The survey was conducted in Hindi for Belgaum and Sitapur; in Kannada for Belgaum; in Tamil for Trichy/ Lalgudi and in Odia for Rourkela, Rajgangpur, Deogarh, Jajpur, Cuttack and Jharsuguda. All the responses were collected within a week.

After completion of survey, all the survey responses were translated back in English to maintain consistency of the responses.

#### **5. Analyzing the responses received**

We had sent the survey questionnaire to 613 participants and received responses from 604 participants i.e. 98.5% total sample size. For few subjective questions, the responses were not clear, those responses were not accounted for in this report. All questions were categorized under various indicators namely: demographic profile of the respondents, increase in employability, improvement in income, improvement in lifestyle and improvement in social standing.

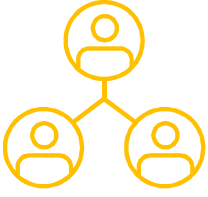
#### **6. Discussions with DIKSHa center lead**

Discussions were conducted with DIKSHa center lead of every location. In these discussions, we have tried to understand the reasons for dropout rate, placement and challenges faced by the respective DIKSHa center.

#### **7. Interactions with trainees**

Interactions were conducted with 2% of survey respondents to understand their view of DIKSHa training, their aspirations and scope for further improvement. The respondents were selected randomly for the interaction.

## 2.1 Sampling methodology and sample size



### Step 1: Stratified Random Sampling

Here the location of DIKSHa center is taken as a stratum, and people who have completed the DIKSHa training are selected randomly from each stratum.



### Step 2: Sample size for analysis

#### Formula

$$SS = \frac{Z^2 (p)(1-p)}{C^2}$$

1. Here, Z= Z value (For 95% confidence level, the value is 1.96)
2. P= Planning value (it is taken as 0.5)
3. C= Confidence interval (margin of error), it is taken as 0.04
4. SS= Sample size

Calculation,

$$SS = \frac{1.96^2 \times 0.5 \times (1 - 0.5)}{0.04^2} = 600.25$$

Applying population correction for finite population,

#### Formula of new sample size

$$\text{Sample size} = \frac{SS \times X}{SS + X - 1}$$

1. Here, X= Population size= 3,707
2. SS= Previously, calculated sample size

Calculation,

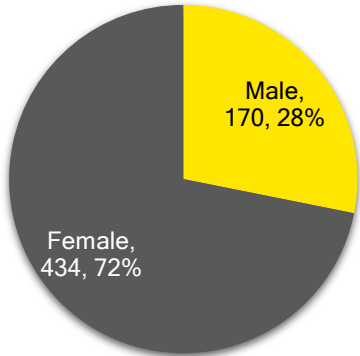
$$\text{New sample size} = \frac{600.25 \times 3,707}{600.25 + 3,707 - 1} = 516.72 = \sim 517$$

But to get a sample size of at least 517, we sent the survey questionnaire to 613 trainees and have received response of 604 trainees, i.e. 16.3% of the total population.

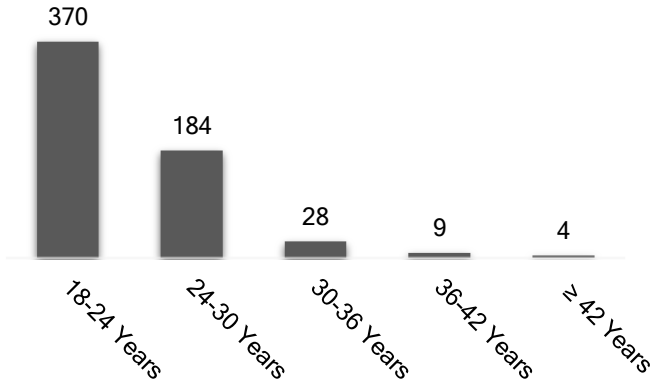


### 3. Demographic profile of the respondents

**Gender diversity of the respondents**



**Age categorisation of the respondents**

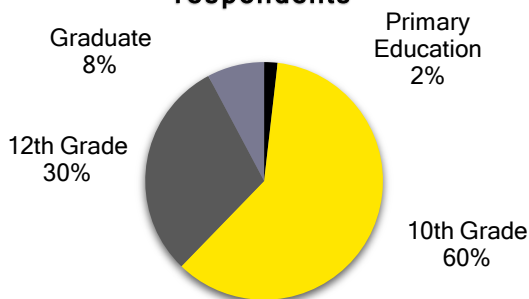


India has one of the youngest populations in the world. Therefore, there is a need for skill development trainings on a large scale to tap into the demographic advantage to propel the country into a high growth trajectory, such that millions are elevated from poverty. One of the focus areas of DBF is skill development and livelihood creation in order to help youth of the country to grow and prosper.

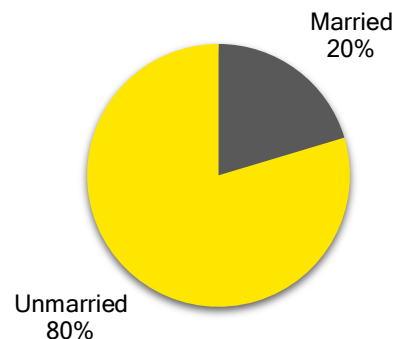
Understanding the demographic profile of respondents is essential to get an accurate inference from the survey data and group discussions. We have collected the demographic data for some of the key indicators like age, gender, education, marital status, etc. to get an overview of the demographic profile of the respondents.

About 72% of the survey respondents are female and 93% of the respondents are between ages of 18-30 years, which implies they are young and in the early stages of their profession. About 8% of the respondents are graduates and 2% have completed their primary education, rest all have either completed 10<sup>th</sup> or 12<sup>th</sup> standard, which indicates they are well suited for professional skill development training courses. Approximately 20% of the respondents are married further indicating they have added financial responsibilities to be taken care of.

**Educational status of the respondents**

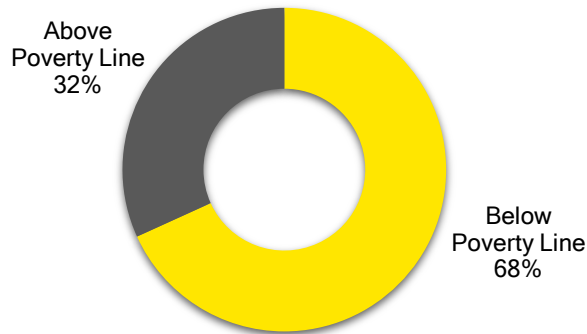


**Marital status of the respondents**

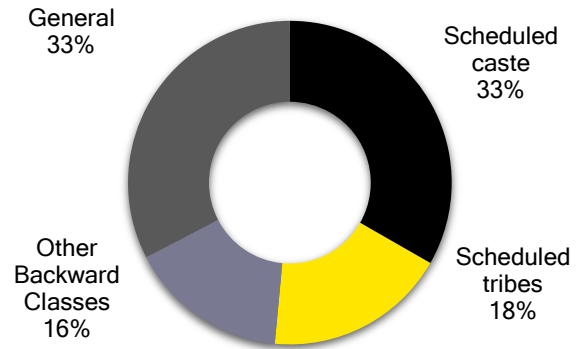


In order to assess the means of livelihood and economic status of the trainees, the feedback on their prime source of income as well as the monthly income of respondents was gathered. About 68% of respondents are Below Poverty Line (BPL) therefore indicating DIKSHA training is getting to the poorest section of the society.

### Economic status of respondents

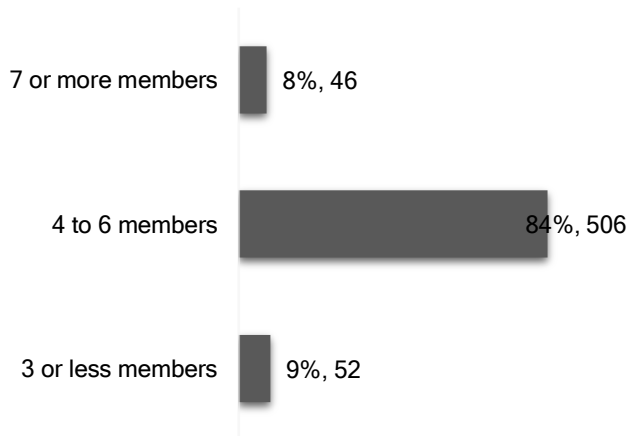


### Caste category of the respondents

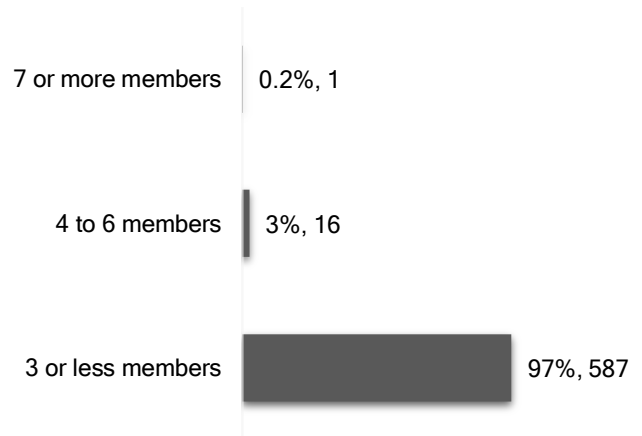


Approximately, 59% of the respondents have 5 or more members in their family, thereby increasing the responsibility and 91% of the respondents have 2 members in their family who are earning.

### Number of family members in respondent's family

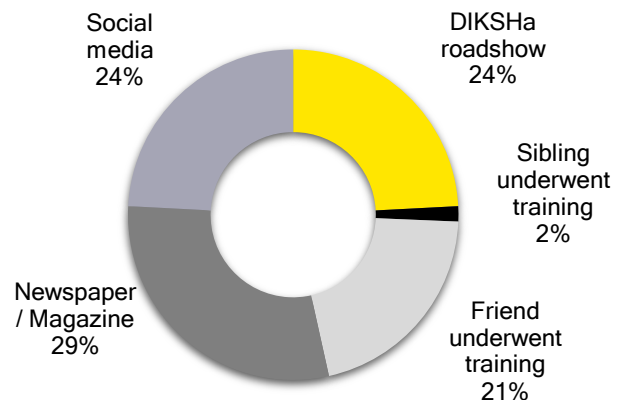


### Number of family members who are earning in respondents family



For mobilization of candidates from the surrounding communities, DBF adopts different means of publicity such as newspaper/ magazine advertisement, social media, roadshows etc. The extent of effectiveness of these means is evident from the chart above. Almost all means are equally effective.

### How respondents came to know about DIKSHa training



# 4. Findings of the assessment

## 4.1 Increase in employability

### Employment status and nature of job before undergoing DIKSHa training



### Employment status and nature of job after undergoing DIKSHa training

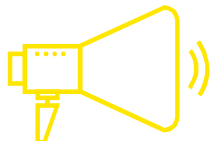


The objective of the program is to place 100% of the candidates who complete the course and pass the exam. Through discussions with the respondents as well as the DBF execution team, the major reasons for the unemployment have been observed as follows:

1. **Relocation:** Local employment is not available for all the courses offered by DIKSHa and there are some candidates who are unwilling to work in locations that are far from their residence. Therefore, they are left unemployed. Resistance in women candidates to travel farther distances for work has come out as a major constraint as out of the 161 unemployed respondents, approximately 83% are women.

2. **Inadequate salary:** The salary the candidates are getting for the job profile is comparatively less than what they expected.

It is important to note here that out of the candidates who are employed, approximately 74% are employed in the organized sector with regular employment thus providing financial stability.



From the survey, it was observed that prior to attending DIKSHa course, only 3% of respondents were working and earning. After the course, this percentage has enhanced considerably reaching almost 73%.

**Employment status and type of job before undergoing DIKSHa training**



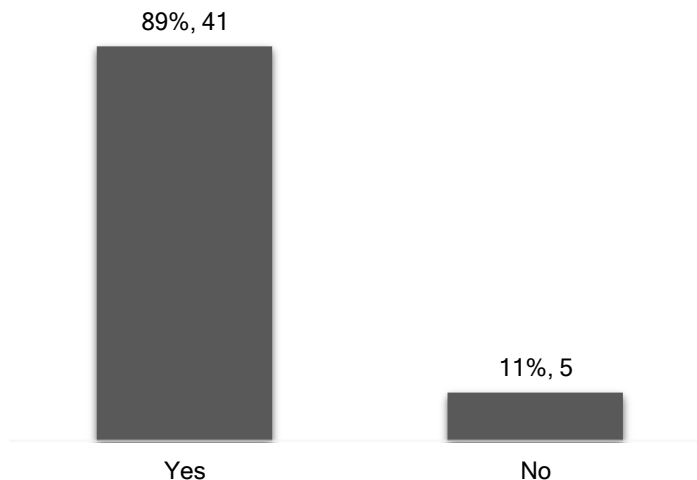
**Employment status and type of job after undergoing DIKSHa training**



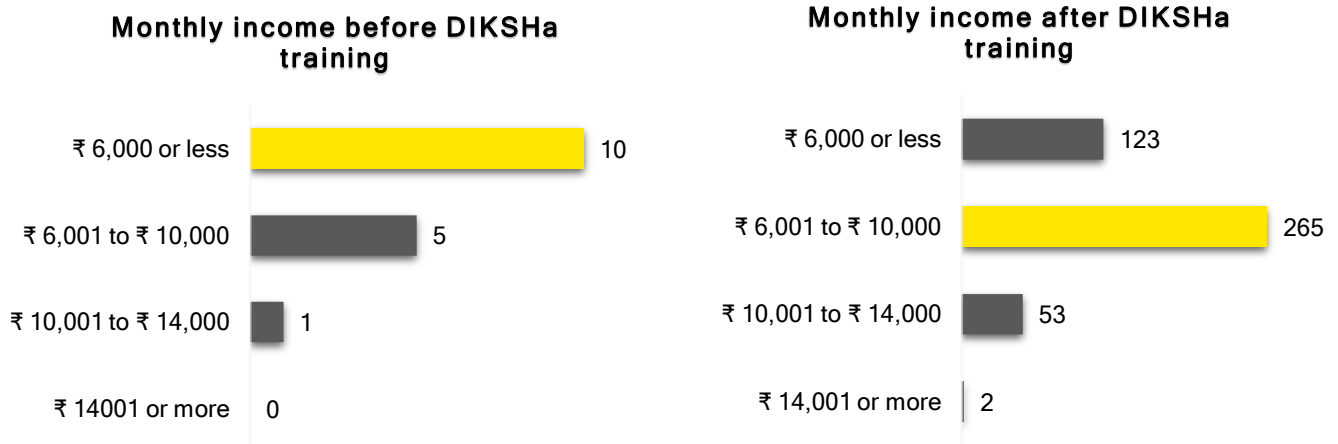
**Inference:** About 1% of the sample size were self-employed before undergoing DIKSHa training. After DIKSHa training 8% of the sample size have engaged in their own business enabling them to not only earn their living but also provide a livelihood to others by employing them. This shows that beneficiaries have gained relevant expertise as well as have become confident.

**Inference:** Feedback on the perception of candidates with respect to usefulness of the skill training for self-employment was also gathered. Among respondents who are self-employed, 89% said that skills which they learned during DIKSHa training help in running their business. During conversation with the respondents who have replied 'no' to usefulness of training, it was observed that DIKSHa skills were not relevant to the business that they were running.

**DIKSHa skill helpful in opening business**



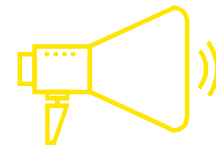
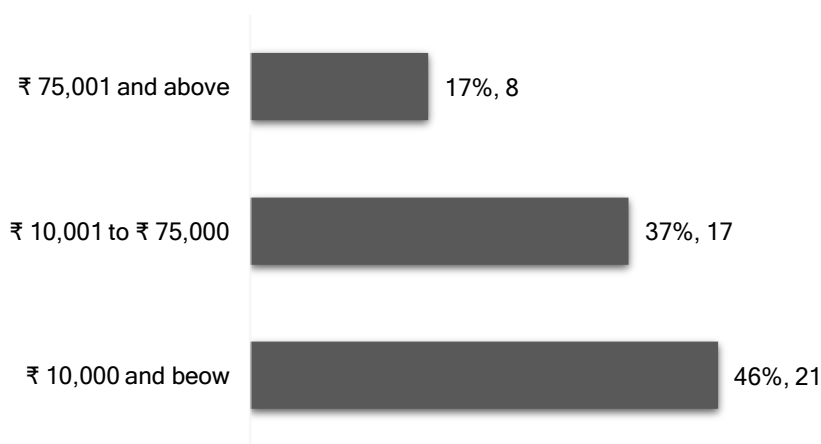
## 4.2 Improvement in income



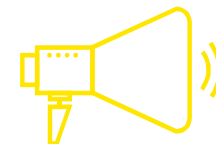
**Inference:** One of the important objectives of the program is to improve the livelihood of marginalized communities and to bring them into the mainstream. Through the survey, it was observed that the average monthly salary of respondents before DIKSHa training was about ₹ 5,700, after completion of training average salary increased to about ₹ 8,400 i.e. 47% higher. It is also to be noted that before DIKSHa training only 16 respondents were working which increased to 443 after training. Approximately 30% of the sample size is earning ₹ 10,000 and above after completion of DIKSHa training. It can be inferred from the above data that DIKSHa has been successful in empowering the beneficiaries with better livelihood opportunities.

About 13% of respondents were providing any financial help to the family before undergoing DIKSHa training. After DIKSHa training 70% of respondents are providing financial help to their family.

### Money invested by beneficiaries in business after DIKSHa training

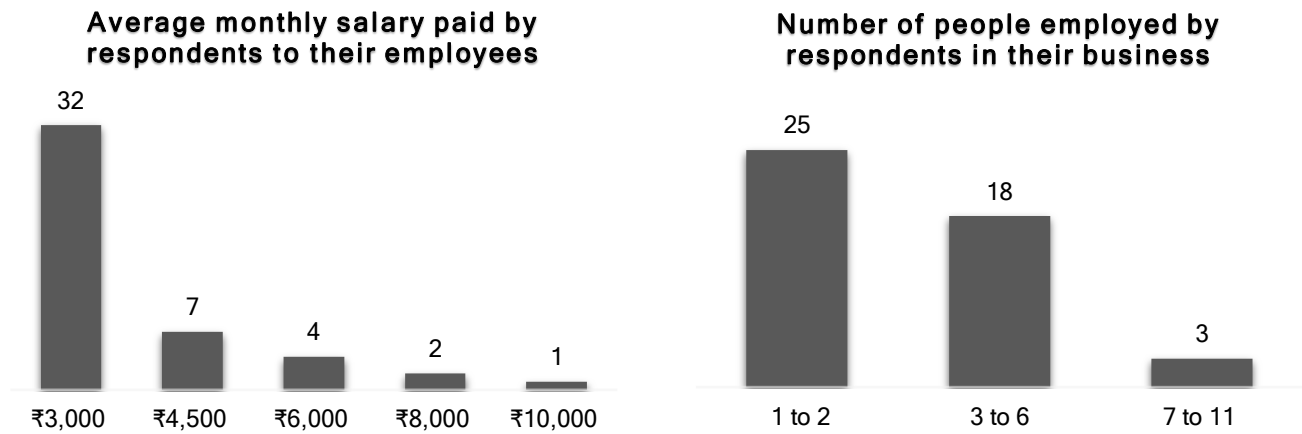


Because of DIKSHa training, number of survey respondents who are earning above ₹ 6,000 have increased from 6 to 320

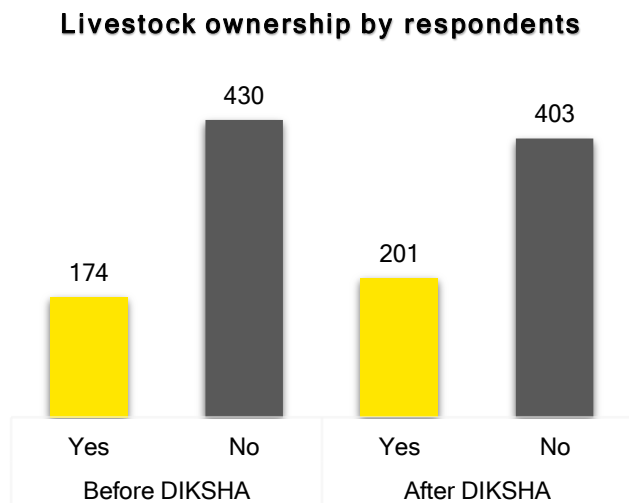


About 8% of the sample size is pursuing their own business, the average money which they have invested in the business is about ₹ 54,500.

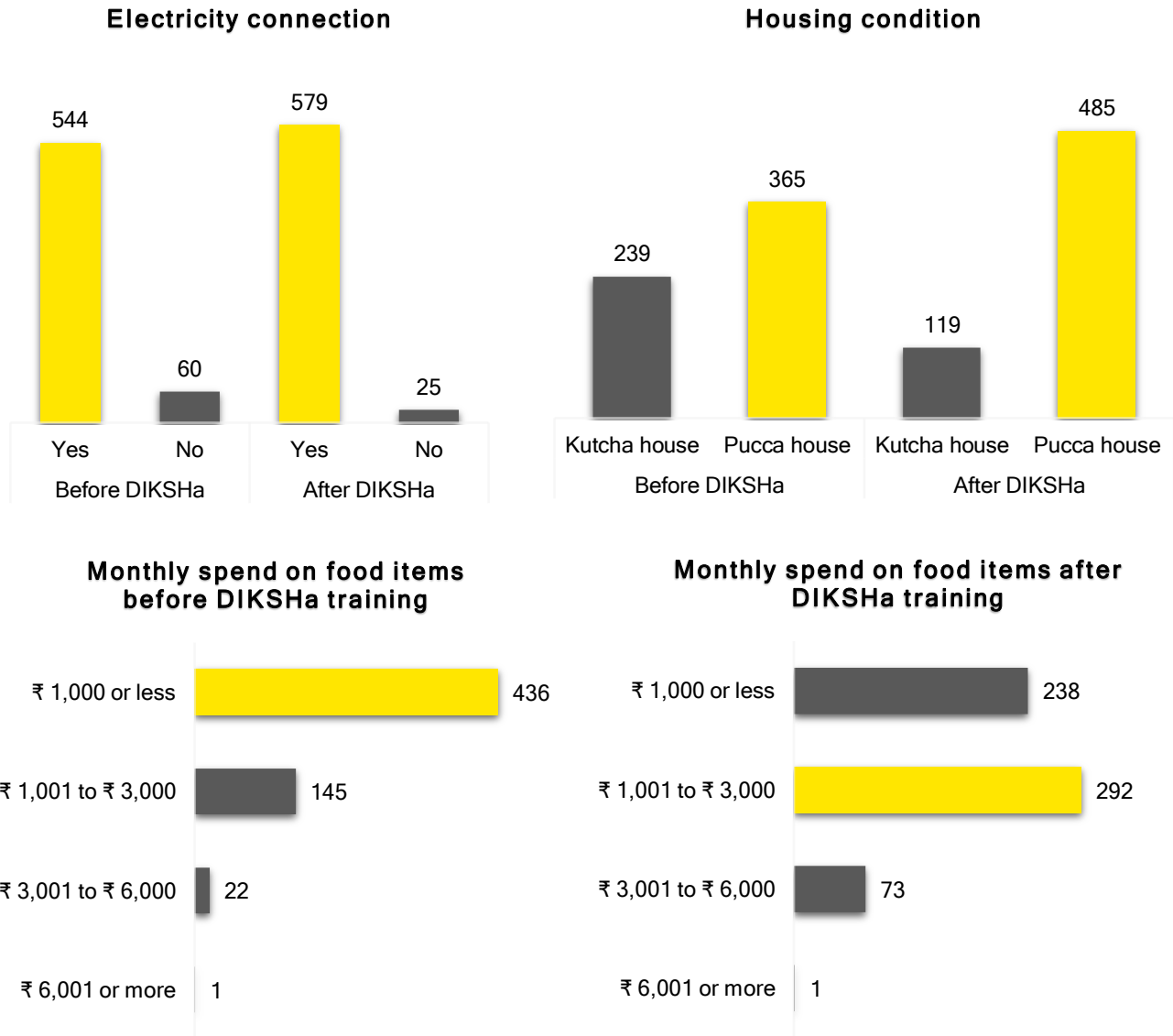
**Inference:** All the respondents, who are self-employed, have further employed people in their business and the average monthly salary paid by them is about ₹ 3,800.



**Inference:** About 29% of respondents owned livestock before DIKSHA training, it has slightly increased to 33% after completion of training thereby leading to an increase in income.



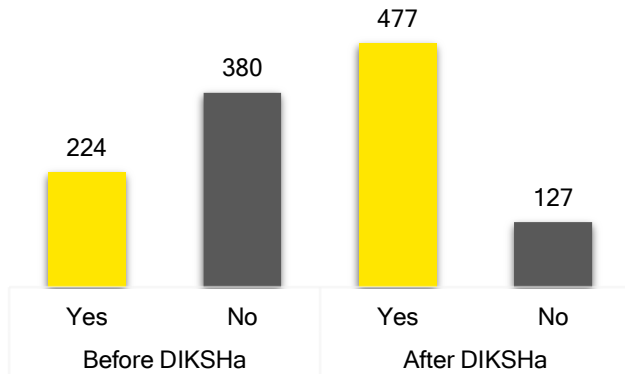
### 4.3 Improvement in lifestyle and social standing



**Inference:** Before undergoing DIKSHa training 60% of respondents were living in Pucca house, it has increased to 80% after completion of DIKSHa training. It shows significant improvement in the living conditions. Similarly, before undergoing DIKSHa training 90% of respondents were having an electricity connection, it has increased to 96% after the completion of DIKSHa training.

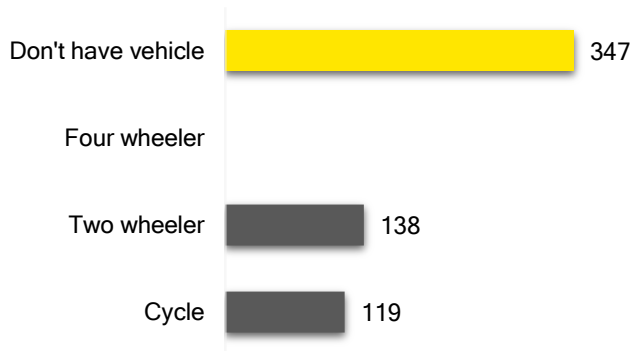
**Inference:** The average monthly spend on food items before DIKSHa training was about ₹ 1,500 and after completion of training average spend on food items has increased to about ₹ 2,300 i.e. 53% higher. Approximately, 12% of respondents are spending ₹ 4,500 and above on food items after completion of DIKSHa training. Also, After DIKSHa training, respondents are spending about 53% more than they did previously, which implies they have more nutritious food leading to a healthy lifestyle.

### Smart phone ownership

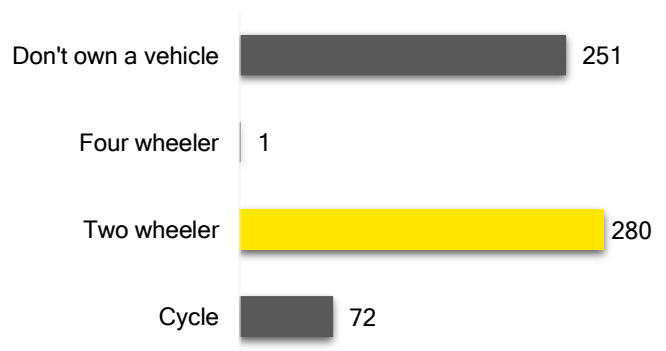


**Inference:** Approximately, only 37% of respondents had mobile phones before undergoing DIKSHa training. After the DIKSHa training, it has increased to about 79%. It suggests that the digital connectivity of respondents has increased significantly due to increased income.

### Vehicle ownership before DIKSHa training



### Vehicle ownership after DIKSHa training

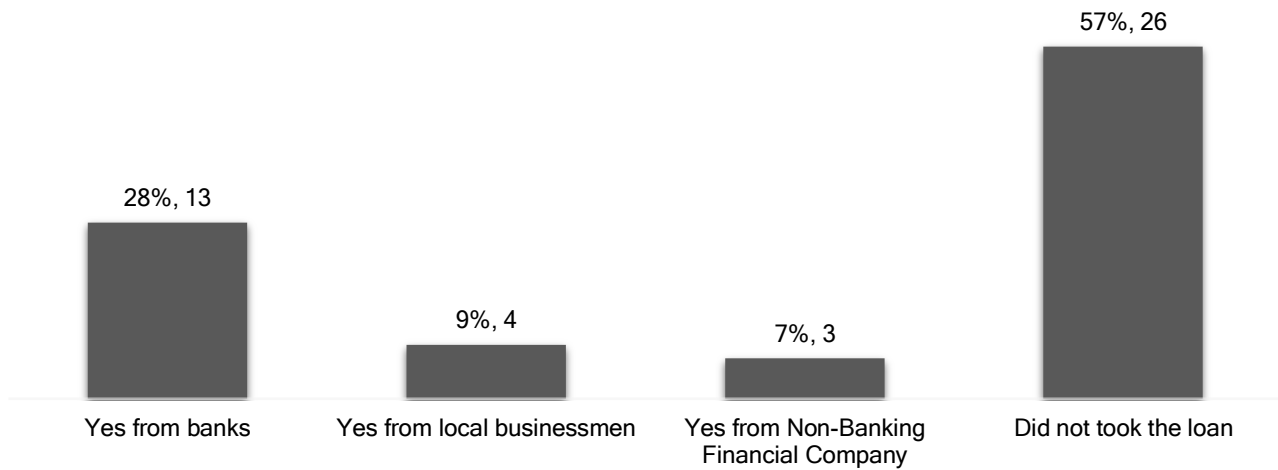


**Inference:** About 57% of respondents didn't own a vehicle before DIKSHa training, it has decreased to 42% after they completed the training. Additionally, about 23% of respondents owned a two-wheeler before DIKSHa training, it has increased to 46% after completion of training.



#### 4.4 Access to financial services/ credit

##### Loan availed by beneficiaries who were self employed

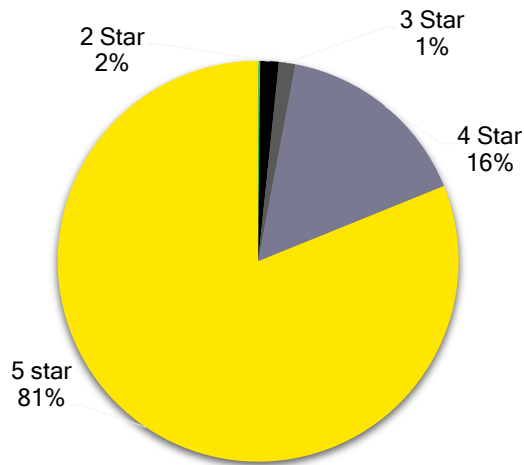


**Inference:** About 56% of respondents who are self-employed did not take any kind of loan. About 28% of respondents are taking loans from banks, 9% from local businessmen and 6% from NBFCs. Approximately 12% of loans taken by respondents were linked with Government Schemes.

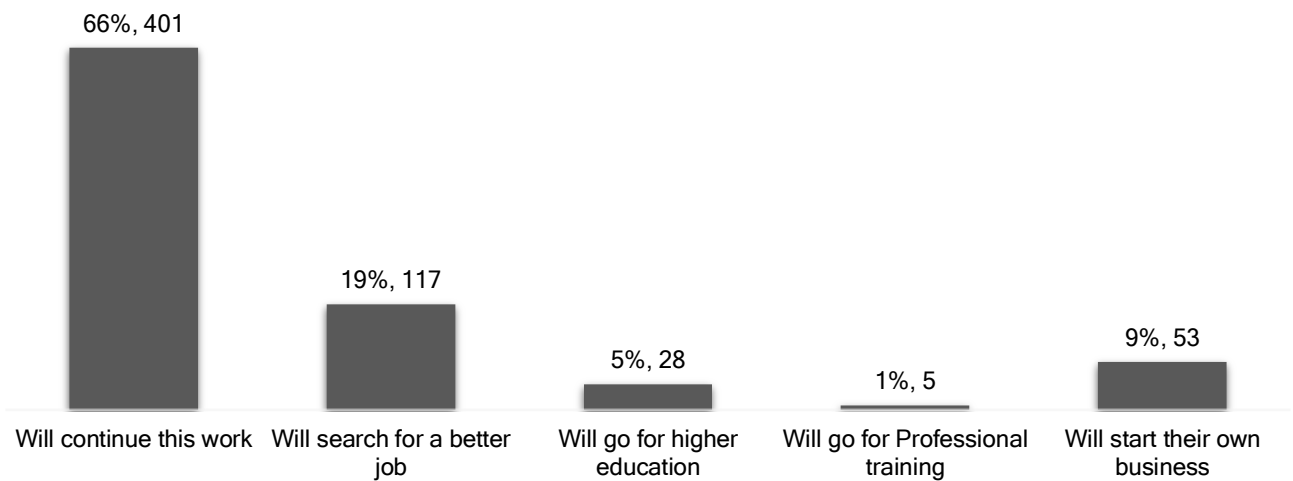
### 4.5 Satisfaction level

The respondents were asked to rate DIKSHa initiative on a scale of 1 to 5. Most of the respondents gave a rating of 4 and 5. Also, when asked what the trainees would like to do in the future, most of them responded by saying they want to continue the same job.

**Ratings given by DIKSHa trainees**



**What trainees want to do in next 5 years**



## 5. Our recommendations

DBF, through DIKSHa initiative, has created a great impact on the lives of local communities in terms of providing skills and empowering them to earn their living. Below are recommendations as well as location wise analysis that can further enhance the impact of the initiative.

**1. Local job opportunity:** It was observed that trainees do not wish to travel far for job opportunities. It is suggested to have more tie-ups with the local industry to boost placement activity and to encourage employment among trainees

**2. Travelling allowance:** For DIKSHa centers located in urban areas, the number of trainees trained has been increasing and now trainees have started to come from far away locations which are more than 10 Kms from the center. It is advised to provide traveling allowance to the trainees who travel more than 10 Kms in one-way travel.

**3. Hostel facilities and subsidized food:** Few DIKSHa centers are in remote areas; trainees are facing problems relating to commute and non-availability of food items nearby. It is advised to set up hostel facilities and subsidized mess for trainees.

**4. Modular training approach:** Trainees should be given the flexibility to select few modules in a course so that they can customize a course according to their interest and need. For example- In assistant beautician course there can be flexibility to add a chapter/module on hair styling. Same can be applied to other courses.

# 6. De-risking the business through CSR

DBF was set up to expand the programs and projects of Dalmia Bharat Group's CSR division. In FY 2019-20, 25% of the Foundation's funds came from Dalmia Bharat Group. The two major businesses of Dalmia Bharat Group are cement and sugar businesses. An analysis of the material issues has revealed that community development is material to both companies. Also, during regular interaction with the communities, the major concerns that come up are the generation of opportunities for local employment and livelihood/skill development programs. Through the DIKSHa initiative of DBF, these two requirements are fairly taken care of therefore managing the material issue of local community development.

Dalmia Bharat Limited (Cement)	
Relevant material issue	Concerns of the community
Community development	<ul style="list-style-type: none"> <li>• Local employment</li> <li>• Training and livelihood programme</li> <li>• Participation in social services</li> <li>• Social responsibility</li> <li>• Environmental pollution control</li> <li>• Infrastructure development</li> </ul>

Dalmia Bharat Sugar and Industries Limited	
Relevant material issue	Concerns of the community
Local communities	<ul style="list-style-type: none"> <li>• Employment to local youth</li> <li>• Community infrastructure development</li> <li>• Livelihood and skill development program</li> </ul>

## 7. Mapping with Sustainable Development Goals (SDGs)

The aim of the livelihood program is to transform households by skilling the unemployed youth thus leading to enhanced income. This program contributes to the following SDGs:



End poverty in all its forms everywhere



Achieve gender equality and empower all women and girls



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

# Disclaimer

- It is practically difficult to thoroughly study all project related aspects of the organization and programs, within the limited time period. Based on our methodology for carrying out such reviews, we conducted review of the programs and processes for this review and held discussion with management, program representative and a limited number of stakeholders. We have also reviewed data/ documents made available by the client.
- The key findings in this report are based on review of relevant documents made available by the client and consultation with limited number of relevant stakeholders. The work carried out and the analyses thereof are essentially based on the discussions and records provided by them. No physical monitoring or measurement was undertaken as part of this study.
- If non-conformance is not reported in certain areas other than those reviewed, it shall not be construed that the program related aspects are completely and effectively implemented in these areas. It is strongly recommended to review such issues on a continual basis. Information presented in this report is based on documents provided by the management, discussions with limited number of relevant stakeholders and therefore, the findings of this report are valid as of the date of the review. The conclusions presented in this report are Ernst & Young's interpretation of the information obtained during the course of this assessment