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05, Godrej Business District, Pirojshanagar, Vikhroli (West),
Mumbai, Maharashtra- 400079

Date: 29/07/2026

Subject: Final report for Impact assessment of CSR projects supported by Crompton CSR Foundation

Dear Mr. V.A Joseph,

This refers to our [engagement letter/engagement contract] dated 17th November 2025 with Crompton CSR Foundation ("you") ('the Contract').

We appreciate the opportunity to assist Crompton CSR Foundation in providing Impact assessment of 4 CSR projects.

This is our final report as described in the Engagement Contract. The performance of our Services and the report issued to you pursuant to the Services are based on and subject to the terms of the Contract.

This report is solely for your benefit and information and is not to be referred to in communications with or distributed or disclosed for any purpose to any third party without our prior written consent. We have been engaged by you for the Services and to the fullest extent permitted by law, we will not accept responsibility or liability to any other party in respect of our Services or the report.

It has been our privilege to work with you, and we look forward to continuing our relationship with you.

Yours sincerely

Full Signature

Jignesh Thakkar
Partner – ESG, KPMG India
KPMG Assurance and Consulting services LLP



A photograph of three young men in a workshop setting. The man on the left is wearing a white hard hat and a green shirt, looking down at his work. The man in the middle is wearing a maroon shirt and a dark apron, also looking down. The man on the right is wearing a white shirt and a dark apron, looking down. They are working on a workbench with various tools and materials. The background shows large windows and a white wall.

Impact Assessment Report Project Nayi Disha

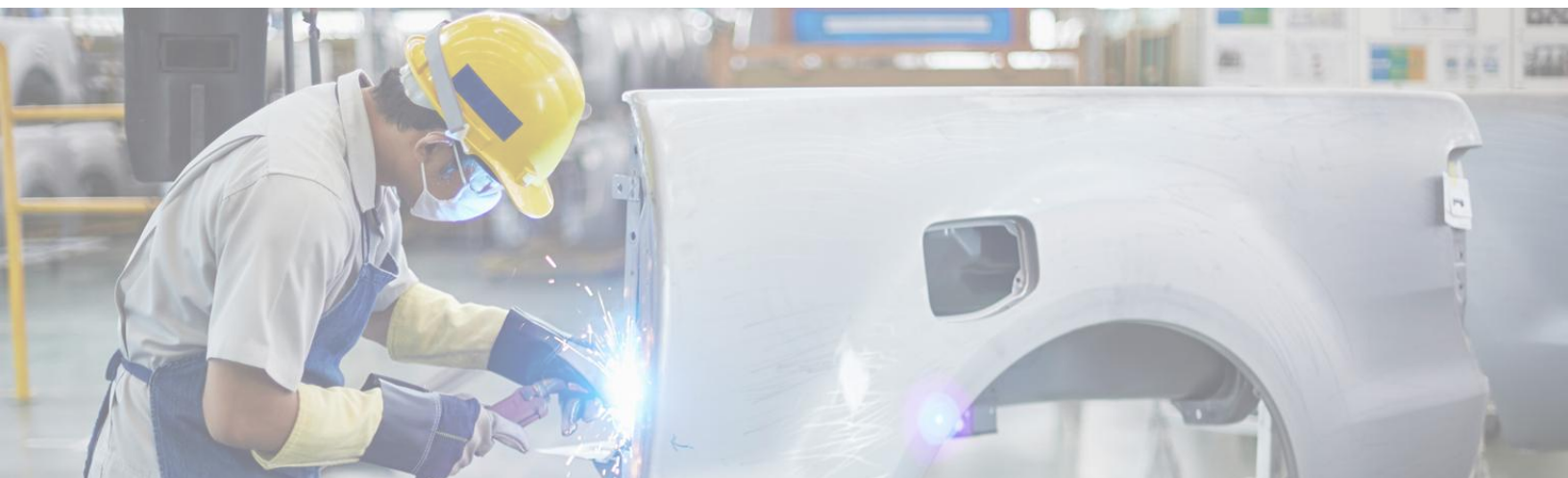
July 2026

Notice to readers

- Our report shall be prepared solely for Crompton CSR foundation. KPMG does not accept or assume any liability, responsibility, or duty of care for any use of or reliance on this report by anyone, other than our Client, to the extent agreed in the Agreement.
- Impact assessment is limited to the projects allocated by Crompton CSR foundation
- OECD-DAC framework has been used in preparing the report as detailed herein. No professional assurance standards ex. ISAE, SSAE etc. have been applied while preparing this report and accordingly the rigors applicable under such standards are not applicable for the scope covered by our report.
- Procedures, analysis and recommendations, if any, are advisory in nature basis the information collected from various sources both publicly and those provided by the client.
- Our observations represent our understanding and interpretation of the facts based on reporting of beneficiaries and stakeholders.
- Our report, by its very nature, may involve numerous assumptions, inherent risks, and uncertainties, both general and specific. The conclusions drawn shall be based on the information available with us at the time of preparing the report.
- We shall not perform an audit and shall not express an opinion or any other form of assurance. Further, comments in our report are not and shall not be intended, nor should they be interpreted to be legal advice or opinion. Client shall be fully and solely responsible for applying independent judgment, with respect to the findings included in the report, to make appropriate decisions in relation to future course of action, if any. We shall not take responsibility for the consequences resulting from decisions based on information included in the report.
- 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.
- Our work shall be limited to the specific procedures described in this Engagement Letter and shall be based only on the information and analysis of the data obtained through interviews of beneficiaries supported under the programme, selected as sample respondents and discussions with Crompton team and stakeholders of the programme. Accordingly, changes in circumstances or information available after the review could affect the findings outlined in our report.
- In no circumstances shall we be liable, for any loss or damage, of whatsoever nature, arising from information material to our work being withheld or concealed from us or misrepresented to us by any person to whom we make information requests.
- In accordance with its policy, KPMG advises that neither it nor any of its partner, director or employee undertakes any responsibility arising in any way whatsoever, to any person other than Client in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused.
- This report is confidential and for the use of management only. It is not to be distributed beyond the management nor is it to be copied, circulated, referred to or quoted in correspondence, or discussed with any other party, in whole or in part, without our prior written consent, except as per terms of business agreed under the executed contract (ref clause 6.14 – under 'Scope Assumptions' section).
- 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.

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List of abbreviations



Acronym	Full Form
AC	Air Conditioner
AE	Assistant Electrician
CCF	Crompton CSR Foundation
CGCEL	Crompton Greaves Consumer Electricals Limited
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
EDP	Entrepreneurship Development Program
FGD	Focus Group Discussion
FY	Financial Year
IA	Impact Assessment
ILO	International Labor Organization
ITI	Industrial Training Institute
KII	Key Informant Interview
MEP	Mechanical, Electrical and Plumbing
MSDE	Ministry of Skill Development and Entrepreneurship
MoU	Memorandum of Understanding
NEP	National Education Policy
NGO	Non-Governmental Organization
NSDC	National Skill Development Corporation
NSQF	National Skills Qualification Framework
OECD	Organization for Economic Co-operation and Development
OJT	On-the-Job Training
PDF	Portable Document Format
PLFS	Periodic Labor Force Survey
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
RAC	Refrigeration and Air Conditioning
SDG	Sustainable Development Goal
SIP	Systematic Investment Plan
STEM	Science, Technology, Engineering and Mathematics
TSSDC	Tata STRIVE Skill Development Centre
UN	United Nations
YDM	Youth Development Module

Executive Summary

This report outlines the impact assessment findings of Crompton CSR Foundation's supported initiative, Project Nayi Disha, a skill development and livelihood enhancement initiative aimed to equip youth with industry-relevant vocational skills.

The study was conducted using the OECD-DAC evaluation framework, covering six criteria; Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. The study employed a mixed-method approach, including 206 stakeholder interactions (conducted across trainees, trainers and employers)

Below are the key findings based on the impact assessment of the project:*

KEY FINDINGS FROM THE INTERVIEWED TRAINEES

Improved access to employment opportunities

84.5%

respondents out of the sample secured employment after completing the program, indicating effective placement outcomes and improved workforce participation among trained youth.

Improved employability due to training

91%

respondents reported that the training provided them with good job prospects, reflecting the program's relevance in improving employability and access to work opportunities.

Strengthened communication and workplace readiness

84%

respondents reported support in communication skills, in workplace behavior and professionalism, indicating strong preparation for formal work environments.

Improved technical trade-relevant skills

84%

respondents attributed improved job readiness to stronger trade-specific skills, such as AC servicing and electrical installation/maintenance, gained through the training.

Strong future career aspirations

73%

respondents aspire to secure stable employment, indicating a strong preference for long-term financial security and sustainable livelihoods

Improved motivation for livelihood pathways

64%

respondents reported increased motivation to pursue employment or entrepreneurship, indicating that the program strengthened livelihood aspirations.

Improved savings across trainees

INR 1,260

was the average amount saved per month by respondents as opposed to no savings prior, indicating improved financial well-being and income management.

Improved household financial comfort

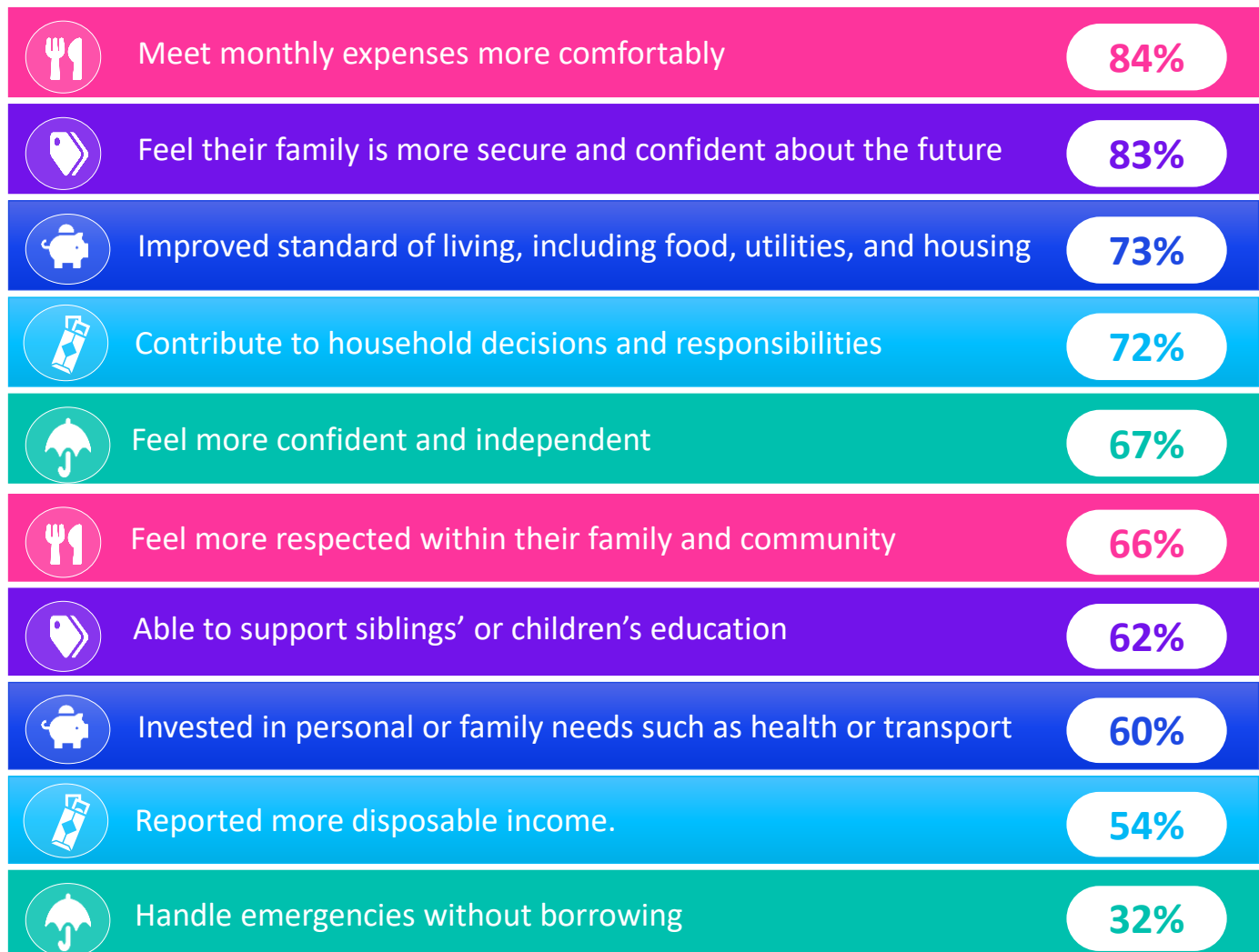
84%

respondents reported that they are able to meet monthly household expenses more comfortably after training, reflecting improved contribution to household financial well-being.

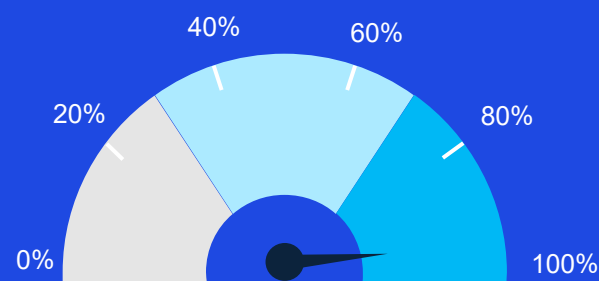
**Based on sampled interactions*

Executive Summary

Household and financial well-being outcomes of beneficiaries



79% of trainees reported being able to save money after undertaking training, indicating improved income management and financial discipline. Among those who save, a majority reported using bank accounts, reflecting strong engagement with formal financial channels.



**Based on sampled beneficiaries responses*

OECD-DAC Evaluation

The various outcomes of the program were evaluated using the OECD DAC criteria, which include relevance, effectiveness, efficiency, impact, and sustainability. The findings of the study are categorized as follows:

OECD-DAC evaluation framework

Relevance

The project demonstrated strong relevance by addressing the employability gap among underprivileged youth through industry-aligned training in MEP trades such as Assistant Electrician and Field Technician – AC. The program responded to local and national demand for skilled workers and provided structured technical training, soft skills, practical exposure, OJT, and placement support across Goa, Vadodara, and Nashik.

Effectiveness

The program was effective in improving employment outcomes, with 602 out of 685 enrolled youth certified and 429 certified trainees placed, reflecting a 71% placement rate among certified candidates. Survey findings further showed that 84.5% of respondents secured employment after training and 91% reported that the training provided good job prospects.

Sustainability

The project showed encouraging signs of sustainability through improved confidence, savings behavior, and long-term career aspirations, with 79% of respondents reporting that they are able to save money and 76.5% aspiring to become skilled, confident, and respected professionals. However, sustained outcomes can be strengthened further through deeper career counselling, updated technical curriculum, longer OJT exposure, and stronger post-placement tracking.

Impact

The project demonstrated meaningful impact on livelihoods, income, household well-being, and personal development. The share of respondents earning INR 15,001–18,000 increased from 8% before training to 32% after training, while those earning more than INR 18,000 increased from 0% to 14%.

Efficiency

The program demonstrated efficiency through strong training-to-certification conversion, with 602 trainees certified out of 685 enrolled, indicating an approximately 88% certification rate. The center-based model, structured course design, OJT component, and Youth Development Module covering 30 to 40% of course duration supported delivery of both technical and behavioral outcomes within a defined training cycle.

Coherence

The project aligns strongly with national and local priorities around skill development, employability, entrepreneurship, and inclusive workforce participation. It complements the objectives of Skill India, PMKVY, the National Skill Development Mission, NEP 2020, and state-level skill development priorities, while also contributing to SDGs related to quality education, decent work, poverty reduction, and reduced inequalities.



Does not meet expectation



Partially meets expectation



Meets expectations

01

Introduction and Background

About Crompton CSR Foundation

Crompton CSR Foundation (CCF) is a not-for-profit organization of Crompton Greaves Consumer Electricals Limited. The Foundation was established with the objective of undertaking and supporting initiatives of social importance, in alignment with Crompton's Corporate Social Responsibility Policy. CCF focuses on community-centric development with particular emphasis on education, gender equity, and inclusive growth. Through its CSR initiatives, the Foundation seeks to contribute meaningfully to national development priorities and advance outcomes aligned with the United Nations Sustainable Development Goals (SDGs).

Corporate Social Responsibility (CSR) at Crompton CSR Foundation

Crompton CSR Foundation's CSR philosophy is to make measurable contributions to inclusive, equitable, and sustainable development, guided by the responsible application of technology for social good. The Foundation's unwavering focus lies in four critical thematic areas where technology has the potential to make a positive impact on the future of humanity and the well-being of the planet. Through its CSR interventions, Crompton CSR Foundation seeks to strengthen access to quality education, promote sustainable livelihoods through skill and entrepreneurship development, support water conservation and environmental sustainability, and deliver community care and humanitarian response where required.

These initiatives reflect the Foundation's vision of fostering holistic community development and empowering vulnerable and marginalized communities using scalable, technology-enabled solutions. Aligned with national development priorities and the United Nations Sustainable Development Goals (SDGs), Crompton CSR Foundation undertakes its social responsibility initiatives with a focus on long-term impact and inclusive growth. The Foundation's CSR initiatives are centered around the following thematic areas¹:



Water Conservation



Skill development and entrepreneurship



Community Care



Employee Engagement

Source-

1. CSR Annual Report 2024-25: Connecting, Crompton Greaves Consumer Electricals Limited

Global and Local Context

Across the world, the gap between available jobs and a workforce equipped to fill them is widening at an unprecedented pace. As of 2024, 75% of employers globally reported difficulty filling roles, and projections suggest that by 2030, a global talent shortage could leave more than 85 million jobs unfilled in key sectors including manufacturing, financial services, and technology.¹ For low-income households, this skills gap carries a particular burden: job destruction and income losses disproportionately affect the low-paid and low-skilled, making skills development a critical pathway out of poverty, social exclusion, and economic precarity.² Targeted vocational training, when aligned with real industry demand, thus serves a dual purpose, enabling individuals from disadvantaged backgrounds to access dignified, sustainable livelihoods, while strengthening the productive capacity of nations.

Only 2.7% of India's workforce has received formal skill training, compared to 52% in the United States, 80% in Japan, and 96% in South Korea³, underscoring the vast unmet potential of vocational education in India. India's youth unemployment rate stood at 16% in 2024 meaning millions of young people, many from low-income families — remain outside the formal economy, unable to leverage their potential without structured pathways to employment. Quality-linked skilling interventions in relevant trades, offer an evidence-based route to bridging this gap and enabling upward economic mobility.

State context: Goa, Gujarat and Nashik

According to the Periodic Labor Force Survey (PLFS) 2023–24, Goa's youth unemployment rate stands at 19.1% for those aged 15–29, with female labor force participation at only 21.2%, compared to 56% for men underscoring significant structural barriers to employment for young people in the state.⁴ Goa ranks among the states with the highest unemployment rates in the country, driven by skill mismatches, tourism-sector seasonality, and uneven industrial growth.⁵ In contrast, Gujarat represents a high-growth industrial context with its own unmet demand for skilled workers. Gujarat's expanding manufacturing base, infrastructure development, and the emergence of new technology-driven industries are expected to significantly increase demand for skilled professionals over the coming decade.

Nashik, is Maharashtra's third-largest industrial hub after Mumbai and Pune, presents a labor market shaped by both organized manufacturing and seasonal informality. At the state level, Maharashtra's labor force participation rate stood at 64.2% in 2022–23 which is ahead of the national average of 61.6% while the unemployment rate declined from 3.5% in 2020–21 to 3.3% in 2023–24⁶, with female employment rising from 37.3% to 39.1% over the same period. Nashik is anchored by the industrial belt as well as seasonal agriculture-linked informal work, producing a persistent skill mismatch: the district's government and private ITIs are struggling to keep pace with industry's shift toward automation.



In all three states, interventions that equip underprivileged youth with certified, employable skills in the electrical and AC trades represent not only an economic imperative, but a meaningful step towards social equity.

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About Project Nayi Disha

Project Nayi Disha, supported by Crompton CSR Foundation in partnership with Tata STRIVE, focuses on imparting industry-aligned skill training to underprivileged youth in the MEP sector, particularly in the Assistant Electrician and Field Technician – Air Conditioner trades. The program is implemented through Tata STRIVE Extension Centers in Goa, Vadodara and Nashik, with the objective of enabling youth to access employment and self-employment pathways through structured technical training, soft skills development, hands-on practical exposure, on-the-job training and placement support.



Need for the project

India's large youth population presents a significant opportunity for economic growth; however, limited access to formal, industry-relevant vocational training continues to restrict employability among youth, especially those from underprivileged backgrounds. The project responds to this gap by providing practical, job-oriented training that helps youth transition into productive employment and livelihood opportunities.

The program is particularly relevant in the context of growing demand for skilled workers in MEP-related trades, where trainees require not only technical competencies but also workplace behavior, communication, safety awareness and confidence to succeed in formal work environments.

Objectives of the project

To provide industry-aligned, skill-based training for employability and entrepreneurship. The project aims to equip underprivileged youth with practical, job-oriented skills in MEP trades that are directly aligned with current industry requirements, enabling pathways to employment and self-employment.

To build a skilled and future-ready workforce to address demand at local and national levels. The program focuses on developing a competent, confident and industry-ready talent pool through technical training, soft skills, practical exposure, on-the-job training and placement linkages.

Project Outputs*

The Program Outreach section summarizes the reach of the Tata STRIVE-implemented Project Nayi Disha initiative, covering underprivileged youth engaged across Goa, Vadodara, and Nashik through center-based technical and life skills training in MEP trades. The program focused on strengthening employability, practical competencies, workplace readiness, and livelihood outcomes through structured training, certification, on-the-job exposure, and placement support.

 **685**

underprivileged youth were enrolled across Tata STRIVE skilling centers under Project Nayi Disha.



602

trainees were certified after successful completion of training and assessment, reflecting an overall certification rate of approximately 88%



429

certified trainees were placed, translating into a placement rate of approximately 71% among certified candidates

Training was delivered in two key trades: Assistant Electrician and Field Technician – Air Conditioner, combining technical training with soft skills and practical exposure.



Pictures of Tata STRIVE center in Ponda, Goa

*Information sourced from Tata STRIVE's annual report.

02

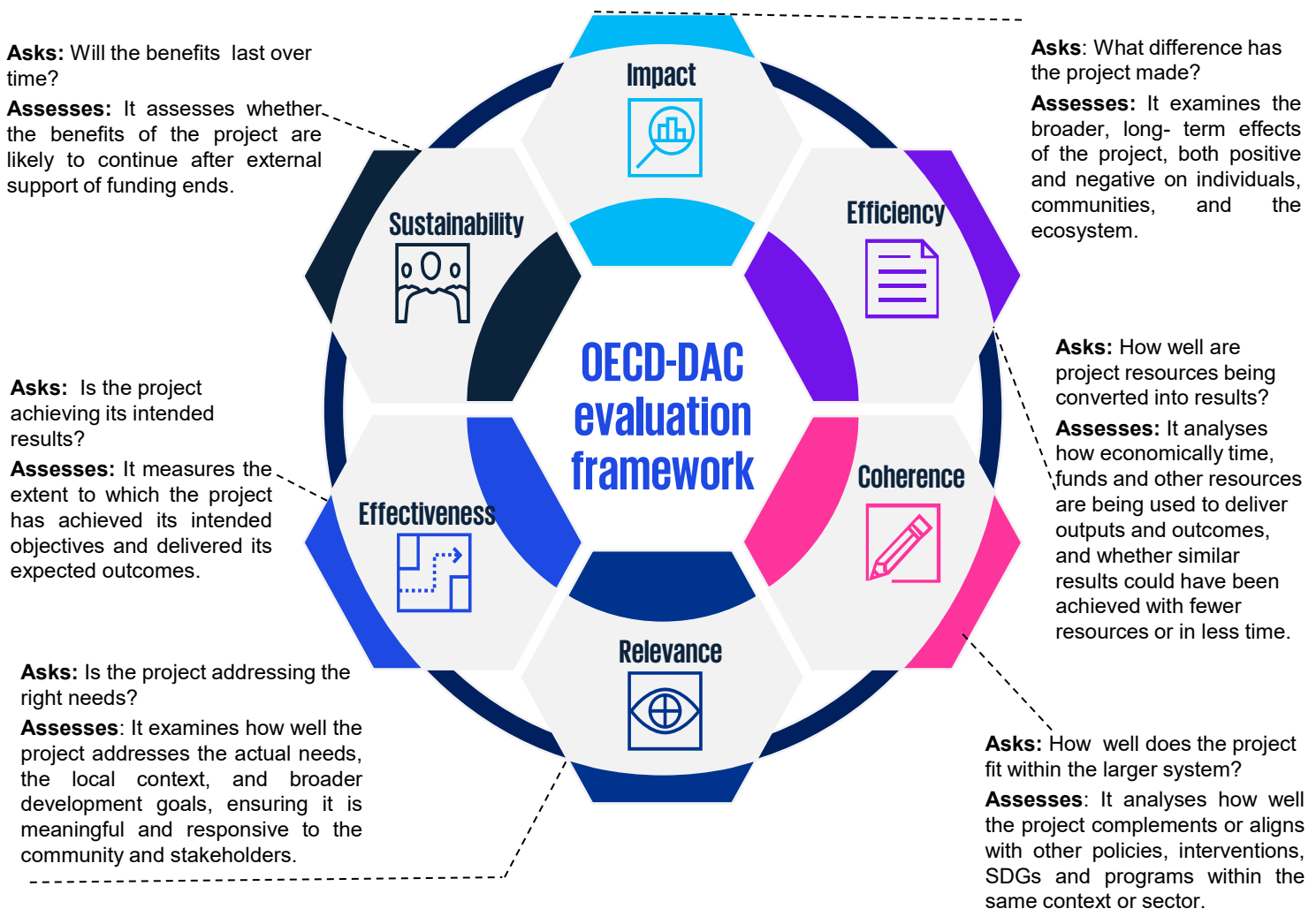
Approach and Methodology

Framework for the study

This impact assessment study employed the OECD-DAC evaluation framework, a globally recognized approach for evaluating social impact initiatives. The framework facilitates a qualitative analysis of the effectiveness, relevance, and sustainability of development interventions. The assessment was guided by six core criteria: relevance, coherence, efficiency, impact, and sustainability. The parameters effectively communicate the project's strengths and areas for improvement, providing a comprehensive overview for stakeholders and decision-makers. The following overview outlines how each of these criteria was applied within the context of the project.



Meeting at Tata STRIVE center in Ponda, Goa



Approach of the study



This section details the approach, methodology, and sampling techniques employed to conduct an in-depth evaluation of the Project Nayi Disha project. The study was designed to capture both qualitative and quantitative insights ensuring a comprehensive assessment of the project's impact and effectiveness.

- **Literature review:** A thorough review of existing program and secondary literature was conducted to establish a foundational understanding of the research context and identify gaps addressed by the program. Additionally, the MoU was reviewed to understand the project scope, following which the Theory of Change was developed, and the key outcomes were finalized.
- **Survey Design:** The survey tool was designed in alignment with the study's research questions and objectives to capture quantitative and qualitative insights.
- **Survey Distribution:** KPMG India resource personnel conducted the surveys in-person in the Ponda center in Goa and online over phone calls. Data collection was facilitated through a survey tool for efficiency and accuracy. A structured sampling approach was planned; however, final coverage depended on respondent availability.
- **Interviews:** Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) in Goa and structured one-to-one online interviews were conducted with key stakeholders, offering quantitative and qualitative insights. These stakeholders included trainees, trainers and employers. The interviews served to explore the impact and insights into implementation of the project.
- **Data Analysis:** Data gathered through interviews and surveys was analyzed, recurring patterns and overarching themes were identified.
- **Synthesis and Reporting:** The findings from the literature review and analysis of the data collected were synthesized to develop a comprehensive understanding of the program's impact. The synthesis process identified key themes, trends, and potential gaps, providing actionable insights for enhancing the program outcomes. The results of the study are compiled in this report, encompassing key findings and actionable recommendations.

Tools for the study

A combination of tools was utilized to ensure accurate and reliable data collection during the study:

- **Online one-to-one survey:** Conducted with trainees in hybrid mode with majority of the interactions over phone to understand their experiences of the training and certification program, and to assess key outcomes related to skill enhancement, professionalisation, livelihoods and household economic stability.
- **Key Informant Interviews (KIIs)** Conducted with trainers and employers to capture shared perspectives on program implementation, beneficiary participation, learning outcomes, challenges, and the overall effectiveness of the intervention.

Sampling methodology and sample size

The sample size for the study was determined using the random sampling ensuring a structured and representative sample population across states. To engage secondary stakeholders such as trainers, and employers a purposive sampling method was used as they were selected for their relevance and ability to provide informed insights on the project.

A total of 188 online interviews and 12 in-person in goa were conducted, capturing diverse stakeholder perspectives. This included:

- 200 one-to-one interviews were conducted with trainees to understand outcomes pre and post trainings and to understand how the training has supported their professional growth.
- 6 interviews were conducted with trainers and employers to understand the implementation and impact of the project.

Identified Stakeholders	Tools Utilized	Sample Covered
Trainees	One-to-one survey	200
Employers	Key Informant Interviews (KIIs)	3
Trainers	Key Informant Interviews (KIIs)	3
Total		206

Limitations of the study

While utmost care was taken to ensure that the assessment takes care of all challenges, some limitations were observed. These are described as below:

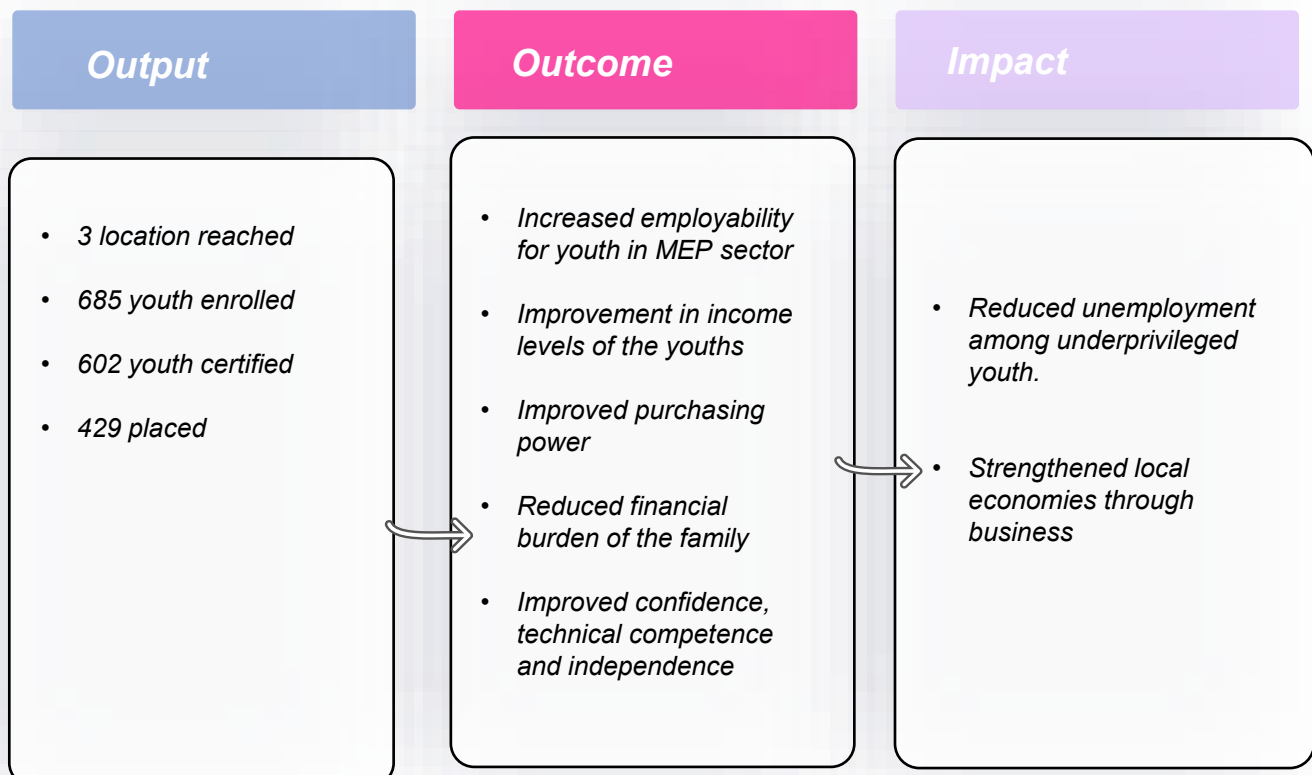
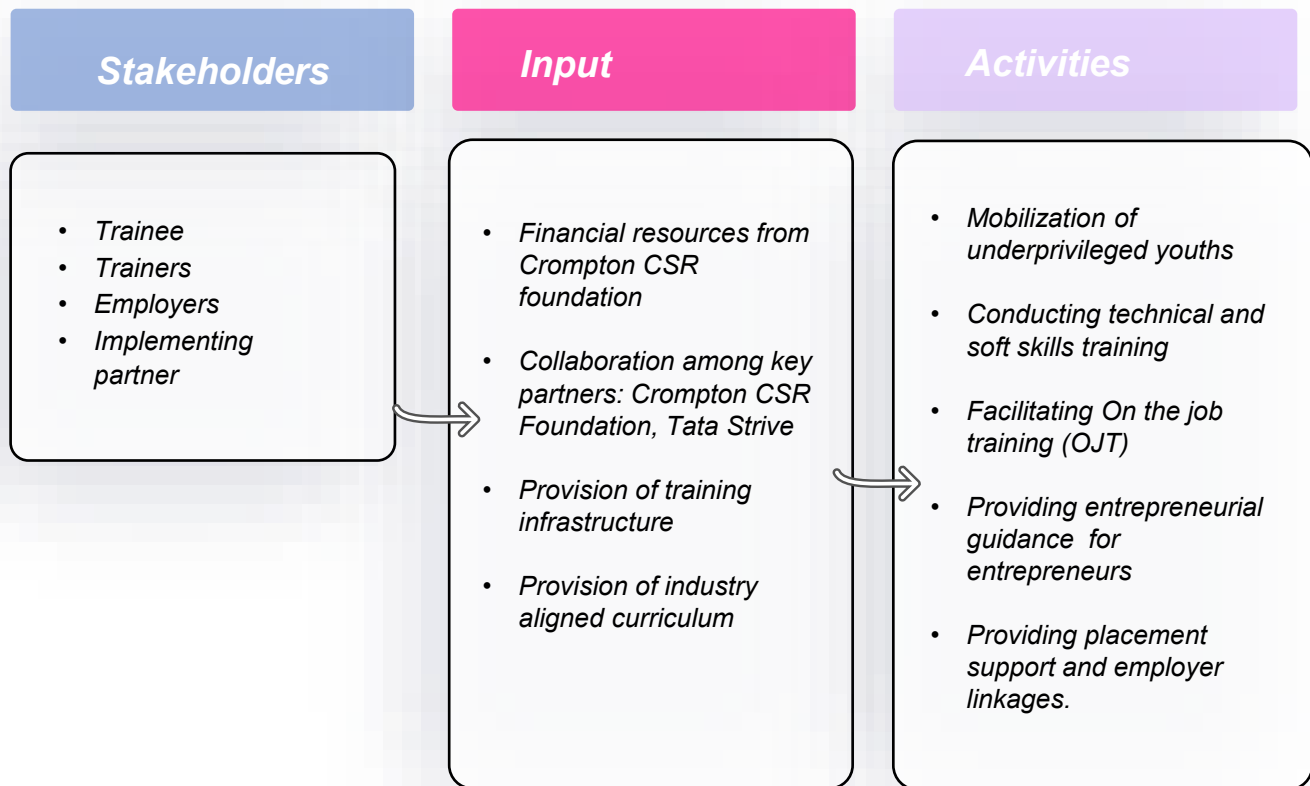
1. The assessment relies on the ability of trainees to accurately recall sessions, interactions, and learnings from the reference period.
2. Data collection for the study was conducted through digital means, including telephonic interviews and virtual discussions. Consequently, while proportionate state-wise sampling was initially proposed, the final sample was determined through random selection based on respondents' availability and receipt of phone calls.

Ethical considerations for data privacy

For the data collection process, KPMG has adhered to ethical considerations for data privacy:

- I. Informed consent: All participants were briefed about the purpose of data collection and asked for consent before participating.
- II. Confidentiality: Personal identifiers were removed or anonymized to protect participants' identities.
- III. Secure data storage: All collected data has been stored in secure, access-controlled environments to prevent unauthorized access.
- IV. Limited access: Only authorized personnel involved in the project have access to the project data.
- V. Use of data: Data is used solely for research and projects evaluation purposes, in line with the consent provided by participants.

Theory of change: Project Nayi Disha



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Findings

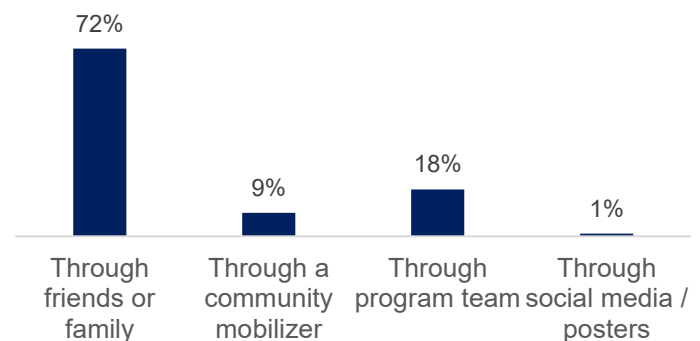
Findings

As part of the Impact Assessment study, a sample of 200 trainees trained under Project Nayi Disha by Tata Strive across multiple centers were interviewed using a survey tool to understand key impact and outcome areas related to the training, certification and employment. Based on the respondent profile, all the 200 interviewed trainees were male, below are the detailed findings from the study.

Effectiveness of the program

Regarding the source of awareness of the program, out of the interviewed trainees 72% reported that they first learned about the Nayi Disha training program through friends or family, 18% of all respondents learned about it through the program team, 9% of all respondents learned about it through a community mobilizer, and an additional 1% of all respondents remembered learning about it through social media or posters as well.

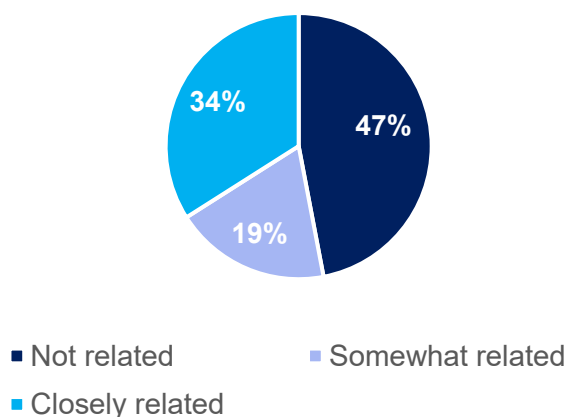
Source of awareness of the Nayi Disha program



Placement outcomes indicate that 84.5% of respondents secured employment upon completion of the program, while 15.5% reported not being placed.

Among those who were placed, only 32.5% continued with the same employer where they were initially placed, whereas a significant majority (68.5%) transitioned to different employers.

Alignment of present job with the training



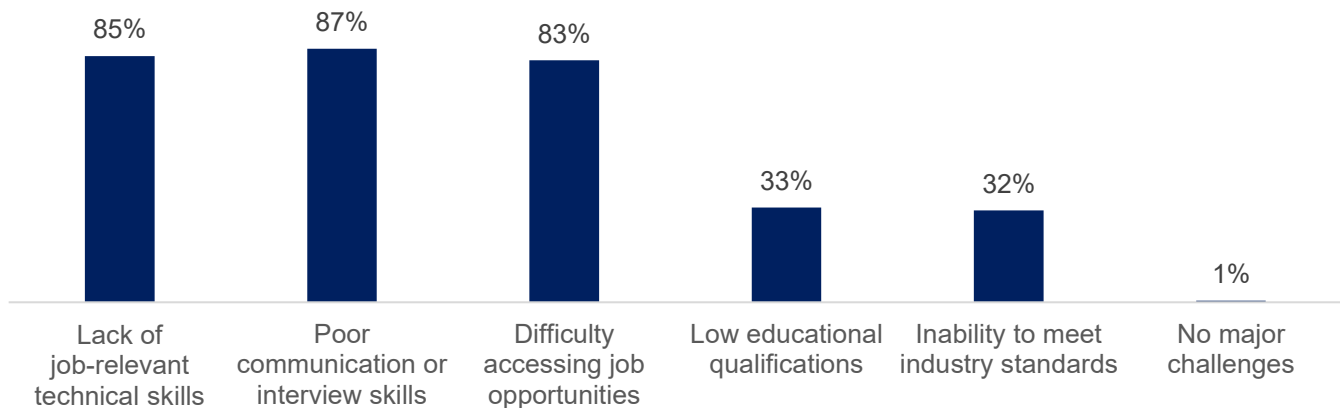
Out of the interviewed respondents, in terms of alignment between training and current job roles, the findings suggest a gap.

A majority of respondents (47%) reported that their current roles are not related to the training received, while 19% indicated that their roles are somewhat related, and only 34% reported a close alignment between their job roles and the training undertaken.

Increased employability among youth

Pre-training challenges reported by respondents indicate multiple barriers to employment. A large proportion (87%) identified poor communication or interview skills as a key constraint. Additionally, 85% of respondents reported a lack of job-relevant technical skills, while 83% highlighted difficulty in accessing job opportunities.

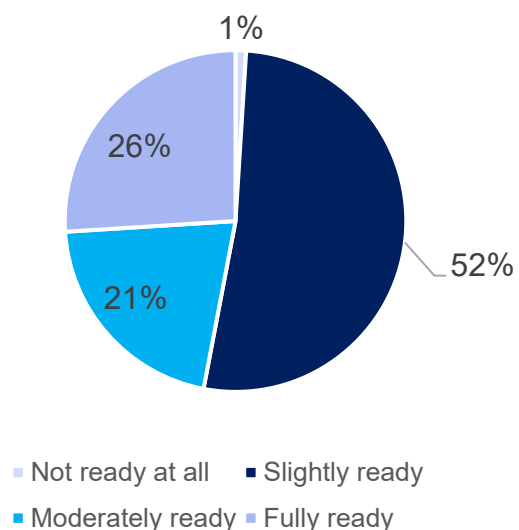
Challenges faced in employment prior to the training program



Other challenges included low educational qualifications, reported by 32.5% of respondents, and an inability to meet industry standards, cited by 31%. Less than 1% of respondents indicated that they did not face any major employment-related challenges prior to the training program.

Post-completion perceptions of job readiness indicate varying levels of confidence among respondents. A majority (52%) reported feeling slightly ready for employment, while 25% described themselves as fully job-ready. Additionally, 21% of respondents indicated that they felt moderately ready, and a small proportion (1%) reported that they were not ready at all. These findings suggest that while the program has contributed to improving perceived readiness, a share of participants may still require additional support to transition confidently into the workforce.

Perception of job-readiness post the training



Findings on confidence levels in securing or sustaining employment indicate overall assurance among respondents.

A majority (73%) reported being moderately confident in their ability to secure or continue in a job. A smaller proportion expressed higher levels of confidence, with 13% describing themselves as very confident and 2% as extremely confident. In contrast, 6.5% of respondents reported being slightly confident, while 1.5% indicated that they were not confident at all. The remaining 4% did not respond.

These results suggest that while most respondents report reasonable degree of confidence, there remains scope to further strengthen their self-assurance in navigating and sustaining employment.

87.5%

Exposure to practical training and industry visits

84%

Ability to communicate confidently with customers, peers, or supervisors, as well as their understanding of workplace behavior and professional etiquette

82%

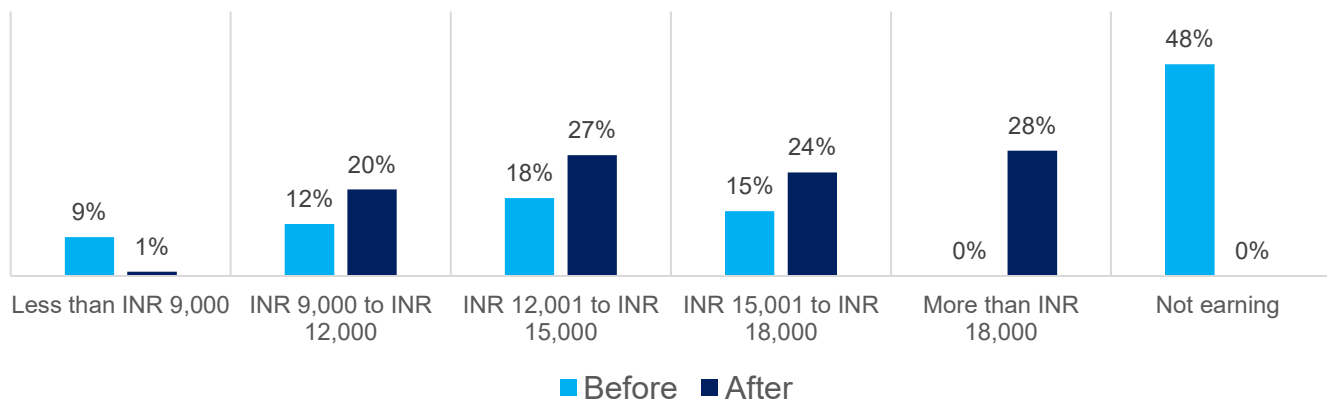
Development of stronger technical skills relevant to their trade as a key driver of job readiness

21%

Improved readiness to better interview-handling skills, including phone, online, and in-person interviews.

Improved income levels among the youth

Change in Trainee Income Before and After Training

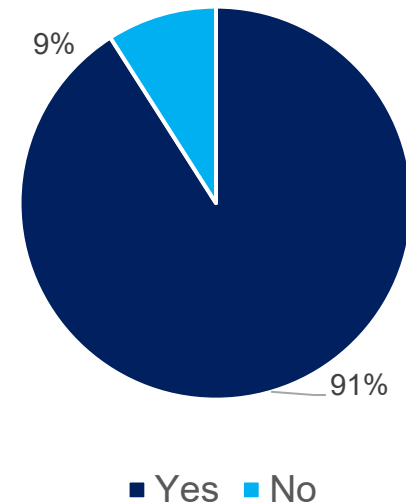


The share of trainees not earning reduced from 48% before training to 0% after training, indicating that all respondents transitioned into some form of income generation. Post-training, trainees moved into higher income brackets, with 28% earning more than INR 18,000, 24% earning INR 15,001–18,000, and 27% earning INR 12,001–15,000. At the same time, the share earning less than INR 9,000 declined from 9% to 1%, reflecting improved livelihood outcomes after the program.

Majority of the respondents (91%) reported that the training provided good job prospects, while 9% indicated that it did not provide them good job prospects. Qualitative interactions highlight that those respondents who completed their training in 2023 were not provided jobs as the program had was at the initial phases.

In terms of satisfaction with current employment, responses were relatively modest. Among all respondents, 81.5% reported being somewhat satisfied with their job, 9.5% described themselves as very satisfied, 5.5% indicated a neutral stance, and 3.5% reported being dissatisfied. These findings suggest that while some level of job satisfaction exists, there remains scope to enhance both employment quality and alignment with participant expectations.

Percentage of respondents who reported getting job linkages through the Nayi Disha program



Financial resilience and changes in household well-being present a mixed picture among respondents. When asked about their ability to manage a sudden expense without resorting to high-interest loans, a majority (56.5%) reported being unable to do so, while 31.5% indicated that they could, and 12% reported being able to manage partly.

Improved standard of living and livelihood

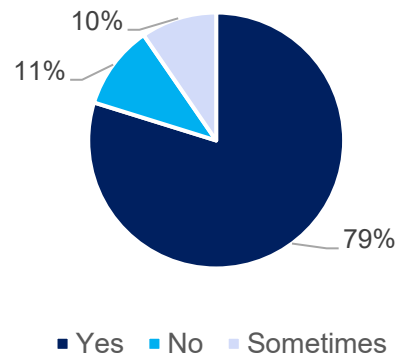
In terms of perceived changes in standard of living since completing the training, 49.5% of respondents reported no change, whereas 50.5% indicated an improvement.

Among those who gained employment, contributions to household expenses varied. Specifically, 17.5% of respondents reported covering 26–50% of their household's monthly expenses, 11.5% covered 11 to 25%, and 61% reported contributing more than 50%, the remaining 10% did not respond.

"I have started investing in a Systematic Investment Plan (SIP) and also save regularly in gold. These habits have helped me build confidence in managing my finances and preparing for uncertainties. Even with a modest income, I have realized that consistent saving makes a big difference over time."
 - Testimonial from a trainee

A strong majority of respondents reported improved savings behavior after undertaking the Tata STRIVE training. Nearly four-fifths of trainees (79%) stated that they are now able to save money, indicating that the program has contributed positively to participants' financial stability and ability to manage income more effectively. Additionally, 10% reported being able to save sometimes, suggesting intermittent but emerging savings capacity. Only 11% of respondents stated that they are not able to save.

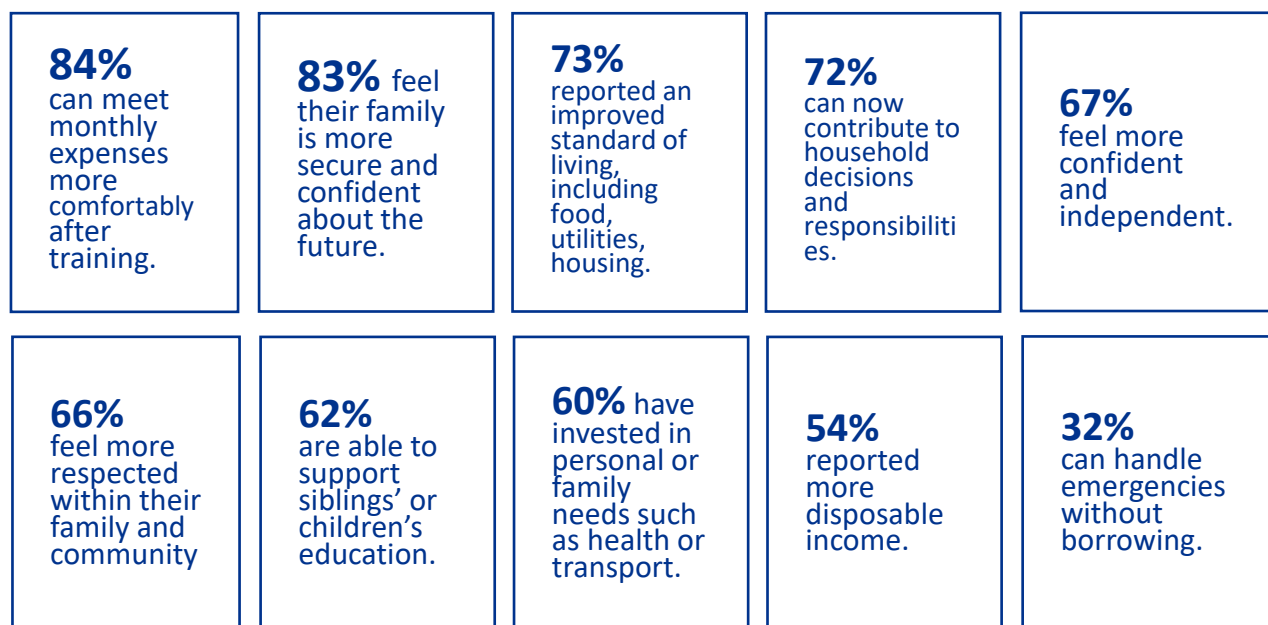
Percentage of respondents reporting being able to save



This highlights that while the program has enabled financial improvement for most participants, continued support around income stability, financial planning, and livelihood progression may further strengthen savings outcomes.

Among respondents who reported saving money, 86% saved through bank accounts, indicating strong use of formal financial channels. However, 65% also reported keeping savings as cash at home, suggesting continued reliance on informal savings methods. Very limited use of post office accounts (1%) and SHG savings (0%) points to scope for strengthening financial literacy and promoting diversified, secure savings options.

On an average, respondents reported being able to save INR 1,260 per month



Enhanced self confidence and greater independence among youth participants

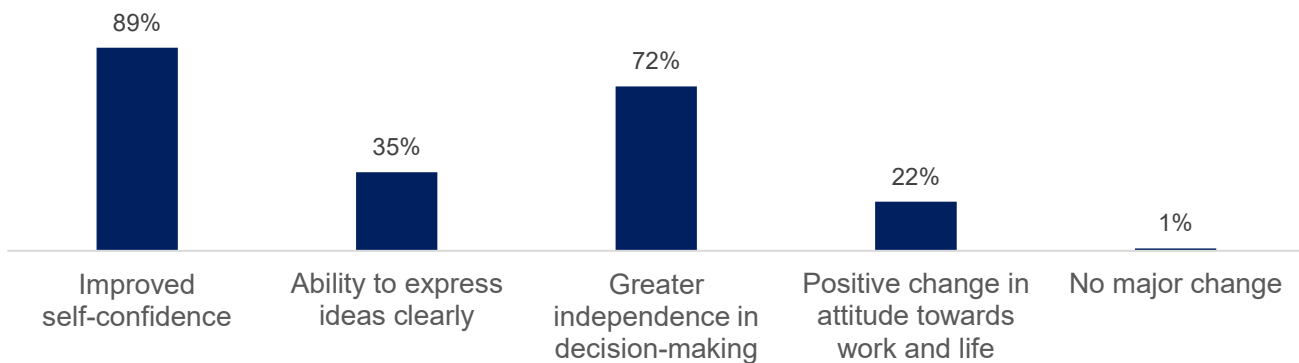
Before joining Project Nayi Disha, respondents reported facing significant soft-skills related challenges that affected their confidence and workplace readiness. The most common challenge was low confidence while speaking or expressing ideas, reported by 84.5% of respondents. This was followed by fear of interviews or workplace interactions (77%) and limited exposure to professional work environments (76%). Additionally, 66.5% of respondents reported challenges related to poor time management or discipline. These findings indicate that respondents entered the program with notable gaps in communication, confidence, professional exposure, and workplace behavior, reinforcing the importance of integrating soft skills, grooming, interview preparation, and workplace readiness modules within the skilling curriculum.

Skills beyond technical training

- **87.5%** received support in problem-solving and critical thinking, strengthening their ability to respond to workplace challenges.
- **84%** were supported in time management and discipline, improving workplace readiness and routine management.
- **83.5%** received support in communication skills, helping improve spoken and workplace communication.
- **83.5%** were supported in workplace behavior and professionalism, preparing them for formal work environments.
- **81%** reported support in decision-making and goal setting, helping respondents plan their personal and professional growth.
- **81%** received support in values and work ethics, reinforcing responsible workplace conduct.
- **71.5%** were supported in teamwork and interpersonal skills, improving their ability to work with peers and supervisors.
- **34.5%** reported support in developing an entrepreneurial mindset, indicating scope to further strengthen self-employment readiness.
- **15%** received support in basic digital skills, life planning and career clarity, and financial awareness highlighting an area for greater integration in the training curriculum.

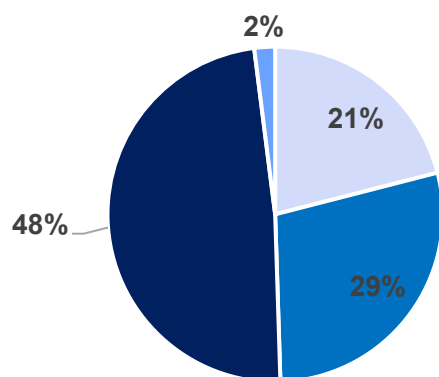
The training contributed to a strong improvement in self-confidence, with 96% of respondents reporting that they feel more self-confident after the program. This indicates that Tata STRIVE's focus on technical training, communication, grooming, and life skills has played an important role in strengthening respondents' self-belief and workplace readiness.

Change in mindset and ability to make decisions in personal and professional life



Life skills training had a strong positive impact on respondents' personal and professional mindset, with 89% reporting improved self-confidence and 72% indicating greater independence in decision-making, while only 1% reported no major change.

Improved clarity on career goals and future planning



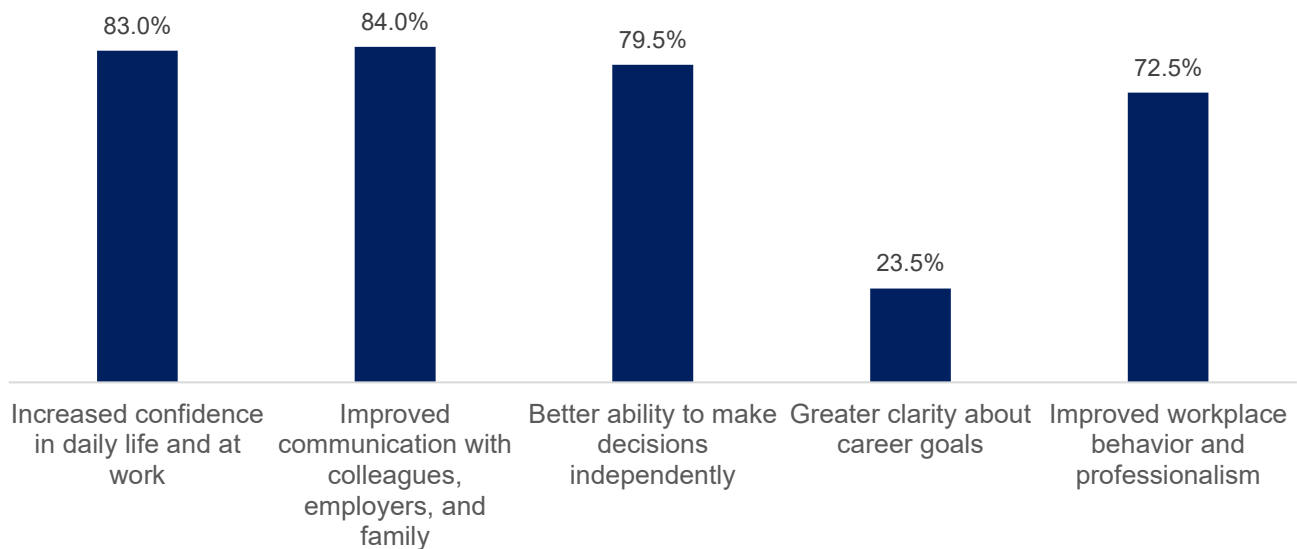
- To a significant extent I now largely have clear career and life goals
- To some extent – I have better direction than before
- To a limited extent – some clarity but still unsure
- Did not respond

Life skills training helped improve career direction for many respondents, with 21% reporting clear career and life goals and 29% gaining better direction than before; however, 48% still reported only limited clarity, indicating scope to strengthen career counselling and future-planning support within the program.



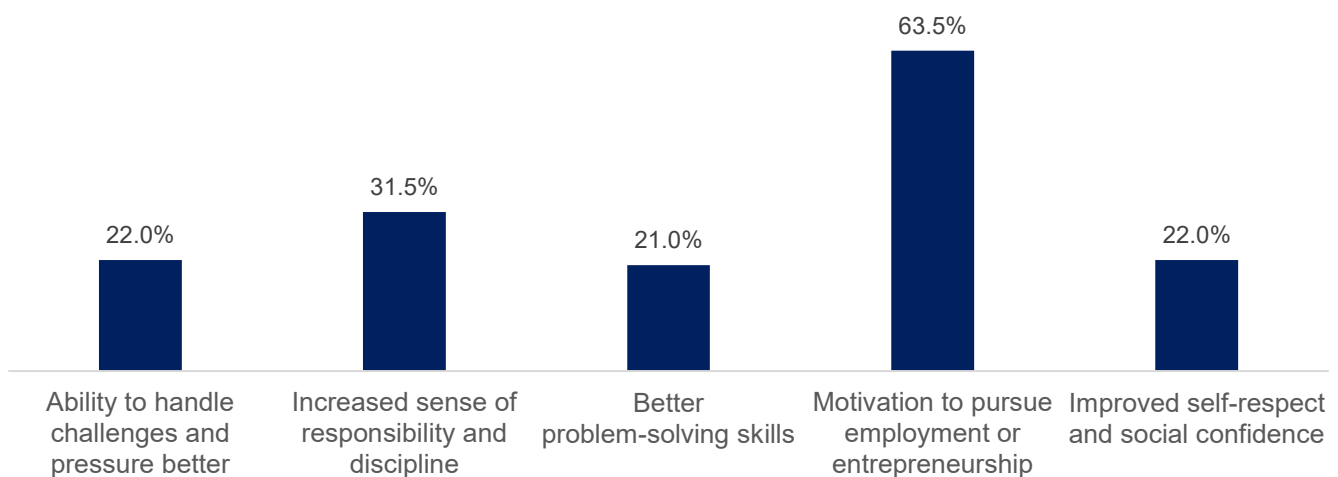
Present trainees at the Tata STRIVE center in Ponda, Goa

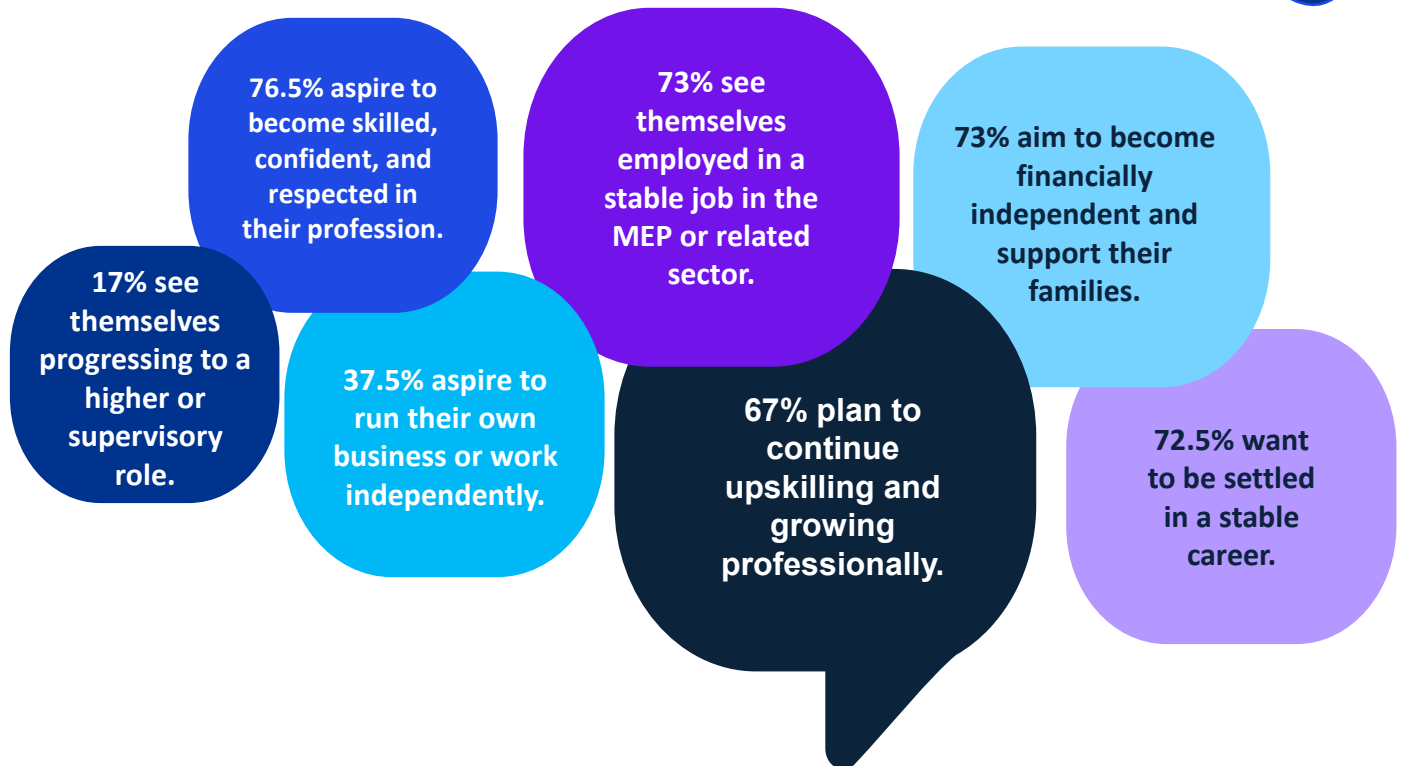
Overall influence of training on personal and professional life



The training had a meaningful influence on respondents' personal and professional development, with the strongest improvements reported in communication with colleagues, employers, and family (84%), confidence in daily life and at work (83%), and independent decision-making (79.5%). A significant proportion also reported improved workplace behavior and professionalism (72.5%), indicating better preparedness for formal work environments. Additionally, 63.5% felt more motivated to pursue employment or entrepreneurship, reflecting the program's role in strengthening livelihood aspirations.

Overall influence of training on personal and professional life





Interactions with trainees at Tata STRIVE center in Ponda, Goa



Stories of change

Trainee case study 1

Before joining the skill development program, trainee A worked in a job that earned him approximately INR 18,000 per month. Although he had the technical skills, he lacked the confidence and business knowledge required to become self-employed. He was unsure about how to acquire customers, manage finances, or expand his work independently.

Through the program, he received technical training along with guidance on entrepreneurship, customer handling, and business management. The practical exposure and mentoring helped him understand how to establish his own business, interact confidently with clients, and manage day-to-day operations effectively.

After completing the program, he started his own business. Today, he earns between INR 60,000 and INR 70,000 per month, a significant increase from his previous income. His business now serves nearly 70 to 80 regular clients, enabling him to provide a stable livelihood for his family while building a strong reputation in his community.

Sufiyaan's journey demonstrates how the right combination of technical skills, entrepreneurial guidance, and confidence-building can empower individuals to transition from salaried employment to successful self-employment.

Trainee case study 2

Before enrolling in the program, trainee B worked in a company earning approximately INR 15,000–16,000 per month. With limited technical knowledge and confidence, career growth opportunities were restricted, and saving money was difficult.

During the training program, the participant strengthened technical knowledge and practical skills through classroom learning and on-the-job training. The program also improved confidence, helping them perform more effectively at work and make informed financial decisions. Alongside higher earnings, the participant developed the habit of saving regularly and began setting aside INR 1,000–2,000 every month, eventually building savings of around INR 10,000. Following the training, the participant secured better employment with a monthly income of INR 23,000, which later increased to nearly INR 30,000 including overtime. The increased income and improved confidence have enhanced financial stability and opened up opportunities for future business aspirations.

The participant suggested that extending the duration of the training and providing additional on-the-job practical exposure—particularly for mechanical work on scooters—would further strengthen the program's effectiveness. Their journey highlights how skill development not only improves employability and income but also builds confidence, financial security, and long-term career aspirations.

Findings from the trainers

Trainer consultations indicate that Project Nayi Disha is strongly positioned to address market demand for technically skilled youth, particularly in trades such as assistant electrician, mechanical work, AC servicing, and allied field-based roles. Trainers highlighted that the program goes beyond technical instruction by combining practical skill-building with personality development, communication, grooming, workplace etiquette, and confidence-building support. This integrated approach has helped trainees become more prepared for employment, while also opening pathways for self-employment in specific market-relevant services.

Across technical trades, trainers reported visible industry demand for trained candidates. In the Assistant Electrician and mechanical-related training stream, trainers noted that placement partners continue to share significant hiring requirements, indicating that the program is aligned with existing labor market needs. Training is delivered through a mix of classroom-based theory and hands-on practical exposure, including live demonstrations and examples such as CCTV installation. Such practical components were seen as particularly valuable because they help trainees understand real-world applications and develop skills that can be used both in salaried employment and independent service-based work. CCTV installation was specifically identified as a high-demand skill with strong self-employment potential.

For the AC technician trade, trainers linked the relevance of the course to growing demand for cooling services, particularly in areas with high ambient temperatures and sectors such as hospitality, where regular AC repair, maintenance, and installation support is required. Soft skills training emerged as a critical component of the program, especially for trainees who are initially hesitant to speak or participate actively. Trainers noted that many trainees require structured encouragement to communicate, introduce themselves professionally, and understand workplace norms. Communicative English, speaking practice, and behavioral training were seen as important for helping trainees build confidence and come out of their comfort zones.

01

Trainers recommended updating technical curricula, especially in trades where content may no longer fully reflect current industry practices and technology requirements.

02

Trainers suggested extending program duration or restructuring some trades toward a more comprehensive, diploma-equivalent model to allow deeper skill development.

03

Trainers recommended strengthening on-the-job training exposure, as the current duration may not provide sufficient time for all trainees to become fully workplace-ready.

Findings from the employers

The KPMG team interacted with the employers, who have linkages with the Tata STRIVE center to understand their feedback, experience of the hiring process as well as to understand the applicability of the training skills and employment-readiness of the trainees.

Employer consultations indicate that Project Nayi Disha has been able to create meaningful placement linkages across different sectors, with employers recognizing the value of center-based training in improving trainee readiness for entry-level and semi-skilled roles. Overall, the interactions highlighted the relevance of trainees' suitability for field-based technical work, adaptability after joining, and the scale at which placements have been facilitated.

One employer reported hiring a large number of trainees for electrical trade-related roles, particularly candidates with prior exposure or experience of around three to four years. The employer noted that most placed candidates aligned well with the required profile and that feedback on their performance was consistently positive. Placement volumes were also significant, with approximately 1,000 individuals placed over a six-month period, including 300 to 400 placements linked to CSR-supported channels. . However, the employer also highlighted a recurring challenge around trainee commitment, noting that students often need to be counselled and motivated to accept long-term employment arrangements, especially where a minimum two-year contract structure is involved.

Another employer, hiring for smart metering installation work through campus placement, reported strong placement outcomes across multiple training batches. While the first batch faced initial adjustment challenges, these were seen as typical of an early implementation phase. Trainee performance improved once candidates became familiar with workplace expectations, office processes, and field-level responsibilities. The employer's key recommendation was to increase the number of trainees available for placement, indicating continued demand for trained candidates and a positive perception of the program's placement pipeline.

A third employer, associated with a longer-term institutional hiring pipeline, highlighted the need to strengthen the technical depth of training for industry-track placements. The feedback pointed to a gap between training designed for domestic or basic institutional applications and the more advanced competency requirements of certain industry roles.

This suggests that while the program is effective in building foundational employability and trade skills, there is scope to further align curriculum content with evolving employer expectations, particularly for roles requiring higher technical proficiency.

Project Alignment to UN SDGs

The Tata STRIVE-supported skilling and certification initiative demonstrates strong alignment with multiple UN Sustainable Development Goals, contributing to national and sectoral development priorities by promoting workforce participation, industry-relevant skills, and sustainable livelihoods. Through structured skill enhancement, the initiative enables participants' soft skills and technical skills and improves income-earning potential. By bridging existing skill gaps and supporting greater employability, the project contributes to broader priorities around decent work, inclusive economic growth, lifelong learning, and community well-being.

Key SDGs supported

SDGs	Target/Subsection	How it aligns
 4 QUALITY EDUCATION	4.4 – Increase the number of youth and adults with relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Project Nayi Disha strengthens access to quality vocational training through its skilling centers. By providing technical training, practical exposure, and life skills support, the initiative enhances trainees' employment readiness, confidence, and ability to pursue decent livelihood opportunities.
 8 DECENT WORK AND ECONOMIC GROWTH	8.3 / 8.5 – Promote productive activities, decent job creation, entrepreneurship, and full and productive employment with decent work. ¹	The program contributes to improved livelihood outcomes by equipping youth with market-relevant skills and supporting their transition into employment or self-employment. Training through centers helps participants access better job prospects, improve income potential, and participate more actively in the formal and informal workforce.
 1 NO POVERTY	1.4 – Ensure access to economic resources, basic services, appropriate technology, and financial services.	By improving employability and income-generation potential, the program supports household-level financial resilience. Skilled trainees are better positioned to secure stable work, contribute to household expenses, save money, and reduce vulnerability linked to unemployment or irregular income.
 10 REDUCED INEQUALITIES	10.2 – Empower and promote the social and economic inclusion of all	The center-based skilling model supports inclusion by enabling youth from underserved communities to access structured training, career guidance, and employment-linked support. This helps reduce barriers to workforce participation and creates pathways for improved social and economic mobility.

Project Alignment to National and Local priorities

The Tata STRIVE-supported skilling initiative reflects a strong commitment to strengthening employability, workforce readiness, and sustainable livelihoods among youth through center-based technical and life skills training. The initiative contributes to national and local priorities by addressing skill gaps, improving access to quality training, promoting decent work, and supporting inclusive economic participation among young people from underserved communities.

National Policy / Mission	What It Says	How program aligns
Pradhan Mantri Kaushal Vikas Yojana (PMKVY) / Skill India Mission, Ministry of Skill Development and Entrepreneurship, Government of India	PMKVY is a flagship skill certification scheme aimed at enabling Indian youth to take up industry-relevant skill training for better livelihoods. The short-term training component includes NSQF-aligned training, soft skills, entrepreneurship, financial and digital literacy, and placement assistance.	Project Nayi Disha aligns with PMKVY's focus on industry-relevant short-term skilling by providing center-based technical training, life skills, workplace readiness, and employment support. The program helps trainees improve job preparedness, confidence, communication, and access to livelihood opportunities.
National Skill Development Mission, Ministry of Skill Development and Entrepreneurship, Government of India	The Mission aims to scale skill development efforts through an outcome-focused framework that aligns employer demand for skilled workers with citizens' aspirations for sustainable livelihoods. It also focuses on quality training, standards, employability, and career progression.	Tata STRIVE directly supports this mission by offering structured, outcome-oriented skilling that prepares trainees for employment in relevant trades and sectors. By combining technical training with soft skills and placement support, the program strengthens employability and supports long-term livelihood improvement.
National Education Policy 2020, Government of India	NEP 2020 emphasizes the integration and strengthening of vocational education, with a focus on equipping learners with practical skills and improving access to quality education and lifelong learning opportunities.	The program contributes to NEP 2020 priorities by promoting vocational and practical learning outside conventional academic pathways. Tata STRIVE's center-based skilling model supports youth in gaining job-oriented competencies, improving confidence, and building pathways to employment and continued skill development.
State and District Skill Development Priorities	State Skill Development Missions and District Skill Development Plans focus on identifying local skill gaps, improving training access, supporting industry-led skilling, and creating employment opportunities suited to district-level demand.	Project Nayi Disha complements state and district priorities by addressing employability gaps among youth, offering practical training, and supporting transitions into local employment ecosystems. By improving technical skills, workplace behavior, and job readiness, the program contributes to local economic development and livelihood security.

04

Way Forward

Recommendations

The impact assessment of the Tata STRIVE-supported skilling program (Project Nayi Disha) demonstrates meaningful progress in enhancing the employability, technical capabilities, and livelihood opportunities of youth through structured center-based training. The initiative has contributed to improved job readiness, workplace confidence, communication skills, and access to employment or self-employment pathways among trainees.

By combining technical skilling with life skills, practical exposure, and placement-oriented support, the program has enabled participants to strengthen their professional preparedness and improve their prospects for sustainable livelihoods. However, sustaining and amplifying this impact will require continued strengthening of training quality, deeper industry linkages, improved post-placement tracking, and periodic upgradation of course content in line with evolving labor market needs and national skilling priorities. The following recommendations are structured around two pillars:

Strengthen industry-aligned curriculum

The curriculum is relevant and has supported strong certification and placement outcomes; however, periodic industry-led updates can further enhance its alignment with emerging requirements in Assistant Electrician, AC servicing, smart metering, CCTV installation, and allied MEP trades.

Increasing duration of practical exposure

The program may consider increasing the duration of practical exposure and On-the-Job Training (OJT), particularly for industry-track placements, to strengthen workplace readiness, enhance hands-on learning, and better align trainees' skills with job-role requirements, thereby reducing the gap between training outcomes and industry expectations.

Improving Local Placement Uptake

In Gujarat, trainees reported difficulty in accepting jobs located far from their place of residence, impacting the placement uptake despite available opportunities. The program may strengthen placement support in the state by prioritizing local and aspirational job opportunities to improve trainee uptake, retention, and post-placement continuity.

Strengthened Certification and Benchmarking

The program may be benchmarked against comparable skilling models, with a focus on strengthening certification credibility through NSDC-aligned or other recognized credentialing. This can enhance employer confidence in trainee competencies and improve certificate acceptance during placements.

Field Visit Pictures from Ponda, Goa



Thank you



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