Programme Evaluation and Impact Assessment of SMART programme by the Tech Mahindra Foundation

KPMG Advisory Services Pvt. Ltd.
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### Key Findings

<table>
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<tr>
<th>Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>13.29</td>
<td>Rupees of social value is generated for each rupee invested</td>
</tr>
<tr>
<td>15,923</td>
<td>Youth with socio-economically deprived background were trained till March 2015</td>
</tr>
<tr>
<td>864</td>
<td>Youth with visual and physical disabilities were trained till March 2015</td>
</tr>
<tr>
<td>INR 7,733</td>
<td>Average salary per month for SMART students</td>
</tr>
<tr>
<td>72.19%</td>
<td>Students are placed from SMART centers</td>
</tr>
<tr>
<td>63.00%</td>
<td>Students received job offer within one month of completing the training</td>
</tr>
<tr>
<td>66.33%</td>
<td>Students are still continuing with the same job placed by SMART center</td>
</tr>
<tr>
<td>96.30%</td>
<td>Students experienced increase in confidence level</td>
</tr>
<tr>
<td>43.60%</td>
<td>Students received information about SMART from friends/family/relatives</td>
</tr>
<tr>
<td>INR 17,614</td>
<td>Spent per year by students on household goods &amp; supporting education of siblings</td>
</tr>
<tr>
<td>INR 3.78 Cr</td>
<td>Of assets created for SMART centres till March 2015</td>
</tr>
</tbody>
</table>
### About the study

Over 3500 students responded to the online questionnaire from all 10 cities of operation

<table>
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<tr>
<th>City</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vishakapatnam</td>
<td>113</td>
</tr>
<tr>
<td>Pune</td>
<td>199</td>
</tr>
<tr>
<td>Mumbai</td>
<td>75</td>
</tr>
<tr>
<td>Kolkata</td>
<td>258</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>1051</td>
</tr>
<tr>
<td>Delhi</td>
<td>1049</td>
</tr>
<tr>
<td>Chennai</td>
<td>475</td>
</tr>
<tr>
<td>Chandigarh</td>
<td>119</td>
</tr>
<tr>
<td>Bhubaneswar</td>
<td>108</td>
</tr>
<tr>
<td>Bengaluru</td>
<td>352</td>
</tr>
</tbody>
</table>

- Visit to 5 SMART, 3 SMART+ and 2 SMART-T centers across Delhi-NCR, Mumbai, Hyderabad, Bengaluru and Kolkata
- More than 200 beneficiaries covered with FGD, 35 Trainers, 10 Community Mobilisers, 10 Center Managers, 5 Location Managers and 20 Employers interviewed
IRECS assessment

Inclusiveness
Relevance
Effectiveness
Convergence
Service Delivery
Our Findings: IRECS – Inclusiveness

- Profile of students
- Cost of training
- Selection process
- Assessment of student performance

**Inclusiveness**

- Sex ratio: 50% Female, 50% Male
- Qualification:
  - 10th
  - 12th
  - Graduation
  - Incomplete Graduation
  - ITI
  - Others

- Age profile:
  - 19 and below: 953
  - 20-25: 2178
  - 26-31: 364
  - 31 and above: 104
Our Findings: IRECS – Relevance and Expectations

Relevance

- Skills for Job
- Communication Skills and Personality Development
- Curriculum Design
- Placements
- Employer satisfaction

Expectations

- Desired Job
- Increase in self-confidence
- Supporting Family Income
- Purchase of Assets
- Support for career development for girls - delay in marriage
## Our Findings: IRECS – Convergence and Service Delivery

### Convergence
- **Tie-ups with knowledge partners:** IGIAT
- **Tie-ups with Corporates:** Tally Solutions Private Limited, Schneider Electric India Private Limited and Mahindra and Mahindra Limited
- **Course curriculum for the SMART programme**

### Service Delivery
- **Selection of Partner**
- **Location of SMART Centres**
- **Relationship between teachers and students**
- **Placements**
- **Monitoring of programme**
- **Relationship between implementation partners and TMF**
- **Infrastructure**
- **Community Mobilization**
- **Branding**
Our Findings: IRECS – Service Delivery – Branding
Social Return On Investment
Social Return On Investment methodology was used for assessing the social and economic impact SMART programme. We used Evaluative type of SROI to conduct retrospective outcome assessment.

Steps to arrive at the SROI of programme were:

A. Impact mapping
B. Evidencing outcome and giving them a value
C. Establishing impact
D. Calculating SROI

\[
\text{SROI} = \frac{\text{Total NPV of social value}}{\text{NPV of total investment}}
\]
## Step 1: Impact Mapping

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Input type of investment?</th>
<th>Outputs Summary of activity</th>
<th>Outcomes Description of the change</th>
<th>Impact Long term change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth beneficiaries</td>
<td>Time</td>
<td>Students took admission for the SMART training Training conducted for Computer skills, Spoken English, Workplace Readiness, CRS, ITES, Tally and other SMART+ / SMART-T courses. Exposure visits conducted</td>
<td>Improved skills level for employment Increased employability and access to desired employment opportunities for the students Increased self-confidence, self-esteem and aspirations among students Improved personality in terms of conversation with people, dressing and facial expressions of students Students have become financially independent Students supporting their siblings or parents</td>
<td>Reduced unemployment in the community Enhanced social and financial status of student’s family Improved wellbeing of family Improved education status of family Consideration as a role model in the community Improved physical and mental health of family</td>
</tr>
<tr>
<td>Trainers</td>
<td>Time</td>
<td>Training of Trainers conducted at each location for trainers</td>
<td>Increased understanding of the course content and improved teaching methods</td>
<td>Improved teaching-learning environment in SMART training center</td>
</tr>
<tr>
<td>Implementation Partners</td>
<td>Time</td>
<td>Develop infrastructure for SMART center</td>
<td>Assets created for the SMART center</td>
<td>Increased efficiency and outreach of the organisation</td>
</tr>
</tbody>
</table>
### Step 2: Evidencing Outcomes and giving them a value (Slide 1 of 2)

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Evidenced Outcomes</th>
<th>Indicators</th>
<th>Quantity</th>
<th>Financial Proxy</th>
<th>Value (INR)</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth beneficiaries</td>
<td>Improved skills level among students for employment</td>
<td>Change in level of skills for the students</td>
<td>15923</td>
<td>Tuition fees paid by the students for similar skills development course</td>
<td>9,000</td>
<td>Interaction during FGD with students about other private courses - considering similar courses covered</td>
</tr>
<tr>
<td></td>
<td>Increased self-confidence, self-esteem and aspirations among students.</td>
<td>Change in confidence, self-esteem and aspirations among students</td>
<td>15333</td>
<td>Amount spent on confidence boosting course/sessions</td>
<td>5,000</td>
<td>Private coaching class in Janakpuri, Delhi for 10 hours - 5 days, delivered as per age group requirement</td>
</tr>
<tr>
<td></td>
<td>Improved personality in terms of conversation with people, dressing and facial expressions of students</td>
<td>Change in personality of students</td>
<td>15333</td>
<td>Fees for the personality development course</td>
<td>6,000</td>
<td>Private coaching class in Janakpuri, Delhi for 12 hours - 6 weeks, for 10+ pass/fail students</td>
</tr>
<tr>
<td></td>
<td>Increased employability and access to desired employment opportunities for the students</td>
<td>Change in remuneration earned and change in job profile for the students</td>
<td>9523</td>
<td>Change in average annual remuneration earned per candidate in the first job after completion of the training</td>
<td>92,796</td>
<td>Interview with students</td>
</tr>
<tr>
<td>Students have become financially independent</td>
<td>Reduction in request for financial support from the parents or guardians</td>
<td></td>
<td>1996</td>
<td>Amount spent on goods purchase for household consumption, etc. in a year</td>
<td>9,977</td>
<td>Interview with students</td>
</tr>
<tr>
<td>Students supporting their siblings or parents</td>
<td>Students supporting their siblings for education or parents for household expenses</td>
<td></td>
<td>1281</td>
<td>Annual course fees paid for Music class of a sibling</td>
<td>7,637</td>
<td>Interview with students</td>
</tr>
<tr>
<td>Increase in respect from the parents, friends, community, neighbours. Consideration as a role model in the community.</td>
<td>Number of youth from the same community joining the course taking reference from the alumni</td>
<td></td>
<td>6984</td>
<td>Cost of community mobilization per student</td>
<td>523</td>
<td>Budget section from the Proposal submitted by implementation partners</td>
</tr>
</tbody>
</table>
### Step 2: Evidencing Outcomes and giving them a value (Slide 2 of 2)

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Evidenced Outcomes</th>
<th>Indicators</th>
<th>Quantity</th>
<th>Financial Proxy</th>
<th>Value (INR)</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainers</td>
<td>Increased understanding of the course content and improved teaching methods</td>
<td>Increased understanding of the course content and improved trainer-student engagement</td>
<td>195</td>
<td>Fees paid for the TOT course</td>
<td>30,780</td>
<td>Fees charged by Bodhi Organisational and People Development Consultants for Training the trainers in a 5 day workshop - group nomination <a href="http://bodhi.co.in/">http://bodhi.co.in/</a></td>
</tr>
<tr>
<td>Implementation Partners</td>
<td>Assets created for the SMART center</td>
<td>New infrastructure created for SMART training centers</td>
<td>50</td>
<td>Average cost of infrastructure at one center</td>
<td>7,56,972</td>
<td>Data provided by Tech Mahindra Foundation</td>
</tr>
</tbody>
</table>

**Indicators**: 
- Increased understanding of the course content and improved teaching methods
- Increased understanding of the course content and improved trainer-student engagement
- Fees paid for the TOT course
- Fees charged by Bodhi Organisational and People Development Consultants for Training the trainers in a 5 day workshop - group nomination
- [http://bodhi.co.in/](http://bodhi.co.in/)

**Sources**: 
- Fees charged by Bodhi Organisational and People Development Consultants for Training the trainers in a 5 day workshop - group nomination
- [http://bodhi.co.in/](http://bodhi.co.in/)
- Data provided by Tech Mahindra Foundation
Step 3: Establishing impact

To reduce the risk of over claiming the impact, following four aspects are used. These help gain the credibility of impact calculation and identify measures to enhance the impact.

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

**Outcome attribution for SMART programme = 37%**

**Displacement** is the positive impact on one stakeholder at the cost of a negative impact on other stakeholder.

**Displacement for the SMART programme = 0%**

**Deadweight** is an estimation of the social benefits that would have accrued anyway, even without the intervention.

- increased employability and access to desired employment opportunities = 16.49%
- for other outcomes = 0%

**Drop-off** is the proportion of outcomes which are not sustained.

**Drop-off for all outcomes of the SMART programme = 20% each year**

Impact = Quantity of outcome * Proxy Value * Attribution – Deadweight – Displacement – Drop-off for each year
Step 4: Calculating SROI

SROI calculation

SROI is a ratio of cumulative present value for each outcome against the total investment in the project

\[
SROI = \frac{\text{Total NPV of social value}}{\text{NPV of investment}}
\]

Based on the values from the calculations, SROI is:

\[
\frac{149,04,64,906}{11,22,20,607} = 13.28
\]

For each 1 rupee invested by Tech Mahindra Foundation on SMART programme, total 13.28 rupees of social value is generated
Recommendations

1. Guidelines for branding, communication material and infrastructure
2. Reporting and sharing of good practices and learnings
3. Partner due-diligence reporting
4. Guidelines for community mobilization
5. Guidelines for trainer selection process
6. Review student evaluation process
7. Formation of alumni groups
8. Establishing employer helpline and candidate web-portal
9. Increase in field work and hands-on component
10. Student selection criteria
11. Smart-Talk: Special sessions on confidence building and personality development
Feedback

This course have build my confidence and made me to take my own decision. They have also help me how to speak in English.
- Priyanka, Pune

Excellent programme for unemployed youth.
- Hema, Visakhapatnam

Institute is a very happy and friendly place. Faculties are very good. They motivate students.
- Nagamani, Visakhapatnam

Joining SMART centre was a turning point of my life.
- Satyagopal, Kolkata

I am very happy after joining the center. I have improved my spoken English capacity & knowledge of computer. Thanks to TMF for this noble opportunity
- Puja, Kolkata

Now I am happy. My life has changed.
- Syed, Bengaluru

Thanks to the trainer who give us all the knowledge about English, Computer and CRS. They are support of my career beginning.
- Reshma, Kolkata

I learned tally without paying money. If I go outside, I would have paid some INR 6000 but the SMART Centre helped me to learn easily.
- Asha, Chennai

This is Best Course for Student which increases our confidence level & also provide source of money too.
- Yogeshwari, Pune

I would like to thank to Tech Mahindra for giving me this chance to learn various course like Basic Knowledge of M.S. Office, Spoken English, and learning about how to attend the interview, to communicate with people in office or with other. It has helped me to be more confident in my job. I would like to thank my Teachers who trained me and helped me whenever needed. Once again I thank to Tech Mahindra.
- Antleena, Hyderabad
Thank You!

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