

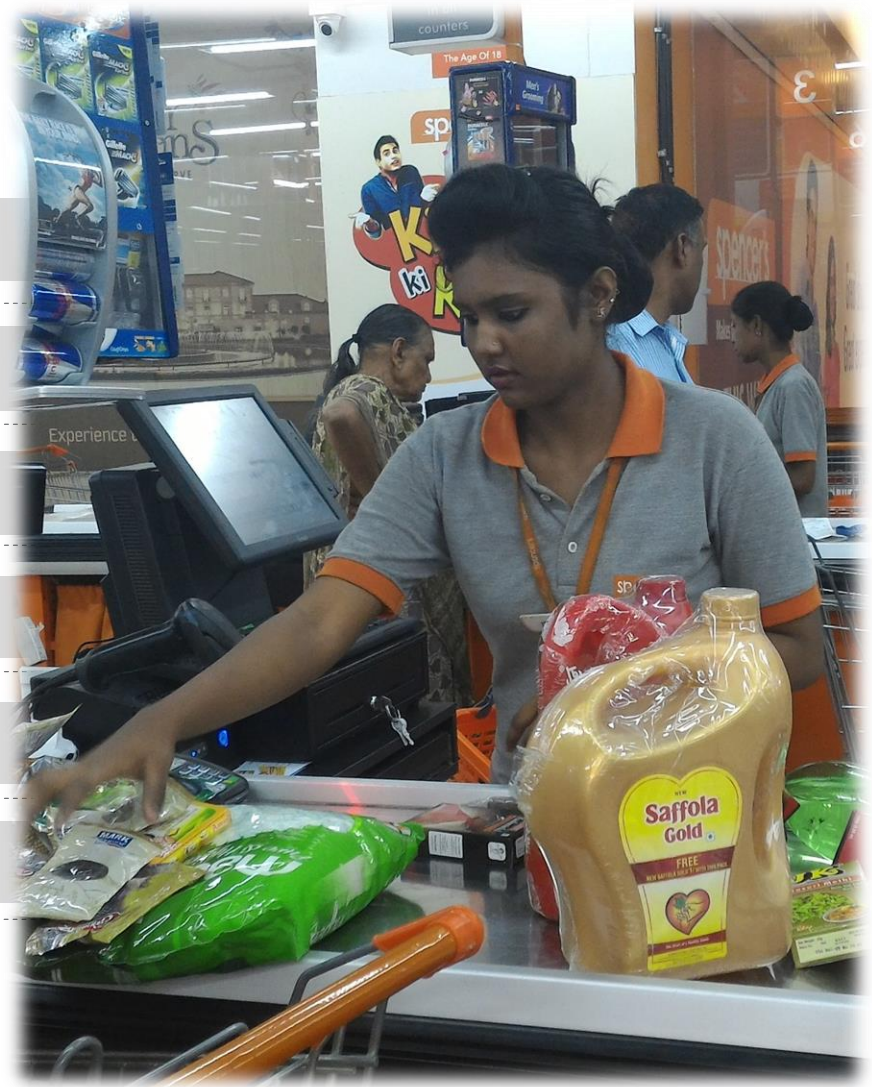
## Programme Evaluation and Impact Assessment of SMART programme by the Tech Mahindra Foundation

KPMG Advisory Services Pvt. Ltd.





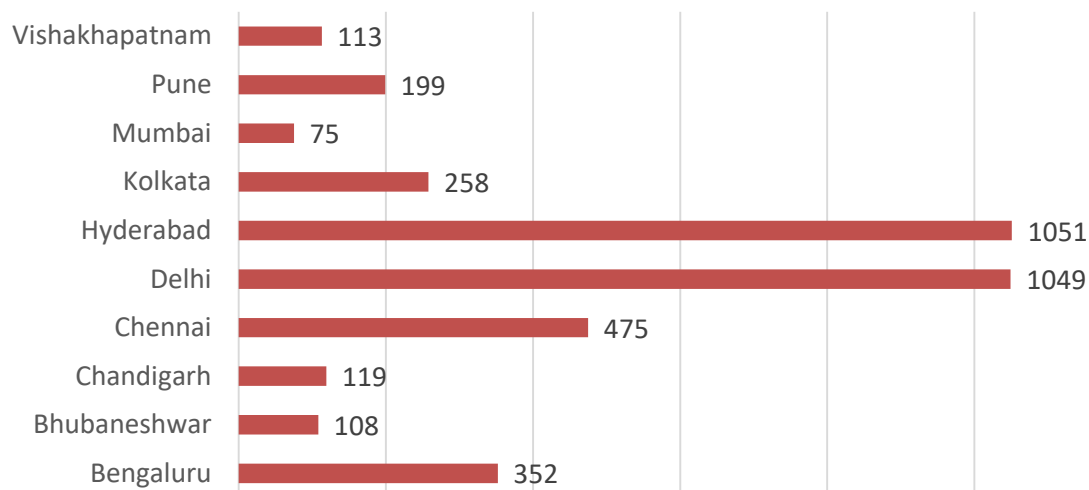
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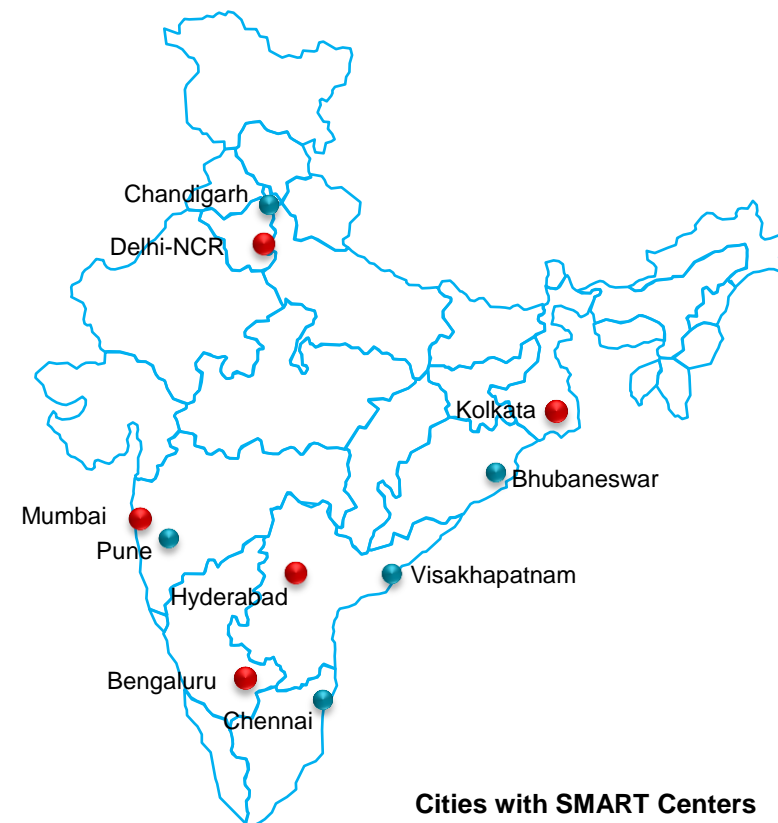
## Key Findings

13.29	rupees of social value is generated for each rupee invested
15,923	youth with socio-economically deprived background were trained till March 2015
864	youth with visual and physical disabilities were trained till March 2015
INR 7,733	average salary per month for SMART students
72.19%	students are placed from SMART centers
63.00%	students received job offer within one month of completing the training
66.33%	students are still continuing with the same job placed by SMART center
96.30%	students experienced increase in confidence level
43.60%	students received information about SMART from friends/ family/ relatives
INR 17,614	spent per year by students on household goods & supporting education of siblings
INR 3.78 Cr	of assets created for SMART centres till March 2015

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



- 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

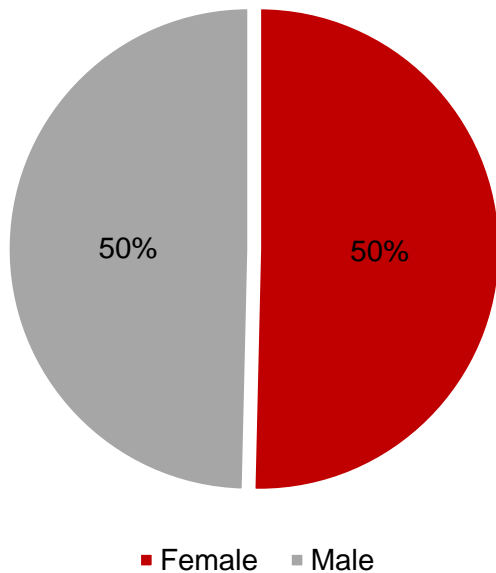
Convergence

Service Delivery

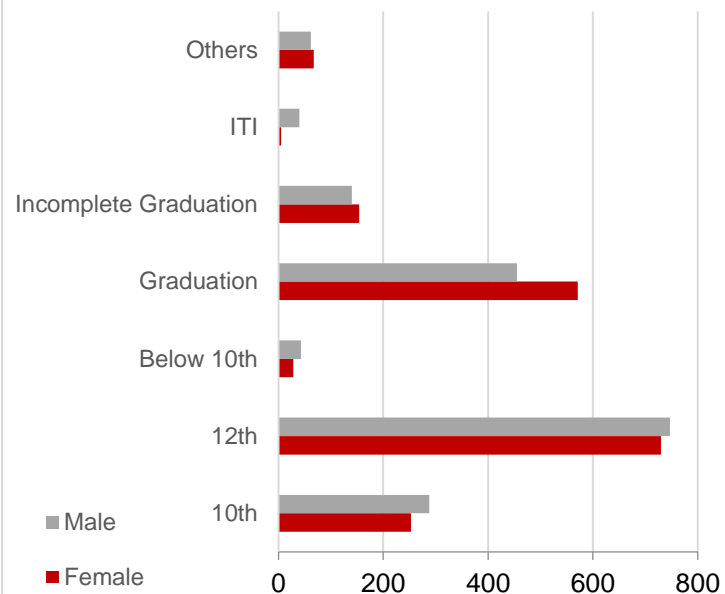
## Inclusiveness

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

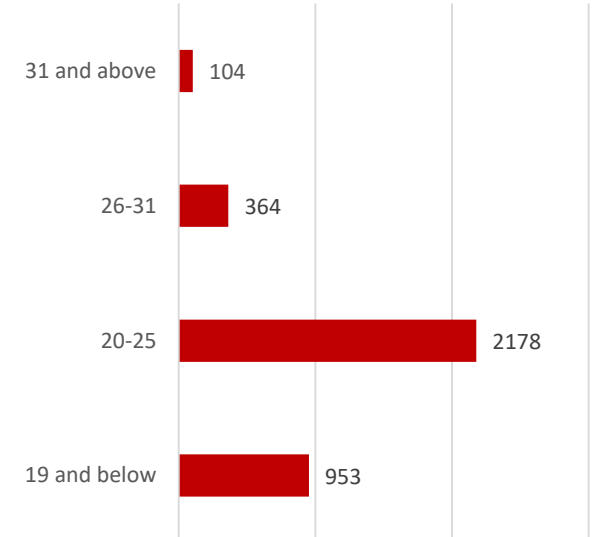
Sex ratio



Qualification



Age profile



### 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

### 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



**LEARN TO EARN**

**Placement Linked Course**  
With Assured Placement Assistance

**SMART CENTER**

Basic IT Skills  
Youva English  
Customer Relationship & Sales  
IT-Enabled Services  
Workplace Readiness

LA MARTINIÈRE SEOMP SOCIETY  
Creating Tomorrow

**LA MARTINIÈRE SEOMP SOCIETY  
LMSS-TMF SMART CENTER**  
Atmodaya Bhavan, 11, U.N. Brahmachari Street, Kolkata- 700017  
Contact No.- 033-65010973, 22809337  
E-Mail: lmss.tmf@gmail.com  
Website: www.lamartiniereseomp.org

Smart Career Opportunities  
with Assured Placement Assistance

Workplace Readiness  
Communicative English  
Retail Sales  
Basic IT Skills & IT-Enabled Services

**Learning For Earning**

**SMART CENTER**

LA MARTINIÈRE SEOMP SOCIETY  
Creating Tomorrow

**Tech Mahindra FOUNDATION**

**La Martinierese Seomp Society  
LMSS-TMF SMART CENTER**  
18, Duff Street, Kolkata- 700 006  
Kolkata Diocesan K.G. School Campus, 1st Floor  
Contact No.- 033-65014769; E-Mail: lmss.tmf02@gmail.com

**Tech Mahindra FOUNDATION SMART Training and Jobs Centre**

- \* English—spoken and written
- \* Basic Computers
- \* Tally
- \* Personality Development
- \* Skills for Job Interview
- \* Duration: 3 months
- \* Age : 18 years till 45 years  
(Interested People above 45 years can also contact us!)
- \* Eligibility : 8<sup>th</sup> till post graduates.  
(Job as per Qualification & skills)

**Admission fee - Rs 300 /-**  
ट्रेनिंग का बाकी खर्चा Tech Mahindra Foundation द्वारा दिया जाएगा

Agrasar - Tech Mahindra SMART Centre  
DC Tower, 1st Floor, Ram Nagar Mode,  
Near Shudhshree Chowk, Basai Road,  
Gurgaon, Haryana  
Call : 9560082153 or 0124-2220444 Now

Agrasar - Tech Mahindra SMART Centre  
Shree Shyam House, 2nd Floor, Opp.  
Allahabad Bank, Meta Road, (Near Bus Stand)  
Gurgaon, Haryana. Call 9560082137

**Call : 9560082153, 9560082137 or 0124-2220444 now.**



# **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

Stakeholder	Input	Outputs	Outcomes	Impact
	<i>type of investment?</i>	<i>Summary of activity</i>	<i>Description of the change</i>	<i>Long term change</i>
Youth beneficiaries	Time	Students took admission for the SMART training	Improved skills level for employment	Reduced unemployment in the community
		Training conducted for Computer skills, Spoken English, Workplace Readiness, CRS, ITES, Tally and other SMART+ / SMART-T courses. Exposure visits conducted	Increased employability and access to desired employment opportunities for the students	
			Increased self-confidence, self-esteem and aspirations among students	Enhanced social and financial status of student's family
			Improved personality in terms of conversation with people, dressing and facial expressions of students	
			Students have become financially independent	Improved wellbeing of family
			Students supporting their siblings or parents	Improved education status of family
			Increase in respect from the parents, friends, community members, neighbours and relatives.	Consideration as a role model in the community
			Increased support for career development for girls and reduced pressure for marriage	Improved physical and mental health of family
Trainers	Time	Training of Trainers conducted at each location for trainers	Increased understanding of the course content and improved teaching methods	Improved teaching-learning environment in SMART training center
Implementation Partners	Time	Develop infrastructure for SMART center	Assets created for the SMART center	Increased efficiency and outreach of the organisation

## Step 2: Evidencing Outcomes and giving them a value (Slide 1 of 2)

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

## Step 2: Evidencing Outcomes and giving them a value (Slide 2 of 2)

Stakeholder	Evidenced Outcomes	Indicators	Quantity	Financial Proxy	Value (INR)	Source
Trainers	Increased understanding of the course content and improved teaching methods	Increased understanding of the course content and improved trainer-student engagement	195	Fees paid for the TOT course	30,780	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>
Implementation Partners	Assets created for the SMART center	New infrastructure created for SMART training centers	50	Average cost of infrastructure at one center	7,56,972	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 considers 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.

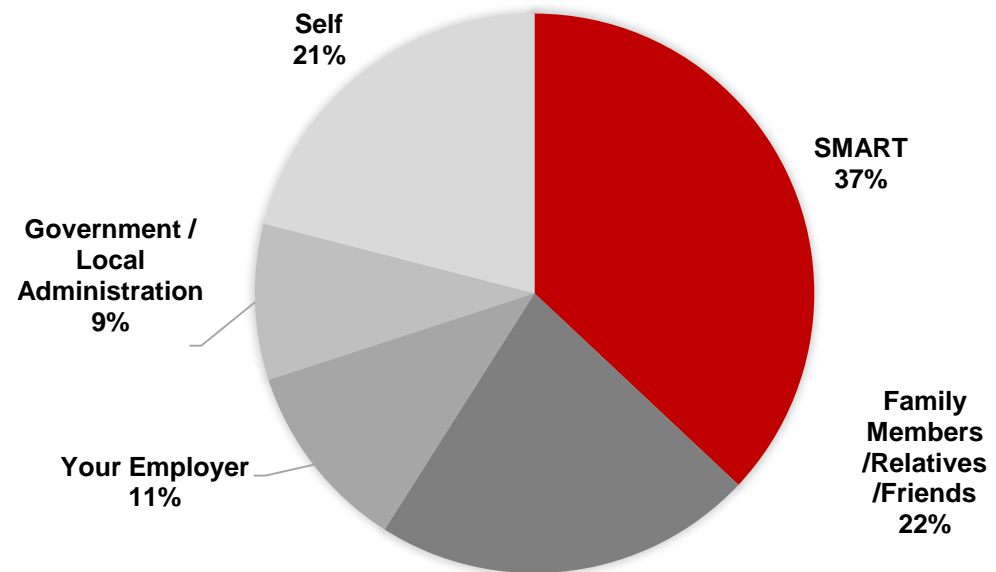
**Displacement for the SMART programme = 0%**

**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**

### SROI calculation

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

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

Based on the values from the calculations, SROI is:

$$\text{SROI} = \frac{149,04,64,906}{11,22,20,607} = \mathbf{13.28}$$

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

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

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

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

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

- Reshma, kolkata

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

-Yogeshwari, 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

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

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

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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