

# IMPACT ASSESSMENT STUDY OF TECH MAHINDRA FOUNDATION'S SKILLING AND UPSKILLING INTERVENTIONS IN THE ALLIED HEALTHCARE SECTOR



## **Disclaimer**

This report is based on the Impact Assessment Study conducted for Skilling and Upskilling in Allied Healthcare Sector by Tech Mahindra Foundation (TMF). The information contained in the report is of general nature and will not be intended to address the circumstances of any particular individual or entity. Recommendations and Comments in our Report are not intended, nor should they be interpreted to be a binding opinion. IICA does not undertake any responsibility arising in any way whatsoever, to any person other than TMF in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused.

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## ACKNOWLEDGEMENT

The development be it social, economic or political, does not happen in isolation. The actual development is possible when all the efforts are converged and every one works together in order to release measurable social impact. Corporate Social Responsibility is a way to put additional efforts to provide impetus to the development of the country and its people. Tech Mahindra, a trailblazer in Corporate Social Responsibility since 2006, operates through its Foundation, emphasizing empowerment through education. The flagship Skills-for-Market Training (SMART) Programme spans 90 Centers across 11 cities, offering employability skills to economically disadvantaged youth. The Healthcare Academies, launched in collaboration with strategic partners, stand out as high-quality paramedical training institutes. These academies, situated in various cities, signify Tech Mahindra's commitment to nurturing qualified healthcare professionals, underscoring its dedication to creating a more inclusive and empowered society.

This report is an outcome of the Impact Assessment Study undertaken by the Centre for Excellence in CSR & Corporate Citizenship, Indian Institute of Corporate Affairs (IICA). The study was undertaken with the cooperation and support of the officials of Tech Mahindra Foundation (TMF).

We extend our sincere thanks to Tech Mahindra Foundation and its officials involved in the study. This endeavour would not have been possible without their coordination and constant support. Our gratitude also goes to the field coordinators and data enumerators for their dedicated efforts in conducting the field study. Additionally, we owe thanks to the respondents of the study, including students, alumni, teachers, trainers, administrative and managerial staff and everyone else associated with the Allied Healthcare Centers, Academies and Tech Mahindra Faculty of Nursing (Banasthali Vidyapith). Special appreciation goes to the heads of the respective Academies and Centers for their support and facilitation of the study.

### **Assessment Team**

Mr. Mukesh Kumar  
Head - Centre for Excellence in CSR & Corporate Citizenship  
Email: mukesh.kumar@iica.in

Dr. Ankita Sharma  
Senior Research Associate - Centre for Excellence in CSR & Corporate Citizenship  
Email: ankita.sharma@iica.in

Dr. Mona Jha  
Senior Research Associate - Centre for Excellence in CSR & Corporate Citizenship  
Email: mona.jha@iica.in

Ms. Diksha Yadav  
Research Associate - Centre for Excellence in CSR & Corporate Citizenship  
Email: diksha.yadav@iica.in

Ms. Sana Farid  
Research Associate - Centre for Excellence in CSR & Corporate Citizenship  
Email: sana.farid@iica.in



## OVERALL IMPACT OF THE CSR INTERVENTION: MAJOR HIGHLIGHTS

- The intervention holds significant relevance in the current socio-economic landscape of India, as it empowers underprivileged youth, making them employable and fostering positive impacts in their lives.
- The socio- economic status of the trainees and their families have improved, as 89.81% of the trained candidates were provided job placement at the completion of the training.
- The training programme actively contributes to the economic growth of the country by mitigating youth unemployment, thereby fostering a positive impact on the nation's workforce.
- The training programme plays a pivotal role in empowering women by facilitating career boosts and restarts, enabling them to actively contribute to family finances, and ultimately achieving economic independence.
- The intervention by Tech Mahindra Foundation actively contributes to the attainment of United Nations Sustainable Development Goal 4, specifically targeting 'Education for all.' With a focus on sub-target 4.4, the programme strives to increase the number of individuals possessing relevant skills for employment, decent jobs, and entrepreneurship by 2030.

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	1
<b>INTRODUCTION</b>	3
About the Programme under Evaluation	3
Overview of the Programme	3
About Tech Mahindra Limited and Tech Mahindra Foundation	3
About Tech Mahindra SMART Centers, SMART Academies for Healthcare and Banasthali College of Nursing	4
<b>METHODOLOGY USED FOR ASSESSMENT</b>	13
IICA's Six-Step Approach for Research	13
Sources of Data Collection	13
Methods and Tools of Data Collection	13
Sampling	14
Sample Size Distribution	15
<b>FINDINGS AND IMPACT ASSESSMENT</b>	16
Demographic Profile	16
Effectiveness of the training delivered by TMF SMART Centers and SMART Academies	19
Salary offered to Alumni after placement	19
Total Employment Rate	20
The process, method and the quality of training delivered	22
Happiness level of the beneficiaries	23
Infrastructure provided at Banasthali College of Nursing	23
Relevance of the training in meeting the needs of the beneficiaries	24
Client interaction abilities of TMFs Alumni	25
Impact of the intervention in the lives of Alumni	25
Contribution of the training in socio-economic inclusion and empowerment of women	30
<b>SWOC ANALYSIS</b>	32
<b>OECD MATRIX</b>	33
<b>IDENTIFICATION OF HOSPITALS AND INDUSTRY PARTNERS</b>	36
Criteria for Selecting Collaborative Partners	36
Hospitals and Diagnostic Centers Offering Opportunities	37
<b>SUCCESS STORIES</b>	41
<b>SCOPE OF IMPROVEMENT &amp; RECOMMENDATIONS</b>	43



## LIST OF ACRONYMS AND TERMS

KII	Key Informant Interview
SMART	Skills for Market Training
CSR	Corporate Social Responsibility
OECD	Organisation for Economic Co-Operation & Development
TMF	Tech Mahindra Foundation
IT	Information Technology
MLT	Medical Laboratory Technology
CPR	Cardiopulmonary Resuscitation
LMS	Learning Management System
GDA	General Duty Assistance
FGD	Focused Group Discussion
IICA	Indian Institute of Corporate Affairs
KMSSS	Kannagi Nagar Marialaya Social Service Society



## LIST OF FIGURES

Figure 1 : IICA six step approach for research	13
Figure 2 : OECD Framework	14
Figure 3 : Gender representation of the alumni of TMF SMART Academies and SMART Centers	16
Figure 4 : Educational Status of the beneficiaries of TMF SMART Academies	16
Figure 5 : Educational Status of the beneficiaries of TMF SMART Centers	17
Figure 6 : Spatial Distribution of the beneficiaries of SMART Academies	17
Figure 7 : Spatial Distribution of the beneficiaries of SMART Centers	18
Figure 8 : Economic Status of the beneficiaries families of TMF SMART Centers and SMART Academies	18
Figure 9 : Salary offered to the Alumni of TMF SMART Centers and Academies after placements	19
Figure 10 : Employment Status of the beneficiaries	20
Figure 11 : Status of the beneficiaries leaving the training in between	21
Figure 12 : Parameters required for assessing the effectiveness of the training	21
Figure 13 : Happiness level of the beneficiaries	23
Figure 14 : Infrastructure facilities utilized by the students	24
Figure 15 : Industry Alignment :Alignment of TMFs training to Industrial Alignment	24
Figure 16 : Status of beneficiaries interacting with the customers	25
Figure 17 : Improvement in the career path of the beneficiaries	28
Figure 18 : Status of Personal Development of the beneficiaries	29
Figure 19 : Gender distribution of allied healthcare workforce	31
Figure 20 : Allied Health Professions with Higher % of Males	31
Figure 21 : Collaborative Partnership for On-the-Job Training and Placements with TMF	36
Figure 22 : Post-Training Employment Pathways: Alumni Approaches to Securing Jobs	37

## LIST OF IMAGES

Image 1	: TMF SMART Center, Valliappa Foundation Tamil Nadu	4
Image 2	: TMF SMART Academy, APSA Telangana	5
Image 3	: Alumni of TMF SMART Center, Upasana, Odisha	5
Image 4	: Beneficiaries of TMF SMART Center, Shusrusa Odisha	6
Image 5	: TMF SMART Center, Kannagi Nagar Marialaya Social Service Society, Tamil Nadu	6
Image 6	: TMF SMART Center, KIMS Foundation, Telangana	7
Image 7	: TMF SMART Center, BCT Andra Pradesh	7
Image 8	: TMF SMART Center, SHIELD Maharashtra	8
Image 9	: TMF SMART Center, CDEW Karanataka	8
Image 10	: Beneficiaries of the TMF SMART Center, RIT West Bengal	9
Image 11	: TMF SMART Academy, New Delhi	9
Image 12	: TMF SMART Academy, Mohali	10
Image 13	: Focus Group Discussion with Alumni and Students of TMF SMART Academy, Mohali	10
Image 14	: TMF SMART Academy, Navi Mumbai	11
Image 15	: TMF SMART Academy, Pune	11
Image 16	: TMF SMART Academy, Navi Mumbai	11
Image 17	: Tech Mahindra Faculty of Nursing, Banasthali Vidyapith	12
Image 18	: Discussions post KII of the head and trainers at TMF SMART Academy, Pune	22
Image 19	: TMF SMART Academy, Mohali	26
Image 20	: Extra Curricular Activities done by the beneficiaries of TMF SMART Academy, Pune	27
Image 21	: Focus Group Discussion with the beneficiaries of TMF SMART Academy, New Delhi	27
Image 22	: Notice board showing extra curricular activities at TMF SMART Academy, Navi Navi Mumbai	28
Image 23	: Cheerful response in the Focus Group Discussion by the beneficiaries of the TMF SMART Academy, Mumbai	35
Image 24	: Focus Group Discussion with the beneficiaries of TMF SMART Academy, Pune	44





## LIST OF TABLES

Table 1 : Objective, strategies and Key Stakeholders	3
Table 2 : Research Methods, Tools and Modes used for the study	14
Table 3 : Sample Size distribution	15
Table 4 : Showing the Market demand, supply and Gap of Allied healthcare professionals	21
Table 5 : Overall Impact of TMFs intervention in the lives of the beneficiaries	29
Table 6 : SWOC Analysis	32
Table 7 : OECD Matrix	33
Table 8 : Hospitals and Diagnostic centers offering opportunities	37

## EXECUTIVE SUMMARY

The "Impact Assessment Study of TMFs Skilling & Upskilling Interventions in the Allied Healthcare Sector" is a comprehensive analysis conducted by the Indian Institute of Corporate Affairs. This exercise aims to assess the quality, effectiveness, and overall contribution of skilling initiatives within the allied healthcare sector, specifically within TMFs SMART Academies, SMART Centers, and Banasthali College of Nursing. The primary objective is to evaluate the impact of skilling courses on alumni, considering both qualitative and quantitative outcomes in their professional lives. The study also aims to pinpoint potential areas for improvement in TMF's overall healthcare skilling programmes. Additionally, the research strives to identify hospitals and industry partners interested in collaborating with healthcare academies for upskilling initiatives.

Furthermore, the study seeks to facilitate establishing connections with hospitals and diagnostic centers willing to provide on-the-job training and placements for students trained by SMART Healthcare Academies and SMART Centers in various job roles. This holistic approach aims to enhance the effectiveness and relevance of TMF's healthcare skilling programmes, fostering meaningful partnerships and ensuring that the graduates are well-prepared for diverse roles in the healthcare sector.

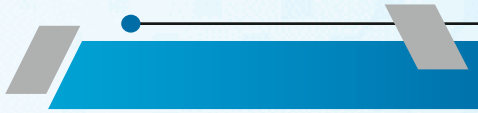
The Skilling and Up Skilling Intervention by TMF in Allied healthcare stands as a highly relevant and impactful programme within the socio-economic landscape of India. Aligned with the United Nations Sustainable Development Goal 4, specifically focusing on 'Education for all,' the intervention addresses the sub-target 4.4, aiming to increase the number of individuals with relevant skills for employment, decent jobs, and entrepreneurship by 2030.

The shortage of Allied Healthcare Professionals (AHPs) in India, estimated at over 64 lakh, necessitates urgent action. The programme strategically contributes to closing this gap, emphasizing preventive healthcare measures and creating employment opportunities, particularly for women. Gender inclusivity is evident, with 94.57% of female trainees in TMF SMART Academies and 79.55% in TMF SMART Centers.

Effectiveness is a cornerstone of the intervention, evident in the quality of training, implementation techniques, and approaches. Rigorous monitoring mechanisms, including daily reporting, third-party audits, and classroom observations, ensure training efficiency. Positive feedback from 78.21% of respondents regarding adequately supplied training materials, 73.18% citing extensive practical experience, and 69.27% acknowledging sufficient industrial visits further validate the programme's effectiveness.

Efficiency is demonstrated through an impressive 89.81% placement rate, showcasing a seamless transition from training to successful employment. This efficiency highlights the programme's ability to match skill development with real-world employment opportunities, emphasizing its result-oriented approach.

The impact of the intervention is profound, as evidenced by the professional skills gained by trainees, leading to increased employability. Job placements at the end of training not only improve the socio-economic status of trainees and their families but also contribute to the overall economic growth of the country by reducing youth unemployment.



Sustainability is embedded in the programme's design, with high relevance to India's socio-economic context and alignment with UN SDG 4. The acknowledgment by 86.03% of trainees regarding alignment with market/industry requirements ensures adaptability and longevity. The programme addresses healthcare workforce shortages, contributing to long-term sustainability in the allied healthcare domain.

The assessment, conducted by the Indian Institute of Corporate Affairs (IICA), integrates both quantitative and qualitative methods following the OECD Assessment Framework. Extensive primary data collection involved direct engagement with beneficiaries and stakeholders, ensuring a thorough understanding of on-the-ground impact. The study, characterized by methodological rigor and triangulation, transitions into a phase of analysis, interpretation, synthesis, and formulation of actionable insights and recommendations.

The research methods, tools, and modes, including alumni interviews, key informant interviews, focus group discussions, desk reviews, and observations, contribute to a comprehensive understanding of TMF's CSR interventions in the allied healthcare sector. The sampling approach ensures a representative and nuanced assessment of the multifaceted impact of the project.

TMF's Training and Skilling Intervention, as rigorously evaluated by IICA, emerges as a comprehensive and impactful initiative. It effectively bridges skill gaps, promotes gender inclusivity, ensures efficiency in training-to-employment transitions, and significantly contributes to sustainable development, economic growth, and reduced unemployment in India.

# INTRODUCTION

## About the Programme under Evaluation

The programme under evaluation is an Impact Assessment of TMFs interventions in skilling and upskilling in Allied Healthcare Sector as implemented through TMF SMART Academies, SMART Centers and Tech Mahindra Faculty of Nursing ( Banasthali Vidyapith).

## Overview of the Programme

Table 1 : Objective, Strategies and Key Stakeholders

Objective	Strategies	Key Stakeholders
To provide employability skills training to youth, TMF has interventions in Allied Healthcare through SMART Centers, SMART Academies, and the Banasthali College of Nursing.	TMF employs a multi-faceted strategy by establishing SMART Centers nationwide, offering foundational skills training, extending impact through specialized SMART Academies for advanced courses, and providing infrastructural support to institutions like Banasthali College of Nursing.	Tech Mahindra Limited Tech Mahindra Foundation Trainees Trainers Employers Alumnis

## About Tech Mahindra Limited and Tech Mahindra Foundation

Tech Mahindra Limited (TML) stands as a prominent global facilitator of digital transformation, consulting, and business re-engineering services and solutions. As a vital part of the esteemed Mahindra Group, TML extends its reach across 90+ countries and boasts a workforce exceeding 157,000 employees. The company is dedicated to delivering seamless and integrated experiences across the realms of digital, physical, and convergent dimensions.

TML places a strong focus on harnessing next-generation technologies, such as 5G, Edge computing, the Metaverse, Block chain, Quantum Computing, Cyber security, Artificial Intelligence, and more. This strategic emphasis aims to facilitate end-to-end digital transformation for its global clientele, ensuring they remain at the forefront of technological innovation.

From its inception, Tech Mahindra Limited has upheld a commitment to social responsibility, actively engaging in Corporate Social Responsibility (CSR) activities. These initiatives are geared towards benefiting socio-economically disadvantaged communities in India. By contributing to CSR efforts, the company aims to make a positive impact on the lives of individuals and communities facing economic challenges.

Tech Mahindra Foundation (TMF) operates as a fully owned subsidiary of Tech Mahindra Limited. Registered as a charitable company in March 2006 under section 25 of the Companies Act 1956, TMF has completed the filing of Form CSR-1 with the Ministry of Corporate Affairs and officially registered for conducting CSR activities. The foundation functions as a separate and distinct entity, established to ensure the efficient and professional execution of Tech Mahindra Limited's Corporate Social Responsibility initiatives. TMF is responsible for executing programmes and initiatives focused on Education and Employability as integral components of Tech Mahindra's CSR efforts.

The CSR vision of Tech Mahindra Limited is "Empowerment through Education."

Disability and Women's Empowerment serve as two overarching themes that are integrated into all projects undertaken by the foundation. The implementation of projects occur both through direct involvement and collaboration with registered non-governmental organizations, adhering to the stipulations outlined in Section 135 of the Companies Act 2013 and subsequent amendments introduced by the Government of India as applicable.

## About Tech Mahindra SMART Centers and SMART Academies for Healthcare

### SMART Centers

Tech Mahindra Foundation's Skills-for-Market Training (SMART) Programme, initiated in 2012 with three Centers, has become their primary employability initiative. With 90 Centers across 11 cities, the programme targets economically disadvantaged youth, emphasizing foundational skills like Spoken English, Basic IT proficiency, and Workplace readiness. The meticulously designed curriculum ensures participants are well-equipped for suitable employment, aligning with the programme's overarching goal of fostering dignified job opportunities.

The SMART training Centers offer students a diverse range of options with 15 domains and 50 courses, spanning industries like BFSI, Healthcare, Automobile, and more. This comprehensive selection caters to varied interests and career aspirations. The impact assessment study by IICA focuses on the healthcare aspect, with ten Centers across five cities providing specialized courses such as Home Health Aid and Medical Billing. This targeted approach enhances employability in the healthcare sector, showcasing SMART Programmes as a robust initiative addressing the specific needs of Economically Weaker Sections and contributing significantly to urban youth's employability and livelihood prospects.

### 1. Valliappa Foundation Tamil Nadu

Valliappa Foundation, in collaboration with Tech Mahindra Foundation as part of its CSR initiative, is actively conducting various training programmes to offer quality education to rural communities and underprivileged youth in areas including medical coding and AR callings. The group's mission is to empower the youth of India with employable skills, contributing to the transformation of the nation. Expert trainers in diverse fields lead these programmes, leveraging state-of-the-art technology and support systems to provide students with the latest and highest-quality training.

Image 1 : TMF SMART Center, Valliappa Foundation Tamil Nadu



## 2. APSA Telangana

Through the TMF SMART programme in Hyderabad since 2013, APSA provides skill training in Computer Applications, CRM, Medical Coding, ITES-BPO, Retail, and Tally Accounting. In two training centers, over 6,000 youths have been trained and placed in entry-level jobs, earning monthly salaries of INR 15,000-20,000. APSA also leverages e-Van, the Greater Hyderabad Municipal Corporation's mobile Employment Van, to share job openings with trainees.

Image 2 : TMF SMART Center, Valliappa Foundation Tamil Nadu



## 3. Upasana Odisha

Upasana Foundation, in collaboration with the SMART programme by TMF, trains economically disadvantaged urban youth, focusing on essential employability skills. Emphasis is placed on foundational skills like Spoken English, Basic IT, and Workplace Readiness, ensuring successful placement in dignified jobs. Through Upasana Education Trust and Tech Mahindra Foundation, specialized training is provided in Health Sector skills, including General Duty Assistant (GDA) and Pharmacy Assistant roles.

Image 3 : Alumni of TMF SMART Center, Upasana, Odisha



#### 4. Shusrusa Odisha

TMF, in collaboration with Shusrusa, strives to offer livelihood support to numerous underprivileged rural women across various regions in Odisha. The initiative focuses on enhancing their capabilities through training in home nursing, addressing the increasing healthcare needs of individuals with ailments.

Image 4 : Beneficiaries of TMF SMART Center, Shusrusa Odisha



#### 5. Kannagi Nagar Marialaya Social Service Society Tamil Nadu

KMSSS and Tech Mahindra Foundation have collaborated to inspire and support the youth in our society. Tech Mahindra's CSR initiative involves setting up SMART training centers for graduates from underprivileged backgrounds. These centers offer skill training in diverse areas such as Advanced Tally, GST, E-Publishing Software, HTML coding, Medical Billing, along with communication classes and personality development workshops. After the four-month training period, graduates are placed in various job profiles.

Image 5 : TMF SMART Center, Kannagi Nagar Marialaya Social Service Society, Tamil Nadu



## 6. KIMS Foundation and Research Center Telangana

In collaboration with Tech Mahindra Foundation, KIMS Foundation and Research Center operates as a free skill training center, providing an opportunity for unemployed youth to enhance their skills and achieve their goals in allied healthcare.

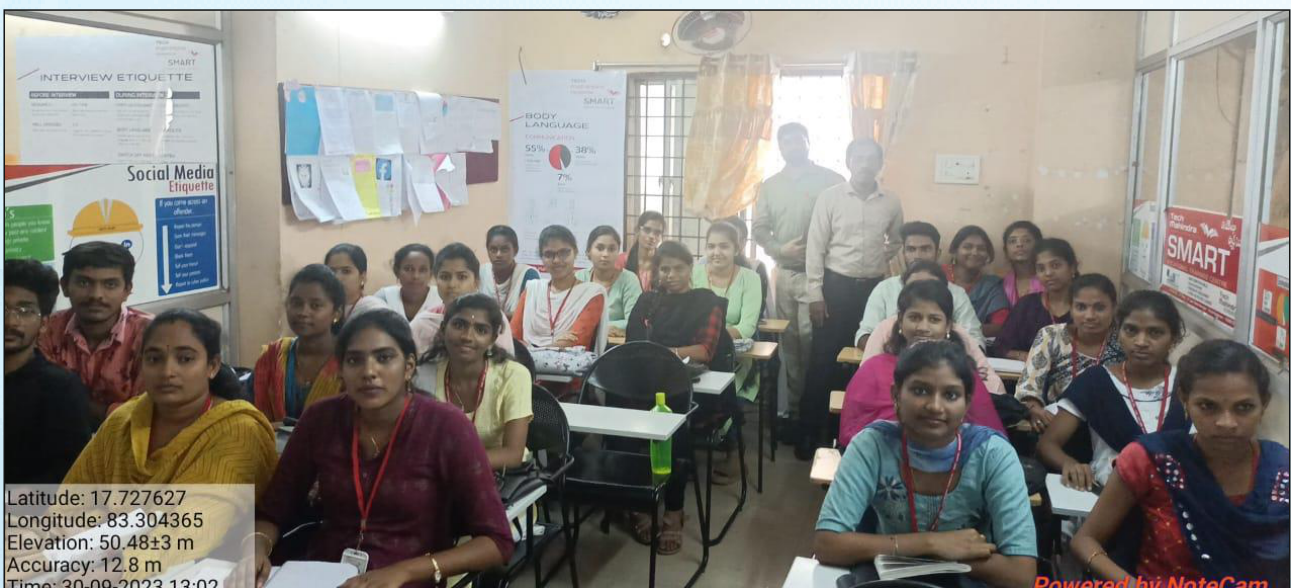
Image 6 : TMF SMART Center, KIMS Foundation, Telangana



## 7. BCT Andhra Pradesh

BCT collaborates with Tech Mahindra Foundation to manage three SMART centers in Visakhapatnam, targeting the up skilling of economically disadvantaged youth. These centers, located in Dwarakanagar and Gajuwaka, offer employment-oriented training in IT, ICT tools, and technical skills, with a focus on providing placements to the students. The short-term training programmes cater to high school, intermediate, and graduate students, ensuring their employability in relevant sectors.

Image 7 : TMF SMART Center, BCT Andhra Pradesh





## 8. SHIELD Maharashtra

Shield Foundation, in collaboration with Tech Mahindra Foundation, offers a Training Programme designed for both males and females facing deprivation. The initiative focuses on providing free training in two distinct courses: Nursing Assistants and ITES-BPO. This programme is specifically tailored for individuals aged between 18-38.

The comprehensive training not only covers domain-specific skills but also emphasizes the importance of soft skills. The foundation has dedicated trainers for both domains, ensuring that participants receive specialized instruction. The programme goes beyond training by facilitating placements for the trainees, fostering opportunities for them to apply their newly acquired skills in real-world settings.

Image 8 : TMF SMART Center, SHIELD Maharashtra



## 9. Center for Development and Empowerment of Women (CDEW) Karnataka

In collaboration with Tech Mahindra Foundation, the CDEW, Karnataka, through Salesian Sisters functions to build up a caring society where love, solidarity, peace, economic advancement and women empowerment are nurtured through provision of free training including medical coding and medical billing with assured job placements.

Image 9 : TMF SMART Center, CDEW Karnataka



## 10. RIT West Bengal

Reach India Trust brings knowledge, life skills, and linkages to a massive number of poor women, adolescent girls, and youth, enabling them to build futures of health, hope, and dignity for themselves and their families. They have integrated a life-skills approach into the skilling vertical to create youth leaders and nurture a youth resource center, empowering them to bring about positive change at the family level.

Image 10 : Beneficiaries of the TMF SMART Center, RIT West Bengal

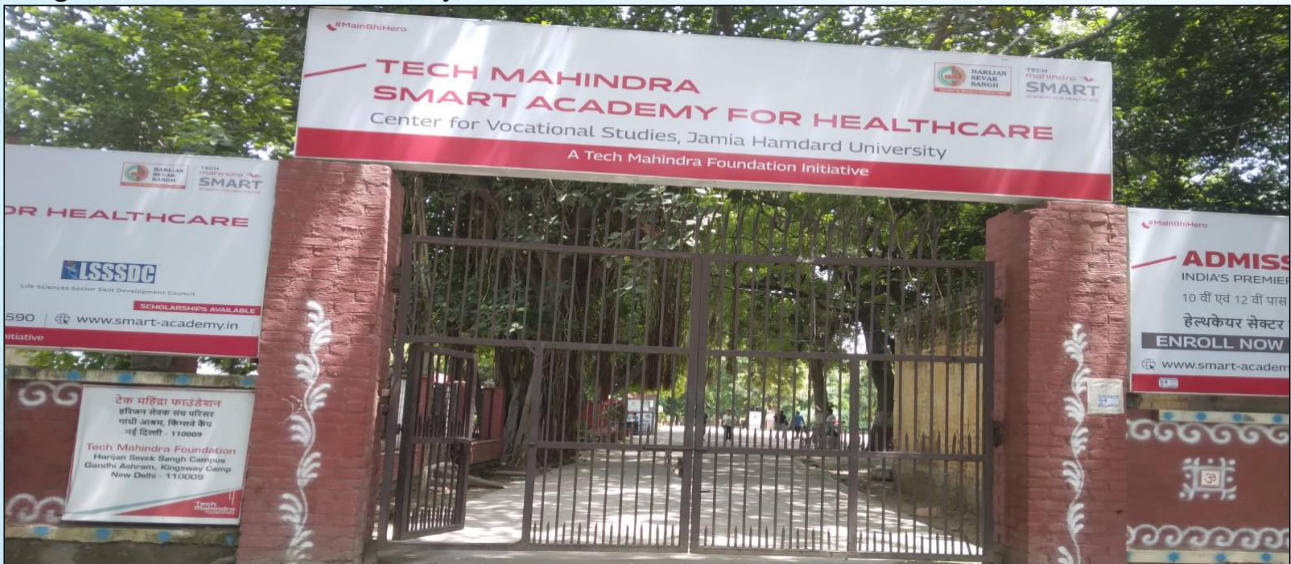


### SMART Academies

#### 1. TMF SMART Academy, New Delhi

The SMART Academies, allied healthcare skilling initiative by the Foundation, expand their impact by offering advanced and extended-term courses in specialized vocations. Launched in collaboration with Harijan Sevak Sangh in May 2016, the Tech Mahindra SMART Academy for Healthcare in New Delhi provides paramedical diploma and certificate courses. These programmes include comprehensive training with well-equipped laboratories, experienced healthcare professionals, and on-the-job training in leading hospitals. The academy, surrounded by greenery, emphasizes a world-class learning environment fostering lifelong learning and employment opportunities. With a core philosophy of continuous improvement and self-enhancement, the TMF SMART Academy for Healthcare in Delhi blends theory and practice in courses like medical laboratory technology, X-ray and imaging technology, and more.

Image 11 : TMF SMART Academy, New Delhi



## 2. TMFSMART Academy, Mohali

The SMART Academy for Healthcare in Mohali, an extension of the successful New Delhi model, prioritizes excellence in training paramedical professionals. Housed in a three-story building with modern facilities, including realistic hospital-like laboratories, the academy ensures hands-on practice using medical mannequins and real equipment. With a focus on practical skills and real-world scenarios, the academy's certificate programmes combine theory classes, guest lectures, seminars, and on-the-job training. The dedicated placement team establishes connections with esteemed healthcare facilities in Chandigarh, offering students a solid foundation for launching their healthcare careers.

Image : 12 TMF SMART Academy, Mohali



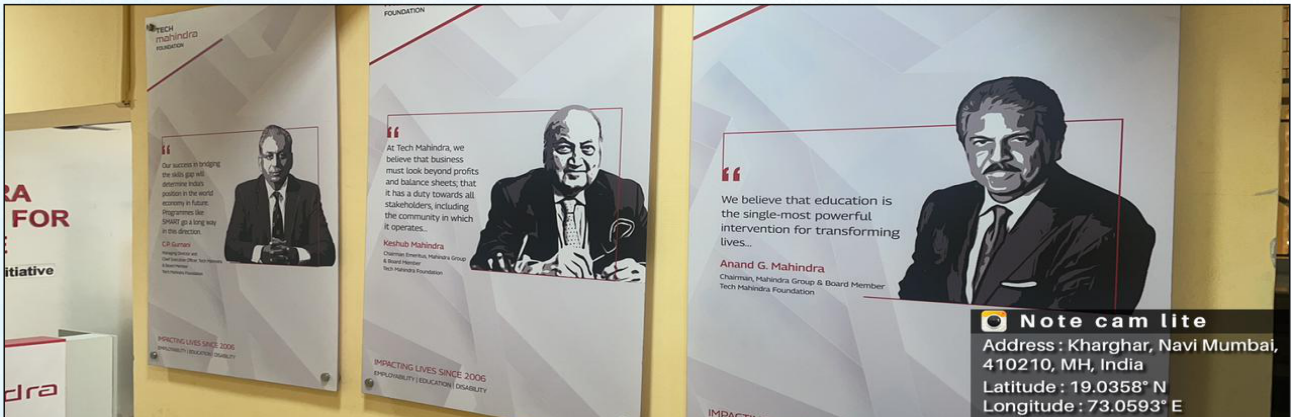
Image 13 : Focus Group Discussion with Alumni and Students of TMF SMART Academy, Mohali



## 3. TMFSMART Academy, Mumbai

The Mumbai Academy, exclusively for women, was established in alignment with the Tech Mahindra Foundation's CSR commitment to benefit over 50% women beneficiaries. Managed entirely by a female team, the academy collaborates with Auxilium Convent School to provide paramedical and allied healthcare courses for women aged 18 and above. With a mission to offer professional training and enhance employability skills, the Mumbai academy features hospital-simulated labs, industry-relevant study materials, and experienced faculty, empowering young women to pursue fulfilling careers in the healthcare sector.

Image 14 : TMF SMART Academy, Navi Mumbai

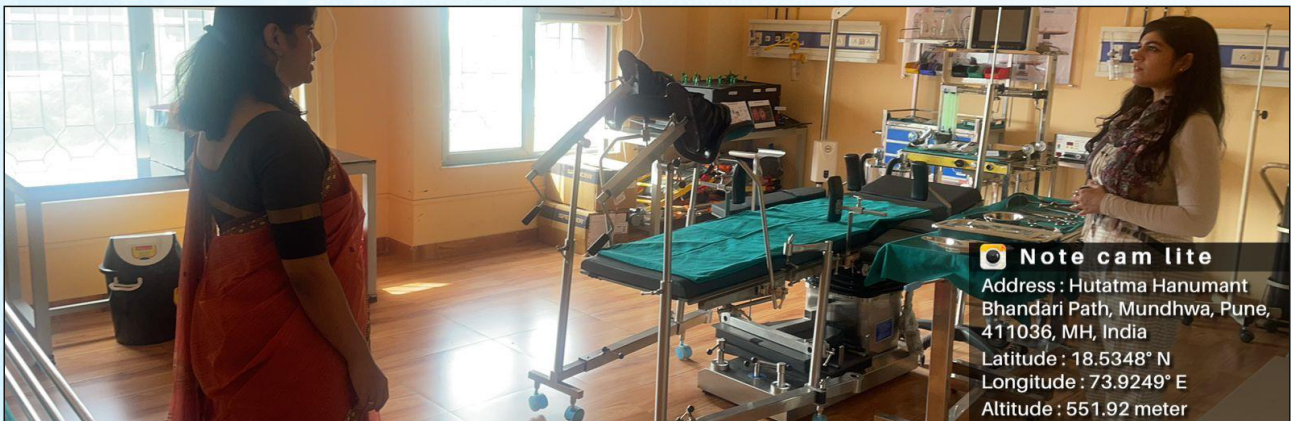


The courses offered include Medical Laboratory Technology, X-ray and Imaging Technology, Medical Record Technology, Dialysis Technician, Phlebotomy Technician, General Duty Assistant, ICU Technician, Heartsaver First Aid and CPR, among others.

#### 4. TMF SMART Academy, Pune

The recently inaugurated SMART Academy for Healthcare in Pune, Tech Mahindra Foundation's eighth academy in India and fourth focusing on Allied Healthcare and Paramedics, addresses the increasing global demand for healthcare professionals. Collaborating with Salesian Sisters and located in Pune's Mundhwa area, the academy offers certified courses, including General Duty Assistant and Phlebotomy Technician, along with foundational skills training in English, Basic IT, and Soft Skills, with the placement team supporting graduates in securing job placements post-course completion.

Image 15 : TMF SMART Academy, Pune



#### 5. TMF SMART Academy, Navi Mumbai

Image 16 : TMF SMART Academy, Navi Mumbai



The Tech Mahindra SMART Academy for Healthcare in Navi Mumbai is equipped with eight well-furnished classrooms and seven specialized labs, offering tailored and specialized training. These labs cover areas such as basic skills, cardiac care technology, medical laboratory technology (MLT), phlebotomy, operation theatre, and computer skills, designed to enhance practical learning experiences.

The academy provides a variety of courses, including medical laboratory technology, X-ray and imaging technology, dialysis technician, general duty assistant, and others. The Healthcare Academies prioritize a balanced approach of theory and practice, emphasizing quality, and including foundational skills like spoken English and basic IT. Despite operating as not-for-profit, they maintain financial sustainability by charging a nominal fee to cover operational expenses, establishing themselves as preferred institutions for healthcare career aspirants across various states.

### **Banasthali College of Nursing**

The provision of infrastructural support to Banasthali College of Nursing by TMF is committed to providing a comprehensive educational experience for its students. The college boasts state-of-the-art infrastructure, including well-equipped classrooms, libraries, and advanced laboratories with modern instruments, ensuring an optimal learning environment.

The curriculum is designed to offer diverse learning, training, and research opportunities, catering specifically to the field of nursing. With a dedicated multi-purpose hall, celebrations of important days such as mental health day, breast feeding week and nutrition month is held, fostering a sense of community and raising awareness. The highly trained teaching faculty, specializing in nursing education, continuously engages in professional development to stay abreast of the latest advancements.

The utilization of a specialized Learning Management System (LMS) facilitates efficient organization and distribution of nursing-related educational resources.

Image 17 : Tech Mahindra Faculty of Nursing, Banasthali Vidyapith

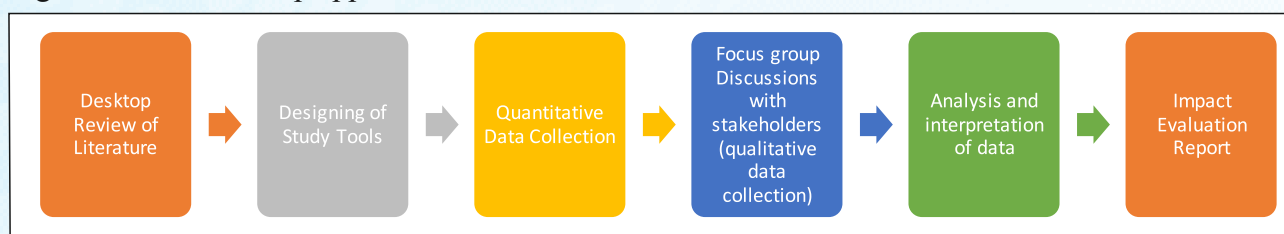


## METHODOLOGY USED FOR ASSESSMENT

### IICA's Six-Step Approach for Research

IICA adopted the six-step approach for conducting the Impact Assessment Study. First step was to review the literature available from secondary sources. Second step was to prepare, pre-test and finalize the research tools for data collection. The third step was to form a survey team and prepare them for fieldwork at all the SMART Academies and Centers located across the country. As the fourth step, the primary data was collected through in-depth interviews of the beneficiaries (trainees and alumnis ) of the project. Furthermore, Focus Group Discussions (FGD) and Key Informant Interviews (KII) was held at all the SMART Academies and Centers. The fifth step was the analysis and interpretation of data, and the sixth and last step was the writing of report and presentation of findings and recommendations.

Figure 1 : IICA six step approach for research



### Sources of Data Collection

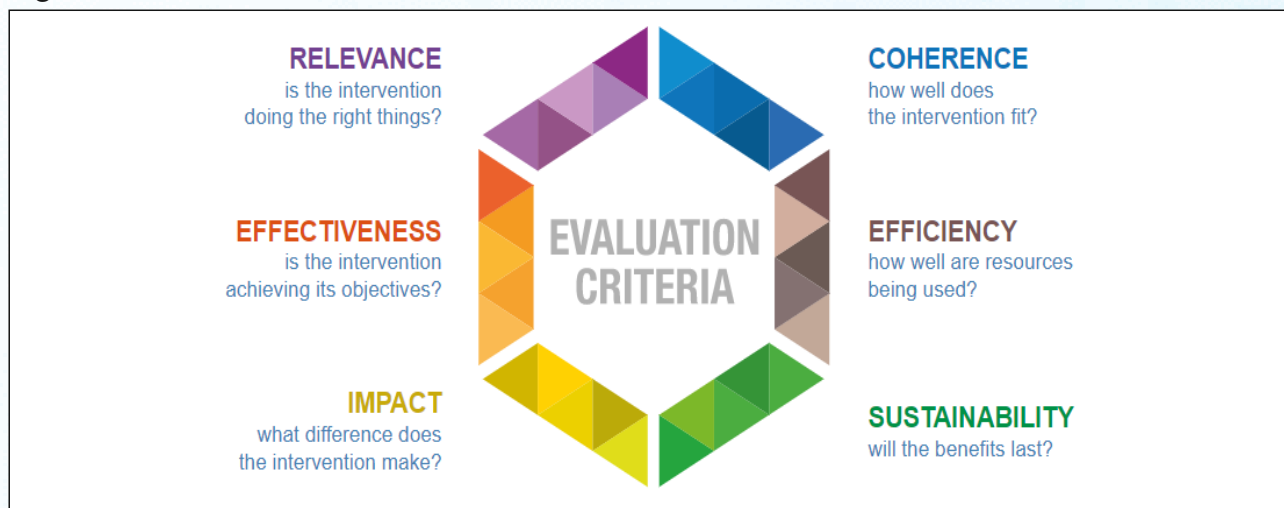
This assessment has majorly relied on the primary sources of data. Primary data included the interactions with direct beneficiaries (students and alumnis), teachers, recruiters, trainers, Center heads and other stake holders at various TMF Academies, Centers and at Banasthali College of Nursing.

### Methods and Tools of Data Collection

The impact assessment study utilised a comprehensive methodology that integrates both quantitative and qualitative methods. With a primary focus on evaluating the impact of TMF's allied healthcare skilling project, the assessment spanned across TMF SMART Academies, Centers and Banasthali College of Nursing. Adherence to established criteria, including Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability, underscored the assessment's commitment to thoroughness.

The Impact Assessment study conducted by the Indian Institute of Corporate Affairs (IICA) adheres to a comprehensive framework, aligning with the OECD Assessment Framework. This systematic and objective assessment encompasses ongoing or completed projects and programmes of the TMF Academies, SMART Centers and Banasthali College of Nursing. The assessment diligently examines aspects such as implementation, and outcomes, with a primary focus on determining relevance, fulfillment of objectives, development efficiency, effectiveness, coherence, impact, and sustainability. In line with the OECD framework, the assessment endeavours to provide credible and actionable information, fostering the assimilation of valuable lessons into the decision-making processes of stakeholders.

Figure 2 : OECD Framework



Notably, primary data collection took precedence, involving direct engagement with both direct and indirect beneficiaries, as well as key stakeholders of TMF's CSR initiative. The execution of this methodology, aligned with the specified scope of work, saw IICA conducting extensive fieldwork across all project locations, aiming for a firsthand understanding of on-the-ground impact. The study's robust approach, incorporating multiple methods and sources, ensured triangulation, thereby heightening the validity and reliability of findings.

As the data collection phase concludes, the study seamlessly transitions into the next stage—meticulous analysis, interpretation, synthesis, and the formulation of actionable insights and recommendations. This methodological rigor assures an insightful assessment of TMF's CSR interventions in the allied healthcare sector, providing a comprehensive understanding of the project's multifaceted impact.

Table 2 : Research Methods, Tools and Modes used for the study

Methods of Data Collection	Tools of Data Collection
Alumni Interviews	Semi- Structured interviews schedules and Questionnaires
Key Informant Interviews	Semi- Structured interview Schedules
Focus Group Discussion	FGD Guidelines
Desk Reviews of policies, MOUs, Progress Report, completion report, secondary documents	Desk Review Guidelines
Observation	Observation guidelines

### Sampling

Probability and non-probability sampling techniques have been applied to select participants for the study. In the case of alumni participants, a random selection method (probability sampling) has been employed from the alumni list furnished by TMF.

This approach ensures a representative sample of alumni for a comprehensive assessment. For Key Informant Interviews, a purposive or non-probability sampling method has been used to identify

participants. This selection is based on the specific roles and functions these individuals play in the successful implementation of the CSR project. By purposively selecting Key Informants, the study aims to gather in-depth insights from those directly involved in the project, providing a focused and targeted perspective on its implementation and impact.

## Sample Size Distribution

The following table represents the sample size distribution across various locations and initiatives of TMF. The total sample size including the beneficiaries and other key stakeholders is 760.

Table 3 : Sample Size distribution

S. No	SMART Centers/ Academies /College	Location	Sample size for beneficiaries: Alumni Study: CAPI	Sample Size for Employer Study (Recruiters) :CAPI	Sample Size for key stakeholders/ informants (KII) – Teachers/ Trainers, HOD/ Project Manager.	Number of FGDs (involving 8-12 participants –Alumni+ Students per FGD)
1	10 SMART Centers	Bhubaneswar, Chennai, Hyderabad, Kolkata, Visakhapatnam (+2 added in the states of Maharashtra, Karnataka)	360 (35 beneficiaries at each of the 8 SMART Centers and 40 beneficiaries at 2 SMART Centers)	50 (5 Employers each at 10 SMART Centers)	20 (2 Key stakeholder at each of the 10 SMART Centers)	10 ( 1 FGD at each of the 8 SMART Centers)
2	5 SMART Academies	New Delhi, Mohali, Mumbai, Pune, and Navi Mumbai	200 (40 beneficiaries at each of the 5 SMART Academies)	100 (20 Employers each at 5 SMART Academies)	10 (2 Key stakeholder at each of the 5 SMART Academies)	5 (1 FGD at each of the 5 SMART Academies)
3	Banasthali College of Nursing	Banasthali Vidyapeeth in Rajasthan	-		4 (Including VC &Teacher)	1
Total			560	150	34	16
Total Sample Size: 760						



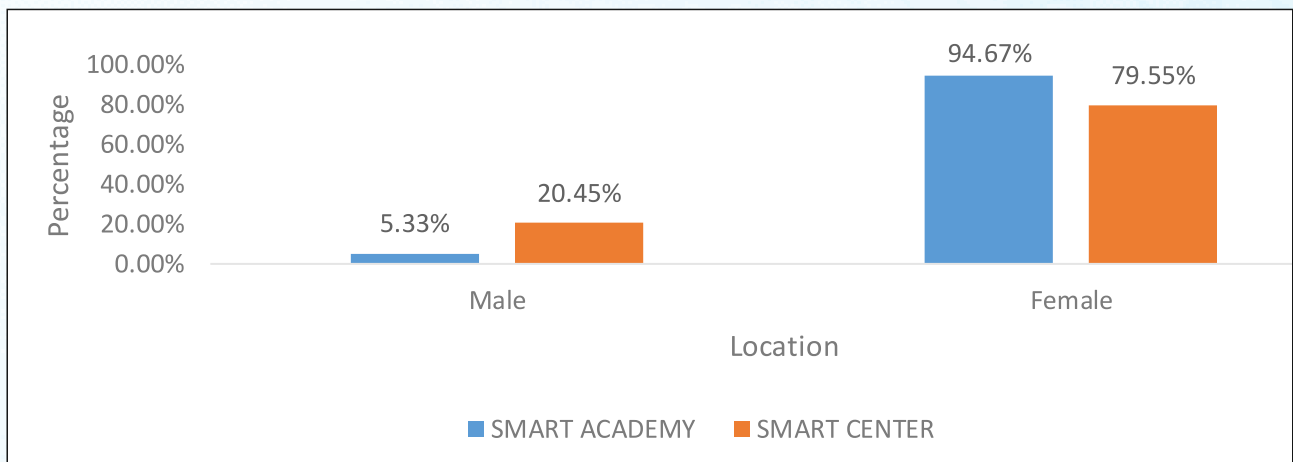
# FINDINGS AND IMPACT ASSESSMENT

This section describes the demographic profile of the trainees, their characteristics and evaluates the feedback from alumni, trainers, and employers regarding the quality, effectiveness and contribution of the skilling and upskilling training programme in the Allied Healthcare sector across TMFs SMART Academies, Centers and Banasthali College of Nursing.

## Demographic Profile

### 1. Gender

Figure 3 : Gender representation of the alumni of TMF SMART Academies and SMART Centers



The trainees included male (5.33%) and female (94.67%) in TMF SMART Academies and male (20.45%) and female (79.55%) in TMF SMART Centers.

### 2. Educational Level

Figure 4 : Educational Status of the beneficiaries of TMF SMART Academies

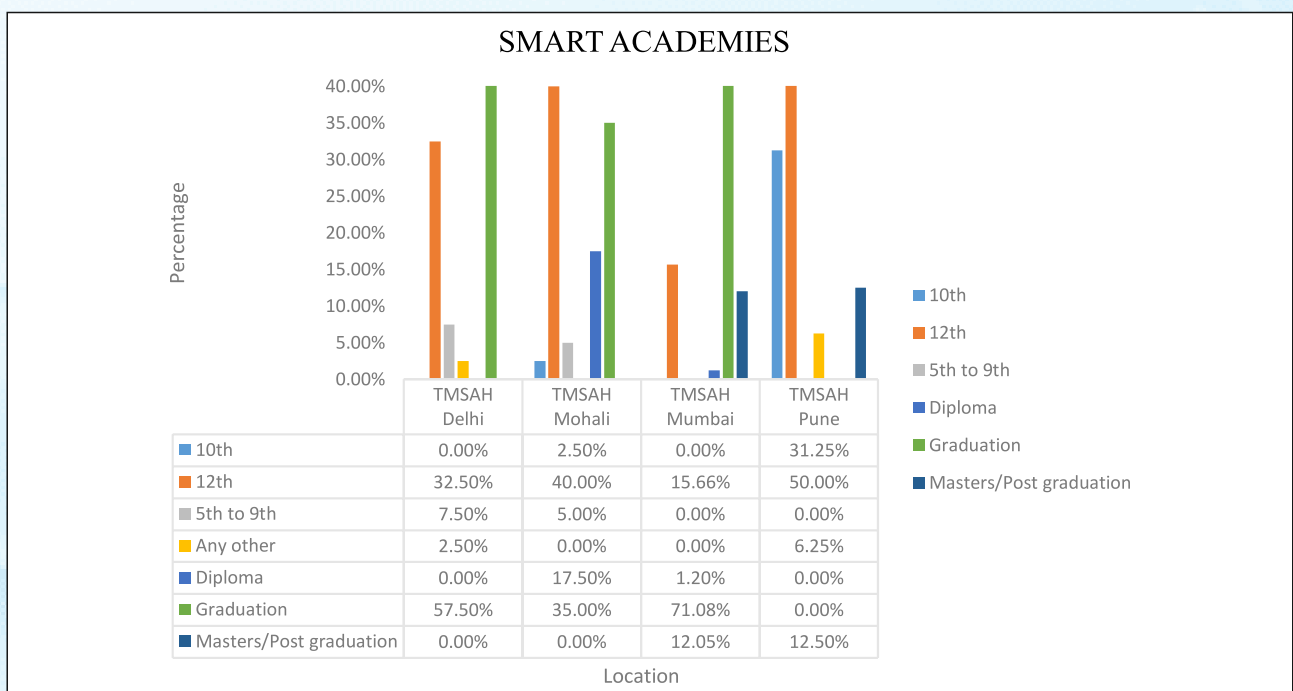
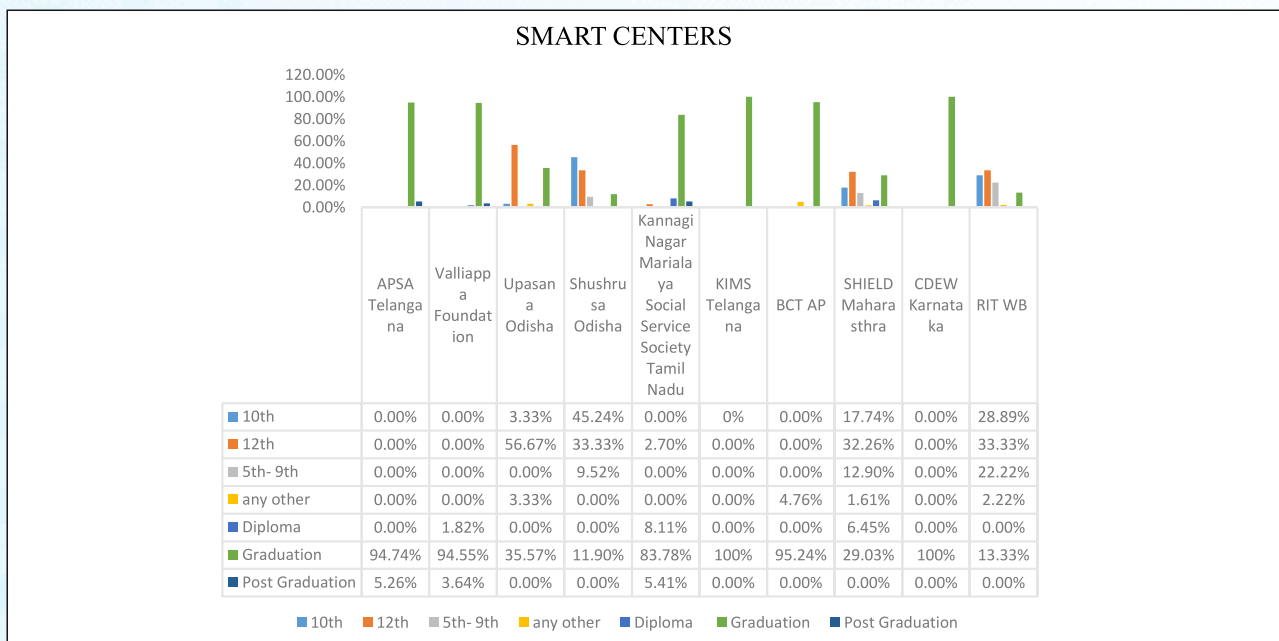


Figure 5 : Educational Status of the beneficiaries of TMF SMART Centers

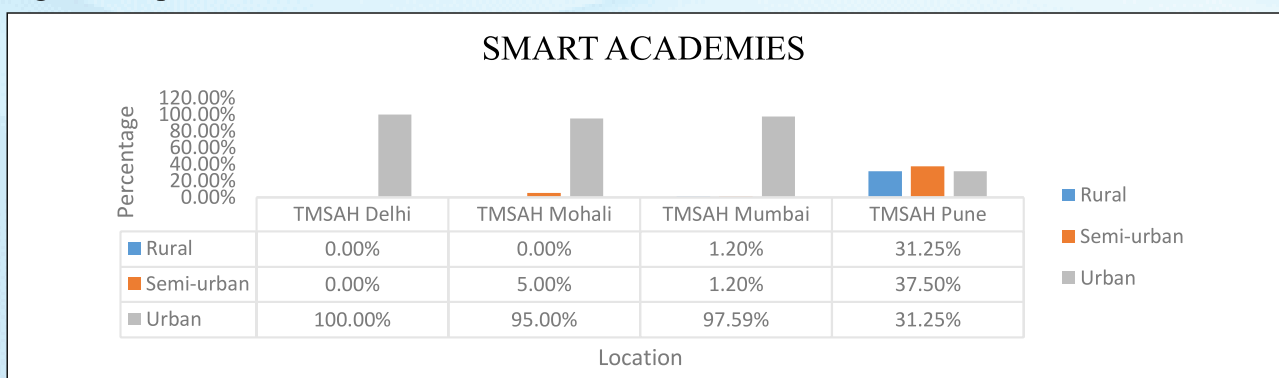


The educational status distribution at TMSAH campuses reveals a diverse landscape, showcasing the institution's strength in open and inclusive allied healthcare training. In TMSAH Delhi, 57.50% of the participants are graduates, with a significant portion having completed 12th grade (32.50%). TMSAH Mohali exhibits a mix of graduates (35.00%) and individuals who completed 12th grade (40.00%). TMSAH Mumbai stands out with a majority of graduates (71.08%) and a noteworthy segment possessing postgraduate qualifications (12.05%). TMSAH Pune demonstrates diversity with 50.00% having completed 12th grade and 31.25% being graduates.

In TMF SMART Centers most of the trainees, about 60.31%, have finished their college education. In specific centers like APSA Telangana and KIMS Foundation and Research Centre in Telangana, almost all trainees have completed their graduation. There's a mix in the education levels at RIT West Bengal, with some having finished 10th or 12th grade. Overall, TMF is making sure that the healthcare trainees are well-educated to provide effective services to the community. This varied distribution highlights the institution's commitment to accommodating individuals from different educational backgrounds, providing an inclusive environment for allied healthcare training.<sup>1</sup>

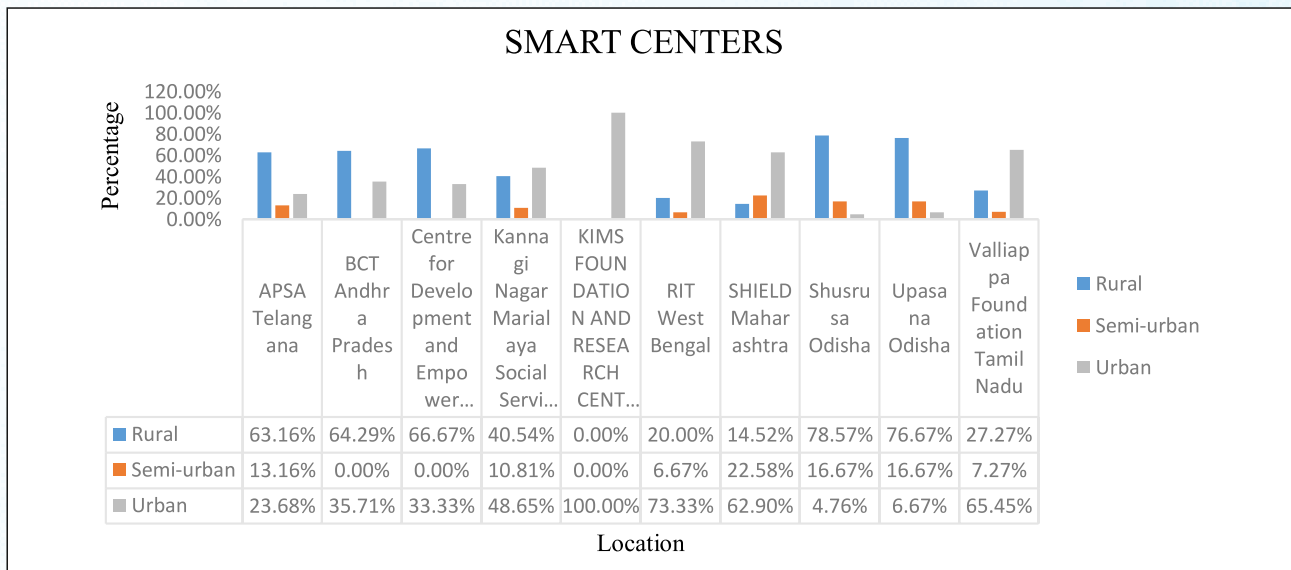
### 3. Spatial Distribution of the Beneficiaries

Figure 6 : Spatial Distribution of the beneficiaries of SMART Academies



<sup>1</sup> IICA Survey, 2023

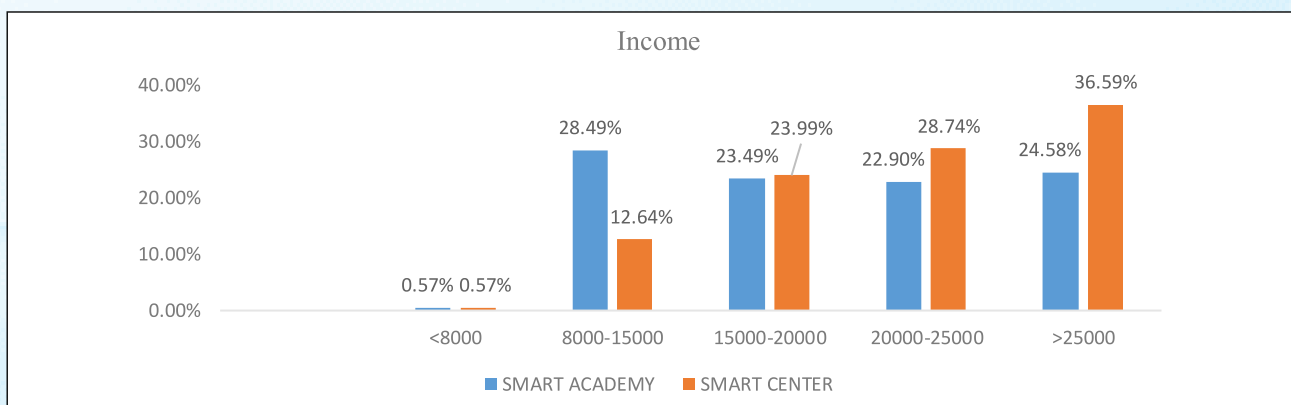
Figure 7 : Spatial Distribution of the beneficiaries of SMART Centers



The observed varied distribution in the nature of locations for alumni across TMF SMART Academies, with a predominantly urban focus, indicates an opportunity to enhance inclusivity within the allied healthcare sector. While TMSAH Delhi and TMSAH Mohali primarily reflect an urban focus, TMSAH Pune demonstrates a more balanced distribution of alumni among rural, semi-urban, and urban areas. However, the fact that a significant majority of alumni (91.62%) resides in urban settings suggests a potential gap in reaching individuals from rural backgrounds. TMF SMART Centers are spread out to make sure everyone can get healthcare easily. More than 45% of the centers are in rural areas to help people who might not have easy access to healthcare. About 44% are in cities, showing they care about both rural and city areas. Some partners, like KIMS Foundation and Research Centre in Telangana, focus only on cities. This way, TMF makes sure healthcare is available to everyone, no matter where they live, fitting with their goal of helping all communities.

#### 4. Monthly income of the families of the beneficiaries

Figure 8 : Economic Status of the beneficiaries families of TMF SMART Centers and SMART Academies



The graph above shows the economic condition of the trainees at both SMART Centers and SMART Academies.

In SMART Centers 36.59% earns Rs 25000 or more every month. Another group (28.74%) earns between Rs 20000 and Rs 25000. 22.99% have an income between Rs 15000 and Rs 20000. A smaller which is 12.64% earns between Rs 8000 and Rs 15000. Very few (0.57%) have less than Rs 8000 every

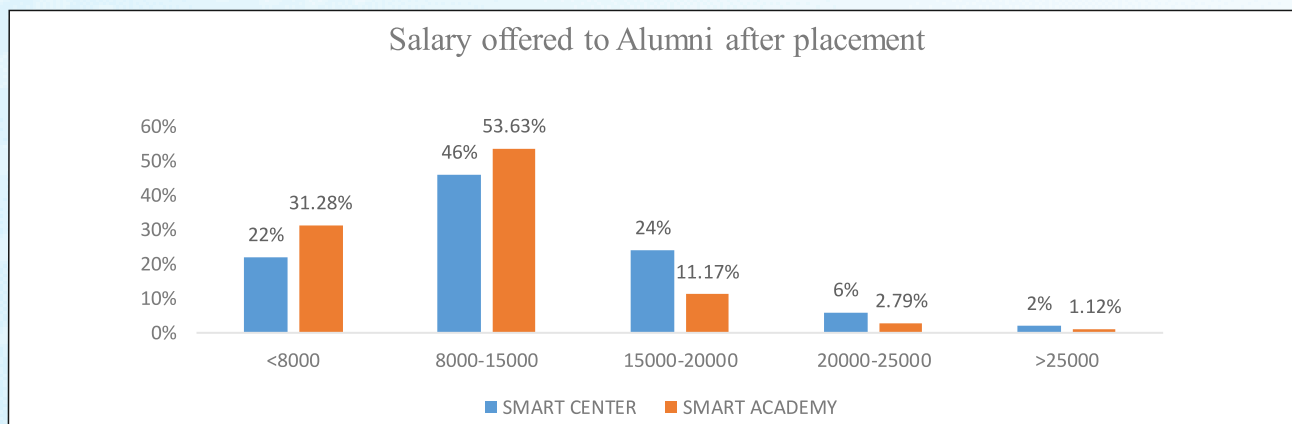
month. When we look at the alumni of SMART Academies we see a similar mix. About 28.49% make between Rs 8000 and Rs 15000. Another 23.46% earn between Rs 15000 and Rs 20000, adding to the variety. There's also a group (22.90%) with family incomes between Rs 20000 and Rs 25000, and another group (24.58%) makes Rs 25000 or more. Only a very small number (0.57%) have less than Rs 8000. This mix of incomes shows that the trainees and alumni come from families with different financial situations. The training is helpful for people from families with diverse economic background, making sure everyone gets the required financial support.<sup>2</sup>

## Effectiveness of the training delivered by TMF SMART Centers and SMART Academies

The assessment of training effectiveness involved a thorough examination of its nature and quality. Key parameters, including salaries offered to alumni after placement, the total employment rate, beneficiary completion rates, trainer efficiency, training methodology, delivery process, study material quality, training relevance, job preparedness, the impact on happiness and satisfaction and the quality of infrastructure provided were assessed. Additionally, insights into the strengths, challenges, and opportunities for improvement within TMF's intervention were gathered from the perspective of the beneficiaries using SWOC Analysis. This approach has aimed to comprehensively understand the impact and areas for enhancement in the training programme.

### Salary offered to Alumni after placement

Figure 9 : Salary offered to the Alumni of TMF SMART Centers and Academies after placements



SMART Centers efforts have been effective, with many (46%) earning between Rs 8000 and Rs 15000, and 2% making more than Rs 25000. For SMART Academy, 31.28%<sup>3</sup> earn less than Rs 8000, 51.63% earns between 8000 - 15000 and 11.17% earns between 15000-20000 and 1.12% of the beneficiaries earns above Rs 25000.<sup>4</sup>

The impact of alumni employment extends beyond individual success to become a crucial financial backbone for their families. The collective increase in monthly incomes contributes to enhanced financial stability, providing families with opportunities for improved living standards and individual development. The additional income acts as a catalyst for overall well-being, fostering an environment where families can aspire to greater aspirations and achievements, thereby positively shaping their socio-economic trajectories.

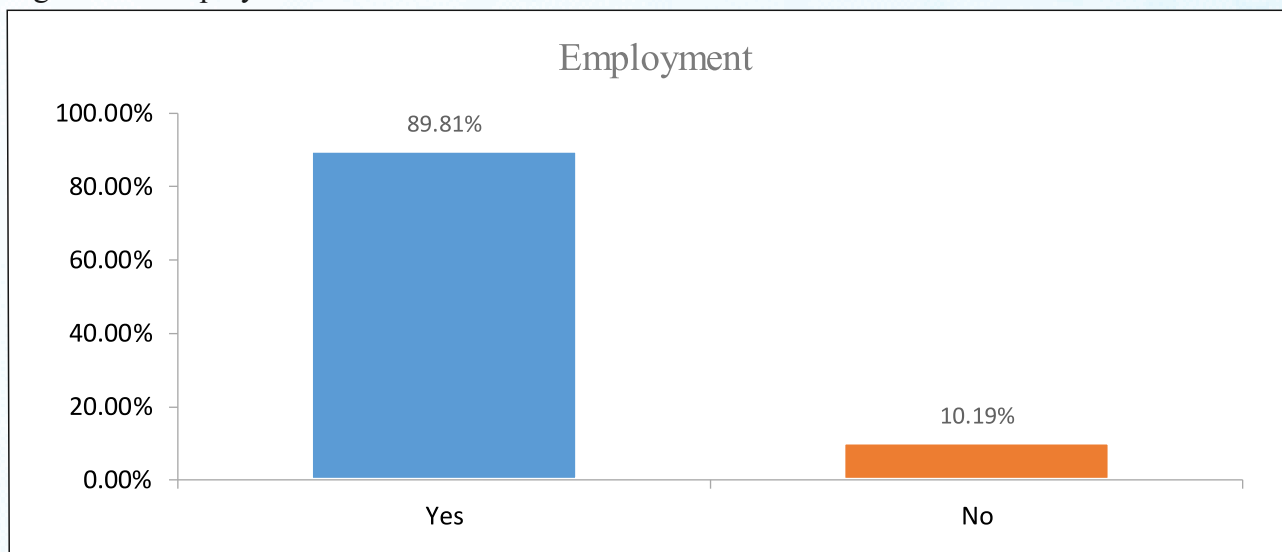
<sup>2</sup> IICA Survey, 2023

<sup>3</sup> IICA Survey, 2023

<sup>4</sup> IICA Survey, 2023

## Total Employment Rate

Figure 10 : Employment Status of the beneficiaries



To actualize universal health coverage in India, there is an imperative need for a substantial influx of qualified allied healthcare professionals, encompassing technicians, technologists, and therapists. India, with its aspiration for universal healthcare, requires a total of 65,48,754 Allied healthcare professionals to cater to patients' needs. However, the annual production of Allied healthcare professionals falls significantly short, with only 2,83,378 professionals generated by educational institutes available for hiring each year.<sup>5</sup>

Tech Mahindra Foundation's intervention in allied healthcare stands as a noteworthy and effective initiative, evidenced by an impressive employment rate of 89.81%. This accomplishment reflects the positive impact of Tech Mahindra Foundation's initiatives on the allied healthcare sector, indicating a successful integration of well-trained professionals into the workforce. Its achievement goes beyond addressing the immediate demands of the industry; it significantly contributes to the broader healthcare landscape. This intervention not only showcases a commitment to providing employment opportunities but also highlights the TMF's dedication to producing qualified professionals who can meet the evolving needs of the healthcare sector.<sup>6</sup>

The effectiveness of TMF's intervention gains prominence considering the existing challenges in the healthcare sector, characterized by a shortage of skilled allied healthcare workers. By achieving a high employment rate, Tech Mahindra directly contributes to narrowing the gap between the demand and supply of healthcare professionals, aligning with the broader goal of enhancing the overall quality of healthcare services in India. Furthermore, TMF's proactive involvement in addressing critical workforce needs reflects a positive trend in the private sector's commitment to supporting the nation's goals for universal health coverage.

<sup>5</sup> Source: (Public Health Foundation of India, 2012)

<sup>6</sup> <https://nqr.gov.in/sites/default/files/Annexure%20-%20VI%20Occupational%20Mapping%20Report.pdf> Source: Occupational Mapping Report

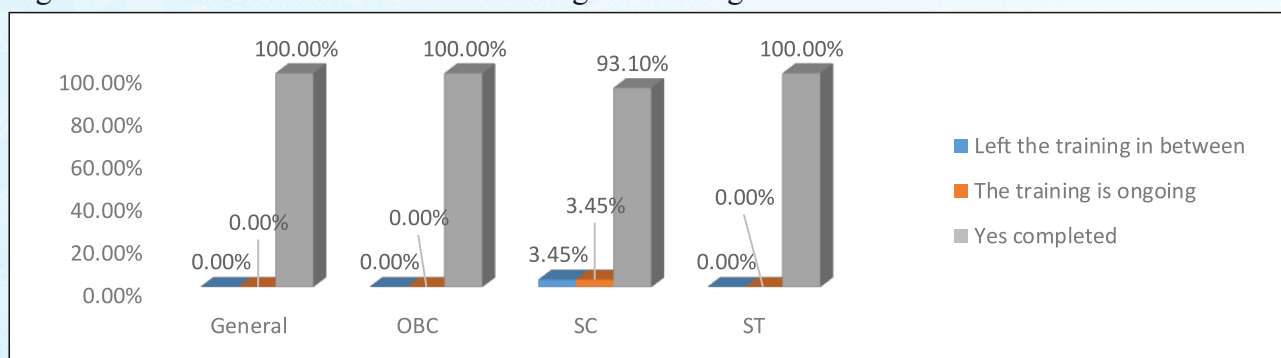
Table 4 : Showing the Market demand, supply and Gap of Allied healthcare professionals

Courses	Demand	Supply	Gap
Ophthalmology	145236	17678	127558
Rehabilitation	1862584	40265	1822319
Surgical& Intervention	205088	7215	197873
Medical Laboratory	76884	15214	61670
Radiography& Imaging	23664	4352	19297
Audiology & Speech Language	10599	3263	7336
Medical Technology	239657	3587	236070
Dental Assistance Technology	2048391	6243	2042148
Surgery & Anaesthesia	862193	4050	858143
Misc	1074473	181511	892962
Total	6548754	283378	6265376

Source: Occupational Mapping Report for Allied Health and Paramedic Sector by the Health Sector Skill Council

### Completion of the training by beneficiaries

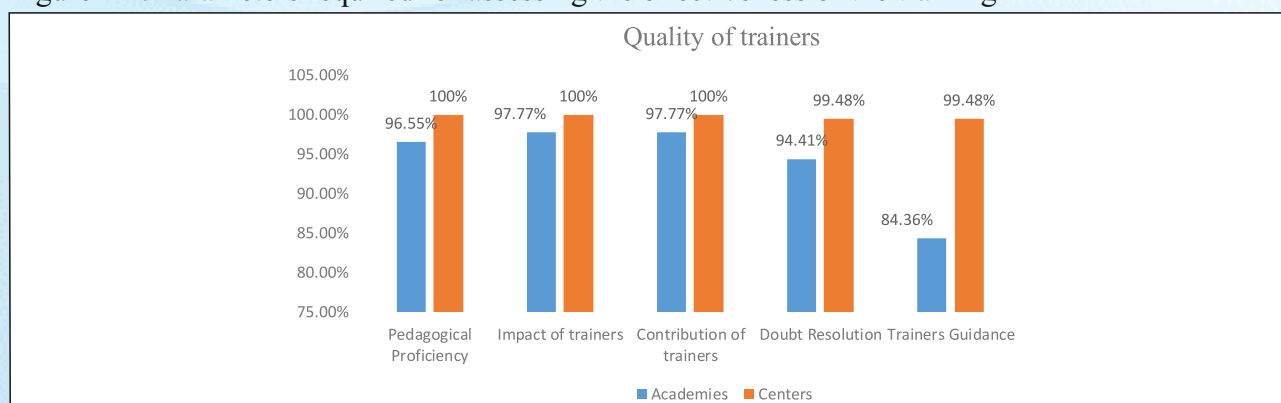
Figure 11 : Status of the beneficiaries leaving the training in between



Across social categories, the completion rates are consistently high, ranging from 93.10% to 100.00%. This indicates a commendable commitment to training programmes, with minimal instances of individuals leaving training in between (1.12%). The high completion rate suggests a positive and dedicated engagement of trainees, showcasing the effectiveness of TMF's training initiatives in ensuring successful programme completion across diverse social categories.

### Quality of trainers

Figure 12 : Parameters required for assessing the effectiveness of the training



SMART Centers received unanimous satisfaction (100%) across almost all parameters, including pedagogical proficiency, impact, contribution of trainers, doubt resolution (99.48%), and trainer guidance (99.48%). SMART Academies, while maintaining strong approval (above 94%) in pedagogical proficiency, impact, and contribution of trainers, also demonstrated high rates in doubt resolution (94.41%) and trainer guidance (90.50%).

## The process, method and the quality of training delivered

96.55% of SMART Academies alumni acknowledge the trainers' profound understanding of their subjects, demonstrating high confidence in the academic expertise of their instructors. Similarly, in SMART Centers, 100% of respondents agree on the trainers' deep subject understanding, highlighting alumni's strong confidence in their instructors' academic capabilities. 97.77% of the alumni highlights the trainers' pivotal role in imparting substantial knowledge in allied healthcare in TMF SMART Academies. This positive response emphasizes the training programme's effectiveness, with only 1.88% disagreement and 0.56% neutral responses, showcasing high satisfaction and a positive impact on alumni's knowledge acquisition in allied healthcare.

94.41% of respondents of SMART Academies express agreement on trainers' effectiveness in clarifying doubts, demonstrating their positive impact. With only 4.47% disagreement and 1.12% neutral responses, the data highlights a strong say of alumni on trainers ensuring clarity during the learning process. The study indicates a notable 93.30% agreement on trainers sharing the latest field developments, underscoring their positive impact in keeping students informed.

Image 18 : Discussions post the Key Informant Interviews of the head and trainers at TMF SMART Academy, Pune



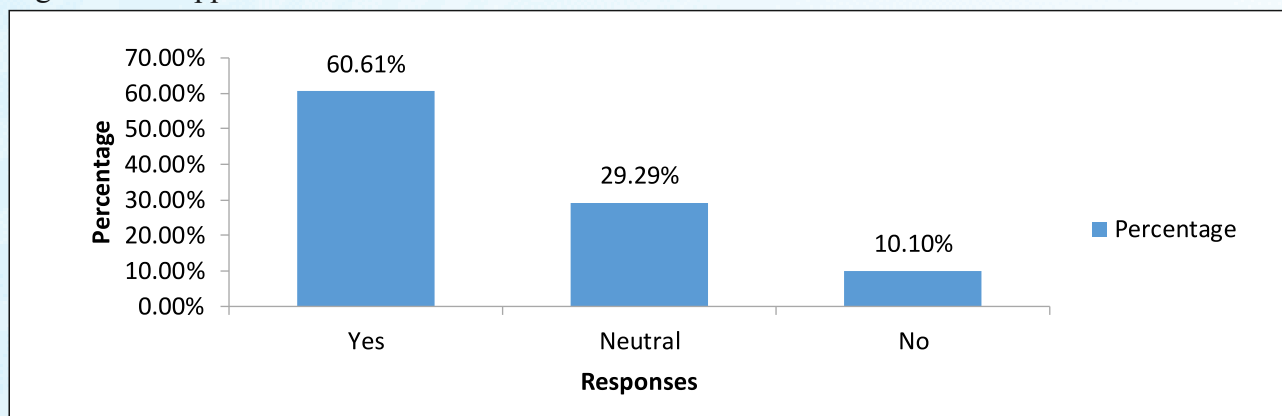
With only 3.91% disagreement and 2.79% neutral responses, the data showcases a strong consensus on trainers' effectiveness in imparting up-to-date knowledge. A significant 84.36% of respondents of SMART Academies agree that trainers made learning interesting and informative, reflecting their positive impact in creating engaging educational experiences. With a 10.06% disagreement rate and a 5.59% neutral response, the data suggests a generally favorable consensus on trainers' effectiveness in

creating a stimulating learning environment. The study reveals a compelling result, with a substantial 90.50% of alumni expressing agreement that trainers were always available for guidance when concepts were unclear. This high agreement percentage emphasizes trainers' positive impact in ensuring accessibility and support for conceptual clarity, with only a 5.59% disagreement rate and a moderate 3.91% neutral response.

The effectiveness of the training methodology used by the trainers was notable due to its departure from traditional knowledge transfer practices. Instead, the approach involved a thorough understanding of prevailing market trends for healthcare professionals, facilitating the imparting of practical knowledge. The recognition that quality training and learning outcomes heavily rely on the capabilities of the trainers is evident. Trainers at TMF SMART Centers and Academies are adequately supported in developing their own knowledge and skills to effectively teach, encompassing new technical knowledge, pedagogical approaches, and digital solutions. This approach ensures a more comprehensive and impactful training experience.

### Happiness level of the beneficiaries

Figure 13 : Happiness level of the beneficiaries



The positive sentiment reflected in the study findings regarding alumni job satisfaction and happiness levels from TMF carries significant implications for the long-term opportunities and success of the alumni. The substantial majority of 60.61% reporting happiness in their present jobs suggests that the training provided by TMF has effectively equipped alumni with the skills and knowledge needed for successful and fulfilling careers. This positive outcome not only contributes to the immediate job satisfaction of alumni but also lays a foundation for long-term professional success. The 29.29% expressing a neutral stance highlights an opportunity for further exploration into the factors influencing this middle-ground sentiment.

### Infrastructure provided at Banasthali College of Nursing

As per the interactions with students and other stakeholders from Banasthali College of Nursing, the support provided by Tech Mahindra Foundation is outstanding, evident in the exceptional infrastructure and facilities, where well-equipped laboratory instruments have been added on by the university. Ample opportunities for learning, training, and research contribute to a comprehensive educational experience for the students. The college features a dedicated multi-purpose hall for celebrating various occasions such as Mental Health Day, Breastfeeding Week, and Nutrition Month.



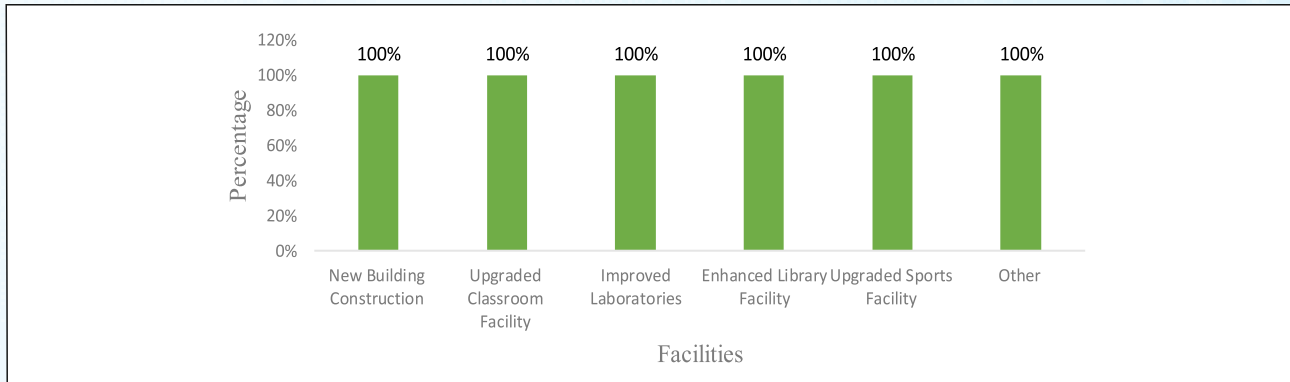
The teaching faculty is highly trained, and the utilization of a Learning Management System (LMS) enhances the educational process. The college focuses on overall personality development and life skills of the students. The senior administrative staff and students admit that all of this could not have been possible without the infrastructural support from TMF.

*“Nursing profession gives meaning to my life and I have chosen medical field for serving. It has made me more self disciplined, well organised and enhanced my confidence. I am happy and satisfied with the infrastructure and facilities at my university. I am able to communicate better, I even get a lot of opportunities and have strong interpersonal relations now” – Student, Banasthali College of Nursing*

To enhance the healthcare skilling programme at Banasthali College of Nursing, several potential areas for improvement have been identified by the students. These include the installation of air conditioning in classrooms for a more comfortable learning environment. The establishment of an Active Placement and Alumni Cell can further strengthen connections with graduates and facilitate their career placements. Incorporating guest lectures, especially from international faculty members, aligns with the students' desire for diverse perspectives. Additionally, implementing career counseling sessions and mentoring programmes contributes to the students' professional development. Offering educational trips and foreign exchange programmes provides exposure to global healthcare practices.

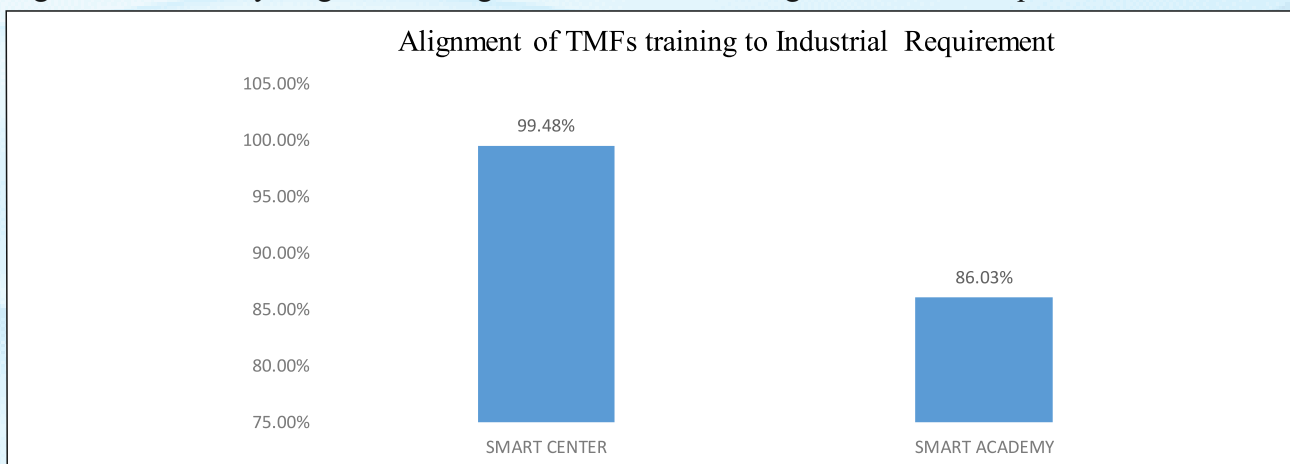
Finally, organizing seminars and conferences fosters a culture of continuous learning and knowledge exchange within the healthcare skilling programmes. However, several infrastructural and other facilities utilized by the students have been provided in the table below.

Figure 14 : Infrastructure facilities utilized by the students



### Relevance of the training in meeting the needs of the beneficiaries

Figure 15 : Industry Alignment : Alignment of TMFs training to Industrial Requirement

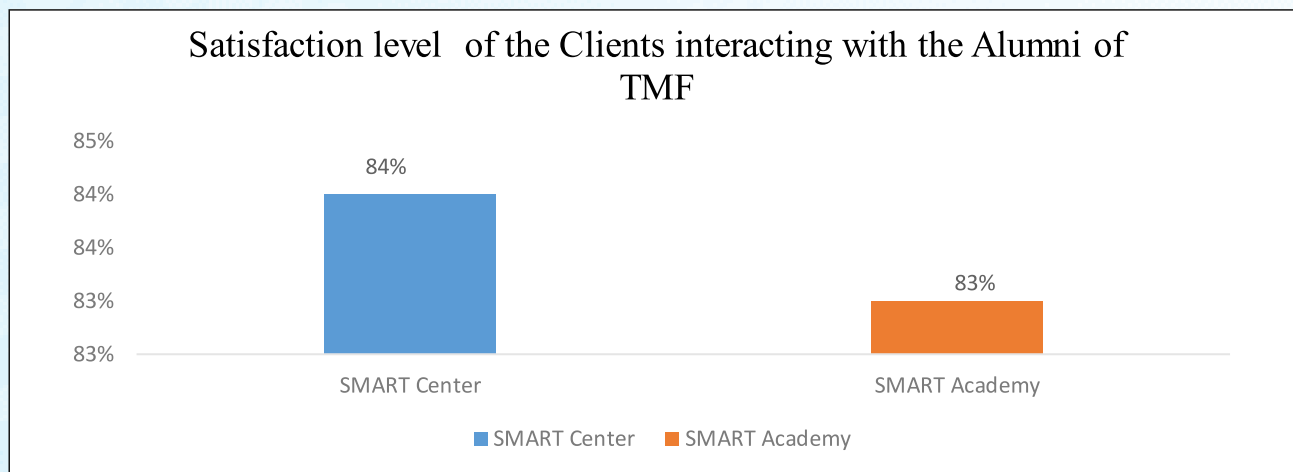


Following the impact assessment study conducted by IICA, a strong consensus among respondents, with a significant 86.03% alumni of TMF SMART Academy and 99.48% alumni of TMF SMART Center expresses an agreement that the courses taught align with the requirements of the market/industry in allied healthcare. This high agreement percentage highlights the perceived relevance of the curriculum in meeting industry demands.

The high agreement percentage (86.03%), (99.48%) among alumni regarding the alignment of courses with industry needs suggests that the curriculum effectively prepares graduates for the demands of the job market. This alignment enhances trainees employability by ensuring that they acquire skills and knowledge that are directly relevant to the industry, increasing their chances of successful employment upon completion of their courses.

### Client interaction abilities of TMFs Alumni

Figure 16 : Status of beneficiaries interacting with the customers



The alumni of the TMF SMART Centers and SMART Academies indicates a robust overall satisfaction level of 83% and 84% respectively. This high satisfaction level suggests a positive impact on the employability of TMF students, particularly those from SMART Academies, showcasing their readiness for diverse professional settings where effective client interaction is crucial.<sup>7</sup>

The SMART Academies students specifically received a noteworthy collective satisfaction rate of 83%, highlighting the academy's success in cultivating strong client interaction abilities. These findings underscore the positive influence of TMF's programmes on the generation of a skilled and employable healthcare workforce.

### Impact of the intervention in the lives of Alumni

The qualitative findings derived from the experiences of the alumni of TMF SMART Centers and Academies highlights a substantial impact on their professional confidence and career trajectories since joining the program. The consistent expression of heightened confidence levels, particularly in the ability to independently manage patients and operate without external guidance, highlights a transformative journey in their professional development, indicative of the academy's effective educational approach. A significant aspect of this impact is the emergence of entrepreneurial aspirations within the TMF's alumni community. The keen interest displayed by numerous students in

<sup>7</sup> Employer Survey, IICA , 2023

exploring self-employment opportunities post-education signals a notable shift towards an entrepreneurial mindset fostered by the the TMF intervention. The concrete and appealing objective of establishing nursing bureaus, independent pathology labs, or collection labs among a significant number of graduates reflects the intervention's success in instilling not just clinical skills but also a mindset oriented towards innovation and independence. The training provided by TMF has empowered the alumni not only to excel in their professional roles but also to actively serve as invaluable resources within their communities. These alumni now play pivotal roles as career counsellors, offering guidance and insights to individuals seeking career paths, and as health consultants, providing valuable advice and information on healthcare matters. This dual expertise has not only elevated their standing within their communities but has also garnered heightened respect and recognition from family, friends, and relatives who now turn to them for both career-related and health-related advice. The alumni's expanded roles as community leaders and advisors showcase the profound impact of the training program on their personal and professional growth, fostering a positive ripple effect within their social circles.

Image 19 : TMF SMART Academy, Mohali



This shift towards entrepreneurship signifies a broader influence on the TMF's alumni community, emphasizing a culture of innovation and autonomy. It is a testament not only to the confidence instilled by TMF but also to the newfound belief in graduates' ability to navigate the complex healthcare landscape independently. TMF Academies' alumni are not merely seeking employment; they are actively envisioning and pursuing opportunities to shape their own paths within the healthcare industry. Beyond clinical proficiency, TMF is successfully cultivating a community of empowered professionals equipped to address challenges in their field. The qualitative outcomes serve as compelling evidence of TMF's dedication to shaping not only skilled healthcare practitioners but also visionary leaders within the industry, reflecting a distinctive and influential role in the healthcare landscape.

Image 20 : Extra-Curricular Activities done by the beneficiaries of TMF SMART Academy, Pune



### Professional Development

The qualitative outcomes observed among the alumni of TMF depict a rich tapestry of aspirations and goals. From a drive towards entrepreneurship, showcasing a spirit of innovation and risk-taking, to the pursuit of financial freedom, indicating a desire for economic independence, the alumni are diverse in their ambitions. Higher education planning reflects a commitment to continuous learning, while the goal of supporting family underlines a sense of responsibility and dedication to familial well-being. Long-term salary aspirations highlight a focus on financial security and career advancement. The inclination towards international opportunities suggests a global perspective, seeking lucrative markets. The desire for a stable career and life signifies a preference for security and predictability. The initiative's impact is particularly notable for married alumni restarting their careers, showcasing TMF's effectiveness in supporting individuals with family responsibilities. Overall, these outcomes portray a dynamic and multifaceted journey of personal and professional development among alumni.<sup>8</sup>

Image 21 : Focus Group Discussion with the beneficiaries of TMF SMART Academy, New Delhi



<sup>8</sup> Focus Group Discussions

Figure 17 : Improvement in the career path of the beneficiaries



**Personal Development**

The qualitative findings of the Impact Assessment Study conducted by IICA unveiled a notable positive impact on various facets of the alumni's lives. Firstly, there is an observed increase in work ethics, indicating a heightened commitment to professional responsibilities, potentially leading to improved productivity and accountability. The reported boost in self-confidence is particularly significant, suggesting that TMF Academies and Centers have successfully contributed to enhancing the alumni's belief in their abilities, with potential implications for career advancement and overall well-being. The development of soft skills, consistency, teamwork, professionalism, dedication, leadership, and financial freedom further highlights the effectiveness of the programme in providing a holistic training experience. The pursuit of financial freedom is a crucial aspect, highlighting that the alumni are not only gaining technical knowledge but also acquiring financial acumen, a key factor in achieving independence and stability in their lives.

Image 22 : Notice board showing extra curricular activities at TMF SMART Academy, Navi Mumbai



**Note cam lite**  
 Address : Kharghar, Navi Mumbai, 410210, MH, India  
 Latitude : 19.0358° N  
 Longitude : 73.0593° E  
 Altitude : 16.46 meter

This financial empowerment can positively influence career choices, personal well-being, and the ability to pursue entrepreneurial endeavours. The Impact Assessment study results indicate that TMF alumni are experiencing a comprehensive and transformative impact, not only in their professional skill sets but also in their attitudes towards work, personal confidence, and financial outlook. This holistic approach positions the alumni for success and fulfillment in both their professional and personal journeys.<sup>9</sup>

Figure 18 : Status of Personal Development of the beneficiaries

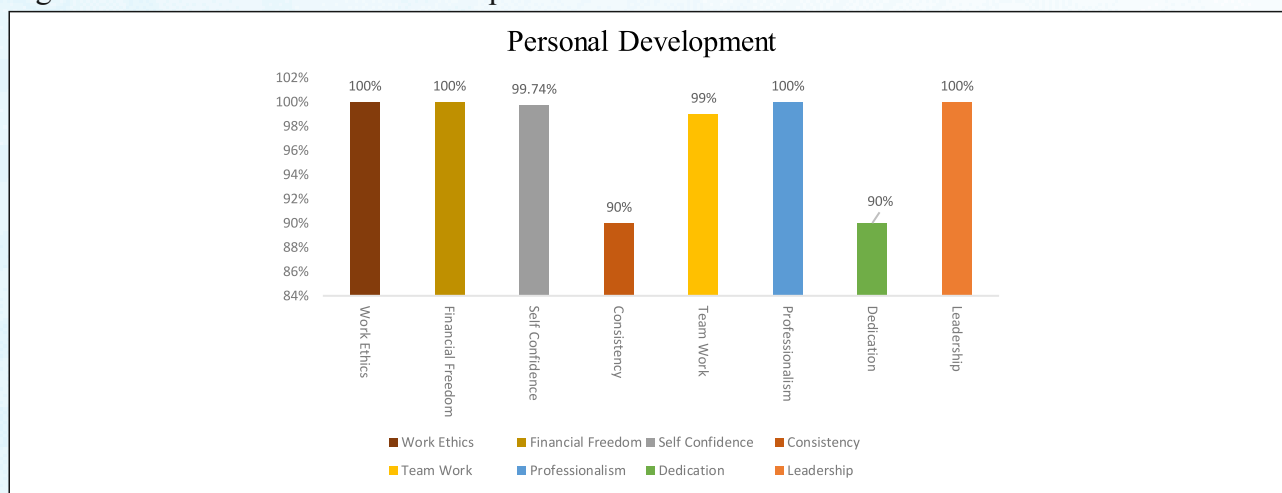


Table 5 : Overall Impact of TMFs intervention in the lives of the beneficiaries

Aspect	Smart Centers	Smart Academies	Tech Mahindra Faculty of Nursing, Banasthali Vidyapith
Technical and Practical Knowledge	Technical skills increased manifold along with extra-curricular activities	Immense learnings in allied healthcare sector together with IT Skills and extra-curricular learnings	Skill development, multiple courses and life skills training along with nursing
Financial Freedom	Self-dependent, reduced burden on parents, can plan and prepare for start-ups in allied healthcare	Financially independent, economic support to families, self-sufficiency for higher education financially (e.g., MBBS and UPSC preparations), possibility of entrepreneurship	Comparative improvement in quality of life, happiness, and self-satisfaction
Personality Development & Grooming	Communication skills, mannerism and discipline	Confidence boost, trust in abilities, self-reliance, motivated and well-groomed	Self-discipline, well-organized, enhanced confidence, selfless attitude
Social & Professional Confidence	More confident socially and professionally, viewed as a responsible and successful person by society	Positive societal perception, seen as successful people and role models, increase in opportunities: more skillful-IT skills, interview skills & communication skills	Enhanced self-confidence, strong interpersonal relations

<sup>9</sup> Focus Group Discussions

## Contribution of the training in socio-economic inclusion and empowerment of women

The economic participation of women is not only a crucial aspect of their rights but also serves as a cornerstone for empowering them to take control of their lives and establish a significant presence in society. Achieving inclusive development necessitates ensuring the active involvement of women. Amartya Sen's term "missing women" aptly captures the prevailing gender inequalities and discrimination in our society. The term underlines the persistent challenges faced by women in various societies.<sup>10</sup> A World Bank report from 2011 sheds light on the alarming reality that six million women go missing annually, with different stages of life witnessing varying degrees of gender-based disparities. Despite these challenges, the SMART Academy and TMF SMART Centers have emerged as catalysts for positive change. The enrollment data reveals a predominant representation of women, with 94.67% females in SMART Academy and 79.55% in TMF SMART Centers.<sup>11</sup>

This strong representation highlights the effectiveness of the intervention by TMF in creating an inclusive and empowering environment within the allied healthcare sector. The impact is particularly evident among married women, both current trainees and alumni, who express gratitude for TMF's role in facilitating career restarts. TMF's influence aligns seamlessly with national initiatives like the "Restart Her Career" scheme, aiming to bolster women's workforce participation.<sup>12</sup> Moreover, TMF serves as a helping hand for women's financial empowerment, aligning with government schemes such as Pradhan Mantri Jan Dhan Yojana,<sup>13</sup> which emphasizes financial inclusion for women. The organization's contribution to empowering women in healthcare aligns with broader national programmes supporting women entrepreneurs, as seen in initiatives like Stand Up India, which encourages and facilitates women in establishing and growing their businesses.

In the context of the care industry, where women have historically played a pivotal role, the increased career stability resulting from TMF's programmes is leading to a growing presence of women in the healthcare sector.<sup>14</sup> A compelling example is a female alumna from Mumbai SMART Academy who, post-training with TMF, now earns Rs 10,000 per month which according to her is a great financial support to herself and her family. This financial stability has not only empowered her to make independent decisions but has also transformed her into a catalyst for changing the mindset within her immediate family. The programme's transformative impact has instilled motivation and optimism, paving the way for a more promising future.<sup>15</sup>

<sup>10</sup> <https://wcd.nic.in/sites/default/files/Final%20Report-TISS-%20Skill%20in%20slums.pdf>

<sup>11</sup> IICA Survey, 2023

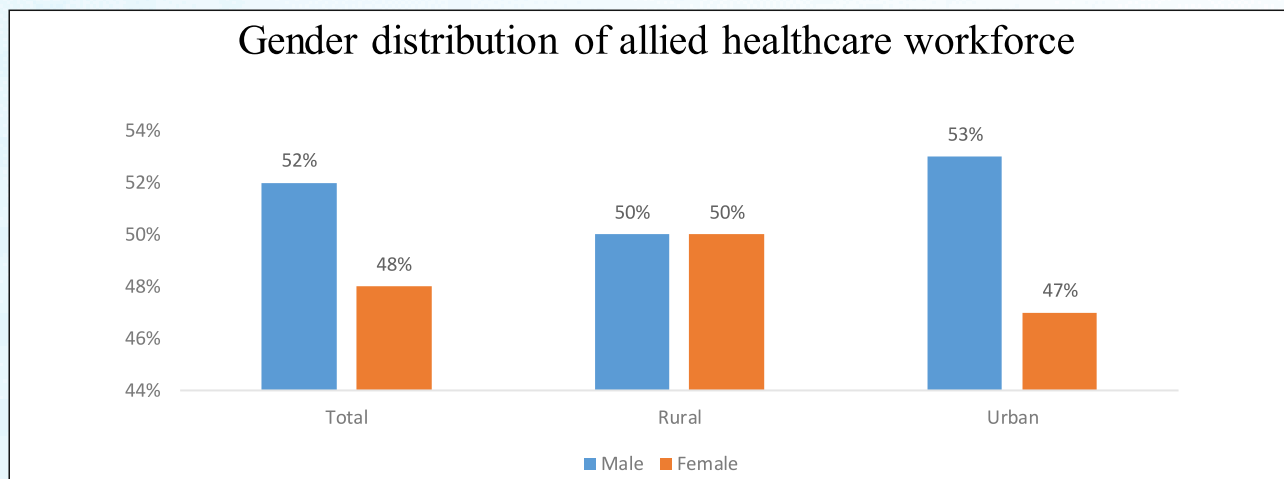
<sup>12</sup> [https://dge.gov.in/dge/schemes\\_programmemes](https://dge.gov.in/dge/schemes_programmemes)

<sup>13</sup> <https://www.standupmitra.in/>

<sup>14</sup> <https://www.businesstoday.in/interactive/photo-essay/mpw-2023-women-have-made-great-strides-in-the-healthcare-sector-but-its-still-a-work-in-progress-129-12-12-2023>

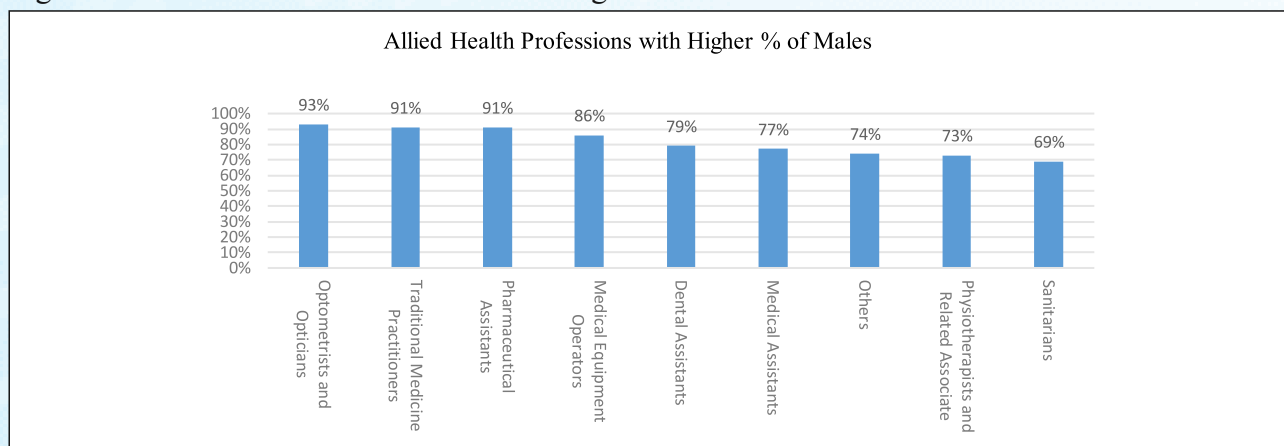
<sup>15</sup> IICA Survey, 2023

Figure 19 : Gender distribution of allied healthcare workforce



The Allied Health workforce in the country is generally evenly divided across gender, with approximately half of the workforce being female, regardless of whether they are located in urban or rural areas. However, a more detailed analysis of gender distribution within specific occupations indicates a notable disparity. With the exception of nursing assistants and dietitians, the majority of allied health professions show a significantly higher number of males than females.<sup>16</sup>

Figure 20 : Allied Health Professions with Higher % of Males



Source: Occupational Mapping Report for Allied Health and Paramedic Sector by the Health Sector Skill Council

The SMART Academies and TMF SMART Centers have emerged as catalysts for positive change. Analysis of enrollment data highlights a noteworthy shift, demonstrating a predominant representation of women. Specifically, the SMART Academies reports an impressive 94.67% female enrollment, while TMF SMART Centers exhibit a significant female presence at 79.55%. This shift in enrollment patterns at TMF SMART Academies and SMART Centers signifies a positive trend toward greater gender diversity within the allied healthcare sector. By fostering an environment where women are prominently represented, these institutions are contributing to breaking down gender stereotypes and encouraging more inclusive participation in allied healthcare professions. The enrollment data from TMF SMART Academies and SMART Centers highlights a positive change in the traditionally male-dominated landscape of allied healthcare professions. This shift not only supports gender diversity within the workforce but also reflects the impact of these institutions as drivers of positive change in the industry.

<sup>16</sup> <https://nqr.gov.in/sites/default/files/Annexure%20-%20VI%20Occupational%20Mapping%20Report.pdf>



## SWOC ANALYSIS

Table 6 : SWOC Analysis

STRENGTHS	WEAKNESSES
Employability: Enhances employment opportunities	1.12% of trainees have left the training in between
Quality of Training: Relies on qualified and experienced trainers.	5.59% trainees have indicated a low disagreement about the availability of trainers for guidance
Incorporates innovative teaching pedagogy.	9.50% of the alumni does not find the training beneficial
Gender Inclusivity: SMART Academy: 94.67% female participation. SMART Center: 79.55% female participation	24.58% of the trainees described their practical experience as not extensively helpful
Practical Learning: Provides adequate equipment and machinery for hands-on experience.	26.26% of the alumni has noted insufficient industrial visits
Extra-curricular: Promotes the building of self-reliant and independent trainees.	15.64% indicated a lack of job training
Workforce Confidence: Aims at the production of a productive and confident healthcare workforce.	
Diversity Enrichment : Exposes trainees to different perspectives of different social categories	
Addressing varied needs : The varied educational status with different level of prior education	
Strong monitoring mechanism	
OPPORTUNITIES	CHALLENGES
Growing market demand for healthcare services	Drop out by trainees
A greater self-employment facilitation can be provided to the trainees who are interested and also for those who do not get placed.	A small 5.56% of alumni highlighted dissatisfaction with teaching methodologies. This indicates the need for continuous assessment and enhancement of teaching approaches to meet the diverse learning preferences of students.
Establishing a structured financial support system to address financial barriers faced by underprivileged individuals, promoting equity	
Providing stipends during unpaid internships presents an opportunity to easing financial burdens on students by providing an encouraging broader participation in internship programmes, fostering practical learning experiences.	
Implementing targeted strategies to address dropout rates, ensuring that students receive adequate support to complete their training programmes successfully	
Creating platforms for networking and alumni support. Alumni networks can offer guidance, mentorship, and professional connections, contributing to the long-term success of current students	

## OECD MATRIX

The assessment is evaluated using the OECD framework against six components- Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

Table 7 : OECD Matrix

1	<p>RELEVANCE</p> <p>(IS THE INTERVENTION DOING THE RIGHT THINGS?)</p>	<ul style="list-style-type: none"> <li>➤ The programme is highly relevant in the present socio-economic context of India.</li> <li>➤ The programme contributes in achieving the United Nations Sustainable Development Goal 4 which is 'Education for all' and the sub target 4.4 which states: “By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship”.</li> <li>➤ 86.03% trainees said that the course/content of the training programme matches with the requirements of the market/ industry.</li> <li>➤ The intervention is highly relevant as it helps the trainees become skilled and secure jobs.</li> </ul>
2	<p>COHERENCE</p> <p>(HOW WELL DOES THE INTERVENTION FIT?)</p>	<ul style="list-style-type: none"> <li>➤ It has been estimated that India is short of over 64 lakh AHPs (Allied Healthcare Professionals)</li> </ul> <p>With only 8 doctors, 6 nurses, and 8 allied health workers per 10,000 Indians, the overall density of healthcare workers falls considerably short of the WHO-recommended minimum of 44.5 professionals for a population of this size.</p> <p>There is an urgent need to close this glaring gap, hence mandating the need to increase skilling of AHPs. This existing shortfall, as well as the emphasis on preventive measures over curative medicine, opens up the opportunity to expand the cadre of AHPs, thereby creating more jobs in the healthcare sector in India. Building this tier of healthcare workers holds the opportunity to address the burgeoning healthcare needs of the nation while also providing gainful employment, especially for women.</p> <ul style="list-style-type: none"> <li>➤ The Skilling and Upskilling intervention of TMF Helps in bridging the gap by being gender inclusive as well, covering 94.57% of females trainees in SMART Academies and 79.55% of female trainees in TMF SMART Centers</li> <li>➤ The allied healthcare training provided by TMF falls under the purview of the National Commission for Allied and Healthcare Professions Act, 2021</li> <li>➤ National Health Mission (NHM) relies on allied healthcare professionals for grassroots implementation, including sub-missions like NRHM and NUHM. Pradhan Mantri Jan Arogya Yojana (PM-JAY), or Ayushman Bharat, involves allied professionals for successful healthcare service delivery to vulnerable families. National Urban Health Mission (NUHM) focuses on urban areas, with allied healthcare workers playing a vital role.</li> </ul>

		Rashtriya Swasthya Bima Yojana (RSBY) engages allied professionals in delivering healthcare to below-poverty-line families through health insurance. The National Tobacco Control Programme (NTCP) involves allied healthcare professionals in tobacco control and cessation initiatives.
3	EFFECTIVENESS  (IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?)	<ul style="list-style-type: none"> <li>➤ With a placement rate of 89.81%, the intervention demonstrates exceptional efficiency in seamlessly transitioning individuals from training to successful employment, affirming its impactful and result-oriented approach.</li> <li>➤ This high rate highlights the intervention's effectiveness in matching skill development with real-world employment opportunities.</li> <li>➤ The intervention is effective in terms of quality of training, training implementation techniques and approaches for the completion of training.</li> <li>➤ The Monitoring mechanisms, including daily reporting, third-party audits, and classroom observations makes the training effective.</li> <li>➤ 73.18% of respondents described their practical experience as extensive, indicating a substantial portion satisfied with the hands-on component.</li> <li>➤ 69.27% of respondents acknowledged sufficient industrial visits, indicating a satisfactory level of exposure to industrial environments.</li> <li>➤ 84.36% of respondents acknowledged the availability of job training, indicating a strong commitment to preparing alumni with practical skills for the workforce</li> </ul>
4	EFFICIENCY  (HOW WELL ARE RESOURCES BEING USED?)	<ul style="list-style-type: none"> <li>➤ 78.21% of respondents acknowledged that training materials were adequately supplied, indicating a majority's satisfaction.</li> <li>➤ The training ensured optimal utilization of material and human resources including trainers and training material supplies, infrastructure, allied healthcare facility labs, equipment, computer labs, ambulance/ medical van etc.</li> <li>➤ The utilization of a specialized Learning Management System (LMS) facilitates efficient organization and distribution of educational resources.</li> </ul>
5	IMPACT  (WHAT DIFFERENCE DOES THE INTERVENTION MAKE?)	<ul style="list-style-type: none"> <li>➤ The professional skills gained by the trainees have increased their employability</li> <li>➤ The socio-economic status of the trainees and their families have improved, as 89.81% of the trainees were provided job placement at the end of their job completion.</li> <li>➤ The intervention contributes to the country's economic growth by reducing the unemployed youth.</li> </ul>
6	SUSTAINABILITY  (WHAT FUTURE DOES THE INTERVENTION HOLDS?)	<ul style="list-style-type: none"> <li>➤ The programme's high relevance to India's socio-economic context ensures ongoing significance and impact</li> <li>➤ Aligning with UN SDG 4, the programme contributes to sustainable development by increasing individuals' skills for employment</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Acknowledgment by 86.03% of trainees regarding alignment with market/industry requirements ensures adaptability and longevity.</li> <li>➤ By upskilling individuals and creating job opportunities, the intervention addresses healthcare workforce shortages, contributing to long-term sustainability in the allied healthcare domain.</li> <li>➤ The intervention's effectiveness in training quality, techniques, and monitoring mechanisms ensures continuous improvement and relevance.</li> <li>➤ High satisfaction (73.18%) with extensive practical experience contributes to producing graduates well-prepared for real-world challenges, sustaining the programme's impact.</li> <li>➤ The high placement rate (89.81%) signifies sustained success in translating training into employment, contributing to economic growth and reducing unemployment</li> </ul>
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**#MaiBhiHero**

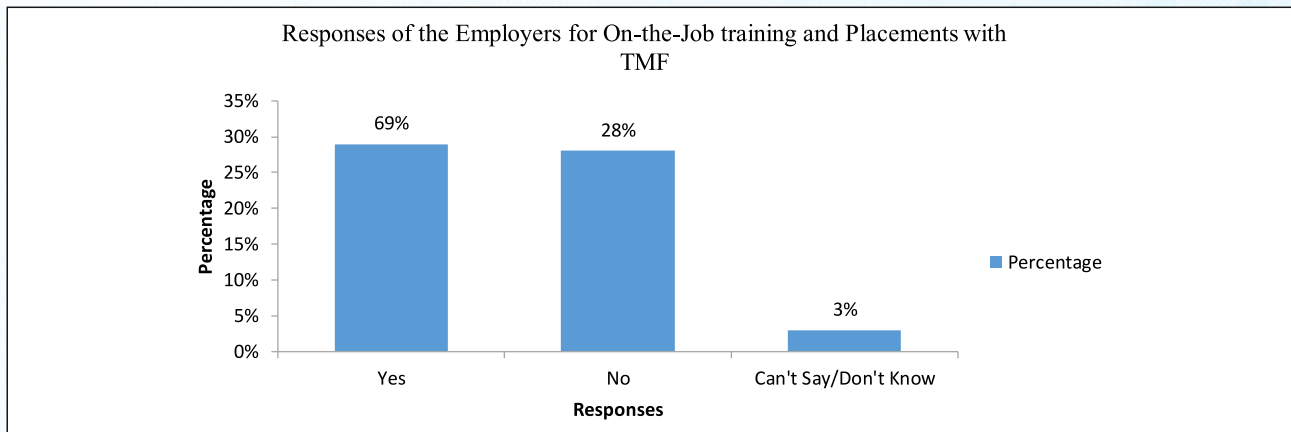
In the challenging landscape of India's healthcare sector, marked by a scarcity of skilled professionals, Tech Mahindra SMART Academies for Healthcare emerges as a beacon of sustainability. Revealed by the Healthcare Access & Quality Index, India's 145th rank among 195 countries highlights the critical need for proficient paramedical professionals. At the forefront, the #MainBhiHero movement, led by SMART Academies, embodies a concerted effort to cultivate skilled healthcare professionals aligned with the World Health Organization's "Health for All" vision and the United Nations Sustainable Development Goals. This initiative directly addresses workforce shortages, contributing to the resilience of India's healthcare workforce. Aligned with global goals, it fosters sustainable practices, emphasizing quality education, inclusive development, and strategic public-private partnerships.

Image 23 : Cheerful response in the Focus Group Discussion by the beneficiaries of the TMF SMART Academy, Mumbai



## IDENTIFICATION OF HOSPITALS AND INDUSTRY PARTNERS

Figure 21 : Collaborative Partnership for On-the-Job Training and Placements with TMF



The findings of the employer study conducted by the Indian Institute of Corporate Affairs for Tech Mahindra Foundation academies and centers reveal that 28% of employers expressed reservations or disinterest in providing on-the-job training to TMF Academy graduates. The positive inclination of 69% among employers who expressed interest in hiring TMF's trainees remains a promising aspect, reflecting alignment between the academy's programmes and the industry's needs. The 3% uncertainty in the 'Can't Say/Don't Know' category emphasizes the need for more targeted communication to address employer reservations and ensure a clearer understanding of the academy's offerings and the capabilities of its graduates. Analyzing this from the perspective of TMF academies and centers, it becomes evident that bridging any existent gap between the academy's and centers training and employer expectations is crucial.

Efforts to address concerns raised by the 28% of employers who are not interested in providing on-the-job training are essential for enhancing the employability of academy and centers graduates. Strategic interventions, such as establishing stronger partnerships with employers for more comprehensive training programmes, are essential for ensuring that TMF graduates are well-prepared and attractive to potential employers. By directly addressing employer concerns, the academies can strengthen their position in facilitating more successful employment outcomes for their students in the long run.

### Criteria for Selecting Collaborative Partners

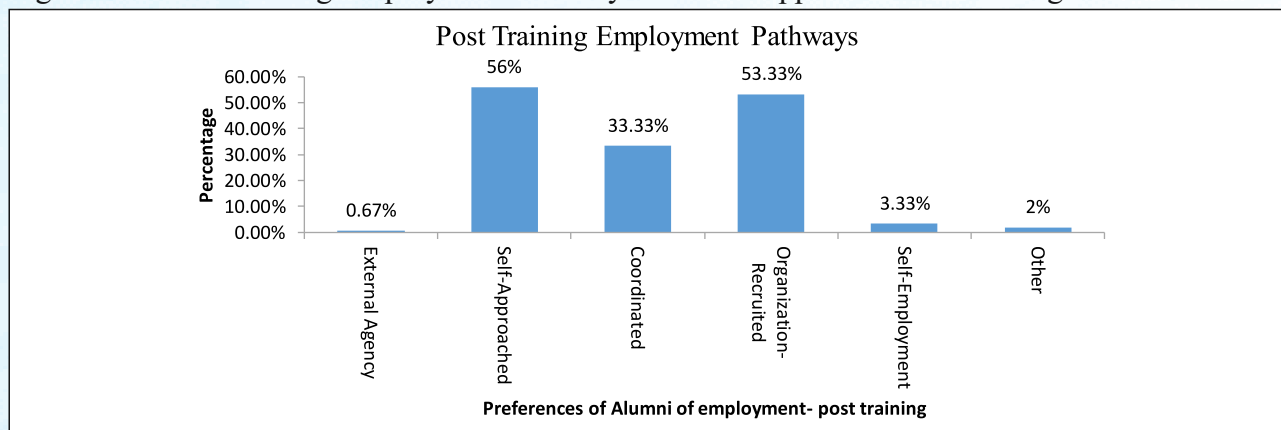
The impact of TMF Academy programmes extends beyond the classroom, significantly influencing the career trajectories of its graduates.

Alumni testimonials provide compelling evidence of successful transitions into the workforce, affirming a positive correlation between the education received at TMF Academies and meaningful employment opportunities. IICA's findings underscore the academy's commitment to equipping students with practical skills and industry-relevant knowledge, ultimately fostering a strong foundation for professional growth. In the context of selecting a collaborative partner for an allied healthcare institute, the insights gleaned from TMF alumni discussions become particularly relevant.

The experiences and achievements shared by graduates underscore the importance of criteria such as curriculum compatibility, industry connections, and a track record of high employment rates when forging partnerships. By leveraging the real-world outcomes of its alumni, TMF can refine its selection criteria for collaborative partners, ensuring that future alliances not only align with institutional goals

but also maximize the potential for student success in the dynamic healthcare industry. The alumni-driven perspective serves as a valuable guide for TMF as they continue to evolve and enhance their educational initiatives in collaboration with strategic partners.

Figure 22 : Post-Training Employment Pathways: Alumni Approaches to Securing Jobs

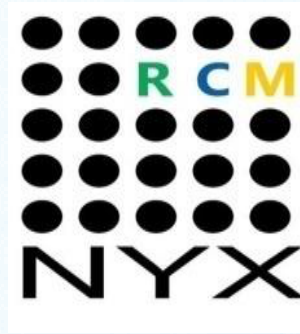


A notable percentage of alumni, accounting for 56%, reported self-approaching organizations as their method of securing employment. This emphasizes the proactive approach taken by graduates in navigating the job market independently. Additionally, 33.33% of alumni highlighted the instrumental role played by TMF in coordinating their job placements, showcasing the effectiveness of the institute's efforts in connecting graduates with employment opportunities. The study also highlights that more than half of the respondents (53.33%) were recruited directly by organizations that came to TMF's Academy for talent acquisition. These findings highlight the success of the institute's collaboration with employers, resulting in direct recruitment opportunities for its graduates. Moreover, the study indicates a diverse employment landscape, with a small percentage (3.33%) opting for self-employment, demonstrating the entrepreneurial paths pursued by some alumni. The "Other" category, constituting 2%, suggests varied responses and the nuanced experiences of graduates. Overall, the impact assessment study portrays a multifaceted picture of the pathways to employment for TMF alumni, showcasing the success of the institute's initiatives and the varied approaches taken by graduates in their professional journeys.

## Hospitals and Diagnostic Centers Offering Opportunities to TMF

Table 8 : Hospitals and Diagnostic Centers Offering Opportunities to TMF

S.No	Hospitals and Diagnostic Centers (SMART Centers)
1	ACER Health
2	KIMS Hospital
3	NYX Medical Solution
4	Dreamland Training Center
5	Omega Health
6	SCYO
7	Vleads
8	Radiant Cash management
9	Tutis Innovative E service Limited
10	Data tracks
11	IPMF INDIA PVT LTD



S.No	Hospitals and Diagnostic Centers (SMART Academies)
1	Orchid hospital
2	Indus Hospital, Mohali
3	Amar Hospital
4	Ojas Hospital
5	Jorie Hospital
6	Uncared Hospital
7	Shree Hospital
8	Mukat Hospital
9	Atulya
10	Indus
11	Santok
12	Eden
13	Indus
14	Sukhseva
15	Aditya Bedi Hospital
16	Gupta hospital
17	Mother hood hospital
18	Sanjeevani
19	Vignaharta hospital
20	Budhrani Hospital

21	Spandan Hospital
22	Noble hospital
23	Pulse hospital
24	Antra health care
25	BLK hospital
26	Care 24
27	Care health nursing Home
28	Clear Medi Hospital
29	Anushara clinic
30	Phennix health & wellness
31	MGM hospital
32	Sushrut Hospital and Research center
33	Navnirman Multispeciality Hospital
34	HFRC Dialysis Center
35	Acharya Shri Ramesh Dialysis Center
36	AF Care Diagnostics
37	Ark imaging and Diagnostic center
38	Arunosha clinics & Labs
39	Aarogya Multispeciality Hospital
40	Action Balaji Hospital
41	Can Kids Center
42	Cloud Nine Hospital
43	Epitome Hospital
44	Deepali Services- NKS Hospital
45	Fortis Hospital
46	Fresecinius Medical Care
47	GTK Hospital
48	Hans Charitable clinic
49	Healing touch clinic
50	Holi Family



51	Zen Multispeciality Hospital
52	BSES MG Hospital
53	BSES MG Hospital
54	SMS Hospital
55	KAPIL HOSPITAL
56	Tomar Ambulance
57	Venkateshwar Hospital
58	Kapoor Medical Center
59	Lifeline Hospital
60	Madhukar Rainbow & Children's Hospital
61	Manas Hospital
62	MD City Hospital
63	Metro Hospital
64	Pal Facility Management Services Pvt Ltd
65	Rajiv Gandhi Super Speciality
66	Rakshak Ambulance
67	SAI Diagnostic
68	Rajesh Ambulance

## SUCCESS STORIES

This section highlights the positive outcomes of TMF Allied Healthcare training, as narrated by beneficiaries and corroborated by secondary sources like heads of SMART Centers and Academies. Through these accounts, TMF's success in enhancing the quality of life for its beneficiaries becomes evident. Post-training at TMF SMART Centers and Academies, the youth experience economic empowerment, enabling them to provide financial support for themselves and their families.

### Success Story 1

Meet Minu Munduya, a resident of Dhabalgiri in Jajpur Road district, who hails from a humble background facing financial hardships due to the absence of a steady source of income. Despite the challenges, Minu emerged as a shining example of self-belief and unwavering determination. Identified as a candidate with potential, she underwent training at TMF SMART Center Bhubaneswar, specializing in Pharmacy Assistant in the year 2022-23, based on her interests and aptitude.

Having successfully completed her training, Minu's journey took a transformative turn. She secured a position at Physio Hands Rehab Center, a multispecialty clinic, where her skills found recognition. Joining as a Pharmacy Assistant, Minu now earns a monthly salary of 9000, marking a significant improvement in her financial situation. Her success story not only highlights personal resilience but also exemplifies the positive impact of TMF's training programmes in empowering individuals to overcome challenges and achieve meaningful employment.

### Success Story 2

Papia Das, a resilient individual who emerged from challenging circumstances. Hailing from a destitute background with her father as the sole breadwinner, the family faced financial hardship after his unfortunate accident. At the tender age of 19, the responsibility of providing sustenance fell upon Papia's shoulders.

Papia learned about the RIT TMF SMART Center through door-to-door mobilization efforts. Recognizing an opportunity for change, she swiftly enrolled in the GDA Course, displaying a commendable level of dedication throughout the training period. Papia's commitment shone through as she attended classes regularly and approached her studies with seriousness.

Her efforts bore fruit when she secured a placement at AMRI Dhakuria with an initial salary of Rs. 8400 per month as a fresher. Over time, her hard work and dedication reflected in her career growth, and her salary has now increased to Rs. 10500. This success not only transformed Papia's life but also allowed her to shoulder the financial responsibilities of her household. Papia's journey stands as a testament to the transformative impact of RIT TMF SMART Center's training programmes in providing individuals with the tools to overcome adversity and achieve personal and financial success.

### Success Story 3

Kulsum Shaikh's journey epitomizes resilience in the face of adversity. Losing her father at a tender age, financial struggles loomed large. Tech Mahindra SMART Academy for Healthcare in Mumbai became her harbor of hope, where she enrolled in the GDA (General Duty Assistant) course.

Frequent rejections in job interviews only fueled her determination. With unwavering support from SMART Academy's faculty, Kulsum transformed into a confident professional, securing the position of Patient Care Assistant at Somaiya Hospital. Her success not only fulfills her dreams but also radiates hope for others facing obstacles.

### Success Story 4

Harsh Pandit, after finishing high school, felt a bit lost about what to do next. Harsh had a dream of working in the medical field, but it seemed like a distant possibility due to financial constraints. One day, he heard about a program called HFOBE that could help him learn about healthcare even without traditional education. Harsh decided to give it a shot. The program not only taught him allied medical education but also gave him hands-on experience. Harsh's hard work paid off, and he landed a job in the medical field, making 20,000 Rs a month. He started enjoying his work, learning new things every day, and his confidence soared.

From being unsure about his future, Harsh from TMF SMART Academy, Pune has transformed himself into a successful professional.

Harsh Pandit's story became a symbol of hope, proving that when given a chance and with a bit of hard work, anyone can turn their dreams into reality. His success story reminds us that sometimes all it takes is one opportunity to change our lives for the better.

## SCOPE OF IMPROVEMENT & RECOMMENDATIONS

- **Enhancing entrepreneurship within the training programme:** To enhance entrepreneurship within the training programme, there is a significant scope for improvement. This can be achieved by introducing specialized entrepreneurship training modules that cover essential aspects of business planning, marketing, and financial management. Establishing mentorship programmes, networking events, and access to funding resources will provide aspiring entrepreneurs with invaluable support and connections. The creation of an incubation center with the TMF SMART Centers and Academies and practical workshops simulating real-world challenges can offer a conducive environment for refining business ideas in the Allied Healthcare domain. Integrating training on market research techniques, legal and regulatory aspects of entrepreneurship, and implementing monitoring and assessment systems will ensure comprehensive preparation. Additionally, showcasing success stories specifically women in the field of Allied healthcare domain and connecting trainees with successful entrepreneurs can inspire and guide them on their entrepreneurial journey. Overall, these enhancements aim to create a robust framework that fosters innovation, resilience, and tangible success for trainees venturing into entrepreneurship after their training programme.
- **Offering enhanced Commuting Solutions:** TMF can prioritize solutions for commuting issues to enhance the real-world applicability of the training, ensuring accessibility for beneficiaries, especially those from rural backgrounds. This initiative aims to create a more inclusive environment, making the training accessible to a broader and diverse group of individuals. Implementing effective commuting solutions will contribute to breaking down barriers and facilitating increased participation in the training programmes.
- **Aligning Curriculum with the market trends and industry trends:** TMF can enhance its impact by consistently aligning the curriculum with market trends and industry standards, ensuring graduates remain competitive and responsive to evolving industry needs. This strategic approach aims to address the 13.97% of trainees at TMF SMART Academy, promoting a curriculum that is dynamic and relevant to current industry demands. By regularly assessing and adapting the curriculum, TMF can better prepare its trainees for successful and sustainable careers.
- **Diversification of Placement Avenues:** TMF can strengthen its impact by diversifying job placement avenues, providing graduates with a broader array of employment opportunities. This initiative aims to enhance the efficiency of the programme and contribute to sustained success. By exploring diverse sectors and industries, TMF can create a well-rounded approach to job placement, aligning with the varied skills and aspirations of its graduates. This strategic diversification ensures the programme remains versatile and adaptive to the evolving job market.
- **Enhancing Alumni Engagement:** TMF can further enrich its community by enhancing alumni engagement initiatives. By leveraging insights from alumni surveys, the organization can tailor programmes that meet the evolving needs and aspirations of its graduates. Strengthening the connection between alumni and current students through mentorship programmes, networking

events, and knowledge-sharing platforms can create a robust support system. This proactive approach ensures a lasting impact on professional development and fosters a sense of belonging within the TMF community.

- **Continuous Refinement Strategy:** TMF can enhance its programmes by establishing a systematic and responsive approach to continuous refinement based on valuable alumni feedback. By instituting regular assessments, the organization can swiftly identify areas for improvement, ensuring that the training remains dynamic and aligned with evolving industry trends. This strategy fosters an environment of constant improvement, allowing TMF to stay at the forefront of allied healthcare skill development and consistently meet the expectations of both beneficiaries and the industry.

Image 24 : Focus Group Discussion with the beneficiaries of TMF SMART Academy, Pune





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Sec. 5, IMT Manesar, Distt. Gurgaon (Haryana), Pin Code - 122052

Ph:- 0124-2640000, Email:- [contactus@iica.in](mailto:contactus@iica.in)