

Mid-term outcome assessment – SAGE (2021-23)

JP Morgan Chase Bank N.A (JPMCB)

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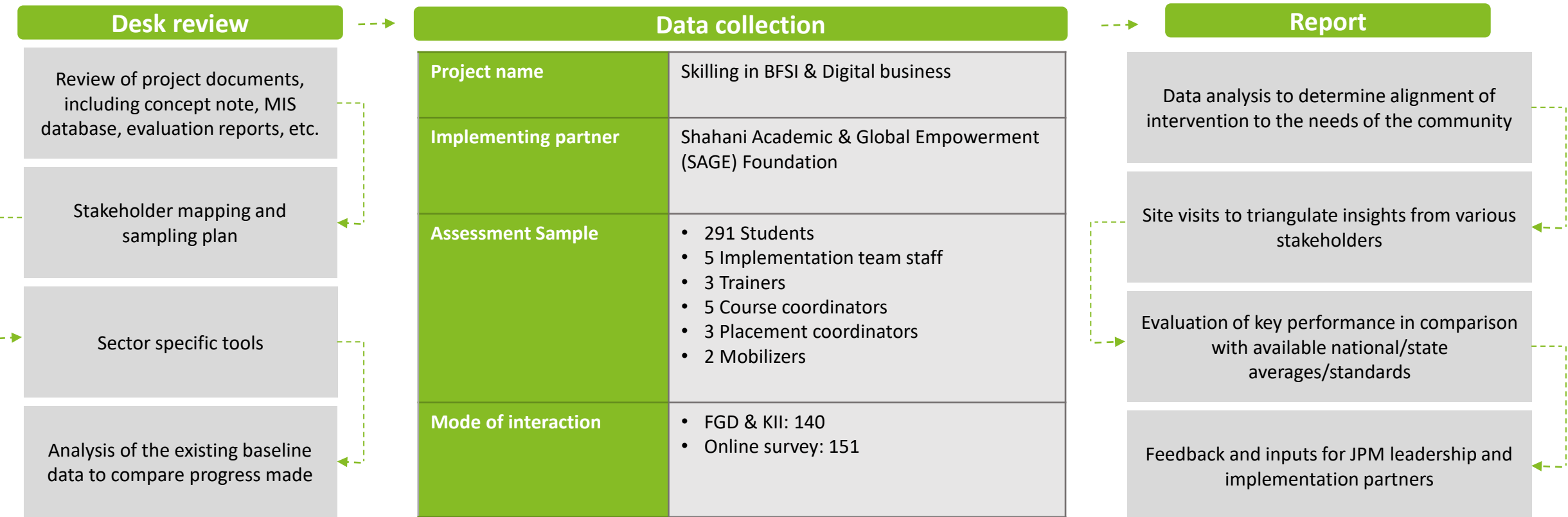


Approach & methodology

Deloitte conducted the assessment through a combination of desk research and primary interactions with a sample of key stakeholders and project beneficiaries. The assessment was executed in a phased manner during June-July 2023 period.









Deloitte conducted a stakeholder mapping exercise to identify the range of interactions required to document multiple perspectives about the perceived impact of the initiatives. The stakeholders and beneficiaries were selected purposively due to time-limitations of the assessment. The high-level approach for conducting impact assessment is as follows:



Executive Summary- Programme outcomes aligned to OECD framework ⁺

Deloitte conducted the assessment through a combination of desk research and primary interactions with a sample of key stakeholders and project beneficiaries. The assessment was executed in a phased manner during June-July 2023 period.

 Identified challenges impede the delivery of the programme and its intended outcomes
  Challenges identified, but course correction is possible with significant efforts towards design and delivery
  Identified challenges do not directly impede program delivery, or can be corrected with low effort
  No challenges were identified in delivery and delivery is on track with the program outputs/outcomes

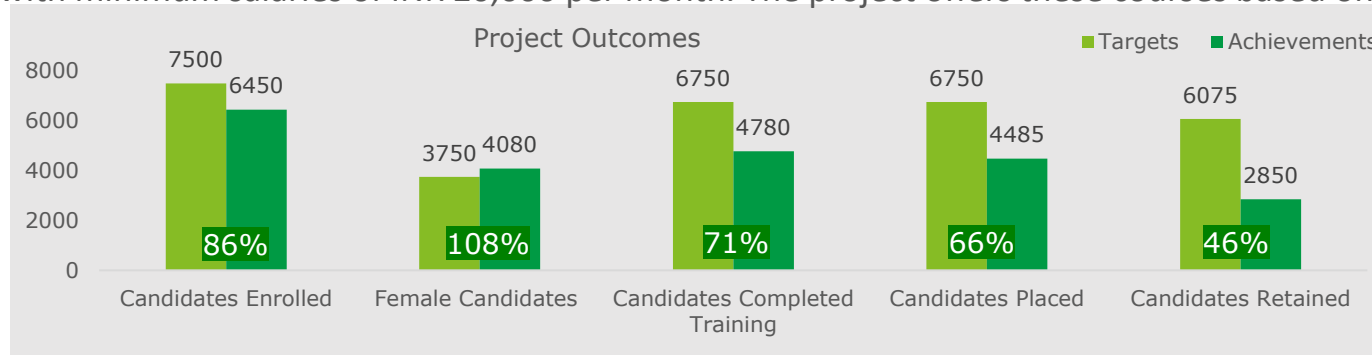
OECD Consideration	Enquiry areas	Assessment	Score
Relevance	Are the initiatives relevant to the community's needs and aspirations, or aligned to the development priority of the region?	<ul style="list-style-type: none"> The program considers the community aspirations, employment needs, skill gaps, and availability of job opportunities and delivers in alignment with the skill development priorities. Assessment related to alignment with current/future employment opportunities could be considered as a structured exercise while assessing the community's needs. 	
Coherence	How well does the intervention fit in the current ecosystem? Is it designed to achieve community requirements or strategic development goals?	<ul style="list-style-type: none"> The project design fits adequately within the current skill development ecosystem. Certain areas of improvement have been identified where the overall structure can benefit from some attention, in terms of the overall fee structure and aspiration mapping of candidates before placements. 	
Effectiveness	Are the program's results aligned with intended/anticipated outcomes? What are some of the major factors influencing the achievement or non-achievement of the objectives?	<ul style="list-style-type: none"> The program results are aligned to anticipated outcomes of an increase in number of students receiving skill development training in the BFSI sector. In the observed sample, 55% candidates were female, and based on the mobilization strategy most candidates belong lower-income families. However, the students have expressed dissatisfaction in the job opportunities offered to them (mainly in BFSI sales domain). 	
Efficiency	Are the objectives being achieved on time? Was the initiative implemented in the most efficient manner? Are there any challenges in the implementation of the activities that are impeding optimal results?	<ul style="list-style-type: none"> The objectives were reported to have been achieved as per timelines discussed during grant disbursement. The cost per beneficiary as per MOU is INR 17,272. 	
Impact	How have the development initiatives impacted beneficiaries and other relevant stakeholders? How many people have been affected? What has happened as a result of the initiative?	<ul style="list-style-type: none"> The program has led to an increase in access to skill development training and soft skills enhancement, and hence access to potential employers and job opportunities. The placed alumni have reported annual incomes in range of INR 1.24 lakh to INR 3 lakh. Candidates placed in the INR 2.5 to INR 3 lakh band were able to get placements on their own. 	
Sustainability	Other activities conducted to ensure a long-term solution to the development issues of the region? What are the major factors in the program design influencing the achievement or non-achievement of sustainability of the initiative?	<ul style="list-style-type: none"> The activities have been conducted in alignment with the key issues of the youth. However, sustainability through appropriate sector linkages needs to be built in to the programme. 	

⁺Source: OECD- DAC framework for evaluation of development assistance (<https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>)



Executive summary – Project outcome review

The goal of the project is to provide job skills training & job placement in the BFSI & Digital Business sectors where at least 90% are placed in white collar jobs with minimum salaries of INR 20,000 per month. The project offers these courses based on the following model:



Key Considerations:

- The data available till March'23 has been analyzed against the overall project outcomes for overall MOU Period (ending September 2023)
- The project is on-track with the following indicators:
 - Equal representation of women candidates
 - Overall programme outreach
 - Training completion and placement rates of candidates

Targets as per MOU	Achievement	Score
Employer Liaison Financial institutions and digital-first companies Roles such as business analysts, digital sales and marketing associates, customer relationship executives and digital medial consultants	<ul style="list-style-type: none"> Liaison with employers in the BFSI domain, however, the roles offered to the candidates have been reported in the customer mobilization and on-ground sales, while roles like digital media consultants and business analysts. Some candidates have reported dissatisfaction related to the roles offered to them due to expectation mismatch 	
Outreach to disadvantaged youth 7,500 participants (100% with annual family income of <INR 200,000)	<ul style="list-style-type: none"> Candidate enrolment has been 86% of the MoU target (6,450 candidates). The outreach methodology prioritizes candidates recommended by NGOs and from colleges serving lower-income candidates The IP has not created robust mechanisms for maintaining income records of candidates that have been enrolled in the programme or have paid subsidized fees between INR 5-40,000. 	
Equal representation of women candidates 50% programme participants are women	<ul style="list-style-type: none"> The IP has reported enrolment of 4,080 women (63%) against an overall outreach of 6,450 	
Program completion rate 6,750 complete the program, earn certification, and are placed into full-time employment	<ul style="list-style-type: none"> IP has reported training completed by 71% of the candidates in comparison to the MOU target (4,780/6,750) The placement percentage as per the IP records is 66% of the defined MOU target (4,485/6,750). This is on track with the expected performance during a mid-term outcome assessment of the project. 	
Participant retention 90% retention rate at 90 days	<ul style="list-style-type: none"> The IP has reported a retention of 2,850 candidates. The retention percentage in IP records (within 90 days) is 86%. At the time of the survey, 34% of respondents from the sample mentioned that they were currently employed and their average annual salary is INR 2.13 lakh. These alumni were from a multiple batches, with the last one ending in June 2023. 59% of candidates have indicated dissatisfaction with the offered roles and the retention rate of the sample (n=151) is 50% 	
Additional funder support identified	<ul style="list-style-type: none"> The programme has reported receiving funds from Shapoorji Pallonji foundation and Nihchal Israni Foundation for BFSI skills training to candidates 	

Project model



The goal of the project is to provide job skills training & job placement in the BFSI & Digital Business sectors where at least 90% are placed in white collar jobs with minimum salaries of INR 20,000 per month. The project offers these courses based on the following model:



Mobilization

The program mobilizes students through four major channels: online promotions on Google & social media; career seminars conducted in various colleges; partnerships with NGOs and; Public relations drive through online and offline media



Training

The training is provided in an intense “Bootcamp” model over 45 days where job-skills training is delivered through a blended-learning model that develops students’ soft skills while providing them with industry domain knowledge



Monitoring and follow up

Each student downloads mobile apps in English Communication, Job interview preparation and Banking or Digital Business, provided by Smart Institute. This smartphone app allows Smart Institute to constantly track the performance of students



Placements

Students who have completed the training & have scored at least 70% on all course measures of domain knowledge & soft skills are inducted into the placement process to ensure only truly employable graduates are presented to recruiters

Strategic differentiators

Banking Plus App and classroom-based learning

App-based training is imparted as a part of knowledge dissemination for the students. This helped the students to be a line with the course content and course.

On-Job Training (OJT)

A 7-day OJT enables students to get a live experience of a workspace environment. This helped the students to equip and developed themselves to work in a real workspace setting.

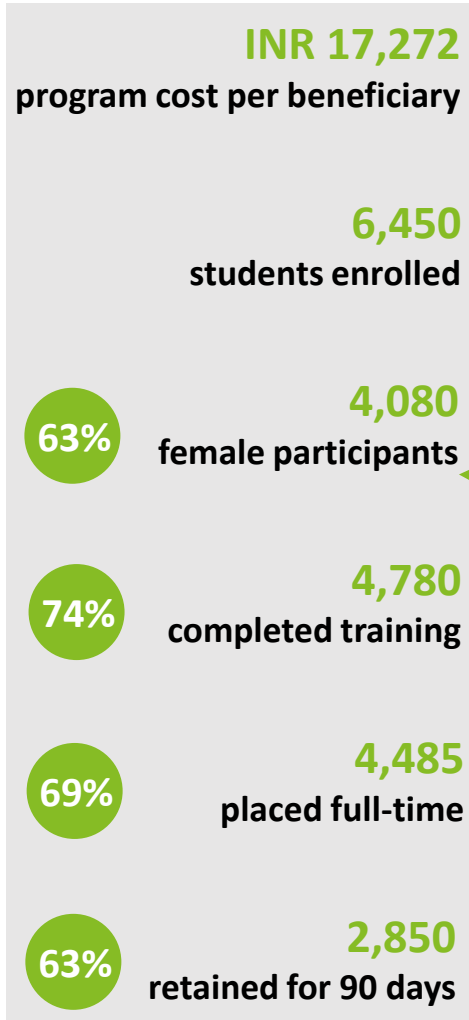
Advanced classroom model and Hybrid mode of teaching

The classes were conducted in advanced classroom which included online classes and innovative technology. The Hybrid module has helped the students to learn and engage more effectively

Project coverage and study sample

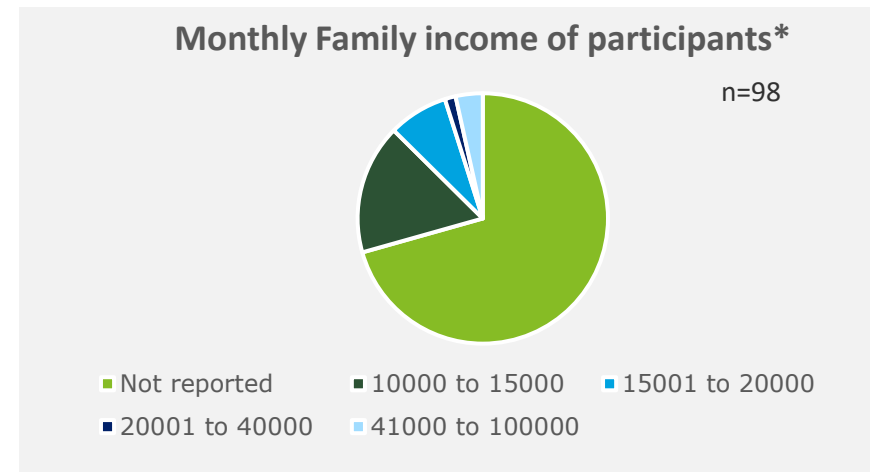
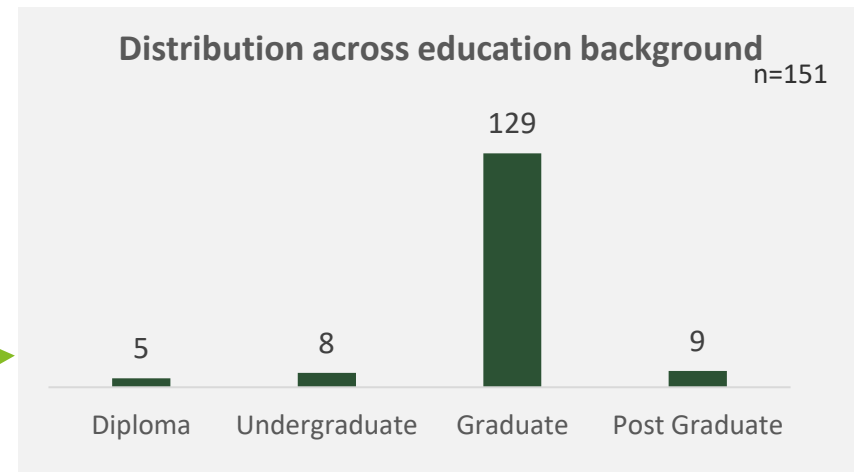
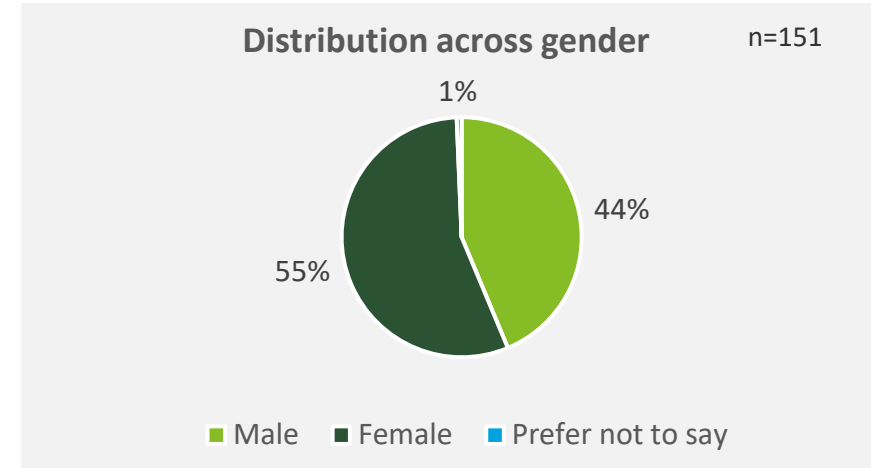
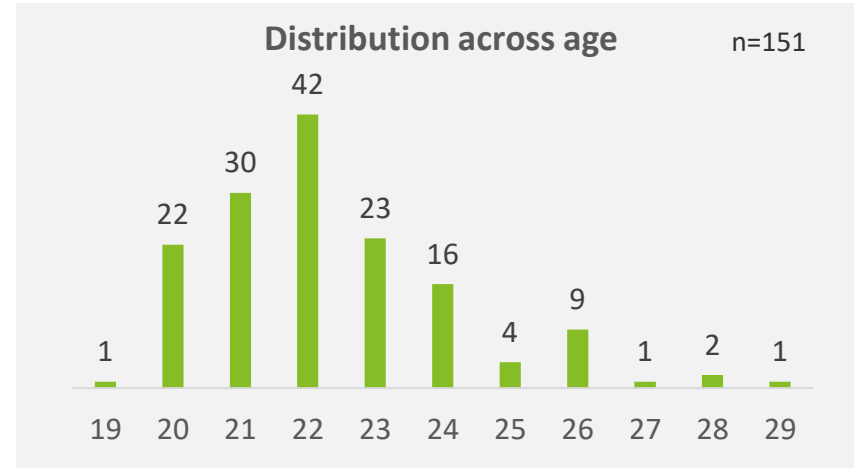
SAGE Foundation has the objective of empowering India’s underprivileged through education, livelihood training & healthcare. Under the project, SAGE aims to provide training and job skills training for underprivileged youth in the BFSI & Digital Business sector.

Project status

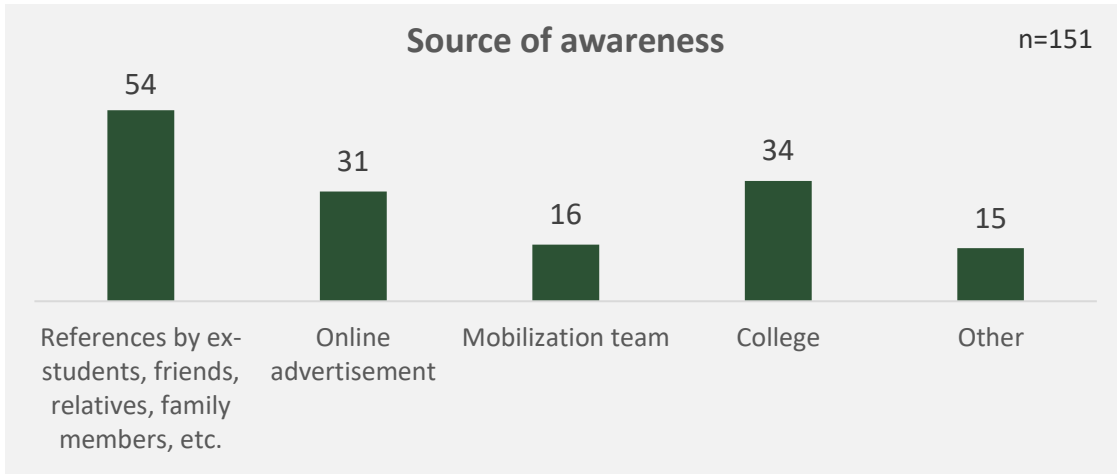


Study sample

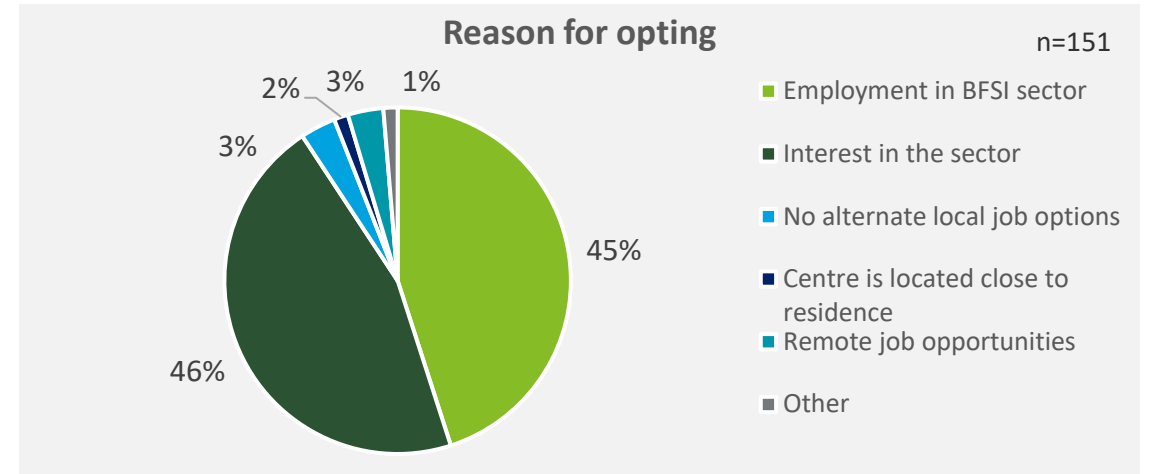
The Deloitte team covered 294 beneficiaries in the Mumbai center of SAGE. Demographic division of the sample covered:



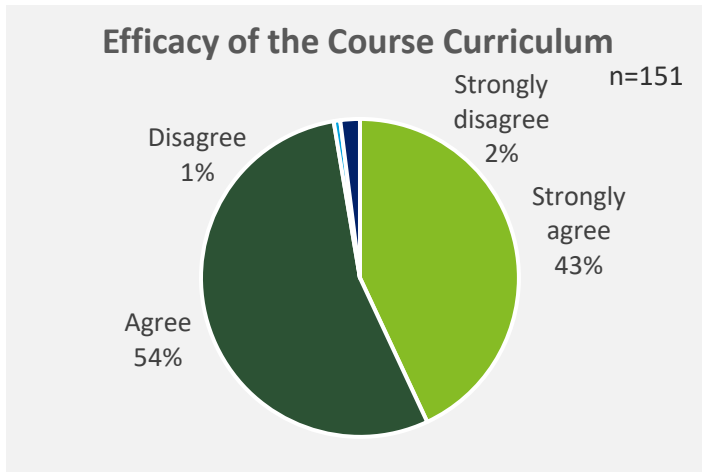
Key findings – Training and curriculum



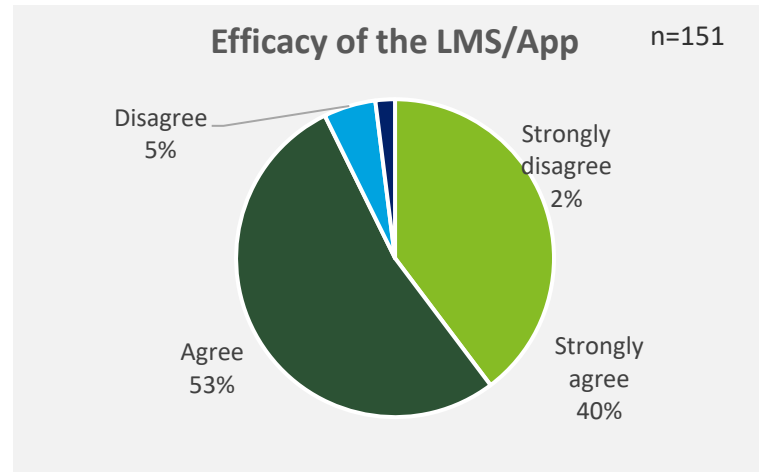
References from personal relations (**39%**) along with online advertisement (**22%**) were the key sources of awareness for students.



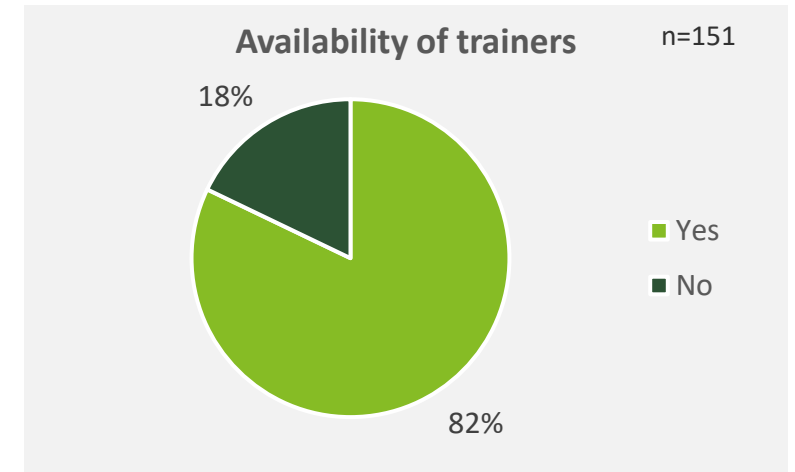
46% of the students chose the course due to their interest in the sector which was piqued by information provided to them through their personal references.



97% respondents stated that the program was helpful in developing an understanding of the BFSI sector



92% respondents stated that the LMS system/App was instrumental in facilitating learning

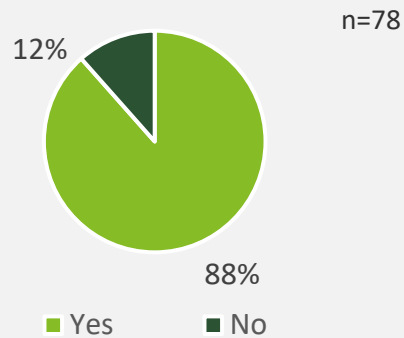


82% respondents stated that the trainers were available for further discussion to resolve concerns after class

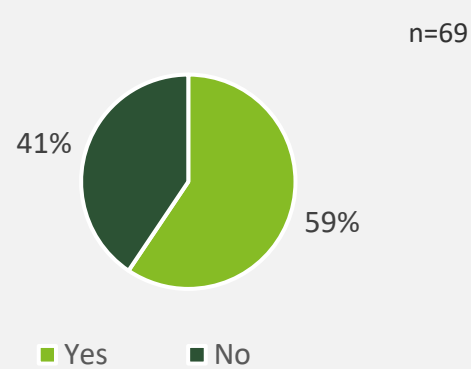
Key insights – Placements and feedback

Students under the SAGE programme receive post-training placement support as part of which external industry managers, conduct mock interviews and give students feedback on what they need to improve before they go for real job interviews

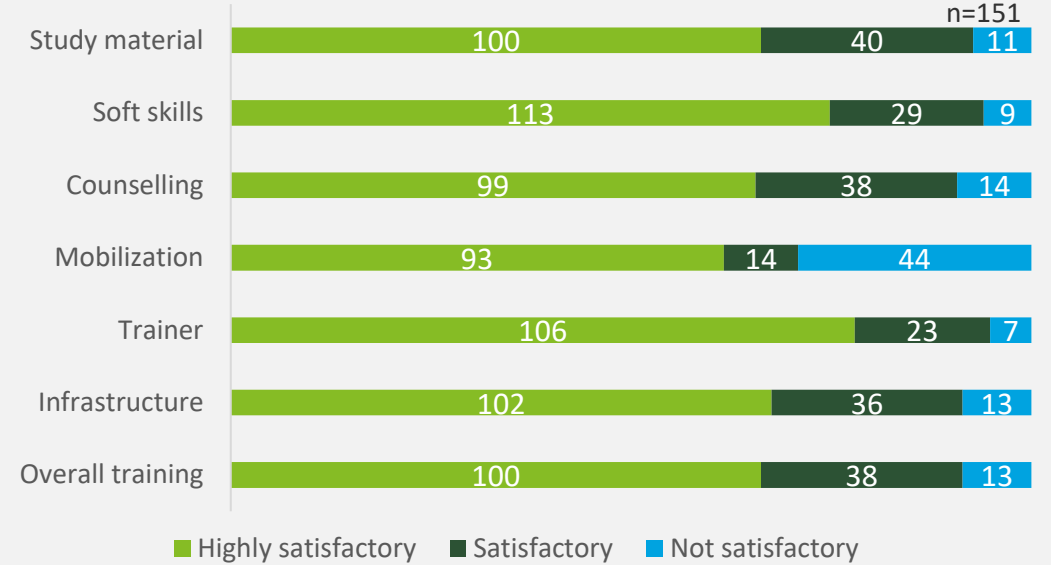
Alumni who received placement support



Satisfaction with job opportunities



Feedback



- **88%** of alumni respondents reported receiving placement support during the training
- **In placed candidates, 59%** were satisfied with the job opportunities while **41%** students expressed dissatisfaction with role/compensation and mismatch with expectations at start of course
- 100% of the top 10 recruiters as reported by IP are in BFSI sector, roles have not been defined

Challenges reported

- 1 The students have reported paying fees in the range of INR 5-40,000, which was not provisioned in the MOU. If fees are collected as referral fees/fees related to additional certifications, it is important to maintain appropriate documentation and take consent from funder for the same.
- 2 The IP has not created robust mechanisms for maintaining income records of participants- which would act as enabler for providing subsidized training to candidates from lower income backgrounds.
- 3 Despite comprehensive BFSI training, the program mainly offers job opportunities in sales/operations, limiting career choices. Additionally, a post-placement monitoring SOP is required to ensure feedback related to candidate satisfaction from the programme.

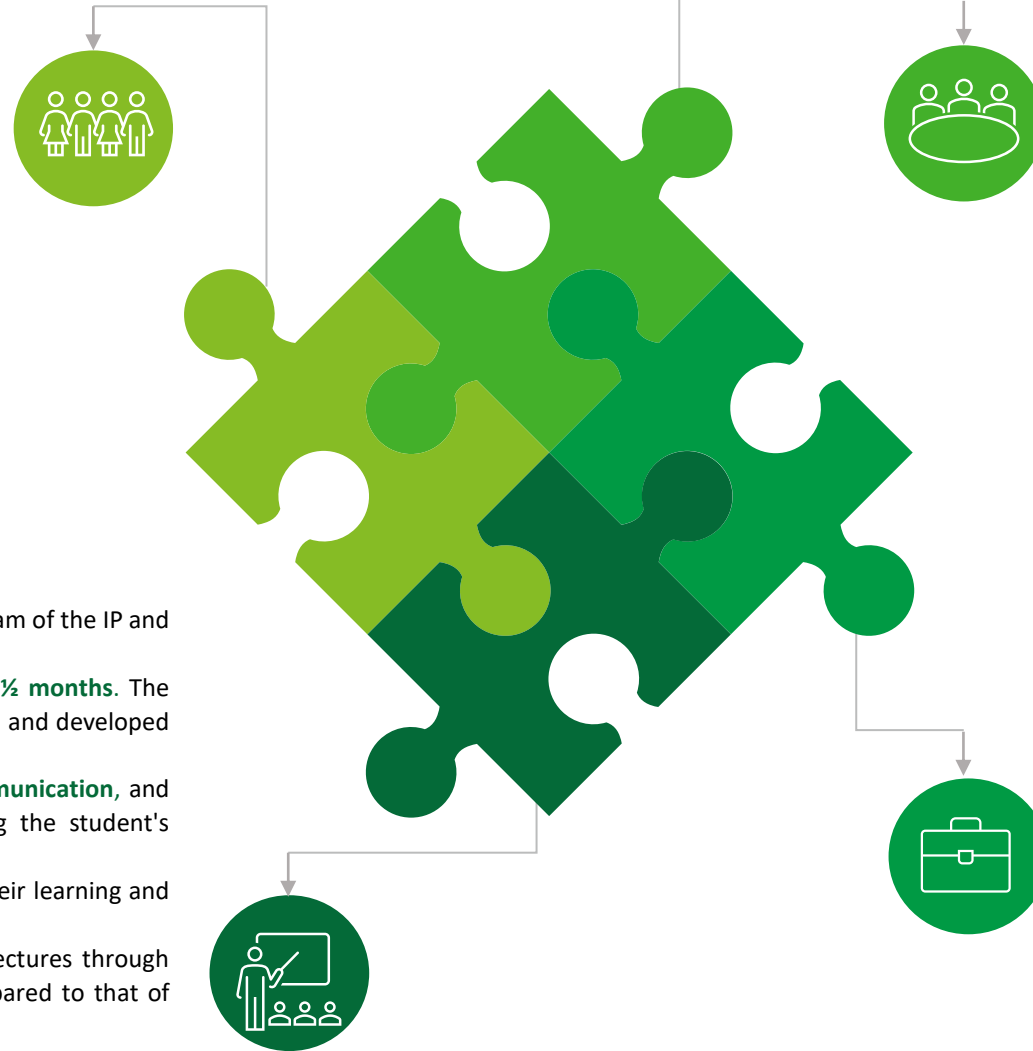
Key insights – Programmatic review

Mobilization

- At the onset, the mobilization process is initiated by the IP Mobilization team
- The IP reaches out to the students **through various institutions such as colleges, schools, NGOs, referrals, and through social media platforms**
- The College-based mobilization is done through an **orientation/introductory session** on the course and providing a point of contact for course enquiries
- A **major proportion of the students are mobilized actively** via Referrals, Tele calling, Social media, /Community Meetings/ college meetings

Training & OJT

- The **course curriculum** was developed by the in-house team of the IP and aligned with the current Banking and insurance sector.
- A total of **13 modules were taught, spanning across 4 ½ months**. The course was delivered through a customized app designed and developed by the IP, known as **BankPlus**
- The training has helped students to **improve their communication**, and English-speaking skills. It has also helped in enhancing the student's **knowledge in the BFSI sector**
- The **OJT training** has helped the student demonstrate their learning and get **hands-on experience** working in a BFSI setting
- It was also observed that students who attended the lectures through offline mode and hybrid were able to grasp more compared to that of the students who attended through virtual mode



Counseling and enrollment

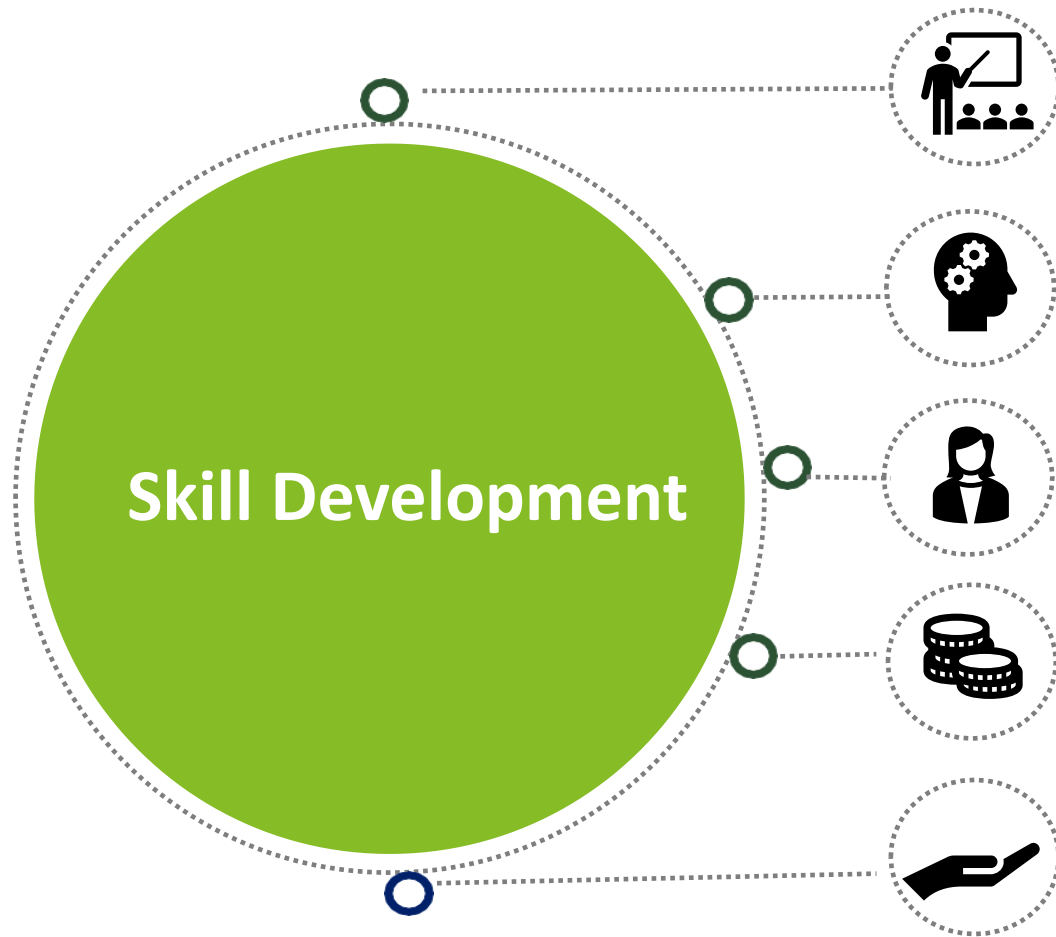
- After the mobilization, the interested candidate would receive pre-counseling support from the IP. The pre-counseling session and the pre-course assessment were a mandatory requirement for each student. This enables the IP to **understand the baseline level** of the students, and to brief the student on the overall aim and objective of the course. They are also briefed on the type of **jobs opportunities** in the concerned sector
- The assessment contains two aspects:
 - The understanding of English
 - Basic understanding of the Banking sector and Insurance sector
- The candidates emphasized the importance of **securing a job either near their residence with the possibility of working from home** or with the **expectation of a higher salary**, given the substantial course fee they have paid.

Placement

- **Dedicated placement committee** is responsible for placements on a quarterly basis.
- The placement committee leveraged **connections in the banking sector, advertisement, or through various job portals**
- **Pre-placement counseling, mock test, and career guidance workshop** have helped the students to prepare for the real interview
- Students were placed in banks such as **SBI, HDFC, ICICI, etc. mostly in operations and sales positions**
- Placement package differed as per the job roles
- The students who joined these companies were able to provide remittances to their households

Impact overview

The Project aimed to provide employability skills to students in the banking sector by imparting BFSI training and strengthening their capacities and knowledge dissemination and providing them with job opportunities



Better student engagement via hybrid model

Hybrid mode of teaching has been found to be **more effective for students** living in remote locations and students who are already working. As per the interviews conducted, students expressed better learning outcomes when they attended classes in-person.

Increase in BFSI knowledge

BankPlus App-based training is imparted as a part of knowledge dissemination for the students, it has improved their BFSI knowledge, communication skills, problem-solving, etc., overall, the App has helped students in the developing the knowledge to succeed in the job interview. This was observed as **92% of the respondents surveyed gave positive reviews to the LMS/App developed by the IP.**

Increase in soft skills

The pre-placement mock sessions help the students in building confidence. Guidance provided by the trainer also enables students to choose their careers. Candidates have given a rating of **2.69/3 to Spoken English and Digital Skills imparted by SAGE trainers.**

Increase in household income

Placed students have reported an increase in income, that has enabled them to contribute significantly to the household budget. As per the data reported by SAGE, **86% of the eligible candidates have been able to retain jobs in the first 90 months of employment.**

Gender Inclusion

The project has proportionately enabled higher female inclusion in the labour force. Out of the candidates enrolled, **63% are females.** Female respondents of the survey have reported an **average annual package of INR 2.23 lakhs.**



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