



Impact assessment of Future Ready Skills Training programme

JPMorgan Chase Bank N.A., India

February 2025

Notice to the reader

- This assessment was solely done for JPMorgan Chase Bank N.A., India (JPMCB) as part of the impact assessment of Future Ready Skills programme that aims to provide core-employability skills to underserved communities. The work performed was in accordance with instructions provided JPMCB team and was performed exclusively for JPMCB team's benefit and / or use
- This report by its very nature involves numerous assumptions, inherent risks and uncertainties, both general and specific. The conclusion drawn are based on the information available with GT at the time of writing this report. The information contained in this report is selective and is subject to updating, expansion, revision and amendment. It does not purport to contain all the information that a reader may require
- Our work was limited to the specific procedures described in this report and were based only on the information and analysis of the data from quantitative survey and qualitative interactions .Our observations represent our understanding and interpretation of the facts based on reporting of the key stakeholders
- The information collected for this study is through field visits, meeting with various stakeholders, information shared by respondents, and backend data provided by J.P. Morgan team. We have relied on the information shared by these sources. The scope of work here does not constitute due diligence of the information shared, hence information received from the various sources was believed to be accurate
- This report should not be considered as an expression of opinion on any form of assurance on the financial statements of or on its financials or other information
- The recommendations provided as part of the assessment exercise may be implemented after an analysis of prioritization. The decision to implement the recommendations is the responsibility of the management of JPMCB
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01 Introduction and background

Rationale

Key reasons for skill gap

Only 2% of India's workforce (aged 15-59) has received formal vocational or technical training¹ and 5% of the total workforce is formally skilled.²

This underscores a critical gap in skill development, particularly among youth, limiting their employability and economic opportunities.

India faces a critical skill gap, particularly among its youth, impacting employability and economic participation.

While the Labour Force Participation Rate (LFPR) for individuals aged 15 and above rose to 55% in 2022 (from 50% in 2019), a stark gender disparity persists—LFPR for women is only 33% compared to 77% for men.

The Economic Survey 2024 highlights that only 19% of young women engage in economic activities, compared to 54% of young men.

¹ [Economic survey 2024echap08.pdf](#)

² [World bank report on Skilling India](#)

To bridge this gap, Future Ready Skills, an initiative by JPMorgan Chase Bank N.A., India (JPMCB), supports the Symbiosis Open Education Society in India to increase access to technical and soft skills for underserved populations

The Education Society provides resources, mentorship, and education on various computer-related courses, focusing on:-

- Programming Languages
- Employment and mentorship
- Collaboration and knowledge-sharing



The lack of access to technical and soft skills for lower middle-class individuals

About the programme

Project details	
High Growth Sectors	Job Roles / Courses
Artificial Intelligence	<ul style="list-style-type: none"> Machine Learning Engineer - AI Analyst Augmented Reality (AR) developer Virtual Reality (VR) Designer
Block Chain Technology	Block chain / Bitcoin Analyst
Automation And Smart Manufacturing	3D Printing Machine Operator and Installer PLC Programmer CNC Programmer
Data Science	Data Associate Crypto Currency Analyst

Process for implementation

Mobilization

Awareness: SOES will conduct career seminars in tier 2 and 3 colleges across Maharashtra.

Applications: Students interested in programme will be invited to submit their documents

Selection

This will include various types of test and screening. The selection committee will comprise of subject matter expert, academia and counsellors

Training

The training duration will vary for each programme ranging from 3 weeks to 3 months with batches of 20-25 students running through the year

Industry Engagement

An advisory board will be set up consisting of industry and subject matter experts to regularly review the programs and content, suggest updates, evaluate impact reports, and ensure quality checks are conducted

Certification

Graduating students will be certified by Symbiosis Skills & Open University, a brand with a strong market value

Vocational & Career Guidance and Placement Assistance

The Vocational & Career Guidance Cell at the University will support students to provide industry exposures, networking opportunities and grooming sessions for all students

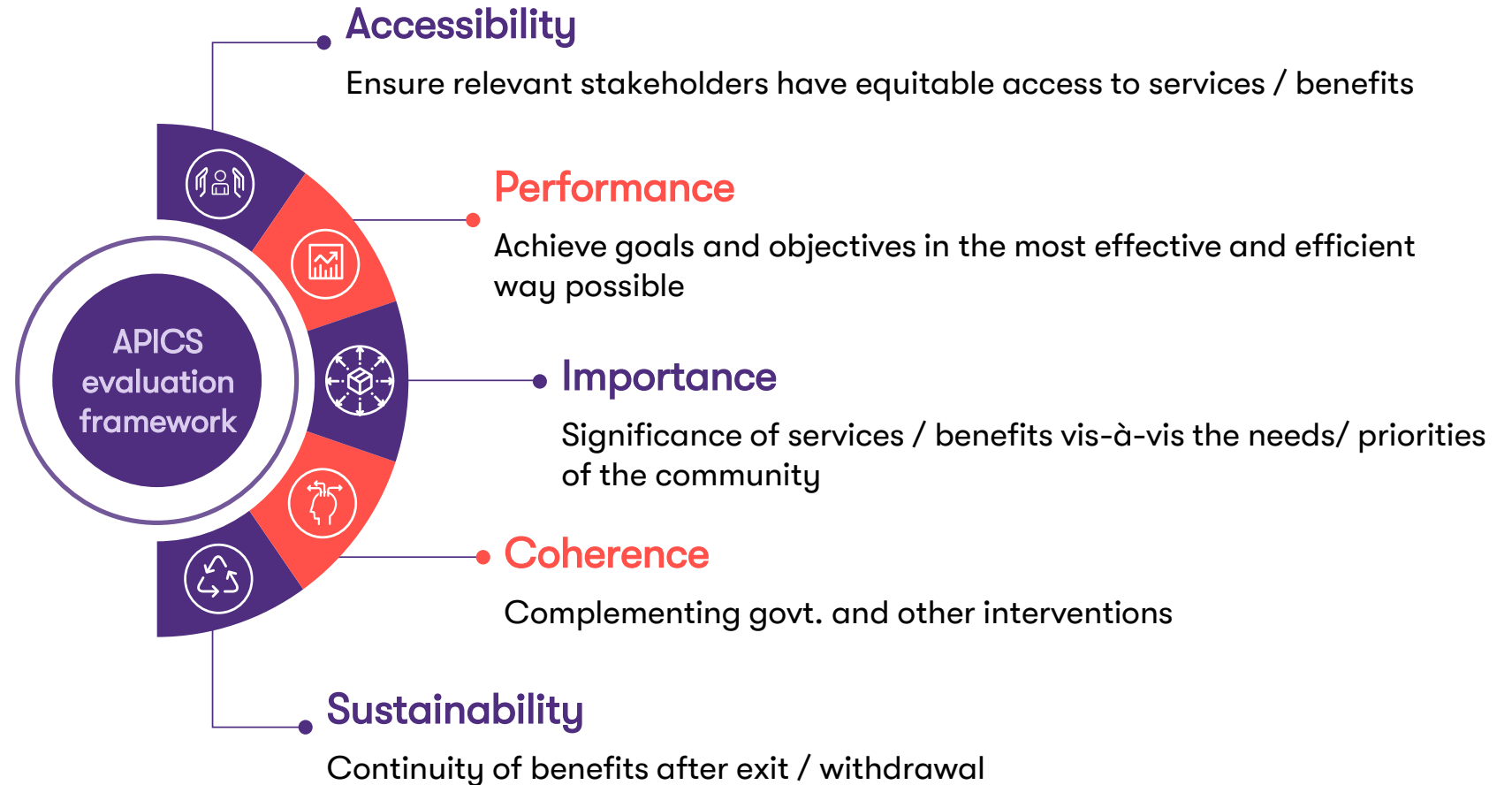
02 Approach and methodology

Our approach

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Adapted from the OECD DAC, most widely accepted evaluation framework for social development projects, GT's APICS evaluation framework considers the most essential KPIs for a social project.

The evaluation will be concluded with a rating against each of the five parameters basis different aspects.



*OECD DAC- Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)

**KPI- Key Performance Indicators

Our methodology

Data collection

- ✓ Review the study model with project team and make relevant modifications for next level execution
- ✓ Conduct data collection through observations, focus group discussions and in-depth interviews and surveys with respondents, trainers and employers
- ✓ Hold discussions with beneficiaries for case studies



Coverage

Mixed methodology was incorporated to conduct the assessment consisting of surveys and interviews with respondents.

Quantitative data collection

Programme	Target	Achieved
Future Ready Skills Training	223	124

Qualitative data collection

Stakeholder	Target	Achieved
Trainers	10	10
Employers	5	5

Virtual interactions were conducted with all stakeholders.

Note: As per the data shared by the implementing partner and availability of the skill respondents. GT team made sure to contact each beneficiary at least twice in case of no response.



03 Key findings

Key highlights of the assessment

01

Skills training

Enhance overall capabilities of respondents by improving their English proficiency, equipping them with essential life skills and provide comprehensive support for job interviews.

02

Gap analysis

Equip students for job market by enhancing their professional skills, providing industry exposure, and connecting them with potential employers to secure job opportunities.

The Future Ready Skills Training at Symbiosis Open Education Society, Pune aims to bridge the employment gap by nurturing innovative computer programme specifically designed for low-to middle-income communities



The programme has enhanced accessibility for youths from underprivileged backgrounds, enabling them to develop core employability skills and secure employment



97% respondents reported that the training equipped them with relevant knowledge and skills. Additionally, the soft-skills training enhanced their interview performance and improved their communication skills



The alumni expressed that the programme enhanced their skills and knowledge, and they believe the learnings will benefit them throughout their careers



94% respondents indicated that they would recommend the training programme to others, underscoring the high level of satisfaction and positive impact the programme has on its participants

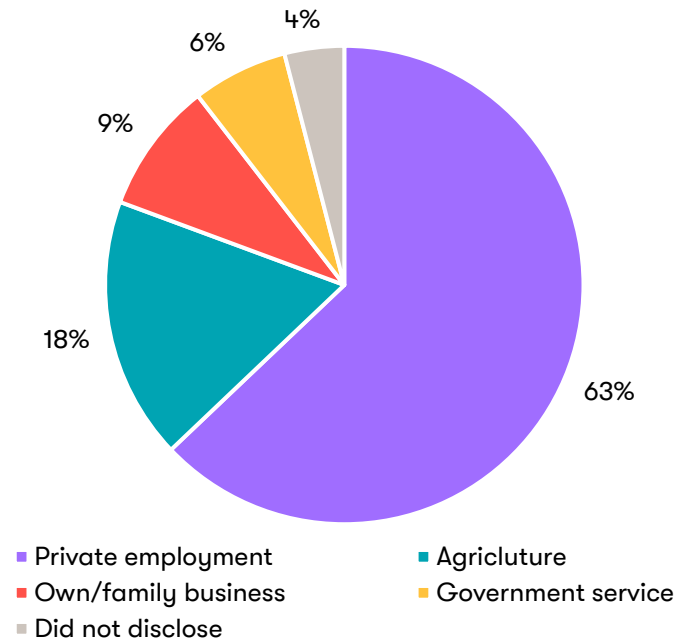


95% respondents reported receiving follow-up calls from the FST programme team, highlighting the programme's commitment to ongoing support and engagement with its participants

Socio-demographic profile

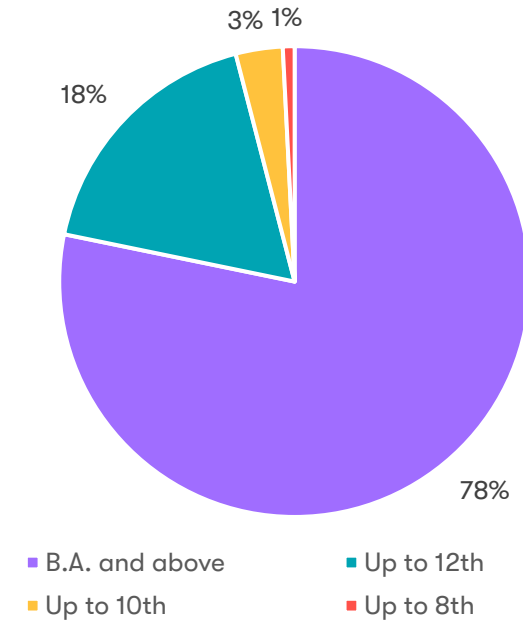
- **Average age of respondents- 25 years**
- **Women respondents- 61%**
- **Social category- General (68%), OBC (21%), SC (9%) and ST (2%)**
- **Respondents who have at least 1-2 earning members in the family with 2 or more dependent household members- 75%**

Primary source of household income



- Private employment is the primary source of household income for 63% of respondents, followed by agriculture at 18%, and 9% rely on their own or family business

Educational qualification of respondents

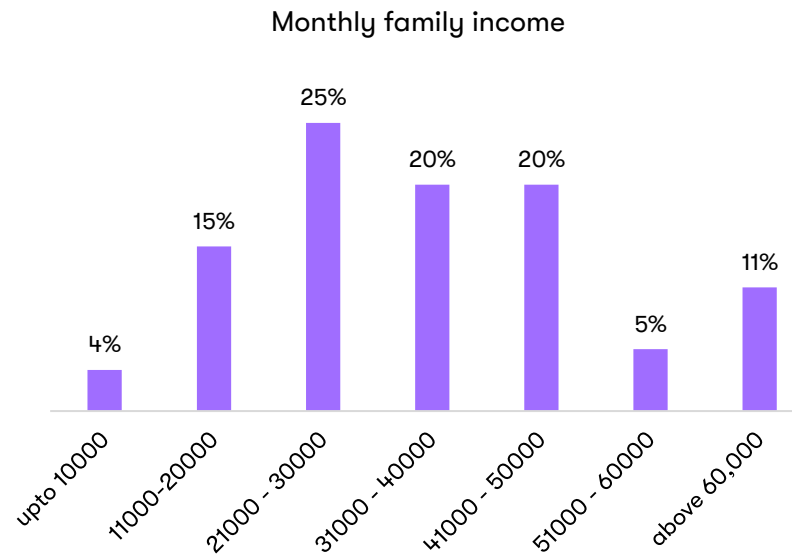


- Majority of respondents, 78%, were graduates, followed by 18% who had completed 12th and 3% who had completed 10th

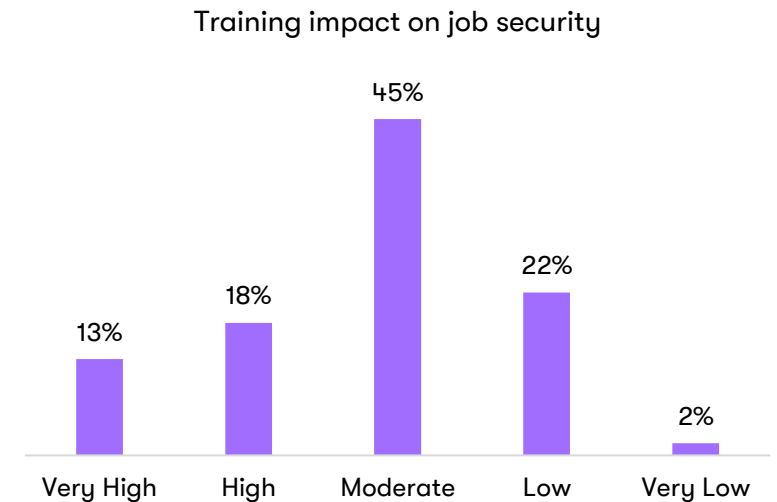
Accessibility

- **78% learned about the programme through friends & family; the rest through other sources**
- **68% received placement support post-training**
- **100% felt the training provided job security and income opportunities**

The programme has improved accessibility of youths from low economic background to develop employability skills in current age courses.



- 64% had a pre-training household income below INR 40,000, indicating most respondents enrolled in the training programme come destitute/aspirer² households



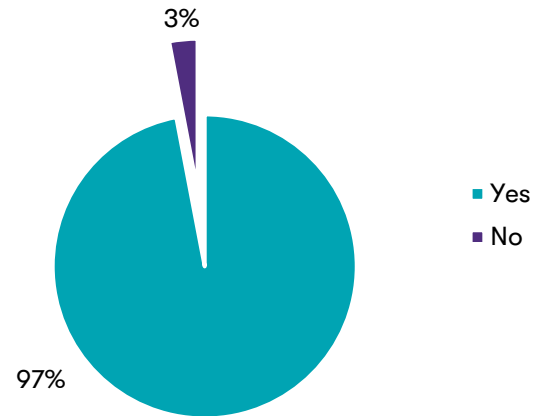
- 13% felt the training provided very high level of job security or income opportunities, while 45% found the impact to be moderate, suggesting the training had a reasonable influence on the respondents

Performance

- **68% received job interview placement support from SOES**
- **100% reported enhanced confidence due to soft skill training and job security**

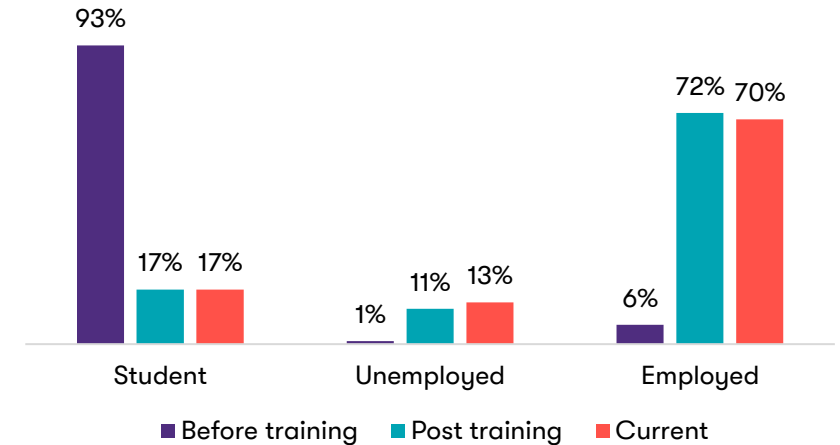
The programme builds job readiness through structured learning, skill training, and placement support, ensuring participants secure relevant jobs and receive post-placement guidance.

Relevant knowledge/skills from training



- 97% found the training provided them with relevant knowledge and skills, indicating strong alignment with respondents' needs and expectations

Employment status

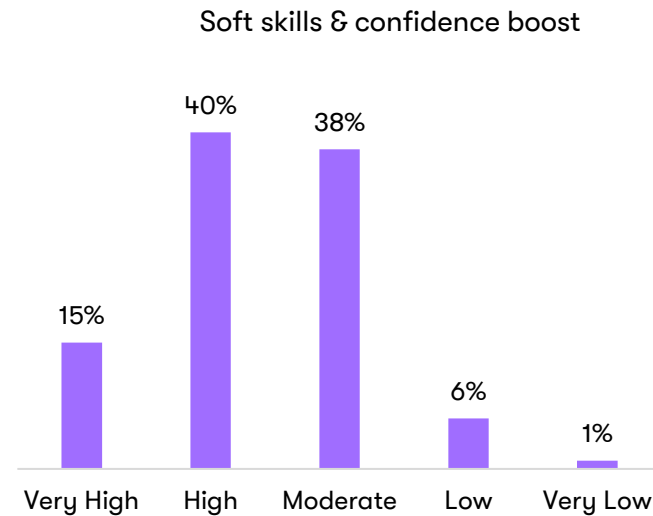


- Full-time jobs increased from 6% to 72% (post-training) and 70% (current)
- Student participation fell from 93% to 17%, indicating workforce transition

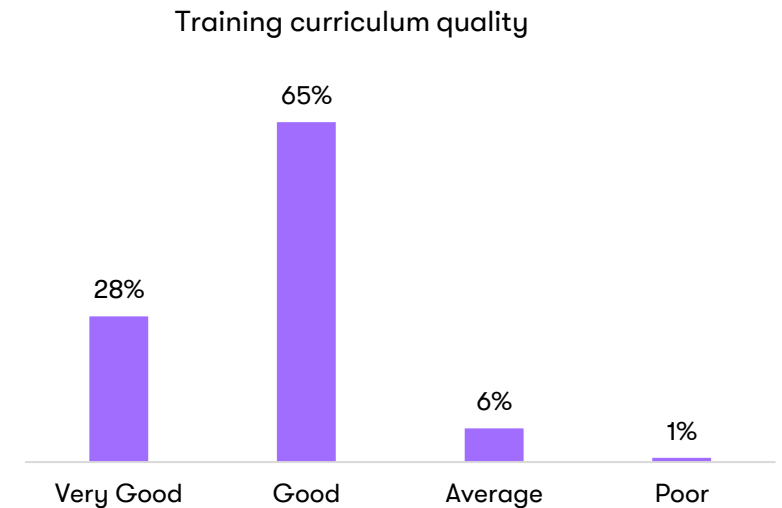
Importance

- **76% satisfied with the training programme**
- **93% rated the training curriculum as good**
- **100% shared increased job and requirement awareness through job fair**

The programme builds job readiness through structured learning, skill training, and strong placement support, ensuring participants secure relevant jobs and receive continuous post-placement guidance.



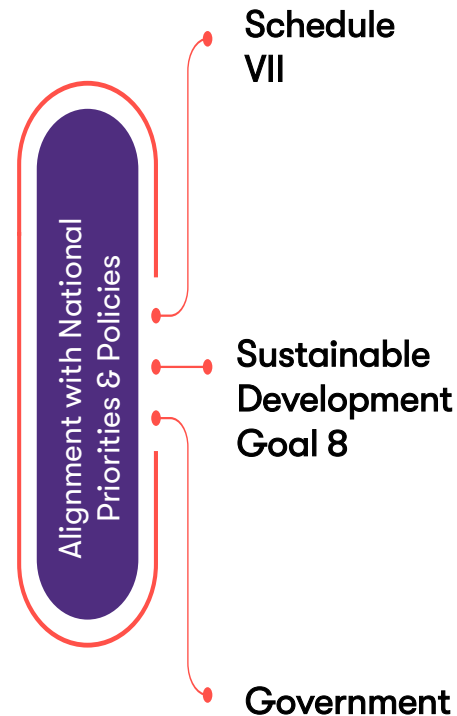
- 93% reported a very high to moderate increase in confidence due to soft skills training, proving its effectiveness



- 28% rated the curriculum “Very Good” and 65% as “Good”, indicating strong satisfaction with training content

Coherence

The alignment and integration of various components, activities, and strategies within a project or initiative. It involves ensuring that all aspects of the initiative are interconnected and contribute to the overarching goals and objectives.



The programmes training on core employability skills aligns with the government's priorities and complements existing policies and programmes.

The programme aligns with provisions under **Schedule VII**, specifically focusing on promoting education, including special education, enhancing vocational skills for children, women, elderly, and differently-abled individuals, supporting livelihood enhancement projects. This ensures compliance with CSR requirements while fostering skill development among marginalized communities.

The programme directly contributes to **SDG 8**, which aims to promote **sustained, inclusive, and sustainable economic growth**, ensuring: full and productive employment for all, decent work opportunities for youth, women, and underprivileged groups, by providing structured training, placement support, and post-placement follow-ups, the initiative strengthens employment outcomes and economic stability for trainees.

The programme supports **key national skill development initiatives**, including **Pradhan Mantri Kaushal Vikas Yojana (PMKVY)** – Focuses on industry-relevant skill certification to improve employability, **National Skill Development Corporation (NSDC)** – Works to enhance vocational skills and create employment linkages, Ministry of Skill Development & Entrepreneurship – targets specific groups such as women and youth.

Sustainability

The extent to which development projects provide lasting benefits, ensuring they support economic, social, and environmental goals over time, contributing to sustainable development outcomes.

The programme ensured continuous engagement through follow-ups for at least 3 months post that training.

- **90%** respondents perceived **moderate to very high increase in social recognition**. This also **enhanced their confidence**
- **96%** respondents shared they **received follow-up calls** from the institute up to three months post the training
- **100%** respondents felt the **training facilitated increase in job security**

04 Suggestions

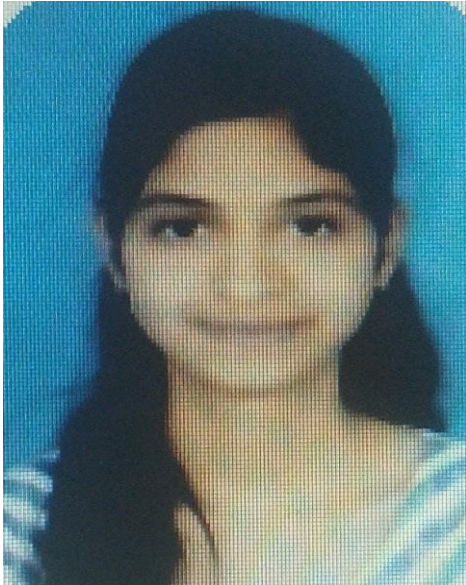
Suggestions

Based on GT's evaluation and feedback from trainees and trainers, the following suggestions are proposed for the programme:

- **Easy access to training centers:** accessibility of training centers for target communities is very important. Physical access to training centers is important to ensure regularity of attendance and enhance overall learning experience. Difficulties in physical access to training centers, acts as major deterrent especially for females
- **Job opportunities for new age courses :** the training program provides training in courses like Blockchain and CNC Programming. However, job opportunities and job awareness for the mentioned courses are limited, and this would require longer hand holding of trainees to ensure placement/job retention
- **Comprehensive coverage of training topics:** the course curriculum is well developed, and comprehensive coverage of all topics are also important. Foundational knowledge along with in-depth understanding of all topics is important for competitive advantage during employment
- **Focus on soft skill training along with technical skills:** During interactions with employers, it was observed that while respondents possess strong technical skills, there is a significant need for improvement in their spoken communication abilities. Enhancing these skills is crucial for their overall professional development and effectiveness in the workplace

05 Case study

Case study



Chaitali completed her Data Associate course in 2021

Chaitali, a 25-year-old ambitious individual from a family of six with only two employed members, including her father (a farmer) was determined to uplift her family's financial situation.

The skill training program equipped Chaitali **with industry-relevant skills, employment opportunities, and essential soft skills training**. Her dedication and newfound expertise led to her securing a job as a Data Scientist at a reputable organization

The programme has had a profound impact on Chaitali's life, empowering her to gain **financial independence, develop confidence, and acquire industry-relevant skills**. Chaitali credits Symbiosis for providing excellent training, supportive trainers, and placement assistance, enabling her to achieve her career aspirations and improve her family's financial well-being.

Chaitali's success story is a testament to the effectiveness of Symbiosis' Technical Skill Trainee Programme in empowering individuals to achieve their career aspirations and improve their socio-economic well-being

Before	Completed her Bachelor of Arts
After	Placed as a Data Scientist immediately post training for a salary for INR 4 LPA
Current status	She changed her job after 8 months for a better remuneration at INR 8 LPA
Impact	She is confident, economically independent and is very optimistic about her career

End



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