



Grant Thornton

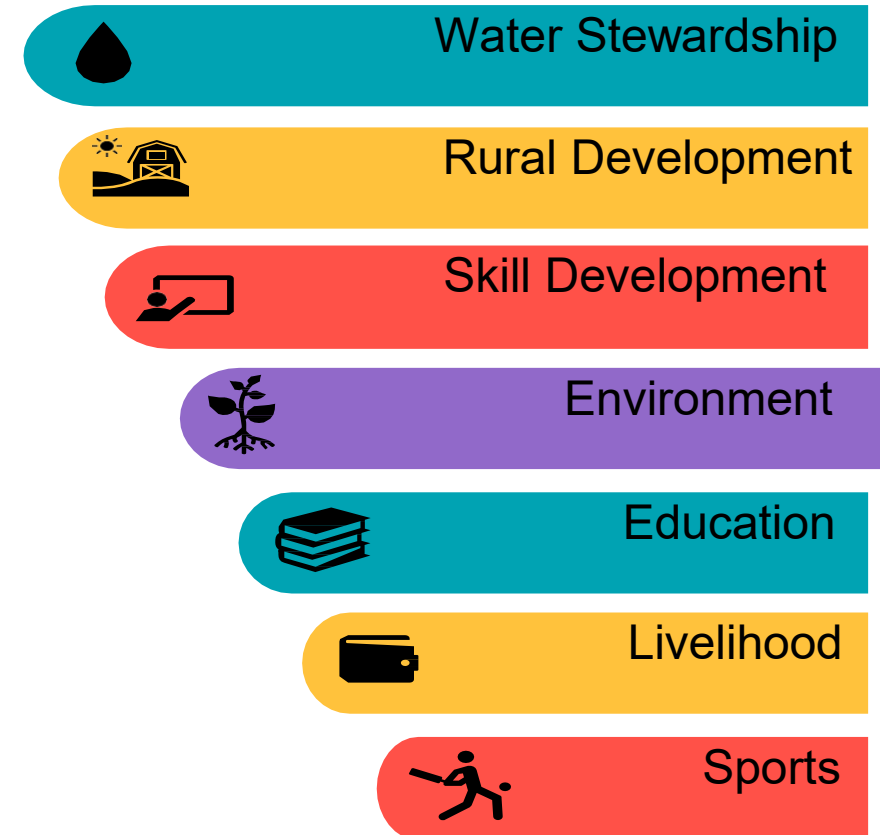
Impact assessment of Future Skill Development programme

IndusInd Bank

June 2025

Background and introduction

- Established in 1994 by the late Mr. Srichand P. Hinduja and members of the Indian diaspora, IndusInd Bank has emerged as a trusted and inclusive financial institution serving individuals, businesses, public sector entities, and development partners across India.
- The Bank is committed to delivering a seamless, efficient, and technology-enabled customer experience while staying anchored in the principles of responsible and sustainable banking. Its operations are closely aligned with Environmental, Social, and Governance (ESG) frameworks, underscoring a long-term commitment to ethical conduct and social impact.
- Guided by its vision “to be trusted, valued and respected for our financial, environmental and social performance,” the Bank places inclusivity at the core of its initiatives. It actively champions equity by facilitating access and participation for underrepresented groups, particularly women, persons with disabilities, and economically marginalized communities.



About the study

Grant Thornton Bharat LLP (GTB) was engaged by IndusInd Bank to conduct impact assessment studies for its CSR Projects. The assessment was conducted in 2024.

The scope of work for the assignment included:

1. To assess the achievement of outcomes committed under the project MoU
2. To confirm the activity reports & utilization certificates provided to donors using available means of verifications.
3. To assess the project impacts and sustainability of benefits generated.
4. Document relevant success stories and challenges.

About the Project

The Future Skill Development Program by Friends Union for Energizing Lives (FUEL) is a transformative initiative aimed at empowering 780 youth from disadvantaged families and rural areas with the skills needed to thrive in the modern job market. The project was implemented in Pune and Chandigarh.

The project offers comprehensive training in futuristic and in-demand domains such as:

- Artificial Intelligence
- Core Java
- Aptitude Development
- Employability Skills

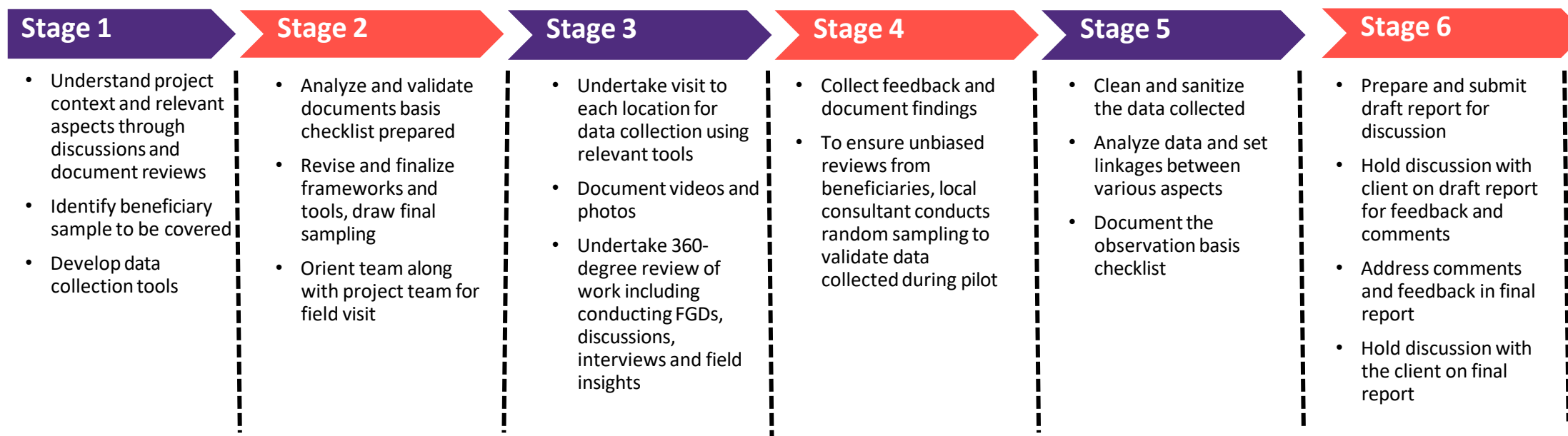
The project also includes career counselling, job fairs, and placement support, helping youth transition smoothly into employment. FUEL's initiative addresses the core challenges faced by underserved youth and builds a strong foundation for sustainable livelihoods and career growth.

Objectives of the project

- ✓ Equip youth with employability skills and connect them to formal job opportunities.
- ✓ Support unemployed youth in making informed career choices through industry-relevant training.
- ✓ Offer domain, aptitude, and soft skills training.
- ✓ Foster a skill-driven environment that guides youth toward professional success.
- ✓ Bridge students and industry through job fairs, training updates, and career platforms.

Methodology

- The aim of the study was to assess the activities, outputs and impact of the projects through discussions with relevant stakeholders. The study also documented the stakeholder's perception and feedback on the outcomes and impact of the project. Additionally, it also focused on capturing their suggestions for improvement.
- The study was conducted through a pre-defined approach to assess the outcome/ impact of the project on the beneficiaries. Mixed methodology was use for the study including both qualitative and quantitative techniques of data collection and analysis.
- The study followed the OECD-DAC indicators which helped understand the project holistically and focuses on six (06) key principles



Key findings

Key findings

Social profile

Age of the respondents

20-25 years – 97%

26 – 30 years – 2%

31 – 35 years – 1%

Gender profile of respondents

Female – 60%

Male – 40%

Availability of BPL card

Yes – 15%

No – 85%



Relevance

- **59%** joined to secure jobs, **52%** to improve income, and **99%** to enhance skills- showing strong alignment with diverse needs.



Effectiveness

- **74%** rated trainers as 'Very Good', and **24%** as 'Good', indicating high training quality



Sustainability

- **75%** recommended the program; 72% confirmed post-program follow-up was conducted.



Efficiency

- **98%** completed assessments, reflecting strong focus on skill evaluation.



Impact

- **90%** felt "**well prepared**" for the job market, with improved tech adaptability and role alignment.
- **117 students (71%)** got placed, **47 students (29%)** opted for higher education



Coherence

- The program aligns well with national initiatives like **Skill India and Digital India**

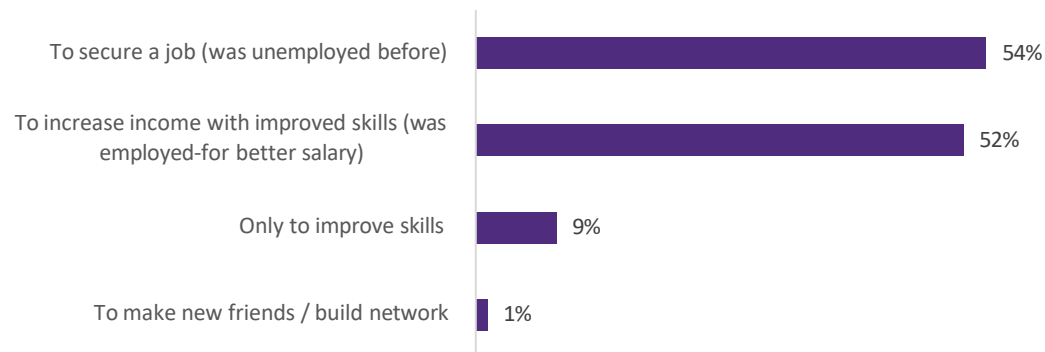
Relevance



Trainee interaction

The project addresses a critical need in intervention areas by tackling the pressing issue of limited access to industry-relevant skills and career opportunities among underserved youth.

Reasons for joining the training project



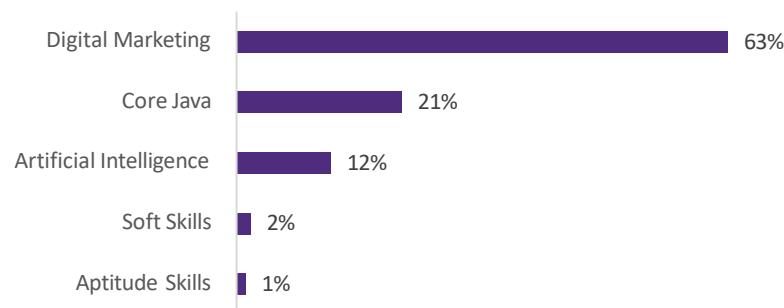
- **96%, were not employed before joining the training**, indicating that the project primarily attracts individuals seeking their first job.
- **54% of the respondents joined the program to secure a job**, as they were unemployed before. Another **52% aimed to increase their income** with improved skills, reflecting the program's appeal to those seeking better job opportunities and higher salaries

Effectiveness

- The program's ability to deliver valuable educational resources and training that meet the needs of the job market, thereby enhancing the employability of its respondents.

The project has proven to significantly benefit youth from underserved communities by enhancing their employability through practical training in high-demand skills.

Trainings undertaken by respondents



- 63% of the respondents** chose Digital Marketing, **21% and 12% selected** Core Java and Artificial Intelligence.
- Soft Skills and Aptitude Skills were less popular, with only **2% and 1%** of respondents opting for these areas.

Participant Ratings



- Quality of trainers received the highest ratings, with **74% of respondents rating it as "Very good"** and 24% as "Good,"
- Quality of the curriculum received favourable feedback, with **62% of respondents rating it as "Good"** and 37% as "Very good."

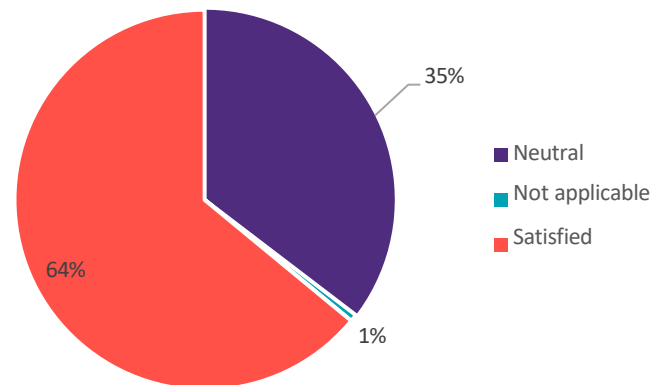
Efficiency



Library, FUEL

By integrating industry-aligned curriculum, accessible training platforms, and continuous mentorship, the project enhances employability while optimizing resource use.

Satisfaction with the placement process

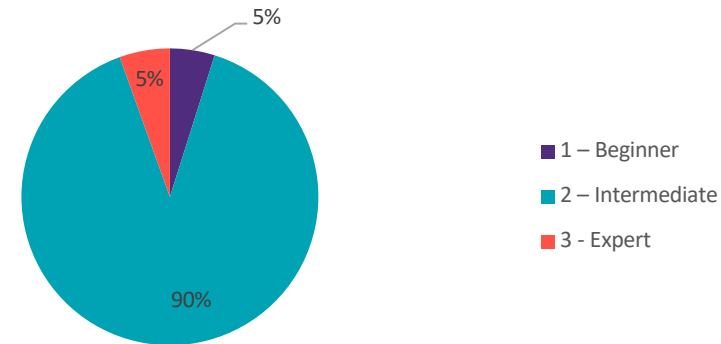


- **96% respondents** stated that they went through an assessment at the end of the course.
- **100% of participants received a certificate upon completing the program**, highlighting the program's emphasis on providing formal recognition of the skills and competencies gained.
- **64%, are satisfied**, indicating that the placement process is generally effective and meets the expectations of most respondents.

Impact

The high satisfaction levels among participants, improved access to skill-based training, and, employability, and career direction all highlight the project's positive impact on the well-being and future prospects of underserved youth.

Level of knowledge on the topic after completion of project



- 90% of participants considered themselves at an "intermediate" level, while 5% rated themselves as "beginners" and another 5% as "experts."
- **71% of participants reported getting placed through the training**, highlighting its effectiveness in facilitating employment opportunities.
- Salary data further underscores the training's impact. The first salary after the training was reported to be **₹25,000, which increased to ₹30,000 as their current salary.**

Coherence



Computer lab

The project demonstrates coherence with national priorities and local development efforts by aligning with initiatives like Skill India, Digital India, and Atmanirbhar Bharat. It complements existing education with national policy goals and grassroots needs.

- The program supports national missions **like Skill India, Digital India, and Atmanirbhar Bharat**, reinforcing its relevance within the broader policy framework.
- Many participants were referred through colleges and universities, indicating institutional trust and alignment with academic goals.
- Partnerships with employers for curriculum input and placements ensured the **training remained aligned with real-world job requirements**.
- Awareness campaigns and mobilization efforts were tailored to local contexts, **enhancing participation from rural and underserved areas**.
- Regular inputs from alumni and employers were used to refine training modules, **ensuring continued alignment with evolving industry needs**.
- Its modular design and blended learning approach make it adaptable for integration into other regional or national skilling initiatives.

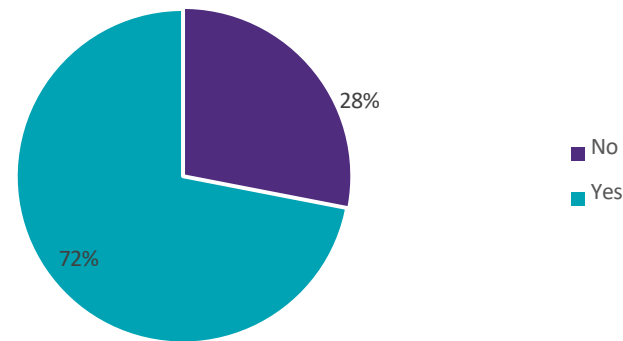
Sustainability



FUEL staff members

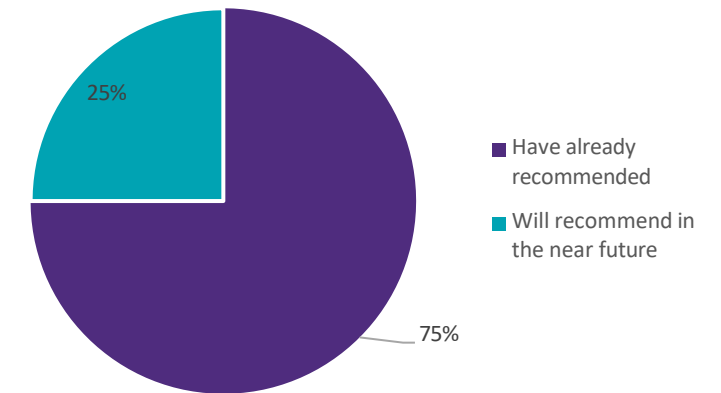
The combination of capacity building, improved employability, and robust community and institutional partnerships ensures that project's positive impact on youth livelihoods and career growth is likely to sustain over the long term.

After completion follow ups



- **72% of respondents after the completion** of the training, indicating a strong commitment to ongoing support and engagement.
- **28% of respondents did not receive any follow-up**, suggesting there is room for improvement in maintaining contact with all participants

project recommendation



- **75% of respondents** have recommended the training to their friends or peers.
- The **willingness to recommend** the training indicates that it has made a **positive impression** and is considered beneficial by those who have completed it.

SROI Analysis

- Social Return on Investment (SROI) analysis helps to measure and account for change, with respect to social, economical & environmental outcomes that are relevant to the stakeholders
- It enables a ratio analysis of benefits to costs incurred, making it easier for an organization to communicate the overall value of their projects to external stakeholders
- To establish the impact, the cumulative monetized value of impacts was adjusted against the deadweight, displacement, attribution and drop-off factor

SROI result	
SROI	Net Social Value Created / Investment
Total Investment	INR 1,95,00,000
SROI Ratio	1.81

Recommendations

To further strengthen the project and ensure its long-term impact, GT team proposes the following recommendations:

- **Training Duration:-** The current training duration was insufficient for participants to fully grasp the content. Extending the duration will allow for more comprehensive learning and better query resolution.
- **Opportunities for students' engagement:-** The Annual Conclave served as a valuable platform for donor interaction. Future events should continue to promote such engagement opportunities.
- **Industry-relevant course variety:-** The training lacked diversity in topics aligned with current industry demands. Including a broader range of industry-relevant courses will ensure participants gain practical, updated knowledge.
- **Communication Skills Development:-** Based on employer feedback, future training sessions should place greater emphasis on enhancing participants' communication skills.

Thank You.