

**Social Impact Assessment  
Mid-course Study  
SARTHAK  
Location: Kolkata, West Bengal  
Scope: April 2018 –September 2019 (Actual – March 2021)  
Prepared by CSIM, Chennai**

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## **1. Background of the Project**

In a world where improving vocational training and employment for people with disability (PwD) is critical for enhancing their life's quality, the need for affirmative action is of paramount importance. According to census 2011, there are 26.8 million Persons with Disabilities in India, which constitutes 2.21% of our population. These include Persons with Hearing Disability, Locomotor Disability, Visual Disability, Speech Disability, Intellectual Disability, Mental Illness, Multiple Disabilities and other unspecified categories of Disabilities.

Economic empowerment is one of the key element of independent living and it comes through gainful wage employment or through self-employment. With a view to create a society inclusive of Persons with Disabilities, it is imperative to develop schemes and programs to enhance skills of Persons with Disabilities to enable them to meet job requirements.

Sarthak Educational Trust was established in Kolkata in 2008 by Dr. Jitendra Aggarwal who dedicated working towards the empowerment of the people with disabilities. Till date, Sarthak has rehabilitated 1050+ and 425+ children with disability respectively.

Sarthak Skill Development Centres, has successfully trained 13,000 PwD's candidates in the sectors of Tourism & Hospitality, Organized Retail, and IT-ITes. Furthermore, 100+ job fairs have been organized in 21 states to provide employment opportunity to those PwD's candidates who are already skilled. Through Job fairs and skill canter 16,000 PwD's have been provided employment.

## **2. Objective of the Project**

The key objectives of the Skill development programme for PwDs are:

- Development of training content for different trades as per needs of market
- Link and involve the industry to be equal partners in the training of process of people with disability
- Set up pool of trained candidates and facilitate the process of job interviews for them.

CSIM was commissioned by Cognizant Foundation to do a mid-course study of the skill training programme for PwDs that it has funded during the period April 2018 – March 2021. The main objective of the impact assessment was to assess the Relevance, Efficiency, Effectiveness, Social impact and Sustainability (REESS framework) of the training programme. Hence, the performance with respect to all the activities of the skill development training and placements was assessed.

The purpose of this mid-course study was also to obtain a holistic understanding of the training programme and evaluate the outcomes. Evaluating the project would help to take corrective action on programme support, to understand the impact of these interventions in the lives of its target beneficiaries and to document the lessons learnt and challenges faced.

Cognizant Foundation has funded SARTHAK to identify and train 729 youth with disabilities (over three-year period) in various trades viz. IT-ITES, Tourism and Hospitality and Organised Retail and provide them with sustainable economic independence through placements for at least 510 of the trained youth in the related sectors.

Table 1: Budget provided by Cognizant Foundation

Year	Milestones	Amount	Indicative period
<b>Year 1</b>	100% of the Capital expenses and 50% of Year 1 Operating expenses - payable upon signing of GA	Rs. 30,74,330	March/ April 2018
	Balance 50% of Year 1 Operating expenses payable at the end of 6 months after the commencement of the training programme	Rs.17,30,300	October 2018
<b>Year 2</b>	50% of Year 2 Operating expenses - payable at the end of 12 months after the commencement of the training programme	Rs.19,03,330	April 2019
	50% of Year 23 Operating expenses - payable at the end of 18 months after the commencement of the training programme	Rs.19,03,330	October 2019
<b>Year 3</b>	50 % of Year 3 Operating expenses - payable at the end of 24 months after the commencement of the training programme	Rs. 20,94,063	April 2020
	25% of Year 3 Operating expenses - payable at the end of 30 months after the commencement of the training programme	Rs. 10,47,031	October 2020
	Balance 25% of Year 3 Operating expenses - payable at the end of program completion	Rs. 10,47,032	March 2021
<b>Total</b>		<b>Rs. 127,99,416</b>	

### 3. Methodology& Scope

The methodology designed for the evaluation included both qualitative and quantitative techniques. The study was conducted by Ms. Latha Suresh, Director – SAN, India & Social Auditor and Ms. Marie Banu, Director – CSIM & Social Auditor on 1<sup>st</sup> November 2019.

The qualitative assessment comprised of a mix of In-depth Interviews (IDIs) and Focus group Discussions (FGDs) with target beneficiaries. The focus was on gathering feedback of youth with disabilities who were currently undergoing the courses, the youth with disabilities who had completed the course, parents, staff, and employers.

All secondary information was taken from the MIS reports collected from SARTHAK and CF. The quantitative data was computed and data analysis was done through triangulation of information from primary and secondary sources and data collected through quantitative and qualitative methods.

The scope of the report is for the period funded by Cognizant from April 2018 to September 2019.



#### 4. Stakeholder Analysis

The following stakeholders were consulted for the study.

Sl#	Stakeholders	Methodology	Number consulted	Total	%
1.	Present batch Trainees - ITES	FGD	27	27	100%
2.	Alumni - placed	FGD & Phone interview	35	240	14.5%
3.	Parents	FGD	16	240	6.6%
4	Placement candidates	Interview & FGD	3+10	240	5.4%
5	Employer	Interview & Phone interview	7	240	3%
6	Programme Staff <ul style="list-style-type: none"> <li>- Project Director</li> <li>- Facilitators – Visually Impaired &amp; Orthopedically handicapped</li> <li>- Mobiliser</li> </ul>	Interview	4	4	100%

#### Limitations

Stakeholder consultations were organised with those who were present on the day of the field visit made by the assessment team. The team visited the place of work of a few candidates who were offered job placements.

## **5. Report on Performance**

### **5.1. The Need for the Project**

Persons with Disabilities are one of the most marginalized segments in the society. Most of them do not have access to education, training and thus remains deprived of gainful employment.

Every category of Disability has unique ability. Similarly, different regions/areas in the country have different market demand. Each industry/corporate has its own requirement, for example, the requirement of apparel industry and retail sector would be entirely different. Bringing a synergy among all these 3 components i.e. ability of a particular category of PwD, Local market demand and industry requirement is also a challenge while devising course curriculum for PwDs.

Sarthak follows a life cycle approach to empower PwDs right from childhood through Early Intervention Centre, Inclusive Education, Skill building development programme, Sustainable development, and Advocacy.

The Skill development programme funded by Cognizant Foundation provides youth with disabilities with a wide range of unique building experiences including leadership, social communication, computers, and basic life skills.

### **5.2. The Training Team and curriculum**

The 3-month training programme offered by Sarthak is given in 3 broad verticals: IT-ITES; Tourism and Hospitality and Organised retail to the underprivileged youth with disabilities in the age group 18 to 30 years. The training curriculum is approved by Skill Council for Person with Disability (SCPwD)<sup>1</sup>.

Interactive training sessions are designed to invite maximum participation of candidates. Audio/video aids are used for training as most of the trainees are hearing impaired. Exposure visits and motivational sessions by alumni, PwDs excelling in their field, and corporate representatives and motivational speakers are conducted at regular intervals to break the monotony and give practical knowledge to the candidates. Regular assessments and feedback are coordinated to ensure that the learning outcomes are efficient. Baseline, Mid-term and

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<sup>1</sup>In compliance with a specific provision in the National Policy for Skill Development and Entrepreneurship 2015, Skill Council for Persons with Disability (SCPwD) was incepted as a National Body in October 2015 to fulfil the mission of mainstreaming 'Persons with Disability'(PwD) through skill training to enable them to earn a livelihood and lead a life of dignity in the mainstream society and in turn contribute to growing economy of the country.



end-term assessments are conducted, besides the regular weekly assessments for all the candidates during the training period.

Post completion of the training programme, the placement team ensures that the candidates gain employment in the sector he/she has been trained in. Job fairs, employment drives, interview drives with the support of the hiring partners are organised regularly to strengthen the placement process. Job mapping activities are carried out in order to increase the hiring partner support and exploring new job opportunities.

Regular follow up is done with the placed candidates in order to ensure that the placement process is sustainable.

Table 2: Details of Batches conducted from April 2018 to October 2019

Year	No Enrolled	No Completed	No Placed
<b>2018-2019</b>	250	250	180
<b>April 2019 to October 2019</b>	185	185	60
<b>Total</b>	435	435	240

*\*Please refer Annexure 1 for more details*

Table 3: Course content and faculty

Subject	Sub Component	Duration	Name of Trainer	Qualification	Date of Joining
<b>Basic Skill Building</b>	Basic English	1.5 months	Dibyendu Patra	B.A(History)	15 <sup>th</sup> July, 2017
	Basic Computers	1.5 hours per subject per day			
	Soft skills/Life skills				
<b>Sector Specific Training</b>	IT-ITES	1 month	Dibyendu Patra and	B.A(History)	15 <sup>th</sup> July 2017 and
	Tourism & Hospitality	1.5 hours of selected sector specific training			
	Organised Retail		Soma Sengupta	And Graduation	1 <sup>st</sup> Nov 2019
		Refresher training of Basic Skill Building			



Subject	Sub Component	Duration	Name of Trainer	Qualification	Date of Joining
<b>Pre-employment Training</b>	Mock Interviews	7-day Refresher training of	Dibbendu Mondal	MBA (HRM)	25 <sup>th</sup> May,2017
	Exposure visits	sector-specific training			
<b>On-the-job training/placement</b>	In-house interviews	7-day Refresher training of	Dibbendu Mondal	MBA (HRM)	25 <sup>th</sup> May,2017
	Corporate interviews	Pre-Employment training			
	Job Fairs				

### 5.3. Key Achievements

**435 candidates have been trained since April 2018 till date.**

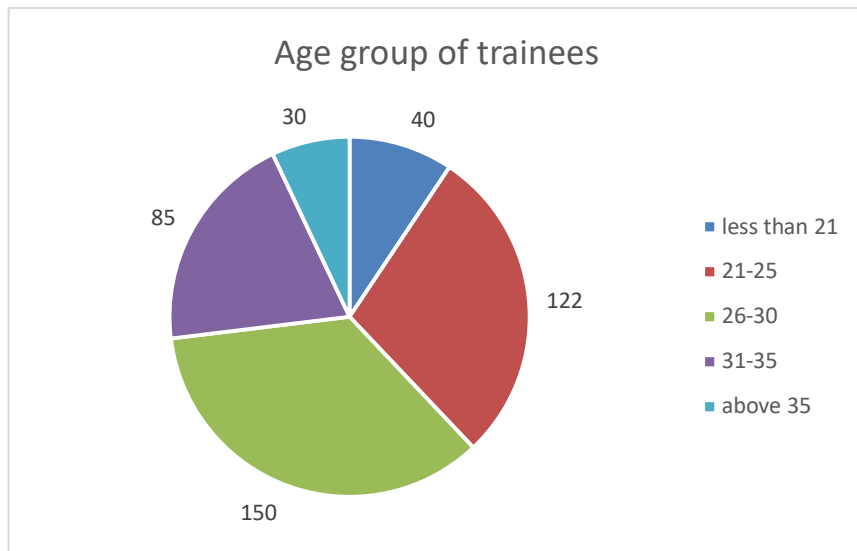
55% (240) of the candidates who have completed the training are employed. The placement for 75 candidates is in progress.

14 mobilization drives conducted, and 5 Job fairs organized to enrol candidates for the skill training.

194 candidates offered placement in Organised Retail; 36 candidates offered placement in IT-ITES; and 10 candidates offered placement in Hospitality sector.

#### 5.4. Profile of the candidates enrolled for training.

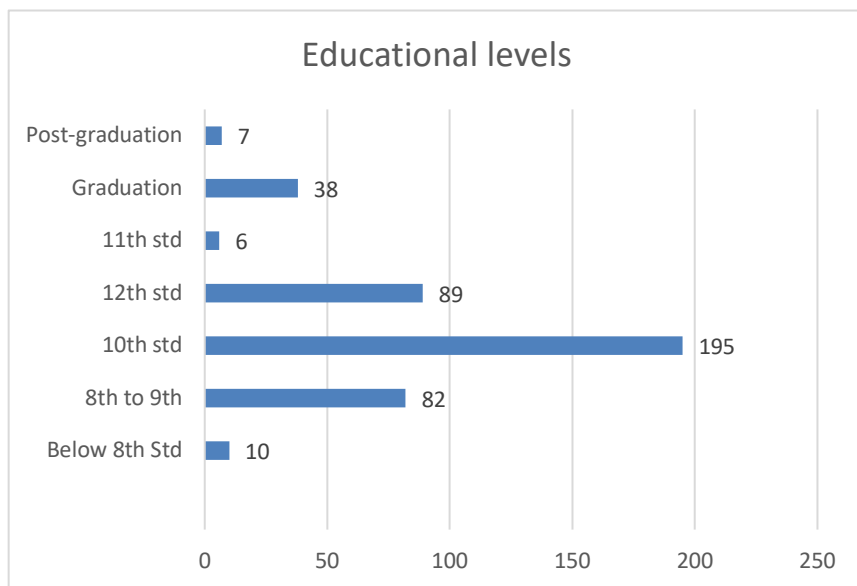
348 of the 427 candidates enrolled for training are men; 79 are women. 336 are single and 91 are married.



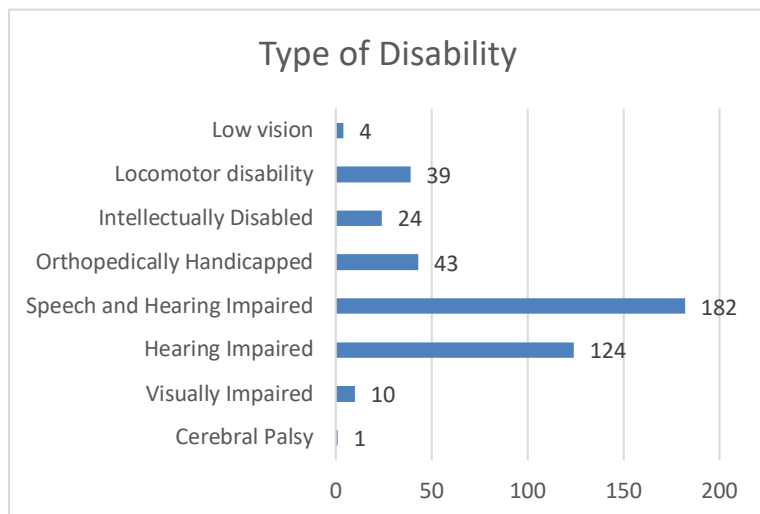
The official classification of the candidates are as follows: 279 belong to general category; 19 belong to Other Backward Castes category; and 11 belong to Scheduled Caste/Scheduled Tribe category.

Prior to Sarthak's training, 313 are freshers; 105 were working; and 9 were unemployed.

Post- training, 21 of the SC candidates are employed in Organised Retail sales; and 8 in Hospitality sector.



45.7% of the candidates have studied only up to tenth standard; and 20.8% up to 12<sup>th</sup> standard. 8.9% have completed their graduation; and 1.6% are post-graduates.



42.6% of the candidates are speech and hearing impaired; 29% are hearing impaired and 10% are orthopedically handicapped.



## 5.5. Planned Vs Achieved

Planned	Achieved										
Training will be provided in: IT-ITES Hospitality Organised Retail	Done										
Total trained candidates will be Year 1: 220 Year 2: 242 (140 till October 2019)	<p>Year 1 and 2 till date</p> <table border="1"> <tr> <th>Type of Training</th><th>Enrolled</th></tr> <tr> <td>Organization Retail</td><td>267</td></tr> <tr> <td>IT-ITES</td><td>116</td></tr> <tr> <td>Hospitality</td><td>52</td></tr> <tr> <td>total</td><td>435</td></tr> </table> <p>Training target achieved:122%</p>	Type of Training	Enrolled	Organization Retail	267	IT-ITES	116	Hospitality	52	total	435
Type of Training	Enrolled										
Organization Retail	267										
IT-ITES	116										
Hospitality	52										
total	435										
Training methodology will include classroom training, guest lectures, exposure visits, parents' workshops and on the job training	<p>15 of guest lectures organized 22 exposure visits organized 14 Parent workshops organized</p>										
Sarthak shall be responsible for augmenting the facilities at their Skill Training Centre located at 182, Canal Street, Sree Bhumi, Lake Town, Kolkata and running the courses and provide skill training for youth with disabilities	Done.										
The grant amount given by CF to Sarthak towards Capital expenses will be utilized only to augment the facilities at the above-mentioned training centre in Kolkata.	Done. Hospitality and retail lab are placed in the same room due to paucity of space in the premises.										
Sarthak will conduct mobilization activity through field visits, door to door surveys, and registration camps and identify youth with disabilities of various categories viz, Locomotor Disability, Hearing Impairment, Visual Impairment & Intellectual Disability.	<p>14 mobilization drives conducted 5 Job fairs organized 100+ door-to-door surveys organized</p>										
Sarthak shall be responsible for obtaining and regulating the admission of Trainees and will	Household income levels are not available in MIS. 49 of the 427 candidates belong to OBC and SC/ST category.										

Planned	Achieved										
<b>ensure that all the candidates admitted for training fulfill the guidelines in terms of their economic background and physical disability.</b>	42% of the candidates are speech and hearing impaired; 29% are hearing impaired and 10% are orthopedically handicapped.										
<b>Sarthak will impart training that will include Basic Skill Building (Basic English, Basic Computers, Life Skills), Sector specific training, pre -employment training and on-the -job training of various durations</b>	267 candidates enrolled for Organised Retail training 116 candidates enrolled for IT-ITES training 52 of candidates enrolled for Hospitality training										
<b>Sarthak shall perform batch reviews to monitor and evaluate the progress of the training</b>	Mock interviews and counseling sessions for candidates as well as parents are conducted. Batch reviews are conducted by the programme team during these sessions.										
<b>Sarthak will facilitate assessment and ensure that all the trained candidates obtain certificates From National Skill Development Corporation (NSDC).</b>	Done. Certification charges of 1000 rupees per candidate is paid to NSDC.										
<b>Sarthak's dedicated Employment Support Team will provide placement services to the trained candidates, including in -house interview drives and ensure placement for the trained candidates with the support of their existing Hiring Partners numbering over 500.</b>	194 candidates offered placement in Organised Retail 36 candidates offered placement in IT-ITES 10 candidates offered placement in Hospitality										
<b>Sarthak will assist in the placement of the trained youth and ensure placement of a minimum of 70% candidates trained with the support of Cognizant Foundation</b> <b>Total placed candidates</b> <b>Year 1: 154</b> <b>Year 2: 169 (98 up to October 2019)</b>	<p>Year 1 and 2 till date</p> <table border="1"> <tr> <th>Type of Training</th><th>Placed</th></tr> <tr> <td>Organization Retail</td><td>194</td></tr> <tr> <td>IT-ITES</td><td>36</td></tr> <tr> <td>Hospitality</td><td>10</td></tr> <tr> <td>total</td><td>240</td></tr> </table> <p>(placement for 70 candidates trained this year is in progress) Placement target achieved: 95%</p>	Type of Training	Placed	Organization Retail	194	IT-ITES	36	Hospitality	10	total	240
Type of Training	Placed										
Organization Retail	194										
IT-ITES	36										
Hospitality	10										
total	240										

Planned	Achieved

## 6. Evaluation

The evaluation strategy to assess Sarthak and its skill development initiative focussed on the

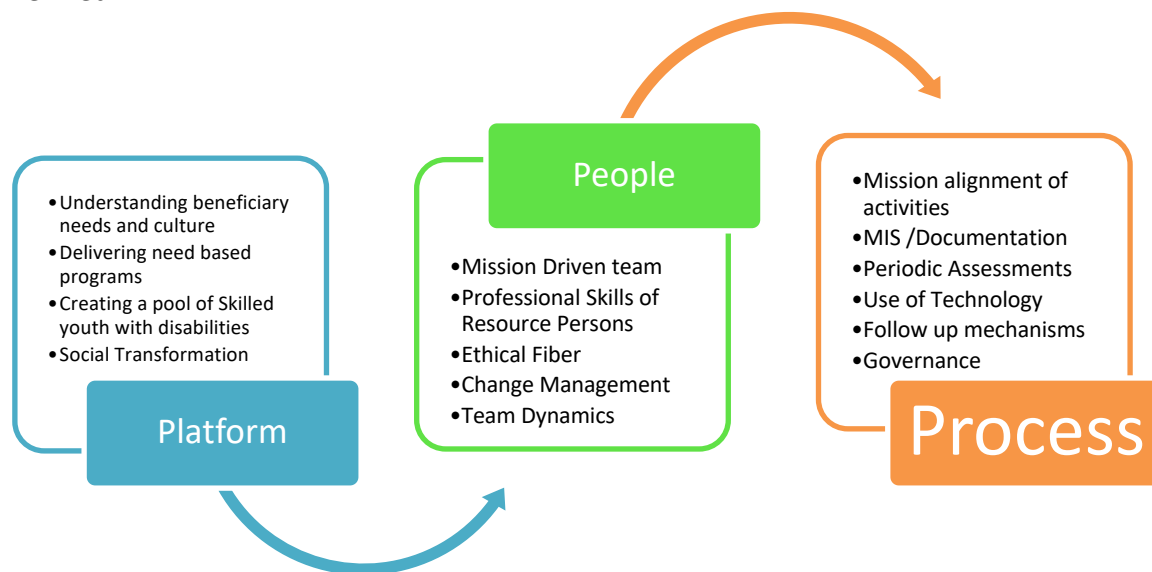
- Organisational capacity and
- Objective of the training in IT-ITES, Tourism & Hospitality and Organized Retail

### 6.1. Evaluation of the Organisation

The success of any social intervention is dependent on three factors –

- The Platform it creates for social change
- The commitment of the People associated with it and
- The Processes it maintains to track the social change

To assess the success of the skill development initiative of Sarthak, the following KPIs were verified



#### 6.1.1. Platform

A World Bank study estimates that excluding people with disability from the economy translates into a foregone GDP of 5-7%. Consequently, the Sector Skill Council for PwDs (SCPwD) under the National Skill development Corporation (NSDC) is aligned with the PMKVY

(Pradhan Mantri Kaushal Vikas Yojana) 2016-2020 scheme, to run courses for the specially-abled.

The training programmes offered by Sarthak are effective and market driven. The Skill-building centre prepares youth with disabilities with skilled resources and provides them employment opportunity with the support of Equal Opportunity Employers. Through their 19 centres across India, 13000 and 16000 PwDs have been provided skill-building and placement support respectively.

While each job role requires minimum education qualification as entry requirement, SCPwD – Accreditation partner - is flexible with the norms since the education status of PwDs is very low.

Sarthak enrolls candidates with a minimum educational qualification of 8<sup>th</sup> standard and organises counselling sessions for trainees and exposure visits to employer locations for hands-on experience as part of on-job-training. Sarthak also organises placement drives and job fairs as a platform for potential employers to focus on PwD inclusion.

Table 4: Rating of the Platform created by Sarthak

Indicators	Rating
<b>Understanding beneficiary needs and culture</b>	9
<b>Delivering need-based programs</b>	9
<b>Creating a pool of Skilled beneficiaries</b>	8
<b>Social Transformation</b>	8

### 6.1.2. People

Dr. Jitendra Aggarwal is the founder & CEO of Sarthak Educational Trust and Secretary General, National Abilympic Association of India. Dr. Aggarwal is working on the principle of empowering the persons with disability through Intervention, Inclusive Education, Skill Development, Placement, and Advocacy Generation.

Before, starting Sarthak Dr. Aggarwal practiced as dental surgeon for six years. In 2004 Dr. Aggarwal lost his central vision due to macular degeneration and thus had to discontinue his practice. During this period he realized dependency as the biggest trauma a persons with disability (PwD) faces. Thus, he envisioned a platform where this dependency can be cured. With this thought, in 2008 Dr. Aggarwal started with one centre in Delhi and gradually expanded to six centres across nation. Through its nine centres in Delhi, Chandigarh, Gurgaon, Ludhiana, Lucknow, Jaipur, Hyderabad, Mumbai, and Pune with the support of National Skill Development Corporation (NSDC), and various other agencies.



Through its Early Intervention and Inclusive Education initiative Sarthak has rehabilitated 400 and 314 children with disability respectively. And, with Sarthak Skill Development Centres, has successfully trained 4550 PwD candidates in the sectors of Tourism & Hospitality, Organized Retail, and IT-ITes. Furthermore, 100+ job fairs have been organized in 21 states to provide employment opportunity to those PwD candidates who are already skilled. Through Job fairs and skill centres 7250 PwD have been provided employment.

Dr. Aggarwal is the governing board member of Sector Skill Council of persons with disability (SSCPwD). He is a member of screening committee of National Award for Disability, and National fund for person with disability. He is also a member of selection committee of National Action Plan (NAP) for Persons with disability.

Students have a good rapport with Sarthak team. There is a friendly atmosphere in the classroom with a mix of candidates who are hearing impaired, orthopedically handicapped, and a few visually impaired as well.

The trainers hail from the local area and the Project Director has relocated his residence in order to live closer to the training centre.

Workshops for parents are organized periodically to communicate about their ward's progress and discuss the placement opportunities. If a candidate drops out within the first seven days of the training, their family is contacted and counselled so that re-enrolment can take place for the next batch.

Table 5: Rating of the People at Sarthak

Indicators	Rating
<b>Mission Driven team</b>	9
<b>Professional Skills of Resource Persons</b>	9
<b>Ethical Fiber</b>	7
<b>Change Management</b>	8
<b>Team Dynamics</b>	8

### 6.1.3. Process

The Processes of skill training for youth with disabilities starts with identification of candidates based on their economic background and type of physical disability.

Domain Certified Trainers possessing Domain skills are appointed to handle the sessions for each vertical: IT-ITES; Hospitality; and Organised Retail. Disability wise training methodology is adopted and necessary tools (braille; audio notes) are made available for the candidates for effective learning.

Baseline, mid-term and end-term assessments are carried out by the trainers. On-the Job training and placement is coordinated after job mapping is done.

Sarthak facilitates certification from NSDC for candidates on completion of the training. The list of candidates (30 per batch) is shared with Mr. Tarun Bansal, Advisor of Sarthak who is based in Delhi. He coordinates with the Assessment agency and schedules the online test for the candidates. On clearing this test, the candidates are issued an online certificate by NSDC which is printed and handed over to the respective candidates by Sarthak. An average of 80% of the candidates clear the online test. For the rest, a re-assessment is coordinated at a later date. All the activities of Sarthak are in line with the vision of Empowering Persons with Disability, enabling them to live their life with dignity and respect.

Besides the Board of Trustee, Sarthak has an International and National Advisory Board. Padma Bhushan Dr. M.B. Athreya is the Mentor and Guru for Sarthak and has been their constant source of inspiration and guidance.

Job fairs, tele-calling, referrals, list for Disability rehabilitation development office and employment exchange are sources to identify candidates for training. The placement process is well documented. Mock interviews are conducted for the candidates and on-the-job training is effective.

A formal offer letter is received from the employer and 7-day refresher trainings are also offered. The placement team follows up with the employer once in two weeks to obtain their feedback on the candidate who has been placed in their firm.

Sarthak has a MIS to track the enrolment and placement of candidates. The documentation of all the activities are also recorded in manual files/registers. As the placements for the trained candidate are coordinated by Sarthak on a continual basis, the alumni are in constant touch with the placement coordinator. A few alumni are also invited to interact with the trainees and share their learning experiences with the new trainees.

Table 6: Rating of the Processes created by Sarthak

Indicators	Rating
<b>Mission alignment of activities</b>	9
<b>Governance</b>	8
<b>MIS /Documentation</b>	8
<b>Periodic Assessments</b>	8
<b>Use of Technology</b>	8
<b>Follow up mechanisms</b>	8

Based on the above findings the average rating for Sarthak based on the PPP criteria is

Indicators	Rating
Platform	8.2
People	8.5
Process	8

#### 6.1.4. Conclusion

Sarthak skill training programmes are aimed towards carving an equal stature for persons with disability by providing them a platform wherein, they have equal access to opportunities and resources.

Sarthak has enabled youth with disabilities from disadvantaged families to become economically independent by providing them with skills and offering them placement support.

#### 6.2. Evaluation of Program Objective

The objectives were evaluated using the REESS framework. REESS framework measures the performance of programme on five parameters – **Relevance, Effectiveness, Efficiency, Social Impact and Sustainability.**

Various indicators were evolved for the skill development program based on the REESS framework which were customized to the training in Sarthak.

S.no	Category	CF Process / Performance Indicators	Rating	Average
1	Relevance	The programme caters to the beneficiaries from remote areas	8.50	8.05
2		The programme caters to the beneficiaries from socially, economically and educationally underserved communities	7.75	
3		The aspirations and the natural skills of the beneficiaries are aligned to appropriate job/ trade/course as part of this programme	8.00	

S.no	Category	CF Process / Performance Indicators	Rating	Average
4		The programme ensures that the training enables the beneficiaries for better employment	8.00	
5		The other alternative employment opportunities that exists in the locality besides this skilling programme	8.00	
6	Efficiency	The programme mobilizes, trains and places deserving number of students at an optimized cost	7.50	7.69
7		The programme adheres to the schedule / plan	8.33	
8		The initial investment towards capacity building is paying off for a longer time	7.25	
9	Effectiveness	The programme has achieved its intended target	8.17	7.65
10		The organization has adequate capacity (infrastructure and team) required for effective delivery	8.20	
11		The quality of training delivered	8.00	
12		The alumni network and employer network are strong and built over a period of time	7.50	
13		The job benefits the candidates	7.00	
14		The programme inspires the candidates to improve their attitude and behavior	7.33	
15		The program is satisfying / fulfilling the real need of the community	7.33	
16	Sustenance	Systematic plan is in place to make programme sustainable	7.25	7.19
17		The program is relevant to the existing skill ecosystem and the organization has a long-term strategic plan.	7.00	
18		There is sustained Interest among the Alumni to be employed	7.33	
19	Environment Adequacy	The training Facility is adequate, ventilated and safe.	7.50	7.54
20		The training facility is accessible	7.00	

S.no	Category	CF Process / Performance Indicators	Rating	Average
21		The equipment is maintained for effective delivery of the training	8.00	
22		The campus provides equal access, opportunity and safe environment to all their students	7.67	

### 6.2.1. Outcomes and Social Impact

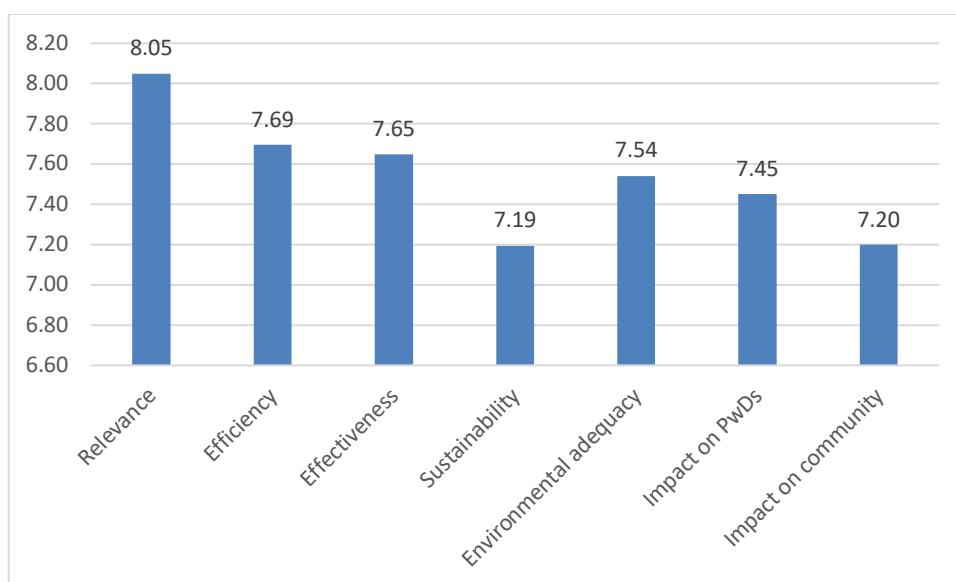
The following behavioural changes were observed in the youth who were trained and offered placement. A positive impact was observed on their attitude and Personality and in their employability skills

Outcome/Impact Indicators	Rating
<b>Inculcating Career aspirations among youth with disabilities</b>	9
<b>Increased employability skills</b>	9
<b>Behavioural Change in youth with disabilities</b>	7
<b>Enhanced coping skills</b>	8
<b>Increased placement in the organised sector</b>	8
<b>Improved career prospects</b>	8
<b>Increased confidence levels</b>	8
<b>Enhanced household income</b>	7
<b>Increased self esteem</b>	8
<b>Increased Assets/savings</b>	6
<b>Enhanced socio-economic status of student and his family</b>	7
<b>Increased self-confidence</b>	8
<b>Increased conversational skills</b>	7
<b>Increased decision making &amp; problem solving skills</b>	7
<b>Improved team spirit &amp; interpersonal skills</b>	7
<b>Increased financial management skills</b>	6
<b>Personal Happiness of PwDs</b>	7
<b>Happiness in contributing to family's income</b>	7
<b>Improved Aspiration to educate youth with disabilities</b>	8
<b>Improved role in decision making for family matters</b>	7

The community where the trainees come from have also benefitted from the skill training programme.

Impact on community	Rating
<b>Alternate employment opportunities generated</b>	8
<b>Increased Employment opportunity for youth with disabilities in the organized sector</b>	8
<b>Equal opportunities for youth with disabilities</b>	8
<b>Boost in Local Economy</b>	7
<b>Youth with disabilities in Leadership roles</b>	5

The Consolidated average rating for the REESS framework designed for Sarthak is provided below.



This initiative is highly relevant for youth with disabilities hailing from the disadvantaged sections of the society.

The impact on the target beneficiaries are good as they are not being placed in formal sector and are able to lead an independent life.

The sustainability of the training and environmental adequacy needs to be improved for better outcomes.

## 7. Feedback from Stakeholders



*"There are a lot of opportunities for candidates for hearing impaired candidates. Our sign language trainers are available 24x7. When the employers find it difficult to communicate with our hearing-impaired candidates, they connect with our trainers over video call or even call our trainers to their workplace to resolve the issue.*

*We advise our candidates to continue in the job where they have been placed for at least 6 months. In case they face any issues, we ask them to first inform us*

*first, so that we can inform their HR or training manager. This has led to increase the retention rates.*

*Organisations in West Bengal and surrounding areas approach only Sarthak for recruiting PwDs. Earlier, the employers offered one-year contract for our candidates. We informed our Zonal head Mr. Neeraj who approached the respective HR Managers and requested them to extend the contract for those who performed well. Now we have 125 out of 175 placed continuing in the job where they are placed and around 6 are self-employed.*

*There are a lot of processes involved in availing a government loan to set up a small business activity. Unlike other states, Unique Disability Identity card is not available in West Bengal. In 2018, rules changed and stipend for PwDs increased from 800 to 1000 rupees. But this is not enough. Therefore, we encourage our candidates to work as they are assured of a minimum monthly income of 9000 to 10000 rupees."***-Dibbendu Mondal, Sarthak**

### **Alumni quotes**

***Two out of 8 candidates spend more than four hours on travel to centre.***

*"I live in Asansol and it takes 4 and a half hours to come to Sarthak training centre. My friend informed me about Sarthak and as I am assured of a job, the travel time was not an issue."* – **Indrajit Sharma**

*"I live in Kulti, near Asansol and it takes 5 hours to reach Sarthak Centre."* – **Shiv Narayan Shaw**

*"I live in Bardhaman, but I have taken a room near the training centre. I spend less than 10 minutes on travel."* – **Rizu Hazra**

*"I live in West Midnapur and take four hours to reach the centre."* – **Saikat Das**

*"I never knew about the training centre. My friend told me that this centre offers training and job after completion. I am happy that I studied here as I am now working."* – **Kaushik Haldar**



**Employers feedback**

*"At Holiday Inn at Kolkata our staff strength is 115 and we have recruited 4 PwDs. We have a HR policy to hire 2% of PwDs within our workforce. The Sarthak Candidates have been working here since we started the hotel about three years ago.*

*We employ them in F&B service, front office or administration work like Finance. Most of them who are employed are hearing impaired, except for those in administrative who are Orthopedically handicapped.*

*Throughout India, our hotel employs PwDs only from Sarthak. This is because they offer training to the candidates to match our needs.*

*Sarthak trains all our staff in Basics of Sign language and because of that we have all learnt how to communicate with them. They also conduct an awareness program to all our staff twice a year. We also have developed PwD special videos that we use during the induction programs which describes about the job they have to do. In case it is difficult to convey some message in sign language with them, we call the trainer at Sarthak through a video call, explain to him what message we need to communicate, and they immediately convey it to them in sign language through the video call. So, there has been absolutely no problem in managing them."*

**Deepak Majumdar, HR Head Holiday Inn**

*We have hired 4 PwDs in our facility. 3 of them are Hearing impaired and one is orthopedically handicapped. They are working as delivery boys and go by cycle within a 2 km radius of this office to deliver. We learn a lot from them than them learning from us. It is a pleasure to have them in our team. We are also confident that they will continue to work for a longer time than the other youth that we recruit."*

**Officer at Flipkart**

**Alumni working at Flipkart**

*"I enjoy working here. I was otherwise sitting at home and doing nothing."*

*"I am married, and I was unemployed. I heard about Sarthak and enrolled in the training. Now, I am working in flipkart for the last six months. I have a decent job that I enjoy my work. My family is also happy that I am earning now."*

**Parents of Alumni and students**

*"My friend referred me to Sarthak, and I also came to know about them at a Job fair. The training centre has provided a new lease of life for my son. Although it is far away from our home, it is worth it! The training offered by Sarthak is very good.*

*Earlier, my son used to have a complex as he was dependent on us. Now he is proud that he is also going for work and can meet his own expenses. I am thankful to Sarthak for their support. The training is offered free of cost, and I am thankful for that. I would be grateful if they can also offer us stipend to meet the travel expenses."*

**Krishna Chowdhry**

*"You have made me strong by making my son independent."*

*"My daughter Bijitha Chatterjee is married. Her mother-in-law heard about Sarthak and enrolled her for the training here. The faculty and staff are friendly. She has been selected by Flipkart at a job fair and awaits the offer letter to join duties. This training has made her happy and confident. Thank you for your support." –Mrs. Chatterjee*

**Parents of present students**

*"I live very far. My daughter has completed her Diploma in IT and was unemployed. She joined Sarthak and will be completing her training in November. I will be ever grateful if she is placed in a good job."*

*"I met Sarthak team at a Job fair and applied for my son's training. Within a few days, I received a call from Sarthak asking my son to join the training. I am certain that he will do well and will get a job." –Mala Ghosh*

*"My daughter completed bachelor's in fine arts and was unemployed. After training, she will be able to earn as well as continue her hobby." –Krishna Chowdhry*

**Present batch of students**

18 students (OH – 14; HI – 2; and ID 2)

6 came to know about Sarthak at a Job Fair

13 were studying before joining the training; 4 were unemployed; 1 was working.

9 are graduates; 7 have studied up to 12<sup>th</sup> standard.

10 have less than 10,000 rupees as monthly family income

9 of them said that they will give all our earnings to our parents; while the rest said that they will give 50% to their family and use 50% to meet their own expenses.

*"We learnt about grooming, communication, hygiene. We have increased self-confidence now. Our parents are happy that we are studying here and are going to work after this. They are proud of us!"*

*"I am learning computers at Sarthak. I am happy to study here and am confident that I will get a good job. I want to work in Kolkata as my father recently expired and I must take care of my mother." – Suresh*

*"I increased my self-confidence after joining Sarthak. I started learning sign language as my friends here are hearing impaired. –Pinky, OH Candidate.*

## 8. Recommendations

### Recommendations

- The Retail Lab and Hospitality Lab to be equipped with infrastructure as detailed in the Grant Agreement.
- Course material could be offered to the students.
- MIS to track the household income and earnings of the placed candidates.
- Many students were travelling from faraway places and villages around Kolkata to attend the courses at Sarthak. Due to the strain of travel, a few of them would not attend the classes regularly. This affected their training and placement. Sarthak could start subcentres in rural areas, and work on a hub and spoke model. They could identify NGOs who could offer the training facility for a few days and offer placement within 5 kms radius of the centres. This would help in generating a sustainable livelihood for the disabled in each area. Also it will reduce their burden of travel and create local employment opportunities
- The follow up of placed candidates to be more structured and documented. A dedicated person should be appointed for follow up strategies as this plays an important role in any livelihood initiative.
- Some trainees may also have been over-protected by their families and not used to accomplishing certain tasks on their own. As a result, it may be quite difficult for them to overcome certain physical challenges and trying to do so may cause serious emotional confusion. They must have decided to attend the training because they truly want to learn new skills and not because family members have decided that it would be a good idea for the disabled person to learn new skills. Parents to be counseled and asked not to interfere with the teaching at the Centre.
- Trainees must be exposed to entrepreneurship training also. Interactions with small-scale entrepreneurs can be very helpful and highly encouraging for trainees.

## Annexure 1 – Trainees batchwise

*Details of Batches conducted from April 2018 to March 2019*

Batch No	Training	Start Date	End Date	No Enrolled	No Completed	Drop-outs	No Placed
Batch-1	Organization Retail	01-04-2018	30-06-2018	16	16	0	18
	IT-ITES			5	5	0	5
	Hospitality			4	4	0	2
Batch-2	Organization Retail	01-04-2018	30-06-2018	15	15	0	22
	IT-ITES			7	7	0	2
	Hospitality			2	2	0	0
Batch-3	Organization Retail	01-04-2018	30-06-2018	16	16	0	19
	IT-ITES			9	9	0	3
	Hospitality			0	0	0	0
Batch-4	Organization Retail	01-04-2018	30-06-2018	12	12	0	6
	IT-ITES			9	9	0	0
	Hospitality			6	6	0	0
Batch-5	Organization Retail	01-07-2018	30-09-2018	15	15	0	12
	IT-ITES			4	4	0	1
	Hospitality			2	2	0	0
Batch-6	Organization Retail	01-08-2018	31-10-2018	16	16	0	12
	IT-ITES			8	8	0	1
	Hospitality			0	0	0	0
Batch-7	Organization Retail	01-08-2018	31-10-2018	18	18	0	7
	IT-ITES			7	7	0	1
	Hospitality			0	0	0	0
Batch-8	Organization Retail	01-08-2018	31-10-2018	10	10	0	8
	IT-ITES			8	8	0	2
	Hospitality			0	0	0	0
Batch-9	Organization Retail	03-09-2018	02-12-2018	15	15	0	13
	IT-ITES			4	4	0	4
	Hospitality			3	3	0	3
Batch-10	Organization Retail	03-10-2018	02-01-2019	15	15	0	15

Batch No	Training	Start Date	End Date	No Enrolled	No Completed	Drop-outs	No Placed
	IT-ITES			5	5	0	5
	Hospitality			1	1	0	1
Batch-11	Organization Retail	01-12-2018	28-02-2019	14	14	0	14
	IT-ITES			4	4	0	4
	Hospitality			0	0	0	0
			<b>TOTAL</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>180</b>

*Details of Batches conducted from April to October 2019*

Batch No	Training	Start Date	End Date	No Enrolled	No Completed	Drop-outs	No Placed
Batch-1	Organization Retail	01/04/19	30/06/19	15	15	0	13
	IT-ITES			5	5	0	2
	Hospitality			5	5	0	2
Batch-2	Organization Retail	01/04/19	30/06/19	18	18	0	14
	IT-ITES			5	5	0	2
	Hospitality			4	4	0	1
Batch-3	Organization Retail	01/05/19	30/07/18	15	15	0	11
	IT-ITES			8	8	0	0
	Hospitality			7	7	0	1
Batch-4	Organization Retail	01/05/19	30/07/18	17	17	0	10
	IT-ITES			6	6	0	4
	Hospitality			5	5	0	0
Batch-5	Organization Retail	05/08/19	04/11/19	10	10	0	Placement on process
	IT-ITES			5	5	0	
	Hospitality			0	0	0	
Batch-6	Organization Retail	15/10/19	14/01/20	12	12	0	Batch On Going
	IT-ITES			7	7	0	
	Hospitality			6	6	0	
Batch-7	Organization Retail	04/11/19	03/02/20	8	8	0	Batch On Going
	IT-ITES			5	5	0	

Batch No	Training	Start Date	End Date	No Enrolled	No Completed	Drop-outs	No Placed
	Hospitality	04/11/19	03/02/20	2	2	0	
Batch-8	Organization Retail			10	10	0	Batch On Going
	IT-ITES			5	5	0	
	Hospitality			5	5	0	
	<b>Total</b>			<b>185</b>	<b>185</b>		<b>60</b>

*\*Placement for the 5<sup>th</sup> batch onwards is in progress.*