

CSR Impact Assessment FY 2023-24

Supported by :

mahindra *Rise*

Implemented in partnership by:

CENTUM
FOUNDATION

Impact Assessment Conducted in FY 2025-26 by:

BlueSky
SUSTAINABLE
BUSINESS

Mission Even (Kaabil)

Skill Development in Health Sector & EET



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Project Goal

Mission Even (Kaabil) – Skill Development in Health Sector & EET, is a skilling initiative supported by **Mahindra & Mahindra Ltd.**, aimed at advancing **women’s economic participation** through structured, demand-driven skilling interventions.

Under this, two major skilling themes were implemented during FY 2023–24:

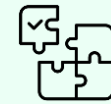


Employability Enhancement Training (EET) – focused on employability skills and workplace readiness.



Women Economic Empowerment (WEE) – Healthcare – focused on domain-specific, placement-linked training in the healthcare sector (General Duty Assistant – GDA role).

The project was designed to address existing constraints on women’s workforce participation including socio-cultural norms, limited access to industry-aligned training, and structural barriers to formal employment.



Project Relevance

- *Female Labour Force Participation Rate (FLFPR) stood at 25.1%, compared to 57.5% for men, reflecting a significant gender gap in workforce participation – [Periodic Labour Force Survey \(PLFS\) \(2020-21\), MOSPI](#)*
- *Globally, the Labour Force Participation Rate for women was 47.4%, compared with 72.3% for men.” — [ILO, World Employment and Social Outlook \(WESO\), 2022](#)*
- *Government-led skilling initiatives under the Ministry of Skill Development & Entrepreneurship (MSDE) emphasize industry-aligned, placement-linked training models to improve employability and facilitate entry into formal employment.” – [MSDE Annual Reports, 2021–23; PMKVY Guidelines](#)*

Mission Even (Kaabil) | Skill Development in Health Sector & EET



Project Activities

EET – Employability Enhancement Training



Targeted Mobilization: Mobilization through colleges, ITIs, vocational centres, and community networks focusing on women (18–35 years)



Pre-training Screening & Alignment: Selection based on willingness to participate and pursue employment



Soft Skills Training: Structured curriculum covering communication, resume building, time management, problem-solving, and workplace behaviour



Certification: Participation-based certification recognising acquisition of employability skills and readiness for workplace engagement



Placement Facilitation: Placement drives across institutions and centres

WEE – Healthcare (GDA)



Community Mobilization & Outreach: Identification of women (18–35 years) candidates through door-to-door visits, enrolment drives, tele-calling, and community engagement



Pre-training Assessment & Counselling: Aptitude-based screening followed by counselling to align candidates' interest and readiness for healthcare roles



Domain Skills Training: Classroom-based GDA training with structured modules covering healthcare practices, supported by courseware and batch-based delivery



Assessment & Certification: In-house evaluation and certification upon completion



Placement Facilitation: Employer linkage, placement coordination, and post-placement support to ensure sustained employment outcomes

Mission Even (Kaabil) | Skill Development in Health Sector & EET



Project Reach

EET – Employability Enhancement Training



9,824 women trained and certified.



Implemented across **17 States/UTs** - Bihar, Chhattisgarh, Haryana, Jammu & Kashmir, Jharkhand, Karnataka, Madhya Pradesh, Maharashtra, Delhi (NCT), Odisha, Punjab, Rajasthan, Tamil Nadu, Telangana, Uttar Pradesh, Uttarakhand, and West Bengal.



100+ training centres and **100+** trainers engaged



4,437 women received job placement in retail, IT services, manufacturing, BFSI, and services sectors.

WEE – Healthcare (GDA)



3,500 women trained and certified.



Implemented across centres in **8 States/UTs** Delhi-NCR, Gujarat, West Bengal, Assam, Jharkhand, Uttar Pradesh, Maharashtra and Odisha.



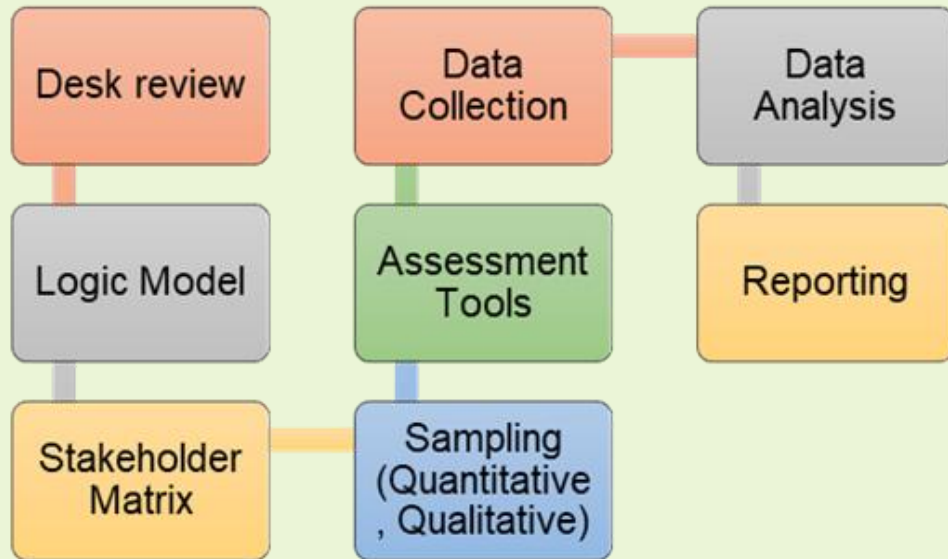
95+ training batches and **8+** training centres



2,457 women received job placements in the healthcare sector as General Duty Assistants.

Mission Even (Kaabil) | Skill Development in Health Sector & EET

Assessment Methodology



Alignment with Social Standards

The impact assessment methodology assesses the project on BlueSky's **Process Maturity & Goals Achievement Framework (PMGA)**, built on the guidance available to the following standards:

1. **Social Auditing Standards (SAS)**, regulated by the **ISAI under SEBI**
2. **ISO IS 26000:2018 – Guidance on Social Responsibility**
3. **The Companies Act 2013 Schd VII Sec 135**
4. **UN Sustainable Development Goals**



SDG 4 – Quality Education

Increase relevant skills for employment



SDG 5 – Gender Equality

Ensure women's full and effective participation



SDG 8 – Decent work & Economic Growth

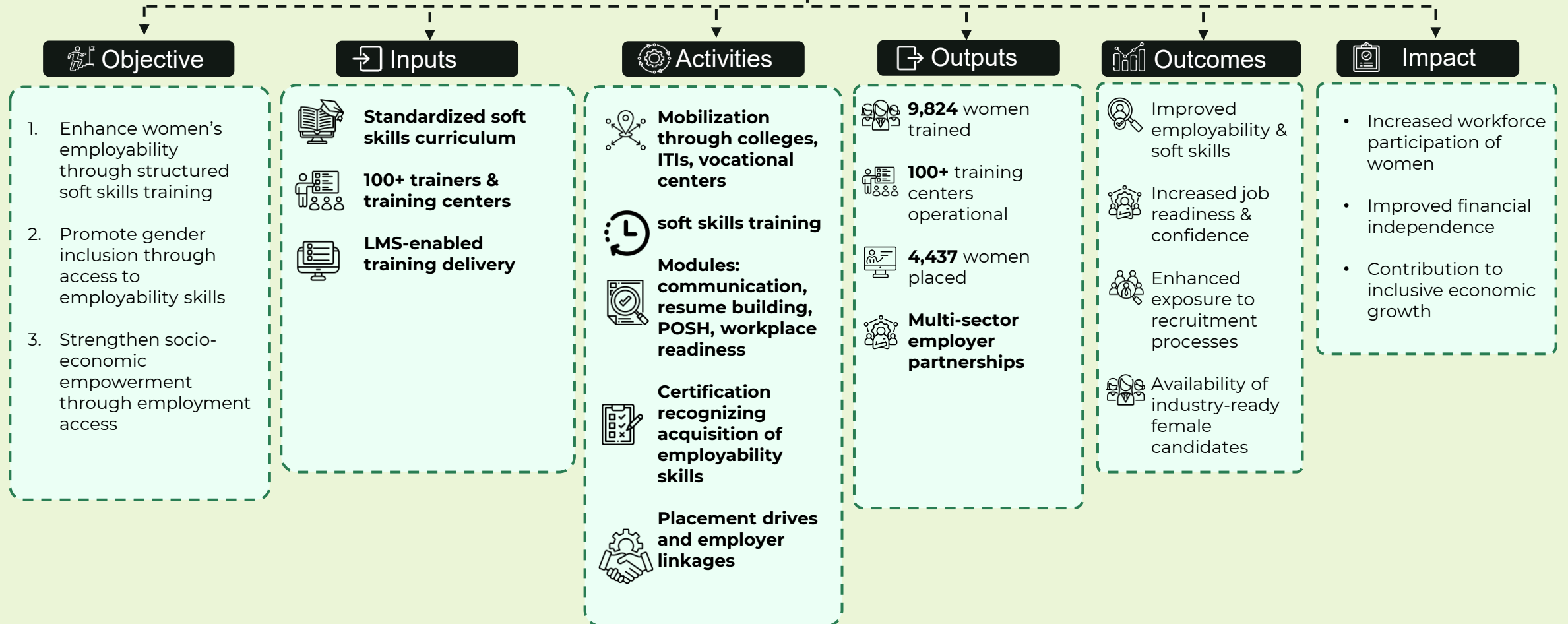
Achieve full and productive employment and decent work for all including women and youth

Mission Even (Kaabil) | Skill Development in Health Sector & EET

LOGIC MODEL | Employability Enhancement Training (EET)



To empower women by addressing employability-related barriers through structured soft skills training, thereby supporting increased workforce participation and improved preparedness for entry-level employment opportunities.



Mission Even (Kaabil) | Skill Development in Health Sector & EET

KEY FINDINGS : EET – Employability Enhancement Training

Enhancing Employability Skills, Career Awareness & Job Preparedness



Student Feedback

- **81%** of respondents reported **high satisfaction with training quality**, highlighting strong trainer support.
- **87%** reported **significant improvement in employability skills** (Decision making, confidence level, communication, resume writing, time management, interview skills, job search awareness & understanding employer expectations).
- **88%** reported **greater involvement in education and career decisions**.



Employers Feedback

- **100%** of respondents **rated the quality of candidates at an average of 4.5 out of 5**, indicating strong performance across key employability parameters such as confidence during interviews, professional communication, preparedness, and alignment with job market expectations.
- **84%** reported that the trained candidates are **suitable for entry-level** job roles.



Trainer Validation


- Trainers reported strong improvement in **job-readiness skills of students** (resume building, interview skills, job awareness, confidence levels, communication skills etc).
- Trainers **rated the program 5 out of 5** for supplementing additional employability skills for students such as communication, interview preparation, resume building and workplace behaviour. This will ensure improved job opportunities for women.


Mission Even (Kaabil) | Skill Development in Health Sector & EET


KEY FINDINGS : EET – Employability Enhancement Training

Supporting Job Placements

 **93%** of respondents reported **receiving job placements** after the training program. Employment observed across multiple sectors including Customer Relationship, Textiles, Security Services, Sales & Marketing etc.

 **87%** of them reported monthly earnings ranging from ₹8,200 to above ₹15,000, with the majority earning between ₹9,200 – ₹15,000 per month.

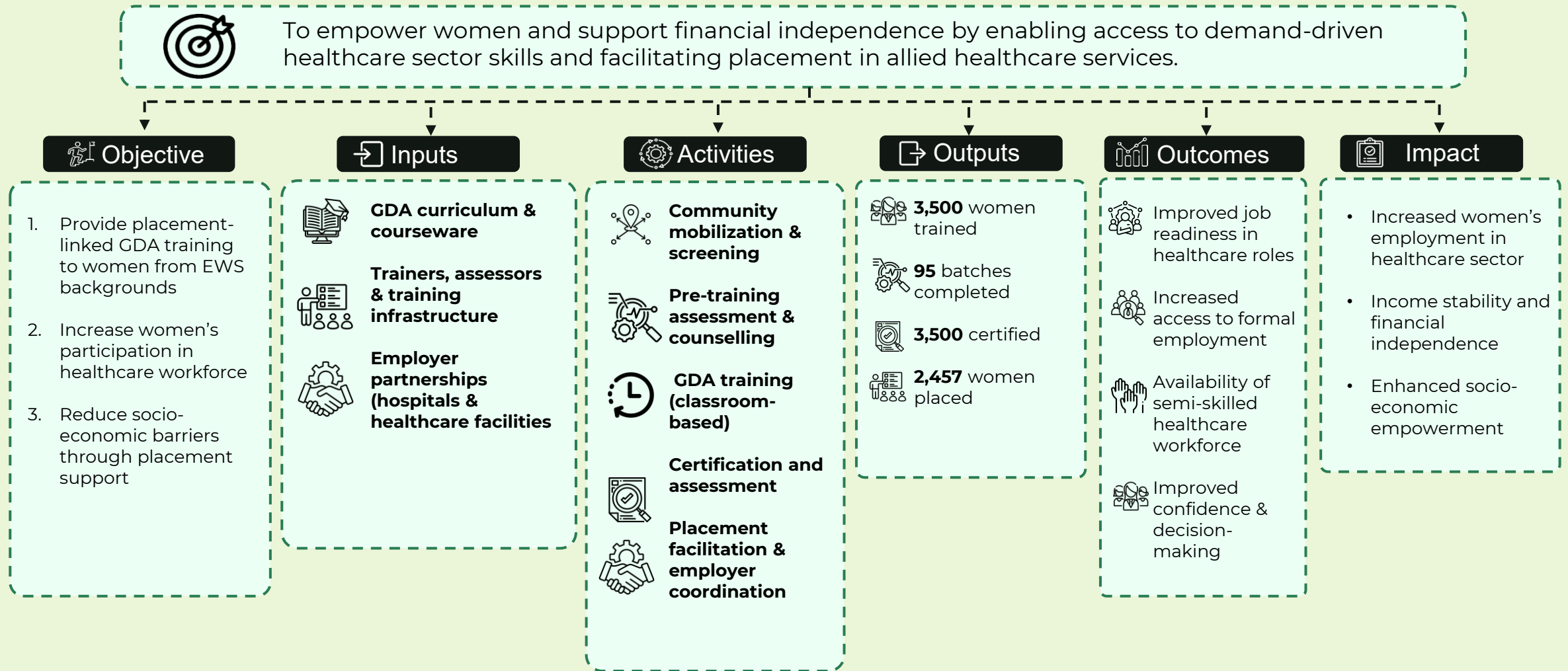
 **Employers Feedback: 85%** expressed a clear **willingness to consider hiring candidates** trained under the EET program, reflecting high employer confidence in the program's effectiveness.

 **Employers Feedback: 84%** reported **better workplace behaviour** among trained candidates.

 **Trainer Validation:** Trainers reported that placement activities such as employer interactions and training on interview preparedness supported **transition into employment** for entry level roles.

Mission Even (Kaabil) | Skill Development in Health Sector & EET

LOGIC MODEL | WEE – Healthcare (GDA)



Mission Even (Kaabil) | Skill Development in Health Sector & EET

KEY FINDINGS : Women Economic Empowerment (WEE)

Improved Job Readiness for GDA Roles



Student Feedback

- **97%** of respondents reported high satisfaction with training quality, highlighting strong trainer support.
- **97%** reported that the training was relevant and useful in preparing them for entry level healthcare roles especially as a GDA (General Duty Assistant).
- **95%** reported improved soft skills (confidence level, communication skills, interview preparedness & workplace behaviour).
- **94%** reported increased participation in household decision-making and increased recognition within family and community.



Employers Feedback

- **100%** of respondents **rated the quality of candidates at an average of 4.5 out of 5**, highlighting that the hired candidates possessed the requisite skills required for the General Duty Assistant (GDA) roles.
- **100%** reported that the GDA Training program effectively **enhanced workforce availability**, particularly by enabling them to fill vacant or hard-to-fill General Duty Assistant (GDA) positions.




Trainer Validation


- Trainers **rated the program 5 out of 5** in terms of its training content, curriculum and its alignment to job market requirements for entry level GDA roles in the healthcare industry.
- Trainers reported that practical exposure enabled **task-level readiness, increased confidence level and skill application** in real time jobs.


Mission Even (Kaabil) | Skill Development in Health Sector & EET


KEY FINDINGS : Women Economic Empowerment (WEE)


Supporting Job Placements


 **95%** of respondents **reported securing job placements** in the healthcare sector as General Duty Assistants after the training program.

 **90%** of them reported **still continuing to work in the healthcare sector** indicating strong retention following the training program.

 **95%** of respondents **reported stable and regular income** ranging from an average of ₹10,000 to ₹13,500, with the majority earning between ₹11,000 – ₹13,500 per month.

 **Employers Feedback: 100%** reported that the candidates hired through the GDA training program meets their technical and operational standards at workplace.

 **Employers Feedback: 89%** of respondents confirmed that women hired through the GDA Training program are likely to continue working with them in the medium to long term, indicating **strong retention and continuity**.

 **Trainer Validation:** Trainers reported that candidates from the GDA training program demonstrate strong alignment with clinical requirements, and the programme contributes to the availability of a skilled female healthcare workforce.

Mission Even (Kaabil) | Skill Development in Health Sector & EET

PMGA Impact Assessment Framework

(Process Maturity & Goals Achievement)

Mission Even (Kaabil) – Skill Development in Health Sector & EET has been rated as an **“Exemplary Project”**.

Exemplary Projects have high process maturity and are successfully reaching their program goals.

These projects represent best practices in implementation and impact, demonstrating an exemplary model for other projects to follow.

1. Process Maturity Score (X-Axis)

Scored on: Standard Criteria

Frameworks Referenced: ISO 26000 & NGRBC

📌 Indicates strong alignment with standardized best practices across projects

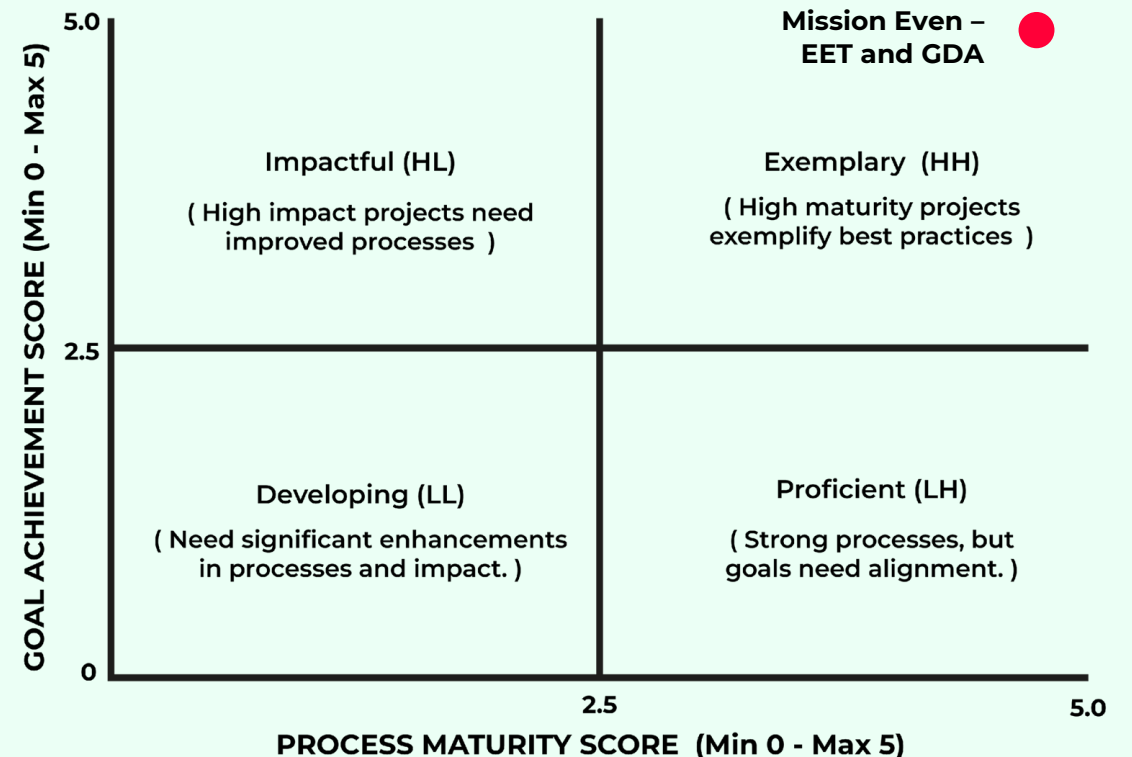
2. Program Goal Achievement Score (Y-Axis)

Scored on: Project-specific Criteria

Framework: Program Logic Model

📌 Reflects high

Project Impact Category



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Women Beneficiaries Testimonials (EET)



“During the training, we learned group discussion and interview skills. Earlier, I was hesitant to speak, but after practicing communication sessions, I felt more confident in presenting myself.”

- Anjali, Beneficiary (FGD), Lucknow



“After the training, I feel more confident speaking with employers and attending interviews, although sometimes I still feel a little nervous.”

- Dipanjali, Beneficiary (FGD), Lucknow



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Employer Testimonials (EET)



“Candidates who completed the EET program have better communication skills compared to non-trained candidates. They adapt quickly to workplace behaviour and handle customers confidently.”

- Anoop Singh, Owner, Shravi Enterprises, Lucknow



“Candidates trained under the program generally showed decent communication and workplace behaviour. Confidence and communication skills were noticeable strengths.”

- Rajiv, Employer (KII), Delhi



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Trainer Testimonials (EET)



“Initially, many participants were hesitant even to respond to simple questions. After the sessions, they started speaking up, answering confidently, and participating actively.”

-Vikram Bhatt, Trainer (KII), Lucknow



“Some students continued to struggle with job readiness due to limited exposure to professional environments, although many showed improvement during the training period.”

- Raghvendra Singh Chauhan, Trainer (KII), Delhi



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Women Beneficiaries Testimonials (WEE – Healthcare)



“The training equipped me with essential clinical skills... OJT allowed me to apply classroom learning in real hospital settings.”

- Kashish, Beneficiary (FGD), Delhi



“Since starting work, I have become much more confident and independent. Earlier, I hesitated while speaking to doctors and patients, but now I communicate clearly.”

- Dolly, Beneficiary (FGD), Delhi



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Employer Testimonials (WEE – Healthcare)



“The hired GDAs have performed very well. They follow hospital protocols, build rapport with patients, and support nursing staff effectively.”

**- Mr. Sumit Yadav, Nursing
Superintendent, Yadav Hospital, Lucknow**



“We hire most of our GDA staff through Centum Foundation due to the consistent quality of training and preparedness.”

**- Mr. Sumit Yadav, Nursing
Superintendent, Yadav Hospital, Lucknow**



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Trainer Testimonials (WEE – Healthcare)



“The curriculum balances theory and practical application. OJT strengthens readiness by familiarizing students with actual responsibilities of GDA roles.”

- Ms. Rinky Nair, GDA Trainer, Delhi



“Many girls joined the program with extremely low confidence... over time, they became confident, actively asked questions, and communicated clearly.”

- Ms. Rinky Nair, GDA Trainer, Delhi



Mission Even (Kaabil) | Skill Development in Health Sector & EET



Case Study 1 | Anjali's Journey: From Hesitation to Confidence (EET)

Meet Anjali Yadav

- A young graduate from Lucknow aspiring for employment opportunities.
- Faced challenges in interviews due to low confidence and lack of exposure to job market skills.

Turning Point: EET Training

Participated in EET training, where she was trained in:

- Communication and personality development
- Resume preparation
- Mock interviews and workplace behaviour
- Gained exposure to structured recruitment processes

Outcome

- Improved confidence in interviews and communication.
- Better understanding of employer expectations.
- Secured employment in the Scanning & Packaging department following the training and is currently earning ₹12,000 per month, indicating enhanced employability and transition into the workforce.

“Earlier I used to feel very nervous during interviews. I did not know how to answer questions properly or present myself. After the training, I feel more confident speaking with employers and attending interviews.”

Anjali Yadav,
Beneficiary, Lucknow

Mission Even (Kaabil) | Skill Development in Health Sector & EET



Case Study 2 | Kashish's Journey: From Training to Healthcare Workforce (GDA)

Meet Kashish

- A participant from Delhi with limited exposure to healthcare roles and employment opportunities.
- Aspired to build a career in the healthcare sector.

Turning Point: GDA Training under Mission Even

Participated in GDA training, where she Received structured training with practical exposure in:

- Patient care and clinical assistance
- Monitoring vital signs
- Sample collection and hospital procedures
- On-the-job training in hospital settings

Outcome

- Developed job-relevant clinical skills.
- Gained confidence in handling patients.
- Secured employment as a General Duty Assistant (GDA) in a healthcare facility – Rathi Hospital.
- Currently earning ₹13,000 per month, reflecting improved livelihood and successful placement through the programme.

“The GDA training equipped me with essential clinical skills, and on-the-job training helped me apply what I learned in real hospital settings.”

Kashish,

Beneficiary, Delhi

Mission Even (Kaabil) | Skill Development in Health Sector & EET Awarded “Exemplary Rating”

CSR INSPECTION CERTIFICATE

 **Bluesky Sustainable Business LLP**

AWARDS AN
Exemplary Rating

Exemplary Projects have high process maturity and are successfully reaching their program goals. These projects represent best practices in implementation and impact, demonstrating an exemplary model for other projects to follow..

FOR CSR PROJECT
Mission Even - Skill Development in Health Sector and EET

Mission Even supports women's economic participation by delivering integrated, demand-driven skilling interventions through Employability Enhancement Training (EET) and Women Economic Empowerment (WEE) - Healthcare, strengthening access to soft skills and domain-specific, placement-linked training across sectors and the healthcare industry, enabling improved workforce readiness and employment outcomes through structured training, certification, and placement facilitation, and promoting workforce participation among women from socio-economically disadvantaged backgrounds through targeted outreach, counselling, and industry partnerships.

SUPPORTED BY
Mahindra and Mahindra Ltd.
4th Floor, Mahindra Towers, Dr. G.M. Bhosale Marg, P.K. Kurne Chowk,
Worli, Mumbai - 400018

CSR CATEGORY:
ii) Promoting education, including special education and employment enhancing vocational skills (iii) Promoting gender equality and empowering women.

Service Contract Number: BSSB-2500-00010
Certificate Number: IB067-2500-01-00010
Date of Issue: 24th March 2026


JYOTSNA BELLIAPPA
Head- CSR Inspections

 
RAJAT GARG
Chief Executive Officer

• Bluesky Sustainable Business LLP complies with NABCB accreditation criterion of "Type A" Inspection Body.
• To be read in connection with Annexure 1

Continue from Page 1

Service Contract Number: BSSB-2500-00010
Certificate Number: IB067-2500-01-00010
Date of Issue: 24th March 2026

ANNEXURE 1

SCOPE OF WORK

1. Evaluate the effectiveness of the programs.
2. Examine key aspects of project implementation, including processes, outputs, and outcomes, to assess its overall impact.

ASSESSMENT CRITERIA

BlueSky's Accredited Impact Assessment methodology framework, based on ISO 26000: Guidance on Social Responsibility and National Guidelines on Responsible Business (NGRBC, 2018), has been employed to assess the impact of CSR/Social Projects

INSPECTION RATING TABLE

Developing: Projects have low process maturity and are not reaching their intended program goals effectively. These projects may require significant improvements both in terms of how they are being implemented (processes) and their overall impact. The focus should be on strengthening their operational processes and setting clearer, more attainable goals.

Impactful: These projects have a high impact despite lower process maturity. The outcomes are being achieved, and program goals are being met, but the internal processes and operational practices need more development. Such projects could benefit from refining their processes to sustain or enhance their impact.

Proficient: These projects have strong operational processes in place but are not yet achieving their intended program goals. They demonstrate maturity in planning and execution but may need to realign their focus on ensuring that these efforts translate into meaningful impact. The focus should be on adjusting goals or strategies to improve outcomes.

Exemplary: Projects have both high process maturity and are successfully reaching their program goals. These projects represent best practices in both implementation and impact, demonstrating an exemplary model for other projects to follow. The challenge for these projects is to maintain their excellence and look for continuous improvement

