



An Impact Assessment Report for CSR Initiatives of the Titan LEAP Programme



Scope: April 2022 to March 2023

Report prepared by :



Social Audit Network, India

391/1, Venkatachalapathi nagar, Alapakkam, Chennai – 600 116.

www.san-india.o

Titan LEAP

Contents

1. Background.....	5
2. Objective & Scope of the study.....	7
3. Evaluation Methodology.....	7
4. Stakeholders Consulted.....	7
5. Programme overview.....	8
6. Programme highlights.....	11
7. Survey findings:.....	13
8. Programme Outcomes.....	23
9. Comparison of Programme Outcomes 2021-2023.....	24
10. Update on Recommendations from 2022 Report.....	28
11. Evaluation of Programme Objectives.....	28
12. Relevance.....	29
13. Effectiveness.....	32
14. Efficiency.....	33
15. Sustainability.....	35
16. Social Impact.....	35
17. SDG Alignment.....	40
18. Recommendations.....	41
19. Conclusion.....	42

Titan LEAP

List of tables and figures

<i>Table 1: Student enrolment year wise (Source: Titan LeAP)</i>	10
Table 2: REESS Ratings	37
Figure 1: Training module (Source: Titan LeAP).....	10
Figure 2: Reason to join Titan LeAP (Source: Survey)	14
Figure 3: Course Impact: Before and After Training (HUB)	14
Figure 4: Course Impact: Before and After Training (SPOKE).....	14
Figure 5: Teacher - Student Relationship (Wt. Avg.)	16
Figure 6: State of Happiness Hub and Spoke (Wt. Avg.)	17
Figure 7: Alumni status before Titan LeAP.....	18
Figure 8: Present Status of Alumni.....	19
Figure 9: State of happiness as student of Titan LeAP (Source: Alumni Survey).....	19
Figure 10: Feedback from Alumni - Skills before and after (Source: Alumni Survey)...	20
Figure 11: Rating of Titan LeAP candidates compared to other candidates (employers)	22
Figure 12: Comparison of Outcomes	24
Figure 13: Comparison of employment rates	26
<i>Figure 1: Student enrolment year wise (Source: Titan LeAP)</i>	27
Figure 15: Household Income of students (Source: Titan LeAP).....	29
Figure 16: Trainees status before joining Titan LeAP	30
Figure 17: Reason to join Titan LeAP	30
Figure 18: Employment Status of Alumni (Source: Alumni Survey)	32
Figure 19: Alternative to Titan LeAP (Source: Student and Alumni Survey)	36
Figure 20: Overall REESS Ratings.....	39

Titan LEAP

Executive Summary

Titan LeAP Program is an CSR initiative of Titan Company in association with Naandi Foundation. It stands as a beacon of hope for India's youth, offering skill development and vocational training to empower individuals with marketable skills. With projects spanning rural and urban settings, including initiatives in women's empowerment, healthcare, and education, Naandi Foundation's holistic approach has positively impacted the livelihoods of millions across India.

The study's objective is to assess the social impact of the Titan LeAP Programme, focusing on skilling youth for employment at Titan LeAP Centre, and Colleges around Chennai (Spoke).

SAN India conducted a Social Impact Assessment to gauge the programme's social impact. The aim was to understand the extent to which Titan's support has helped youth develop employability skills. The assessment employed various methodologies, including a review of existing materials, questionnaire surveys, focused group discussions, direct interviews, observation of classroom activities, and visits to city colleges covered under the Spokes model.

From May 2022 to March 2023, the Titan LeAP programme has impacted 3421 (1105 from LeAP center + 2316 from Spokes program) learners in Tamil Nadu, offering comprehensive training covering life skills, language, aptitude, and business skills. It follows a hub-and-spoke model, partnering with colleges and the Government of Tamil Nadu for student sourcing.

Outreach efforts target tier-3 colleges and marginalized communities, simplifying the enrolment process for poor students. The programme provides mid-day meals, travel assistance, and placement connections, fostering inclusivity and accessibility. Since 2022, a mentoring programme has been initiated immediately after registration to provide essential support to participants.

Titan LeAP's success lies in its holistic approach, encompassing skill development, personal growth, and employability enhancement. Participants report significant improvements in confidence, goal-setting abilities, communication skills, and computer proficiency. Moreover, the programme has facilitated employment opportunities for most participants, reducing unemployment rates drastically.

Gender disparity persists, with a higher enrolment of female participants across both years. However, the overall enrolment has increased, indicating growing interest and engagement in the programme. The programme's impact extends beyond skill acquisition, fostering academic success, social fulfilment, and continuous learning among participants.

Titan LEAP

The Titan LeAP Programme stands at the forefront of India's efforts to empower its youthful population through targeted skill development initiatives. With a median age of just 28, India's demographic landscape underscores the critical importance of equipping youth with the skills and capabilities necessary for meaningful employment and economic prosperity.

The relevance of the Titan LeAP Programme is indisputable, given the socio-economic context of the country. With a vast majority of students hailing from households with annual incomes below 3 lakh rupees, the programme addresses the pressing need to uplift poor youth by providing them with access to skill development opportunities. Moreover, high levels of youth unemployment further underscore the urgency of interventions like Titan LeAP, which not only enhance employability but also contribute to economic growth and social stability.

Effectiveness lies at the heart of the Titan LeAP Programme, as evidenced by its track record of success in empowering participants and facilitating their transition into gainful employment. Alumni consistently report utilizing the skills acquired during the programme in their daily work roles, while a significant majority are currently employed, reflecting the programme's efficacy in bridging the gap between education and industry demands. Employer satisfaction further validates the programme's effectiveness, with employers consistently expressing satisfaction with graduates' performance and readiness for the workforce.

Efficiency and sustainability are fundamental pillars of the Titan LeAP Programme's success. Through cost-effective training delivery methods, high course completion rates, and strategic resource allocation, the programme optimizes resources to maximize its impact. Moreover, active engagement with stakeholders, including government agencies, industry partners, and alumni, ensures the programme's sustainability by fostering ongoing collaboration and support.

The social impact of the Titan LeAP Programme reverberates far beyond individual participants, extending to communities and society at large. By increasing employability skills, promoting gender and diversity inclusion, and improving overall quality of life, the programme contributes to socio-economic development and empowerment on a broader scale.

Comparison between 2021-2022 and 2022-2023 highlights notable trends, including increased confidence, improved goal-setting abilities, and enhanced communication and computer skills among participants. Moreover, there has been a significant rise in employment rates, demonstrating the programme's effectiveness in facilitating successful transitions into the workforce.

Moving forward, several recommendations have been proposed to further enhance the programme's effectiveness and sustainability:

Titan LEAP

- a) Formal Alumni Engagement: Establishing a formal Alumni group with batchwise database maintenance and annual conclave recordings could foster a sense of community and facilitate recognition for referrals.
- b) Targeted Enrolment: Ensuring the enrolment of only unemployed students from underprivileged backgrounds can address socio-economic disparities and maximize the programme's impact.
- c) Mentorship Initiatives: Exploring mentorship programs where alumni provide guidance to current students can enhance ownership and sustainability while leveraging the expertise of employed graduates.
- d) Social Entrepreneurship Ventures: Encouraging students to explore social entrepreneurship ventures aligns with the programme's focus on small business development and community well-being.
- e) Feedback Mechanisms: Implementing formalized feedback mechanisms from students, parents, and employers can drive continuous improvement in programme design and delivery.
- f) Expanded Course Offerings: Inclusion of courses on advanced software, Tally, ESPS, and web development can align training with the diverse skill requirements of today's job market.

Background

In a world marked by rapid change and innovation, the dynamics of the job market have undergone a profound transformation. The skills and qualifications that were once sufficient to secure a stable career no longer guarantee success. The need for continuous learning and adaptability has become paramount. Despite the evolving demands of the job market, formal education systems have struggled to keep pace. The focus on rote learning and standardised curricula often leaves students ill-equipped to navigate the complexities of the contemporary workplace. There exists a clear gap between what is taught in classrooms and the skills required to succeed in a dynamic, competitive job market.

The traditional career path where individuals pursued a single profession throughout their lives, has given way to a landscape characterised by flexibility and change. Rapid technological advancements, economic shifts, and global connectivity have reshaped industries and created new opportunities. Consequently, the job market now places a premium on a diverse set of skills, adaptability, and continuous learning. Recognising this shift, the Titan LeAP (Learn, Apply, Progress) Course was conceived, addressing not only immediate job market demands but also the critical need to empower youth with lifelong learning skills. The Titan LeAP programme is an exclusive CSR project of Titan Co. Ltd. The course includes lifeskills, language and specific domain skills required for the job market while also empowering youth with tools and techniques to become a lifelong learner.

Titan LEAP

About Titan Co. Ltd.

Established in 1984 as Titan Watches Limited, Titan Company Limited (Titan) emerged as a prominent entity in the world of horology. A joint venture between the esteemed Tata Group and the Tamil Nadu Industrial Development Corporation (TIDCO), Titan stands as the fifth largest integrated own-brand watch manufacturer globally. Titan is renowned for its transformative impact on India's watch and jewellery industry and for pioneering experiential retail practices, thereby leaving an indelible mark on the nation's retail landscape. A distinguishing feature of Titan's operational ethos is its unwavering commitment to sustainability. This commitment is ingrained in every facet of the company's decision-making process. Titan recognises the holistic nature of sustainability, encompassing societal, environmental, and governance considerations. Consequently, it takes deliberate steps to ensure that its operations reflect responsible practices that not only benefit the company but also the communities and the world at large.

Titan actively collaborates with communities in the regions where it operates, making tangible contributions to improve the quality of life for those it touches. Through its Corporate Social Responsibility (CSR) initiatives, Titan focuses on overarching themes that resonate with its ethos. These themes include the empowerment of underprivileged girls, the enhancement of skill development opportunities, bettering the health prospects of disadvantaged populations, and steadfast support for the preservation and promotion of India's rich arts, crafts, and heritage.

About Naandi Foundation

Naandi Foundation is a renowned non-profit organisation based in India, dedicated to social and economic development. Established in 1998, Naandi has been involved in a wide range of activities aimed at improving the lives of marginalised communities across the country. Their initiatives span various sectors, including education, healthcare, sustainable agriculture, and livelihood enhancement. Partnering with various state governments, corporate houses, international and national development organisations, Naandi Foundation showcases large scale successful delivery of public services.

Naandi Foundation runs skill development and vocational training programs to empower individuals with marketable skills, enabling them to secure better job opportunities or become entrepreneurs. These efforts extend to both rural and urban settings, catering to diverse needs and populations. Moreover, Naandi Foundation has undertaken projects in the areas of women's empowerment, healthcare, and education, further bolstering livelihoods by addressing critical social determinants. Their holistic approach to community development has made a substantial impact on the livelihoods of countless individuals across India, fostering economic sustainability and social progress. Naandi has 150+ donors, largest being Mahindra, sTitan, and

Titan LEAP

Tata Aerospace. Since 1998, Naandi has expanded its footprint across 17 states in India, touching the lives of more than 6 million underserved population.

Objective & Scope of the study

The objective of the study is to assess the social impact of the Titan LeAP Programme, which focusses on Skilling youth for employment which is implemented by Naandi Foundation at its Training Centre at Guindy, which acts a hub and its spokes Centre around Chennai.

The scope of the study is the activities implemented by the project from May 2022 to March 2023.

Evaluation Methodology

Mrs. Latha Suresh, Director, SAN India and Ms. Marie Banu, Director, CSIM & SAN UK coordinated the assessment along with Ms. Lakshmi Kalai, Social Impact Consultant, to understand the extent to which the support offered by Titan has helped youth to develop employability skills. The team employed the following methodologies:

- Review of existing materials and study of record keeping
- Questionnaire Survey
- Focused Group discussion
- Direct interviews
- Observation of classroom activity
- Visit to the city colleges covered under Spokes model

4.Stakeholders Consulted

	Nos. Consulted	Methodology
Present batch students	127+48 (Spoke)	Observation
		Questionnaire
Alumni	118	Interview
		Questionnaire
Parents	100	Tele-survey

Titan LEAP

		Direct interview
Placement partners	5	Tele-survey & Interviews
		Direct interview
Trainers	6	Tele-survey
		Direct interview
Management	3	Direct interview

The following stakeholders were consulted for the study:

Programme overview

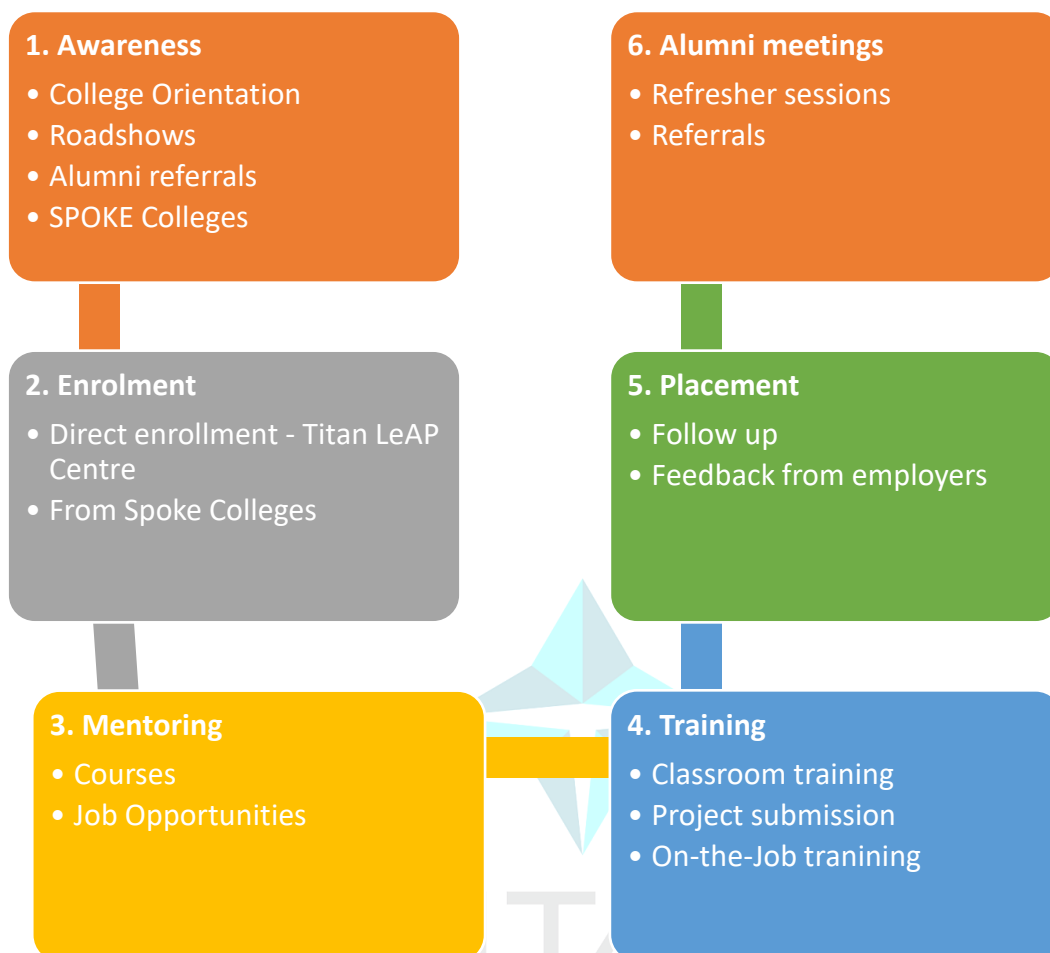
Since 2017, Titan LeAP has impacted 40,293 learners in Tamil Nadu. The Titan LeAP Centre in Guindy, Chennai offers a comprehensive training programme for youth that covers life skills, language, aptitude, and business skills for 250 hours. The programme uses psychometric assessments and counselling to customise learning experiences for each student enrolled. A 90-day on-the-job immersion training with basic and intermediate levels of training is offered at the Centre.

Titan LeAP follows a hub-and-spoke approach. The training centre at Guindy, Chennai, serves as the hub. Several colleges around Chennai serve as spoke institutions. These spokes cater to the students residing in the outskirts of the city. The spokes offer 40 hours of training at students' locations, and those interested in specialisation can receive an additional 40 hours of domain-focused training at the Guindy Centre. This approach helps make the programme accessible and flexible for a wider range of students.

Titan LeAP has established partnership with Private Companies and Corporate Houses for placements and the Government of Tamilnadu for sourcing students. Naan Mudalvan scheme of the Government of Tamil Nadu, is a platform that aims to provide dynamic information for college students on courses and relevant information about industry specific skill offerings. Titan LeAP centre offer training to the students enrolled through the platform as it has a tie up with the Govt. of Tamilnadu for offering the courses.

Titan LEAP

The Six-pronged approach at Titan LeAP



Sourcing of the right candidates for the skill development programme forms the major crux of the programme. Awareness programs are conducted through a well-defined outreach strategy. It focuses on targeting students from tier-3 colleges of Arts & Science in Chennai.

An orientation on the Titan LeAP skill development programme is given to the students at their campus. The students are told about Titan LeAP's student-centric learning approach, activity-based learning, and a curriculum aligned with the dynamic job market. The primary goal is to inspire and guide these students towards joining the programme. The outreach efforts also extend to marginalised communities, with roadshows in areas like Santhome and Perumbakkam. The specific target for these road shows is to enrol unemployed graduates.

The students who enrol often hail from poor backgrounds, with family incomes below 3 lakhs. Titan LeAP simplifies the enrolment process, removing the need for income proof and relying on a declaration form instead. Alumni referrals has also become a significant source of candidates, with 220 referrals out of 1000 participants in the current year, reflecting an increase from 200 referrals in 2021.

Titan LEAP

Table 1: Student enrolment year wise (Source: Titan LeAP)

Year	No. of Boys	No. of Girls	Total
2021 – 2023	188	622	810
2022- 2023	181	824	1005

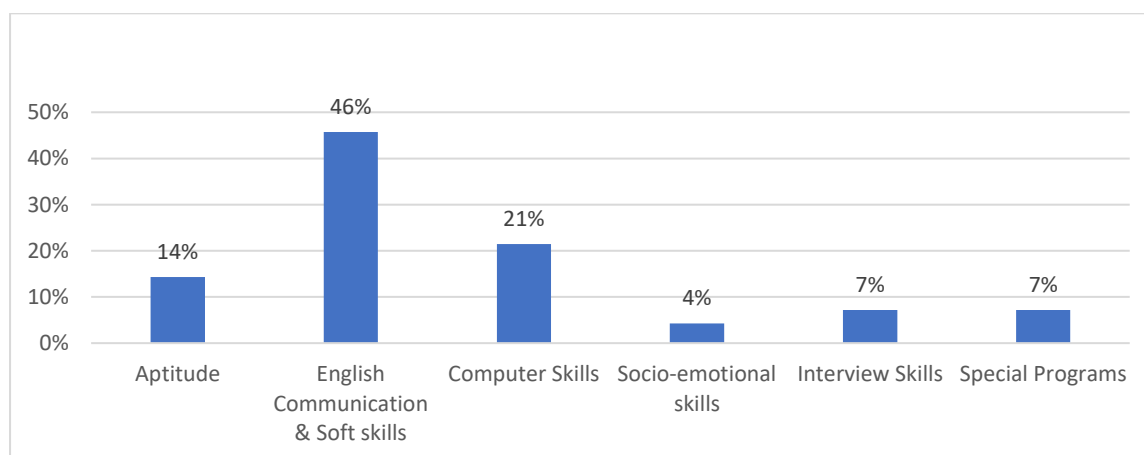
During the period 2021-23, more female students enrolled than male students, with a slightly higher percentage of female students in the second academic year. All the trainees are supported with mid-day meals, travel assistance, and placement connections.

Since 2022, students attend a mentoring programme immediately after registration to provide essential support from the very beginning. The training encompasses various skills such as aptitude, communicative English, soft skills, interview skills, and domain-specific skills like Python. All the trainees are supported with mid-day meals, travel assistance, and placement connections.

Titan LeAP recognises that employability transcends domain-specific knowledge. While imparting specific domain skills is crucial, the programme goes a step further by incorporating life skills and language proficiency. Life skills encompass essential abilities like communication, problem-solving, and teamwork, which are invaluable in any job setting. Language proficiency opens doors to a broader array of opportunities, facilitating effective communication in an increasingly globalised world.

Since 2018, the project has achieved substantial growth and expansion, with content that is constantly evolving to meet student needs. The success of the project is attributed to its exceptional trainers and student-centered content delivery methodology.

Figure 1: Training module (Source: Titan LeAP)



Titan LEAP

The above graph shows the distribution of instructional hours across various topics within the course or programme, with English Communication & Soft skills receiving the most significant share of the instructional hours at 46%.

The Centre model consisting of life skills, socio-emotional skills, language skills, aptitude skills, computer skills, business skills, and domain skills for a duration of 250 hours at the Hub located in Guindy, Chennai. The duration of the course varies from batch to batch.

Additionally, the Centre provides soft skills training to students enrolled in Government ITIs in partnership with the Directorate of Employment and Training (DET), Tamil Nadu.

Partnerships with organisations like the Directorate of Employment and Training, Tamil Nadu, and Anna University's Centre for University Industry Collaboration (CUIC) enable the programme to offer specially curated courses for ITI and polytechnic students, as well as engineering students. These courses cover aptitude, communicative English, soft skills, interview skills, and domain-specific skills like Python.

Titan LeAP also hosts Job Utsavs, which serve as critical connections between employers and trainees, with over 50 of these events conducted to date.

Regular Alumni meetings are held at the Centre. These meetings strengthen the bond with the alumni and also are a source of inspiration for the new batches. The alumni also refer a lot of students to enrol in the programme.

Programme highlights

Titan LeAP stands out as a programme that not only enhances academic performance and employability skills but also fosters personal development, positive mindset, and happiness among participants. The diverse and inclusive approach, coupled with high alumni satisfaction and anticipated long-term impact, underscores the success and effectiveness of the programme. The programme highlights are:

- **Academic Performance Improvement:**
 - Notable improvement in academic performance with 82% of participants reporting satisfactory, enjoyable, or excited experiences.
 - A strong emphasis on enhancing skills and knowledge, as reflected in the positive shift in aptitude and communication skills.
- **Personal Development:**
 - Significant positive changes in personal attributes, including increased confidence levels, improved social skills, and enhanced creativity.
 - High ratings from alumni indicate positive transformations in hidden talents, creative thinking, and overall self-esteem.

Titan LEAP

- **Employability Skills:**
 - Comprehensive training in employability skills, resulting in 80% of participants rated as having good or very good competency levels.
 - Successful enhancement of problem-solving abilities and meeting deadlines, contributing to improved job readiness.
- **Teacher-Student Relationship:**
 - Strong positive feedback on the teacher-student relationship, with high ratings for motivation, constant feedback, and the willingness of teachers to offer help and advice.
 - Alumni and current students consistently rate the programme's impact on their learning experience and personal development.
- **Career Relevance:**
 - High satisfaction (80%) with the relevance of the training to job requirements, indicating that the programme effectively aligns with the needs of participants' professional roles.
 - Positive feedback on the value of certification for gainful employment and the applicability of programme content to career opportunities.
- **Positive Impact on Happiness and Future Goals:**
 - Positive changes in happiness levels, with 44.1% of alumni reporting an enjoyable state and 36.4% feeling excited about their current state of happiness.
 - Significant positive shifts in the ability to set future goals, indicating that participants are more optimistic and forward-thinking.
- **Diverse Medium of Instruction:**
 - Utilisation of diverse mediums of instruction, including English, Tamil, Telugu, and Urdu, catering to the linguistic preferences and comfort of participants.
 - Encourages inclusivity and accessibility in the learning process.
- **High Alumni Satisfaction:**
 - A strong 94% of students joined the programme to improve skills, reflecting a clear alignment between participant expectations and programme outcomes.
 - While 37% of Spoke and 27% of Hub candidates joined for gaining employment, the programme achieved a 37% success rate in this regard, showcasing positive career impacts.
- **Long-lasting Impact:**
 - Strong confidence in the long-term impact of skills acquired at Titan LeAP, with 83% of alumni expressing that these skills will help them for life.
- **Overall Positive Feedback:**

Titan LEAP

- Overall positive ratings in various aspects, including course content, learning value, programme relevance to career opportunities, and the timing and location of sessions.

Survey findings:

Highlights

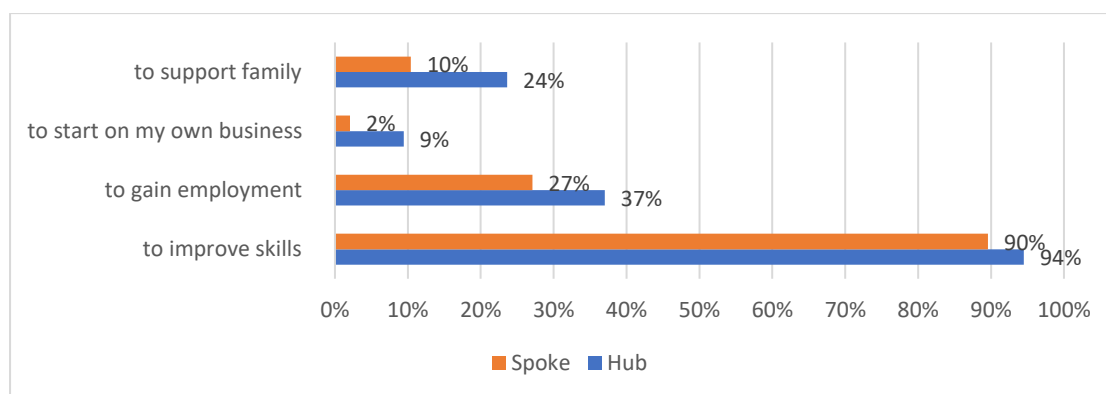
- **Motivation for Joining Titan LeAP:** The primary motivation for joining Titan LeAP among both Hub and Spoke candidates is to improve skills, with a smaller percentage joining to gain employment. This underscores the programme's relevance in skill development and employability enhancement.
- **Course Impact Before and After Training:** Both Hub and Spoke candidates experienced significant improvements across various aspects of personal and professional development after completing the programme.
- **Aptitude, communication, computer, social, and interpersonal skills** showed notable enhancements post-programme, indicating a positive impact on participants' capabilities.
- **Confidence, self-esteem, happiness, outlook, and teamwork skills** also saw remarkable improvements, contributing to overall personal growth and well-being.
- **Teacher-Student Relationship:** Instructors consistently motivated and inspired students to learn, fostering curiosity and providing access to relevant resources.
- **Teachers at both locations** demonstrated a strong commitment to student success, offering constant feedback, respect, and individual concern, while being willing to provide help and advice.
- **State of Happiness:** Students reported high levels of happiness across various aspects, including academic performance, making friends, positive mindset, caring for others, setting future goals, and overall student life.
- **Alumni also expressed high levels of happiness**, with a significant proportion feeling excited about their academic achievements, social connections, and future prospects.
- **Alumni Feedback on Skills Before and After:** Alumni reported significant improvements in aptitude, communication, computer, social, and English speaking skills, as well as in hidden talents, creative thinking, confidence, self-esteem, happiness, interview skills, positivity about the future, and teamwork abilities.
- **These improvements highlight the programme's effectiveness** in enhancing various skills and attributes crucial for personal and professional success.
- **Employer Perception:** Employers rated Titan LeAP candidates highly, with the majority considering them either "Good" or "Very Good" compared to candidates from other agencies.

Titan LEAP

- All employers expressed willingness to continue hiring students from Titan LeAP, indicating strong confidence in the programme's graduates.

Students Survey – Hub and Spoke

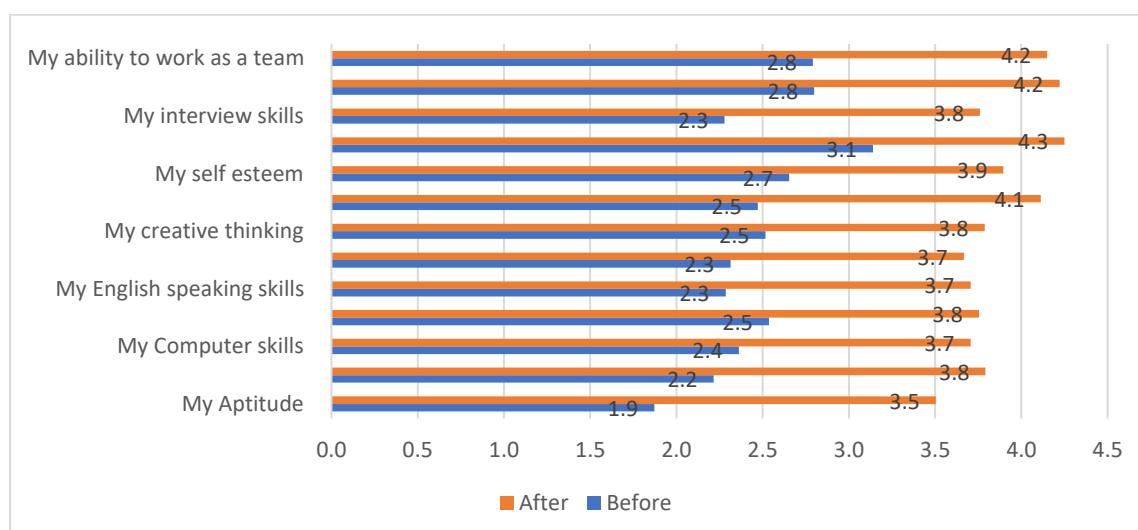
Figure 2: Reason to join Titan LeAP (Source: Survey)



N=Hub: 127; Spokes: 48

The most common motivation for joining Titan LeAP across both Hub and Spoke candidates is to improve skills. This indicates a shared interest in skill development, showcasing the programme's relevance in enhancing participants' capabilities. A notable portion of them, especially in the main centre, joined Titan LeAP with the aim of gaining employment.

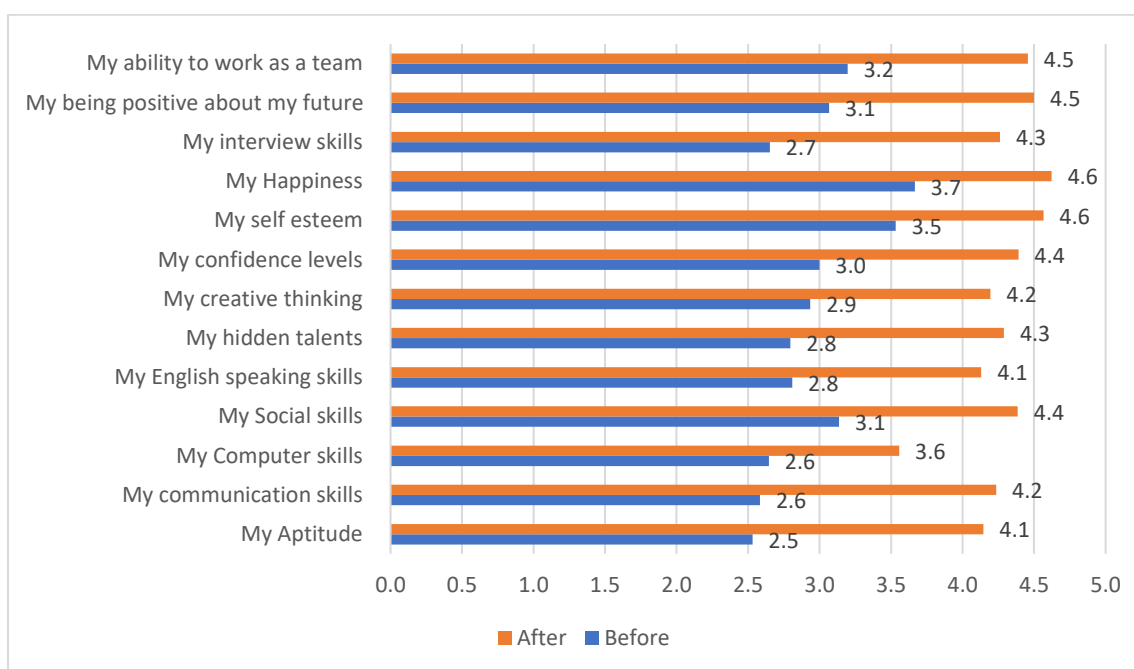
Figure 3: Course Impact: Before and After Training (HUB)



N=127

Figure 4: Course Impact: Before and After Training (SPOKE)

Titan LEAP



N=48

Comparative Analysis – Hub and Spoke:

The above graphs have ratings from candidates at Hub and Spoke covering various aspects of personal and professional development, shedding light on the programme's impact on students' skills, confidence, and overall well-being.

My Aptitude: Students at both the HUB and Spoke experienced significant improvements in their aptitude levels post-programme. The average ratings increased from 1.9 to 3.5 at the HUB and from 2.5 to 4.1 at the SPOKE centre. The programme has effectively enhanced students' natural abilities and potential to succeed in various domains.

Communication and Computer Skills: Participants at both centres demonstrated notable enhancements in their communication and computer skills. The average ratings for these categories increased consistently from before to after the programme, indicating that students developed more effective verbal and written communication abilities, as well as improved proficiency in using digital tools and technologies.

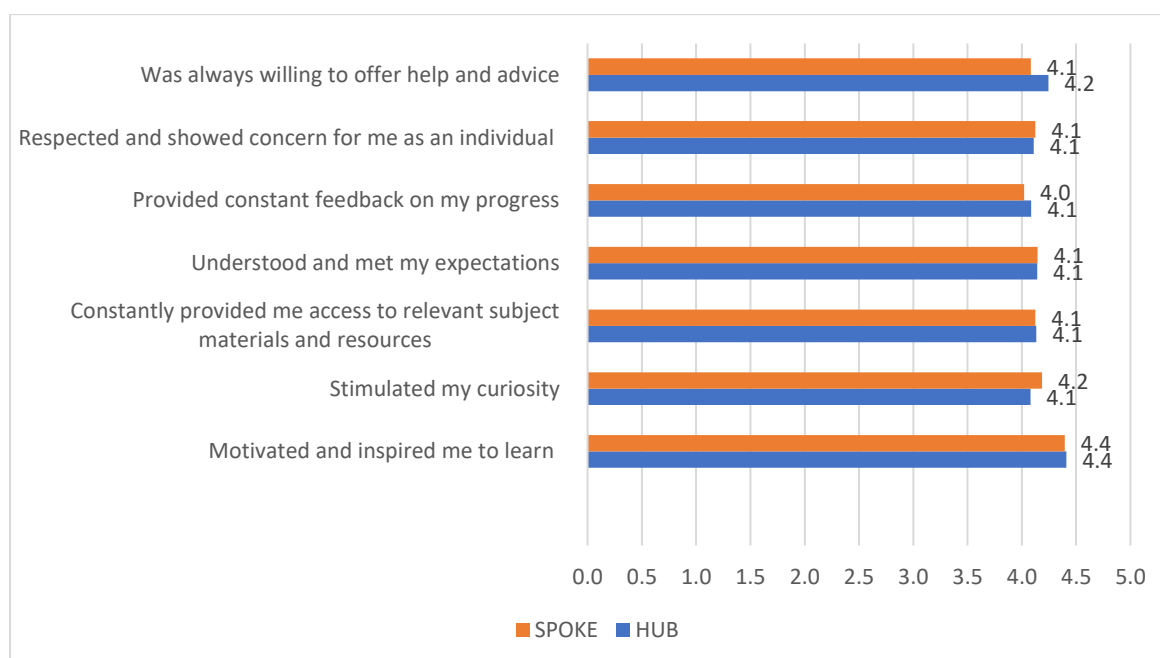
Social and Interpersonal Skills: There is substantial growth in students' social and interpersonal skills following their participation in the programme. From before to after, there was a significant increase in ratings for both categories at both the HUB and Spoke, indicating that students became more adept at navigating social interactions and building meaningful relationships.

Titan LEAP

Confidence, Self-Esteem, and Happiness: One of the most noteworthy findings is the considerable boost in students' confidence, self-esteem, and overall happiness levels post-programme. At both the HUB and Spoke, students reported substantial improvements in these areas, reflecting a greater sense of self-assurance, positivity, and well-being resulting from their participation in Titan LeAP.

Outlook and Teamwork Skills: Students also exhibited remarkable progress in their outlook towards the future and their ability to work collaboratively in teams. The average ratings for these categories saw significant increases post-programme, indicating that students developed a more optimistic perspective on their prospects and honed their skills in teamwork and collaboration.

Figure 5: Teacher - Student Relationship (Wt. Avg.)



N= Hub: 127; Spokes: 44

Both at the HUB and Spoke, teachers consistently scored high in motivating and inspiring students to learn, with an average rating of 4.4 indicating that instructors in both locations excel in fostering enthusiasm and interest among students, creating an environment conducive to active engagement in the learning process.

While the overall ratings for stimulating curiosity were high at both centres, SPOKE centre instructors scored slightly higher with an average of 4.2 compared to 4.1 at the HUB.

Both centres received consistent ratings for providing access to relevant subject materials and resources, indicating that students at both locations felt adequately

Titan LEAP

supported in their academic endeavours. The average ratings for this category were 4.1 at both the HUB and Spoke.

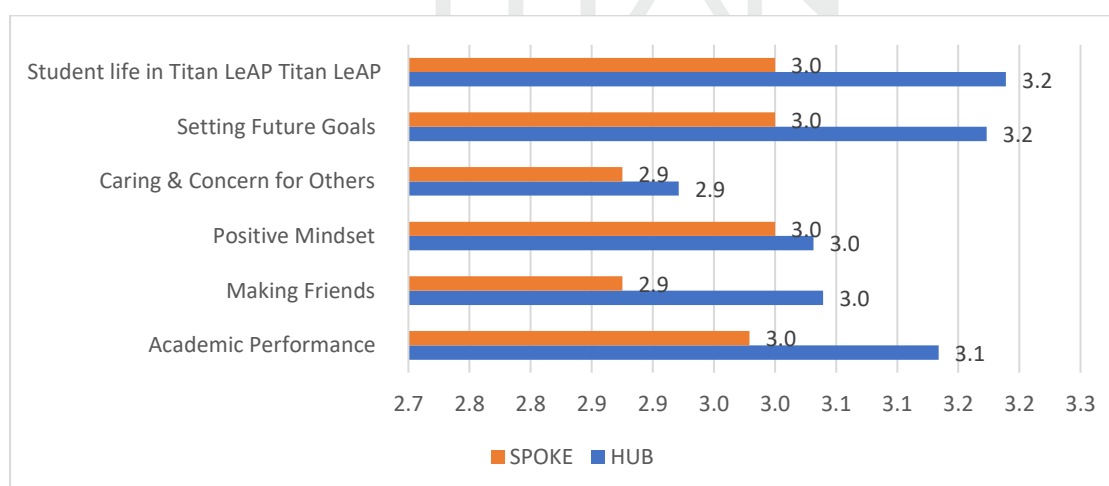
Teachers at both centres demonstrated a strong ability to understand and meet students' expectations, with an average rating of 4.1. Instructors have effectively aligned their teaching methods and course content with the needs and expectations of the students, ensuring a meaningful learning experience.

While both centres scored relatively high in providing constant feedback on students' progress, the Hub instructors received a slightly higher rating of 4.1 compared to 4.0 at the SPOKE centre. Students at the Hub perceived feedback mechanisms to be slightly more robust or frequent, contributing to their overall sense of academic support and guidance.

In terms of respecting and showing concern for students as individuals, both HUB and SPOKE centre instructors received similar ratings of 4.1. Teachers at both locations prioritised building positive relationships with students, fostering an environment of mutual respect and understanding.

Hub instructors scored slightly higher in their willingness to offer help and advice, with an average rating of 4.2 compared to 4.1 at the SPOKE centre. Students at the Hub perceived their instructors to be slightly more accessible and supportive in providing additional assistance or guidance outside of regular class time.

Figure 6: State of Happiness Hub and Spoke (Wt. Avg.)



N= Hub: 127; Spokes: 44

Students at the Hub reported slightly higher levels of happiness regarding their academic performance, with an average rating of 3.1 compared to 3.0 at the SPOKE centre. Students at the Hub felt slightly more confident or fulfilled with their academic achievements within the programme.

Titan LEAP

Both at the HUB and Spoke, students rated their happiness levels regarding making friends similarly, with average ratings of 3.0 and 2.9, respectively. Students at both locations felt satisfied with their social interactions and connections within the Titan LeAP community.

Students at both centres reported equally high levels of happiness regarding their positive mindset, with average ratings of 3.0. Students at both the HUB and Spoke maintained optimistic outlooks and attitudes, which has led to their overall well-being and success in the programme.

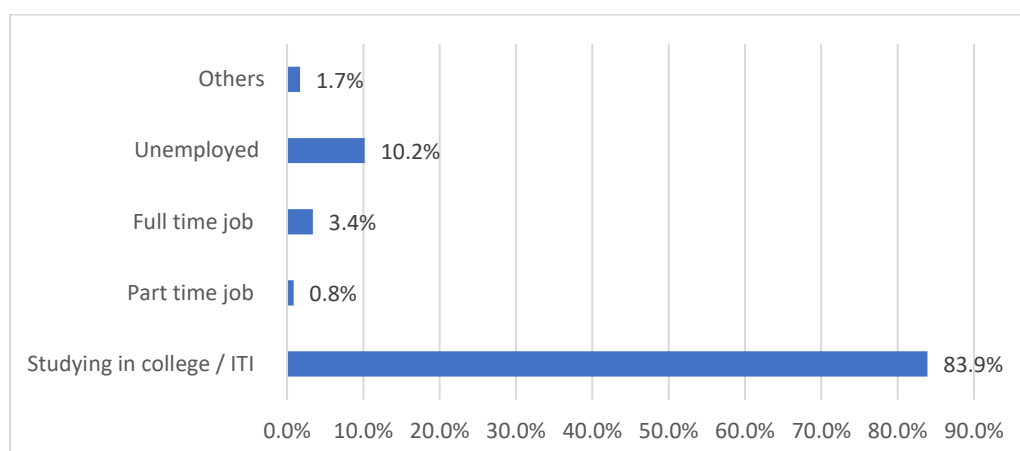
Both HUB and SPOKE centre students rated their happiness levels similarly in terms of caring and concern for others, with average ratings of 2.9. Students at both locations have felt supported and valued within the Titan LeAP community, fostering a sense of empathy.

Students at the Hub reported slightly higher levels of happiness regarding setting future goals, with an average rating of 3.2 compared to 3.0 at the SPOKE centre. Students at the Hub felt more empowered or confident in their ability to envision and pursue their aspirations within the programme.

Both HUB and SPOKE centre students rated their happiness levels similarly in terms of their overall student life experience within the Titan LeAP programme, with average ratings of 3.2 and 3.0, respectively. They have expressed fulfilment and satisfaction in their overall experience, highlighting the positive impact of the programme on their lives.

Alumni Survey

Figure 7: Alumni status before Titan LeAP

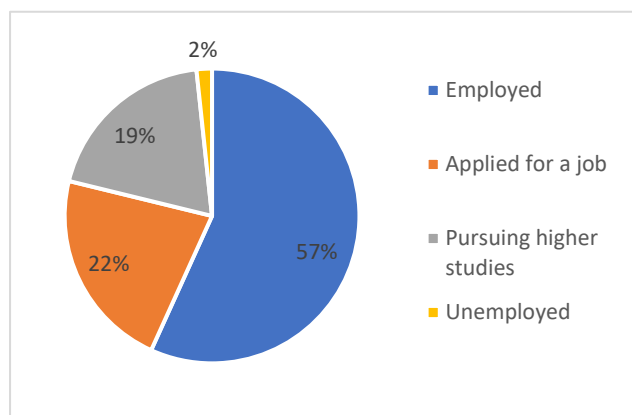


N=118

Titan LEAP

The majority of Titan LeAP participants were students, before enrolling in the course. 0.8% of participants were engaged in part-time jobs before joining the course. 3.4% reported having full-time jobs before enrolling in Titan LeAP.

Figure 8: Present Status of Alumni

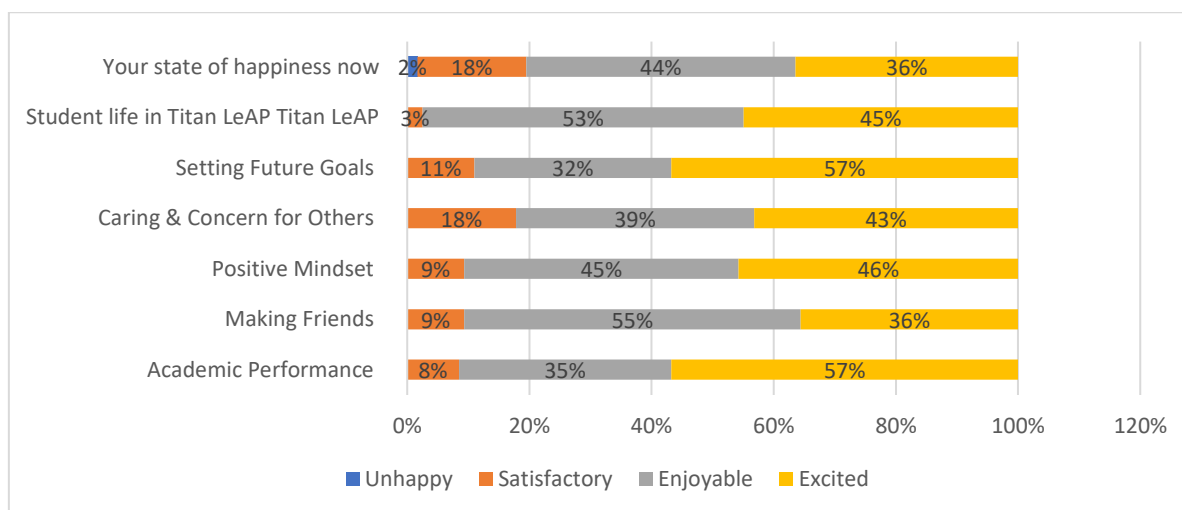


A significant majority of alumni, 57% are currently employed. Titan LeAP has been effective in facilitating job placements for a substantial portion of its graduates, indicating the programme's success in enhancing employability.

22% alumni has actively applied for jobs, suggesting ongoing efforts to secure employment.

19% of alumni are pursuing higher studies, reflecting a commitment to continuous learning, and potentially leveraging their gained skills for further educational advancement.

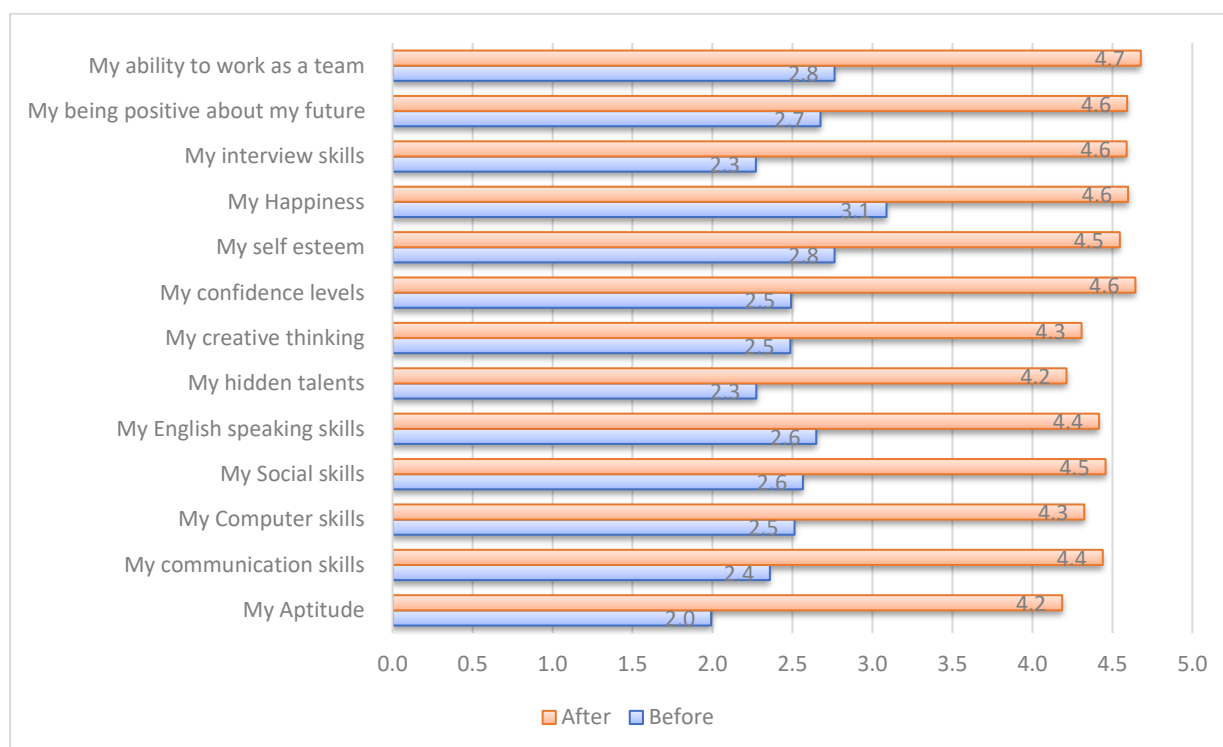
Figure 9: State of happiness as student of Titan LeAP (Source: Alumni Survey)



The alumni feedback on their state of happiness within the Titan LeAP program provides valuable insights into their overall experiences and satisfaction levels. The data reveals a spectrum of emotions ranging from dissatisfaction to excitement across various aspects of their journey.

Titan LEAP

Figure 10: Feedback from Alumni - Skills before and after (Source: Alumni Survey)



N=118

Academic Performance: Titan LeAP has been effective in fostering a sense of accomplishment and success among participants, contributing to their overall happiness. While a small percentage of alumni express dissatisfaction with their academic performance (8%), the majority report satisfactory (35%) to highly positive emotions, with 57% feeling excited about their achievements.

Making Friends: Titan LeAP has provided a conducive environment for building relationships and fostering camaraderie among participants. A similar pattern is observed in the area of social interactions. While a few alumni (9%) may have faced challenges in making friends, the majority (55%) report enjoyable experiences, and a significant portion (36%) express excitement in forming meaningful connections.

Positive Mindset: Titan LeAP has succeeded in cultivating a positive mindset among participants, enabling them to approach challenges with optimism and resilience. Alumni's mindset and attitude are crucial determinants of their overall happiness. Despite some individuals (9%) feeling dissatisfied, a substantial portion (45%) report an enjoyable outlook, while an almost equal number (46%) express positivity and excitement.

Caring & Concern for Others: Titan LeAP has instilled values of empathy and social responsibility among participants, contributing to their overall sense of fulfilment. The data also reflects alumni's levels of empathy and social consciousness. While a minority

Titan LEAP

(18%) may feel unhappy about their capacity to care for others, a significant portion (39%) express enjoyment, and a similar number (43%) report feelings of excitement.

Setting Future Goals: Titan LeAP has empowered participants to envision and pursue their aspirations with confidence and determination. Looking towards the future is a critical aspect of alumni's happiness and satisfaction. While a few individuals (11%) may feel uncertain about their future goals, the majority (32%) report satisfactory feelings, and a substantial portion (57%) express excitement and enthusiasm.

Student Life in Titan LeAP: Titan LeAP has created a conducive and fulfilling learning environment, contributing to participants' overall sense of happiness and well-being. Alumni reflect on their overall student life experience within the Titan LeAP program. While a minimal percentage (3%) may feel unhappy, the majority (53%) report enjoyment, and a significant portion (45%) express excitement.

The alumni feedback on their state of happiness within the Titan LeAP program provides valuable insights into their overall experiences and satisfaction levels. The data reveals a spectrum of emotions ranging from dissatisfaction to excitement across various aspects of their journey.

Academic Performance: Titan LeAP has been effective in fostering a sense of accomplishment and success among participants, contributing to their overall happiness. While a small percentage of alumni express dissatisfaction with their academic performance (8%), the majority report satisfactory (35%) to highly positive emotions, with 57% feeling excited about their achievements.

Making Friends: Titan LeAP has provided a conducive environment for building relationships and fostering camaraderie among participants. A similar pattern is observed in social interactions. While a few alumni (9%) may have faced challenges in making friends, the majority (55%) report satisfactory experiences, and a significant portion (36%) express enjoyment in forming meaningful connections.

Positive Mindset: Titan LeAP has succeeded in cultivating a positive mindset among participants, enabling them to approach challenges with optimism and resilience. Alumni's mindset and attitude are crucial determinants of their overall happiness. Despite some individuals (9%) feeling dissatisfied, a substantial portion (45%) report a satisfactory outlook, while an almost equal number (46%) express positivity and excitement.

Caring & Concern for Others: Titan LeAP has instilled values of empathy and social responsibility among participants, contributing to their overall sense of fulfillment. The data also reflects alumni's levels of empathy and social consciousness. While a minority (18%) may feel unhappy about their capacity to care for others, a significant portion (39%) express satisfaction, and a similar number (43%) report feelings of enjoyment.

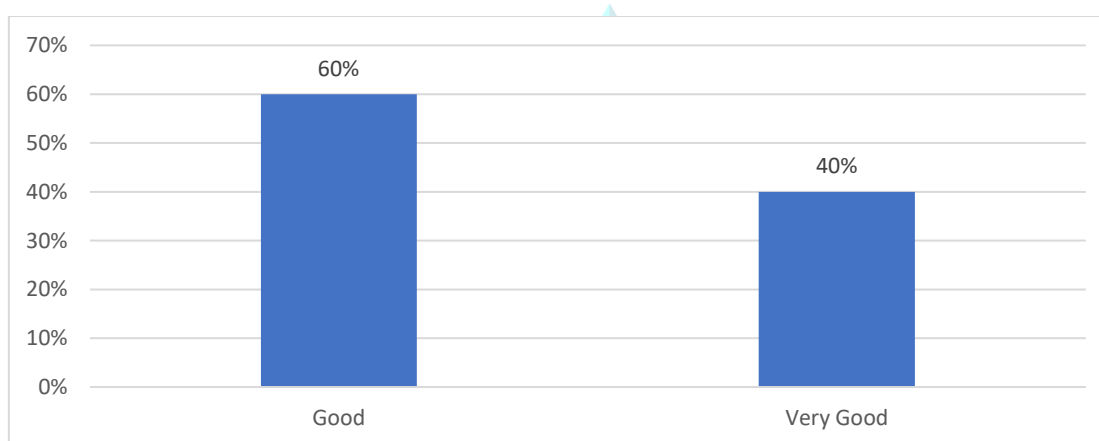
Titan LEAP

Setting Future Goals: Titan LeAP has empowered participants to envision and pursue their aspirations with confidence and determination. Looking towards the future is a critical aspect of alumni's happiness and satisfaction. While a few individuals (11%) may feel uncertain about their future goals, the majority (32%) report satisfactory feelings, and a substantial portion (57%) express excitement and enthusiasm.

Student Life in Titan LeAP: Titan LeAP has created a conducive and fulfilling learning environment, contributing to participants' overall sense of happiness and well-being. Alumni reflect on their overall student life experience within the Titan LeAP program. While a minimal percentage (3%) may feel unhappy, the majority (53%) report satisfactory experiences, and a significant portion (45%) express enjoyment.

Employer's feedback

Figure 11: Rating of Titan LeAP candidates compared to other candidates (employers)



N= 4

According to the responses, most candidates from Titan LeAP were rated as either "Good" or "Very Good," with 60% of respondents considering them "Good" and an additional 40% rating them as "Very Good."

The candidates from Titan LeAP are perceived positively by their employers. There were no ratings of "Poor" or "Excellent," indicating that respondents did not perceive the candidates from Titan LeAP as underperforming or exceptionally outstanding.

Titan LEAP

All the employers who were consulted for the study stated that they would continue hiring students from Titan LeAP.



Programme Outcomes

The Titan LeAP programme has proven to be a transformative journey for its participants, with tangible outcomes evident across various dimensions of personal and professional development.

- a) **Skill Development:** One of the key highlights of the Titan LeAP programme is its success in fostering skill development among participants. Across aptitude, communication, computer proficiency, social skills, and creative thinking, students have shown remarkable progress. From significant improvements in aptitude levels to enhanced communication abilities and proficiency in using digital tools, participants have demonstrated substantial growth in their skill sets. Notably, the programme has effectively equipped students with problem-solving skills, as evidenced by a notable increase in this area.
- b) **Personal Growth:** The programme has not only focused on skill acquisition but has also prioritised personal growth and self-improvement. Participants have reported substantial boosts in confidence, self-esteem, and overall happiness levels. With increased positivity about the future and a more optimistic outlook, students have gained a sense of empowerment and fulfilment. Moreover, improvements in interview skills and the ability to work in teams underscore the programme's commitment to enhancing participants' employability and professional competencies.
- c) **Employability Enhancement:** Employability is a key outcome of the Titan LeAP programme, and the data reflects its success in this regard. Alumni have

Titan LEAP

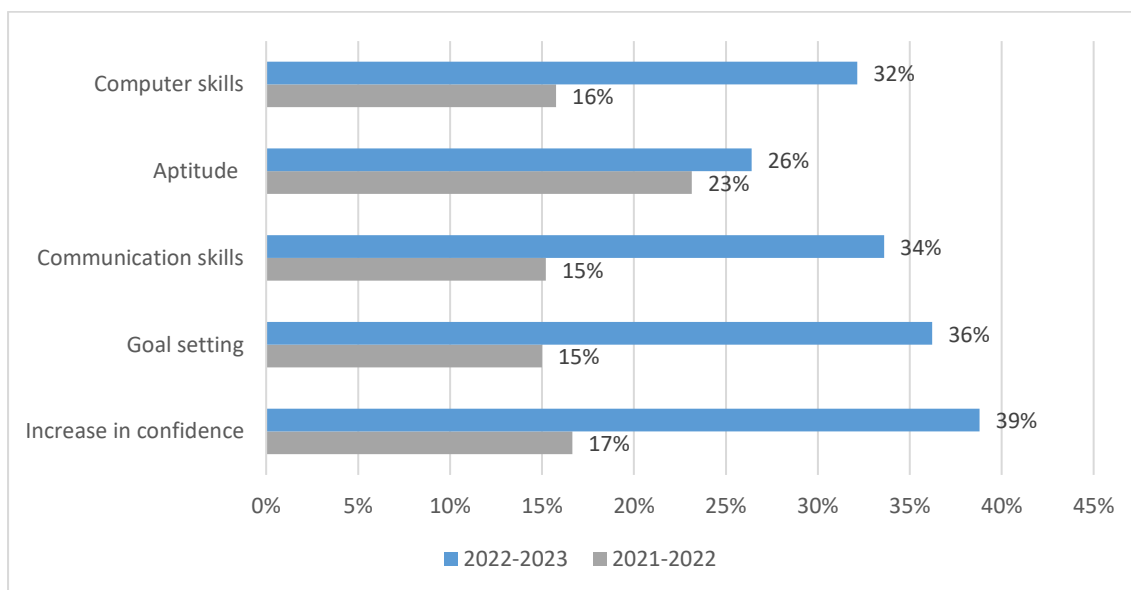
experienced significant improvements in their interview skills and teamwork abilities, making them more attractive candidates in the job market. Employers have rated Titan LeAP graduates highly, with the majority considering them either "Good" or "Very Good" candidates. This positive perception highlights the programme's effectiveness in preparing students for the workforce and aligning their skills with industry expectations.

- d) **Academic and Social Success:** Beyond skill development and employability, the Titan LeAP programme has fostered academic and social success among participants. Students have expressed high levels of satisfaction with their academic performance and social interactions within the programme. Making friends and building meaningful relationships have been enjoyable experiences for participants, contributing to their overall sense of fulfilment and well-being.
- e) **Continuous Learning:** The journey for Titan LeAP students doesn't end with the completion of the programme. A notable portion of alumni are pursuing higher studies, demonstrating their commitment to continuous learning and furthering their educational aspirations. This reflects the programme's success in instilling a culture of lifelong learning and personal growth among participants.
- f) **Positive Impact:** Overall, the Titan LeAP programme has had a profoundly positive impact on the lives of its participants. From skill acquisition to personal growth, employability enhancement, academic success, and social fulfilment, the programme has equipped students with the tools and mindset needed to thrive in both their professional and personal lives. As participants continue their journey beyond the programme, they carry with them the invaluable lessons and experiences gained through Titan LeAP, shaping their future endeavours and successes.

Comparison of Programme Outcomes 2021-2023

Figure 12: Comparison of Outcomes

Titan LEAP



The comparison of outcomes between the years 2021-2022 and 2022-2023 reveals notable trends and shifts in various key areas among participants of the Titan LeAP program.

Increase in Confidence: Titan LeAP has become increasingly effective in enhancing participants' self-assurance and belief in their abilities over time. From 2021-2022 to 2022-2023, there is a substantial increase in the percentage of participants who experienced a boost in confidence. In the earlier period, 17% reported such an increase, whereas in the latter period, this figure significantly rose to 39%.

Goal Setting: Titan LeAP has been increasingly successful in empowering participants to define and pursue their objectives effectively. Similarly, there is a significant upward trend in goal setting among participants. In 2021-2022, 15% of participants reported an improvement in their ability to set goals, which increased to 36% in 2022-2023.

Communication Skills: Titan LeAP's emphasis on communication development has yielded significant results, enabling participants to convey their ideas and thoughts more effectively. Participants also show marked improvement in communication skills across the two years. While 15% reported enhancement in this area in 2021-2022, the percentage rose to 34% in 2022-2023.

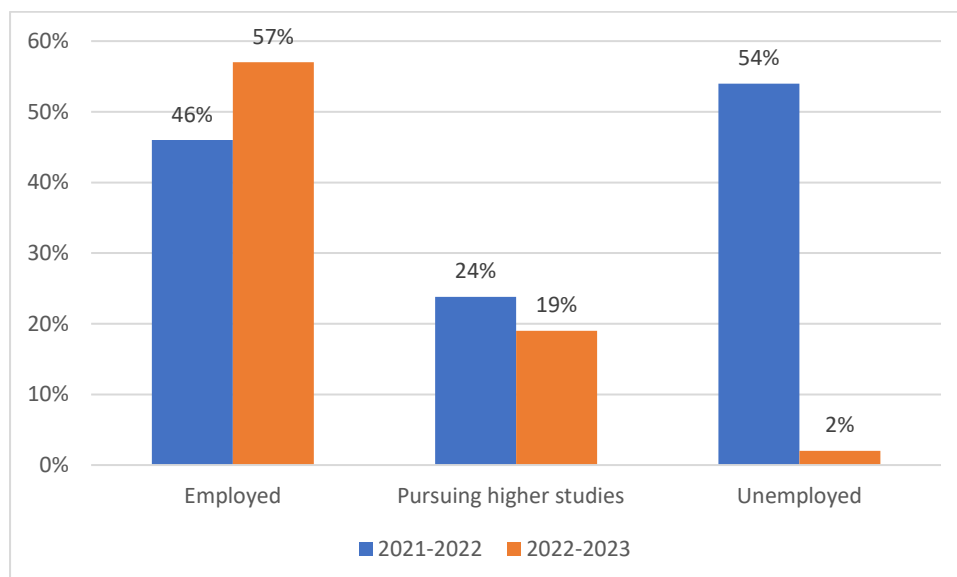
Aptitude: Although there is a slight increase in aptitude improvement from 23% in 2021-2022 to 26% in 2022-2023, the difference is relatively modest compared to other areas. Nonetheless, this indicates that the program continues to contribute positively to participants' intellectual capabilities and problem-solving skills, albeit with a more moderate increase.

Computer Skills: Titan LeAP's focus on digital literacy and proficiency has become increasingly impactful, aligning with the growing importance of technology in various

Titan LEAP

domains. There is a substantial rise in the percentage of participants who experienced improvement in computer skills. In 2021-2022, 16% reported enhancement in this area, which more than doubled to 32% in 2022-2023.

Figure 13: Comparison of employment rates



The comparison of employment rates between the years 2021-2022 and 2022-2023 reveals significant shifts in the participants' post-program outcomes.

Employed: There is a noticeable increase in the percentage of participants who secured employment after completing the Titan LeAP program. In 2021-2022, 46% of participants reported being employed, which rose to 57% in 2022-2023. This indicates a positive trend wherein more individuals are successfully transitioning into the workforce, potentially leveraging the skills and competencies acquired during the program to secure job opportunities.

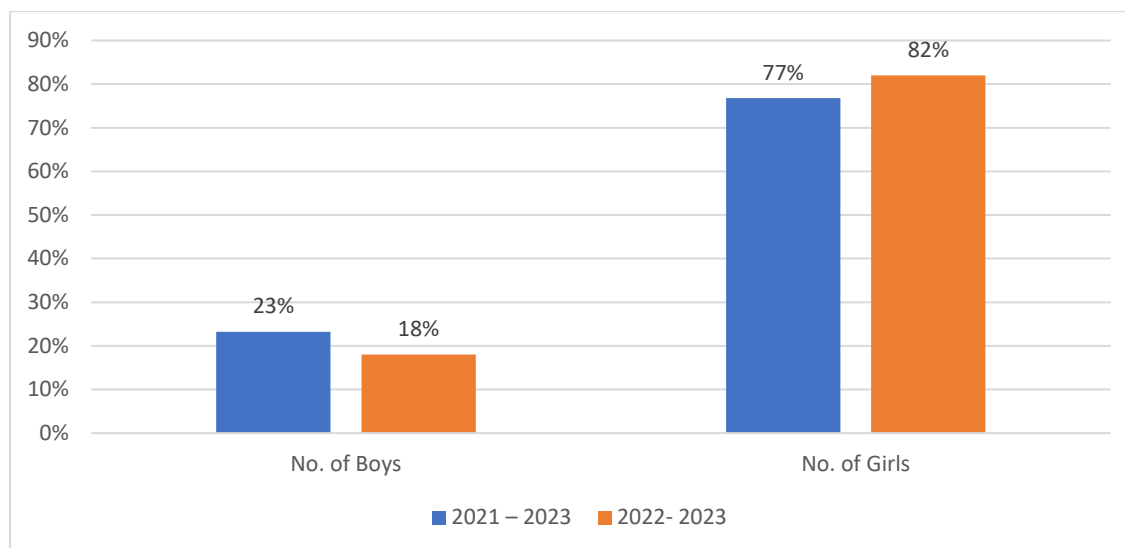
Pursuing Higher Studies: Conversely, there is a decline in the percentage of participants pursuing higher studies post-program. While 24% of participants opted for further education in 2021-2022, this figure decreased to 19% in 2022-2023. This suggests a shift in participants' career options with fewer individuals choosing to pursue advanced academic qualifications and instead opting for immediate entry into the job market.

Unemployed: One of the most notable findings is the drastic reduction in the percentage of unemployed participants from 54% in 2021-2022 to just 2% in 2022-2023. This significant decrease underscores the program's effectiveness in improving participants' employability and facilitating successful transitions from unemployment to gainful employment. It reflects the program's impact in equipping individuals with

Titan LEAP

the necessary skills, knowledge, and confidence to secure employment opportunities and embark on fulfilling career paths.

Figure 14: Student enrolment year wise (Source: Titan LeAP)



The analysis of gender distribution over the years 2021-2023 and 2022-2023 sheds light on enrolment patterns and demographic trends within the Titan LeAP program.

In the academic year 2021-2023, a total of 810 students were enrolled, with boys comprising 188 and girls making up the majority at 622. This equates to girls representing about 77% of the total enrolment, while boys accounted for only 23%.

In 2022-2023, there was a notable increase in overall enrolment, reaching 1005 students. Within this cohort, girls continued to dominate the enrolment, with 824 participants, constituting approximately 82% of the total. Boys, on the other hand, comprised around 18%, with 181 students enrolled.

This data reflects a consistent trend of higher female enrolment across both years, indicating a prevailing preference or accessibility for girls to participate in the program compared to boys. This gender disparity could be influenced by various socio-cultural factors, including societal norms, educational opportunities, and perceptions surrounding skill development initiatives among different gender groups.

The increase in total enrolment from 2021-2023 to 2022-2023 suggests a growing interest and engagement in the Titan LeAP program. This growth could be attributed to factors such as increased program awareness, perceived effectiveness, and positive feedback from past participants. However, the persistent gender gap underscores the importance of addressing gender dynamics in program outreach and implementation.

Titan LEAP

Update on Recommendations from 2022 Report

1. Potential to scale up with a continued focus on female youth: Titan LeAP has 82% women candidates enrolled in the current year.

2. Increased emphasis to train students on advanced technical skills (data analytics, MIS, Dashboards, Advanced Excel, Python and banking): All students enrolled in the training program have received instruction in advanced Excel topics, including Pivot tables and advanced data analysis. Additionally, Python was chosen by 25 learners (who have completed BSc Computer Science and BCA) based on their choice after evaluating their interest and preferences. This is not covered in the 240-hour module. There is scope for further expansion which is now being focused upon by Titan LeAP.

3. Improved placement opportunities: Placement opportunities have significantly improved, with the number of placement partners increasing from 35 employers in 2021-2022 to 82 employers in 2023, resulting in a rise in placement percentages from 71% in 2021-2022 to 89% in 2023.

Evaluation of Programme Objectives

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 Titan LeAP programme based on the REESS framework.

Relevance: Is the intervention doing the right things?

The extent to which the objectives of a development intervention are consistent with institutional and beneficiary's requirements, alignment with partner organisation, donor's mission, and country's need.

Effectiveness: Is the intervention achieving its objectives?

The extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering their relative importance.

Efficiency: How well are the resources being used?

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Sustainability: Will the benefits (financial, economic, social, environmental, and institutional capacities) sustain over time

The continuation of benefits from a development intervention after major development assistance has been completed.

Titan LEAP

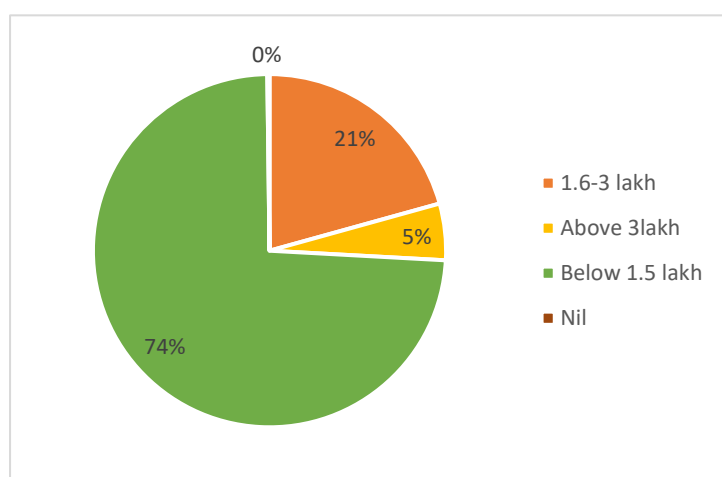
Social Impact: What difference does the intervention make?

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.

Relevance

India is one of the youngest populations in an aging world, with a median age of just 28. Skill development initiatives among the youth are highly relevant due to the following reasons –

Figure 15: Household Income of students (Source: Titan LeAP)



Overall, 95% of the students' annual household income was less than 3 lakh rupees.

74% of the student's household income was below 1.5 lakh rupees per annum. 21% had income less than 3 lakh rupees.

Unemployment among Youth: High levels of youth unemployment can have a profound impact on individuals and the community. Titan LeAP plays a pivotal role in reducing unemployment rates by offering a structured programme that enhances the employability of its participants. By focusing on skill development, job placement support, and addressing the specific needs of the job market in Tamil Nadu, the programme actively contributes to mitigating the unemployment crisis and fostering economic growth.

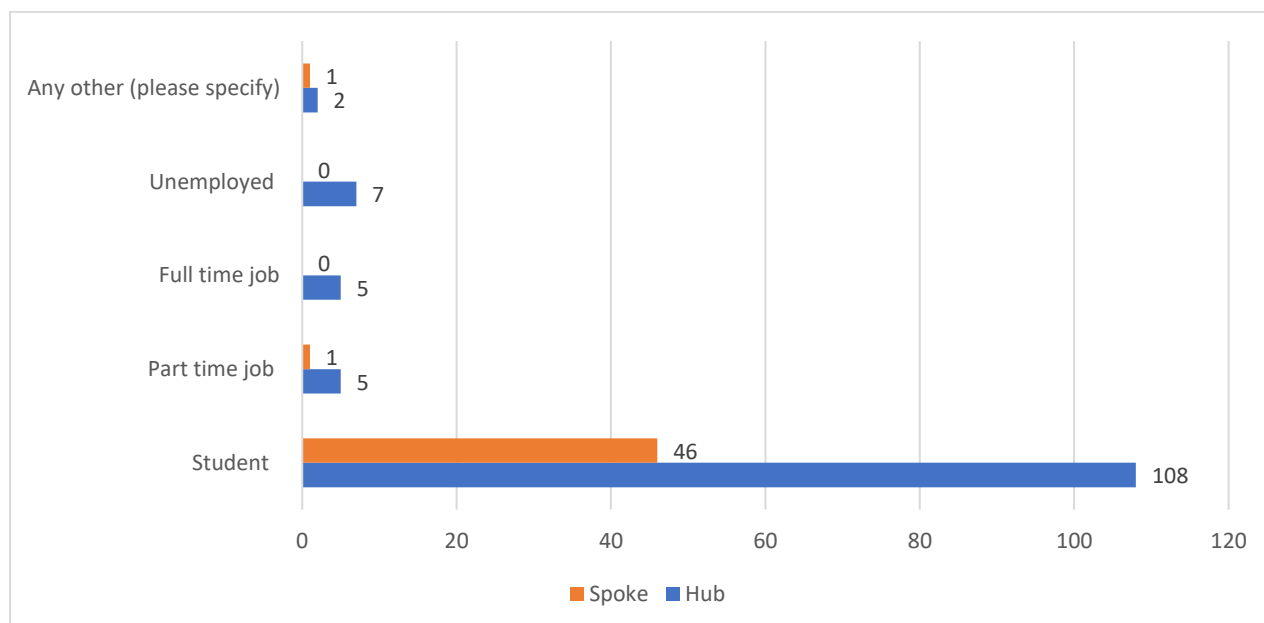
A significant percentage of both fathers and mothers are school dropouts, with 78% and 82% respectively. This suggests that a substantial portion of parents in these families did not complete their basic education. In contrast, only 3% of siblings are school dropouts. This could indicate a potential generational improvement in educational attainment within the family. Most siblings have completed high school or its equivalent, with 49% falling into this category.

Need for Skill Development among Youth: In today's rapidly changing job market, there is an urgent need for skill development among youth to equip them with the knowledge and capabilities required for meaningful employment. The Titan LeAP programme recognises this need and addresses it by offering a comprehensive training programme that bridges the gap between traditional education and the

Titan LEAP

practical skills demanded by industries. By doing so, it aligns with the evolving educational and employment landscape, ensuring that young individuals are well-prepared to meet the demands of the contemporary workforce.

Figure 16: Trainees status before joining Titan LeAP



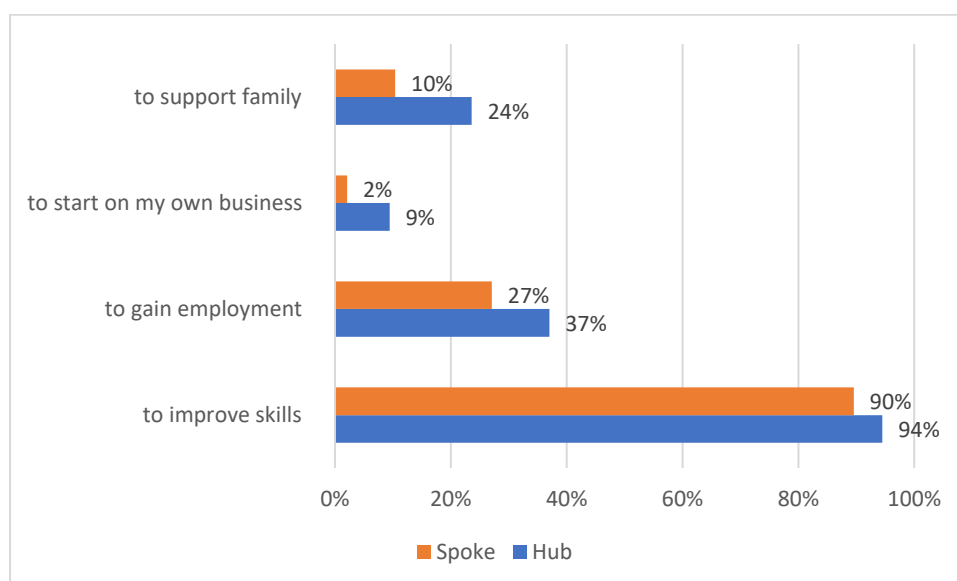
N=Hub: 127; Spokes: 48

The majority of candidates, both in the Hub and SPOKE colleges, were students pursuing the training Titan LeAP. Only candidates in the Hub reported having full-time jobs before joining Titan LeAP.

Lack of Employability Skills among Youth: This is a significant challenge that hinders access to meaningful job opportunities. Titan LeAP addresses this issue by providing training in soft skills, technical competencies, and practical knowledge. These skills are essential to increase the chances of securing employment and promoting self-sufficiency.

Figure 17: Reason to join Titan LeAP

Titan LEAP



N=Hub: 127; Spokes: 48

The most common motivation for joining Titan LeAP across both Hub and Spoke candidates is to improve skills. This indicates a shared interest in skill development, showcasing the programme's relevance in enhancing participants' capabilities.

A significant number of candidates, particularly in the Hub, joined Titan LeAP with the goal of gaining employment. This suggests that the programme is perceived as a pathway to enhance employability and career prospects.

A notable portion of candidates, especially in the Hub, joined Titan LeAP with the aim of supporting their families. This suggests that the programme is perceived as a means to contribute to family well-being and financial stability.

Lack of Communication Skills: Effective communication skills are vital for success in the professional sector. Recognising the significance of this competency, Titan LeAP actively addresses the issue of lack of communication skills among learners. Through training in communication and other soft skills, the programme empowers youth to express themselves effectively and interact confidently in their workplace and beyond.

Lack of Social Skills among Youth: Social skills are equally crucial for personal and professional growth. Titan LeAP acknowledges the need to develop these skills among youth and incorporates social skill development into its curriculum. By doing so, the programme not only enhances participants' employability but also fosters personal growth and the ability to navigate social and professional environments successfully.

Curriculum Relevant to Industry Needs: The Titan LeAP programme acknowledges the importance of aligning its curriculum with the evolving needs of various industries. By offering training that reflects current market demands, it ensures that programme participants are well-prepared to excel in their chosen fields. This relevance to industry

Titan LEAP

needs not only benefits individuals but also provides quality workforce for the job market.

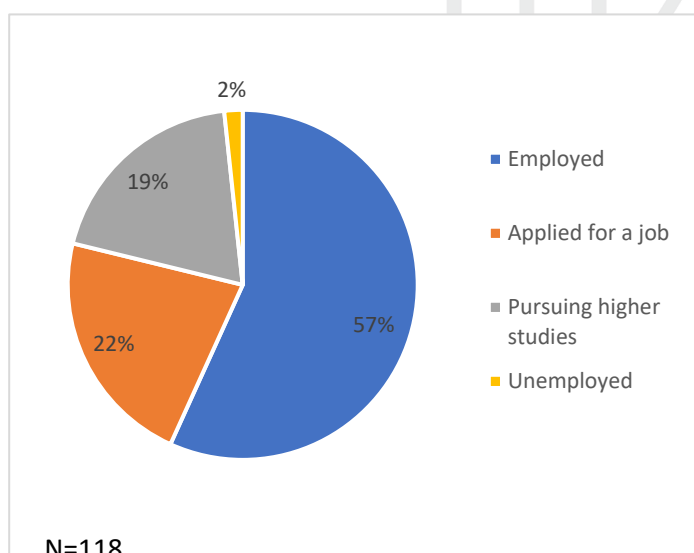
Effectiveness

The effectiveness of a skill development programme can be gauged by its ability to impart practical, relevant, and transferable skills to participants.

Skill Utilisation: Titan LeAP students consistently put into practice the skills acquired during the programme. Alumni reported using programme-taught skills daily or frequently in their job roles. This is not just about theoretical training; it's about practical, job-relevant skills. Programme students consistently utilise the skills acquired during the programme in their workplace. Students have reported enhanced skills, indicating the programme's success in providing practical, job-relevant training.

Participants from both HUB and SPOKE locations reported improvements in various dimensions, with higher scores after completing Titan LeAP. There are significant enhancements in communication skills, social skills, confidence levels, self-esteem, happiness, and the ability to work as a team for both HUB and SPOKE participants. SPOKE participants, on average, experienced higher gains in several dimensions, showcasing the effectiveness of Titan LeAP in diverse locations.

Figure 18: Employment Status of Alumni (Source: Alumni Survey)



A significant majority of alumni, 57% are currently employed. This suggests that Titan LeAP has been effective in facilitating job placements for a substantial portion of its graduates, indicating the programme's success in enhancing employability.

22% alumni has actively applied for jobs, suggesting ongoing efforts to secure employment.

19% of alumni are pursuing higher studies, reflecting a commitment to

continuous learning, and potentially leveraging their gained skills for further educational advancement.

Titan LEAP

Employment Diversity: The programme actively promotes employment diversity, with 74% of students belonging to poor families. This reflects the programme's commitment to reducing workforce disparities and creating a more inclusive society.

Employer Satisfaction: Employers have expressed their satisfaction with remarkable consistency. All employers consulted for the study have reported satisfaction with graduates' performance, emphasising their readiness, skills, and work ethic as notable strengths.

The survey data reflects a high level of satisfaction among respondents with the training offered by Titan LeAP, with a significant portion of 60% being "very satisfied" and the rest being "satisfied."

Student/Alumni Feedback: Titan LeAP student feedback affirms the programme's quality, relevance, and satisfaction. Students and Alumni have expressed contentment with the programme's curriculum, instructors, and support services. Their feedback remains consistently positive.

Skill Assessment Scores: Post-programme Titan LeAP skill assessments revealed substantial advancements in students' proficiency in areas directly related to training. Students demonstrate enhanced skills, a testament to the programme's effectiveness in elevating competency levels.

Efficiency

The efficiency of a skill development programme can be assessed through several key metrics. They include -

Cost per Student: When it comes to cost-effectiveness, the Titan LeAP programme not only stands up to industry standards but surpasses them. The programme has the capacity to reach out to more students within the same budget, thereby making the dream of skill development and job placement a reality for many.

Course Completion Rates: Around 85% of enrolled students successfully complete the programme, illustrating the programme's effectiveness in assisting students in reaching their goals. Completion rates are consistently high.

Training Delivery Methods: Titan LeAP employs diverse and cost-effective training delivery methods. From online modules to hands-on workshops and mentorship programs, this variety ensures that students receive tailored training that suits their learning preferences.

- Participants from both HUB and SPOKE locations gave consistently high ratings across all aspects of the teacher-student relationship.

Titan LEAP

- Teachers at both HUB and SPOKE locations were perceived as highly effective in motivating and inspiring participants to learn, receiving the highest rating of 4.4.
- Participants at SPOKE locations rated teachers slightly higher (4.2) in stimulating curiosity compared to those at HUB locations (4.1).
- While participants at both locations reported positive feedback on progress, there was a slight decrease in the rating at SPOKE locations (4.0) compared to HUB locations (4.1).
- Participants from both HUB and SPOKE locations indicated that teachers consistently respected and showed concern for them as individuals, with a rating of 4.1 for both.
- Teachers were perceived as always willing to offer help and advice, with slightly higher ratings in HUB locations (4.2) compared to SPOKE locations (4.1).

Programme Timeline Efficiency: Efficiency doesn't just apply to resources; it extends to time management. The programme adheres to a well-structured timeline, ensuring that students complete training and secure employment within a reasonable timeframe. The Titan LeAP programme has consistently demonstrated a high level of efficiency in its operations. Streamlined processes, automated workflows, and targeted resource allocation have become the cornerstones of this efficiency-driven approach.

Student Satisfaction with Resources: Students and alumni have reported high satisfaction with the resources and support services provided by the programme.

Technology Efficiency: The programme leverages technology efficiently to deliver training and support services. The integration of technology tools and platforms has enhanced programme delivery and outcomes.

Placement: The programme has significantly reduced the average time-to-placement, with students securing employment after programme completion.

Employer Survey data revealed that 60% of the candidates were retained beyond the probation period and offered full-time employment in the same organisation.

Target achievement: Titan LeAP has consistently met its stated goals and objectives, contributing to a track record of enduring success and unwavering effectiveness.

Monitoring and Evaluation Systems: Titan LeAP has effective systems that allow the programme to track progress, measure impact, and make data-driven decisions.

Documentation: Best practices and programme successes are well-documented. This knowledge repository serves as a resource for programme replication and enhancement.

Titan LEAP

Student Support Services: The programme delivers essential student support services at a reasonable cost. Lunch expense for the students are borne by Titan LeAP. Medical assistance to students are also offered on case to case basis. All student are encouraged to use public transport and the costs are reimbursed by Titan LeAP.

Staff Productivity: Staff productivity is consistently high. It reflects the programme's commitment to maximising staff productivity in service of programme goals.

Sustainability

Sustainability measures for a skill development programme are essential to ensure long-term impact and effectiveness.

Networking & Collaboration: Active involvement from government agencies, community leaders, and industry partners is the lifeline of Titan LeAP programme. The bonds fostered with the placement organisations, SPOKE colleges and alumni ensure that collective collaboration continues to address their shared goals.

Alumni Engagement: Alumni engagement is a hallmark of the programme's sustainability. An active alumni network doesn't just provide testimonials; it contributes to the programme's long-term success. Their involvement in providing referrals adds an invaluable layer to the sustainability fabric. Annual Alumni meetings are organised and few are invited to share their experiences with the candidates. Alumni referrals are also efficient in candidate enrolment process.

Employer Partnerships: Maintaining strong relationships with employers and industry partners is a pillar of sustainability in livelihood and skill development programmes. These partnerships have facilitated job placements, apprenticeships, and ongoing collaboration to address industry needs for the Titan LeAP programme.

Financial Sustainability. Titan LeAP has the support of the government as well as corporate houses ensuring financial stability and continuity. **The major donors** include Mahindra, Titan, and Tata Aerospace who have committed to support the programme for few more years.

Social Impact

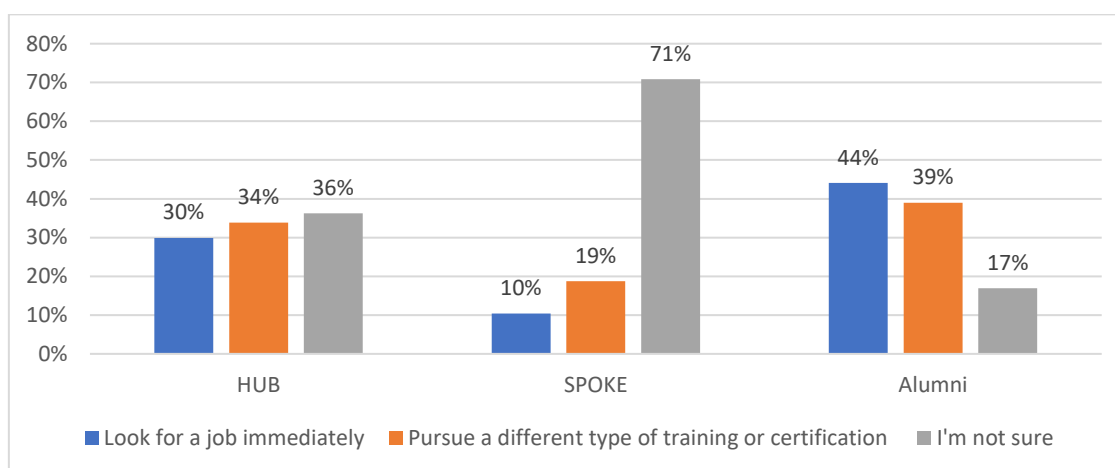
Skill development programs can have a significant impact on individuals, communities, and economies. Some of the key impacts of the Titan LeAP programme are -

Increased Employability skills among youth : A significant portion of Titan LeAP Students has secured gainful employment, paving the way for reduced unemployment rates within the community.

Titan LEAP

Reduced unemployment: A significant indicator of success is the programme's ability to increase employment rates among its participants. By offering skill development and job placement support, Titan LeAP actively contributes to improving the employability of its learners.

Figure 19: Alternative to Titan LeAP (Source: Student and Alumni Survey)



HUB participants have the highest percentage (30%) considering looking for a job immediately as an alternative, while SPOKE participants have a lower percentage (10%). Alumni participants also show a high inclination (44%) towards this alternative.

A significant portion of participants in all locations expressed interest in pursuing a different type of training or certification. HUB participants have the highest percentage (34%), followed by SPOKE participants (19%) and Alumni participants (39%).

The uncertainty about alternatives is notably higher among SPOKE participants (71%), while HUB participants also have a significant percentage (36%). Alumni participants show a lower uncertainty level (17%).

Gender and Diversity Inclusion: Titan LeAP actively promotes gender equality and diversity. This commitment strengthens social equity within the community, ensuring that no one is left behind. It has been observed that the number of females enrolled is always higher than the male enrolment.

Lifelong Learning: This is a dynamic and essential indicator that underscores the long-term impact of the Titan LeAP programme. It assesses the programme's ability to inspire and enable learners to continue their educational and skill development journey beyond the programme's duration.

Entrepreneurship opportunities: The training not only facilitates placements but also encourages entrepreneurship. Students interested in starting their own businesses

Titan LEAP

are motivated to launch them. Few alumni are self-employed and some are engaged in part-time entrepreneurial activities like designing.

Decrease in social issues such as crime, substance abuse, and social unrest: Gainful employment and skill development can reduce the incidence of economic-related crimes. When individuals have opportunities for legitimate employment, they are less likely to engage in criminal activities. Titan LeAP's focus on job placement and skill development aligns with the objective of improving job opportunities and reducing crime in the community.

Improved Quality of Life: Titan LeAP Students report a marked improvement in their quality of life. This encompasses factors such as improved housing, access to healthcare, and increased participation in leisure activities etc.

Sustainable livelihoods: Titan LeAP equips learners with the skills and opportunities required for sustainable employment. This economic stability is essential for individuals and their families, ensuring that they can meet their basic needs and plan for a more secure future. Sustainable livelihoods also contribute to the overall development of the community. As programme participants secure stable employment and contribute to the local economy, they also help improve the economic and social well-being of their communities.

REESS Ratings

The major indicators for each of the 5 parameters – Relevance, Effectiveness, Efficiency, Sustainability and Social Impact - are rated on a scale of one to ten (ten being the highest). A set of sub indicators and evolved by the SAN team and the ratings are the average rating of the sub indicators. These ratings are given based on the observations and the feedback gathered by the SAN team. An average for each parameter is further calculated to give a rating for each of the parameters.

Table 2: REESS Ratings

Category	Indicators	Ratings	Average
Relevance	Unemployment among youth	9	9.0
	Need for skill development among youth	10	
	Lack of employability skills among youth	9	

Titan LEAP

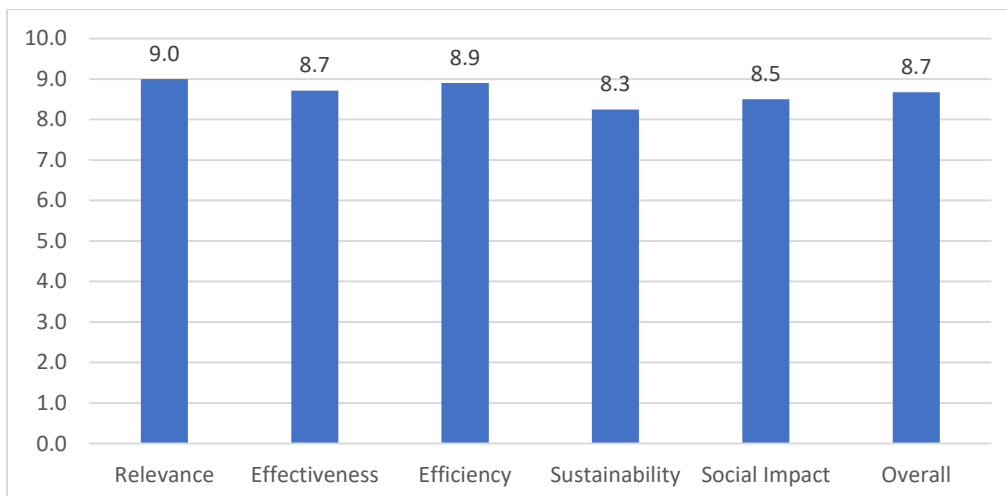
Category	Indicators	Ratings	Average
	Lack of communication skills among youth	8	
	Lack of social skills among youth	8	
	Curriculum relevant to industry needs	10	
Effectiveness	Skill Utilisation	9	
	Job retention	8	
	Career Advancement	8	
	Employment Diversity	9	8.7
	Employer Satisfaction	9	
	Student Feedback	9	
Efficiency	Skill Assessment Scores	9	
	Cost per student	9	
	Course Completion Rates	9	
	Training Delivery Methods	9	
	Programme Timeline Efficiency	9	
	Student Satisfaction with Resources	9	
	Technology Efficiency	8	8.9
	Placement offered	9	
	Target achieved	9	
	Monitoring and Evaluation Systems	9	
	Documentation	9	
	Student Support Services	9	
	Staff Productivity	9	
	Sustainability	Networking & Collaboration	9
Alumni Engagement		7	8.3
Employer Partnerships		9	

Titan LEAP

Category	Indicators	Ratings	Average
Social Impact	Financial Sustainability	8	8.5
	Increased Employability skills among youth		
	Reduced unemployment		
	Increased household income		
	Poverty Reduction		
	Gender and Diversity Inclusion		
	Lifelong Learning		
	Entrepreneurship Opportunities		
	Decrease in social issues such as crime, substance abuse, and social unrest.		
	Improved Quality of Life		
Sustainable livelihoods			



Figure 20: Overall REESS Ratings





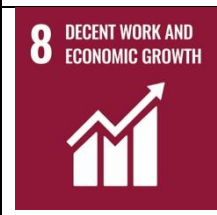



Titan LEAP



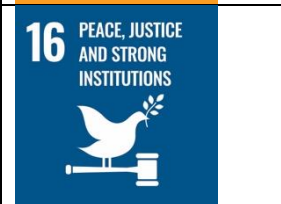

An overall average score of 8.7 for all the parameters denotes that the programme is very relevant and is achieving the desired social impact as envisioned by the implementors.

SDG Alignment

The Titan LeAP (Learn Apply Progress) programme is aligned with several United Nations Sustainable Development Goals (SDGs), each of which reflects its commitment to creating positive social impact and contributing to a sustainable future. Here are some of the SDGs that the Titan LeAP programme is closely aligned with:

 <p>1 NO POVERTY</p>	<p>By offering training and placement support to youth, Titan LeAP programme helps individuals increase their income potential, reducing the risk of poverty for both students and their families.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>The programme indirectly impacts students' well-being by enhancing their employment prospects and income potential, which can lead to improved access to healthcare and a better quality of life.</p>
 <p>4 QUALITY EDUCATION</p>	<p>Titan LeAP focuses on providing high-quality education and skill development, encompassing life skills, language proficiency, and domain-specific skills. It ensures that students receive relevant and valuable training, enhancing their educational outcomes.</p>
 <p>5 GENDER EQUALITY</p>	<p>Titan LeAP's commitment to gender and diversity inclusion promotes gender equality in the workforce. By actively encouraging the participation and employment of women and underrepresented groups, it contributes to a more diverse and equitable job market.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Through its training and placement services, Titan LeAP directly supports SDG 8 by helping youth secure decent employment. It also fosters economic growth by equipping individuals with the skills needed to contribute effectively to their respective industries.</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>By preparing students with domain-specific skills that align with industry needs, Titan LeAP promotes innovation and contributes to the development of a skilled workforce, thereby supporting industry growth.</p>

Titan LEAP

	<p>Titan LeAP addresses inequality by providing opportunities for skill development and employment to marginalised and disadvantaged youth. By reducing disparities in access to education and jobs, it contributes to reduced inequalities within society.</p>
	<p>Titan LeAP's reach extends to the outskirts of Chennai, supporting youth in both urban and rural areas. This contributes to the development of more sustainable and inclusive communities.</p>
	<p>Through its training and placement efforts, Titan LeAP indirectly contributes to social stability and justice by providing opportunities for youth, potentially reducing unemployment-related social challenges.</p>
	<p>Titan LeAP's partnerships with government agencies, educational institutions, and employers exemplify its commitment to fostering collaborative efforts to achieve sustainable development. These partnerships amplify the programme's reach and impact.</p>

Recommendations

1. Titan LeAP Create a formal Alumni group and maintain the database batchwise. Annual conclave could be recorded and recognition for referrals could be done during the event.
2. Enrolment of only unemployed students from underprivileged backgrounds to be ensured.
3. Mentorship programs where Titan LeAP alumni provide guidance and support to current students could be explored. This not only fosters a sense of ownership but also enhances the programme's sustainability by utilising the expertise of the employed graduates.
4. Students could be encouraged to explore social entrepreneurship ventures that address community needs. This aligns with the programme's focus on small business development and community well-being.
5. Titan could implement formalised feedback mechanisms from students, parents, and employers. This feedback system could drive continuous improvement in programme design and delivery.
6. Inclusion of more courses on advanced software, Tally, ESPS (Employee Self-Service Portals), and web development would align training with the diverse skill requirements of today's job market.

Titan LEAP

7. National Skills Qualification Framework (NSQF) certification: Titan LeAP instructions are in line with the National Skills Qualification Framework (NSQF) and are actively implementing methodologies aimed at enhancing the learning experience of students to develop new-age skills. Accreditation from NSQF or NSDC will add more value to the course and also benefit trainees in large during placement.

Conclusion

The need for a programme like Titan LeAP is abundantly clear. It is a proactive response to the shifting dynamics of the job market and the demands of the 21st century. By combining life skills, language proficiency, and domain expertise with a focus on lifelong learning, it not only bridges the gap between education and employability but also ensures that individuals are equipped to flourish in a future where adaptability and continuous growth are paramount. In essence, the Titan LeAP programme represents not just a response to a felt need, but a visionary approach to shaping a generation of empowered, resilient individuals ready to thrive in an ever-changing world.

