



Whirlpool India

Skill Development Program

Impact Assessment undertaken by CSRBOX for the FY 2021-22

Submitted By:
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Scope and Objective

Whirlpool is well known for its CSR work over years. It is carrying out many CSR initiatives with the objective of making a positive impact on the society. This impact assessment study is an independent evaluation of some of the projects. This study focuses sharply on assessing the impact of the Skill Development Programme run by Whirlpool.

Pillars of the Impact Assessment

The evaluation study has been designed around the *IRECS* framework. The framework is made up of evaluation criteria that provide feedback on the methods used in the programme's design and implementation.

- **Inclusiveness:** The extent to which communities equitably access the benefits of the programme
- **Relevance:** The extent to which the program responds to the needs of the communities
- **Effectiveness:** Analyse the program life cycle and assess the impact of the program on various aspects of the life of the stakeholders and how it meets their expectation
- **Convergence:** Judging the degree of convergence with government/other partners; the degree of stakeholder buy-in achieved
- **Experience on Delivery:** The extent to which project is geared to respond to the 'felt' needs of the communities

Methodology

A mixed-method approach of qualitative and quantitative data collection, using primary and secondary data has been adopted. This helped in gathering valuable impact-related insights from a 360-degree perspective involving all the stakeholders.

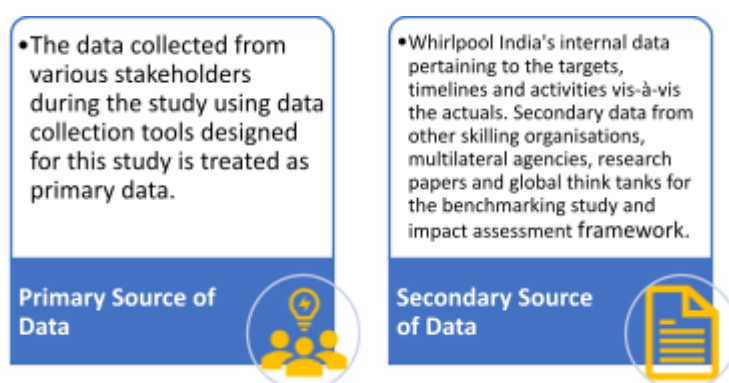


Figure 1: Methodology

Background and Overview of Skill Development Program

Since its inception, Whirlpool has been committed to maintaining strong, lasting connections in the communities in which it does business. It utilizes a collective impact model that centers around overall enrichment of the communities. Accordingly, its priorities focus on skilling the youth to create a more employable and empowered workforce as well as nurturing children with early education intervention programs that helps set the foundation for a bright future. Its initiatives focus on developing resilient, vibrant communities through skilling, education and community development. Whirlpool constantly engages in activities that create a sustainable impact and social welfare is intrinsically woven into its corporate ethos.

In 2014, Whirlpool India initiated its Skill Development Program of CSR in the fields of Retail sales and Field Service Technician through Implementation Agencies - Teamlease Education Foundation & GreySim Learnings Foundation, opening up new opportunities for the country's underprivileged youth. The Company's Program aims to make youth employable, allowing them to earn a sustainable living.

Under this Program the youth across various centers located in different states of India are imparted Classroom training and then imparted On-the-job training. So far, more than 10,000 youth have been trained under this Program across 59 centres spread all over the country. The standard Program set up is detailed below. By establishing dependable channels of employment, Whirlpool India continues to focus on the employment of youth as a key area of their focus.

Programme SOP

Centre Setup: The need of the community is assessed, basis that the geography to start the training centre is finalised. The skilling partner is identified to implement the entire programme. This phase includes classroom setup, lab setup with appropriate equipment and machines for practical training, curriculum creation and finalisation.

Beneficiary Selection: The trainees are mobilised by undertaking various mediums such as door to door mobilisation, social media, posters and others. This phase marks the batch formation.

Training: During the training phase, the trainees are provided with classroom training which helps in building their domain concepts and equip them with necessary terminologies that would help them during their job followed by an assessment exam. On-the-job (OJT) training is provided to the

trainees to provide them exposure of the workplace after completion of the classroom training assessment.

Stipend: During the OJT training, all the candidates are given a monthly stipend at or above the minimum wages prescribed in their respective State. The payments are made through bank transfers online directly in the account of the candidates on a pro-rata basis.

Employability: Post OJT, the trainees are provided placement support in various companies in retail and service technician. This phase also looks at counselling of the trainees, employers' identification and making connects, hand holding and follow up with the trainees.

Course Lifecycle



Executive Summary on Impact

During the financial year 2021-22, more than 2300 youth were trained on retail sales and field service technician courses through skill centres spread across 59 cities of India. A mixed-method approach of qualitative and quantitative data collection, using primary and secondary data was adopted. The study uses the IRECS framework to gauge the impact of the program. IRECS framework assesses the impact of the program in five areas: Inclusiveness, Relevance, Effectiveness, Convergence and Service Delivery. The findings on the IRECS framework are provided below:

Inclusiveness

The program mandates preference for 12th Pass trainees, and the program is strongly in line with the mandate, with nearly half of trainees being 12th Pass. The economic status of the families is largely one of the key factors restricting the growth and development of youth in underprivileged communities. Whirlpool's Skill Development programme caters to 82% of trainees who come from low-income groups with less than INR 2LPA pay bracket. The project is targeting the bottom of the pyramid and thus the livelihood outcome through the programme will have a substantial

contribution to the economic status of the families. The programme has a wide geographic spread across 18 states and 59 cities, covering all zones through its centres. The centre locations further cover communities with varying levels of urbanisation. The programme is catering to trainees through Tier2 cities and rural areas which often lack opportunities for the youth.

Relevance

The training programme by Whirlpool India is a mixture of classroom training and on-the-job training. The programme was evaluated on structure, content delivery process and on-the-job training. Majority of the trainees had joined the course from the perspective of attaining a livelihood opportunity. 89% Parents strongly believe that their ward wouldn't have got the quality of skills training & job without Whirlpool's Skilling Program and also share that the youth has started contributing substantially in family income. 84% of candidates report that the programme was able to meet their major expectations. To assess the relevance of the programme a survey of the employers where the youth are employed was also undertaken. Employers strongly believe that as an outcome of the Whirlpool India Skill Programme trainees have the right attitude and confidence required for the workplace. The trainees are more prepared for the workplace, have basic/foundation skills, and grasp the subject matter more quickly, minimizing the amount of effort and time spent on on-the-job training.

Effectiveness

The programme is effectively engaging with students through all the stages from training, on the job training, assessments and placements. 92% of the trainees have completed the on the job training successfully. During the assessment it was brought to the fore that on-the-job training, a crucial component of Whirlpool's Skill Development programme offers an opportunity to the trainees to get hands-on experience of the workplace environment and get the practical training of the domain which not only prepares them for future jobs but also bolsters their confidence to be gainfully employed. Majority of the parents strongly believe that post Whirlpool's Skill Development Program, the youth is playing a crucial role in decision making of a family and the program has improved the confidence of the youth.

Convergence

Whirlpool India has collaborated with Team Lease Education Foundation and Grey Sim Learnings Foundation. The said NGO partners provide course curriculum, teacher training, and look after the overall implementation of the Program.

Service Delivery

Overall value-chain is scored at 4. The Programme's counselling team and teaching staff were the key highlights however, the placement support needs to be supplemented.

On an overall basis the skill development programme has resulted in upskilling the youth and preparing the trained students to hit the ground running for future employment opportunities.

About CSRBOX

CSRBOX is a social impact strategy practice and implementation organisation. We work with companies and philanthropic organisations for better CSR program design, pre-project to post-project handholding and impact assessment. We embed technology solutions for responding to social problems at a scale. We are the largest knowledge platform with <http://www.csrbox.org> and have mapped over 30,000 CSR projects in the past 7 years. We work at pan-India level with our Teams in Delhi, Gurgaon, Mumbai, Pune, Ahmedabad and Bangalore. We are also an executive committee member of Bharat Digital Platform under the aegis of the Principal Scientific Advisor to the Government of India. We spearhead two collaborative platforms; India Livelihood Collective and IMPAct4Nutrition. Visit us at <https://csrbox.org/about-CSRBOX>.