

# Impact Assessment of ICICI Academy for Skills

Project Duration FY 2022-2025



## **Disclaimer For the Impact Assessment Report**

This report has been prepared solely for the purpose set out in the Service Provider Agreement signed between Renalysis Consultants Pvt. Ltd. (CSRBOX) and ICICI Bank to undertake the Impact Assessment of their Corporate Social Responsibility (CSR) project implemented.

This impact assessment is pursuant to the Companies (Corporate Social Responsibility Policy) Amendment Rules 2021, notification dated 22nd January 2021.

This report shall be disclosed to those authorised in its entirety only without removing the disclaimer.

CSRBOX has not performed an audit and does not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion.

This report contains an analysis by CSRBOX considering the publications available from secondary sources and inputs gathered through interactions with the leadership team of ICICI Bank, project beneficiaries, and various knowledge partners. While the information obtained from the public domain has not been verified for authenticity, CSRBOX has taken due care to receive information from sources generally considered to be reliable.

In preparing this report, CSRBOX has used and relied on data, material gathered through the internet, research reports, and discussions with personnel within CSRBOX as well as personnel in related industries.

## **With Specific to Impact Assessment, CSRBOX**

Wherever information was not available in the public domain, suitable assumptions were made to extrapolate values for the same;

CSRBOX must emphasise that the realisation of the benefits/improvisations accruing out of the recommendations set out within this report (based on secondary sources) is dependent on the continuing validity of the assumptions on which it is based. The assumptions will need to be reviewed and revised to reflect such changes in business trends, regulatory requirements, or the direction of the business as further clarity emerges. CSRBOX accepts no responsibility for the realisation of the projected benefits;

The premise of an impact assessment is 'the objectives the project along with output and outcome indicators pre-set by the Programme design and implementation team. CSRBOX's impact assessment framework was designed and executed in alignment with those objectives and indicators.

## Executive Summary

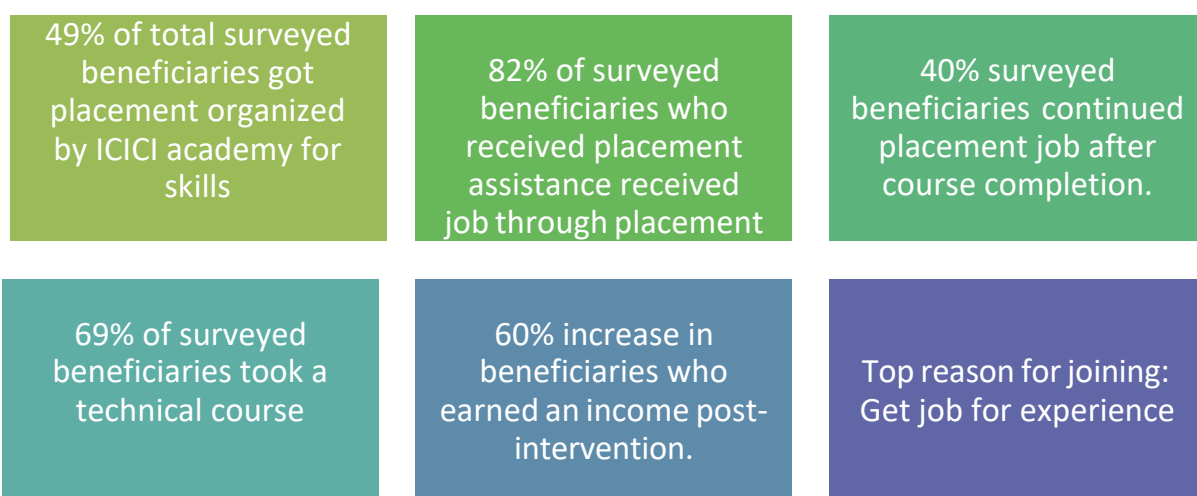
The **ICICI Foundation for Inclusive Growth**, established in 2008 by the ICICI Group, is a not-for-profit organisation committed to advancing inclusive development and sustainable livelihoods across India. With a vision to empower marginalised communities, the foundation has implemented programmes that promote access to education, healthcare, financial inclusion, and vocational training. One of its flagship initiatives, the **ICICI Academy for Skills**, was designed to address the country’s growing skill gap and improve the employability of underserved populations through structured, industry-aligned training.

Launched in 2013, the **ICICI Academy for Skills** formed a cornerstone of the foundation’s skill development efforts. It aimed to equip youth from economically weaker sections—including school dropouts, women, rural youth, and persons with disabilities—with employable skills relevant to the job market. The academy’s training programmes offered a holistic learning experience by integrating technical skills, soft skills, and life skills, with added emphasis on on-the-job training to build workplace readiness.

While the initiative was implemented over several years, this summary focuses on the **assessment period from 2022 to 2025**. During these years, the project was implemented **across 20 states and Union Territories, PAN India**, offering **15 skill-based courses** and reaching a total of **46,716 beneficiaries**. This scale of outreach highlights the academy’s commitment to inclusive skilling and nationwide impact.

The academy followed a **structured and industry-aligned approach to skill development**, ensuring a smooth transition from training to employment. This directly addressed the **demand for skilled manpower** and contributed to **economic growth** by enhancing workforce readiness.

The following insights from the 2022–2025 assessment period highlight key outcomes from the ICICI Academy for Skills, including course preferences, placement results, income generation, and beneficiary motivations.



While the ICICI Academy for Skills demonstrated significant success in providing industry-relevant skilling and employment-linked outcomes, the assessment highlights opportunities for further strengthening the programme's impact. Key recommendations include improving job retention rates and supporting salary growth among beneficiaries. To enhance long-term employability, the Academy could integrate more exposure visits, a stronger focus on soft skills development, and career guidance. Additionally, aligning job placements more closely with beneficiaries' expectations would further improve satisfaction and outcomes. Overall, the Academy served as a model for scalable and impactful vocational education in India, aligning with the foundation's broader mission of driving inclusive growth and sustainable development through innovation, partnerships, and community-centric approaches.

### Impact Ranking

The table below summarises how the initiative performed across inclusiveness, relevance, expectations, and service delivery based on stakeholder feedback.

Parameter	Ranking
Inclusiveness	High
Relevance	Very High
Expectations	Moderate
Service Delivery	High

## Abbreviations

Abbreviation	Details
BFSI	Banking, Financial Services and Insurance
BRSR	Business Responsibility & Sustainability Reporting
CSR	Corporate Social Responsibility
ESG	Environment, Social and Governance
FY	Financial Year
IDI	In-depth Interview
ITES	Information Technology Enabled Service
ITI	Industrial Training Institute
KII	Key Informant Interview
SDG	The Sustainable Development Goals
SEBI	Securities & Exchange Board of India

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## Chapter 1

# **Overview of ICICI Foundation and Project Alignment**



## Chapter 1: Overview of ICICI Foundation and Project Alignment

### Context

Skill development plays a vital role in driving inclusive economic growth by equipping individuals with the competencies required to participate in and benefit from India's evolving labour market. Despite progress in education and employment, large sections of India's population—particularly youth from marginalised and rural communities—continue to face barriers to formal employment due to lack of vocational skills, limited awareness of industry requirements, and low access to structured training opportunities. These challenges often translate into underemployment, income instability, and restricted upward mobility.

For many individuals from economically weaker sections, acquiring practical, job-ready skills can be a transformative step toward financial independence and improved quality of life. Vocational training not only enhances employability but also strengthens self-confidence, workplace readiness, and long-term income potential. Addressing the skilling gap is therefore critical to reducing unemployment, improving productivity, and ensuring that economic growth is both inclusive and sustainable.

The **ICICI Academy for Skills** was established with this vision—to provide market-relevant, short-term training that prepares underserved youth for formal employment, bridging the divide between potential and opportunity through structured, holistic skilling interventions.

### Programme background and overview

The ICICI Academy for Skills, launched in 2013, was conceptualised to address the growing mismatch between available talent and industry requirements by providing market-aligned, short-term vocational training. Anchored in the Foundation's vision for inclusive growth, the Academy focused on creating livelihood opportunities for individuals from economically weaker sections, including women, school dropouts, rural youth, and persons with disabilities. Over the years, the Academy evolved into a structured, outcome-driven model of skilling. Its approach combined technical training with soft skills and life skills, ensuring that learners were equipped for both employment and workplace integration. The training model spanned the entire skilling value chain—from community mobilisation and candidate selection to course delivery, on-the-job exposure, and job placement support. Placement teams worked with employers to organise interviews and connect trained candidates to relevant roles. Below is the list of courses offered by the academy-

#### Technical Courses

1. Central Air Conditioning
2. Electrical and Home Appliance Repair
3. Electrical and Home Appliances Repair (Hub & Spoke/ Online)
4. Home Health Aide
5. Home Health Aide (Hub and Spoke)
6. Multi Skill Technician
7. Multi Skill Technician Online
8. Pumps and Motor
9. Refrigeration and Air Conditioning
10. Refrigeration and Air Conditioning Online
11. Assistant Beauty Therapist

#### Non-Technical Courses

1. Financial Service Associate
2. Office Administration
3. Office Administration (Hub & Spoke/ Online)
4. Retail Sales

These were aligned with the evolving needs of sectors such as home health care, air conditioning and refrigeration, financial services, retail, and office administration. The Academy's nationwide presence and integrated skilling-to-placement model enabled individuals from underserved backgrounds to access meaningful employment pathways and enhance their economic resilience.

The visual below presents a snapshot of the programme's scale, reach, and core course offerings during this period.





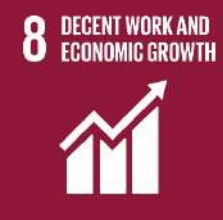

### Project Activities

ICICI Academy for Skills successfully implemented a structured approach to skill development, ensuring a seamless transition from learning to employment. By focusing on industry-relevant training, the academy created a comprehensive framework that addressed the key aspects of vocational education and workforce readiness. This initiative not only enhanced employability but also contributed to economic growth by bridging the skill gap and meeting industry demands. The following were the key activities undertaken as part of this initiative:



## Alignment with SDGs

SDG Goals	SDG Targets	Alignment
<b>No Poverty (SDG 1)</b> 	<b>Target 1.1</b> Eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	The Skill Academy project provides sustainable livelihood opportunities to marginalised communities by offering them skill-based training for region-specific industries. This helps them ease themselves out of the vicious cycle of poverty.
	<b>Target 1.2</b> Reduce at least by half the proportion of men, women, and children of all ages living in poverty in all its dimensions according to national definitions.	
	<b>Target 1.5</b> Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters.	The diversified livelihood opportunities targeting all the stakeholders (business owners, women, and youth) build resilience and reduce the risk associated with a single source of livelihood. These interventions assist in reducing vulnerability to extreme events.
<b>Gender Equality (SDG-5)</b> 	<b>Target 5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.	The interventions in this Programme empower women to become financially, socially, and emotionally independent.
<b>Decent Work and Economic Growth (SDG-8)</b>	<b>Target 8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors.	ICICI Academy for Skills provides the youth with industry-relevant skills in various domains, enhancing employability and contributing to economic growth.

	<b>Target 8.3</b> Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalisation and growth of micro, small, and medium-sized enterprises, including through access to financial services.	The Academy for Skills aligns training in sync with employment requirements. The skills include technical and non-technical aspects focusing on value addition to the candidate.
	<b>Target 8.5</b> Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	The Programme provides industry-specific job opportunities through its placement and post-placement services. Such productive activities improve access to resources and financial services.
	<b>Target 8.6</b> Substantially reduce the proportion of youth not in employment, education, or training.	All the specific Programme components under the Skill Academy project work towards reducing the demand and supply gap with respect to skilled employable labour. All these initiatives help reduce the number of unemployed youths in the region.
Reduced Inequalities(SDG-10) 	<b>Target 10.1</b> Progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average.	The Academy for Skills Programme is implemented to increase overall household income, thereby improving the quality of life.

### Alignment with National Policies

National Policy/Scheme /Mission	Objectives & Strategies	Alignment
<b>Skill India Mission</b>	<b>Mission Statement:</b> To rapidly scale up skill development efforts in India by creating an end-to-end, outcome-focused implementation framework that aligns employer demands with a well-trained skilled workforce, enabling sustainable livelihoods.	<b>ICICI Foundation's Skill Academy</b> aligns with this mission by providing technical and non-technical skills training to youth. The Programme ensures industry-relevant training, leading to

		enhanced employability and job opportunities.
<b>Objectives of Mission:</b>		
	<ul style="list-style-type: none"> <li>• Establish an end-to-end implementation framework for skill development, providing lifelong learning opportunities. This includes integrating skilling into school curricula, offering short- and long-term training, facilitating employment, and ensuring career growth aligned with trainees' aspirations.</li> </ul>	<ul style="list-style-type: none"> <li>• Training covers both technical and nontechnical aspects, ensuring holistic skill development.</li> </ul>
	<ul style="list-style-type: none"> <li>• Align employer/industry demand with workforce productivity while ensuring that trainees' aspirations for sustainable livelihoods are met through structured outcome-focused training.</li> </ul>	<ul style="list-style-type: none"> <li>• The Programme bridges the gap between industry demand and skilled workforce supply.</li> </ul>
	<ul style="list-style-type: none"> <li>• Strengthen skill development in critical unorganised sectors (e.g., construction) by creating pathways for re-skilling and up-skilling workers, enabling their transition into formal employment.</li> </ul>	<ul style="list-style-type: none"> <li>• It provides industry-specific job opportunities, placement services, and post-placement support.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support disadvantaged sections of society through focused outreach and targeted skill development Programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on enhancing employability, particularly among youth and marginalised communities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote the aspirational value of skilling among youth by increasing awareness of its importance.</li> </ul>	

<sup>1</sup> [https://www.sebi.gov.in/legal/circulars/may-2021/business-responsibility-and-sustainability-reporting-by-listed-entities\\_50096.htm](https://www.sebi.gov.in/legal/circulars/may-2021/business-responsibility-and-sustainability-reporting-by-listed-entities_50096.htm)

## Theory of Change

ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
<b>Pre-Training &amp; Training Process</b>	- 46716 have completed the course	- Increase in knowledge/skill set	- Increase in the availability of skilled manpower in industry and decrease in supply-demand gap
<b>- Placement for Trainees</b>	- Average beneficiary monthly salary of Rs. 10,687	- Improved competency and employability of youth	- Increase in livelihood security
<b>- Post-Placement Services</b>	- 41% female graduates	- Livelihood opportunities for women	- Improvement in quality of life
		- Higher career progression with certification	- Transformation of the household of the trainee
		- Increased income of the youth trained and certified	
		- Increased employment opportunities for trained youth	



## Chapter 2

# **Design and Approach for Impact Assessment**



## Chapter 2: Design and Approach for Impact Assessment

### Objective of The Study

ICICI Foundation has partnered with CSRBOX to conduct a comprehensive impact assessment of the ICICI Academy for Skills FY 2022 to 2025. The study aims to achieve the following objectives:

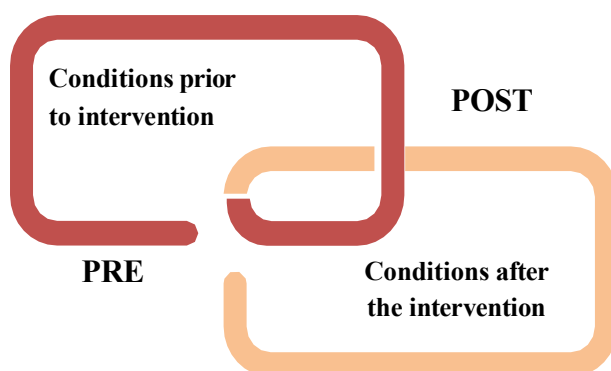
- To gain an in-depth understanding of the skill development Programme's approach while keeping the period-specific limitations in mind.
- To evaluate the Programme's impact in equipping the youth with domain knowledge and the ability to apply it effectively.
- To assess the quality of the Programme, including knowledge resources and faculty support, and how they aid the candidates during and after their training.
- To examine the Programme's alignment with industry standards and the extent of placement support provided to the trained candidates.
- To evaluate the post-placement support provided to the candidates and its effectiveness in ensuring their success in their respective roles.
- To gather valuable insights on areas for improvement, such as course quality, approach plan, and industry relevance.
- Document compelling case studies that showcase the Programme's impact and highlight its success stories.

Overall, this assessment seeks to provide valuable feedback to enhance the ICICI Academy for Skills' effectiveness and relevance and make it an ideal fit for the industry's current and future demands.

### Approach and Evaluation Framework

#### Evaluation Approach

Given the objectives of the study and the key areas of inquiry, the design of the evaluation focused on learning as the prime objective. In this section, we present our approach towards developing and executing a robust, dynamic, and result-oriented evaluation framework/design. To measure the impact of the project, a **pre- post project evaluation approach** has been employed for the study. This approach is dependent on the recall capacity of the respondents.



Under this approach, the beneficiaries are asked about conditions before and after the project intervention. The difference helps in understanding the contribution of the project to improving the intended condition of the beneficiaries. This approach, at best, can comment on the contribution of the project to improving living standards, though it may not be able to attribute the entire change to the project. Other external factors may also

play a role in bringing positive changes along with the project. Hence, the contribution will be assessed, but attribution may not be entirely assigned to the project.

Furthermore, the evaluation used the IRECS framework. The evaluation is able to assess ICICI Foundation's contribution to the results while keeping in mind the multiplicity of factors that may be affecting the overall outcome.

## IRECS Framework

In order to determine the inclusiveness, relevance, appropriateness, coherence, effectiveness, impact potential, and efficiency of the Programme, the evaluation used the IRECS Framework. Using the logic model and the criteria of the IRECS framework, the evaluation assessed the ICICI Foundation team's contribution to the results while keeping in mind the multiplicity of factors that might have affected the overall outcome.

The social impact assessment hinged on the following pillars:

### Inclusiveness

The extent to which communities equitably accessed the benefits of assets created and services delivered

### Relevance

The extent to which the project is geared to respond to the 'felt' needs of the communities

### Expectation

The extent of intended and unintended positive (benefits), socio-economic, and cultural changes have accrued for the beneficiaries.

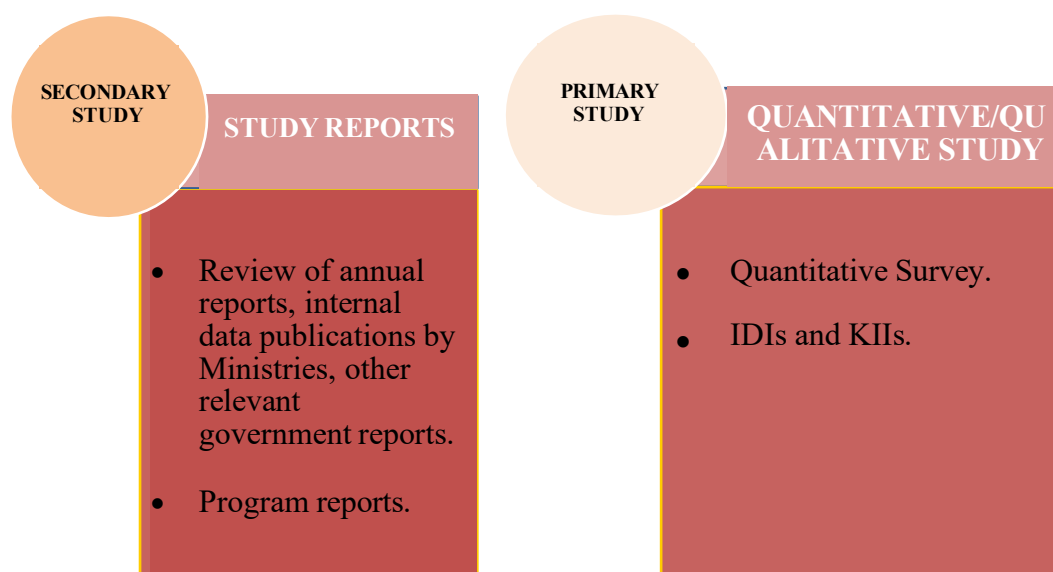
### Convergence

Judging the degree of convergence with government/other partners and the degree of stakeholder buy-in achieved.

### Service Delivery

The extent to which cost-efficient and time-efficient methods and processes were used to achieve results

## Sampling



The figure above illustrates the study approach used in data collection and review. The secondary study includes a review of annual reports, internal data, government data & reports, and other studies and research by renowned organisations available in the public domain to draw insights into the situation of the area. The primary study comprises qualitative and quantitative approaches to data collection and analysis. The qualitative aspects include in-depth Interviews (IDIs) with the foundation team members, centre heads at the skill academies, recruiters, and knowledge partners.

## Geographic Sampling

Zone-wise Total Sample Distribution Across Years						
Zone	City	2022-23 Sample	City	2023-24 Sample	City	2024-25 Sample
North	Dehradun	14%	Dehradun	13%	Dehradun	11%
	Jammu		Jammu			
	Karnal		Karnal			
	New Delhi		New Delhi			
	Mohali		Mohali			
North Central	Durg	16%	Durg	17%	Durg	27%
	Gorakhpur		Gorakhpur		Patna	
	Patna		Patna			
East	Lucknow	9%	Lucknow	10%	Kolkata	5%
	Kolkata		Kolkata		Bhubaneshwar	
	Bhubaneshwar		Bhubaneshwar		Ranchi	

	Ranchi		Ranchi			
North East	Guwahati	1%	Guwahati	4%	Guwahati	6%
South	Bengaluru	27%	Bengaluru	24%	Bengaluru	16%
	Chennai		Chennai		Chennai	
	Kochi		Kochi		Kochi	
	Hyderabad		Hyderabad		Hyderabad	
	Mysuru		Mysuru		Dharashiv	
	Trichy		Trichy			
	Vijayawada		Vijayawada			
West	Vadodara	34%	Vadodara	32%	Vadodara	35%
	Indore		Indore		Indore	
	Mumbai		Mumbai		Mumbai	
	Nagpur		Nagpur		Nagpur	
	Pune		Jaipur		Jaipur	
	Jaipur		Chhatrapati Sambhaji Nagar		Chhatrapati Sambhaji Nagar	
	Chhatrapati Sambhaji Nagar					

### Quantitative Sampling

A stratified random sampling approach was adopted to ensure that the sample was representative and covered beneficiaries across different geographical areas. The team also carried out sampling based on various beneficiary levels. A **Confidence Level of 95% and a Margin of Error of 5% was considered** for the study purpose. The total sample of the youth is **400**.

**Course wise break up of the trainees covered for data collection is as follows:**

Course Name	Sample size
Assistant Beauty Therapist	9
Central Air Conditioning	6
Electrical and Home Appliance Repair	6
Electrical and Home Appliances Repair (Hub & Spoke/ Online)	31
Financial Service Associate	16
Home Health Aide	1
Home Health Aide (Hub and Spoke)	8
Multi Skill Technician	24
Multi Skill Technician Online	13
Office Administration	107

Office Administration (Hub & Spoke/ Online)	15
Pumps and Motors	11
Refrigeration and Air Conditioning	7
Refrigeration and Air Conditioning Online	16
Retail Sales	130
<b>Total</b>	<b>400</b>

### Qualitative Sampling

In addition to the student survey, additional discussions were held with the different stakeholders of the ICICI Skill Academy project. These discussions included In-Depth Interviews (IDIs) and Key Informant Interviews (KIIs), which helped us understand the prevailing status of the Programmes and the various perspectives of the communities and students towards them. The details of stakeholders covered under the qualitative assessment for the Programme are provided below:

Secondary Stakeholder	Mode of Data Collection	No. of Interactions
<b>Recruiters</b>	In-Depth Interviews	<b>3</b>
Placement Coordinator	In-Depth Interviews	<b>2</b>
Parents	In-Depth Interviews	<b>3</b>
ICICI Academy & Centre Head	Key Informant Interviews	<b>2</b>
ICICI Foundation Team	Key Informant Interviews	<b>2</b>
<b>Total Interactions</b>		<b>12</b>



Chapter 3  
**Findings of the Impact  
Assessment Study**

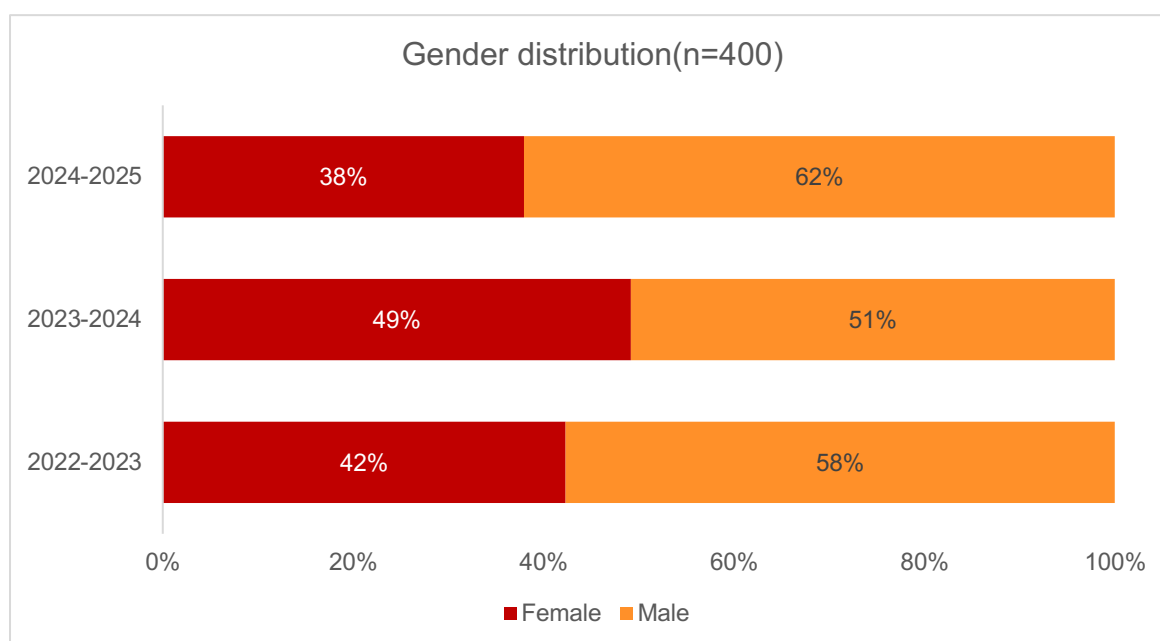
## Chapter 3: Findings of the Impact Assessment Study

A livelihood or income-generating activity is truly sustainable only when it can withstand stresses and shocks. An integrated, sustainable livelihood approach serves as a powerful tool for poverty reduction, anchored in environmental, economic, and social equity. Empowering individuals with the right skills is essential for fostering economic growth and inclusive development, ultimately driving entrepreneurship, socio-economic stability, and an improved quality of life.

The ICICI Academy for Skills project successfully streamlined the process of building sustainable livelihoods by providing industry-relevant training. This initiative has played a pivotal role in poverty alleviation while fostering a more equitable and resilient society. The following report section presents key findings and insights drawn from the impact assessment, adopting a 360-degree approach to data collection. These insights were derived using both quantitative and qualitative methods, engaging various programme stakeholders to ensure a comprehensive evaluation of its impact.

### Inclusiveness

#### Gender



The **gender distribution of beneficiaries** in the ICICI Academy for Skills programme shows a **male-majority participation** across all years, with **female representation fluctuating**. In **2022-2023**, females accounted for **42% of the total beneficiaries**, which **increased to 49% in 2023-2024**, indicating an effort toward gender inclusivity. However, in **2024-2025**, female participation **dropped to 38%**, showing a decline in enrolment compared to the previous year.

The overall trend suggests that while **women's participation in the programme has been significant**, **sustaining their engagement remains a challenge**. This could be influenced by **socio-economic factors**, **access to skilling opportunities**, or **job placement concerns**.



## Education Qualification

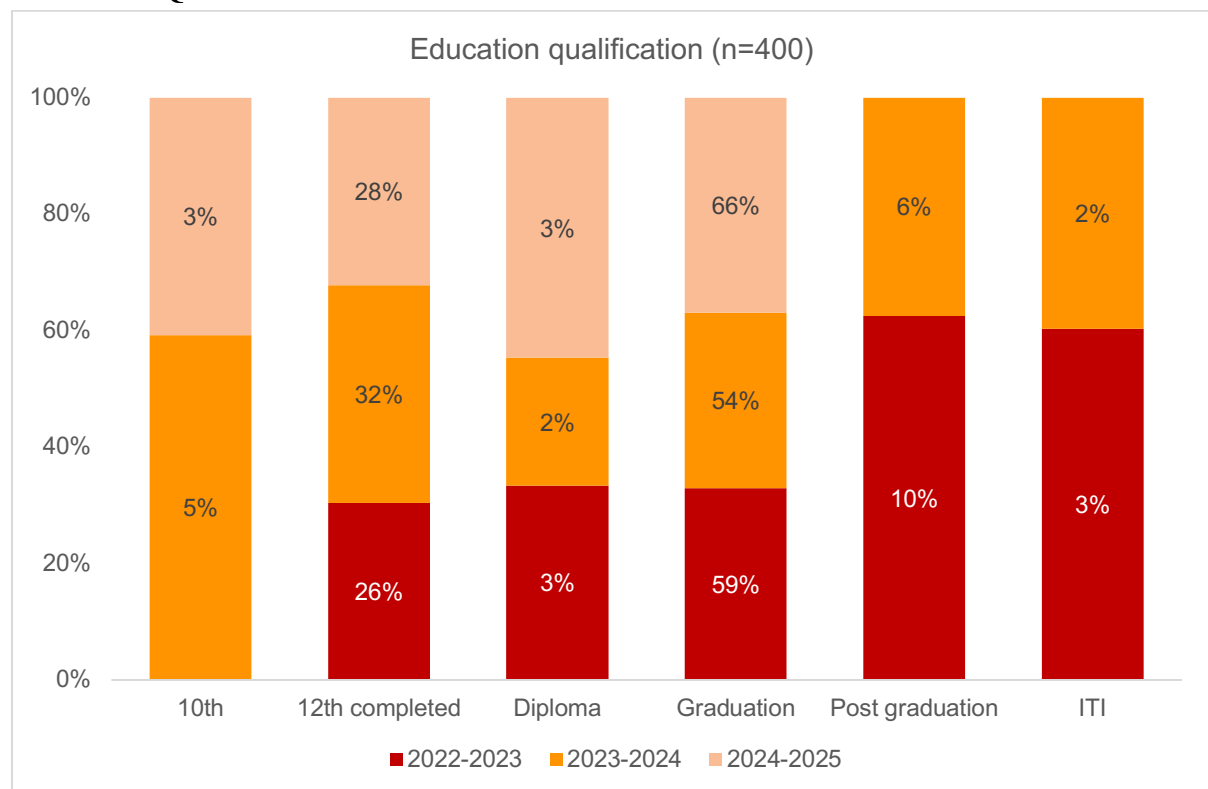


Figure 1 Educational qualification of beneficiaries

The education qualification distribution of beneficiaries over **2022-2025** reflects diverse educational backgrounds among participants in the **ICICI Academy for Skills** project. The data indicates that the majority of participants across years have at least a **graduation-level education**, with **66% in 2024-2025, 54% in 2023-2024, and 59% in 2022-2023**. The proportion of beneficiaries with **12th completion** also remains significant, while representation from **postgraduates, ITI, and diploma holders varies across years**.

These trends suggest that the project has been successful in attracting participants with higher education qualifications, potentially enhancing employability and career progression. The **focus on skill-based training** aligns with the broader goal of creating **sustainable livelihoods and fostering economic inclusion**. By equipping individuals with **industry-relevant skills**, the initiative contributes to **entrepreneurial growth, socio-economic sustainability, and improved quality of life**—key pillars in the fight against poverty and economic disparity.

## Beneficiary Age-group

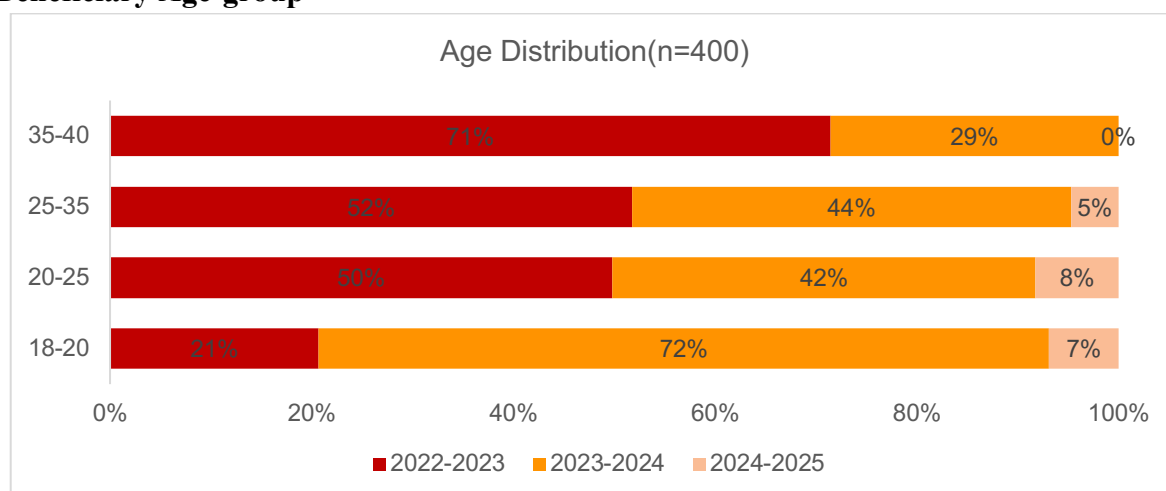


Figure 2 Age group of beneficiaries at the time of joining the course

The age distribution of beneficiaries highlights a shift towards younger participants in the **ICICI Academy for Skills** project. Initially, the majority of participants were in the **35-40 and 25-35 age groups**, but over time, there was a significant increase in the **18-20 age group**, indicating growing interest among younger individuals. In the most recent year, participation from older age groups declined, while representation in the **20-25 and 18-20 categories** became more prominent.

This trend suggests an evolving focus on early-career individuals who are likely seeking skill development opportunities to enhance employability at the start of their careers.

## Type of course

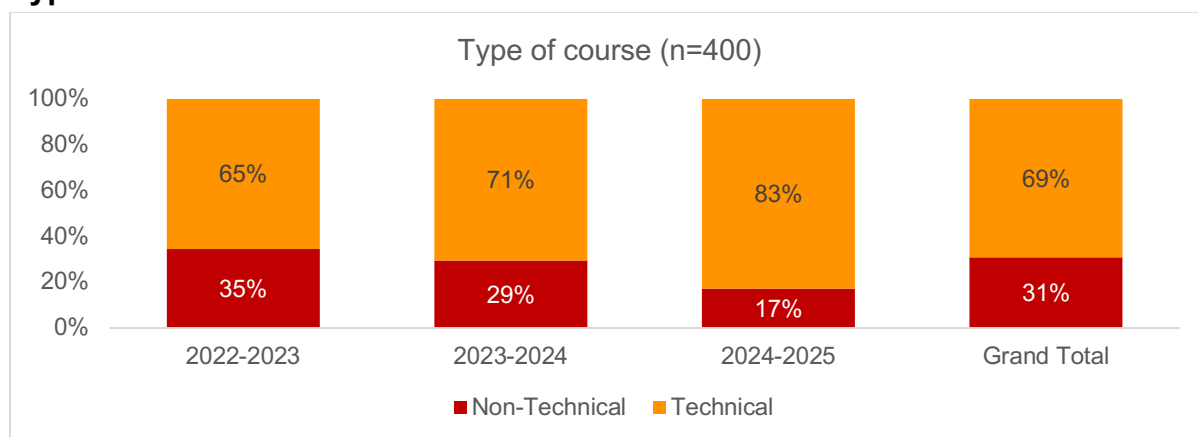


Figure 3 Type of course opted for by beneficiary.

The preference for **technical courses** among beneficiaries at the ICICI Academy for Skills has been **growing**, increasing from **65% in 2022-2023 to 83% in 2024-2025**. Meanwhile, the share of **non-technical courses** has **declined** from **35% to 17%** over the same period. This trend indicates a **shift towards technical skill development**, with more beneficiaries opting for technical training over time. The declining interest in non-technical courses suggests changing preferences among participants, possibly influenced by evolving job market demands.

### Geographical reach of the course

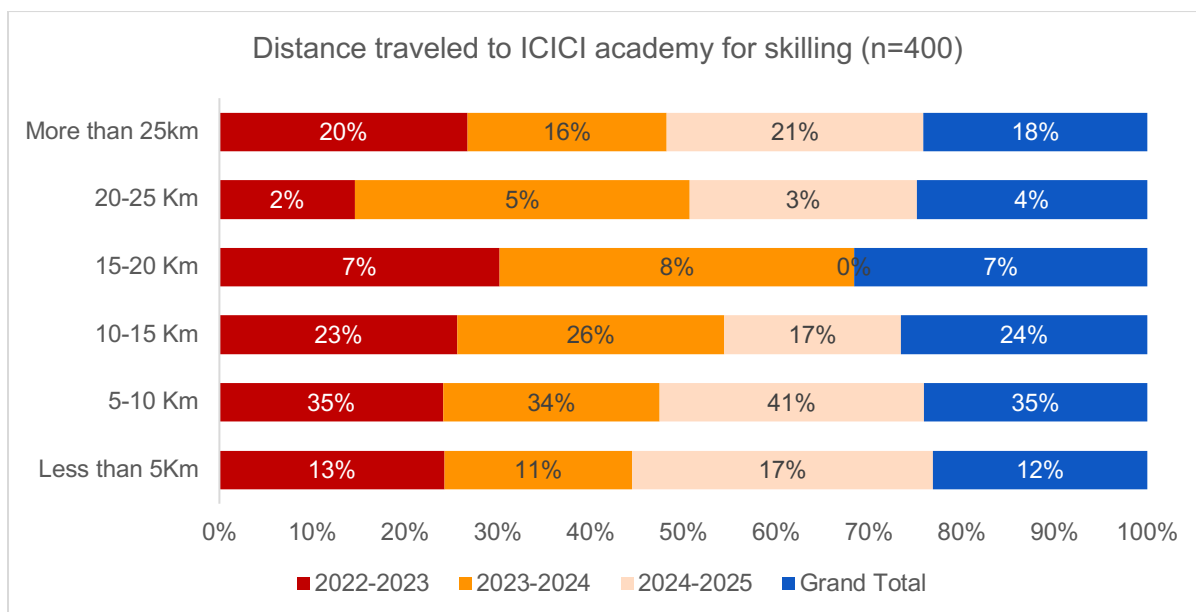
City	2022–2023	2023–2024	2024–2025	Grand Total
Bengaluru	3%	3%	3%	3%
Bhubaneswar	4%	-	-	2%
Chennai	3%	3%	3%	3%
Chhatrapati Sambhaji Nagar	4%	6%	7%	5%
Dehradun	8%	1%	-	4%
Dharashiv	3%	4%	-	3%
Durg	5%	6%	-	5%
Gorakhpur	7%	6%	-	6%
Guwahati	2%	5%	7%	4%
Hyderabad	5%	5%	7%	5%
Indore	-	10%	10%	5%
Jaipur	5%	5%	7%	5%
Jammu	3%	1%	7%	2%
Karnal	3%	3%	-	3%
Kolkata	9%	1%	17%	6%
Lucknow	2%	3%	-	2%
Mohali	3%	3%	7%	3%
Mumbai	5%	6%	-	5%
Mysore	2%	3%	-	3%
Nagpur	4%	6%	3%	5%
New Delhi	3%	-	-	1%
Patna	5%	6%	-	5%
Pune	5%	0%	-	2%
Ranchi	2%	3%	-	2%
Trichy	3%	-	-	2%
Vadodara	-	8%	21%	5%
Vijayawada	4%	4%	-	4%

Figure 4 Geographical coverage of beneficiaries

The geographical reach of beneficiaries interviewed under the ICICI Academy for Skills courses demonstrates a **broad and inclusive distribution** across multiple locations. Over the years, the academy has successfully ensured **widespread accessibility**, with participation growing across various cities.

The **consistent presence of multiple locations** highlights the academy's commitment to reaching diverse regions. The **increase in representation from newer locations** reflects the ongoing expansion efforts, providing more individuals with opportunities for skill development. This growth reinforces the academy's impact in equipping beneficiaries with relevant skills across different geographies.

### Distance travelled to ICICI academy.



*Figure 5 Distance travelled by beneficiary to academy.*

The distance travelled by beneficiaries to attend the ICICI Academy for Skills highlights their **commitment to skill development**. A significant portion of participants travel **more than 10 km**, with a notable share even covering distances beyond **25 km** to access training. This reflects the **strong demand for the academy's courses**, motivating individuals to invest time and effort in their learning journey.

While many beneficiaries reside within a **5-10 km radius**, the presence of long-distance travellers underscores the **academy's impact in attracting candidates beyond immediate localities**. The willingness to commute further indicates the **perceived value of the training programmes**, demonstrating their relevance and effectiveness in addressing skill development needs.

## Occupation before joining the course

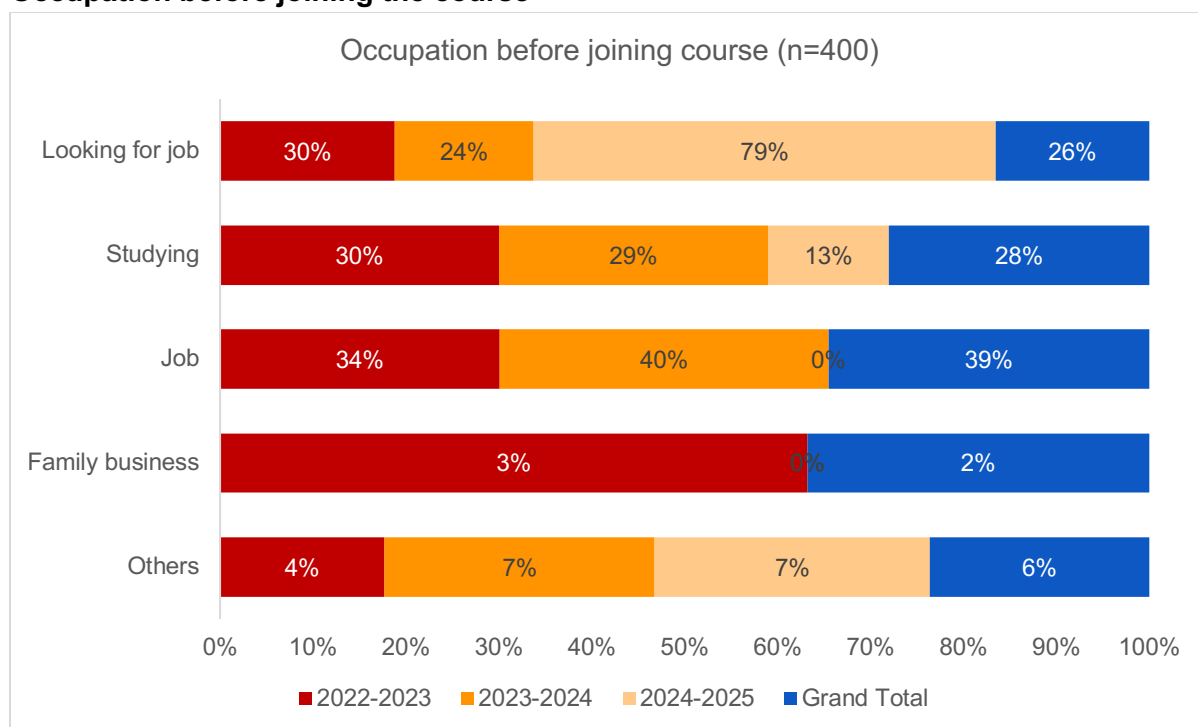


Figure 6 Beneficiary's occupation before joining the course

The occupation status of beneficiaries before joining the ICICI Academy for Skills highlights its role in bridging skill gaps for individuals from diverse backgrounds across different years. In **2022-2023**, a significant proportion of beneficiaries were either employed (**34%**) or actively seeking jobs (**30%**), indicating a mix of working professionals and job seekers aiming to enhance their skills. By **2023-2024**, the proportion of employed participants increased to **40%**, while those looking for jobs slightly declined to **24%**, showing a shift towards individuals seeking upskilling alongside their jobs. However, in **2024-2025**, there was a significant shift as **none of the participants reported being employed before joining the course**, suggesting a stark contrast from previous years. This may indicate that the academy is increasingly attracting individuals who are entirely transitioning into new career paths rather than those seeking upskilling while already employed.

The absence of employed individuals in **2024-2025**, coupled with the fact that **79% of participants were job seekers**, suggests a growing demand for skill training among those who are actively looking to enter the job market. Meanwhile, the percentage of students decreased to **13%**, reinforcing the trend of fewer fresh graduates and more individuals focusing on securing employment opportunities. The presence of participants from **family businesses and other occupations remains minimal**, reflecting the academy's continued appeal across various career backgrounds while increasingly becoming a platform for job seekers looking to gain employable skills. thus, actively catering to the group looking for specific technical skill sets required to enter job market.

## Core objective of joining the academy

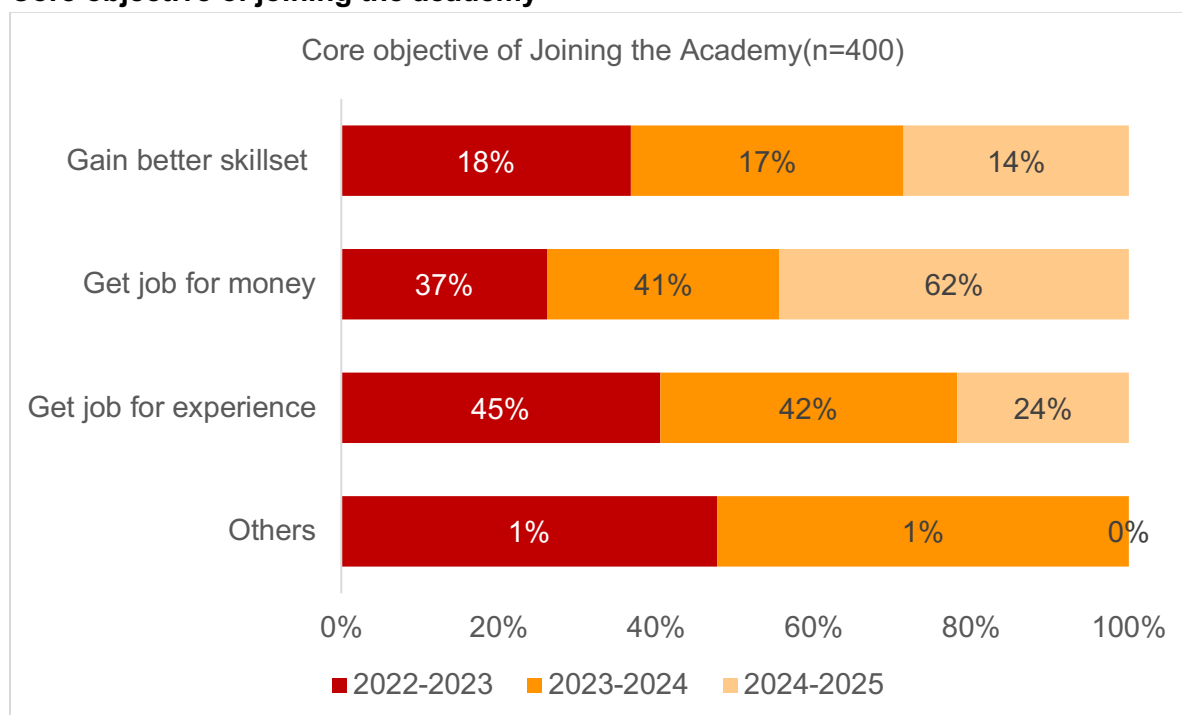


Figure 7 Beneficiary's core objective of joining the academy

The **core objectives of beneficiaries joining the ICICI Academy for Skills** highlight the evolving motivations of participants over the years. In **2022-2023**, the majority of participants (**45%**) aimed to **gain job experience**, while **37%** joined to **secure a job for financial reasons**. A smaller proportion (**18%**) enrolled to **enhance their skillset**, indicating that career entry and financial stability were the dominant drivers.

By **2023-2024**, the trend started shifting, with the share of those looking for jobs primarily for financial reasons increasing to **41%**, while those seeking job experience declined slightly to **42%**. The proportion of participants aiming to gain a better skill set remained relatively stable at **17%**, suggesting that while employability remained the key objective, upskilling also held importance for some.

In **2024-2025**, there was a **significant shift**, as **62% of participants enrolled with the primary objective of securing a job for financial reasons**, marking a substantial increase from previous years. Meanwhile, the percentage of participants looking for job experience dropped sharply to **24%**, reflecting a growing urgency to find employment rather than just gain exposure. The share of those seeking to **enhance their skillset declined to 14%**, indicating that while skill development remains a factor, the primary motivation for most beneficiaries is now **financial stability and immediate employment**.

The **decline in those prioritising job experience** and the simultaneous **increase in those seeking jobs for financial reasons** suggest that the academy is increasingly attracting individuals who are in urgent need of employment rather than those looking to build long-term careers. Additionally, the economic condition of the families of the beneficiaries gets financial support from the students by earning an additional income for the family. The minimal and declining presence of participants under "Others" further reinforces the academy's role as a direct pathway to employment rather than a general skill development platform.

## Current primary occupation

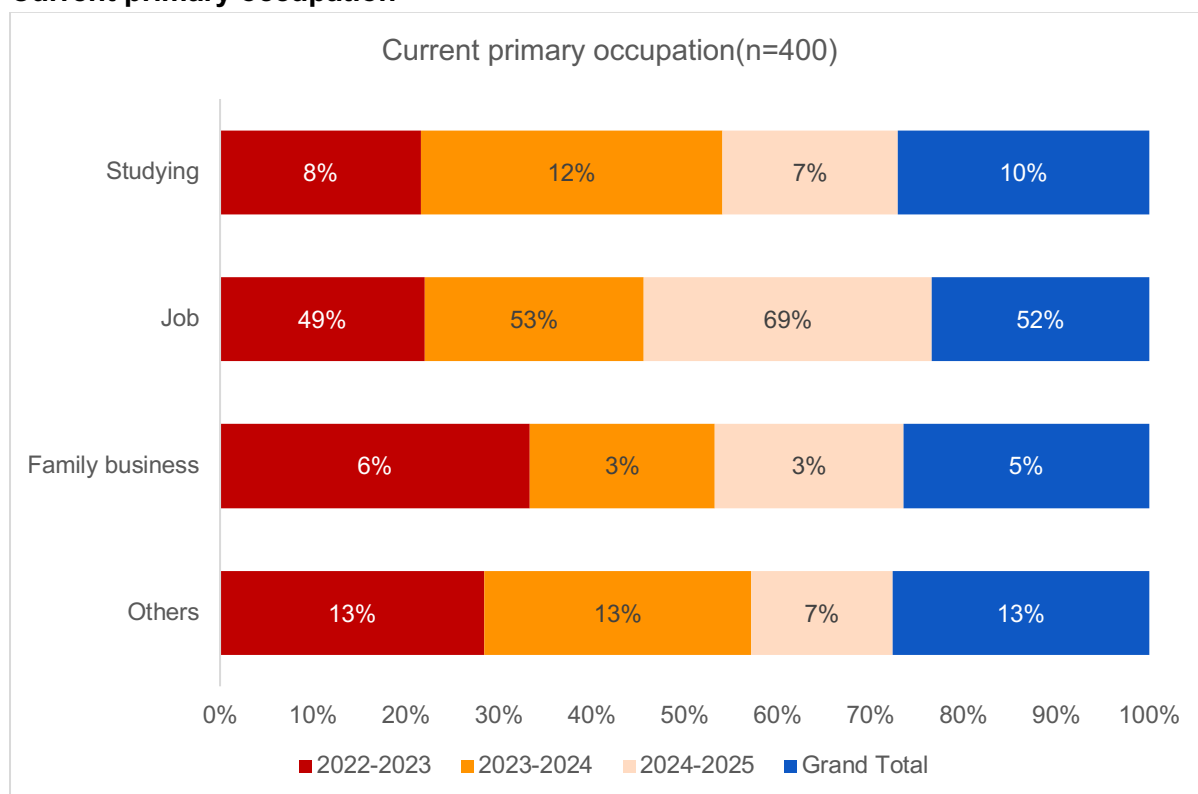


Figure 8 Current primary occupation of beneficiary

The primary occupation of beneficiaries after completing training at the ICICI Academy for Skills shows a **strong transition into employment**. In **2022-2023**, nearly **49% of beneficiaries secured jobs**, while **8% continued studying**, and a small percentage remained engaged in **family businesses (6%)** or other activities (13%). By **2023-2024**, the percentage of those employed rose to **53%**, while the share of students increased slightly to **12%**, indicating that some beneficiaries continued their education alongside skill development.

In **2024-2025**, the proportion of beneficiaries in **jobs increased significantly to 69%**, reflecting the growing success of the academy in supporting employment outcomes. Meanwhile, the percentage of **students declined to 7%**, suggesting that more participants were entering the workforce rather than pursuing further studies. The share of individuals engaged in **family businesses remained steady at 3%**, while those in the **'others' category reduced to 7%**, indicating a clearer career direction among graduates.

Overall, the trend highlights the **academy's effectiveness in improving employability**, with an increasing number of beneficiaries securing jobs after training. The steady decline in students and 'other' categories suggests that more participants are **successfully transitioning into the workforce**, reinforcing the academy's role in enhancing career prospects.



## Expectations

### Interviews by ICICI academy for skills.

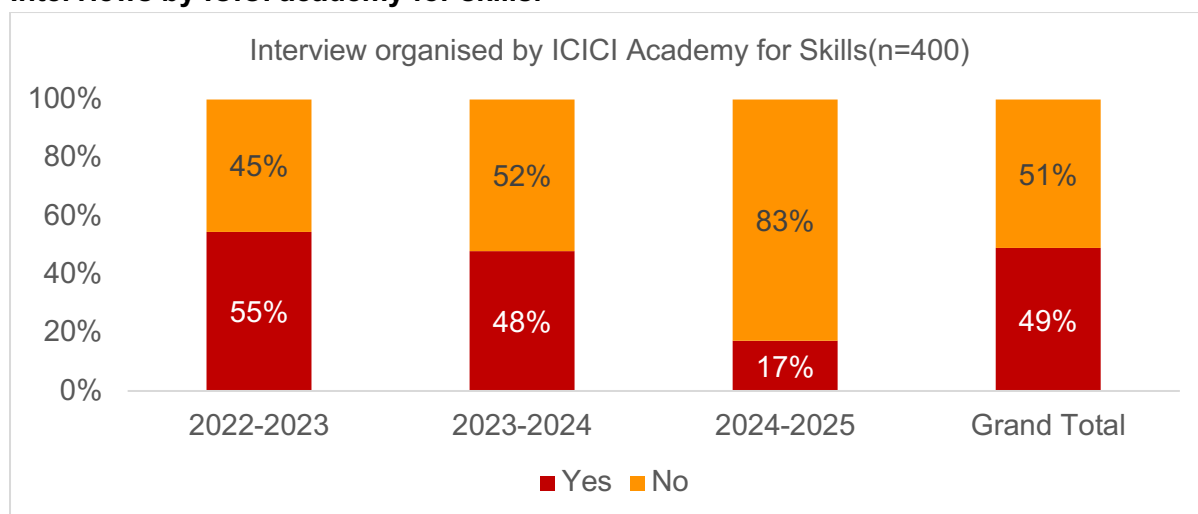


Figure 9 Interviews organised for the beneficiary.

The data on interviews organised by the ICICI Academy for Skills reveals a declining trend in interview facilitation over the years. In 2022–2023, **55%** of beneficiaries had interviews arranged, which slightly decreased to **48%** in 2023–2024. A significant drop occurred in 2024–2025, with only **17%** receiving interview opportunities, while **83%** did not. This sharp decline coincides with the **closure of the academies and a reduced number of training batches** during that year, which naturally limited the scale of placement activities.

The overall trend reflects a shift where fewer beneficiaries received direct interview facilitation through the academy. This may point to a growing reliance on **self-driven job searches**, **employer-led hiring**, or a **change in placement strategy** as the programme phased out. Despite these changes, the academy continued to contribute to **connecting beneficiaries to employment opportunities** during its final phase of operations.

### Year-wise count of interviews organised per beneficiary

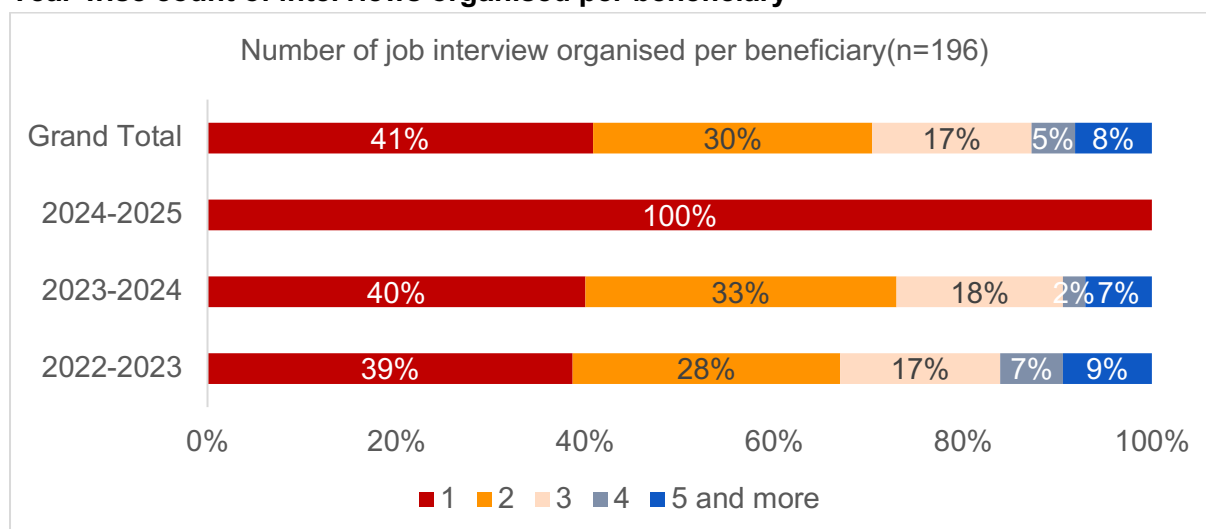


Figure 10 Total interviews conducted per beneficiary

The number of job interviews organised for beneficiaries at the ICICI Academy for Skills reflects efforts to **enhance employment opportunities**. In **2022-2023**, **39% of beneficiaries attended just one interview**, while **28% had two**, and a smaller percentage secured **three or more** interview opportunities. By **2023-2024**, the proportion of those with a **single interview increased to 40%**, while those receiving **multiple interviews slightly decreased**, with only **7% getting five or more opportunities**.

In **2024-2025**, all beneficiaries had only **one interview opportunity (100%)**, indicating a shift in the interview process. This suggests a **more focused placement approach**, where beneficiaries are being connected directly with suitable opportunities. Overall, while earlier years provided multiple interview opportunities for some beneficiaries, the trend in 2024-2025 shows a move towards a single interview process, potentially reflecting an evolving recruitment strategy.

### Beneficiaries appearing for interview

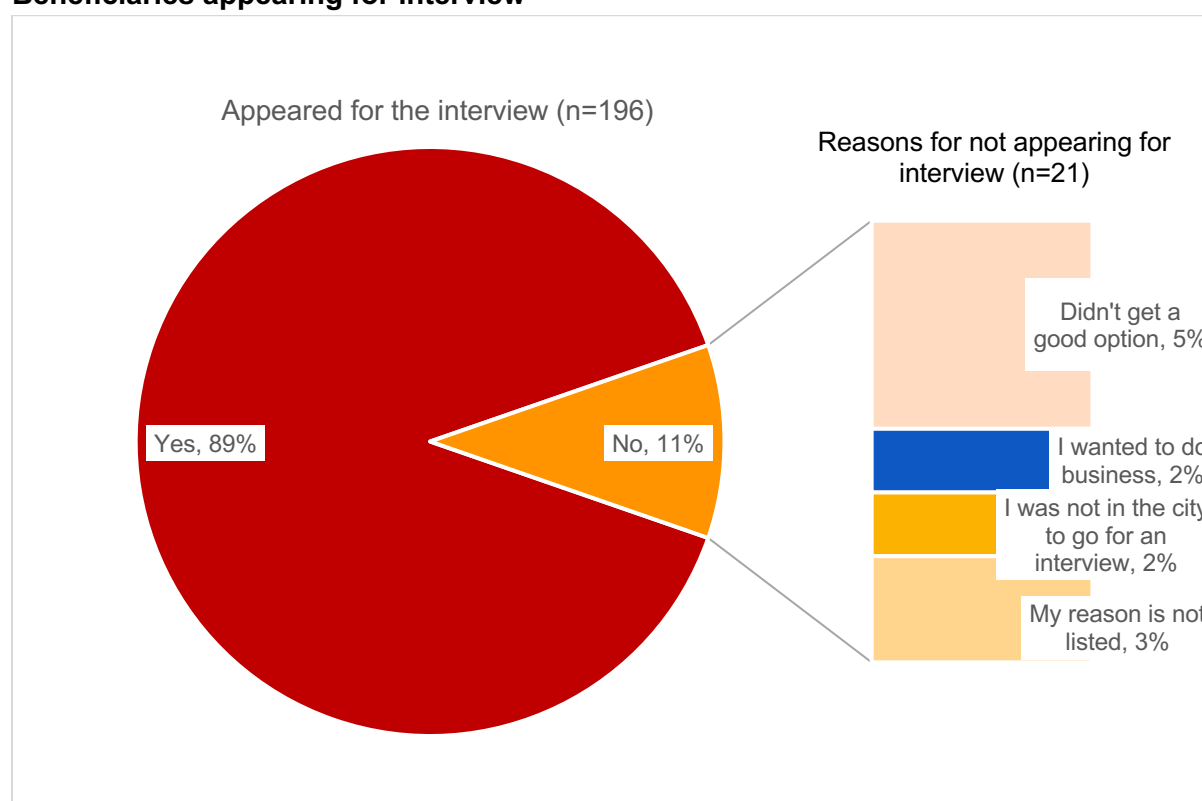


Figure 11 Beneficiaries appearing for interview and reasons for not appearing

Out of the 196 beneficiaries, **89% appeared for interviews**, reflecting a strong level of engagement with the job placement process facilitated by the ICICI Academy for Skills. Only **11% did not appear**, citing reasons such as **not finding a suitable option (5%)**, **preferring to start a business (2%)**, **being out of the city (2%)**, or **other personal reasons (3%)**.

When viewed alongside the decline in interviews organised, it becomes evident that although **fewer interviews were facilitated—particularly in 2024–2025 due to the phased closure of the academies and fewer batches being conducted**—the majority of beneficiaries who were given opportunities remained committed and actively participated in the process. This continued interest underscores the academy's effectiveness in preparing trainees for employment, even during its final phase of operations.

### Job secured through placement & Offer letter received

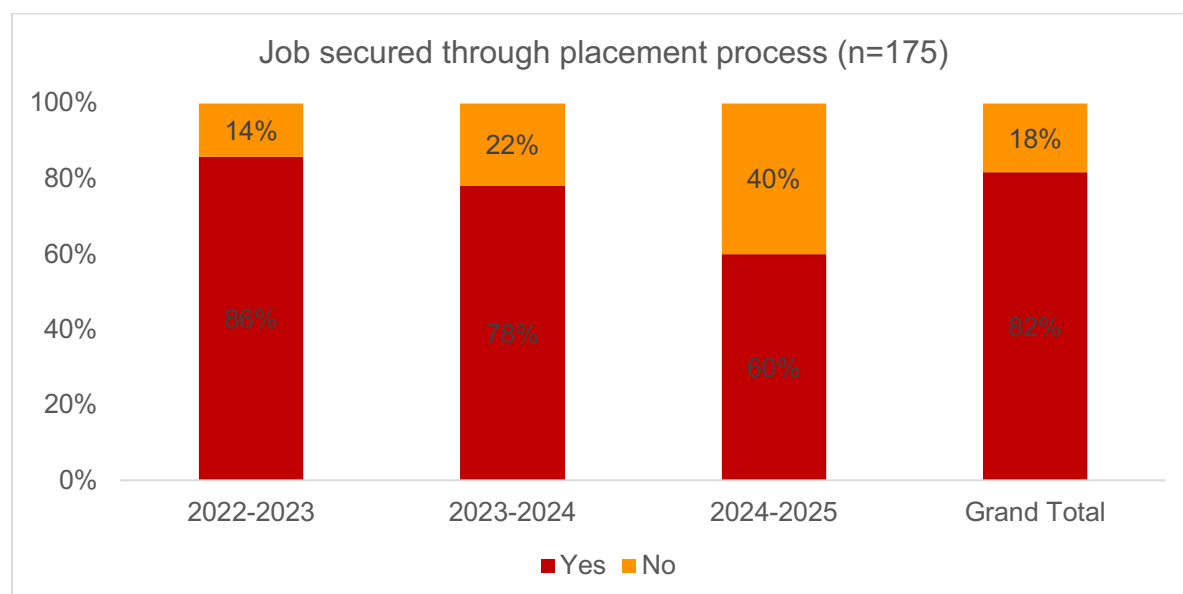


Figure 12 Beneficiaries securing jobs through placement

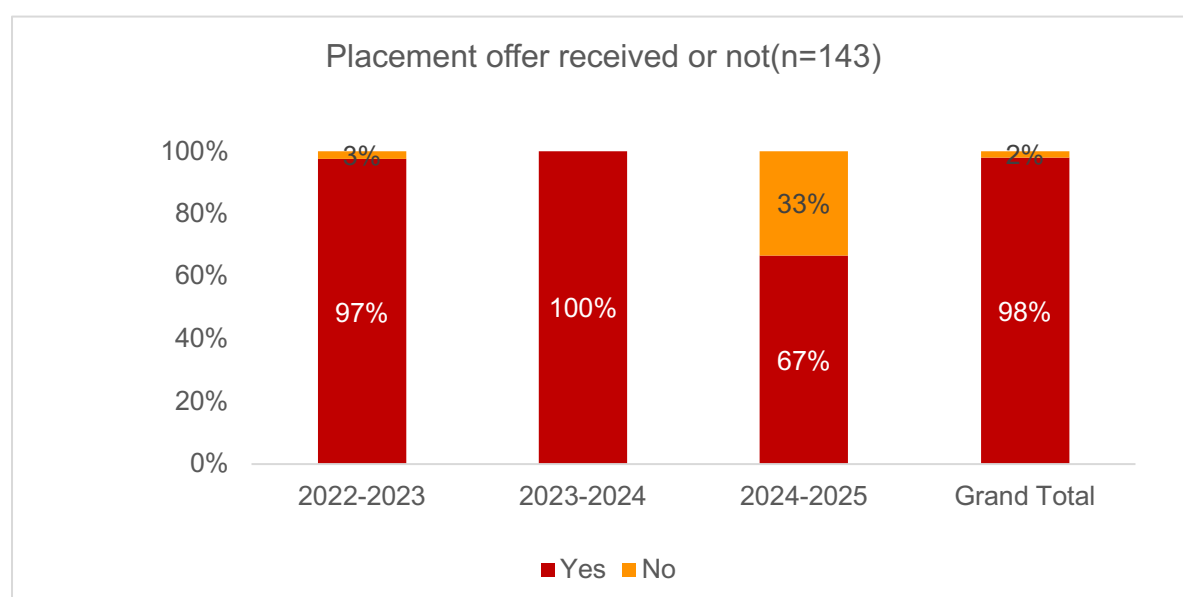


Figure 13 placement offers received post placement

As shown in the above graphs, the placement process at the **ICICI Academy for Skills** demonstrates a structured pathway from interviews to job offers. Out of the **400 surveyed beneficiaries**, **job interviews were conducted for 196 individuals**, and **175 attended these interviews**, with **82% securing jobs through the placement process**. However, the percentage of successful placements declined from **86% in 2022-2023** to **60% in 2024-2025**. From those who secured jobs, **143 beneficiaries received placement offers**, with consistently high placement rates in **2022-2023 (97%)** and **2023-2024 (100%)**, but a decline to **67% in 2024-2025**. This trend suggests that while the academy continues to facilitate

employment opportunities effectively, there has been a **gradual decrease in successful placements**, possibly due to changing job market conditions or shifting employer preferences.

### Current job status

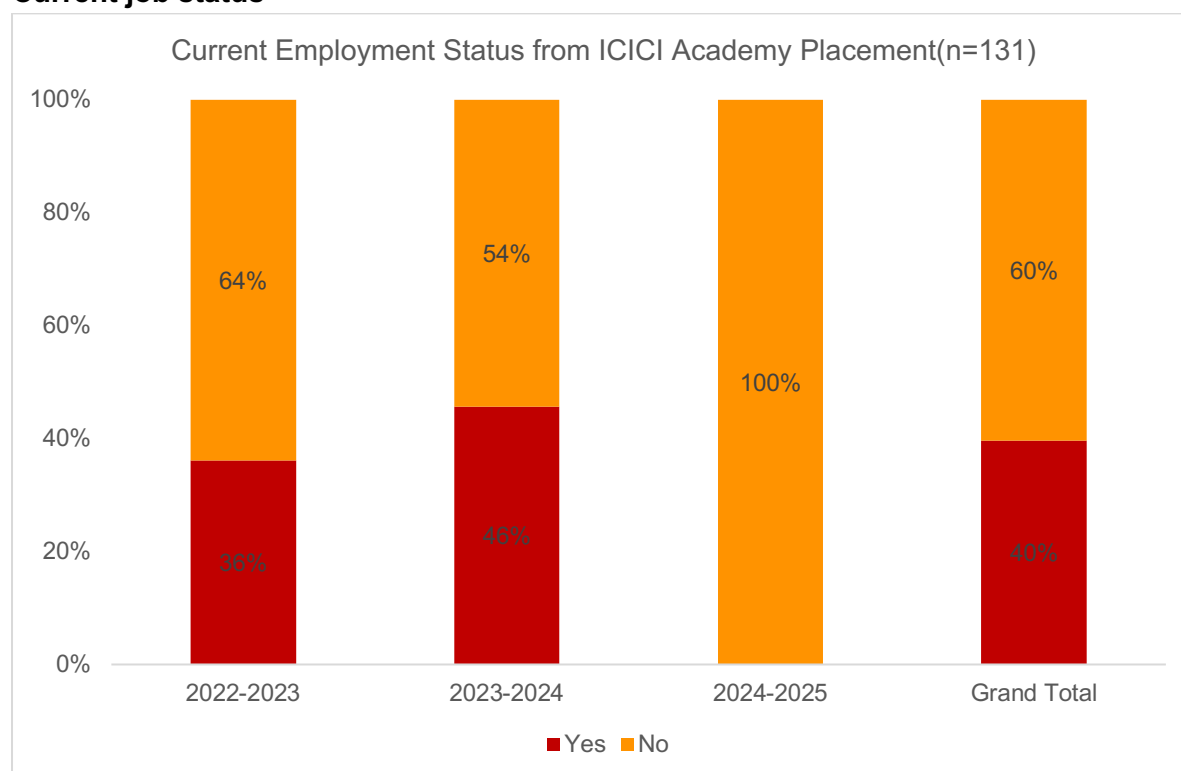


Figure 14 Beneficiaries retained to the job received

The current employment status of beneficiaries placed through the ICICI Academy for Skills shows fluctuations in job retention across the assessment period. In 2022–2023, only **36%** of beneficiaries continued in the jobs secured through placement, while **64%** had exited. This improved marginally in 2023–2024, with **46%** of beneficiaries remaining in their placement roles. However, in 2024–2025, **none of the beneficiaries were found to be still employed in the jobs they had originally received through the Academy.**

It is important to note that this does **not necessarily indicate that all beneficiaries were unemployed** in 2024–2025. Rather, it suggests that they were **no longer in the specific placement jobs facilitated by the Academy.** Some may have moved on to other employment opportunities or career paths.

Across all years, the **overall retention rate in Academy-facilitated jobs** stands at **40%**, implying that **60%** eventually left these roles. These trends point to challenges related to **job-role fit, salary levels, workplace satisfaction, or career progression opportunities.** To improve long-term retention, future interventions could focus on **career guidance, job matching, and post-placement support** to help beneficiaries navigate their employment journey more effectively.

## Reason for leaving the job

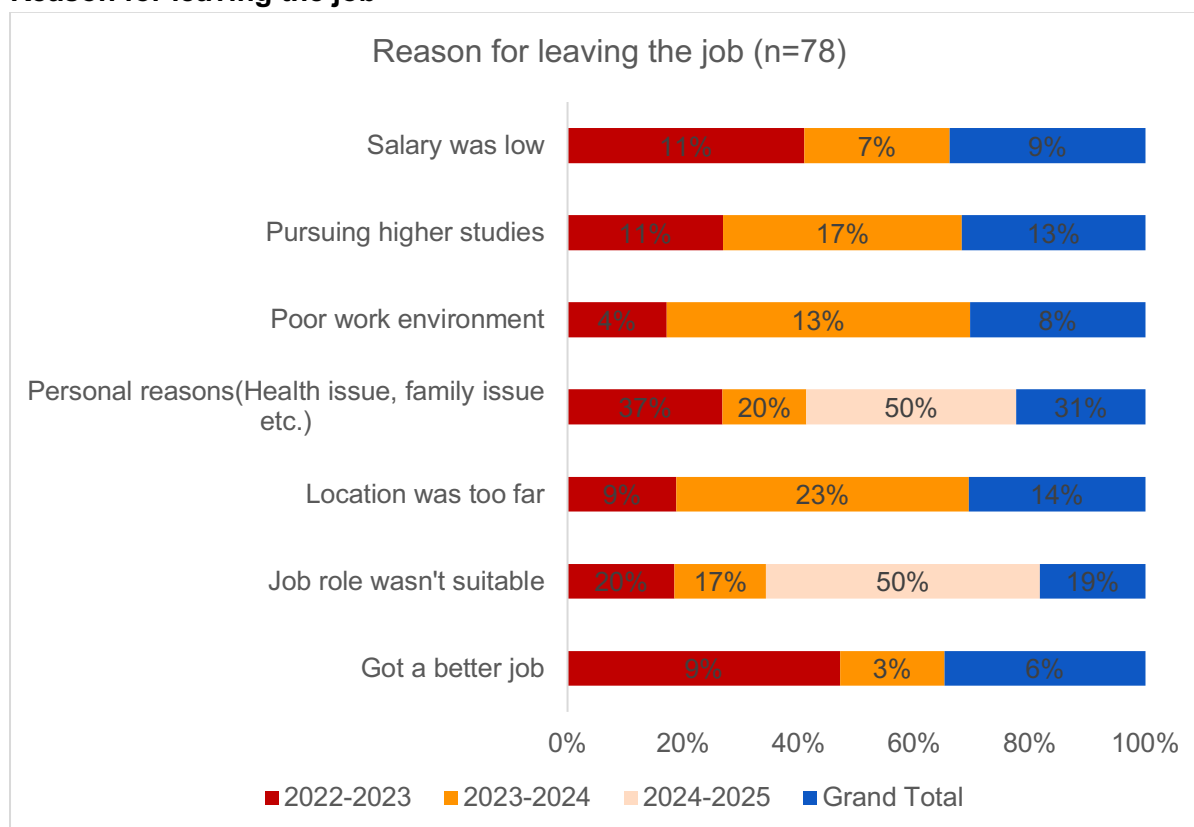


Figure 15 Reason for opting out of the job

Until now, **78 of the total surveyed beneficiaries have left their jobs** out of the **131 who started working through placements facilitated by the ICICI Academy for Skills**. The primary reason for leaving was **personal circumstances**, such as **health or family issues**, which accounted for **50% of exits in 2024-2025 and 31% overall**. As one beneficiary shared, *"While the job was good, family commitments required me to step away temporarily."*

Another **significant factor was job-role mismatch**, rising from **20% in 2022-2023 to 50% in 2024-2025**, suggesting that some beneficiaries **struggled with job expectations or found the role different from their initial understanding**. This highlights a potential need for **better job role alignment during placements**.

**Long commuting distances** also contributed to exits, affecting **23% of beneficiaries in 2023-2024 and 14% overall**, reflecting the importance of **job location in retention rates**.

A **small but notable percentage (6%) moved on to better job opportunities**, showing that some beneficiaries were able to **leverage their first job to advance in their careers**. These trends indicate that while the academy effectively facilitates employment, **factors like job suitability, personal responsibilities, and location significantly impact long-term retention**.

Overall, the academy excels in **teaching quality, course structure, and hands-on training**, while **placement-related services, including job quality and after-placement support, remain areas for continuous improvement**.

## Beneficiary's perspective on value of the ICICI certificate

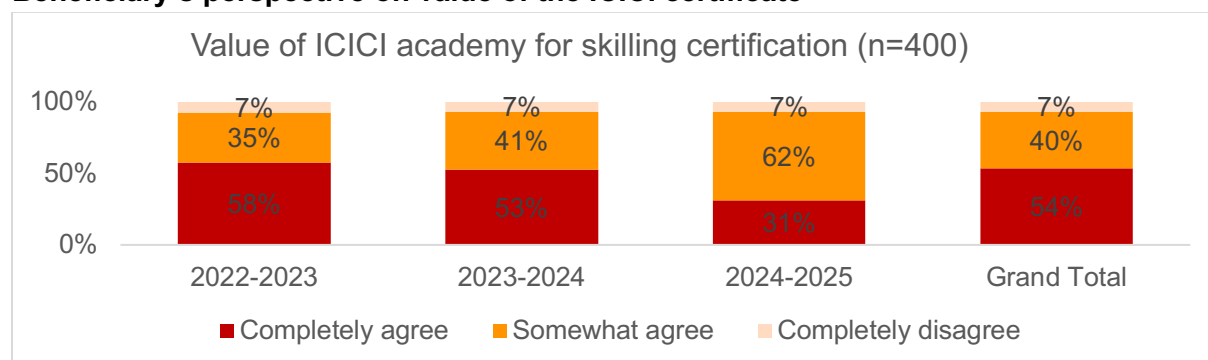


Figure 16 Beneficiary's perception on value of ICICI certificate in market

The perception of the **value of ICICI Academy for Skilling certification** remains **strongly positive** over the years. In **2022-2023**, **58% completely agreed** on its value, while **35% somewhat agreed**, and only **7% disagreed**. By **2023-2024**, confidence remained high, with **53% completely agreeing** and **41% somewhat agreeing**.

In **2024-2025**, the share of those who **somewhat agreed increased to 62%**, while **31% completely agreed**, reflecting a shift in perception. The proportion of those who disagreed remained consistently low at **7%**, indicating **widespread approval** of the certification's relevance. Overall, the data highlights **consistent trust in the certification**, with a growing share of beneficiaries acknowledging its value for skill development and career growth.

## Pre and post-income generation

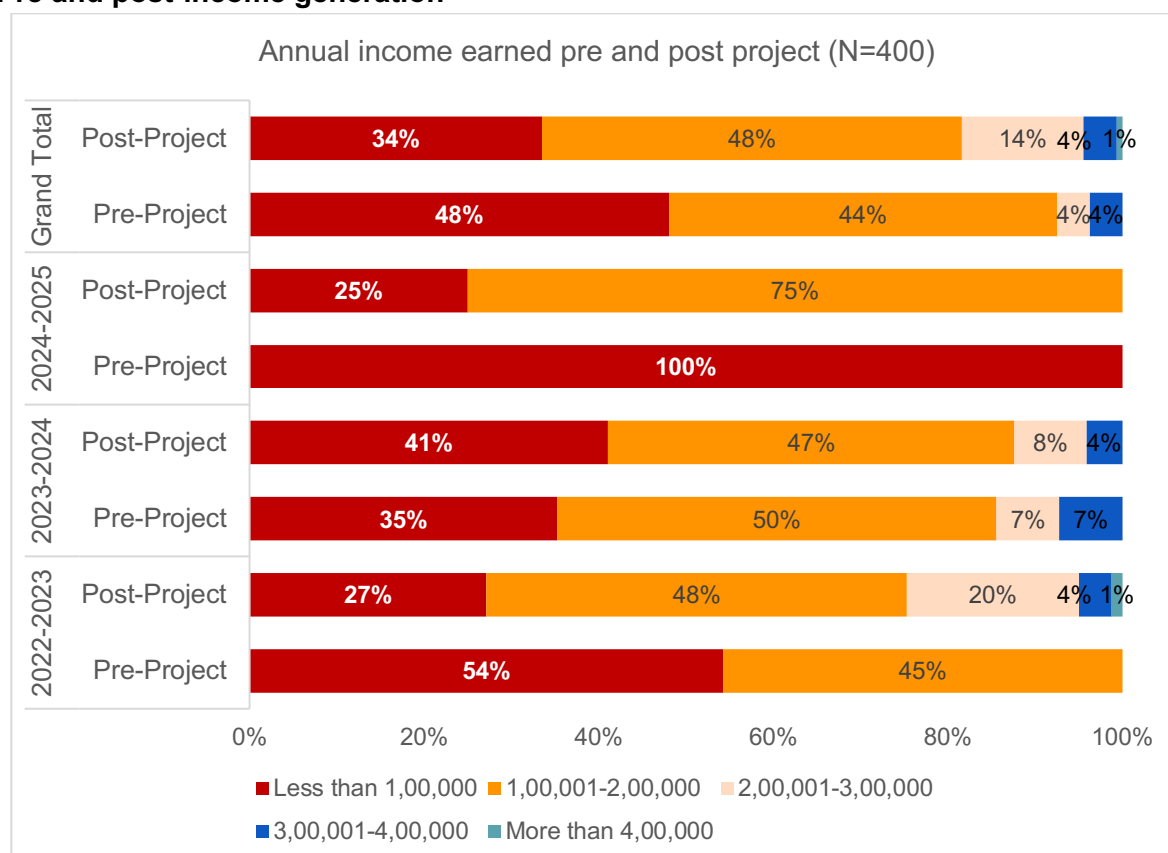


Figure 17 Annual income earned pre and post-joining academy

The **annual income earned pre- and post-project** highlights a **notable improvement in beneficiaries' earnings** after completing training at the ICICI Academy for Skills.

In **2022-2023**, before training, **54% of beneficiaries earned less than ₹1,00,000 annually**, which was reduced to **27% post-training**, with a rise in those earning **₹2,00,000 or more**. A similar trend was observed in **2023-2024**, where the proportion of those earning **less than ₹1,00,000 dropped from 35% to 41% post-training**, and higher income brackets saw an increase.

By **2024-2025**, a significant **shift in income levels** was seen, with **100% of pre-project beneficiaries earning below ₹1,00,000**, but post-project, **only 25% remained in this category**, while **75% moved up to the ₹1,00,001-₹2,00,000 bracket**.

Overall, the data reflects a **consistent positive impact of the academy's training programmes**, helping beneficiaries **increase their earning potential** and transition into higher income brackets, reinforcing its role in enhancing employability and financial stability.

### Spending of additional income by beneficiaries

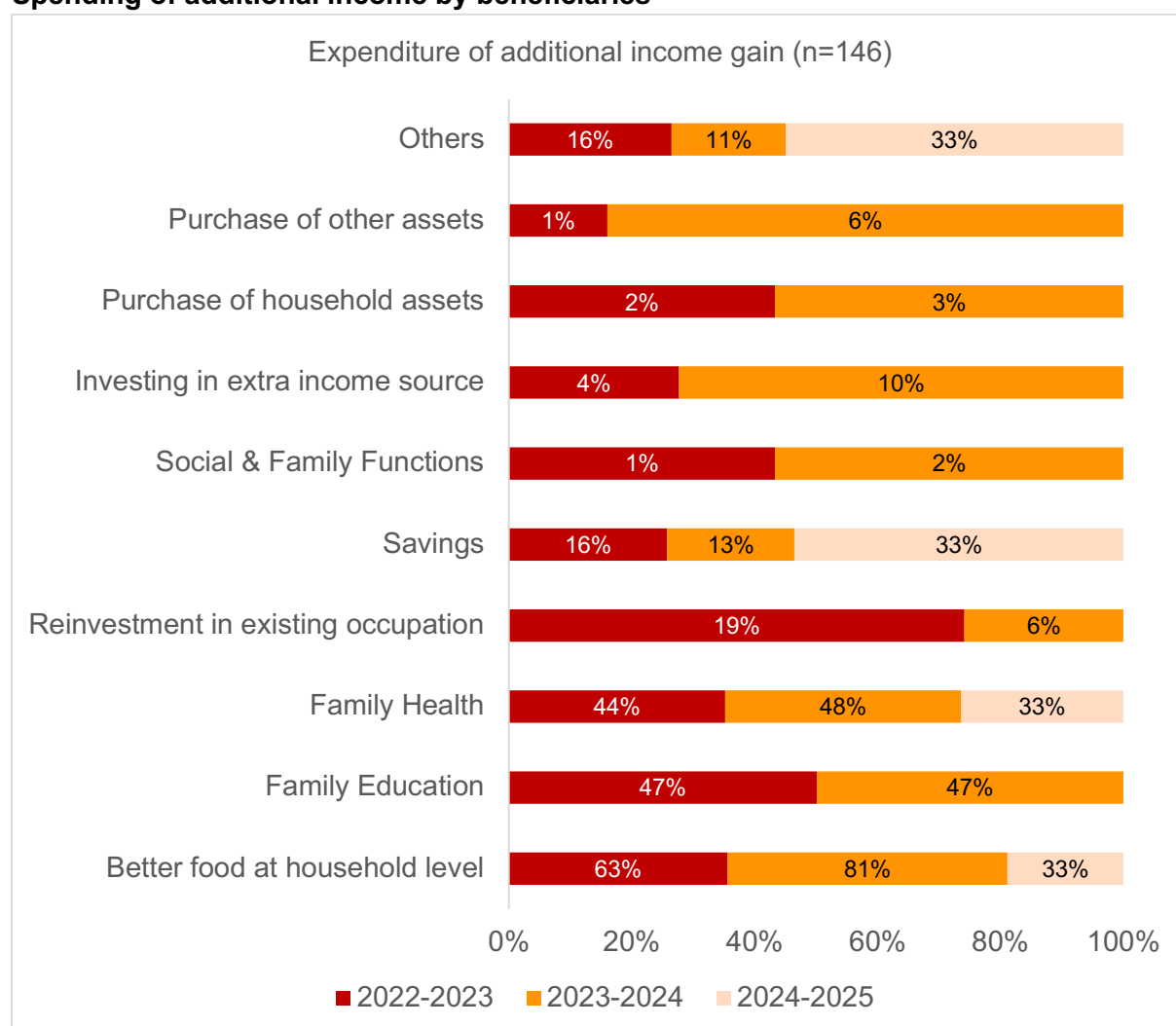


Figure 18 Major expenditure made by beneficiary from additional income

The **expenditure of additional income** by beneficiaries who **secured jobs through the ICICI Academy for Skills** shows a **strong focus on household well-being**. Key priorities include **better food, family education, and healthcare**, reflecting efforts to improve living standards.

Spending on **better food peaked at 81% in 2023-2024 before dropping to 33% in 2024-2025**, while **family education remained steady at 47% across all years**. **Family health**



spending declined from 48% to 33%, and savings increased from 16% to 33%, showing a shift towards financial security.

Investments in income-generating activities remain low, suggesting beneficiaries prioritise household necessities over business expansion. Overall, the trends indicate a balance between immediate needs and long-term financial planning.

### Overall Impact from project

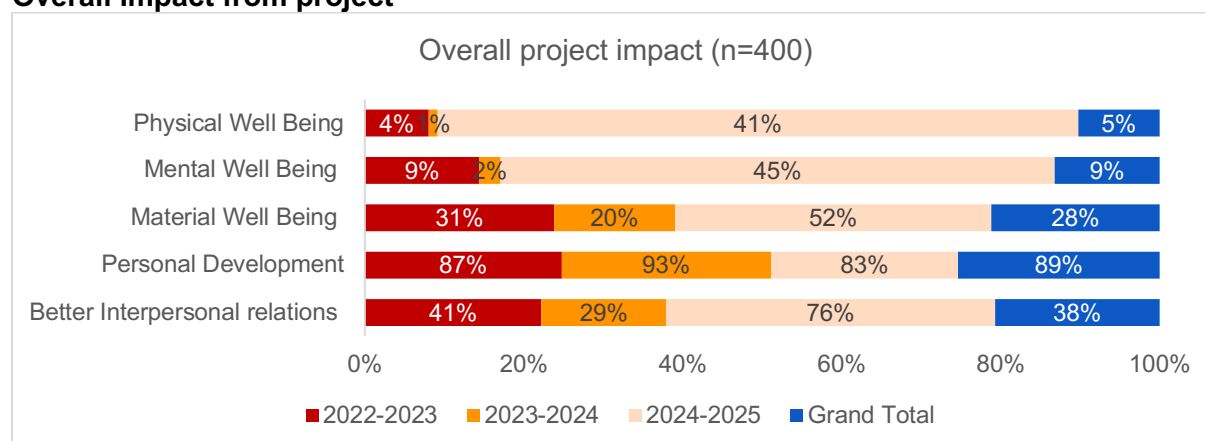


Figure 19 Overall impact seen in beneficiary's life

The overall project impact of the ICICI Academy for Skills highlights significant improvements in personal, financial, and social well-being among beneficiaries. The strongest impact is seen in personal development, rising from 87% in 2022-2023 to 93% in 2023-2024, with an overall 89% rating, reflecting how the academy has helped beneficiaries gain confidence, refine their skills, and become more career-ready. As also mentioned by a beneficiary, "Before joining, I lacked direction in my career, but the training not only helped me secure a job but also improved my ability to communicate and work effectively in a team."

Material well-being also showed substantial growth, increasing from 31% in 2022-2023 to 52% in 2024-2025, indicating that beneficiaries are now experiencing better financial stability. Many beneficiaries, especially those who were previously unemployed, have been able to support their families and even contribute to household expenses, reinforcing the programme's impact on economic upliftment.

Interpersonal relations improved significantly (76% in 2024-2025), suggesting that the academy's focus on soft skills and teamwork has enhanced beneficiaries' ability to collaborate in the workplace. A beneficiary shared, "I used to struggle with communication, but now I can confidently interact with colleagues and customers, which has helped me perform better in my job."

Additionally, mental and physical well-being also saw positive shifts, with mental well-being reaching 45% and physical well-being improving to 41%, suggesting a more holistic impact of the training programme. This could be linked to the sense of purpose, job security, and career direction gained post-training, leading to reduced stress and improved overall well-being.

Overall, the data confirms that **the academy is not just providing skill development but also fostering confidence, financial independence, and social growth, creating a lasting impact on beneficiaries' lives.**

### Beneficiary suggestions for future course components

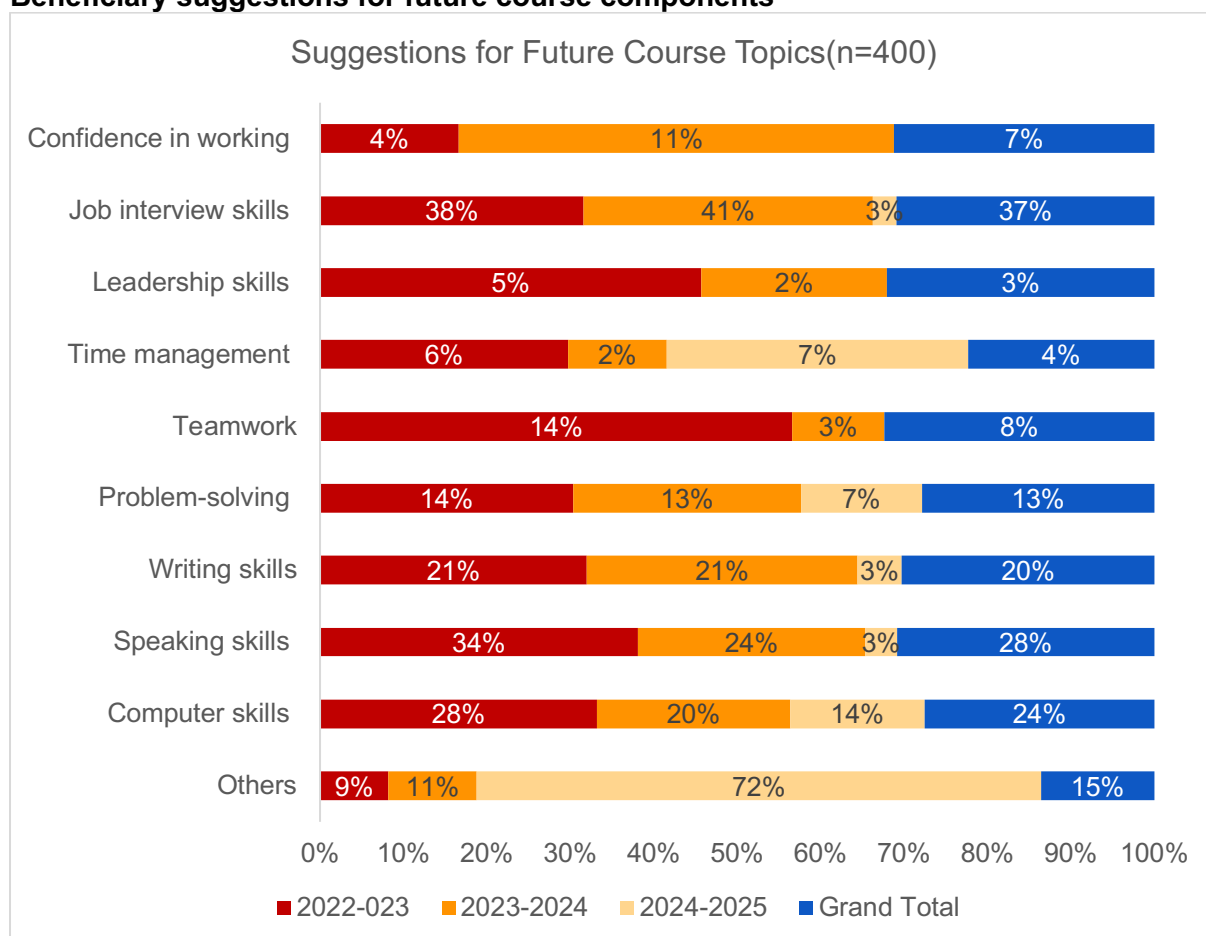


Figure 20 Beneficiary's suggestion for additional course components

The **suggestions for future course topics** highlight a strong demand for **job interview skills (37%)**, **speaking skills (28%)**, **computer skills (24%)**, and **writing skills (20%)**, reflecting the need for **better communication and digital literacy**.

**Computer skills remained a priority**, while **confidence in working, teamwork, and time management** were also suggested for **workplace adaptability**. **Problem-solving and leadership skills have gained recognition**, indicating a shift towards **critical thinking and management abilities**.

The **'Others' category** saw a significant rise in 2024–2025, accounting for **72%** of beneficiary responses. Beneficiaries in this group reported enrolling in courses such as **stitching, banking, digital literacy, digital marketing, and social media marketing**, highlighting a growing demand for **customised and diversified training modules**. Across the board, beneficiaries consistently emphasised the importance of **communication skills, digital proficiency, and job readiness**, alongside a rising interest in **problem-solving and leadership development** as key enablers of career growth.

## Rating of the course

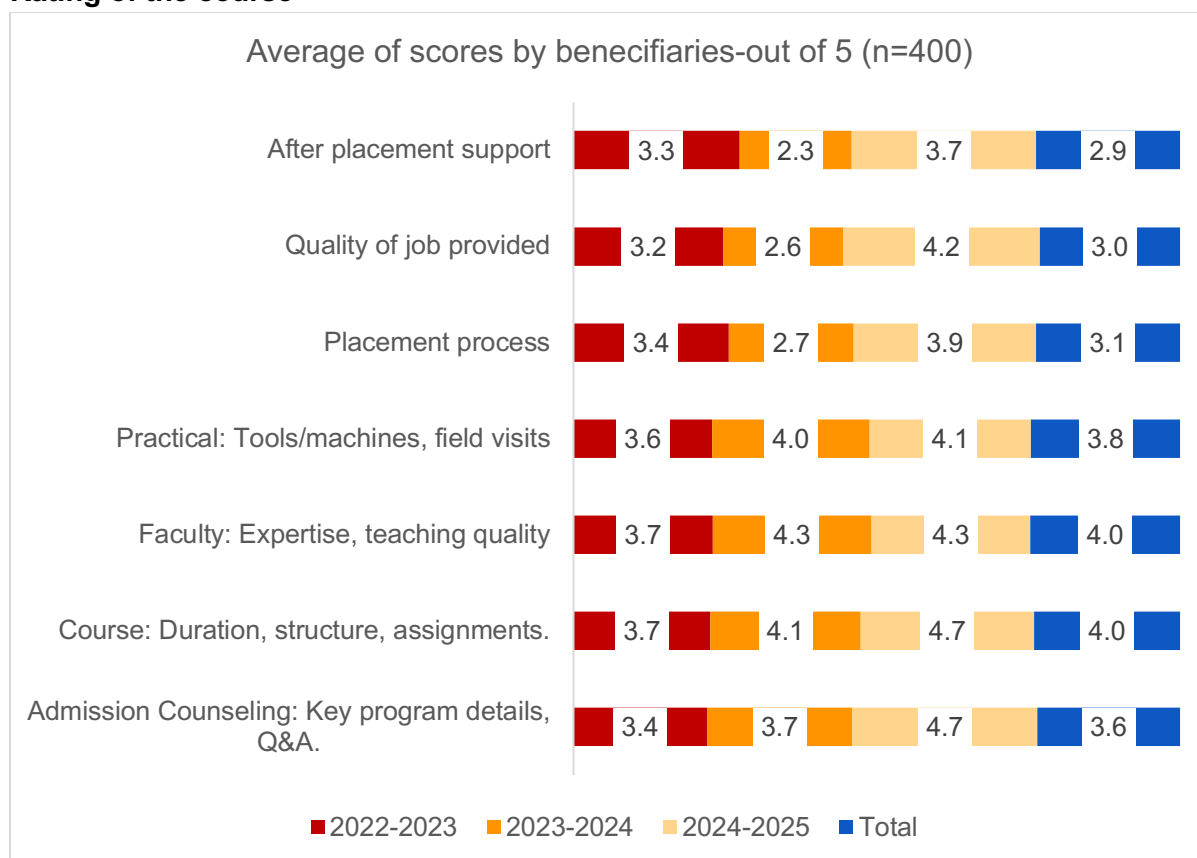


Figure 21 Rating of the course components

The **average scores given by beneficiaries** reflect their satisfaction with various aspects of the **ICICI Academy for Skills** over the years. **Practical training, faculty expertise, and course structure consistently received high ratings**, with scores improving significantly. **Practical learning increased from 3.6 in 2022-2023 to 4.1 in 2024-2025**, while **faculty expertise and course structure remained strong at 4.3 and 4.7 in 2024-2025**, indicating a well-structured and effective learning experience.

**Admission counselling also saw notable improvement**, rising from **3.4 in 2022-2023 to 4.7 in 2024-2025**, reflecting better communication and guidance provided to beneficiaries.

However, **placement-related aspects showed fluctuations**, with **after-placement support and the quality of jobs provided receiving lower ratings, particularly in 2023-2024 (2.3 and 2.6, respectively)**. Though these areas **improved in 2024-2025**, with scores rising to **3.7 and 4.2**, they still lag behind other parameters, suggesting a need for further strengthening of job support services.

## Overall beneficiary rating

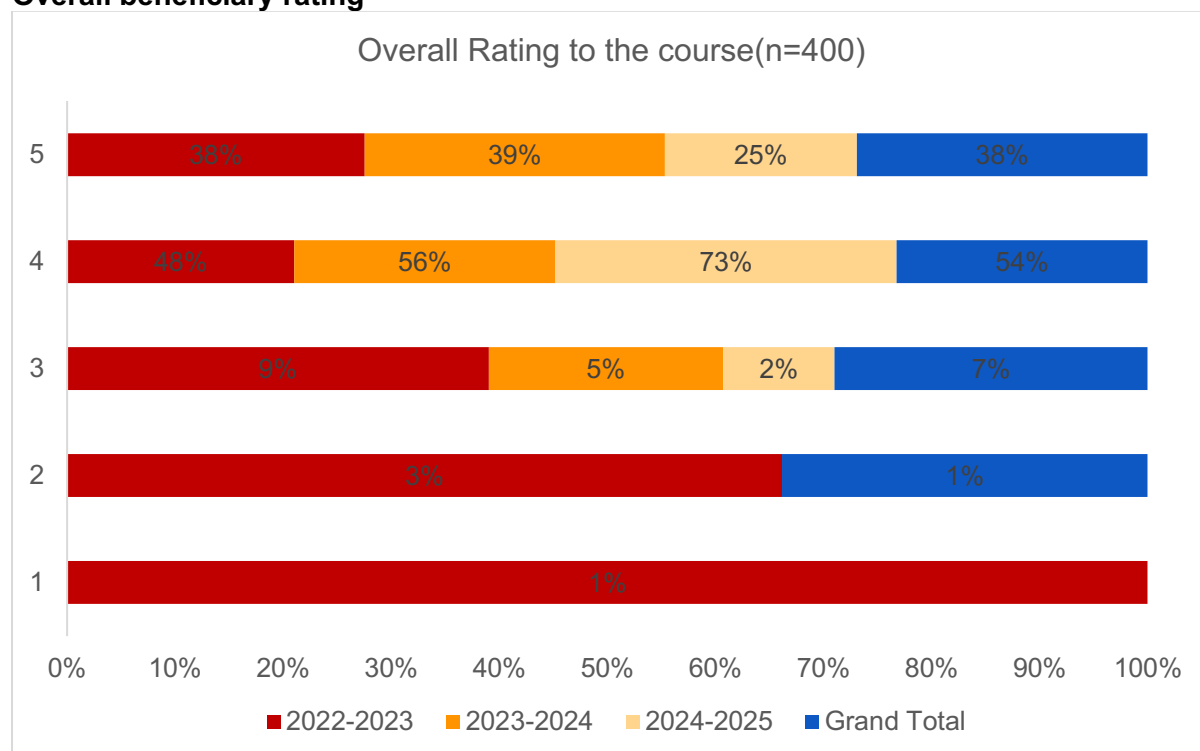


Figure 22 Overall beneficiary rating of the course

The **overall rating for the course** reflects a **high level of satisfaction** among beneficiaries, with most rating it **4 or 5 out of 5**. **5-star ratings remained consistent at 38%**, while **4-star ratings increased from 48% in 2022-2023 to 73% in 2024-2025**, showing a **growing appreciation for the programme's quality**.

However, while the course content and teaching were highly rated, many beneficiaries **expressed concerns about placements**. As one beneficiary shared, *"The training was excellent, and I felt much more knowledgeable, but the placement support did not meet expectations."* Another mentioned, *"I gained confidence and skills, but the job opportunities provided were limited."*

The decline in **3-star ratings (from 9% to 2%)** suggests that more students found the course **either excellent or very good rather than average**, but the **lack of strong placement support may have prevented even higher ratings**.

Overall, while the **academy excels in training and skill development**, there is a **clear need to strengthen job placement efforts** to match the high standards set by the courses.

## Impact Ranking

The study findings indicate that the program has had a positive impact on the beneficiary groups. However, there is room for improvement, particularly in facilitating access to better-salaried jobs for students, which would enhance the project's overall effectiveness. Additionally, further efforts are needed to ensure the program's long-term sustainability, fostering a lasting impact within the communities.

To achieve sustainability, the program could incorporate measures that promote beneficiary self-sufficiency and encourage community involvement. Engaging local stakeholders in maintaining and advancing the program can help identify areas for improvement and ensure its continued success.

Parameter	Description	Rating out of 5		
		2022-23	2023-24	2024-25
<b>Inclusivess</b>	Gender, education, annual HH income before project	3.70	3.95	4.00
<b>Relevance</b>	Occupation before joining academy, objective of joining academy	4.1	4	5
<b>Expectation</b>	Interviews organised, income post project, value of certificate in market	2.45	2.55	2.25
<b>Service Delivery</b>	Quality of Support/Training Aspects	3.32	3.29	3.96

**Moderate - Upto 3  
(Out of 5)**

**High - 3.1- 4  
(Out of 5)**

**Very High - 4.1  
- 5 (Out of 5)**

## Brand Equity

### Overview

Brand equity represents the value a company derives from its products or services due to name recognition. It reflects the perceived worth of a brand, often seen in the premium customers are willing to pay for well-known products or services. Strong brand equity fosters customer loyalty, enhances brand awareness, and drives higher profitability.

To strengthen brand equity and reputation, organisations must prioritise reliability, efficiency, memorability, and high-quality service. These elements shape positive brand associations, significantly influencing overall brand value. Closely linked to brand equity, brand reputation reflects public perception, shaped by a company's actions, messaging, and customer experiences.

### Beneficiary perception towards ICICI foundation/ICICI group

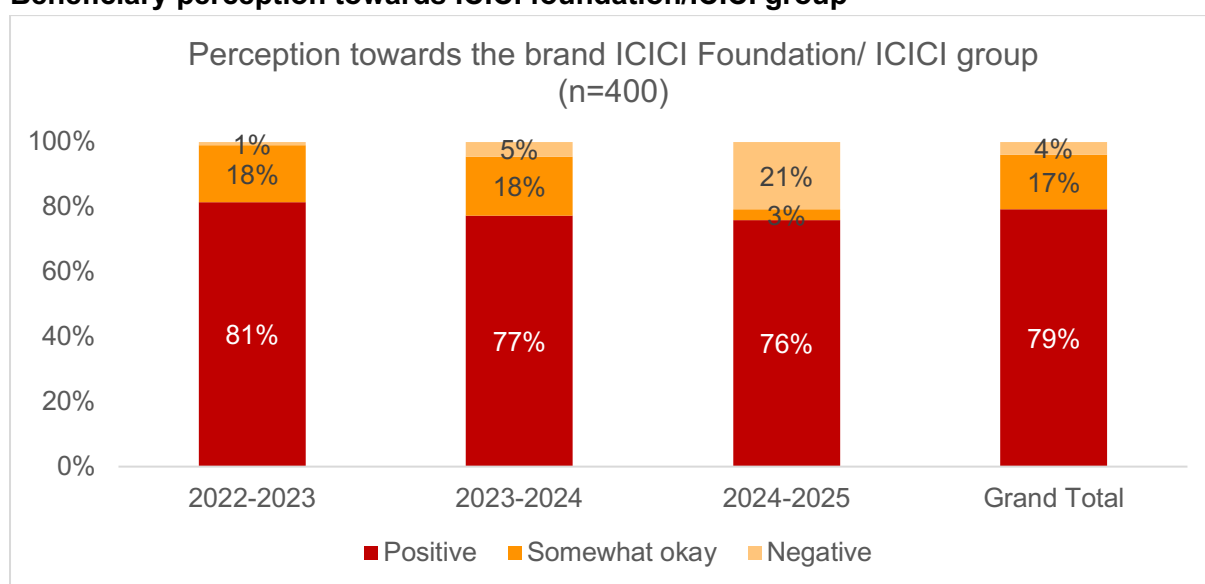


Figure 23 Beneficiary perception towards ICICI foundation/ICICI group

The **perception towards the ICICI Foundation / ICICI Group** has experienced variations over the years. In **2022-2023, 50% of beneficiaries viewed the brand positively**, but this **declined to 39% in 2023-2024**, indicating a phase of uncertainty or mixed experiences. However, in **2024-2025, positive perception significantly increased to 69%**, reflecting **renewed trust and recognition of the foundation's efforts**.

The **'Maybe' category peaked at 46% in 2023-2024**, suggesting uncertainty among beneficiaries, possibly influenced by **concerns regarding placements or programme outcomes**. By **2024-2025, this uncertainty decreased to 17%**, showing that more beneficiaries had formed a **clear and favourable opinion** of the ICICI Foundation / ICICI Group.

Overall, while **perceptions dipped in 2023-2024**, there has been a **strong recovery in 2024-2025**, demonstrating the **growing credibility and impact of the ICICI Foundation / ICICI Group's skilling and development initiatives**.

## Future Association as a beneficiary of ICICI foundation/ICICI group

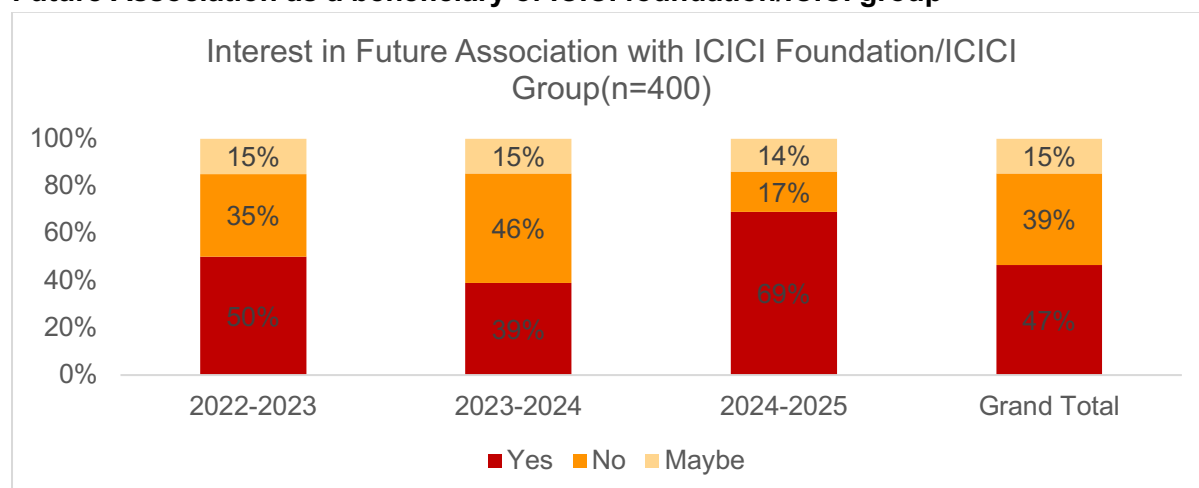


Figure 24 Beneficiary's interest in future association with the brand

The **interest in future association with ICICI Foundation / ICICI Group** has shown a **positive trend over the years**. In **2022-2023**, **50% of beneficiaries expressed interest**, which dropped to **39% in 2023-2024**, possibly due to concerns related to placements or career progression. However, in **2024-2025**, **interest surged to 69%**, indicating **renewed confidence and willingness to engage further**.

The **'Maybe' responses remained stable at around 15%**, suggesting a segment of beneficiaries who are undecided, likely influenced by their experiences post-course. Meanwhile, the **'No' responses peaked at 46% in 2023-2024 before dropping to 17% in 2024-2025**, reinforcing that **perceptions have improved significantly**.

Overall, the growing inclination towards future association in **2024-2025** highlights **increased trust in the ICICI Foundation / ICICI Group's initiatives**, suggesting that **enhancements in training and career opportunities have strengthened beneficiary engagement and loyalty**.

## Experience as beneficiary with ICICI foundation/ICICI group

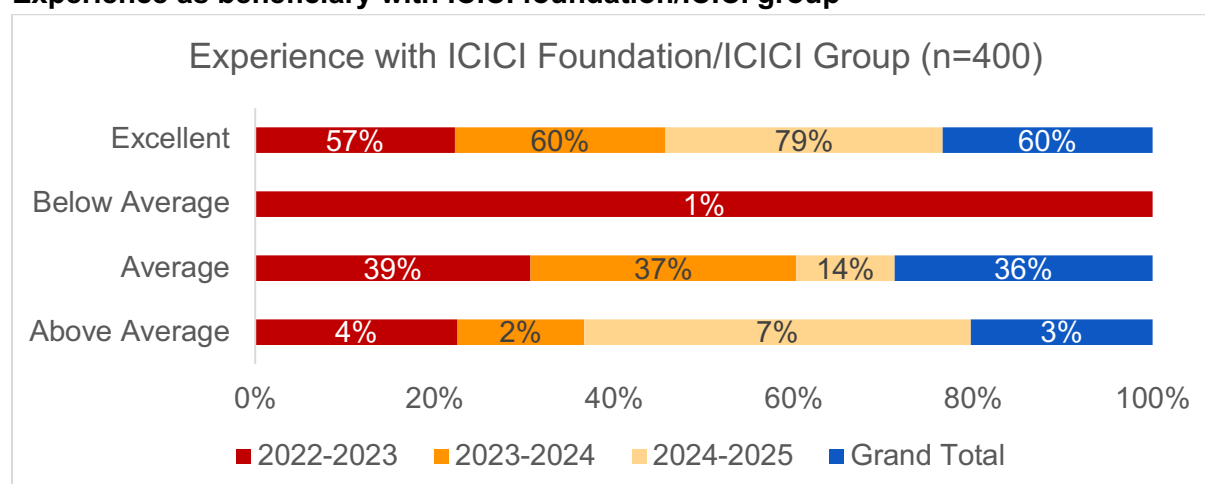


Figure 25 Beneficiary's experience with ICICI foundation/ICICI group

The **experience of beneficiaries with ICICI Foundation / ICICI Group** has shown a **steady improvement over the years**. The proportion of beneficiaries rating their experience as **"Excellent"** increased from **57% in 2022-2023 to 79% in 2024-2025**, reflecting **growing satisfaction and appreciation** for the foundation's initiatives.

Meanwhile, those who rated their experience as **"Average"** declined from **39% in 2022-2023 to 14% in 2024-2025**, indicating that more beneficiaries are **shifting towards a highly positive perception**. The **"Above Average"** category remains low, suggesting that those who had a good experience tended to rate it as "Excellent" rather than moderately positive. The **"Below Average"** rating was minimal (1%) and only appeared in 2022-2023, showing that dissatisfaction levels have **completely diminished** over time.

Overall, the increasing **"Excellent"** ratings and declining neutral responses highlight that **ICICI Foundation / ICICI Group's programmes have progressively enhanced beneficiary satisfaction**, likely due to **improvements in training quality, programme structure, and overall impact**.

### Resolution of Problems/Grievances by ICICI Foundation/ICICI Group

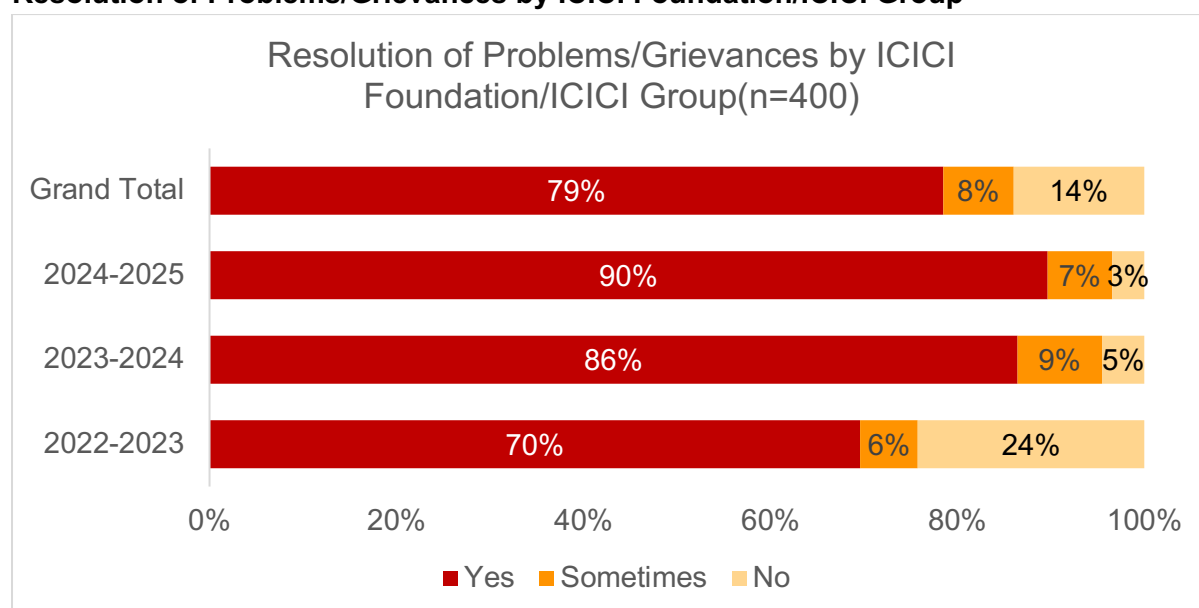


Figure 26 Beneficiary's experience on resolution to problems by ICICI foundation/ICICI group

The **resolution of problems/grievances by the ICICI Foundation / ICICI Group** has **significantly improved over time**, reflecting a stronger commitment to addressing beneficiary concerns.

In **2022-2023**, **70% of beneficiaries reported that their issues were resolved**, while **24% felt their concerns were not addressed**. However, by **2024-2025**, the **resolution rate increased to 90%**, with the **'No' responses dropping to just 3%**, indicating a **more effective grievance redressal system**.

The **'Sometimes' category remained minimal** across years, suggesting that **most beneficiaries had a clear experience—either their concerns were fully resolved or not addressed at all**.

Overall, the **consistent rise in resolution rates** highlights the **foundation's growing efficiency in handling beneficiary issues**, fostering **greater trust and satisfaction** in its programmes.





Chapter 4  
**Impact Stories**

## Chapter 4: Impact Stories

### Impact Story 1: Rohit Mudhai

#### Building a Strong Foundation

Rohit Mudhai, a transgender individual from Jaipur, embarked on a transformative journey with the ICICI Academy for Skills by enrolling in the Beauty Skin Specialist course. Rohit first came to know about the Academy through an NGO that introduced the opportunity to access free, high-quality skill development programmes. Recognising that formal training could offer structured learning, industry exposure, and enhanced career prospects, Rohit decided to enrol. During the training, Rohit felt fully supported by the trainers, who ensured equal treatment without any bias or differentiation. This inclusive and encouraging learning environment enabled Rohit to focus entirely on gaining expertise and developing professionally. The practical, hands-on approach adopted by the Academy became a turning point. The non-technical course not only built technical skills in beauty and skincare but also boosted personal confidence, time management, and problem-solving abilities. Rohit particularly appreciated the teaching methodologies, rating them 5 out of 5 for their in-depth industry insights and real-world applicability. The encouragement received during the training helped overcome self-doubt and instilled the courage to pursue larger ambitions.

#### Placement Support: A Stepping Stone to Entrepreneurship

Upon completing the course, ICICI Academy's placement team extended full support in helping Rohit secure a job at a beauty salon. This initial employment offered valuable exposure to a professional work environment and allowed practical application of newly learned skills. However, after working for two months, Rohit realised a greater passion for entrepreneurship and decided to launch a freelancing business in the beauty sector, while also engaging in farming and other side ventures.

#### A Transformative Impact

Before joining the Academy, Rohit was working with an NGO, earning around ₹20,000 per month. While this provided a level of financial stability, there was a desire for greater independence and personal growth. Following the training, the entrepreneurial efforts led to a significant income increase, with annual earnings rising to ₹2–3 lakh. The training not only provided technical capabilities but also developed business acumen, enabling Rohit to manage multiple income streams effectively. This financial growth brought about a shift in how money was managed. Rohit explained, "First, I have to spend on myself. Second, I save. Third, if I need money in an emergency, then I have that security. And fourth, I divide my salary for every major need." This response reflects a strong understanding of financial management, emphasising saving and structured planning.

#### A Vision for the Future

Looking back, Rohit acknowledges that the ICICI Academy for Skills played a pivotal role in this journey. The support received from trainers, exposure through practical learning, and the assistance during job placement helped in building the confidence to overcome societal challenges and pursue meaningful career goals. While there were challenges in job placements, Rohit continues to value the certification received—particularly the digital certificate with a QR code—which added credibility within the industry. Today, Rohit is not only

financially independent but also serves as an inspiration to others facing similar challenges. Rohit has expressed a desire to see the revival of such skill development programmes, highlighting their importance in offering opportunities to individuals from marginalised communities. This journey stands as a testament to how inclusive skill training can empower individuals towards self-reliance, entrepreneurship, and lasting economic independence.

## **Impact story 2: Ms Dipika Sinha**

### **A Journey from Learning to Livelihood**

For Deepika Sinha, the ICICI Academy for Skills was more than just a training institute—it was a stepping stone towards financial independence and professional growth. Coming from a background where she had completed her 12th grade and had no prior work experience, Deepika recognised the need for skill development to secure a stable job. In 2023-24, she enrolled in the Office Administration course, hoping to build her confidence and enhance her employability.

### **Gaining Confidence Through Training**

During her time at the academy, Deepika acquired a wide range of skills that played a crucial role in shaping her professional journey. The Office Administration course equipped her with essential workplace skills such as communication, team collaboration, leadership, and workplace etiquette. She also gained proficiency in basic office operations, including Excel and computer literacy, which were instrumental in preparing her for the job market.

The training was conducted offline, which provided her with hands-on learning experiences, helping her understand the nuances of working in a professional environment. She credits her trainers for their supportive and effective teaching methods, as they played a crucial role in making complex concepts easy to grasp. Regular tests and assessments ensured that she could track her progress and improve continuously.

The training centre was conveniently located near her residence, allowing her to attend sessions regularly without any difficulties. Her commitment to learning was evident in her active participation in classroom activities, where she applied her newfound knowledge to practical scenarios.

### **Seamless Placement Support and Employment Success**

One of the most impactful aspects of the Programme was the placement assistance provided by the academy. Deepika actively engaged in interview preparation sessions, which helped her develop confidence and professionalism. As a result of this structured support, she successfully secured her first-ever job as a **Telecaller in the Northeast region**.

This employment opportunity was a significant milestone for her as she transitioned from having no prior earnings to securing a stable income. With a monthly salary of **₹10,000**, Deepika is now financially independent and can contribute to her household, which marks a transformational shift in her life.

The job placement process was smooth, with trainers guiding her through the interview rounds and ensuring she was well-prepared. Deepika acknowledges that without the academy's support, she might not have been able to step into the workforce with such confidence.

### **Looking Ahead: A Drive for Continuous Learning**

Deepika deeply values the training experience and rates the Programme a perfect **5 out of 5**, highlighting its effectiveness in skill-building and job placement. While she is content with her current role, she aspires to further develop her skills to enhance her career prospects. She has expressed a keen interest in **improving her computer proficiency and writing skills**,

particularly in areas such as email drafting and problem-solving, which she believes will help her grow professionally.

Her story is a powerful testament to the impact of skill development initiatives in bridging the gap between education and employment. With the right guidance, training, and placement support, Deepika has successfully transitioned from a learner to a working professional, taking confident strides toward a brighter and more secure future.

### **Impact Story 3- Mr. Hare Krishna**

#### **Bridging the Gap Between Unemployment and Sustainable Livelihoods**

Hailing from Bihar, Hare Krishna faced significant challenges in securing stable employment due to a lack of formal skills. With education limited to the 10th standard, career opportunities were scarce, and financial independence seemed like a distant dream. However, a turning point came when he discovered the ICICI Academy for Skills through the internet and word-of-mouth from past trainees. The opportunity to upskill and transform his career trajectory motivated him to enrol in the Refrigeration and Air Conditioning (RAC) course at the ITIC Skill Centre in Patna.

#### **A Structured Learning Experience**

The 45-day intensive training programme at the academy provided Hare Krishna with hands-on technical expertise in air conditioning installation, maintenance, and servicing. He gained comprehensive knowledge about AC systems, learning how to install and maintain them efficiently, both for customers and personal use. The training also covered soft skills, including customer interaction, communication, and interview preparation, equipping him with the confidence needed to secure employment.

Reflecting on his experience, Hare Krishna emphasised the effectiveness of the practical and theoretical training, highlighting that the programme not only improved his technical skills but also instilled a professional mindset. His interaction with trainers, especially Mr Vijay, played a crucial role in his learning journey, as they provided consistent guidance and support whenever needed. He rated his experience highly, acknowledging the academy's commitment to holistic skill development.

#### **Securing Employment Through Placement Support**

One of the academy's standout features was its structured placement assistance, which enabled Hare Krishna to transition smoothly into employment. Post-training, he successfully secured a job through the academy's placement support, earning an initial salary of approximately ₹10,000–₹11,000 per month. This marked a significant improvement in financial stability, allowing him to contribute to his household income and gain a foothold in the industry.

Beyond placement, the academy maintained regular follow-ups and engagement, ensuring that trainees received continued guidance even after starting their jobs. Hare Krishna appreciated this sustained support, which reinforced his confidence in navigating the professional world.

#### **Looking Ahead: Aspirations for Entrepreneurship**

While grateful for the skills and employment opportunities provided by the academy, Hare Krishna envisions a future in entrepreneurship. With experience gained over the past two to three years, he now aspires to establish his own business in the air conditioning services sector. However, he believes that financial support mechanisms—such as access to small business loans—would be instrumental in enabling individuals like him to take the next step towards self-employment.

He hopes that ICICI Academy for Skills continues to evolve its offerings by introducing financial assistance Programmes, such as business incubation support or low-interest loans, to help trained professionals transition into independent ventures. Such initiatives, he believes, could further strengthen the academy's impact by empowering skilled workers to not only secure jobs but also create employment opportunities for others.

### **Transforming Lives Through Skill Development**

Hare Krishna's journey is a testament to how structured skill development programmes can bridge the gap between unemployment and sustainable livelihoods. By equipping individuals with industry-relevant expertise and professional skills, ICICI Academy for Skills has enabled him to carve a stable career path with aspirations for greater growth.

His story highlights the transformative power of skill-based education, proving that with the right training, placement support, and future financial assistance, individuals can build not just careers but also a foundation for long-term growth and independence.



## Chapter 5

# **Recommendations**

## Chapter 5: Recommendations

Based on the findings from the analysis of beneficiary experiences, placement outcomes, skill development, and programme impact, the following **recommendations** and **strategic way forward** are suggested for the **ICICI Foundation / ICICI Group** to enhance its skilling initiative.

Current Scenario	Recommendation
Training quality is highly rated, but placement support lags, leading to job exits.	Strengthen partnerships with industry players to identify market skill requirements, align training programmes accordingly, and offer diverse job opportunities that match skill sets.
Beneficiaries feel knowledgeable post-training but struggle with job retention.	Develop a structured post-placement tracking system and introduce a grievance redressal mechanism for job-related concerns.
Job interview skills, computer skills, and problem-solving are less frequently suggested in courses.	Incorporate these topics into the curriculum for more frequent discussion to enhance employability and workplace readiness.
The perception of the ICICI Foundation/ICICI Group fluctuated but improved significantly in 2024-2025.	Strengthen alumni engagement, promote success stories, and create a beneficiary success network.
Grievance resolution has improved, but earlier years saw gaps in addressing concerns.	Maintain a structured feedback system and introduce a dedicated support team for handling training and placement-related complaints.
Many beneficiaries prioritise household well-being, education, and savings post-training.	Giving more focus to the financial literacy training and career advancement workshops to help beneficiaries transition into higher-paying roles.





## Chapter 6

# **Comparative Analysis**



Chapter 6: Comparative Analysis: 2022 vs. 2025 Study

This section presents a year-on-year comparative analysis of key performance metrics from the ICICI Academy for Skills over the four-year assessment period (2021–22 to 2024–25). The trends reflect evolving patterns in **beneficiary participation**, **course preferences**, **placement outcomes**, and **job retention rates**. These insights not only help assess the reach and effectiveness of the programme but also highlight areas for strategic improvement.

The following graphic provides a snapshot of **gender-wise participation trends**, capturing shifts in female and male enrolment across the years.

Year-wise gender bifurcation

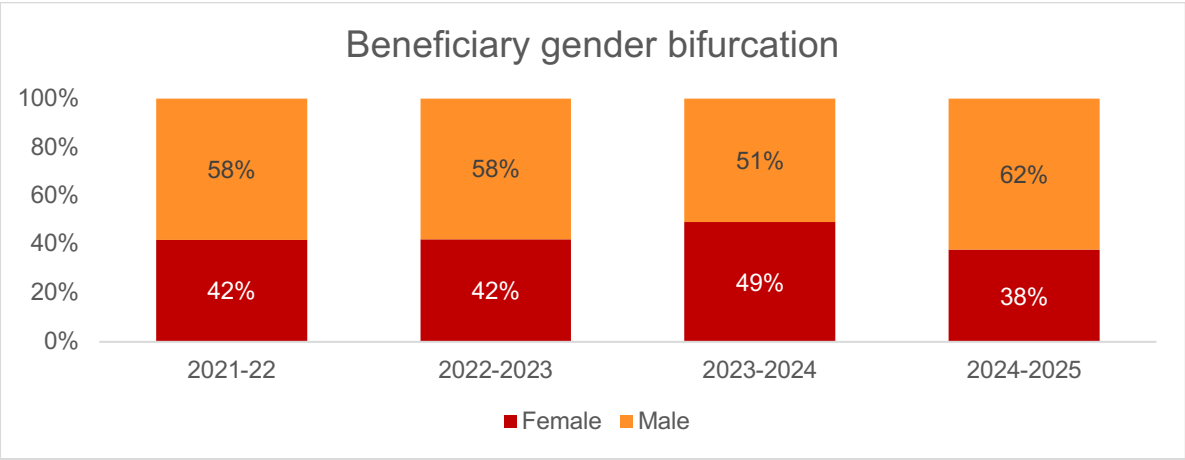


Figure 27 Comparative gender bifurcation of beneficiary

The **gender bifurcation of beneficiaries** in the ICICI Academy for Skills programme reflects **fluctuations in female participation** over the years. In **2021-22 and 2022-2023**, **female representation remained constant at 42%**, indicating a steady inclusion of women in the programme. However, in **2023-2024**, **female participation peaked at 49%**, showing a near-equal gender balance and highlighting an increased effort toward gender inclusivity. In contrast, **2024-2025 saw a decline in female participation to 38%**, reversing the previous year’s progress. The rise in **male beneficiaries (62%)** suggests that **fewer women enrolled or completed the programme compared to earlier years**, potentially due to socio-economic barriers, job placement concerns, or accessibility issues.

This trend indicates that while the programme has successfully encouraged **higher female participation in certain years**, sustaining and further increasing their involvement remains a challenge. To address this, targeted strategies such as **women-focused outreach initiatives**, **flexible training schedules**, and **industry collaborations for better job placements** could help in fostering **greater female engagement and retention**.

Year-wise type or course selected

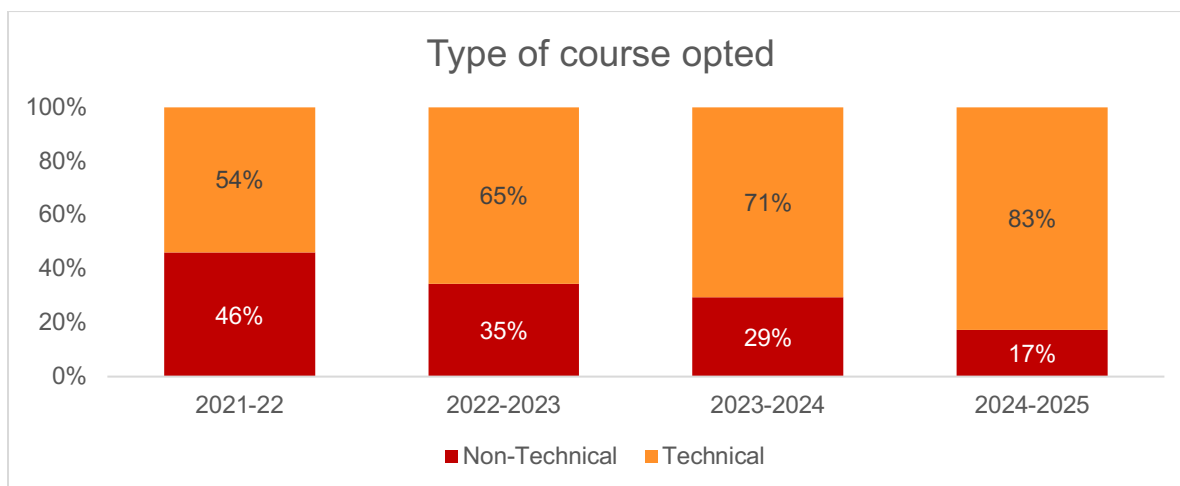


Figure 28 Comparison of type of course opted.

The **distribution of courses opted for by beneficiaries** shows a **growing trend towards technical courses** over the years. In **2021-22**, only **54% of beneficiaries selected technical courses**, but this **steadily increased to 65% in 2022-2023, 71% in 2023-2024, and reached 83% in 2024-2025**.

This **consistent rise in technical course enrolment** suggests that **beneficiaries are increasingly prioritising skill-based, hands-on training** over non-technical fields.

#### Year-wise total enrolment

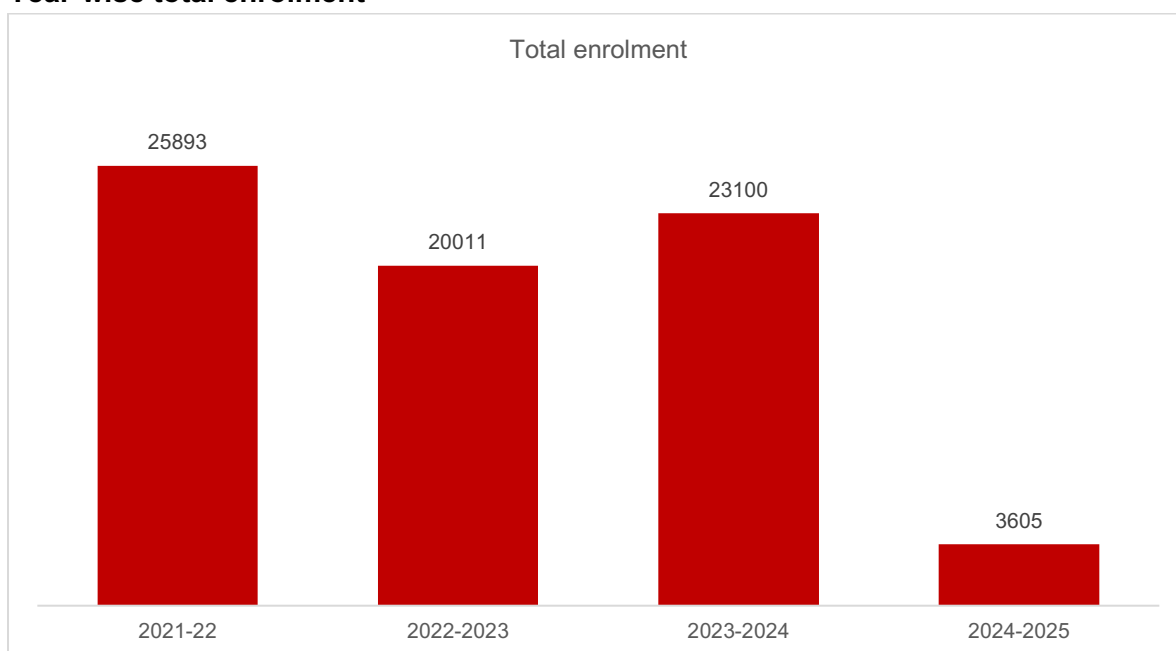


Figure 29 Year wise total enrolment

The total enrolment in the ICICI Academy for Skills programme showed a fluctuating trend over the years, with a **notable decline in 2024–2025**, primarily due to the **phased closure of the academies** during that period.

- In **2021–2022**, enrolment was at its peak with **25,893 beneficiaries**.
- This reduced to **20,011 in 2022–2023**, indicating a dip in participation.
- A recovery was observed in **2023–2024**, with enrolment rising again to **23,100 beneficiaries**.

- However, in **2024–2025**, enrolment dropped sharply to just **3,605**, marking the lowest number recorded.

The steep decline in the final year is closely linked to the **wind-down of academy operations**, resulting in fewer batches and limited outreach. As the programme transitioned out, this impacted access and availability for new beneficiaries. While this decline was expected due to structural changes, future programmes aiming for continuity should consider **early mobilisation**, **broadener awareness efforts**, and **strategic partnerships** to maintain momentum and reach.

### Year-wise rate of jobs received

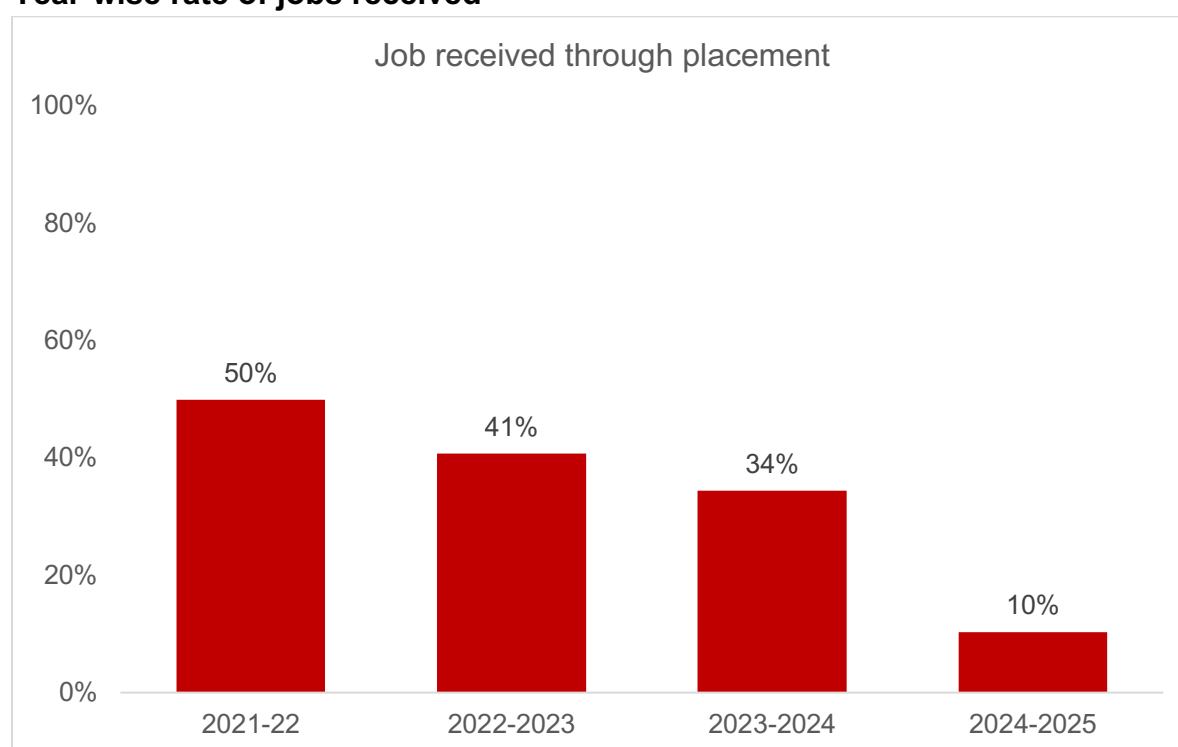


Figure 30 Comparison of placement received

The year-wise rate of jobs received through placement indicates a **declining trend**, highlighting increasing challenges in securing employment for beneficiaries over time. In **2021–2022**, **50%** of beneficiaries secured job placements. This dropped to **41%** in **2022–2023**, and further to **34%** in **2023–2024**. The most significant decline occurred in **2024–2025**, when only **10%** of beneficiaries were placed in jobs—coinciding with the **closure of ICICI Academy centres** and the limited number of batches conducted during that period.

This downward trend can be attributed to a combination of factors, including **reduced employer engagement**, **fewer placement drives**, and **disruption in programme continuity** as the academies wound down. Additional factors such as a **changing job market**, **mismatch between skills and roles**, and **limited follow-up support** may have further contributed to the reduced placement outcomes.

To strengthen future placement outcomes, similar initiatives can benefit from enhanced **industry linkages**, **diversified employer networks**, and **targeted job readiness training**. Moreover, integrating robust **post-placement support** and ensuring alignment between training content and evolving industry needs will be key to sustaining employability and job retention among beneficiaries.

### Year-wise rate of job retention

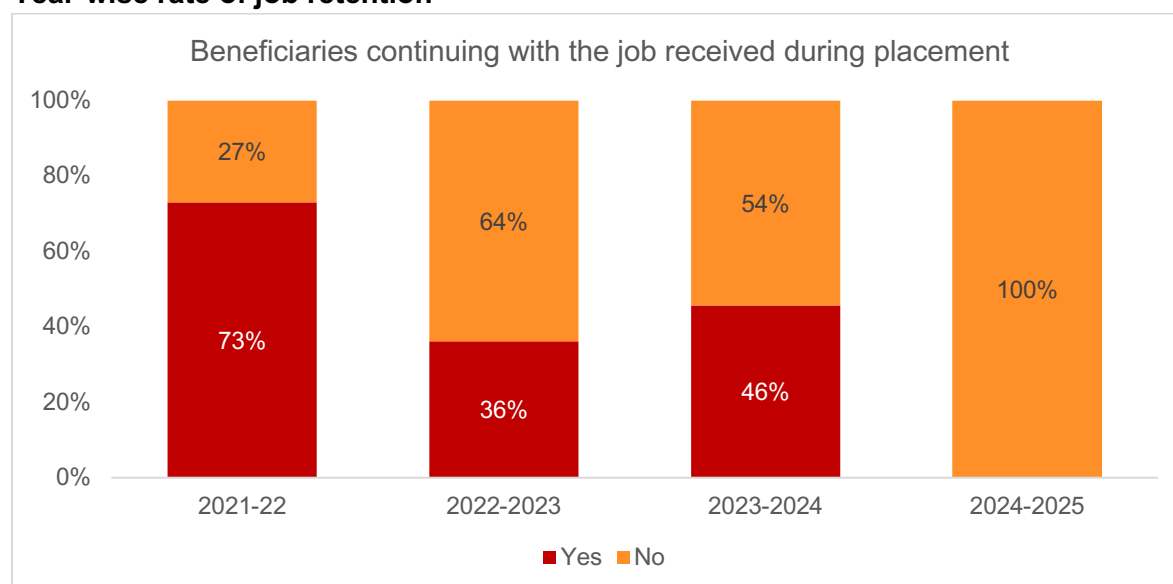


Figure 31 Comparison of beneficiaries retaining the job received

The **year-wise rate of job retention** among beneficiaries who secured jobs through placement shows a **concerning downward trend**. In **2021-22**, **73% of beneficiaries continued with the job they received**, but this number **dropped to 36% in 2022-2023** and further declined to **46% in 2023-2024**. The most significant shift occurred in **2024-2025**, when **none of the beneficiaries retained their placement jobs (100% left their roles)**.

This also relates to the findings where it was found that the retention is also associated with **job-role mismatch**, **low salaries**, **workplace dissatisfaction**, or **lack of career growth opportunities**. The sharp drop in **2024-2025** raises concerns about **the sustainability of placements and the need for better alignment between training and industry demands**. To address this issue, the programme could implement **stronger post-placement support**, **career counselling**, and **employer engagement initiatives** to ensure **better job matching and long-term retention**. Additionally, introducing **structured follow-ups with beneficiaries and employers** can help identify key factors influencing job exits and improve future placement strategies.



## **CSRBOX & NGOBOX**

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