

# IMPACT EVALUATION STUDY

TO ASCERTAIN EFFECTIVENESS OF THE RPL  
TRAINING PROGRAM



STUDY CONDUCTED BY  
MANPOWER MANAGEMENT CENTRE

## **PREFACE**

We are proud to present Impact Assessment Study of Training provided under RPL program to NMDC workers at Chhattisgarh and Karnataka.

National Skill Development Corporation (NSDC) is a one of its kind, Public Private Partnership in India. It aims to promote skill development by catalyzing creation of large, quality, vocational institutions.

This impact study is an outcome of survey done of 419 workers (workers and contract workers) in 4 districts of Chhattisgarh and Karnataka. The task for preparing the study has been completed by Manpower Management Centre (MMC), New Delhi under the leadership of Mr. Anuj Nangia. MMC has a track record of completing many impact studies and surveys for both government and private sector at Regional and National level.

The study begins with brief overview of NSDC and NMDC. It provides objectives, methodology and sample details collected through primary and secondary sources on both workers and contract workers such as personal profile, income & employment status, training/trainer/training course material and related satisfaction charts. For ease of reference annexures including survey questionnaire sample, training calendars etc. are appended.

This effort will provide input to evidence in understanding the effectiveness of training under RPL program and suggest recommendations for further improvement.

I felicitate the experts from MMC and my colleague Ankit Malani in NSDC, involved in compiling this very useful study.

**New Delhi  
November, 2019**

**Gaurav Kapoor  
Senior Head – Industry Partnerships & CSR  
National Skill Development Corporation**

## ACKNOWLEDGEMENT

**National Skill Development Corporation (NSDC)** 51:49 private:public venture of the Ministry of Skill Development & Entrepreneurship, Government of India, is thankful to **Manpower Management Centre (MMC)**, New Delhi for the task of data collection, on-ground survey, data collation/analysis and preparation of the Impact Study containing information on worker training survey (RPL Program). The research team of MMC under the guidance of Mr. Anuj Nangia Director, alongwith Mrs. Urmila Verma and Ashish Verma helped in preparing above study within the stipulated time.

National Skill Development Corporation sincerely acknowledges the help provided by various NMDC management, officials and staff for making available the requisite data and access to workers without which it would not have been possible for NSDC to bring out this study. NSDC also acknowledges the support provided by training partners NTTF and Quivan for handholding of this project.

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## STAKEHOLDERS

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### ABOUT NSDC



National Skill Development Corporation (NSDC) is a one of its kind, Public Private Partnership in India. It aims to promote skill development by catalyzing creation of large, quality, vocational institutions. It provides funding to build scalable vocational training initiatives. Its mandate is also to enable support systems such as quality assurance, information systems and train the trainer academies either directly or through partnerships.

NSDC formed a separate vertical “CSR & Industry Partnership”, the managing arm to facilitate corporates, community organisations and foundations’ contributions to the National Skill Development Mission (NSDM), primarily through tripartite agreements involving the National Skill Development Fund (NSDF) and Corporate donors. Corporate donors largely comprise of public sector enterprises, private companies and corporate foundations who engage on a multi-year basis. Projects are structured and monitored by the CSR division as a sub-mission under the NSDM. CSR Skill Development Projects channelize funds from corporate partners of NSDC towards skill development of underprivileged youth, to help them become more employable.

### About NMDC (A Government of India Enterprise)



Incorporated in 1958 as a Government of India fully owned public enterprise. NMDC is under the administrative control of the Ministry of Steel, Government of India. Since inception involved in the exploration of wide range of minerals including iron ore, copper, rock phosphate, lime stone, dolomite, gypsum, bentonite, magnesite, diamond, tin, tungsten, graphite, beach sands etc.

NMDC is India's single largest iron ore producer, presently producing about 35 million tonnes of iron ore from 3 fully mechanized mines viz., Bailadila Deposit-14/11C, Bailadila Deposit-5, 10/11A (Chhattisgarh State) and Donimalai Iron Ore Mines (Karnataka State). In recognition to the Company's growing status and consistent excellent performance, the Company has been categorized by the Department of Public Enterprises as "NAVRATNA" Public Sector Enterprise in 2008.

Over the years, NMDC has made a huge impact on the socio-economic emancipation of the people, especially in the remote villages of Bailadila, through a host of CSR initiatives in the

areas of medicare, education, skill training, infrastructure, drinking water, etc., through focused interventions and also integrated development of villages.

- 5,382 Employees
- Four operating mines
- Total income of Rs. 12,742 crore (US\$ 1.82 billion) in FY19

(Source: NMDC website [www.nmdc.co.in](http://www.nmdc.co.in))

## IMPACT EVALUATION AGENCY

### Manpower Management Centre (MMC)



Manpower Management Centre (MMC), was **set-up** in **1987** as a non-profit organization in Delhi under the Societies Registration Act (XXI) of 1860, for the development of manpower basically by carrying out manpower research and planning to anticipate long-run labour market needs, manpower development through lectures, seminars, courses, conferences and training programmes etc. In brief, MMC's thrust over the last 32 years has been on Market Research, Data Collection, Impact Assessment, Training, Consultancy & Analytics.

#### MMC Governing Board

Manpower Management Centre has a strong and well experienced Board which has enormous decades of knowledge and experience from varied fields of Government, Banking, PSU and Private Sector.

NSDC had invited proposals through a published ToR to conduct impact evaluation study for which the contract was awarded to Manpower Management Centre (MMC). This study was conducted by MMC to ascertain effectiveness of the RPL program (training) which was carried out by training partners NTTF & Quivan to orient workers and contract workers towards various technical and non-technical aspects of specified sectors.



(MMC team with NMDC Bachelu officials)

## TRAINING PARTNERS

### **Nettur Technical Training Foundation (NTTF)**

Nettur Technical Training Foundation (NTTF) established in the year 1959. NTTF has been contributing to technical skill development of Indian youth and nation building for the last 60 years. NTTF has PAN India operation in 60+ locations and trains 20,000+ students at any time. NTTF offers technical Diploma, Post Diploma and Postgraduate programs. NTTF under AICTE's NEEM program trains about 6,000 students and under NSDC, trains 5,000 students in government programs like DDUGKY.

The study comprised of 4 NMDC locations of which 3 locations namely Kirandul, Bachel, Donimalai were trained by NTTF.

### **Quivan Skill Empowerment Private Limited**

Quivan Skill Empowerment Private Limited is the Apex Body of a conglomerate of Skill Development and Testing Centres PAN INDIA. Quivan is an ISO 9001:2008 Certified Company and a Training Partner of National Skill Development Corporation (NSDC). Quivan conducts training as per Quality Packs (QP) and National Occupational Specification (NOS) of the Sector Skill Councils approved by the Ministry of Skill Development and Entrepreneurship. Quivan is operating a Private ITI under the affiliation of the National Council for Vocational Training (NCVT). Quivan conducts a number of Skill Development courses under Central and State Govt. Projects and Custom Built Courses for Indian industries and as a Training and Testing Centre especially for Overseas Industries.

The study comprised of 4 NMDC locations of which 1 locations namely Nagarnar was trained by Quivan.

## EXECUTIVE SUMMARY

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This impact study has been done to ascertain the effectiveness of RPL training program. 1600 workers of NMDC were trained over a period of 2016-2018 by NSDC and its training partners under the RPL program. This study is an outcome of survey done on a sample of 419 workers (workers and contract workers) in 4 districts of Chhattisgarh and Karnataka to evaluate the RPL training program.

The study begins with brief overview of stakeholders i.e. NSDC and NMDC. It also provides information on training partners involved in providing the training i.e. M/s NTTF and M/s Quivan. Objectives of the study briefly were to understand if the RPL training program and certification had an impact on the productivity, motivation and employability of its participants. Along with this, the evaluation study also provides considerable descriptive information on the training program implementation status and provide feedback for further improvement of the program. The methodology adopted and the sample for the survey are explained alongwith the methods of data collection through primary and secondary sources on both workers and contract workers.

For developing and testing the evaluation tools a round of pilot testing was done. A rigorous field training including classroom sessions, mock interviews, and field practice was conducted for the field team to ensure that they develop a common understanding of the research tools and are adept in administering them. Subsequently, the data collection for the evaluation was conducted in the months of September and October 2019.

Workers demographic profile, economic status including income & employment information, training factors, trainer feedback, training led benefits and related satisfaction indexes have been captured, collated and analysed in this study; snapshot as follows-

- Workers Category Profiling – over 35% Scheduled Tribe, General category ranged between 5% to 27%.
- Workers supported large families from 5 to 10 members
- Worker Single earning member – 100% of the sample suggested that the workers were the sole bread earners for their families.
- Over 90% workers felt that training was extremely relevant & very much needed for their skill enhancement and development.
- Trainer attitude and subject matter expertise was rated positively by the workers.
- Trainees believed that the training improved their self confidence and productivity.
- Certification was of extremely high value to workers.



*(NMDC Kirandul workers with MMC research team)*

For ease of reference annexures including survey questionnaire sample, training calendars etc. are appended. The study is concluded with possible recommendations which can help in improving the training programs further if conducted in near future.



## TITLE OF THE STUDY

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Impact evaluation study to ascertain effectiveness of the RPL training program.

## SECTORS

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- Mining
- Iron & Steel

## PROJECT BACKGROUND

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- To conduct an impact evaluation of RPL training program CSR Funded Project and ascertain the outcomes of the project for the target group.
- Recognition of Prior Learning (RPL):  
A huge section of India's unorganized workforce is unskilled or semi-skilled. Many people in the workforce pick up skills and knowledge in an informal set up by observing people, hereditarily, working under their guidance or through self-learning. Often, these workers do not possess any proof of qualification and are unable to earn a decent living. This is where RPL assists them in acquiring certification based on an assessment of their current competencies as per NSQF levels. Through RPL assessment and certification, the candidates will be able to align their existing competencies with NSQF for better opportunities in vocational and formal education supported by vertical and horizontal mobility. Besides creating an equitable system, RPL also helps them explore different options in skilling and upskilling to bridge their knowledge or skill gaps and get appropriate certification.
- On 29th February 2016, a tripartite agreement was signed amongst NMDC, NSDF and NSDC to initiate a skill development project (Recognition of Prior Learning) providing training to 1600 persons over a period of 3 years as per National Skills Qualification Framework (NSQF). Training was targeted at Recognition of Prior learning of workers and contract workers under Mining & Iron & Steel sector at NMDC's operational areas across India (Chhattisgarh & Karnataka).
- 1600 NMDC workers were trained by NSDC training partners over 3 years. This study is aimed at studying a representative sample of workers in Chhattisgarh and Karnataka. The study aims at understanding the worker's demographic profile, economic status including information on employment & income, their learnings, motivation, satisfaction and feedback of workers with respect to the training program.

## LIMITATIONS OF THE STUDY

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MMC conducted the study as per the ToR issued by NSDC, however there were a few limitations during the course of the study –

- Mining was not being done at some locations during the period of the impact study. This led to non-availability of workers and line managers at an immediate basis. MMC was prepared to start the study immediately but there was time required to liason and assemble workers at NMDC locations to be able to do one-on-one interviews and focus group discussions.
- MMC managed to get a good sample for the study but it took a lot of effort for both MMC and NMDC officials to convince workers to come to NMDC mining locations for the survey. MMC deeply appreciates the efforts of NMDC officials to help liason with workers. However it is suggested for such studies if possible in future, for workers that have moved out of survey locations some kind of small incentives like books, food, travel reimbursement etc may be offered to motivate the workers under the survey for a possible higher participation.
- The contact details of the workers were available however it took repeated tele-calling to get the right mind share and availability of the workers under study.
- The training of 1600 workers was done over a period of 3 years i.e. 2016 onwards. It is suggested that the impact study be done closer to training period intervals to be able to gather more accurate information and analysis.

## PROJECT AREA

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The project area includes 4 locations of Chhatisgarh and Karnataka i.e. Kirandul Dantewada, Bachel Dantewada, Nagarnar Jagdalpur and Donimalai, Bellary

**Imagery of Dantewada, Jagdalpur Chattisgarh**



## Imagery of Donimalai, Bellary, Karnataka



## SAMPLE

- Total Population of NMDC workers - 1600 (workers and contract workers)
- Project Area

State	Location	Sector
Chhattisgarh	Kirandul, Dantewada	Mining
Chhattisgarh	Bacheli, Dantewada	Mining
Karnataka	Donimalai, Bellary	Mining
Chhattisgarh	Nagarnar, Jagdalpur	Iron & Steel

- Sample for Study – 419 Workers

A multi-stage sampling distribution strategy that has been adopted for the evaluation of RPL component is detailed below.

### Distribution in states and districts

At the first level, the states have been distributed in geographical zones and one state is sampled from each zone. All the implementation states have been categorized into geographical zones. The details of the zone wise sampled states and their enrolment percentage to the total enrolments have been presented in the table below:

State	District	No. of Respondents	% of Respondents
Chhatisgarh	Kirandul	142	34%
Chhatisgarh	Bacheli	188	45%
Chhatisgarh	Nagarnar	32	8%
Karnataka	Donimalai	57	14%
		419	100%

Note –

- Kirandul, Bacheli, Donimalai workers were trained by training agency NTTF.
- Nagarnar workers were trained by training agency Quivan.
- On speaking with the training partners it came to our understanding that the participation of workers at Nagarnar was not as per expectation and hence the training results could not be achieved. The geographical location for reasons known is difficult and hence there was a constant change in the trainer for providing the training program. For the survey a low number of respondents available in this specific location could be a result of that.

## OBJECTIVES OF THE STUDY

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As elucidated in the Terms of Reference (ToR), the objective of the evaluation study is to conduct an impact evaluation of RPL components of the training provided by NSDC to NMDC workers. Following activities have been undertaken for impact assessment related to RPL program:

- Preparation of the Demographic Profile of Workers
- Social and Economic Strata Profiling of Workers
- Current employment scenario and future potential of Workers
- Average Income Levels
- Stakeholder Mapping & Stakeholder Engagement Plan
- Training Factors
- Trainer Feedback
- Training and related benefits to the trainees

The impact evaluation aims to capture the impact on both workers and contract workers in a holistic manner. The key questions that the evaluation aims to answer is if the RPL training program and certification has an impact on the productivity, motivation and employability of its participants. Along with this, the evaluation also provides considerable descriptive information on the training program implementation status and provide feedback for further improvement of the programme.

## METHODOLOGY

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### EVALUATION DESIGN

For evaluating the impact of the RPL training program on its participants and for providing feedback for program improvement, a quasi-experimental matching design with mixed method approach has been adopted. This consists of the quantitative survey with training participants and qualitative survey with representatives of key project stakeholders which includes NMDC.

The research design that has been adopted for evaluating RPL component has been detailed below. An attempt was made to get qualitative view of the NMDC officials through key informant interviews. Through this design, the study aims to essentially assess the satisfaction index for training provided and importance of certification on current/future employment. The evaluation of RPL component aimed to assess the impact of the RPL program on current income and satisfaction and capacity to work in current employment.

For evaluating the impact of RPL at the program level, an overall sample of 400 for RPL was required; MMC on ground research team put in efforts to get a good quality spread sample of 419 workers. Further, a multi-stage sampling methodology was adopted to sample participants based on this methodology sample has been selected from 4 districts spread across the geographical zone i.e. in Chhatisgarh and Karnataka.

### DATA COLLECTION METHODS

This section details out the procedures and activities that were carried out for conducting the primary data collection as part of this evaluation study. The protocols that were adopted during the field survey have also been mentioned below. Firstly, to develop the research tools, two rounds of pilot testing were done. The first round of pilot testing was pen and paper-based. Based on the observations of the first round of pilot testing, the survey tools were revised in consultation with the NSDC team.

As part of quality assurance protocols, important details about the RPL training and the evaluation study were explained to MMC field research team. Also, the key guidelines and the do's and don'ts that should be followed by the investigators, and field managers were explained. All the questions in the survey tools were explained in detail to the field research team.

For conducting the field survey across multiple states as part of this evaluation, a field team of 2 investigators and 1 supervisor were deployed. It was ensured that all field investigators and supervisors deputed for the survey had past experience of conducting similar surveys.

After deploying the team, a two-day rigorous training was conducted for both the states Chhatisgarh and Karnataka. This training was conducted by the research team members involved in the implementation of the evaluation. This was done to make sure that the field team develops a good and common understanding in administering the survey tools. Mock practice and demonstration sessions were also done as part of the classroom training to train the investigators in administering the survey tool. The performance of the investigators was also assessed during the training. During the training, the field team were also trained in

administering the trainee, training provider, employer, and training partner qualitative tools.

Post the training, data collection was initiated. Physical one to one interview with respondents was conducted to collect data for assessing the impact of RPL training components under the study. For conducting physical interviews, it was realized that it was important to conduct a preliminary level of screening to identify the present location of the candidates. For this, a telephonic validation exercise was undertaken by MMC. The contact numbers of trainees was provided in advance by the training partners NTTF and Quivan. Owing to the low response rate to telephonic verification, the extra sample was provided to the call center for getting the location details of the trained workers/candidates mentioned in the sample frame. Based on this telephone validation, a subsample frame of candidates with their recent address was prepared. Subsequently, for the primary survey as part of the evaluation, appointments were taken from the respondents and were requested to be interviewed in person. During the period of the study as no mining activity was being conducted a large percentage of the sample was not available in areas near the NMDC office locations. MMC requested NMDC officials to gather all certified workers to be made available at one central point of each of the 4 locations for conducting one-on-one interviews and focused group discussions. MMC acknowledges the efforts put in by NMDC officials to ensure availability and participation of workers for the survey.

## DATA ANALYSIS

### A. WORKER DEMOGRAPHIC PROFILE

#### (i) Worker Gender Classification – Male Dominance

As can be seen from the Table-1 and Exhibit-A below all locations Males dominated the sample size largely due to the nature of mining work, however Bacheli was the only location that had 8% representation of female workers.

Exhibit - A

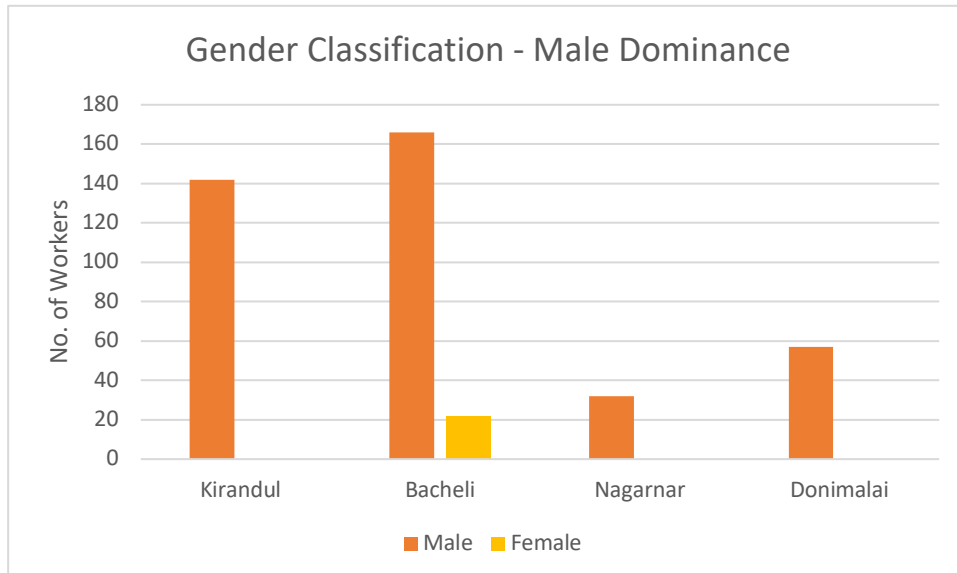


Table - 1

Gender	Kirandul	Bacheli	Nagarnar	Donimalai
MALE	142	173	32	57
FEMALE	0	15	0	0
Total	142	188	32	57

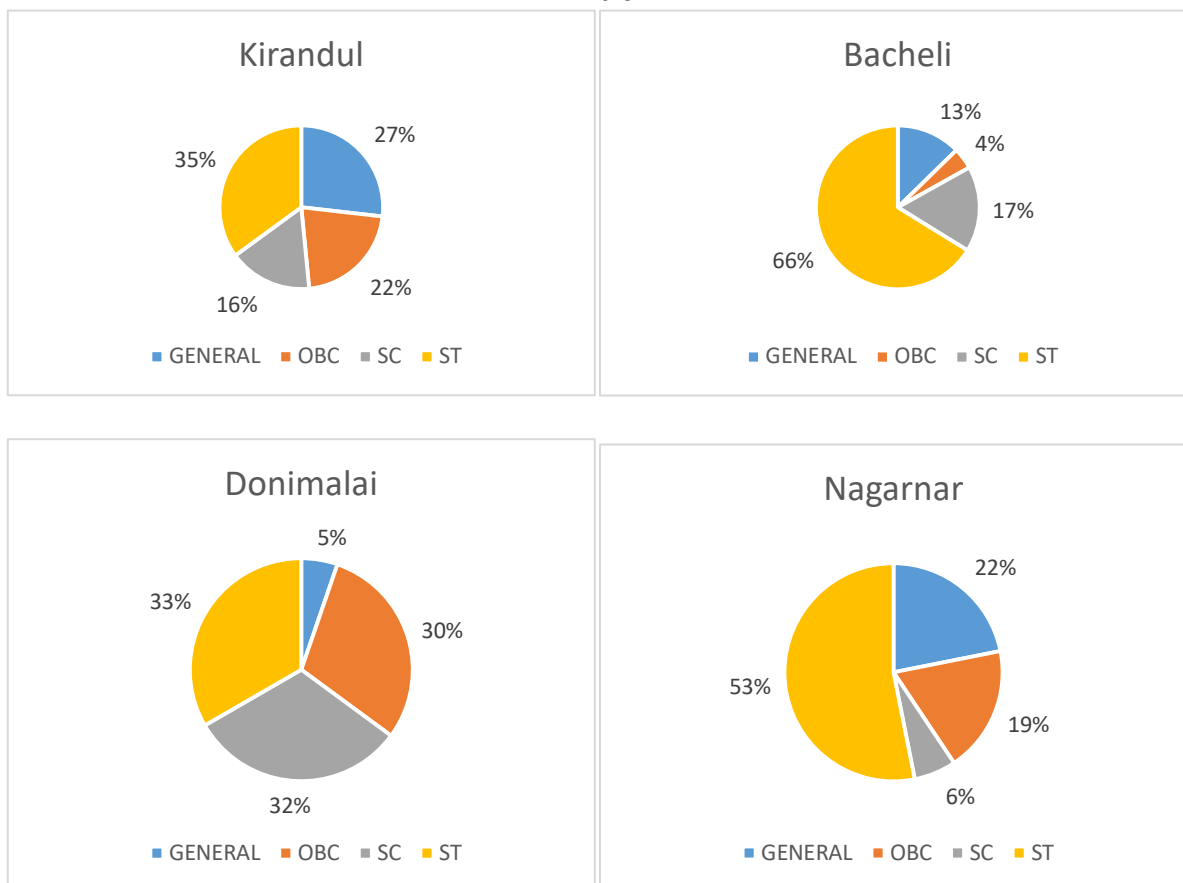


*(NMDC Bacheli female workers with MMC research team)*

**(ii) Worker Category Profiling**

As can be seen from Exhibit-B and Table-2 majority of workers were from Scheduled Tribe Category with 66% in Bacheli, 53% in Nagarnar, 35% in Kirandul and 33% in Donimalai. General category representation was highest in Kirandul i.e. 27%, followed by 22% Nagarnar, 13% at Bacheli and 5% at Donimalai.

**Exhibit - B**



**Table - 2**

Caste	Kirandul	Bacheli	Nagarnar	Donimalai
GENERAL	38	24	7	3
OBC	31	8	6	17
SC	23	32	2	18
ST	50	124	17	19
	142	188	32	57

**(iii) Worker’s Family Construct**

As can be seen from Table – 3, 66% of workers came from small families of upto 4 members however 26% of the sample size supported big families with upto 10 family members. In Kirandul there was a large set of 32 workers that had families bigger than 10 family members.



Table - 3

No. of Family Members	Kirandul	Bacheli	Nagarnar	Donimalai
1 to 4	110	118	20	30
5 to 10	0	70	12	27
More Than 10	32	0	0	0
<b>Total</b>	<b>142</b>	<b>188</b>	<b>32</b>	<b>57</b>

## B. WORKER ECONOMIC STATUS

### (i) Worker – Family Single Earning Member

All 419 workers under the survey were the *single earning members* of their respective families, this included both workers and contract workers. It may be noted that 92% of the sample size was below poverty line and all 419 workers had mining as their only source of income. This trend shows that there was very high dependence on the worker to earn his livelihood as he played the pivotal role of the only earning member of his family.

Table - 4

No. of Earning Members in Family	Kirandul	Bacheli	Nagarnar	Donimalai
1	142	188	32	57
2 to 4	0	0	0	0
5 to 10	0	0	0	0
More Than 10	0	0	0	0
<b>Total</b>	<b>142</b>	<b>188</b>	<b>32</b>	<b>57</b>

### (ii) Low Income Status of Workers

Exhibit-C and Table-5 below explains the low income status of the workers. As can be seen over **84%** workers at most locations had salary less than Rs. 12000 per month. This is probably for the nature of work and worker background/qualification. This represents workers individual salary and not household income. All 4 locations had unemployed workers ranging from 12% to 29% of the locations population. However the same may be considered with factors as listed in the note below.

### Exhibit - C

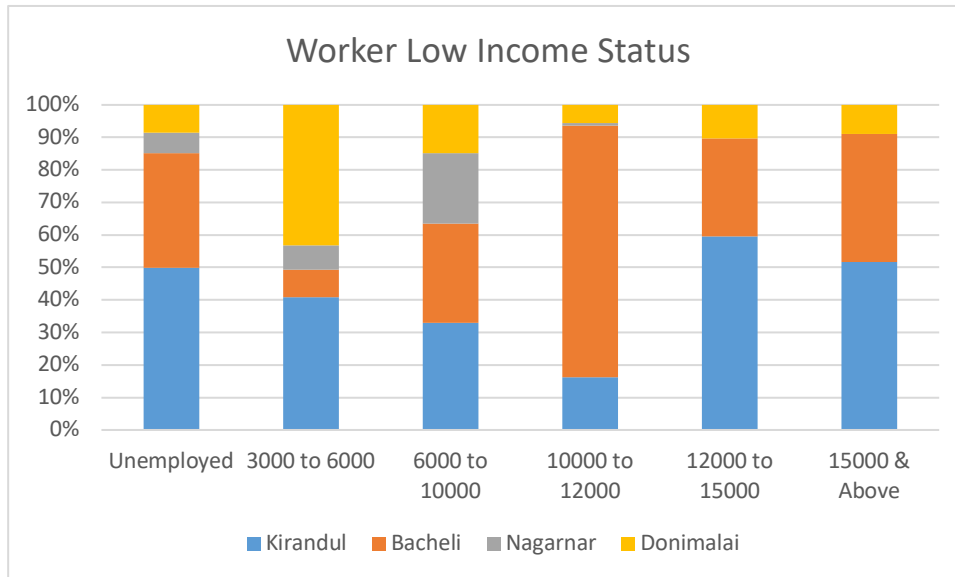


Table – 5

Salary per month (in Rs.)	Kirandul		Bacheli		Nagarnar		Donimalai	
	No. of Workers	%	No. of Workers	%	No. of Workers	%	No. of Workers	%
<b>Unemployed*</b>	41	29%	29	15%	5	16%	7	12%
<b>3000 to 6000</b>	22	15%	4	2%	4	13%	23	40%
<b>6000 to 10000</b>	33	23%	31	16%	22	69%	15	26%
<b>10000 to 12000</b>	23	16%	111	59%	1	2%	8	14%
<b>12000 to 15000</b>	17	12%	9	5%	0	0%	3	5%
<b>15000 &amp; Above</b>	6	4%	4	2%	0	0%	1	2%
<b>Total</b>	<b>142</b>		<b>188</b>		<b>32</b>		<b>57</b>	

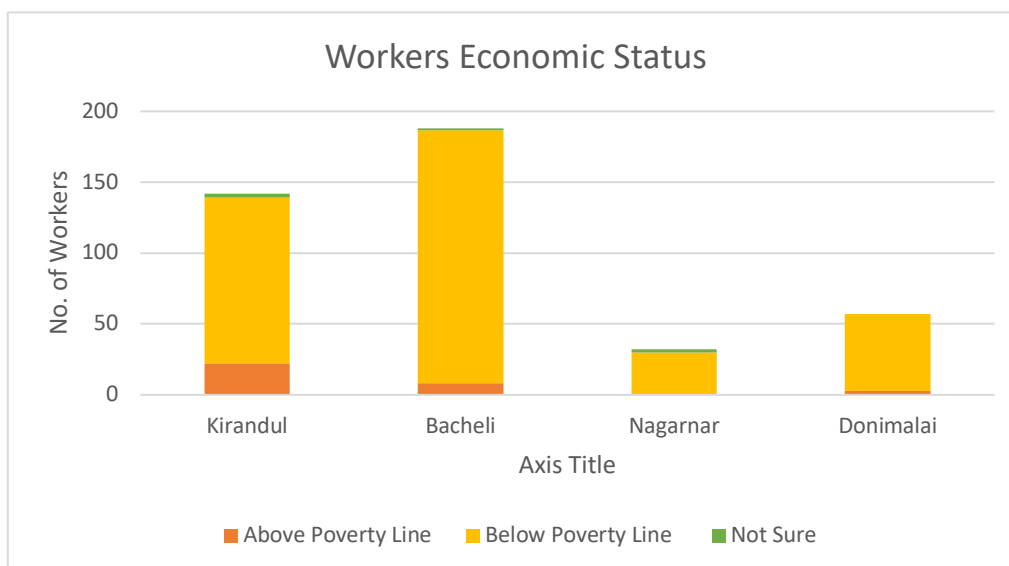
\*Note - Unemployed

- Workers recorded as unemployed above at the time of the survey.
- Contract workers employment is seasonal in nature.
- Relevant job opportunities in worker native locations is sought with remuneration commensurate with candidature experience and background.

### (iii) Worker Economic Status – Below Poverty Line

Exhibit – D and Table-6 below suggests that 92% of worker’s population in sample of 419 workers were below poverty line -

**Exhibit – D**



**Table - 6**

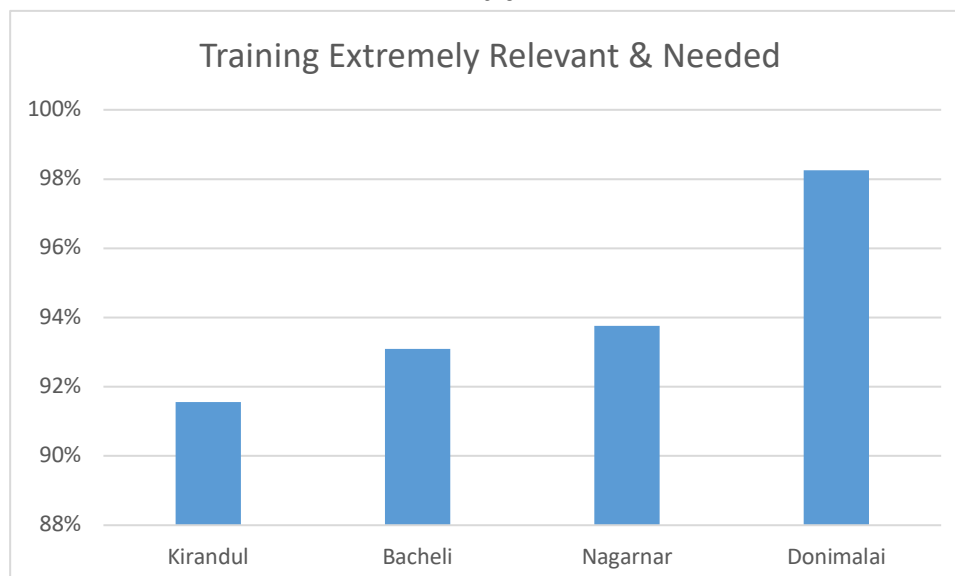
<b>Economic Status</b>	<b>Kirandul</b>	<b>Bacheli</b>	<b>Nagarnar</b>	<b>Donimalai</b>
Above Poverty Line	22	8	0	3
Below Poverty Line	117	179	30	54
Not Sure	3	1	2	0
	142	188	32	57

## C. TRAINING FACTORS

### (i) Need for Training – Extremely Relevant

Unanimously all 4 locations sample group of 419 workers rated the need for the training program at **90%** as can be seen from Exhibit-E. The workers felt that the program was extremely relevant for them and they gained from the program. Donimalai workers rated the training need index highest at 98%.

**Exhibit - E**

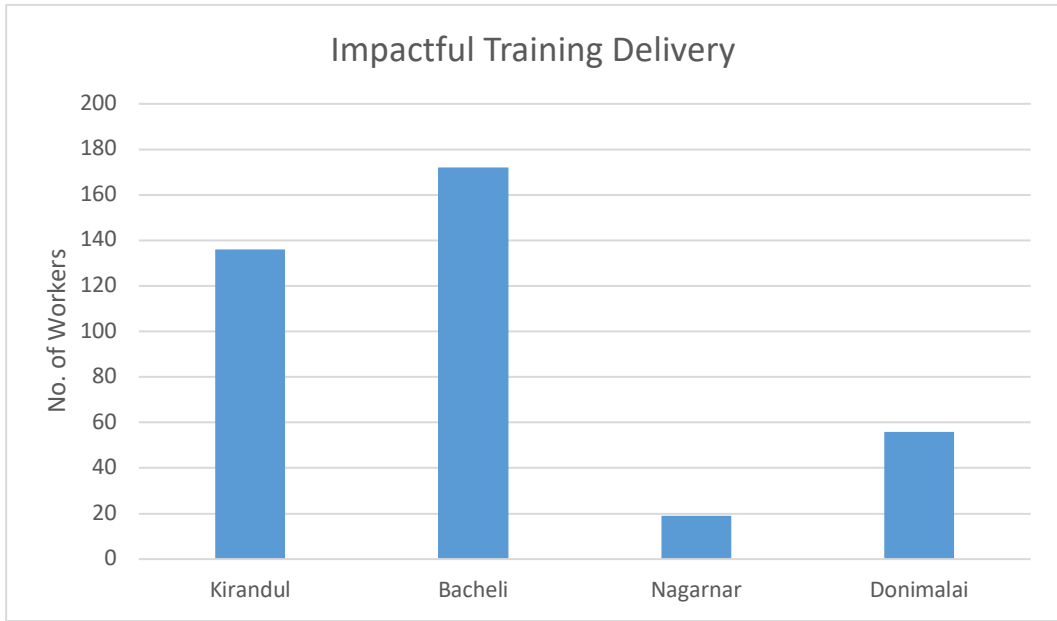


**(ii) Impactful Training Delivery –**

Exhibit – F and Table – 8 reflect information on the Training Delivery’s effectiveness and its impactfulness. The survey suggested that in 3 locations (Kirandul, Bacheli & Donimalai) the Trainer was clear in providing instructions in terms of what to expect from the program, the learnings involved and what will they gain as an output by the end of the session. In Nagarnar while the trainees believed that the trainer had good knowledge yet rated the Trainer handling and impact poorly. On further investigation it was found that the training partner’s organisation was based in Kolkatta and did not have a local on-ground support or infrastructure in Nagarnar. Nagarnar is a geographically difficult location. The arrangements were made by the training partner but the trainers found it difficult to get to the training location and provide the necessary training in a constant and phased manner. The training personnel hence changed frequently. As this was not a planned change it led to loss of handholding amongst the trainers. This effected the overall training quality and hence a low perception of trainer by the trainees. Basis this understanding a recommendation has been made in the concluding recommendation section

MMC investigated further with the officials/training partner at Nagarnar and found that the trainer provided clear instructions however it may have been perceived differently due to a constant change of hands of trainers during the training program.

**Exhibit - F**



**Table - 8**

Impactful Training Delivery				
	Kirandul	Bacheli	Nagarnar	Donimalai
No. of Workers	136	172	19	56
% of Workers	96%	91%	59%	98%

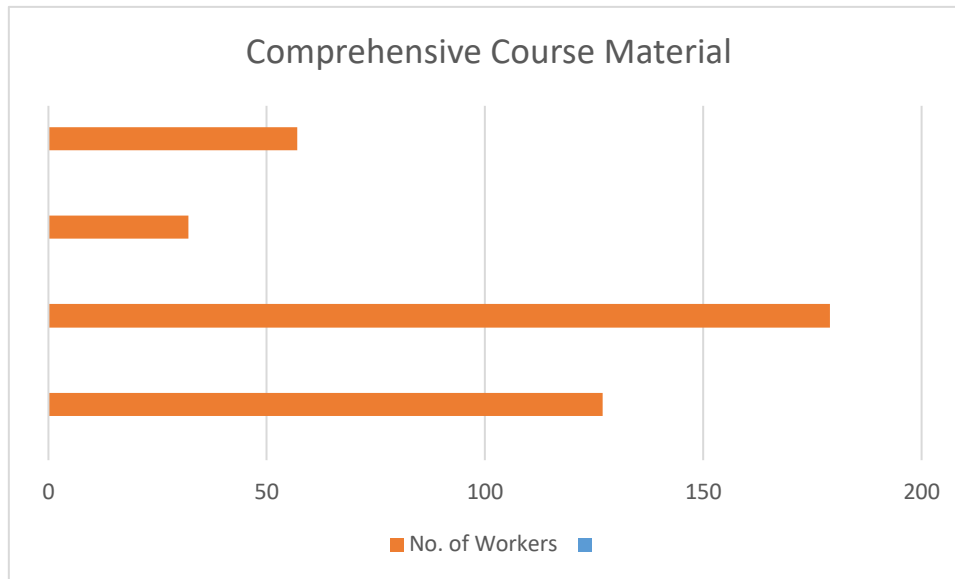


This program is very good program and highly beneficial for us. Thank you sir and NMDC thank you.

**(iii) Comprehensive Training Course material**

As can be seen in Exhibit – G and Table – 9 97% of workers felt that the training course material was comprehensive and had all the necessary information.

**Exhibit - G**



**Table - 9**

	Type	Kirandul	Bacheli	Nagarnar	Donimalai
No. of Workers	Course Material	142	187	31	57
% of Workers	Course Material	100%	99%	97%	100%

#### D. TRAINER FEEDBACK

The trainee workers were asked to rate on the quality of trainer –

- Subject knowledge Expertise
- Attitude of Trainer

##### (i) Trainer Efficacy & Efficiency

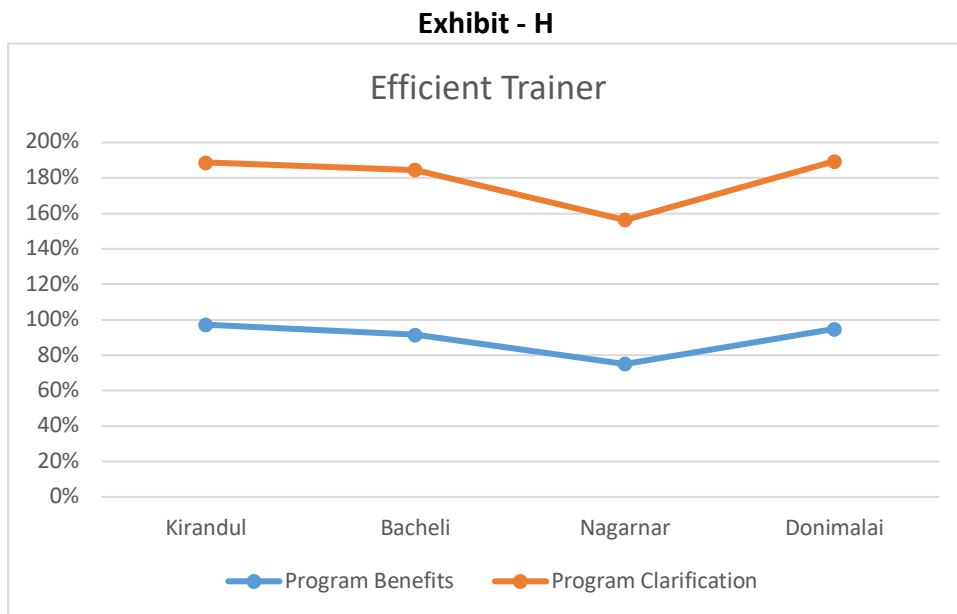
The trainer was rated on multiple parameters, the same were recorded during the survey.

The parameters for trainer efficacy and efficiency are as follows -

- Methodical approach in training  
The trainer was structured in his approach. The attendance sheets and contact details of participants were recorded by the trainer. The timetables of training including the schedule was provided to the trainees. Tools were made available during the course for the trainees to get acquainted with.
- Relevance of the program  
The trainer was able to provide a wholistic view of the program and its relevance to the trainees. On receiving such a view it increased the interest of the trainees to be a part of the training.
- Clarifications provided about the course and program  
During the training program the trainees posed questions related to the program and the queries put up were very well handled by the trainer.
- Benefits offered by the programme  
Trainer was able to provide broad benefits that the trainees could expect as a part of

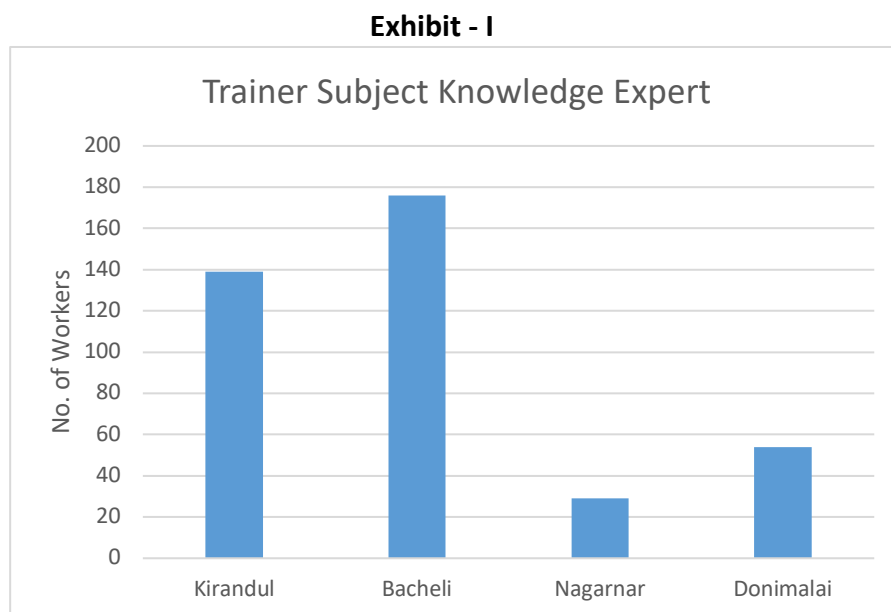
the program including enhancing capability, better skill set development and thereby better productivity at work. Over 91% of trainees in locations Bacheli, Kirandul and Donimalai rated Trainers Efficacy and Efficiency based on above parameters as 'Very Satisfied'.

Trainees in Nagarnar scored the overall performance of trainer in terms of efficacy and efficiency at 81% for counselling/clarifications and for program led benefits 75% which was relatively lower as compared to other locations.



**(ii) Trainer Subject Knowledge Expertise**

For all the four locations trainees rated the trainers of being subject knowledge experts. As can be seen in Exhibit – I and Table – 10 the trainees felt that the trainer had good command over the subject and that they gained from the program.



**Table - 10**

<b>Trainer Subject Knowledge Expertise</b>				
	<b>Kirandul</b>	<b>Bacheli</b>	<b>Nagarnar</b>	<b>Donimalai</b>
No. of Workers	139	176	29	54
% of Workers	98%	94%	91%	95%

**(iii) Trainer Language – Easy to Understand**

Over 89% of workers provided feedback that the language delivery of trainer was acceptable and the modules were explained in an easy to understand method.

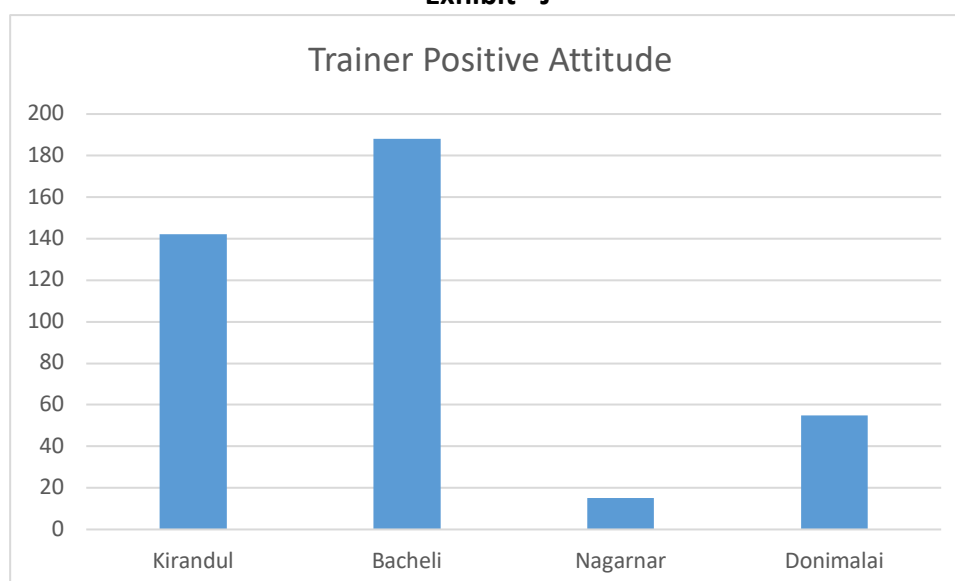
**Table - 11**

<b>Trainer Delivery Language – Easy to Understand</b>				
	<b>Kirandul</b>	<b>Bacheli</b>	<b>Nagarnar</b>	<b>Donimalai</b>
No. of Workers	127	179	32	57
% of Workers	89%	95%	100%	100%

**(iv) Trainer Attitude - Positive**

The survey suggested that in 3 locations (Kirandul, Bacheli & Donimalai) the Trainer had a positive attitude towards the program deliverables and the trainees. He handled the training and trainee queries well. Most workers suggested that they were pleased to see the helping nature and attitude of the trainer. In Nagarnar the trainees felt that there was lack of consistency in the training program as the trainer kept changing. Also the handholding between the trainers was missing which led to delay in training.

**Exhibit - J**





**Table - 12**

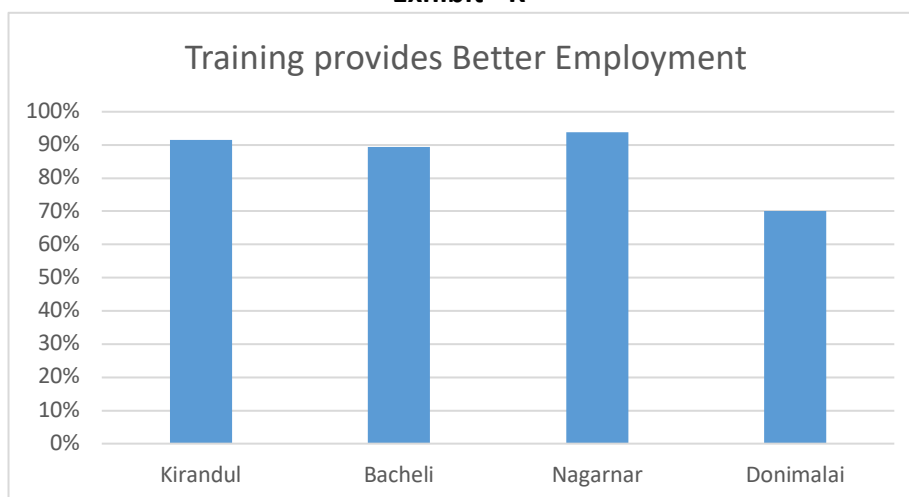
<b>Trainer Positive Attitude</b>				
	<b>Kirandul</b>	<b>Bachel</b>	<b>Nagarnar</b>	<b>Donimalai</b>
No. of Workers	142	188	15	55
% of Workers	100%	100%	47%	96%

## **E. TRAINING BENEFITS**

### **(i) Training provides better employment**

98% of the sample population believed that the training would provide better employability in future. Skills provided during the training program enhanced the capability of the workers as it helped them in managing their work in a better way. This makes their position at workplace stronger as they are able to deliver as per the roles defined more efficiently. The workers also felt that this training would provide them better opportunities in future. It may be suggested that relevant job opportunities in worker native locations is sought with remuneration commensurate with candidature experience and background.

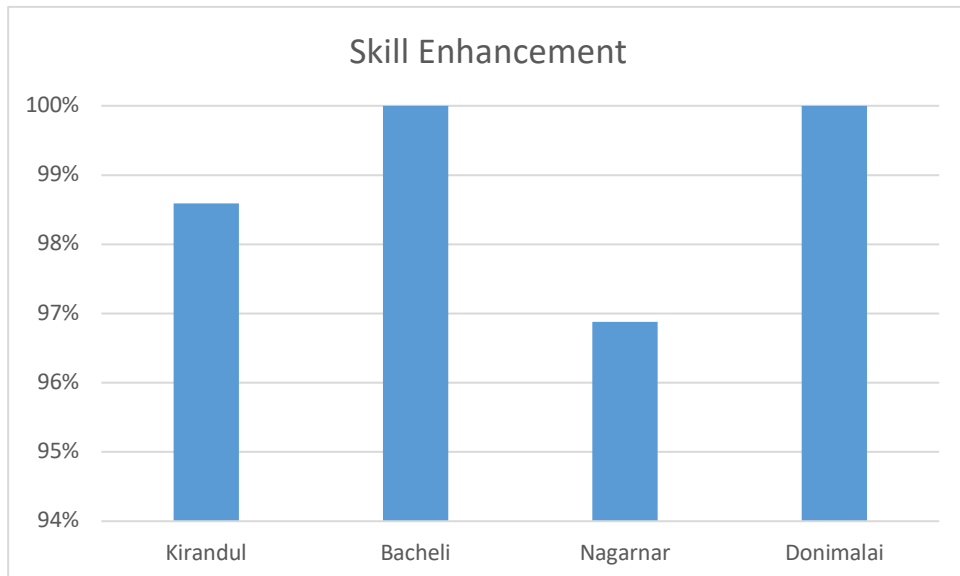
**Exhibit - K**



### **(ii) Skill Enhancement – Better Productivity at work**

Over 97% workers provided feedback that the training benefitted them in many ways. It not only helped them increase their self confidence but also enhanced and sharpened their skills to perform better at work place. There was a perceived benefit of enhancement in their productivity too.

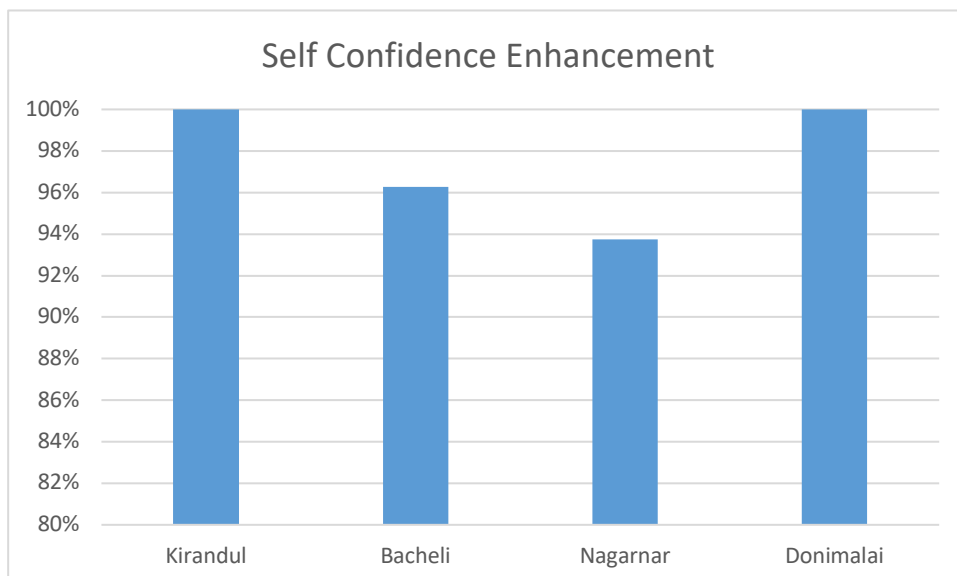
**Exhibit - L**



**(iii) Trainee Confidence & Motivation**

While the knowledge gained and certification were considered to be a high recall benefit but the trainees morale was high. They all gave feedback that such programs should be done more often.

**Exhibit - M**



**(iv) Certification**

Certificate provided post the training program was considered to be of high relevance in the eyes of the trainees. The trainees believed that it not only acknowledges their participation but also may help them in near future for better employability.

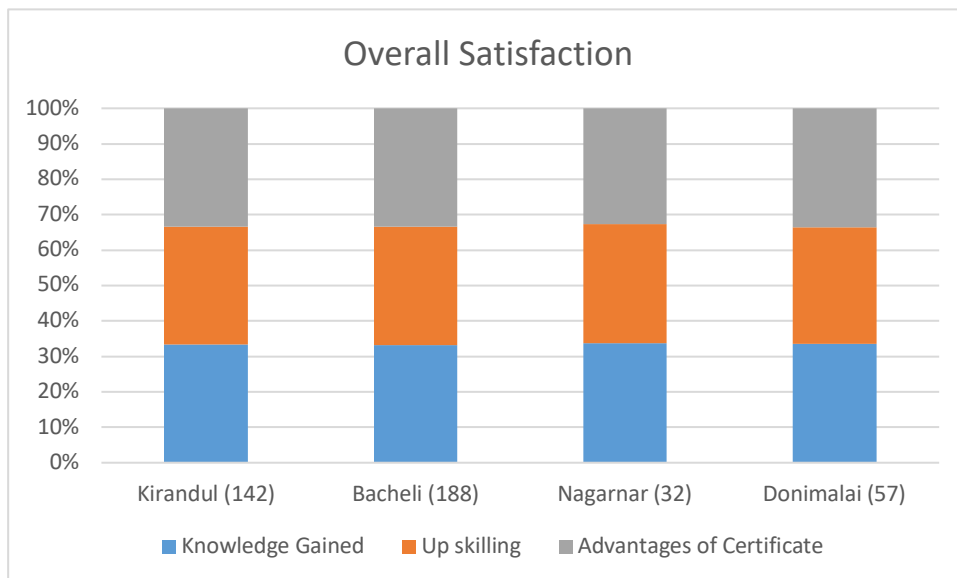


Certificate has a lot of value for us, thank you NMDC

**(v) Training Program Overall Satisfaction**

All the 419 trainees post the training program felt that the program helped them in gaining the requisite knowledge. The trainer had good knowledge and attitude to make the process of learning easier for them. It helped them in the necessary up-skilling needed for on-job performance. They all believed that the Certificate provided to them after the training held tremendous value for them.

**Exhibit - N**



Note – there were a few candidates who did not receive the certificate, MMC did the necessary introductions to the officials and to the training teams to help provide the same.

## F. WORKERS TESTIMONIALS



We have received 10 days very best training but this training should be for 2 months, then it will be better for all students.

**NMDC Donimalai worker**



*(NMDC Nagarnar workers with certificates)*



Ye training ki avdhee 10 din ki bajaye 30 din hona chahiye jisse aur adhik seekh sakein

**NMDC Kirandul worker**

## Recommendations

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The sample of 419 provides a 360 view of the training program and is a good representation of the population. Following are some of the recommendations from the impact analysis study –

- Manpower planning and development exercises are required to be undertaken from time to time at regular intervals keeping in view the numbers required in different fields for which arrangements for training may be needed.
- Training is an investment which pays back by way of better productivity and services. More training programs of similar or diverse topics are requested by trainees which will eventually help NMDC in day to day working through increased employee productivity.
- As per feedback received from trainees under the survey, the RPL training program should be extended from 10 days to a higher duration.
- Training partners chosen for regional locations should have trainers preferably with capability of vernacular/local regional language to handle queries of candidates multi-lingually.
- Most locations are geographically difficult locations, local training partners with infrastructure and support are required as it can further improve efficiency and efficacy of the project.
- Trainers who keep abreast of latest innovations and technological advances for the subject to be trained for, may also be chosen in the future. This will benefit the trainees and eventually NMDC.
- More tools should be made available at the time of training for workers to get hands on experience.
- Performance of workers should be reviewed periodically against announced training objectives.
- Certification should be provided on completion of training or within a reasonable tenure as some trainees may leave job location due to non-availability of recurring jobs.
- In the current RPL program 1600 workers were trained over a period of 3 years. Once the training need is identified this number should be increased as there is need to progressively increase the rate of generation of high quality skilled human resource.
- The impact analysis study should be done closer to the training program delivery to capture the real essence of the program with greater accuracy.

## List of Abbreviations

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NMDC	National Mineral Development Corporation
NSDC	National Skill Development Corporation
MMC	Manpower Management Centre
NTTF	Nettur Technical Training Foundation (NTTF)
Quivan	Quivan Skill Empowerment Private Limited
RPL	Recognition of Prior Learning

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November 2019

**About National Skill Development Corporation (NSDC):** National Skill Development Corporation, working under the aegis of Ministry of Skill Development & Entrepreneurship, is a unique public-private-partnership which aims to catalyze creation of quality vocational training ecosystem in India. The organisation provides funding to build scalable and profitable vocational training initiatives. Its mandate is also to enable support system which focuses on quality assurance, information systems and train-the-trainer academies either directly or through partnerships. Since establishment in 2009, NSDC has trained more than 2 crore people through its partnership with 600+ training partners, wide a robust network of 11,000+ training centers spread over 600 districts across the country. NSDC has institutionalized 37 Sector Skill Councils and is also implementing Government's flagship skill development schemes such as Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Pradhan Mantri Kaushal Kendra (PMKK), National Apprenticeship Promotion Scheme (NAPS), among others.

#### CONTACT US

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