



IMPACT ASSESSMENT REPORT
TITAN LeAP CENTRE, COIMBATORE
2024-25

IMPLEMENTED BY



PREPARED BY



SOCIAL AUDIT NETWORK

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1. Executive Summary

This report presents the Social Impact Assessment (SIA) of the Titan LeAP (Learn, Apply and Progress) program implemented in Coimbatore by Naandi Foundation during the period April 2024 – March 2025. The assessment examines the program’s performance using the REESS framework—Relevance, Effectiveness, Efficiency, Sustainability and Social Impact, to understand how effectively the intervention addresses employability gaps among youth, particularly students from tier-3 colleges and economically disadvantaged backgrounds.

The evaluation followed a mixed-methods approach, combining quantitative and qualitative evidence. Data were collected through a survey of 358 trainees, focused group discussions with trainees and interviews with alumni, trainers, employers and college representatives. Program records and documentation were also analysed to triangulate findings and assess training outcomes, placement performance and stakeholder perceptions.

The Titan LeAP centre in Coimbatore delivers placement-oriented skill training aligned with regional industry demand. During the assessment period, courses were offered in Medical Coding, ITES, Tally, CNC Programming and Regenerative Agriculture, reflecting employment opportunities in healthcare, IT-enabled services, manufacturing and agriculture-linked sectors. Through college outreach, community mobilisation and alumni referrals, the program enrolled 1,157 trainees from 363 colleges across Coimbatore, Erode and Tiruppur districts.

Program outcomes demonstrate strong effectiveness. Of the trainees enrolled, 1,131 successfully completed the training, indicating a completion rate of nearly 98%, while the program achieved an overall placement rate of approximately 97%. Pre- and post-training assessments show significant improvements in technical competencies and employability skills, with more than 95% of trainees reporting improvements in communication skills, confidence and workplace readiness.

The program has been particularly successful in reaching underserved youth. Over 53% of trainees were first-generation learners, and many came from low-income households with limited access to skill development opportunities. By offering free, industry-relevant training and structured placement support, Titan LeAP has helped participants access formal employment and improve livelihood prospects. Overall, the assessment finds that the Titan LeAP program in Coimbatore is a highly relevant and impactful skilling intervention, effectively bridging the gap between higher education and industry requirements while promoting inclusive employment outcomes.

2. Introduction

In Coimbatore, a city with a strong industrial base and a rapidly diversifying employment landscape, graduates from tier-3 colleges face a pronounced mismatch between their formal education and the expectations of the job market. While the region offers employment opportunities across manufacturing, information technology, healthcare services, logistics and emerging digital sectors, employers increasingly seek candidates who demonstrate practical skills, workplace readiness and effective communication—competencies that are often underdeveloped in many tier-3 institutions. Consequently, a significant proportion of students complete their degrees without adequate proficiency in technical tools, professional behavior, or interview readiness, leading to delayed placements, underemployment, or acceptance of low-wage, unstable jobs unrelated to their field of study¹.

¹ [Education to Employment : Overcome the Job Challenges](#)
[India faces growing job crisis: Just 42.6% of graduates are employable | Economy & Policy News - Business Standard](#); [India needs to bridge graduate employability gap](#)

“Graduates from Tier 1 colleges demonstrate the highest employability rates at 48.4%, followed by Tier 2 colleges at 46.1% and Tier 3 colleges at 43.4%. This variation highlights the need for institutions to improve educational quality and align curricula with industry demands in both technical and non-technical roles²”.

Need for Livelihood Program

The challenge is particularly acute for first-generation learners and students from economically constrained backgrounds, who rely heavily on campus-to-career transitions for upward mobility. In the absence of structured skill training and placement preparation, these students are disadvantaged in a labour market that rewards adaptability, problem-solving ability and job-specific competencies. This highlights the need for focused interventions that bridge academic learning with employability skills, contextualised to the city’s economic profile. Placement-oriented skill development, integrated with soft skills, digital literacy and exposure to industry expectations, is therefore critical to improving employment outcomes for tier-3 college students in Coimbatore. The Mercer Mettl’s India’s Graduate Skill Index 2025 Report³ reveals that graduates from Tier 1 colleges have stronger technical and non-technical employability skills, while students from Tier 2 and Tier 3 colleges perform at similar levels to each other. This indicates that there is significant untapped talent among graduates from non-elite institutions, which can be unlocked with appropriate training and support. Such interventions not only enhance individual career prospects but also strengthen the local human capital, supporting sustainable economic growth and reducing structural graduate unemployment in the region.

About Titan

Titan Company Ltd is the organization that brought about a paradigm shift in the Indian watch market when it introduced its futuristic quartz technology, complemented by international styling. With India's two most recognized and loved brands, Titan, and Tanishq, to its credit, Titan Company Ltd is the fifth largest integrated own-brand watch manufacturer in the world. The success story began in 1984 with a joint venture between the Tata Group and the Tamil Nadu Industrial Development Corporation. Presenting Titan quartz watches that sported an international look; Titan Company Ltd transformed the Indian watch market. After Sonata, a value brand of functionally styled watches at affordable prices, Titan Company Ltd reached out to the youth segment with Fastrack, its third brand, trendy, and chic. The company has sold 150 million watches all over the world and manufactures over 15 million watches every year. Over the last four decades, Titan has expanded into underpenetrated markets and created lifestyle brands across different product categories, including fragrances (SKINN), accessories and Indian dress wear (Taneira), and thoughtfully designed Women’s Bags (IRTH). Backed by over 8,000 employees, two exclusive design studios for watches and Jewellery, 10 manufacturing units, and innumerable admirers the world over, Titan Company Ltd continues to grow and set new standards for innovation and quality. The organization is all geared to repeat the Titan and Tanishq success story with each new offering.

About Naandi Foundation

Naandi Foundation is a non-profit organization in India that works at the intersection of education, livelihoods and sustainable development, with a strong focus on enabling underserved communities to achieve long-term socio-economic mobility. Established in 1998, the Foundation has evolved into one of the country’s largest development organizations, impacting millions of lives across multiple states. Naandi’s work is anchored in the belief that poverty can be addressed effectively through high-quality education, market-linked skill development and community-driven solutions. Its interventions span foundational learning for children, youth employability and skilling programs, farmer livelihoods, etc. In the area of youth employment, Naandi is recognized for designing and implementing placement-oriented skill training programs that combine technical competencies with soft skills, life skills and employer engagement, thereby improving employability outcomes for first-generation learners and students from resource-constrained backgrounds. The Foundation places strong emphasis on data-driven program design, outcome measurement and continuous improvement, ensuring both

² [India’s Graduate Skill Index 2025](#)

³ [Only 42.6% Indian graduates are employable; non-technical skills, creativity low—Mercer report](#)

scale and impact. By working closely with governments, corporates and local institutions, Naandi Foundation has built credible models that address workforce readiness and inclusive growth, contributing meaningfully to India's human capital development and broader social transformation agenda.

About the CSR Project

Titan LeAP (Learn, Apply and Progress) is the flagship skill development and employability program under Titan Company Ltd.'s Corporate Social Responsibility (CSR) agenda. It was launched in 2015 with the objective of training youth—especially from underprivileged and marginalized communities—in industry-relevant technical and life skills, preparing them for employment, entrepreneurship and livelihood opportunities across sectors. The program has evolved from standalone centers to a hub-and-spoke model, enabling training closer to learners' homes or colleges and expanding its reach across multiple states.

Titan LeAP has delivered training to a large number of beneficiaries nationwide: over 1,40,000 individuals have been reached through various LeAP centers and initiatives, including youth, women at risk, persons with disabilities (PwDs) and tribal communities. The program's integrated model focuses on not only job skills but also communication, digital literacy and workplace readiness, leading to tangible outcomes. Initially concentrated in Tamil Nadu, LeAP now operates in several states, including Karnataka, Uttarakhand, West Bengal and Telangana, and continues to establish new centers—such as the one recently inaugurated in Rudrapur (Uttarakhand) in December 2025 — covering emerging livelihood areas like automotive trades and workplace readiness.

Titan LeAP has been implemented in partnership with Naandi Foundation since its inception. The collaboration leverages Naandi's experience in large-scale skilling and community outreach to deliver employability training to youth and marginalised groups across Tamil Nadu and other regions. The collaboration aligns both organisations' strengths: Titan's CSR funding and strategic direction for skilling, and Naandi's implementation capacity and community networks. Together, they target quality education, decent work outcomes and reduced inequalities by connecting skill training with local employment opportunities.

What are the interventions?

The Titan LeAP Center in Coimbatore is a dedicated skill development and employability training facility established to enhance local youth readiness for the job market. It was launched in the financial year 2023-24 and during its first year of operation, trained over 300 learners in courses specifically tailored to meet the demands of Coimbatore's evolving employment landscape. The center offers a range of specialised programs, including Full Stack Developer, Medical Coding, CNC (Computer Numerical Control) Program cum Operator and Regenerative Agriculture, which align with opportunities in the information technology, healthcare, manufacturing and sustainable agriculture sectors.

Why is it being done?

Titan LeAP courses are designed to build industry-relevant skills, combining technical knowledge with personal development elements such as communication and workplace readiness, thereby improving participants' chances of securing gainful employment. Despite Coimbatore's strong industrial base and diversification into sectors such as manufacturing, IT, healthcare, logistics and emerging digital services, many young graduates—especially first-generation learners and those from economically constrained backgrounds—lack practical skills, workplace readiness and exposure to industry expectations. This program aims to address the growing gap between the city's expanding employment opportunities and the employability of graduates from tier-3 colleges.

How is it being done?

Funded by Titan India Pvt Ltd and implemented by Naandi Foundation, the program is implemented through a structured, placement-oriented skilling model that combines mobilisation, training, employer engagement and post-training support. Youth from tier-3 colleges and economically disadvantaged backgrounds are mobilised through colleges and community networks, followed by a diligent screening process. Then comes the classroom

and practical training in sector-specific technical skills alongside communication, workplace readiness, digital literacy and interview preparation. The program integrates continuous assessments, mock interviews, alumni interactions and exposure to industry expectations, culminating in structured placement drives and employer linkages. Post-placement follow-ups and alumni engagement try to support retention and career progression, ensuring that the intervention facilitates not only job placement but sustained employability and long-term livelihood outcomes. For the evaluation period, a grant of Rs. 1,92,83,417/- (Rupees One Crore Ninety-Two Lakh Eighty-Three Thousand Four Hundred Seventeen only) was provided.

Where is it being done?

The Titan LeAP centre in Coimbatore is imparting all the courses in Coimbatore, at its center for Medical Coding, ITES and Tally. For Regenerative Agriculture and CNC Operations, Naandi Foundation has partnered with training academies, in Coimbatore again, in the respective fields. Candidates have been mobilized from Coimbatore, Erode and Tiruppur, from across 363 colleges.

When was it done?

The program was implemented in the year 2024-2025, with quarter specific targets, using a cohort-based approach. Scheduling of all classes were aligned with college calendars and placement drives were planned with due consideration of trainees' academic routine and availability.

3. Objective and Scope of the Study

This Social Impact Assessment of the Titan LeAP program in Coimbatore aims to assess the relevance, effectiveness, efficiency, sustainability and social impact of the intervention in addressing the local industry demand and youth employability gaps, especially for students from tier 3 colleges. It also intends to understand the various outcomes achieved by the trainees, including placement and evaluate the broader social impact.

This study covers the intervention period 2024-2025.

4. Evaluation Methodology

The SAN India team comprising of Ms Latha Suresh, Ms Marie Banu and Ms Shanmuga Priya.T were involved in the study.

The evaluation of the Titan LeAP program was guided by the REESS framework, adapted from the OECD-DAC evaluation criteria, to systematically assess program performance and value. This framework enabled analysis across Relevance, Effectiveness, Efficiency, Sustainability and Social Impact, ensuring alignment with beneficiary needs, industry demand and implementation outcomes. Using REESS allowed for a balanced assessment of both immediate results and the program's longer-term contribution to employability and inclusive development.

Design

A mixed-methods research design was employed to generate both quantitative and qualitative evidence on program processes and outcomes. Quantitative data were collected through a structured survey instrument administered to 2024-2025 trainees, capturing their feedback, perceptions and self-reported outcomes related to training quality, relevance and overall experience. To complement the survey findings and enable deeper exploration of trainee experiences, a focused group discussion (FGD) was conducted with 13 trainees who were present during the center visit. The FGD facilitated interactive dialogue and allowed for the identification of common themes, challenges and perceived benefits of the intervention.

In addition, qualitative data were gathered through semi-structured individual interviews (conducted over call) with key stakeholders, including program alumni, human resource representatives from organisations that recruited trainees after completion of the program and external trainers involved in course delivery. These interviews provided insights into post-training employment outcomes, workplace readiness of trainees and the effectiveness of the training curriculum and pedagogy from an employer and trainer perspective. Separate FGDs were also conducted with center trainers and the project management representative to capture

implementation-level insights and operational challenges. All program related information were gathered from the reports and documents shared by Naandi Foundation and Titan LeAP, Coimbatore.

Sampling

For the survey, non-probability voluntary response (self-selection) sampling was used – the survey link was shared with the entire eligible population (the 2024–2025 trainee cohort) through an existing WhatsApp group, and repeated reminders were sent to encourage participation. 358 responses were received, after which the link was deactivated. For the qualitative component (interviews and FGDs), purposive sampling was used, based on the contacts shared by the program team. For the FGD with trainees of the program year, convenience sampling was used, based on their feasibility and accessibility during the centre visit. The 13 members present during this FGD represented all the courses imparted under the Titan LeAP program.

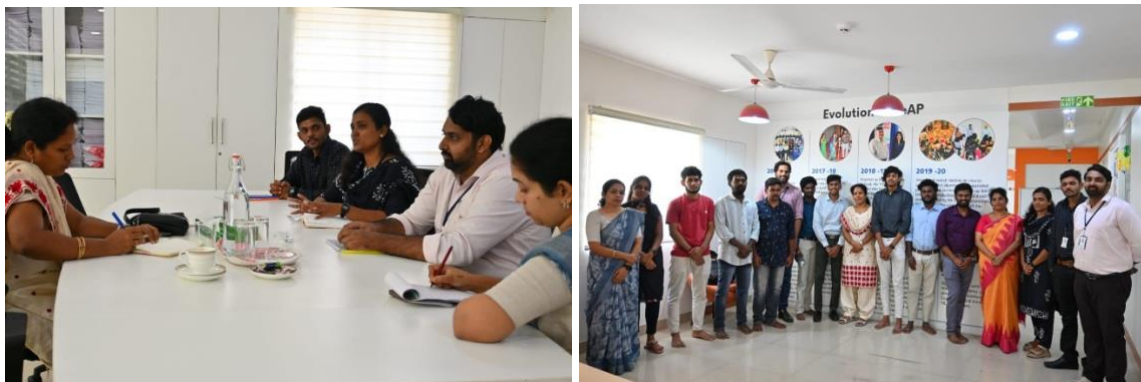
Stakeholders Consulted

The following table lists the stakeholders consulted for this evaluation.

Table 1: Stakeholders Consulted

SI No	Stakeholder	Designation	Method	Number
1	Trainees from 2024-2045 batch	Trainees	Survey Tool	358
2	Trainees from 2024-2045 batch	Trainees	Focused Group Discussion	13
3	Case Studies	Trainees	Individual Interview	4
4	Alumni	Past Trainees	Individual Interview	4
5	Company Representatives	HR Executives	Individual Interview	3
6	Training Faculty	Trainers from the Center	Focused Group Discussion	4
7	Mr Rohit	Program Manager, Naandi Foundation	Individual Interview	1
8	External Trainers	Trainers	Individual Interview	3
9	College Contacts	Department HOD, Placement Officers	Individual Interview	5





Pictures from the center visit on 26th November 2025

Analysis

Data analysis followed a systematic triangulation approach, integrating quantitative and qualitative evidence to draw robust conclusions on program performance. Quantitative survey data were analysed using descriptive statistics on Microsoft Excel, to examine trainee profiles, participation patterns, skill acquisition, satisfaction levels and employment outcomes, with comparisons made across key indicators where relevant. Qualitative data from FGDs and semi-structured interviews were thematically analysed to identify recurring patterns, convergences and divergences in stakeholder perspectives, providing contextual depth to the survey findings and enabling interpretation of outcomes across the REESS evaluation dimensions.

5. Report on Performance of the Project

The Titan LeAP project in Coimbatore follows a structured, end-to-end flow of activities designed to move youth from mobilization to sustainable employment. The process begins with community outreach and mobilisation through roadshows, college partnerships and engagement with local networks to identify eligible youth and women, particularly from underserved backgrounds. Once mobilized, candidates undergo counselling and screening to assess aptitude, interest and suitability for available courses, ensuring alignment between learner aspirations and industry demand. Enrolled trainees then progress through domain-specific technical training delivered either at the Titan LeAP Center or at partner training institutes (for CNC and Regenerative Agriculture), depending on the course. This technical training is complemented by structured inputs on personality development, communication skills, aptitude, digital literacy and workplace readiness, which are delivered centrally at the Coimbatore LeAP centre to build confidence and professional competencies.

Mobilization: Student mobilization for the project is undertaken through a multi-pronged outreach strategy that combines on-ground engagement and peer-led referrals. This includes roadshows, distribution of pamphlets, use of auto-flex displays and structured college-level orientation workshops to create awareness about the program and its offerings. An internal referral mechanism, referred to as “Each One Refer One,” further strengthens outreach by encouraging alumni and past trainees to identify and refer eligible candidates from their communities and institutions. In practice, alumni have emerged as a critical resource, as they help identify potential hubs and clusters from which needy and motivated students can be mobilised. Through these combined efforts, the program has conducted orientation sessions across **37 colleges in Coimbatore, Erode and Tiruppur**, significantly expanding its reach and ensuring access for students from semi-rural and peri-urban areas around Coimbatore.

Table 2: Titan LeAP Coimbatore - Trainee Mobilization (2024-2025)

Course	Mode of Mobilization					Total
	College Orientation	Employment Exchange	Alumni/Peer Referrals	Pamphlet Distribution in community	Road Shows	
Medical Coding	160	1	43	24	7	235
Regenerative Agriculture	28	21	68	28	56	201
CNC	161	1	48	52	23	285
ITES	59	4	102	47	17	229
Tally	88	1	37	49	6	181
Total	496	28	298	200	109	1131

Source: Program data shared by Naandi Foundation

An interesting avenue explored by the Naandi Foundation team is that of Employment Exchange. The mobilisation and roadshow initiatives conducted at the Employment Exchange Office in Coimbatore were designed to create sustained awareness about employment opportunities, skill development programs and career guidance support. Organised on a regular basis—**every third Friday**—these activities aimed to connect job seekers and students with relevant training and placement options while strengthening coordination with local employment authorities. Engagement with key officials, including the Deputy Director of the Employment Exchange Office and representatives from the Tamil Nadu Skill Development Corporation (TNSDC), helped align this initiative with government priorities and facilitated discussions on future collaborations, including mega job fairs and skill training programs.

These efforts established a consistent engagement mechanism with the Employment Exchange Office, enabling ongoing outreach and information dissemination. Participants had provided positive feedback on the clarity and usefulness of the information shared, and collaboration with TNSDC was strengthened, laying the foundation for expanded impact through continued institutional partnerships – through joint job fairs, workshops and other training initiatives.

“In colleges, we approach the NSS unit to reach out to the right audience in communities around them. In fact, we had a student by name Barani, who, after completing his course, understood the value and then mobilized a full batch of NCC/NSS volunteers. As most of them were going for part time jobs, he felt that our courses will be a great leverage for them,” says Ms Devaki, Trainer for Communication Skills at the Titan LeAP Center, Coimbatore.

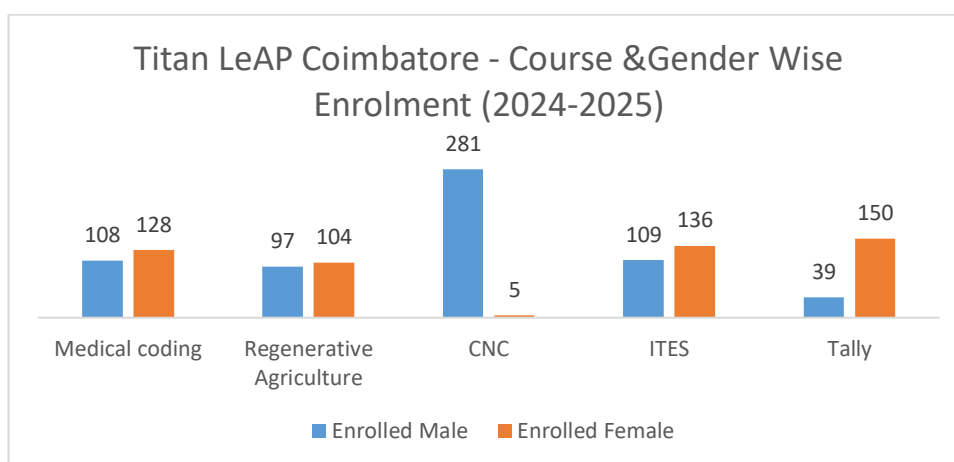
Screening: Following mobilisation, the program enters a critical shortlisting and enrolment phase, during which prospective trainees are assessed against clearly defined eligibility and prioritisation criteria. Key considerations include household income (with preference given to candidates from families earning less than ₹3 lakh per annum), indicators of economic vulnerability and family circumstances, including students from single-parent households. Two-wheeler licenses are also inspected as it is a prerequisite for some of the jobs.

Table 3: Titan LeAP Coimbatore – Trainee Enrolment (2024-2025)

Course	Enrolled			
	Male (NO)	Male %	Female(N)	Female %
Medical coding	108	45.8	128	54.2
Regenerative Agriculture	97	48.3	104	51.7
CNC	281	98.3	5	1.7
ITES	109	44.5	136	55.5
Tally	39	20.6	150	79.4
Total	634	54.8	523	45.2
Total (M&F)	1157			

Source: Program data shared by Naandi Foundation

Figure 1: Titan LeAP Coimbatore – Course & Gender Wise Enrolment (2024-2025)



“One of our students who is really good in sales could not be shortlisted for a job placement because he did not have a two wheeler. That is why we check before hand to be able to refer the suitable candidates,” says Mr Faisal Ahmed, Trainer for Aptitude at the Titan LeAP Center, Coimbatore.

Training: Following enrolment, candidates undergo a structured 45-day training program aligned to their chosen course. For programs such as Tally, ITES and Medical Coding, training is delivered directly at the Titan LeAP Centre, where learners receive classroom-based instruction supported by hands-on practice. For Regenerative Agriculture and CNC programming, trainees attend sessions at empaneled partner institutions that are equipped with specialised laboratories and farm facilities, enabling exposure to advanced equipment and practical environments essential for effective skill acquisition.

Across all courses, the training design follows a holistic framework that integrates domain-specific technical knowledge, digital and technology-enabled skills, and placement-oriented preparation. In addition to core technical competencies, trainees are equipped with workplace readiness inputs such as communication skills, aptitude development, resume writing, interview preparation and professional conduct. This integrated approach ensures that participants are not only technically proficient but also prepared to transition smoothly into formal employment. The structured course framework is outlined in the table below.

Table 4: Titan LeAP Coimbatore – Course Framework (2024-2025)

Skills Focused	Hours Spent Course Wise				
	Medical Coding	Regenerative Agriculture	CNC	ITES	Tally
Domain	60	80	100	0	50
Communication	36	0	10	35	35
Aptitude	16	0	0	35	15
Digital	0	0	0	25	16
Socio-Emotional	18	0	10	12	14
Placement				10	
Post Assessment		10	10	4	
Practical / Extended Learning		40		9	
Total (Hours)	130	130	130	130	130

Source: Program data shared by Naandi Foundation

Throughout the training phase, continuous assessments are conducted to track attendance, learning progress and skill acquisition, culminating in certification aligned with relevant industry or sector standards.

In addition to the regular training sessions conducted during the course period, the centre incorporates a dedicated component known as **“Learning Saturdays,”** which focuses on activity-based upskilling and experiential learning. These sessions are designed to complement formal instruction by exposing trainees to practical, short-format skills such as Canva, extempore speaking, and other tools and competencies that enhance creativity, communication and professional confidence. The emphasis on interactive and participatory learning during these sessions supports the development of transferable skills that are increasingly valued in the workplace.

Learning Saturdays also serve as an important platform for peer interaction and community building within the program ecosystem. Trainees and alumni are encouraged to participate together, enabling knowledge exchange, networking and mentoring. These interactions provide opportunities to share real-world experiences, discuss employer expectations, emerging market trends and evolving skill requirements, and reflect on course content and delivery.

“This is an open platform where trainers also get to know what the candidates perceive about the course content and the relevance outside when they start working. In a mixed group, such perceptions come out very organically,” says Mr Ashwin Nithish, Placement and Mobilisation Incharge at the Titan LeAP Center in Coimbatore.

Placement: Dedicated placement efforts such as employer outreach, job drives and coordination with hiring partners are integrated into the program flow to facilitate timely transitions into employment, apprenticeships, or self-employment. Post-placement, the project undertakes follow-up and tracking to assess job retention, income changes and overall livelihood outcomes, while also capturing feedback from employers and alumni. This cyclical flow ensures that learning outcomes, employment results and stakeholder feedback continuously inform program refinement and sustainability. The program achieved a placement rate of 97% during the evaluation period.

Table 5: Titan LeAP Coimbatore – Overall Outcomes (2024-2025)

Course	Enrolled	Completed	Placed
Medical coding	236	235	235
Regenerative Agriculture	201	201	201
CNC	285	285	285
ITES	245	229	215
Tally	190	181	162
Total	1157	1131	1098

Source: Program data shared by Naandi Foundation

Curriculum: All courses offered under Titan LeAP are developed and periodically reviewed by a central pedagogy team, with a strong emphasis on industry relevance and employer expectations. The curriculum design process is informed by structured inputs gathered from human resource representatives of companies that recruit LeAP trainees. These inputs are collected through formal engagement platforms, including employer events and regular monthly interactions facilitated by the Placement In-charge, who maintains ongoing communication with hiring organisations. This continuous feedback loop ensures that course content remains current, demand-driven and aligned with evolving workplace requirements.

Beyond curriculum alignment, these employer interactions provide valuable insights into trainees' on-the-job performance, emerging skill gaps and areas requiring further upskilling or refinement. Such feedback enables the program to make timely adjustments to training modules, pedagogy and placement preparation strategies. This year, a new course on Solar Energy has been introduced, keeping pace with the new momentum in the renewed energy sector.

HR Conclave – March 2025

- The HR Conclave 2025 brought together industry experts and HR professionals from multiple sectors including BFSI, manufacturing, healthcare, agriculture, retail, jewellery, etc to discuss employability, job-oriented courses and evolving workforce requirements.
- Panel discussions highlighted the importance of continuous upskilling, relevant certifications, strong communication skills, resilience and a learning mindset over dependence on academic degrees alone.
- Learners and alumni gained direct exposure to employer expectations, recruitment practices and real-world workplace dynamics across industries.
- Industry feedback contributed to curriculum alignment, identification of emerging roles and the development of a roadmap for future skill development and workplace readiness initiatives.
- The conclave strengthened industry–academia collaboration and deepened understanding of workforce trends, including intergenerational communication and technology adoption, to support sustainable employment outcomes.



“One of the program beneficiaries, Ms. Hemalatha, a Diploma holder in Civil Engineering from GPT College, completed the ITES course under Titan LeAP and subsequently secured employment with a reputed company. Following a temporary career break due to marriage, she sought to re-enter the workforce and participated in the HR Conclave as part of the program’s alumni engagement. The conclave provided her with direct access to multiple employers and an opportunity to showcase her skills and professional readiness. As a result of these interactions, Ms. Hemalatha received four job offers during the event,” says Mr Ashwin Nithish, Placement Incharge at the Titan LeAP Center in Coimbatore.

Events

In addition to technical and placement-focused training, the program integrates experiential learning initiatives to strengthen analytical thinking, creativity and workplace readiness. Two such events are the Analytics 360 and Idea to Innovate, organized during the evaluation period.

Analytics 360

Analytics 360 is a project-based learning initiative that equipped learners with practical digital and analytical skills by enabling them to work on real-world, data-driven problems. Through this project, learners were trained in the complete Microsoft Office suite—MS Word, Excel and PowerPoint—and guided through the end-to-end process of survey-based research. They identified contemporary social issues, designed questionnaires, collected primary data, analysed it using Excel functions/visualisations and documented insights through reports and presentations. The process strengthened data interpretation, critical thinking, reporting and presentation skills, while also enhancing confidence, teamwork and decision-making abilities.



Idea to Innovate

Idea to Innovate is a problem-based learning initiative that encouraged learners to transform real-world challenges into innovative products or services through an innovation pathway. Learners progressed from problem identification and ideation to prototype development, branding, pricing and market positioning, culminating in an exhibition-style project launch. This fostered creativity, entrepreneurial thinking, collaboration and leadership, while also strengthening communication and presentation skills. The trainers opined that in spite of the initial challenges in ideation, model development and pitching, learners demonstrated significant growth in confidence, ownership and problem-solving capability. It also prepared learners for early-stage entrepreneurship and solution-oriented thinking in professional environments.



6. Evaluation of Program Objectives using REESS Framework

The REESS framework; Relevance, Effectiveness, Efficiency, Sustainability and Social Impact — is an evaluation lens commonly used to assess the performance and value of development interventions. It is a practice-driven adaptation of the OECD-DAC evaluation principles. Its strength lies in its alignment with globally accepted evaluation norms while remaining flexible for applied social impact assessments. In the context of skilling interventions, these factors can be understood as under:

- Relevance examines the extent to which a program aligns with the needs of beneficiaries, industry demand and local socio-economic contexts.
- Effectiveness assesses how far the intervention achieves its stated objectives, such as skill acquisition, placement outcomes and employability readiness.
- Efficiency focuses on the optimal use of resources by comparing inputs, processes and outcomes, including cost-effectiveness and timeliness of delivery.
- Sustainability evaluates whether program benefits are likely to continue beyond the intervention period, through mechanisms such as industry linkages, alumni progression and continued upskilling.
- Social Impact looks at broader and longer-term changes, including improved livelihoods, confidence, social mobility and inclusion of underserved populations.

Together, the REESS framework provides a comprehensive and systematic approach to evaluating both the immediate results and the long-term value of such development interventions. Indicators used in this evaluation are given in the following table.

Table 6: REESS Indicator Framework used in this Evaluation

Criterion	Indicators
Relevance	Lack of awareness amongst communities on the employment opportunities available in local area
	Training courses designed based on local market demand and employability potential of beneficiaries
	Demographic reach – inclusion of SC/ST, minorities, women
	Skill domains aligned with Titan’s CSR focus on employability and livelihood enhancement.
	Women/Youth not exposed to entrepreneurial opportunities
	Curriculum designed based on potential of local communities
	Alignment with government skill ecosystems (NSDC/PMKVY etc.)
	Alignment of youth aspirations with industry demand
	Entrepreneurship programs for women designed based on available local resources
Effectiveness	Effective curriculum integrating growing market demands
	Trainer quality and pedagogy
	Retention of trainees by employer post OJT
	Certification rate and assessment systems
	OJT preparing for job readiness
	Placement of trainees
	Increase in Household income
	Inclusive mobilisation strategies in place
	Increase in self-confidence among youth
	Motivation to start micro-enterprises/ enterprises
	Increase in employability skills
	Trainee satisfaction
	Trainees pursuing higher education/further skilling
	Awareness of government schemes for youth and women
	Appointment of Local trainers
Participants continuing in employment or self-employment post-training.	

Efficiency	Efficient mobilisation and inclusion
	Completion of course by participants including OJT
	Optimum use of existing infrastructure
	Program completion as per plan
	Increase in number of placement partners
	Ratio of trainer: trainee
Sustainability	Monitoring mechanisms in place
	Alumni networks promoting role models
	Linkages with local markets and supplier networks established.
	Institutional sustainability of Titan LEAP as a livelihood hub
	Program continuity without Titan support
	Scalability and replication potential
	Collaboration with government bodies/NSDC
Social Impact	Sustainable income diversification and income stability for youth
	Women's participation in household decision-making
	Better aspiration levels among youth and women
	Self-confidence and resilience among youth
	Empowered women/ Youth
	Enhanced employability skills for youth trained
	Interest among youth to pursue higher education
	Long-term job continuity and career progression
	Reduced unemployment
	Social equity
	Inclusive communities
	Boost in local economy
	Self-reliant women

a. Relevance

Alignment with local or regional skill gaps

Coimbatore is an emerging industrial hub with a diversified employment ecosystem that includes manufacturing, IT/ITES, healthcare services, CNC machining and agriculture-based enterprises. The region's market demand increasingly emphasises work-ready talent with both technical competence and workplace skills. Titan LeAP Coimbatore's course offerings – such as Medical Coding, ITES, Tally, CNC machining and Regenerative Agriculture – directly correspond to the skill demands of local employers. For example, Coimbatore's manufacturing sector reports high demand for CNC operators and technicians with practical machine handling skills, while healthcare and ITES firms increasingly recruit for coded documentation and client servicing roles.

Aligned with beneficiary needs

“Most of our students come from underprivileged backgrounds and are unable to afford or plan for additional skilling programs alongside their regular college studies. In this context, the aptitude training, interview preparation and especially the communication skills they gain through these courses make a significant difference in how they assess themselves for placement opportunities” – Ms Kalaiselvi, Placement Officer, LNV College of Arts and Science, Coimbatore.

Focusing on students from tier 3 colleges requires the program to look into few critical factors like cost and convenience. In fact, these factors alone have been the main reason behind 24.13% of the survey respondents enrolling in the courses.

- 53.7% of the trainees were first generation learners
- 53% came from families that earned below one lakh rupees per annum
- 19.5% of survey respondents belonged to the SC/ST category
- 60.06% of survey respondents were either about to finish graduation or looking for a job after graduation, making these courses available at the right juncture
- 72.49% of survey respondents had not attended any other skilling program before Titan LeAP
- 70.62% of survey respondents had not come across other such courses before Titan LeAP

“The program is highly flexible and schedules classes in alignment with college routines, which makes participation easier for students. There is rigorous follow-up, with each student being tracked not only until placement but even after joining employment, to ensure they are able to sustain themselves in the job market—something that is often difficult for colleges to manage independently. Most of our students come from rural backgrounds, and for them, a free course that also supports placement is a major advantage. Limited transport facilities restrict their ability to travel long distances for interviews or jobs, so having training, placement support and employer access concentrated at a single centre is extremely convenient. The program’s focus on local companies is particularly beneficial, as it allows students to accept offers and settle into their roles more easily, unlike some pan-India programs where placements may be offered in distant locations. I see this initiative perfectly designed for rural students” – Mr Manickaraj, Placement Officer at Pioneer College of Arts and Science, Coimbatore.

These students also lack structured placement support which is again evident from their responses in the survey, as given in the table below.

Table 7: Titan LeAP Coimbatore – Trainees’ Needs (2024-2025)

Challenges faced before joining Titan LeAP Courses	% of respondents
Lack of Skills	40.24
Lack of Confidence	39.64
Lack of Guidance on Career Choices	36.64
Lack of support for job search (no network or mentor)	21.02
Lack of understanding on industry needs/job expectations	25.53
Inability to find a job	14.17

Source: Survey conducted by SAN India

The primary motivation for joining was employability, with nearly 95% enrolling to gain industry-relevant and communication skills, while 22.09% specifically joined for placement support.

“I heard about medical coding for the first time through this program, and the career prospects really excited me. At the same time, I was always inclined to pursue higher studies, so I joined the course with some hesitation. During the training, I understood medical coding, but more importantly, I gained a strong and in-depth understanding of anatomy, which was taught with great clarity and meaning” – Ms Pooja C.U., Alumni (Medical Coding) from 2023-2024 batch.

Limited exposure to skilling opportunities was a major gap, as 72.49% of respondents had never attended any skill training earlier, and 70.62% had not even come across other skilling programs before Titan LeAP. This indicates that the program reached students who would otherwise have remained excluded from such opportunities.

“During my graduation, I did not come across any skill training program or placement-focused preparation. It was limited only to academics, so a course like this—especially being free of cost—definitely sounded useful to me. Before joining, I was completely blank about interviews, but the Titan LeAP course helped me understand interview dynamics, communication skills and group behaviour. These are skills that will stay with me wherever I go” - Mr Jeeva M, Alumni (Medical Coding) from 2023-2024 batch.

“Medical Coding and CNC courses are usually expensive. Here it is free of cost and placement support is also provided. One cannot miss such an opportunity” – said a trainee during the FGD.

Aligned with National and State Policy Frameworks

At the national level, the program directly supports the objectives of the National Skill Development Policy, Skill India Mission and Atmanirbhar Bharat, which emphasise creating a job-ready workforce, enhancing employability among youth and strengthening industry-linked skilling.

At the state level, it aligns closely with Tamil Nadu’s Skill Development Policy and initiatives led by the Tamil Nadu Skill Development Corporation (TNSDC), which prioritise skilling youth in high-growth sectors such as manufacturing, IT/ITES, healthcare and agri-allied activities. By offering courses in CNC, ITES, Medical Coding, Tally and Regenerative Agriculture—sectors identified as critical to the state’s economic growth—the program addresses both regional labour market needs and the state’s goal of improving youth employability, particularly in tier-2 and tier-3 cities.

Aligned with Industry Needs

The program is closely aligned with industry needs through its focus on job-oriented courses in sectors such as manufacturing, IT/ITES, healthcare and agriculture, where local and regional demand is strong. Course content is designed and regularly updated based on inputs from employers and HR representatives, ensuring relevance to current job roles and skill expectations. Continuous industry engagement through placements, feedback and events such as HR conclaves helps align training with real workplace requirements. As a result, trainees are also better prepared to meet employer expectations and adapt quickly to professional environments.

“We are not able to give adequate emphasis on practical learning. Courses such as the CNC program under Titan LeAP therefore serve as an important source of additional learning, as they offer extensive hands-on lab exposure, aligned with industry standards and needs. Across all batches, the feedback from students has been consistently positive. I have observed greater subject confidence among participants and a clear sense of excitement in their ability to handle machines independently. This marks a noticeable difference between students who attended the course and those who did not” – Dr Sudha, Head of the Department of Mechanical Engineering, Government Polytechnic College, Coimbatore.

“The placement preparation followed at Titan LeAP has made it easier for companies like ours to clearly communicate our hiring mandates and recruitment processes to applicants. I have observed that candidates trained here are able to understand their job roles from the employer’s perspective, which reflects in their consistent performance at work. They come well trained and have a good understanding of professional work environments, enabling them to adapt to their roles much faster. The regular follow-up visits by the Titan LeAP team ensure that candidates are performing well, while also providing us an opportunity to share feedback and insights from the industry. We appreciate this two-way engagement and are happy to contribute inputs on the skills required in our organisation. Going forward, I would strongly welcome a communication-skills-focused course to support recruitment needs, particularly for customer support roles in the BPO sector”

– Mr Roshan, HR Executive, KGISL.

“Coimbatore is rapidly emerging as an investment hub for multiple industries and offers the advantages of a tier-2 city, including lower operational costs compared to metros such as Chennai, Bengaluru and Hyderabad. With this accelerated growth, it is increasingly important for students to be prepared to adapt to different work shifts and demonstrate an open mind set toward industry requirements. Programs such as Titan LeAP, which make

consistent efforts to familiarise candidates with company profiles and job expectations, are well positioned to further strengthen this alignment by helping students realistically understand market demand and workplace realities”

– Mr Lokesh, HR Executive, IKS Health.

Perceived Long Term Value

The program demonstrates strong perceived long-term value by equipping participants with transferable skills such as communication, problem-solving, digital literacy and workplace adaptability that remain relevant across jobs and sectors. Beyond immediate placement outcomes, trainees gain confidence, career clarity and the ability to upskill and progress over time. These enduring capabilities support sustained employability and income growth, reinforcing the program’s relevance beyond short-term job outcomes.

“When I did Medical Coding course in Naandi Foundation, I thought I am taking a huge step forward to improve my work life. Only after working for about 5 months, I realised that I had taken the first significant step and that further skill upgradation – like the CPC certification courses – can make me even more valuable in the job market”

– trainee during the FGD.

49.52% of the survey respondents believed that the skills learnt here will help them for life, while 38.73% believed that the technical skills learnt will be useful for the next two years.

b. Effectiveness

Trainee Mobilisation

The mobilisation process is highly effective, resulting in the enrolment of students from 363 colleges in and around Coimbatore, engaging semi-rural and peri-urban communities. Leveraging alumni referrals and on-ground outreach ensures that motivated and eligible candidates are consistently identified and enrolled. With internal policy deliberately avoiding social media presence, every avenue including employment exchange, has proven to tap those students who may otherwise not come into the skilling ecosystem.

“We do want this initiative to reach more needy students like us. My parents work in tea farms in Valaparai. This program was a blessing because I was not aware of what to do next after completing my graduation in Psychology” – said a trainee during the FGD.

Enrolment Process

The enrolment process deliberately selects candidates who are genuinely interested in taking up employment and who meet defined socio-economic criteria. This alignment between beneficiary profile and program objectives ensures consistent engagement and leads to desired learning and placement outcomes. 64% of the survey respondents said that the entire process was quick and easy to follow. Another 57% also said that the instructions were clear, leaving less room for confusion.

“Every detail that we shared about us was used to plan the classes. Be it the knowledge of finance related apps or the basic operation of a computer. Few friends didn’t know how to switch on a computer. We had a brief session on the same and a practical session soon after to ensure all of us were able to do so”

–trainee during the FGD.

Enrolment to Completion Rate

Table 8: Titan LeAP Coimbatore – Enrolment to Completion Ratio (2024-2025)

Course	Enrolled	Completed
Medical coding	236	235
Regenerative Agriculture	201	201
CNC	285	285
ITES	245	229
Tally	190	181
Total	1157	1131

Source: Program data shared by Naandi Foundation

Out of 1,157 students enrolled, 1,131 successfully completed their courses. This represents a completion rate of approximately 97.8%, indicative of strong retention and course completion rate. While the actual planned target was to benefit 1000 students, the program achieved a target of 1131. All this with challenges in enrolment in the last two quarters.

“In the first two quarters, it was largely graduates who were mobilised as they were just out of college. Third quarter is usually dull and largely fills in through referrals and community mobilisation (road shows). In the last quarter, it is final year students for whom classes are planned, suiting their academic calendar. We keep it flexible so that students do not miss out on anything in their campus and at our center” – said Mr Rohit, Program Manager for Titan LeAP at Naandi Foundation, Coimbatore.

Skill Acquisition

Table 9: Titan LeAP Coimbatore – Pre & Post Test Scores by Course (2024-2025)

Course	No of Batches	Students Count	Pre Assessment Average	Post Assessment Average
Medical Coding	6	235	49%	75%
Regenerative Agriculture	6	201	31%	85%
CNC	14	285	31%	70%
ITES	7	229	49%	73%
Tally	7	181	51%	61%

Source: Program data shared by Naandi Foundation

All courses show a significant increase from pre-assessment to post-assessment scores, indicating that the training programs effectively enhanced students’ knowledge and skills. The largest impact was seen in courses where students started with lower baseline knowledge (like Regenerative Agriculture and CNC). Courses with higher starting scores, such as Tally, show smaller but positive gains.

From the survey also, it clearly emerged that trainees felt very positive about the comprehensive development in their skills, as can be seen from the table below:

Table 10: Titan LeAP Coimbatore – Trainees’ perception on skills they acquired (2024-2025)

Statements on Skill Acquisition	% of respondents who agree
I gained the technical skills needed for my job role.	94.03
I developed better problem-solving and teamwork skills.	94.87
The training improved my communication skills.	95.79
I can initiate conversations to build my professional network	94.81
The program improved my confidence.	97.3
I can identify courses for further upgradation.	93.9
I can independently assess/apply for new job opportunities in the market.	93.94

Source: Survey conducted by SAN India

“As a student, I used to avoid giving seminars, but today I have delivered more than 200 presentations at work. The communication and analytical skills I gained through the course will continue to help me as I pursue my interest in drug formulation and higher studies” – Mr Hariprasath, Alumni (Medical Coding) from 2023-2024 batch.

When asked to rate themselves across 21 attributes, before and after the course, the scoring revealed a transformational impact⁴. The consistent upward movement across skill, confidence and readiness indicators demonstrates that the training has significantly enhanced participants’ self-efficacy, employability and preparedness for the job market.

- Before training, a significant proportion of trainees rated themselves as “Very Low” or “Low” across most attributes—particularly in communication skills, English speaking ability, confidence, presentation skills and job readiness. Post training, these categories drop sharply to below 5% in almost all attributes, and in many cases to around 1–2%, reflecting a marked reduction in self-doubt and skill gaps.
- Pronounced shifts in communication, presentation, listening skills, confidence level, personality development, teamwork, group discussion, social adaptability, career clarity, job readiness and confidence to explore new opportunities – indicate that the program enabled practical application and self-belief.
- Attributes linked to employability readiness show some of the largest post-training gains, highlighting program’s effectiveness in preparing trainees for real workplace environments
- Overall, the program has achieved desired outcomes in both domain skills and transversal skills imparted as part of it.

“I have observed a significant increase in my students’ confidence after completing the course. Students who were earlier hesitant and unsure are now willing to take initiative and try new challenges. They have become better team players, and the interview and communication skills they have developed will continue to benefit them throughout their careers” – Ms Kalaivani, Head of the Department of Pharmacy, SNS College, Coimbatore.

Experienced Trainers

“Apart from strong subject knowledge, the program also trained me in aptitude and logical reasoning, which are critical for competitive exams and job selection processes—exposure I had not received earlier. The trainers were very supportive and practical, and they knew how to make learning interesting and easy to understand. The interview preparation sessions were extremely helpful during my job search. I eventually secured a job in my hometown and now earn around ₹4.5 lakhs per annum. The best part about the course was its timing, as I came to know about it right after my internship, when I needed focused preparation to enter the job market” – Mr Nikhil Kumar, Alumni (ITES Course) from 2023-2024 batch.

⁴ Attribute table in Appendix II

The trainers at Titan LeAP center in Coimbatore go through a found rounds selection process where demo classes are organised in front of students, program manager, project head and the pedagogy team. They have a minimum of 2-3 years training experience.

Table 11: Ttian LeAP Coimbatore – Trainers’ Experience (2024-2025)

Name	Experience
Ms Preethi Prashanth	Digital skills trainer with game and app development experience, was a coding tutor with reputed institutions for more than 2 years
Mr Faisal Ahmed	Aptitude Trainer with 13 years of experience in placement related training. Graduated in Mechanical Engineering.
Ms Devaki	Communication Skills Trainer with Masters in Psychology and M Phil in English Literature.
Mr Ashwin Prashanth	Mobilisation and Placement Trainer – hold a PhD in Management and has 12 years experience as an academician.

Source: Compiled from FGD with Trainers, conducted on 26th November 2025, by SAN India

It was also observed during FGDs and interviews that the mentors and trainers demonstrated a strong understanding of the trainees’ backgrounds, needs and the challenges they face entering the job market. Considering the trainees’ socio-economic profiles, this insight is crucial for building rapport and ensuring that participants fully benefit from the program.

“These students are a homogenous group in their colleges. Here, in the Titan LeAP center, they are exposed to diverse groups of students. Therefore, they cross their comfort zones and grow the ability to network and reflect on opportunities. We had a student named Arun who was least interested in Sales. But he was placed in a sales role. To his own surprise, he performed extremely well and the company HR requested us to send more candidates like Arun” shared Ms Devaki.

Trainees from the FGD shared that the trainers were motivating and approachable, concerned about placement and long term career growth. Their satisfaction with trainers is clear from the table below as most of them (98%) acknowledge the subject capacity of trainers, effectiveness of their methods and their openness in interacting with them.

Table 12: Titan LeAP Coimbatore – Trainees’ perception of their Trainers (2024-2025)

Statements on Trainers	% of respondents who agree
The trainers had good knowledge of the subject.	98.25
The trainers explained concepts clearly and simply.	99.4
The trainers were supportive and approachable.	97.93
The trainers gave helpful feedback during activities.	97.39
The teaching methods used were easy to follow.	98.23

Source: Survey conducted by SAN India

Employer Satisfaction

From the interviews conducted, it was learnt that the employers were quite satisfied with the level of skills imparted in the trainees, and above that, the attitude to learn anything on the job. There were a few challenges like dislike for night shifts, that concerned them, as it led to low turnout ratios after offering job. However, they do understand this from a broader perspective and come forward to share their inputs and needs in the event of any opportunity like the monthly meetings with Placement Manager or also events like the HR Conclave. Few of them also noted that trainees from Titan LeAP are more adaptable, committed and understand the job offer from company’s perspective and their own long term career pathways.

“I have been recruiting candidates from the Titan LeAP–Naandi Foundation program for nearly a year, and I consistently find them to be more flexible, adaptable, observant and patient compared to candidates from other training programs. Their fundamentals in anatomy and physiology are particularly strong, which reflects in their on-the-job performance. The Titan LeAP team has been very approachable and transparent, actively seeking and incorporating our feedback. Suggestions such as increased focus on terminology and additional topics were accepted and implemented, with visible improvements observed in the very next batch” – Ms Nithya, HR Executive, S2M.

Trainees’ Satisfaction

The interviews and FGD suggested that the trainees were satisfied with the program’s outcomes, as can be seen from the trainees’ quotes given below.

“We are definitely better than those who learn from other places. It is not only about skills but our confidence boosts and we become open to learn new things”

“I am a 12th pass student who couldn’t study further due to family circumstances. Somehow managed to complete the CNC course here. Today, I earn 15k per month and support my family”

“Coding takes time to learn. They use a variety of methods and tools to help us learn faster and better. In the course of it all, our communication skills also develop”

- 83% of the survey respondents were satisfied with the courses.
- 74.45% said that they were earning better because of this skilling program.
- 73.8% also informed that they had recommended 1-3 new joinees for the program.
- Most of them (96.96%) have recommend the program to others in their institutions and community.

Placement Outcomes

97% of the candidates were successfully placed within three months of completing the course, with a near 100% placement rate in Medical Coding, Regenerative Agriculture and CNC batches. There are few trainees who also refused offers due to disinclination for night shifts. In such cases, efforts were also taken to organise parents meeting to educate parents about job offers and market demands.

From among the survey respondents, 36.18% were working in the Titan LeAP placed company while 10.86% had joined another company after serving in the placed company. Almost 53% of them were not placed by Titan LeAP. 60% of the survey respondents felt that their job roles and salary were commensurate while 22.7% were not able to say about it. In terms of salary expectations, 59.25% were satisfied while 21.58% said that they expected more than what was given during the offer.

Table 13: Titan LeAP Coimbatore – Trainees’ perception of Placement Outcomes (2024-2025)

Statements on Placement, Placement Support and Job Relevance	% of respondents who agree
The staff supported me throughout the training.	94.22
I could easily reach the trainers or team when I needed help.	97.27
I received proper guidance in preparing my resume.	93.83
The mock interviews guided me in improving my performance.	92.26
The placement team supported me well during the job search.	92.12
The job I got is relevant to the training I received.	87.98
The program made me more job-ready.	91.9
I feel better prepared to work in a professional environment.	95.66
I like being connected with other batch mates and alumni.	91.33

Source: Survey conducted by SAN India

The data indicates strong end-to-end support, with over 92% of respondents acknowledging effective guidance from staff, trainers and the placement team throughout training and job search. High agreement on resume preparation, mock interviews and professional readiness reflects the program’s success in preparing trainees for workplace expectations. While job relevance is slightly lower at 87.98%, it still demonstrates a strong alignment between training and employment outcomes, reinforced by peer and alumni networks.

Alumni Engagement

Alumni engagement under the program is strong and multi-dimensional, with alumni contributing as guest speakers, sector mentors and referral champions who actively support new trainees. Regular interactions through webinars, Learning Saturdays and WhatsApp groups help sustain connections, knowledge-sharing and network-building. Notably, trainees recognise the value of alumni involvement, and 85% of survey respondents have expressed willingness to sponsor underprivileged candidates through the alumni network, reflecting a growing culture of collective responsibility and impact. Such strong alumni engagement also significantly enhances career resilience as they help learners adapt to changing job markets.

“Our alumni are very active as guest speakers and also facilitate exposure visits. It is not just peer learning but impact stories move from one batch to another, with updates and details which even we may miss out as trainers. Our alumni also post regularly job openings. It is a very strong, well-knit network, with huge potential” – said Ms Devaki and Mr Faisal.

Employability

The program has improved employability by equipping trainees with relevant technical skills, workplace competencies and exposure to industry expectations, resulting in high levels of job readiness and placement relevance. This alignment between training, market needs and learner outcomes underscores the overall effectiveness of the program in preparing participants for sustained employment. Company representatives interviewed have shared that trainees from Titan LeAP are more aware of the job needs and company perspective, which is the most important attribute we would like to look for in a candidate. That level of preparation, they admit, makes them employable in many roles in the sector.

“The program is very conveniently structured to suit the academic calendar, and it provides students with valuable exposure to current market trends. As a result, they now have a clearer understanding of industry expectations and company requirements. The alumni network is strong and abreast about placement opportunities” – Ms Rajakumari, Head of the Department of Pharmacy, PPG College of Pharmacy, Coimbatore.

From among the survey respondents too, 93.94% said that they can assess and apply for new job opportunities, independently.

“When they come in, trainees are not very serious, in fact they are largely vague with very little knowledge on the job market and industry needs. But after the course, they are more aware and further inclined to understand the market and its needs. This transformation is seen in every candidate, whether graduate or a diploma student. With basic skills like communication strengthened, they have the confidence to navigate to different opportunities as they see fit” – said Mr Faisal and Mr Ashwin.

c. Efficiency

Course Duration

Titan LeAP courses are generally 45 days long, planned soon after the last semester so that they can be timed in alignment with preparation for placements. They are designed as 130 hours courses focusing both on domain and other transversal skills like public speaking, presentation, interview preparation, time management, aptitude etc. Trainees were comfortable with the duration of the course while trainers also felt that this was just right to manage placement drives. 94.23% of the survey respondents agreed that the pace of the courses was comfortable. Some of the college level contacts (HODs/Placement Officers) also opined that this was just right because keeping it longer may result in drop outs eventually.

Attendance and Dropouts

Overall, all the courses had an **average attendance rate of 90%**. There were no dropouts in Regenerative Agriculture and CNC batches. ITES saw 16 dropouts (6.5%) and Tally saw 9 dropouts (4.7%). In Medical Coding, there was only 1 drop out, bringing the overall drop out rate for 2024-2025 to 2.2%. Higher dropout rates in ITES and Tally courses is also substantiated by the fact that these courses also saw candidates moving in for higher education. These figures indicate strong learner retention.

Placement

Structured placement support, industry-aligned training and continuous mentoring enabling smooth transitions from training to employment demonstrate the efficiency of placement associated processes in this program. The communication loop between trainers, trainees, company representatives and the placement team at Titan LeAP – Naandi Foundation has made it easier for feedback to flow in and add value to the training provided for every batch. There is extensive homework before any placement drive to learn the company needs and job roles so that candidates can be better equipped to understand and decide about those roles. Importantly, the program adopts a learner-centric placement approach—trainees are not compelled to accept job offers but are given the flexibility to choose, defer, or participate in subsequent job drives—demonstrating both ethical placement practices and confidence in sustained employability outcomes.

“Alongside technical training, placement preparation supports gradual improvement in communication skills, which further strengthens learning outcomes. Trainees gain not only coding competence but also the ability to understand company profiles and make informed career choices” – Ms Regina, Trainer for Medical Coding at Titan LeAP Center in Coimbatore, also the Founder of Ideal Medical Coding Academy.

Employer Engagement

Warm Wednesdays (where an entrepreneur visits to interact with the trainees), Coffee with Employers (where industry experts come in to educate the trainees about different sectors and also entrepreneurship), HR events (like HR Conclave) and monthly meetings with company representatives have all contributed to sustained industry participation – which reflects confidence in the quality and job-readiness of trained candidates. Regular interaction with employers and curriculum alignment enables the program to respond quickly to market requirements (eg: need for better understanding of terminologies in Medical Coding), reduce hiring friction (eg: addressing low turn-out due to night shifts), and improve placement outcomes. This collaborative approach ensures that training remains relevant while employers benefit from a reliable pipeline of suitably skilled talent.

Course Framework

In Titan LeAP Coimbatore, each course is designed for a uniform duration of **130 hours** while allowing flexibility in skill emphasis based on sector requirements. Domain-specific training forms the core across all courses, ensuring technical depth, while communication, aptitude, digital and socio-emotional skills are strategically integrated where relevant, reflecting a balanced and outcome-oriented design. The inclusion of practical or extended learning, post-assessments and dedicated placement preparation highlights a clear progression from skill acquisition to employability, underscoring the program’s efficiency in converting training hours into job-ready competencies.

“Multiple batches of predominantly rural learners have been trained in medical coding using a pedagogy that builds from foundational medical concepts to coding skills, supported by digital tools and placement preparation. While the program provides a strong entry-level foundation, professional certifications such as CPC and CRC are critical for long-term career growth but remain financially inaccessible for many trainees. Despite challenges related to language, certification costs and location preferences, trainees show strong commitment, and the growing healthcare–IT ecosystem in Coimbatore offers significant employment potential” – Ms Regina, Trainer for Medical Coding at Titan LeAP Center in Coimbatore, also the Founder of Ideal Medical Coding Academy.

“The training model is entirely outcome-based, where candidates work directly on production machines under the close supervision and guidance of industry experts. This allows them to immediately identify and correct errors, leading to faster and more effective learning. When candidates initially join, they generally possess strong theoretical knowledge, but it is often fragmented and not readily applicable in real production settings. Based on an initial assessment of their skill levels, we group the candidates and tailor the training accordingly. By the midpoint of the program, all trainees reach a common level of competence. Following the training, there is a clear improvement in their productivity and performance output” – Dr Rajaji from Co-India, CNC Training and Placement Partner.

Resource Utilization

In Titan LeAP Coimbatore, the ratio of trainer to trainee ranges from 1:10 to 1:50 (only in three batches), across various courses. 35 desktops are available in the center, and every trainee is allowed access to practice the skills learnt, whether domain specific or general digital skills. 98.15% of the survey respondents said that the center environment was safe, comfortable and adequate.

d. Sustainability

Ability to attract alternate funding opportunities

Strong placement outcomes, employer satisfaction and demonstrated demand for courses such as CNC, Medical Coding and ITES position the program well to attract additional CSR partners, industry sponsorships and government-linked skilling support. Engagement with institutions such as the Employment Exchange and TNSDC further opens pathways for convergence with state-funded initiatives. Additionally, the willingness of alumni to contribute—either through referrals, mentoring or future sponsorship—indicates potential for blended funding models that combine CSR, institutional partnerships and community-led support, strengthening the program’s long-term sustainability.

Trainees’ Job Retention

Placement outcomes do not necessarily translate to job retention in many cases, but trainees do navigate to newer jobs of their choice. 52.96% of the survey respondents where not placed by Titan LeAP program, yet they were all placed in jobs. This ability to be able to remain employed and employable is a result of comprehensive skills package offered in this program. This is also evident from the experiences shared by different stakeholders, including trainees, alumni and college contacts.

Durability of Skills Acquired

Interviews have clearly shown that trainees of this program gained transferable and future-ready competencies that remain relevant beyond a single job role. Communication skills, for example, as iterated by trainees, alumni and trainers, has been a key takeaway for most of them.

“I was once scared of talking to anybody other than family and close friends. Now I can talk to anybody in my social and professional circles. This has also given me the confidence to further enquire, find out about different opportunities for myself” – said a trainee during the FGD.

Skills such as communication, problem-solving, digital literacy, teamwork and adaptability continue to support career progression, role transitions and upskilling over time. This long-term applicability ensures that the benefits of the program extend well beyond immediate placement outcomes, enabling sustained employability and resilience in a changing job market. Technical skills, however, need upgradation and trainees understand that too.

- 49.52% of the survey respondents felt that the skills learnt here will help them for life, while 58.73% felt that they will be relevant for up to two years.

- Additionally, 47.38% were confident that they will work in a stable job in their current field in the next five years.
- 36.62% expressed interest in entrepreneurship over the next five years period

Alumni Networks

Titan LeAP alumni consistently contribute through referrals, peer mentoring, participation in learning events and feedback on industry trends, which helps keep training content relevant and responsive.

“We customise placement training according to the companies that are on board to educate candidates about the company specific needs and requirements. This domain oriented, customised approach is further upgraded whenever trainees appear for interview, written tests outside and share their experiences. So this upgrading and training enrichment is a continuous process, with a lot of room for growth” – said Mr Faisal Ahmed.

Their continued engagement strengthens placement pipelines, improves retention outcomes, thereby enhancing the program’s long-term sustainability and impact. Over a period of time, they can become a self-reinforcing ecosystem of learning, mentorship and opportunity sharing.

Scalability and Replication Potential

The program demonstrates strong scalability and replication potential due to its modular course design, centralised pedagogy and standardised implementation processes. Its industry-linked training model and short-duration courses can be adapted to different geographies and sectors with minimal contextual modification. Partnerships with local colleges, employers and placement networks further enable replication across regions, allowing the model to be scaled while maintaining quality and outcome consistency.

Collaboration with State/Central Bodies

In the last two years, the program has only explored avenues with the Employment Exchange and TNSDC. Apart from this, trainee mobilisation has been attempted under the Naan Mudalvan scheme of the Government of Tamil Nadu. Efforts to collaborate with the Department of Tribal Welfare, Government of Tamil Nadu has not been fruitful as hostels emerged as a strong need for tribal students. Without hostel availability, it will be extremely difficult for tribal students from different areas to come together for a training program.

“We have also tried connecting with Agaram Foundation to take this forward but no favourable results yet. One of our orientation programs at Kongu College had 270 participants but only 20 students enrolled in Titan LeAP program, out of which only 6 joined the Coimbatore center. Apart from these efforts, we have not gone much ahead in terms of integrating government schemes into the program” – said Mr Rohit, Program Manager for Titan LeAP at Naandi Foundation.

Monitoring and Evaluation Practices

Titan LeAP Coimbatore follows a structured and continuous monitoring and evaluation (M&E) approach to track program performance and learning outcomes. Key practices include regular tracking of enrolment, attendance, course progression and completion rates to ensure consistent learner engagement. Pre- and post-training assessments are used to measure improvements across technical skills. Placement outcomes are systematically monitored, with follow-up conducted post-placement to assess job retention, performance and employer satisfaction. Feedback is actively collected from trainees, alumni, trainers and HR representatives, and these insights are used to refine curriculum design, teaching methods and placement strategies. This evidence-based M&E approach enables continuous improvement and ensures that the program remains outcome-oriented, responsive and accountable.

e. Social Impact

Equity

The Titan LeAP program in Coimbatore specifically targets students from tier-3 colleges and economically disadvantaged backgrounds who have limited access to paid skilling and placement support. In fact, **53.76% of the trainees are first generation graduates in their families**. Also, **53% of them come from families that earn less than one lakh rupees per month**. By offering free, industry-relevant training and local placement opportunities to these students, the program reduces financial and structural barriers to employment. This enables underserved youth to compete on more equal terms in the job market and achieve improved livelihood outcomes.

“70% of trainees are initially unaware of the scope of this training and come in with low confidence and limited awareness. I have seen several candidates, equipped only with a diploma and this practical training, secure good opportunities abroad. In Coimbatore alone, there are over 60,000 CNC machines, yet there is a significant shortage of skilled technical personnel to operate them. With consistent performance and experience, a beginner who starts with a monthly salary of ₹18,000–₹20,000 can progress to earning up to ₹1 lakh per month. One important suggestion I would like to make is for Titan LeAP to consider supporting boarding and lodging costs for rural and tribal students. These expenses are a major barrier for many interested candidates and such support would encourage greater participation” – Mr Baskaran, New Premier CNC Training Center.

Enhanced Employment Opportunities

The program is designed to suit the local labour demands in Coimbatore. Therefore, the structured placement preparation, employer engagement and post-training support enable participants to access sector specific, and also entry level jobs more effectively. As a result, beneficiaries experience improved job access, better role fit and increased prospects for stable employment.

“I am from Bio Technology background. My first job after completing Titan LeAP course in Medical Coding earned me 15k per month. After a year, I shifted to a new company and now, I earn 35k per month. I am no longer scared of losing a job or becoming jobless. I will find something to do in my field” – said a trainee during the FGD.

Increased awareness on formal career pathways

The program increases awareness of formal career pathways by exposing trainees to industry expectations, job roles and progression opportunities across sectors. Through career guidance, employer interactions and placement preparation, participants gain clarity on structured employment options beyond informal or ad hoc work. This improved understanding enables informed career decisions and more sustainable workforce participation.

“I am happy with my work now. I do know that a professional certification will help me grow in my career. I must save for it as it is very expensive. My Medical Coding trainer has been continuously guiding me about preparations for it. Trainers keep informing us about career pathways and best suited options for us, because they know our strengths and limitations very well” – said a trainee during the FGD.

Reduced Unemployment

Impact assessment reports over the years have clearly shown that employment has seen a visible increase, thereby arresting unemployment in the region. There are more graduates entering the workforce and also getting into stable jobs.

Increased household income

The Titan LeAP program has shifted respondents from low-paying jobs to higher-paying, more sustainable employment, significantly improving income distribution. No trainees surveyed remain in the lowest salary bracket and a substantial portion moved into the ₹15k–20k/month range, demonstrating the program’s effectiveness in enhancing employability and economic outcomes.

Table 14: Titan LeAP Coimbatore – Trainees’ Salaries after the program (2024-2025)

Salary Range	Salary post training (N)	Salary post training %
<10k per month	0	
10k-15k per month	105	38.04
15k-20k per month	100	36.23
20k-25k per month	48	17.39
>25k per month	23	8.33

Source: Survey conducted by SAN India

While the number of top earners grew modestly, there is noticeable upward mobility, with [more trainees entering higher salary brackets](#).

Promotes Innovation

Titan LeAP Coimbatore does show orientation towards promoting innovation by embedding experiential, problem-based and project-driven learning within its skilling model. Initiatives such as *Idea to Innovate* and *Analytics 360* encourage trainees to move beyond rote skill acquisition and engage in ideation, data analysis, solution design and basic entrepreneurship, fostering innovative thinking and practical problem-solving. Additionally, the program’s continuous curriculum updates based on industry feedback and its introduction of emerging courses (such as Solar Energy) reflect adaptive innovation aligned with evolving market needs.

Career Confidence

When asked to score themselves on few attributes in the survey, data showed significant shift in overall confidence levels after completing the Titan LeAP course. Prior to training, nearly 38% of surveyed trainees rated their confidence as “very low” or “low”, indicating high self-doubt and hesitation in professional contexts. Post-training, this proportion drops sharply to under 4%, demonstrating a near-elimination of low-confidence self-assessments. Simultaneously, the share of trainees rating themselves as having “high” or “very high” confidence increased from about 38% to nearly 90%, with the “very high” category alone rising from 15.69% to 51.90%.

An even more pronounced trend is observed in trainees’ confidence to explore or switch to newer opportunities. Before the intervention, over 36% of respondents reported low or very low confidence in navigating career transitions, reflecting risk aversion and limited perceived agency in the labour market. After training, this figure declines to below 3%, while those reporting high or very high confidence rise from about 39% to nearly 90%. Notably, the “very high” category alone increases from 14.55% to 56.44%, indicating a [strong growth in career mobility mind set](#).

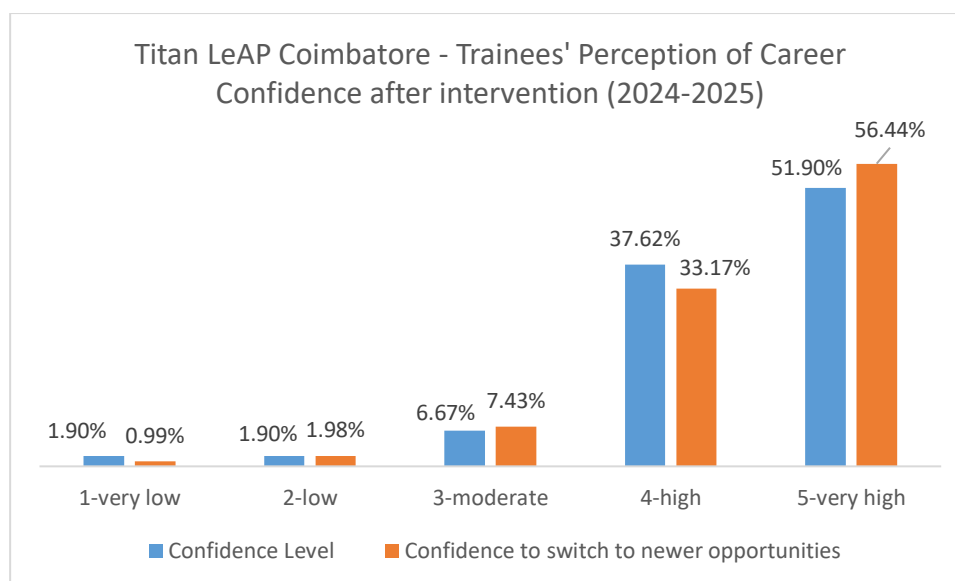
These shifts suggest that the program did not merely improve functional skills but fundamentally altered trainees’ self-perception, enabling them to [see themselves as capable, employable and workplace-ready individuals](#)—an essential social impact outcome for first-generation and tier-3 college graduates.

Table 15: Titan LeAP Coimbatore – Trainees’ perception of Career Confidence (2024-2025)

Attributes Rated by Survey Respondents	1- very low		2 - low		3 - moderate		4 - high		5 - very high	
	before	after	before	after	before	after	before	after	before	after
Confidence level	48 17.52%	4 1.90%	56 20.44%	4 1.90%	66 24.09%	14 6.67%	61 22.26%	79 37.62%	43 15.69%	109 51.90%
Confidence to switch to newer opportunities	33 12.31%	2 0.99%	65 24.25%	4 1.98%	66 24.63%	15 7.43%	65 24.25%	67 33.17%	39 14.55%	114 56.44%

Source: Survey conducted by SAN India

Figure 2: Titan LeAP Coimbatore – Trainees’ perception of Career Confidence (2024-2025) after intervention



“The ITES course was very focused and up to date, but the most valuable part for me was the strong emphasis on communication skills and interview preparation, as these were my biggest weaknesses at the time. I noticed a positive change in my body language and overall confidence. Most importantly, they helped us overcome fear by making us believe that it is okay not to know everything and that learning is always possible” – Ms Nancy.A, ITES trainee, 2024-2025.

Average salary on first job

From the FGDs and interviews with different stakeholders, it was learnt that the course completion with Titan LeAP Coimbatore earned the trainees around 10k-15k rupees per month in the first placement. As they navigated jobs, the upward mobility in income was evident. Some of the CNC trainees reported a salary of about 25k rupees per month six months after the course, while few medical coding trainees had reached the level of 40k per month too. While the first salary may not be a remarkable change from what is available in the market currently, the growth thereafter has been notable. This could also explain why 19.18% of the survey respondents were not satisfied with their first salaries and 21.58% expected more than the offer.

Women Entrepreneurship and Empowerment

Evidence from trainee narratives shows women applying the skills learnt to start or expand micro-enterprises in areas such as organic farming, food processing and allied activities, often integrating enterprise development

with household responsibilities. While the program’s primary focus remains employability, these entrepreneurial pathways reflect an important secondary impact—women moving from income dependence to income generation and decision-making roles.

“I am a mother of two kids and could not manage work and family. My job earned me 18k per month. But I chose to give that up and try something closer to home and kids. The Regenerative Agriculture course was a blessing. I also learnt the processes to make soaps and biscuits. I am working on millet biscuits and also distribute seeds for domestic gardens. These are my first baby steps. Will need more support in marketing to keep buyers regular. But for now, I am happy to have started something on my own” – shared a trainee during the FGD.

“I was married soon after completing my MCA. After a ten years break, I chose to resume my career. I completed the Tally course here and got placed in a firm. I now earn 12k per month and look forward to growing in my career” – shared another trainee during the FGD.

Learner Transition

At entry, many learners—particularly being from tier-3 colleges and first-generation backgrounds—exhibited low confidence, limited awareness of industry expectations and weak linkages to formal employment. The program facilitates their transition through a clearly sequenced pathway: mobilisation and counselling, skills training, workplace readiness, employer exposure and supported placement, enabling learners to move from being passive job seekers to active labour market participants. High post-training scores in confidence, decision-making and adaptability, along with strong completion and placement rates, show that learners are better equipped to navigate multiple career transitions over time. This transformation—from dependency on institutions or chance opportunities to sustained employability, resilience and informed career progression—marks a meaningful social impact.

Building Social Capital

Working with students who typically lack professional networks and labour market exposure, the program has expanded their access to peers, mentors, industry professionals and job information. These connections reduce information gaps, enable referrals and provide ongoing guidance during job search and career transitions. Over time, alumni participation and peer referrals transform individual gains into a shared support system, strengthening career resilience, sustained employability and collective upward mobility beyond the training period.

a. REESS Rating for the Titan LeAP program in Coimbatore

The table below shows the REESS indicators used to evaluate the program’s overall impact and their average scores.

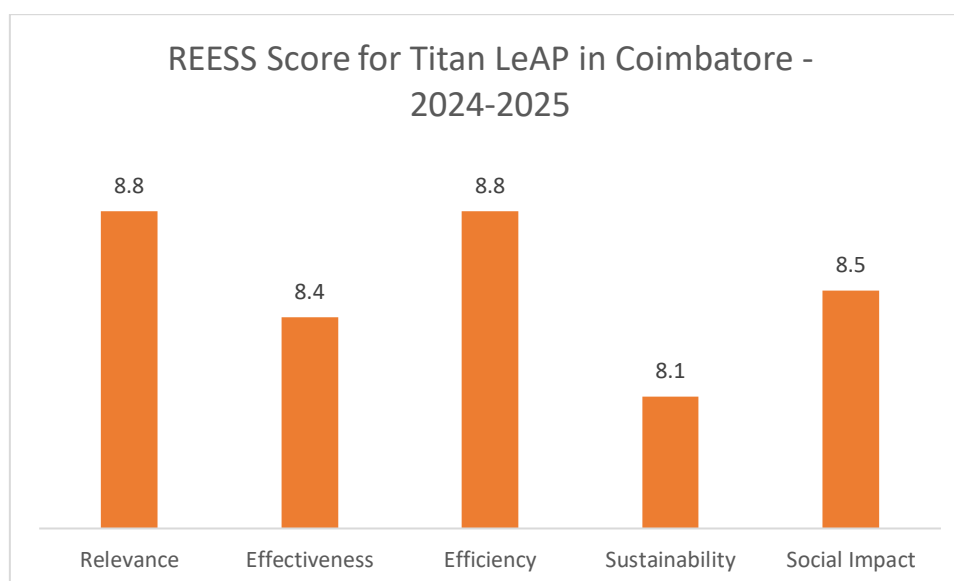
Table 16: Titan LeAP Coimbatore – REESS Indicators and Scores (2024-2025)

Criterion	Indicators	CBE Score	Average
Relevance	Lack of awareness amongst communities on the employment opportunities available in local area	9	8.8
	Training courses designed based on local market demand and employability potential of beneficiaries	9	
	Demographic reach – inclusion of SC/ST, minorities, women	8	
	Skill domains aligned with Titan’s CSR focus on employability and livelihood enhancement.	10	
	Women/Youth not exposed to entrepreneurial opportunities	8	

	Curriculum designed based on potential of local communities	9	
	Alignment with government skill ecosystems (NSDC/PMKVY etc.)	9	
	Alignment of youth aspirations with industry demand	9	
	Entrepreneurship programs for women designed based on available local resources	8	
Effectiveness	Effective curriculum integrating growing market demands	9	8.4
	Trainer quality and pedagogy	9	
	Retention of trainees by employer post OJT	8	
	Certification rate and assessment systems	9	
	OJT preparing for job readiness	9	
	Placement of trainees	9	
	Increase in Household income	8	
	Inclusive mobilisation strategies in place	8	
	Increase in self-confidence among youth	9	
	Motivation to start micro-enterprises/ enterprises	7	
	Increase in employability skills	9	
	Trainee satisfaction	9	
	Trainees pursuing higher education/further skilling	8	
	Awareness of government schemes for youth and women	7	
	Appointment of Local trainers	9	
	Participants continuing in employment or self-employment post-training.	8	
Efficiency	Efficient mobilisation and inclusion	9	8.8
	Completion of course by participants including OJT	9	
	Optimum use of existing infrastructure	9	
	Program completion as per plan	9	
	Increase in number of placement partners	8	
	Ratio of trainer: trainee	9	
Sustainability	Monitoring mechanisms in place	9	8.1
	Alumni networks promoting role models	8	
	Linkages with local markets and supplier networks established.	7	
	Institutional sustainability of Titan LEAP as a livelihood hub	9	
	Program continuity without Titan support	7	
	Scalability and replication potential	9	
	Collaboration with government bodies/NSDC	8	
Social Impact	Sustainable income diversification and income stability for youth	9	8.5
	Women's participation in household decision-making	8	
	Better aspiration levels among youth and women	9	
	Self-confidence and resilience among youth	9	
	Empowered women/ Youth	9	
	Enhanced employability skills for youth trained	9	

Interest among youth to pursue higher education	8
Long-term job continuity and career progression	8
Reduced unemployment	9
Social equity	9
Inclusive communities	8
Boost in local economy	8
Self-reliant women	8

Figure 3: Ttian LeAP Coimbatore – REESS Score (2024-2025)



The REESS scores indicate a very strong overall performance of the Titan LeAP program in Coimbatore, with consistently high ratings across all evaluation dimensions. A relevance score of 8.8 confirms strong alignment with local labour market demand, beneficiary aspirations and regional skilling priorities. The equally high efficiency score of 8.8 reflects effective use of resources, timely delivery and strong conversion of inputs into outcomes such as completions, placements and skill gains.

An effectiveness score of 8.4 demonstrates that the program is successfully achieving its intended objectives, including improved employability, career readiness and confidence among participants. The sustainability score of 8.1 hints at efforts in strengthening institutional processes, partnerships and program continuity, although continued focus on funding diversification and systemic integration will further enhance long-term resilience. Finally, a social impact score of 8.5 highlights substantial and measurable gains in income, career confidence, social capital and learner transition, indicating that the program delivers impact that extends beyond immediate placement outcomes to longer-term socio-economic mobility.

7. Alignment with SDGs

The Titan LeAP Coimbatore program aligns strongly with several Sustainable Development Goals (SDGs) of the United Nations, through its focus on inclusive skilling, employability and livelihood enhancement.

SDG 4 – Quality Education

The program provides industry-relevant, outcome-oriented skill training and lifelong learning opportunities for youth from tier-3 colleges and underserved backgrounds.

SDG 8 – Decent Work and Economic Growth

The program improves job readiness, facilitates formal employment, increases first-job wages and supports sustained employability in high-demand sectors such as manufacturing, healthcare, IT/ITES and agriculture.

SDG 5 – Gender Equality

The program enables women’s workforce participation, career re-entry and early-stage entrepreneurship through accessible, local and confidence-building training.

SDG 10 – Reduced Inequalities

By prioritising first-generation learners and low-income youth, the program addresses structural barriers to employment and social mobility.

SDG 12 – Responsible Consumption and Production

Courses pertaining to Regenerative Agriculture and Solar Energy promote sustainable production practices, resource efficiency and environmentally responsible livelihoods.

SDG 17 – Partnerships for Goals

Strong industry partnerships and collaborations with different institutions like the Employment Exchange, training academies, etc exhibit commitment to objectives in the broader ecosystem.

8. Conclusion

This Social Impact Assessment finds that the Titan LeAP program, implemented in Coimbatore by Naandi Foundation, is a relevant and effective skilling intervention that addresses the employability gap faced by graduates from tier-3 institutions and disadvantaged backgrounds. By combining industry-aligned training, soft-skills development and structured placement support, the program has enabled many trainees to successfully transition into employment while improving their confidence and workplace readiness. The initiative has also been effective in reaching first-generation learners and youth from low-income households, contributing to more inclusive employment opportunities. Overall, the program demonstrates strong outcomes and stakeholder satisfaction, while further strengthening employer engagement, outreach to underserved groups and alumni networks could enhance its long-term impact and sustainability.

9. Recommendations

- Titan LeAP courses can be strategically integrated with both central and Tamil Nadu state government skilling schemes to strengthen recognition, funding and placement outcomes. Pradhan Mantri Kaushal Vikas Yojana (PMKVY 4.0), National Apprenticeship Promotion Scheme (PM-NAPS), Jan Shikshan Sansthan (JSS) Scheme, Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) and Skill India Mission are directly aligned with the courses on offer at Titan LeAP. At the state level, convergence with TNSDC initiatives such as Vetri Nichyam and district skill committees can enhance local placements, certification and employer linkages. Integrating with these schemes would reduce financial barriers for trainees, expand access to stipends and certifications, and strengthen the program’s sustainability and scalability while remaining aligned with public skilling priorities.
- The Titan LeAP program in Coimbatore has faced challenges in achieving a significant breakthrough in reaching tribal students, primarily due to structural and logistical barriers. Strategic collaboration with local NGOs that work closely with the Department of Tribal Welfare could serve as a critical entry point to improve outreach and trust within tribal communities. Given that hostel and mobility constraints remain a major deterrent for tribal students, it would be more effective to organise training programs within or closer to their regions rather than relying solely on a centralised centre model. Exploring a locally adapted hub-and-spoke or decentralised delivery approach—led by Naandi Foundation based

on feasibility—can help ensure that upcoming batches meaningfully include tribal youth and expand the program’s equity and inclusion impact.

- As Titan LeAP moves ahead in Coimbatore, it will be useful to work further on strengthening quality of placements by first defining quality benchmarks that include minimum wage thresholds, formal contracts, social security coverage, role–skill alignment and opportunities for progression. Tracking these indicators helps ensure that placements translate into meaningful livelihoods rather than short-term or precarious employment. Post-placement support mechanisms are essential during the first 3–6 months, when dropouts are most likely. Collecting longitudinal data on income progression, job retention and role mobility can enable continuous improvement of employer selection and course design.
- It is strongly recommended that Titan LeAP in Coimbatore integrate green jobs and sustainability-oriented skill pathways to align with emerging labour market trends and India’s climate and sustainability commitments. With growing demand for environmentally responsible practices across manufacturing, energy and agriculture sectors, the program can introduce or expand courses linked to renewable energy, energy-efficient manufacturing, waste management and recycling, electric mobility support roles, and climate-smart agriculture. Green skills can also be embedded within existing courses by incorporating concepts of resource efficiency, environmental compliance and sustainable production practices. Partnerships with clean-tech enterprises, renewable energy companies, green start-ups and relevant government initiatives can further strengthen placement opportunities. This recommendation is highly relevant for Coimbatore due to the city’s evolving industrial, environmental and economic context.

10. Appendix I

Survey Tool – Impact Assessment of Titan Leap Skill Training Program in Coimbatore (2024-2025)

I Student Details

1. Name
2. Age
3. Gender
4. Contact
5. Do you belong to the SC/ST community?
 - Yes
 - No
6. Course completed with Naandi Foundation
 - Medical Coding
 - Regenerative Agriculture
 - CNC
 - Tally
 - ITES
7. What were you doing before enrolling in this course?
 - Studying in college (UG degree)
 - Studying in college (diploma)
 - Completed School
 - Part time job
 - Full time job
 - Finished college and looking for a job
8. If working, what was your salary before joining Titan Leap program?
 - Less than ₹10,000
 - ₹10,000 – ₹15,000
 - ₹15,000 – ₹20,000
 - ₹20,000 – ₹25,000
 - More than ₹25,000
9. Employment Status
 - Employed
 - Self-Employed
 - Unemployed
 - Looking for a job
 - Planning higher education
10. If employed, were you placed by Titan Leap program?
 - Yes
 - No
 - Shifted to another company after serving in the placed company
11. What is your current salary?
 - ₹10,000 – ₹15,000
 - ₹15,000 – ₹20,000
 - ₹20,000 – ₹25,000
 - More than ₹25,000
12. Have you attended any other skill training program before enrolling in Titan Leap?
 - Yes
 - No

13. What challenges/gaps did you face before joining the Titan Leap program? (Can choose more than one)

- Not able to get a job
- Lack of skills
- Lack of confidence
- Lack of guidance on career choices
- Lack of support for job search (no network/no mentor)
- No clear understanding of industry needs or job expectations

II Enrolling in Titan Leap

14. How did you know about Titan Leap/Naandi Foundation Courses?

- Thro Employment Exchange
- Thro Alumni
- Thro College Friends
- Thro workshops in my college
- Thro a colleague from previous job

15. Why were you interested in joining Titan Leap courses? (Choose options that apply to you, can choose more than one option).

- To improve technical/communication/soft skills
- To learn industry relevant skills
- I needed placement support
- Personal interest
- To add value to my resume
- Had no other access to such training programs
- It was free of cost and convenient
- Because friends/seniors/college recommended it

16. Did you come across any similar courses like Titan Leap?

- Yes
- No

17. What is your opinion on the student enrolment process in Titan Leap?

- The enrolment process was quick and easy
- The instructions were clear and easy to follow
- It took some time but was manageable
- I faced some challenges during the process
- The process was confusing or unclear
- I needed help from others to complete enrolment

III Training Experience

18. State your agreement on the following statements about the Titan Leap program.

Statements	Strongly Agree	Agree	Dis agree	Not Sure
Training/Trainers				
The trainers had good knowledge of the subject.				
The trainers explained concepts clearly and simply.				
The trainers were supportive and approachable.				
The trainers gave helpful feedback during activities.				
The teaching methods used were easy to follow.				
Course Content				
The course content was relevant to current job needs.				

The training materials (slides, worksheets, videos) were useful.				
The activities and practice sessions helped me learn better.				
The course was well-structured and easy to understand.				
The pace of the course in those 45 days was comfortable.				
Skill Development				
I gained the technical skills needed for my job role.				
I developed better problem-solving and teamwork skills.				
The training improved my communication skills.				
I can initiate conversations to build my professional network				
The program improved my confidence.				
I can identify courses for further upgradation.				
I can independently assess/apply for new job opportunities in the market.				
Placement Support, Placement, Job Relevance				
The staff supported me throughout the training.				
I could easily reach the trainers or team when I needed help.				
I received proper guidance in preparing my resume.				
The mock interviews guided me in improving my performance.				
The placement team supported me well during the job search.				
The job I got is relevant to the training I received.				
The program made me more job-ready.				
I feel better prepared to work in a professional environment.				
I like being connected with other batch mates and alumni.				
Training Centre/Events				
The weekend (Saturday) sessions are refreshing and useful.				
The centre environment is comfortable, safe and adequate.				
The events organised helped me explore new ideas.				
Events increased confidence to present ideas to new groups.				

IV Personal evaluation of skills developed

19. Score the following attributes using the scale described below:

Scale: 1 = Very Low | 2 = Low | 3 = Moderate | 4 = High | 5 = Very High

Skills	Before Training	After Training
Communication skills		
English speaking ability		
Listening skills		
Confidence level		
Presentation skills		
Problem solving ability		
Analytical thinking		
Decision Making skills		
Teamwork and Collaboration		
Financial Literacy		
Social Adaptability		
Networking		
Work etiquette		
Career clarity/Understanding Roles		
Group behavior/Group Discussion		
Basic computer and digital skills		
Course specific technical skills		
Use of digital apps/tools		

Personality Development		
Job Readiness		
Confidence to switch to newer opportunities		

V Overall Satisfaction & Feedback

20. How satisfied are you with the program overall?
- Very Dissatisfied
 - Dissatisfied
 - Neutral
 - Satisfied
 - Very Satisfied
21. Will you recommend Titan Leap program to other students?
- Yes
 - No
22. What was the best part of the program?
- Convenient and free of cost
 - Learning new technical skills
 - Improving communication skills
 - Trainer quality and support
 - Placement assistance
 - Mock interviews and resume guidance
 - Events like “Analytics” and “Idea to Invent”
 - Teamwork and group activities
23. What challenges did you face during training?
- Keeping up with the course pace
 - Understanding technical concepts
 - Lack of time to practice
 - Difficulty balancing training with studies/work
 - Limited access to resources/materials
 - Difficulty attending in-person sessions
 - **Other (please specify)**
24. How can Titan Leap improve the program for future students?
- Longer training duration
 - More practical exercises or projects
 - Domain specific skill upgradation programs for job growth
 - More personalized guidance from trainers
 - More industry-relevant content
 - Better placement support
 - More events/competitions to practice skills
 - Flexible scheduling
25. I am earning better today because of Titan Leap
- Agree
 - Can't Say
 - Disagree
26. How many new comers have enrolled on your recommendation?
- 1-3
 - 3-5
 - More than 5
27. How long do you think skills acquired at Titan Leap will help in your career?
- Upto 1 year

- Next 2 years
 - Upto 5 years
 - 5-10 years
 - For life
28. In future, would you like to sponsor this course for new candidates through the alumni network?
- Yes
 - No
29. What do you think is the market value of this course?
- Less than ₹5,000
 - ₹5,000 – ₹10,000
 - ₹10,001 – ₹15,000
 - ₹15,001 – ₹20,000
 - More than ₹20,000
 - Not Sure
30. Were you satisfied with the salary you got after placement?
- Yes
 - No
 - Expected More
31. Is your job role and the salary you get appropriate?
- Yes
 - No
 - Can't say
32. What will you be doing after five years?
- Working in a stable job in my current field
 - Pursuing higher education or professional courses
 - Starting my own business/entrepreneurship
 - Working abroad or in an international company
 - Switching to a different career or industry
 - Continuing skill development and upskilling

1. Appendix II

Attributes Rated by Survey Respondents	1- very low		2 - low		3 - moderate		4 - high		5 - very high	
	before	after	before	after	before	after	before	after	before	after
Communication skills	20.63%	2.29%	19.58%	2.75%	32.52%	11.47%	16.43%	40.37%	10.84%	43.12%
English speaking ability	16.55%	3.79%	23.38%	1.90%	30.58%	16.11%	20.50%	42.18%	8.99%	36.02%
Listening skills	14.03%	1.91%	17.63%	1.44%	28.06%	7.18%	26.26%	38.28%	14.03%	51.20%
Confidence level	17.52%	1.90%	20.44%	1.90%	24.09%	6.67%	22.26%	37.62%	15.69%	51.90%
Presentation skills	14.87%	0.98%	26.02%	1.95%	24.16%	10.73%	23.42%	36.10%	11.52%	50.24%
Problem solving ability	13.28%	0.49%	20.30%	1.95%	32.84%	15.12%	23.25%	37.07%	10.33%	45.37%
Analytical thinking	10.41%	1.46%	24.16%	2.44%	31.97%	8.78%	25.28%	46.83%	8.18%	40.49%
Decision Making skills	14.34%	0.98%	19.12%	1.47%	28.31%	10.29%	26.84%	38.73%	11.40%	48.53%
Teamwork and Collaboration	11.15%	0.50%	21.56%	0.99%	24.16%	7.43%	26.39%	30.69%	16.73%	60.40%
Financial Literacy	14.23%	0.50%	22.85%	2.99%	31.46%	11.44%	21.72%	41.29%	9.74%	43.78%
Social Adaptability	8.71%	1.00%	21.59%	3.00%	26.89%	9.50%	28.79%	39.00%	14.02%	47.50%
Networking	13.96%	1.00%	23.77%	4.00%	29.06%	14.50%	21.51%	38.50%	11.70%	42.00%
Work etiquette	10.00%	1.02%	22.31%	3.55%	33.08%	8.12%	23.85%	43.15%	10.77%	44.16%
Career clarity/Understanding Roles	14.45%	1.02%	21.67%	0.51%	25.86%	6.60%	23.19%	37.56%	14.83%	54.31%
Group behaviour/Group Discussion	13.11%	1.01%	22.10%	3.02%	23.97%	5.03%	26.22%	34.67%	14.61%	56.28%
Basic computer and digital skills	10.61%	1.01%	20.45%	2.02%	25.00%	9.09%	27.65%	32.32%	16.29%	55.56%
Course specific technical skills	16.35%	1.50%	19.39%	3.00%	31.18%	11.50%	20.53%	37.50%	12.55%	46.50%
Use of digital apps/tools	15.15%	1.52%	20.45%	2.53%	30.68%	13.13%	21.59%	34.85%	12.12%	47.98%
Personality Development	11.70%	1.49%	19.62%	1.49%	32.83%	3.98%	26.04%	37.31%	9.81%	55.72%
Job Readiness	14.34%	1.51%	24.15%	1.01%	29.43%	10.05%	23.77%	42.21%	8.30%	45.23%
Confidence to switch to newer opportunities	12.31%	0.99%	24.25%	1.98%	24.63%	7.43%	24.25%	33.17%	14.55%	56.44%