



IMPACT ASSESSMENT REPORT
Titan LeAP CHENNAI
2024-25

IMPLEMENTED BY



SOCIAL AUDIT NETWORK

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Introduction

Tamil Nadu is one of India's most industrialised states¹, with a diversified economy spanning manufacturing, services, retail, and technology. Despite relatively high levels of educational attainment and a strong institutional base, a significant proportion of youth—particularly first-generation learners from economically vulnerable households—continue to face barriers in translating education into stable and dignified employment². These barriers are structural in nature, arising from gaps in workplace readiness, uneven access to quality skilling ecosystems, and limited alignment between educational pathways and evolving labour market requirements³.

Over the past decade, the employment landscape has undergone rapid transformation, driven by formalisation, digitisation, and shifting employer expectations. Entry-level roles increasingly demand not only technical competence, but also communication skills, adaptability, and professional behaviour. For youth from low-income backgrounds, the absence of exposure to formal work environments and career navigation systems often results in delayed workforce entry, underemployment, or concentration in informal and low-growth occupations.

Within this context, corporate social responsibility in employability domain has emerged as a critical lever for inclusive growth. However, fragmented or short-duration training interventions have frequently struggled to deliver sustained outcomes. There is a growing recognition of the need for structured, outcome-oriented programmes that integrate skilling with mentoring, employer engagement, and post-training support, while maintaining accountability for employment and retention outcomes.

Need for Livelihood Programme

The need for structured livelihood programmes such as Titan LeAP in Chennai and the WELEAD Programme in Kanchipuram arises from the persistent gap between formal education and employability among first-generation learners, youth, and women from economically vulnerable households. Despite completing schooling or higher education, many participants lack practical job skills, workplace exposure, communication abilities, career guidance, and the confidence required to access dignified and stable employment. These challenges are particularly acute in urban-peripheral and semi-rural contexts, where access to structured skilling opportunities and professional networks remains limited.

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

¹ https://www.grantthornton.in/globalassets/1.-member-firms/india/assets/pdfs/tamil_nadu_towards_a_trillion_dollar_economy.pdf?

² <https://www.ijfmr.com/papers/2025/6/59801.pdf?>

³ https://www.researchgate.net/publication/387957045_TRANSFORMING_INDIA%27S_POST-PANDEMIC_EMPLOYMENT_LANDSCAPE_YOUTH_EMPLOYMENT_LABOUR_LAW_REFORMS_SKILL_DEVELOPMENT_AND_EMERGING_TECHNOLOGIES_-AN_ASSESSMENT

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 nationally recognised non-profit organisation working at scale to address poverty through education, skill development, and sustainable livelihoods. With over two decades of experience, Naandi has developed strong expertise in designing and implementing large-scale youth skilling and employability programmes that integrate technical competencies with life skills, workplace readiness, and behavioural transformation.

As the implementing partner for Titan LeAP Chennai and the WELEAD Programme, Naandi Foundation brings operational rigour, strong community outreach, and learner-centric pedagogy. Its approach ensures that first-generation learners and young women are supported through structured training, mentoring, and transition into formal employment, with a clear focus on measurable outcomes and long-term career progression.

About the CSR Project

Titan LeAP is a flagship youth skilling and employability initiative under Titan's CSR portfolio, addressing the critical transition from education to work for youth from low-income and first-generation backgrounds. By integrating technical training with communication skills, digital and financial literacy, career guidance, and psychosocial support, the programme equips participants with the competencies and confidence required to access and sustain formal employment, particularly in urban and semi-urban contexts such as Chennai.

Complementing this, the WELEAD Programme in Kanchipuram focuses on building livelihood pathways and leadership capabilities among women from semi-rural and economically vulnerable communities. The programme emphasises employability, self-confidence, aspiration-building, and informed career choices, while strengthening agency and decision-making capacity.

What Are the Interventions?

The Titan LeAP programmes adopt a comprehensive employability framework that includes job-oriented technical and domain-specific training aligned to entry-level roles in service and corporate sectors.

In Chennai, Structured communication and workplace readiness modules address spoken English, professional behaviour, teamwork, problem-solving, and interview skills. Foundational digital literacy supports effective participation in formal work environments, while financial literacy modules promote budgeting, savings, and long-term economic resilience. Career guidance and mentoring form a core component, supporting goal-setting, confidence-building, and informed decision-making, particularly for first-generation learners and young women. Psychosocial and life skills interventions strengthen self-belief, motivation, independence, and adaptability. These are complemented by placement facilitation through employer linkages and post-placement handholding to support workplace adjustment and improve retention outcomes.

The WELEAD Programme in Kanchipuram provides training in tailoring while integrating leadership development and aspiration-building components suitable to women from semi-rural contexts.

Why Is It Being Done?

Titan LeAP and WELEAD are implemented to address the structural mismatch between education and employability among youth and women from economically vulnerable backgrounds. While educational attainment has improved, many young people continue to face barriers such as limited workplace exposure, weak communication skills, low self-confidence, inadequate digital and financial literacy, and restricted awareness of labour market opportunities. Without targeted interventions, these constraints often result in unemployment, entry into informal or low-growth jobs, or early workforce disengagement, particularly among women.

By creating structured pathways from education to work, the programmes aim to enable not only job placement but also long-term employability, social mobility, and household stability, in alignment with Titan's CSR commitment to inclusive and sustainable development.

How is it Being Done?

The programmes are implemented through a structured, partnership-led model in collaboration with Naandi Foundation. Participants are mobilised through community outreach to ensure inclusion of first-generation learners and women from vulnerable backgrounds. Training integrates technical skills, communication and workplace readiness, digital and financial literacy, and life skills through blended pedagogies that combine classroom instruction, practical exercises, and continuous assessment.

Mentoring addresses confidence gaps, psychosocial barriers, and career decision-making, while employer engagement ensures alignment with labour market demand. Placement facilitation and post-placement support strengthen early career adjustment and retention. Continuous monitoring and outcome tracking ensure a focus on sustained livelihood outcomes rather than short-term placements alone.

Where is it Being Done?

Titan LeAP operates primarily in Chennai, targeting urban and semi-urban youth facing intense competition for entry-level jobs and limited access to structured skilling opportunities. The programme functions through dedicated training centres with access to digital infrastructure and proximity to employment hubs.

The WELEAD Programme is implemented in Kanchipuram district, addressing the livelihood needs of women from semi-rural and economically constrained communities where access to career guidance and professional networks is limited. Together, the two locations reflect a deliberate geographic strategy that responds to diverse socio-economic contexts through tailored intervention models.

When Was It Done?

Titan LeAP and the WELEAD Programme were implemented during the period April 2024 to May 2025 period in line with Titan Company Limited's CSR planning cycle. Both programmes followed a cohort-based approach covering mobilisation, training, placement facilitation, and post-placement support, with scheduling aligned to participant availability and local employment cycles.

2. Objective and Scope of the Study

The primary objective of this impact assessment is to evaluate the relevance, effectiveness, efficiency, sustainability, and social impact of the Titan LeAP programme in Chennai and the WELEAD Programme in Kanchipuram during the period April 2024–March 2025.

The study assesses the extent to which the programmes addressed employability gaps, enabled access to formal employment or livelihood pathways, and contributed to improvements in confidence, career clarity, and quality of life among the programme participants.

The scope covers all programme activities, outputs, and outcomes during the reporting period, drawing on alumni surveys, placement records, and qualitative feedback, including participant testimonials.

3. Evaluation Methodology

The evaluation used a mixed-methods approach combining programme record review, primary qualitative enquiry, and an online quantitative survey. A desk review of documentation shared with Titan’s CSR team—Annual report, database of participants and placement records—was conducted to confirm programme objectives, design, and implementation for period April 2024 to March 2025.

Qualitative tools (interview guides, FGD guides, and open-ended survey questions) were developed by the SAN India team to capture participant experiences and implementation insights aligned to REESS/OECD-DAC dimensions. A centre visit and consultations at the Chennai training centre were conducted by Ms. Marie Banu Rodriguez, Social Auditor, SAN India on 10th and 11th of December 2025 at Titan LeAP Chennai. Virtual meetings with the implementing partner was conducted on to finalise the assessment plan and timelines, and an online FGD was conducted with WELEAD participants on 27th December 2025.

Stakeholder consultations included trainers, programme staff, implementing partner representatives, alumni and trainees through FGDs and in-depth interviews, supported by observation of training processes and the learning environment.

Table 1: Stakeholders Consulted

SI. No	Stakeholder	Nos.	Methodology	Date
1	Alumni	346	Online Survey/ FGD/Interviews	December 2025
2	Present batch trainees	40+	FGD	10.12.25
3	Trainers Titan Leap Chennai	3	FGD/Interviews	10.12.25
4	Employers	7	Interviews/Online Survey	10.12.25
5	Management team	3	Interviews	11.12.25
6	WELEAD Participants	38	Online Survey/ FGD	December 2025
7	Participants – WELEAD Programme	23	FGD/Interviews	27.12.25
8	Trainers WELEAD	2	Interviews	27.12.25

Quantitative assessment was based on structured alumni questionnaires with Likert-scale measuring changes in employability skills, confidence, career clarity, and quality of life, developed with guidance from Ms. Latha Suresh, Director, SAN India.

The online survey was administered to Titan LeAP (Chennai) and WELEAD (Kanchipuram) cohorts. Data were cleaned to remove duplicates and incomplete responses, triangulated against programme and placement records, and analysed using descriptive statistics and before–after comparisons, with qualitative evidence used to validate and interpret quantitative patterns.

Report on Performance

This section presents a consolidated account of implementation and results for Titan LeAP (Employability Skill Development Training) in Chennai and WELEAD in Kanchipuram for the reporting period April 2024–March 2025. It documents programme processes from mobilisation and enrolment through training delivery and outcome linkage, and reports key outputs and outcomes using verified programme records, survey findings, and qualitative evidence from FGDs, interviews, and field observations.

a. Employability Skill Development Training, Chennai



The Employability Skill Development Training Programme was implemented in Chennai from 3 May 2024 to 20 March 2025, reflecting sustained delivery across multiple cohorts through a structured 180-hour training module. This phased approach enabled progressive skill development, reinforcement of learning, and alignment with placement timelines.

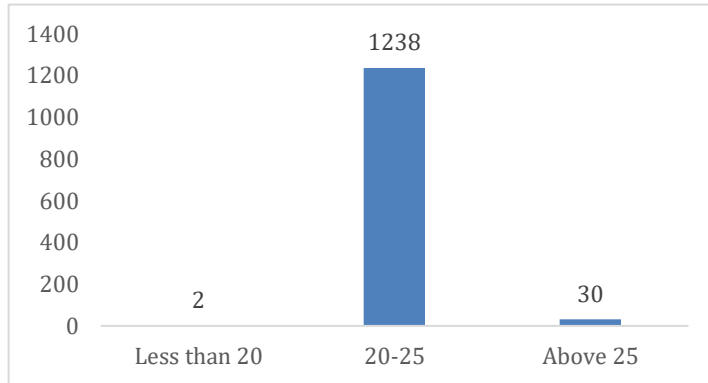
The Titan LeAP Chennai programme followed a structured end-to-end process that moved participants from mobilisation and screening through training delivery and placement linkage. The process began with college- and community-based outreach through mobilisation camps and institutional orientations to build awareness and identify eligible youth. Interested candidates were counselled and enrolled, with intake managed in cohorts to enable systematic scheduling and delivery.

Training was implemented through a module-based approach covering English communication, aptitude, digital skills, interview preparation, socio-economic/life skills, and domain exposure, delivered by a dedicated trainer team. Delivery emphasised continuous practice, reinforcement, and workplace-readiness behaviours, supported by a conducive learning environment and centre-level facilitation.

Alongside training, candidates received job-readiness support including interview preparation, assessment practice, and guidance on workplace expectations. Placement linkages were activated through an

established employer network, with coordination of interviews and recruitment drives aligned to cohort completion timelines. Placement outcomes were recorded and tracked using programme MIS and employer confirmations. Post-training follow-up was undertaken to document employment status and early transitions, with qualitative feedback gathered through alumni engagement, FGDs, and interviews to understand barriers (e.g., transport, academic schedules, household constraints) and enablers of successful placement and continuity.

Figure 1: Age group of participants



The learner cohort is concentrated in the 20–25 age band. Out of 1,270 learners, 97% fall within 20–25 years. This indicates that the programme is primarily reaching the typical post-school/early-career transition group.

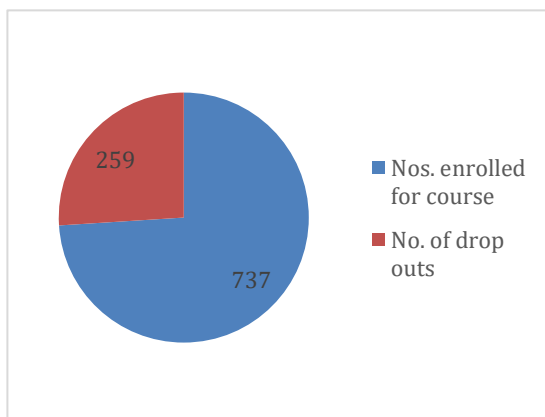
Only 0.2% late-school-age candidates. 2.4% learners are older youth/adults, indicating those who entered skilling later, had interrupted education, or are re-entering the labour market.

Table 1: Details of Community Mobilisation Camps

Month / Year	Number of Camps Conducted	Number Mobilised	Number of Volunteers Engaged
May 2024	3	98	5
November 2024	3	72	6
Total	6	170	11

Community mobilisation followed a phased outreach approach, with six camps conducted in May 2024 and November 2024, and 170 individuals selected for training. May recorded higher enrolment with lean volunteer support, indicating strong early traction.

Figure 2: Enrolment Vs. Dropouts



Of the 996 students oriented in college about the training offered at Titan LeAP Chennai centre, 74% enrolled, indicating effective counselling and mobilisation. However, 26% dropped out highlighting a substantial post-enrolment retention gap.

Table 2: Social category Vs. Gender

Row Labels	Female	Male	Grand Total
Christian	73	26	99
Hindu	725	371	1096
Jainism	1		1
Muslim	53	21	74
Grand Total	852	418	1270

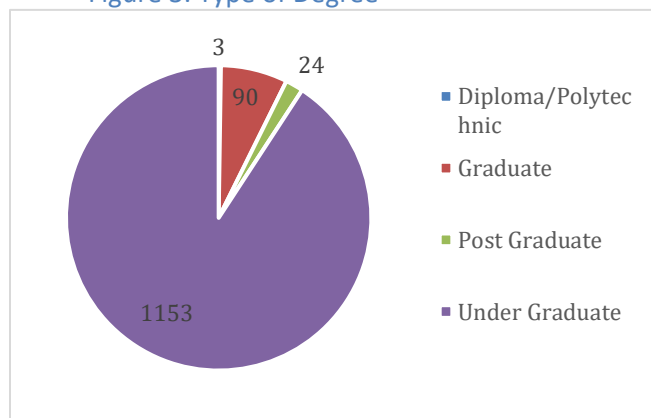
The learner cohort is majorly Hindu (86.3%), followed by Christian (7.8%) and Muslim (5.8%). Jain representation is negligible (0.1%). Within each major religious group, females form the majority: Christians 73.7% female, Hindus 66.1% female, and Muslims 71.6% female.

Table 3: Parent's occupation

Occupation	Nos.	%
Agriculture	1	0.1%
Business	74	5.8%
Daily Wages	650	51.2%
Farmer(Or)Agriculturist	57	4.5%
Others	142	11.2%
Salaried Employee	299	23.5%
Unemployed	47	3.7%
Grand Total	1270	

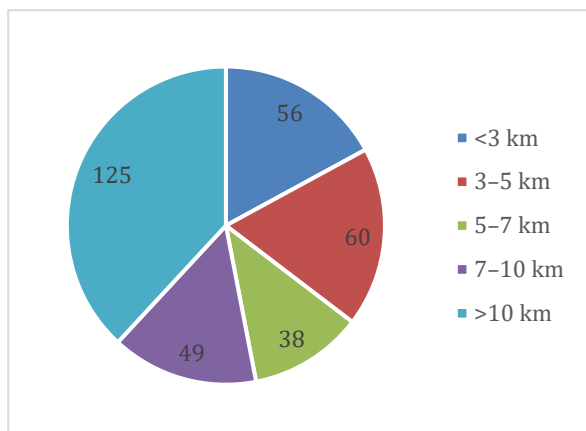
Learners largely come from economically vulnerable households, with parental livelihoods concentrated in low- and irregular-income work. Daily wage labour is the dominant occupation among 51%, indicating high exposure to income volatility and limited employment security. This is followed by 23% having salaried employment. 4% reported Unemployment reinforcing the constrained economic context in which many learners are pursuing education and employability pathways.

Figure 3: Type of Degree



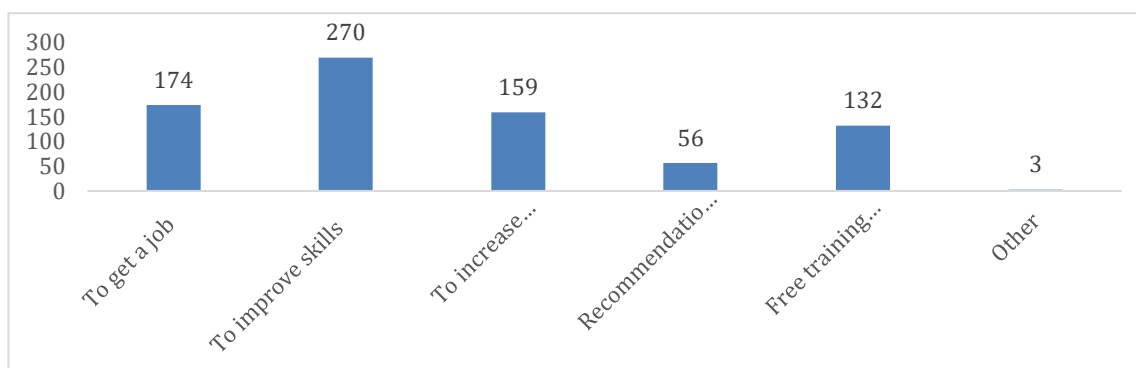
91% of learners are undergraduates, indicating Titan LeAP primarily engages early-stage learners. Graduates comprise 7.1%, postgraduates 1.9% and diploma/polytechnic holders 0.2% suggesting limited reach among vocational and higher-degree groups and potential scope for targeted outreach to these segments.

Figure 4: Distance from home to centre (Source: Survey)



Distance-to-centre patterns show a substantial commuting burden for many respondents. 38% travel more than 10 km, implying higher time and transport costs. At the same time, 35% live within 5 km, while the remaining 26% commute 5–10 km, indicating a mixed access profile with a sizeable long-distance group.

Figure 5: Motivation to Join Titan LeAP (Source: Survey)



Motivation to join Titan LeAP is driven primarily by skill enhancement (79%), indicating strong demand for capability building. Employment outcomes are a major pull factor as well, with 51% joining to secure a job, while 46% cite confidence building, underscoring the importance of soft skills and personal development. Free training (38%) is a significant enabler for participation, particularly for economically constrained learners. Referrals through friends or teachers account for 16%, and only 1% report other reasons, suggesting motivations are largely consistent and programme-aligned.

Table 4: Curriculum for Titan Leap Chennai

Subject taught	No. of hours	%
Domain Skills	20	8%
Interview skills	30	12%
Aptitude	42	17%
English Communication	70	28%
Digital Skills	40	16%
Socio-Economic Skills	38	15%
Extended Learning	10	4%
Total	250	

The 250-hour curriculum is strongly employability-focused, with 28% allocated for English communication, followed by aptitude (17%) and digital skills (16%), addressing key recruitment and workplace requirements. Socio-economic/life skills (15%) and interview skills (12%) strengthen workplace behaviour and job readiness, while domain exposure (8%) and extended learning (4%) add industry context and reinforcement.

Over half the training time is concentrated on communication, aptitude, and digital competence. The trainer team is well aligned to core employability needs, with dedicated coverage for language and communication, aptitude, digital skills, and soft skills. A qualified language trainer strengthens workplace communication and confidence, while an engineering-trained aptitude facilitator supports reasoning and problem-solving required in recruitment assessments. Continuity in digital training adds consistency and institutional learning, complemented by newer trainers who bring fresh delivery inputs.

Coming back stronger

John's journey includes distance, migration, and return. After spending six months working in Dubai, he came back to India searching for stability and clarity. Re-engaging with Titan LEAP helped him refocus. "Coming back here reminded me of who I am and what I want." he says.

He recently completed interviews with Kotak Mahindra, exploring opportunities in the organised retail and services sector. The programme helped him reconnect with peers, rebuild confidence, and prepare for interviews in India's competitive job market. For John, the centre is more than a training space — it is a place of belonging. "Sometimes you need a place that reminds you that you're capable." he reflects

Table 5: Placement Details (2024–2025)

Total No of Batches.	Nos. enrolled	Nos. completed	Nos. Placed	Self-employed (includes in Nos. Placed)	Unemployed
30	1270	1270	1161	1	108

Vaishnavi, Placement Officer, Naandi Foundation



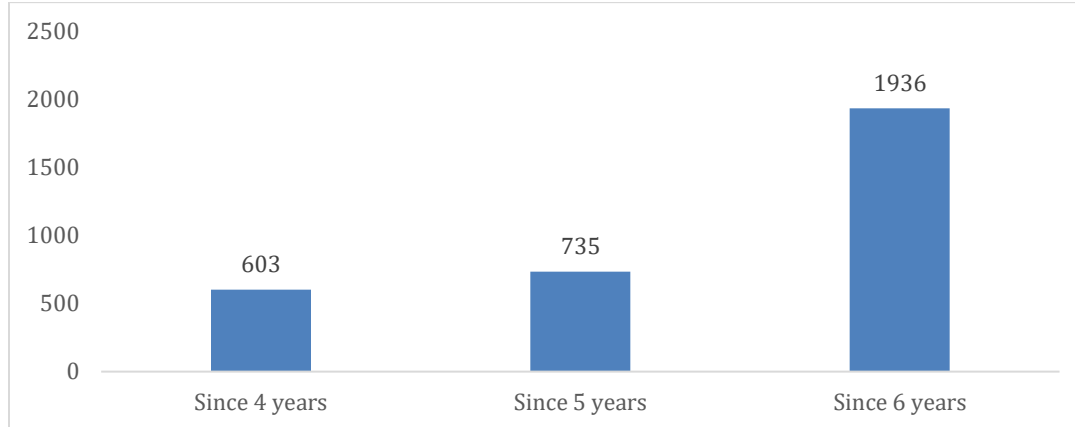
"Placement is a dynamic and demanding process, shaped by changing student expectations and readiness. We address this through continuous mentoring, counselling, and structured placement orientations that prepare students for interviews and workplace realities.

We currently work with 20–25 placement partners across sectors, and opportunities have increased as our graduate base has expanded. Students are encouraged to apply widely, and placement support continues for one to two years after joining, including counselling and referrals. Given the limited corporate exposure of many Tier-3 college graduates, we focus strongly on communication, group discussions, and confidence-building. Placement, for us, is not a one-time outcome but a sustained process of walking alongside students until they are ready to navigate the workplace independently."

Table 6: Placement Partners since 2020

Name of Company	Since 4 years	Since 5 years	Since 6 years	Nos recruited
Accenture		85		85
Access Healthcare	110			110
AGS Health Care			190	190
Altruist			170	170
Armsoft ECH Pvt Ltd.	15			15
Axis Bank		75		75
Cognizant	45			45
GITAA Pvt Ltd		7		7
HCL	22			22
HDB Financial Services			480	480
Hexaware	23			23
IBM	12			12
ICCI Bank			34	34
Just Dial			55	55
MMC Infotech Pvt Ltd			270	270
Ntrust			120	120
Omega Healthcare			180	180
Prochant	104			104
Quess Corp Ltd		55		55
Ramvel Associates			15	15
RRD	70			70
S10 Health care		10		10
Stats Perform	117			117
Sutherland			180	180
TCS			230	230
Team Lease	15			15
Tech Mahindra			12	12
Teleperformance	45			45
V4U Solutions		480		480
Vertx Solutions	25			25
Wipro		23		23
Grand Total	603	735	1936	3,274

Figure 6: Placement partner continuity in recruitment



So far, 3,274 candidates have been recruited through 31 placement partners, with the bulk of hiring coming from longer-standing relationships. Partners engaged since 6 years account for 59% recruits, followed by 22% since 5 years and 18% since 4 years .

Hiring is highly concentrated among a few companies. V4U Solutions (15%) and HDB Financial Services (15%) are jointly the largest recruiters, together contributing 29% of all placements. The next tier includes MMC Infotech (8%) and TCS (7%).

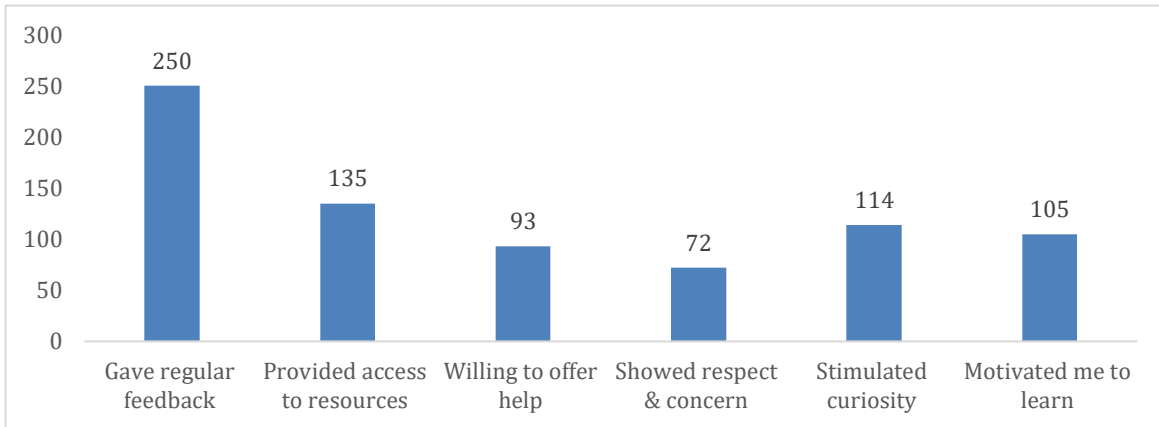
Ms. Priya, Employer Partner, Omega Healthcare Services

“Omega Healthcare has had a longstanding association with the Titan LEAP programme, and my direct engagement with the placement team has been positive. The candidates we recruit—primarily freshers for voice and non-voice roles—consistently demonstrate strong communication skills, which is our key requirement, especially for US client interactions.



We convert an average of 10–15 candidates every two months, and attrition among Titan LEAP hires is relatively low, which is critical given our training investment. The placement team’s understanding of our needs has improved over time, leading to better conversions and retention. Titan LEAP has been a reliable source of job-ready talent from underprivileged backgrounds, and we value the continued employer–programme engagement.”

Figure 7: Feedback on Quality of Trainers (Source: Survey)



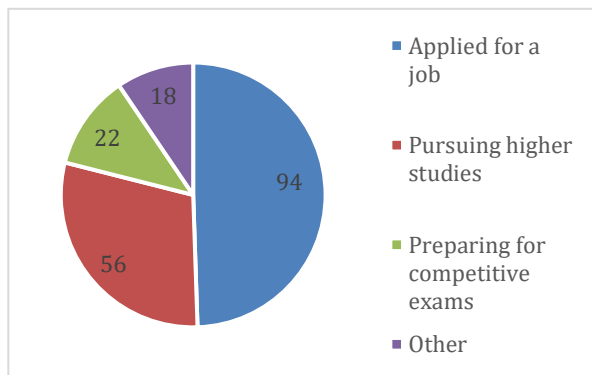
Trainer feedback shows strong motivational and relational strengths, with **81%** reporting that trainers motivated them to learn. Perceptions of interpersonal support are positive, with **44%** noting curiosity stimulation and **37%** reporting respect and concern. However, structured academic support is comparatively weaker: only **23%** reported receiving regular feedback and **30%** access to learning resources. With **34%** indicating trainers’ willingness to help, formalising feedback cycles and resource-sharing could strengthen learning outcomes further.

Figure 8: Current employment Status (Source: Survey)



60% of Alumni are employed.

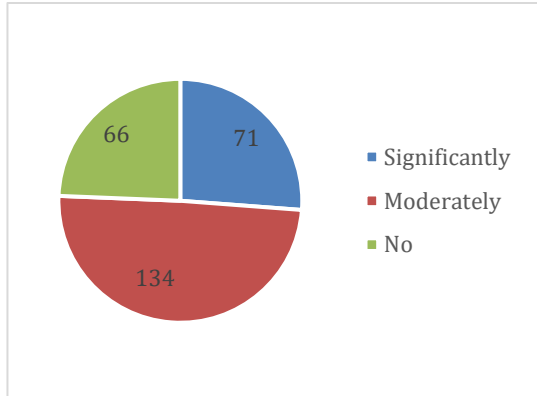
Figure 9: Current status of unemployed candidates (Source: Survey)



The current status of 190 unemployed candidates indicates active engagement in pathways toward employment or further education. 49%, have already applied for jobs, suggesting strong motivation to enter the workforce and ongoing job-search efforts. 29% are pursuing higher studies, reflecting the use of education as a strategy to enhance qualifications and long-term employability. 12% are preparing for competitive examinations, indicating aspirations for formal or

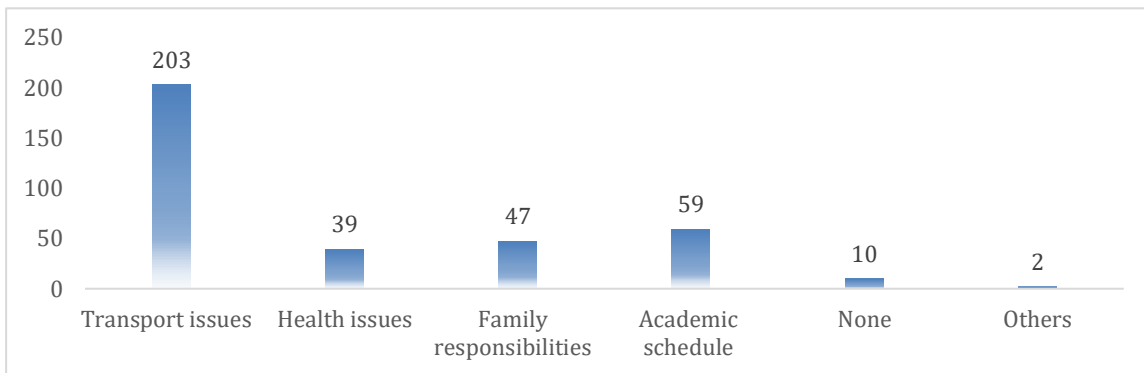
public-sector employment.

Figure 10: Impact of training on income (Source: Survey)



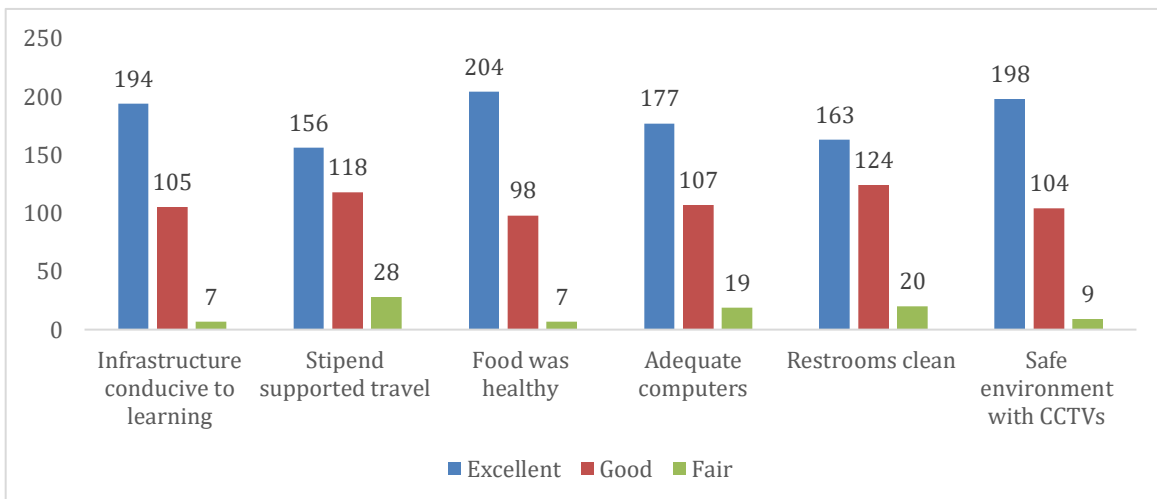
The training led to income improvement for a majority of participants. **76%** reported higher incomes, with **26%** experiencing significant improvement and **49%** moderate improvement. **24%** reported no income change, indicating scope for continued post-placement support to extend income gains to all participants.

Figure 11: Challenges faced in attending training (Source: Survey)



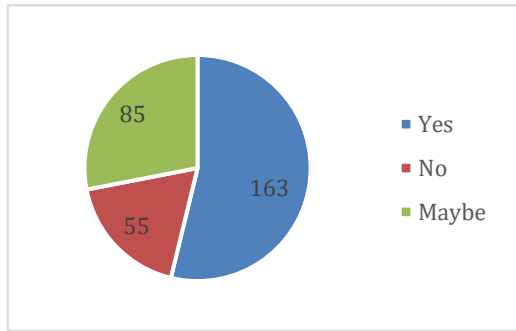
Challenges to attendance are led by **transport (71%)**, indicating distance, cost, and travel-time constraints. **Academic schedules (21%)** are the next major barrier, followed by **family responsibilities (16%)** and **health issues (14%)**. Only **4%** reported no challenges and **1%** cited other reasons, underscoring that most learners face practical constraints that can affect regular participation.

Figure 12: Feedback on Infrastructure at Centre (Source: Survey)



Infrastructure feedback is largely positive, with most respondents rating facilities as **excellent or good**. Learning spaces, food quality, and safety emerge as clear strengths, indicating a supportive training environment. Computers and restroom cleanliness are generally satisfactory but show relatively higher “fair” ratings, suggesting minor improvement areas. Travel support through allowance records the highest “fair” responses, indicating commuting assistance may not fully offset access barriers for all learners.

Figure 13: Interest in advanced training (Source: Survey)



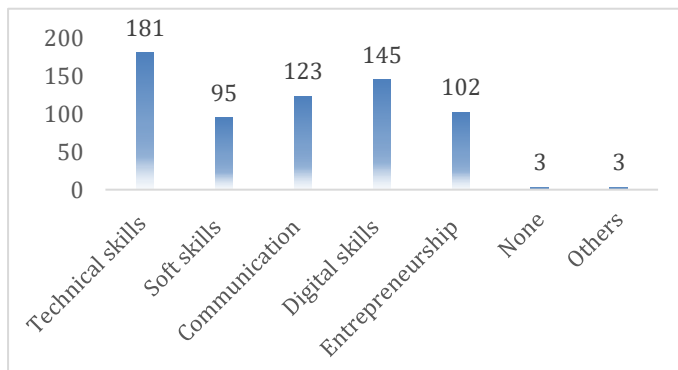
The Interest in continued learning is strong. **54%** of respondents expressed clear interest in advanced/refresher training and another **28%** reported they might be interested, indicating a sizeable group that could be converted with clearer communication and flexible scheduling. Only **18%** were not interested, suggesting good potential to expand advanced modules and strengthen alumni engagement.

Standing steady in a people-facing job

Balaji’s workday looks different from many of his peers’. He works as a Cashier at an EKS retail outlet, interacting with dozens of customers every day — some kind, some difficult.

“Every customer is different.” he says. “You have to control your emotions. Balaji joined the programme to build confidence and communication skills. While his job may not carry the prestige often associated with IT roles, it has taught him resilience, patience, and professionalism. Through Titan LEAP, he learned how to handle stress, manage conflict, and stay focused even in emotionally charged situations. These skills now define his work ethic. “I may not be in a big office.” he says, “but I am earning honestly, learning every day, and supporting my family.”

Figure 14: Preferred training areas (Source: Survey)



Preferred areas for further training reflect strong demand for practical, career-linked skills. **Technical skills (60%)** are the top choice, followed by **digital skills (48%)** and **communication skills (41%)**, reinforcing continued emphasis on job-specific competence and workplace readiness. Interest in **entrepreneurship (34%)** indicates meaningful appetite for self-employment pathways, while **soft skills (31%)** remain a

priority for confidence and professional behaviour.

From uncertainty to code: finding direction after graduation

When Eshwar completed his degree, he knew one thing clearly — college had not prepared him for work. Like many first-generation graduates, he had the qualification but not the confidence. Interviews felt intimidating, and the gap between what employers expected and what he knew seemed overwhelming.

Joining the Titan LEAP programme became a turning point. “Those three months taught me more than three years of college.” he says quietly. At the centre, Eshwar was introduced to structured thinking — how to break down problems, communicate clearly, and approach technology practically. He learned programming fundamentals, worked on real assignments, and participated in group discussions that slowly pushed him out of his comfort zone. Today, Eshwar works as a Software Developer at Hawken Innovation Private Limited. The shift from uncertainty to stability did not happen overnight, but the programme gave him a starting point — a sense that he belonged in the professional world. “What I gained was not just skills.” he reflects. “It was the belief that I could learn, adapt, and grow.”

Confidence as a career skill

Rathnamalai Cherubi never imagined himself working in technology. Coming from a modest background, he initially doubted whether he could survive in a corporate environment. That changed during his time at Titan LEAP. “I learned how to talk to people — that was the biggest change.” he says. Today, Rathnamalai works as a Software Developer at Safeguard Technologies. The journey from hesitation to confidence came through repeated practice — presentations, mock interviews, group work, and constant feedback from trainers. “The faculty treated us with respect. That made a difference.” he recalls.

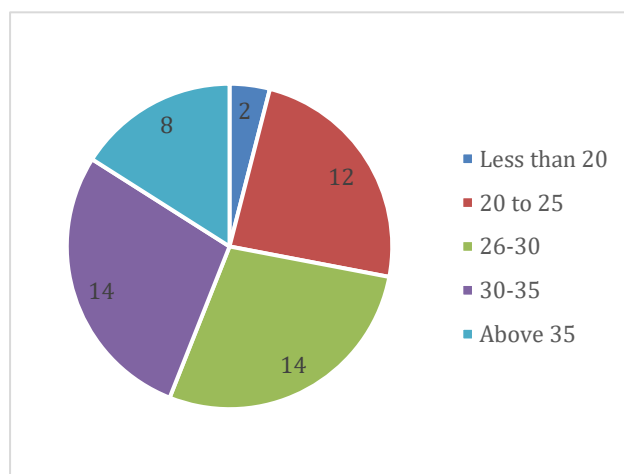
Wearing the Titan LEAP ID card, travelling daily to the centre, and seeing his name on attendance boards gave him a sense of pride. For the first time, he felt he was part of something bigger than himself. Now employed, Rathnamalai supports his family and continues to build his skills. He remains connected to the programme and is open to guiding future students. “Someone once opened a door for me.” he says. “I want to do the same for others.”

b. WELEAD participants

The WELEAD programme in Kanchipuram followed a community-rooted entrepreneurship pathway to help women build skills, confidence, and income progressively. It began with participatory consultations and a needs assessment to identify feasible livelihood options, leading to tailoring and Aari work as the entry skill. Training was delivered in phases—from foundational machine handling and stitching to advanced tailoring combined with financial literacy, business development, communication, and life skills.

A core feature was local capacity building, where the master trainer strengthened community-level women trainers to ensure continuity, peer support, and sustainability. As skills improved, women were encouraged to take small orders and initiate early income generation, supported through product showcasing platforms and recognition events. The programme remained flexible to participant readiness, enabling pathways for immediate earning, advanced/design-oriented skilling, or placement-linked options, while reinforcing entrepreneurial thinking and transferable life skills.

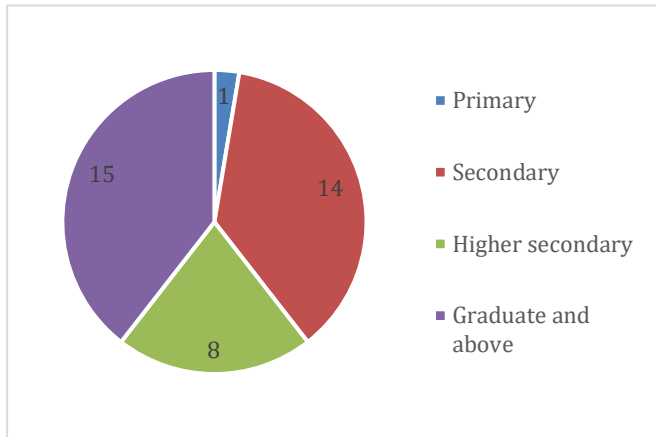
Figure 15: Age group of WELEAD participants



The cohort is strongly concentrated in the prime working-age bracket, with **80% of participants between 20 and 35 years**. The largest segments are **26–30 and 30–35**, each accounting for **28%**, indicating that the programme is attracting women who are in a phase of life where livelihood decisions and income stability are typically high priorities. Participation from **younger entrants is minimal**, with only **4% below 20**, suggesting limited reach among late adolescents/first-time entrants. At the same time, there is meaningful inclusion of older participants: **16% are above 35**, pointing to

demand for skilling and livelihood support beyond early adulthood, likely among women re-entering work or strengthening home-based income options.

Figure 16: Educational levels of trainees



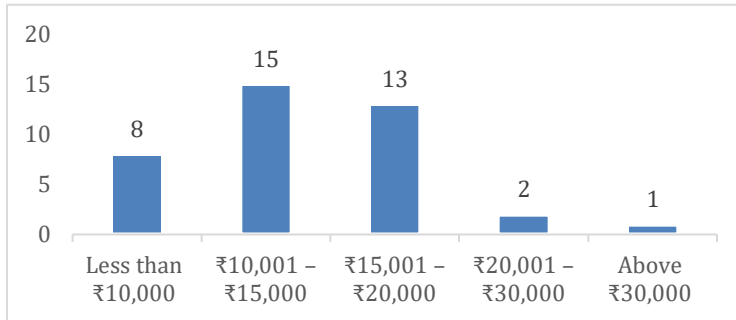
Educational levels of trainees are mixed, with **36%** having completed secondary education and **21%** higher secondary, while a substantial **39%** are graduates and above. Household size is largely moderate: **64%** belong to families of **4–5 members**, **18%** to **1–3 members**, **15%** to **6–7 members**, and only **3%** to households with **more than seven members**.

Most women travel short distances—**48%** less than 1 km and **35%** within 1–3 km—

with only 5% commuting 3–5 km and 10% travelling more than 5 km.

Commuting modes further confirm proximity: 56% walk, 23% use two-wheelers, 15% use public transport, and 5% use bicycles, indicating the centre is largely within residential reach and accessible for regular participation.

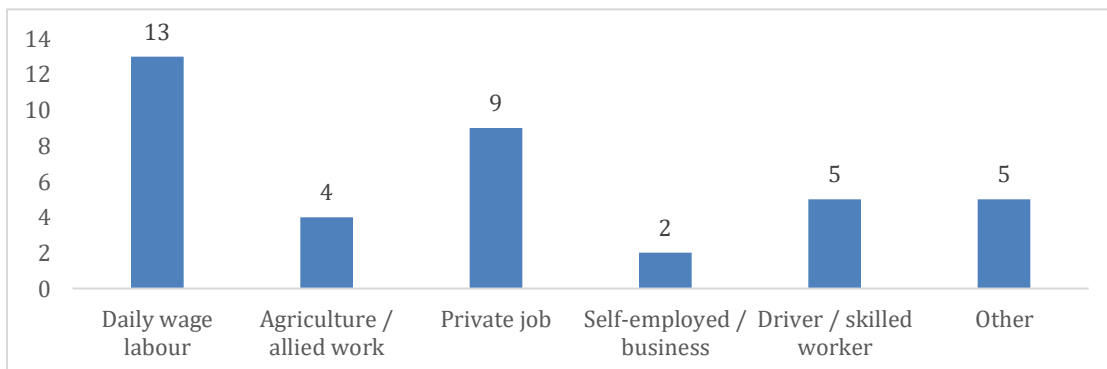
Figure 17: Household Income of WELEAD Participants



Household incomes are concentrated in low to lower-middle brackets. 72% of households earn Rs.10,001–Rs.20,000 per month, led by Rs.10,001–Rs.15,000 (38%). A further 20% earn below Rs.10,000, indicating pronounced vulnerability, while only 8% report incomes above Rs.20,000,

underscoring limited financial buffers. Survey findings (N=39) reflect a majorly married participant group (92% married; 8% single), with strong physical accessibility to the centre.

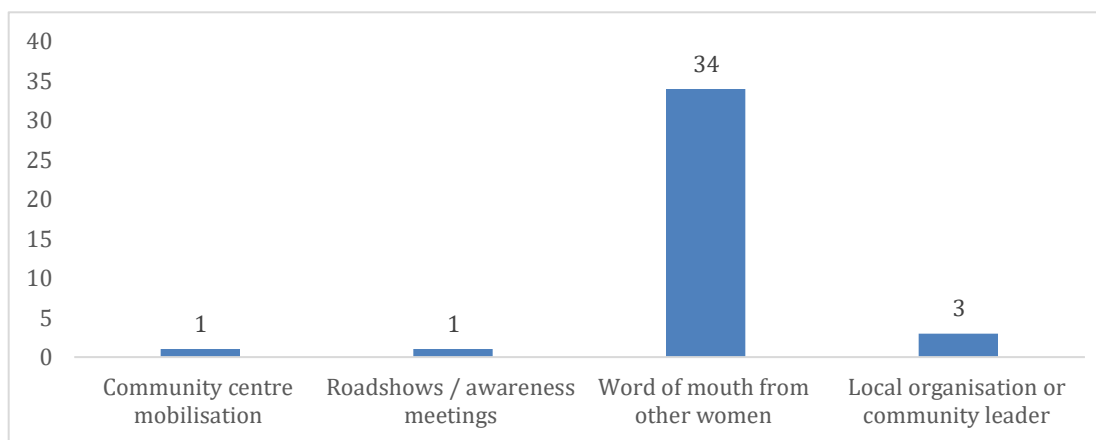
Figure 18: Occupation of spouse (if married) (Source: Survey)



The spouse occupation profile indicates a predominance of informal and semi-skilled livelihoods, pointing to household income vulnerability. **Daily wage labour (34%)** is the most common occupation, followed by **private sector jobs (24%)**, suggesting some access to wage work but limited formal security. **Drivers and other skilled work (13%)** and **agriculture/allied activities (10%)** form the next largest segments, while **self-employment/small business (5%)** remains low, indicating constrained entrepreneurial capacity; **10%** fall under other occupations.

Household earning patterns further reflect vulnerability and reliance on a single income source. Most respondents report **only one earning member (84.62%, n=33)**, while **15%** report **two earners**, with no households reporting zero earners or three or more earners.

Figure 19: Knowledge about WELEAD (Source: Survey)



Entry into the WELEAD programme was driven majorly by peer influence. Word of mouth from other women accounts for 87% of participants highlighting the critical role of trust-based, informal networks in mobilisation.

Referrals through local organisations or community leaders represent 8%, indicating a limited but relevant institutional pathway. Community centre mobilisation and roadshows or awareness meetings each account for 2.6%, reflecting minimal contribution from formal outreach mechanisms.

97% mentioned that they joined the training as they could work from their home.

Table 7: Course Curriculum – WELEAD Programme

Subject Taught	No. of Hours	%
Orientation	10	5%
Stitching & Aari	140	78%
Life & Business Development Skill	30	17%
Total	180	

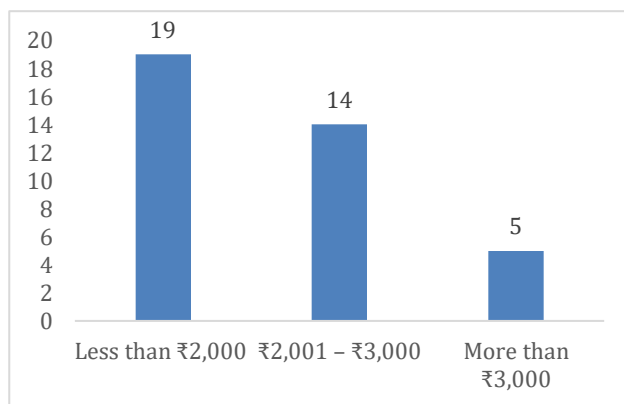
Table 8: Details of Trainers

Sl. No.	Subjects Taught
1	Stitching & Aari
2	Financial Literacy & Business Development Skill

Training was delivered by qualified, domain-specialised trainers—women with Sewing Technology credentials led tailoring and Aari modules, while financial literacy and business development were taught by trainers with advanced qualifications (PhD, M.Phil). Year 1 focused on foundational tailoring, machine handling, and confidence building, alongside building local capacity by training community-based women trainers. Year 2 introduced advanced tailoring plus financial literacy, communication, life skills, and entrepreneurship, encouraging women to take small orders and begin earning.

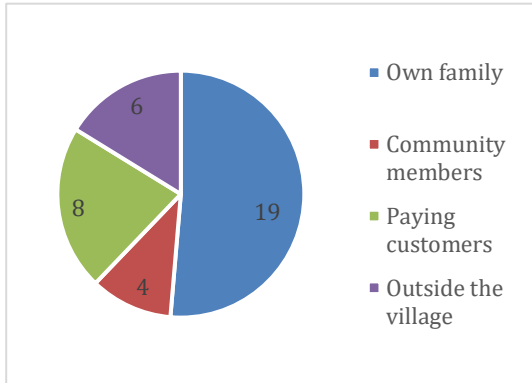
As the programme progressed, peer learning strengthened, with some women purchasing machines and motivating others. Showcasing platforms and events such as Leaps and Bounds increased visibility and confidence. Over time, pathways diversified—around 12 women prioritised immediate income, while others pursued advanced/design-oriented skilling; the programme responded flexibly through continued skilling, entrepreneurship support, or placements. Participants also reported applying improved confidence, communication, and financial skills in other livelihood activities beyond tailoring.

Figure 20: Income from tailoring (Source: Survey)



Among the 38 respondents who reported earning, 50% earn less than Rs.2,000 per month, indicating that half of the earners are currently concentrated in the lowest income bracket. A further 37% earn Rs.2,001–Rs.3,000, suggesting that over one-third are clustered in a modest middle band. Only 13% earn more than Rs.3,000 per month, showing that a relatively small proportion have reached higher monthly earnings levels at this stage.

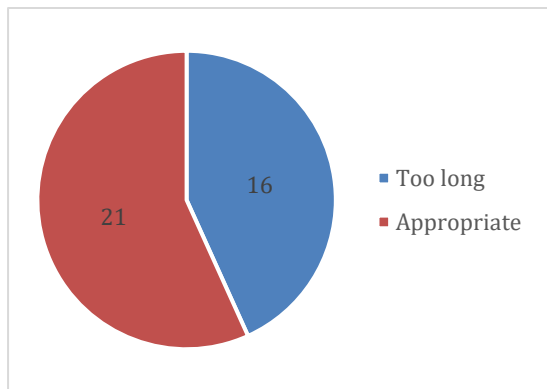
Figure 21: Customer Profile



Livelihood uptake is strong, with **92%** of trainees currently earning through tailoring or related work, indicating effective conversion of training into income generation. Customer demand remains concentrated within immediate networks: **51%** primarily serve their own family, while **22%** report paying customers; **11%** cater to community members and **16%** serve clients outside the village, signalling gradual market expansion. Enabling conditions are positive—**71%** reported strong family support to attend training, **81%** said they are not dependent on WELEAD for sourcing orders, and **89%**

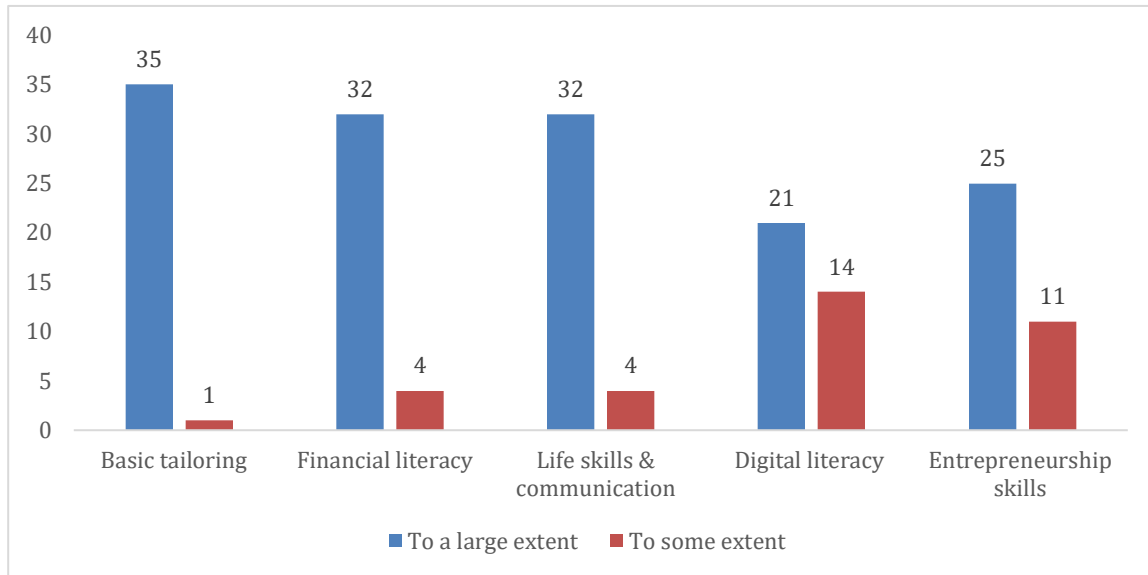
stated that WELEAD encouraged them to tap local markets. All respondents affirmed that the skills gained through WELEAD are lifelong.

Figure 22: Feedback on duration of course (Source: Survey)



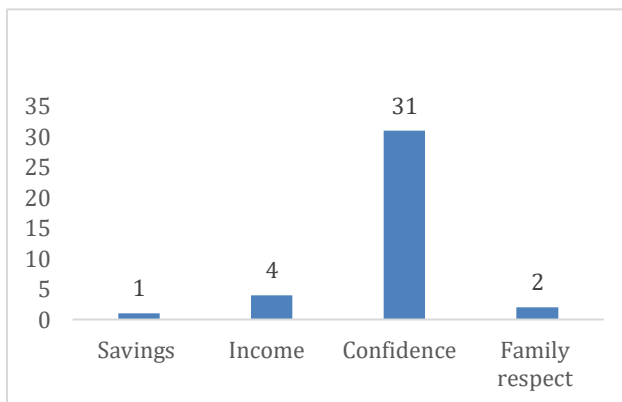
The feedback on the three-year course duration shows a mixed but slightly positive perception. 57% of respondents consider the duration appropriate, suggesting that they value the extended time for skill development, practice, and confidence building. However, 43% feel that the course is too long, indicating constraints related to time, household responsibilities, or the need for quicker income realisation.

Figure 23: Feedback on usefulness of training (Source: Survey)



Training components were rated highly useful overall. **Basic tailoring** received the strongest endorsement (97% useful to a large extent; 3% to some extent). **Financial literacy** and **life skills/communication** were also rated highly (89% large extent; 11% some extent each). Feedback was more mixed for **digital literacy** (58% large extent; 39% some extent) and **entrepreneurship skills** (69% large extent; 31% some extent), suggesting scope for more differentiated or extended support in these modules.

Figure 24: First benefit perceived by participants after joining training (Source: Survey)



Majority of participants (81%) identified increased confidence as the first benefit experienced after joining the programme. In comparison, relatively few respondents reported income growth (10%) and family respect (5%) as the initial outcome.

**Suresh, Programme Manager, Titan LEAP – Naandi Foundation**

“Titan LEAP and VLEAD are designed as long-term capability-building programmes rather than short-term placement pipelines. VLEAD follows a structured three-year, phased model that allows women—largely homemakers—to progress at their own pace, from tailoring skills to entrepreneurial thinking and enterprise setup, supported through community-based training, –resources, and government linkages.

Under Titan LEAP, youth are equipped through a 200–250 hour employability curriculum, with optional exposure to market-relevant skills such as Python, Tally, and Power BI. Strong learner motivation and expanded outreach to underserved districts reflect the programme’s relevance.

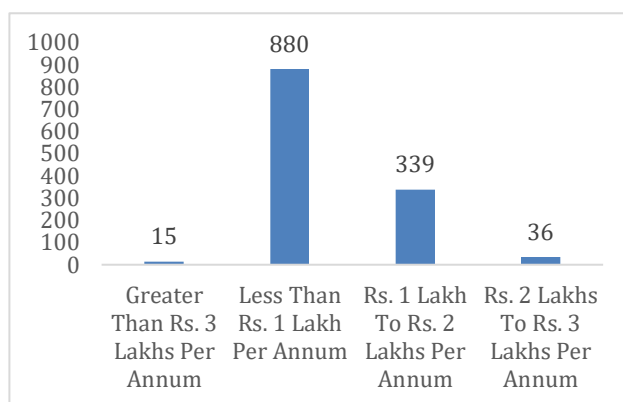
Expectation management remains a challenge, as career choices are shaped by personal and social factors beyond programme control. Therefore, we measure impact through employability, confidence, and job readiness, not placements alone. Enabling young people to make informed choices with improved skills and self-belief is, in itself, a meaningful outcome.”

4. Evaluation of Program Objectives

a. Relevance

Lack of awareness of local employment opportunities: Titan LeAP Chennai and WELEAD were conceived to address a clear information and access gap among urban and semi-urban youth and women—especially first-generation learners from informal-labour households—who lived close to employment hubs but lacked awareness of organised-sector opportunities, recruitment processes, and career pathways. “I was studying but had no idea what kind of jobs were available nearby or how to apply.” – Navitha, B.Com student, Chellammal Women’s College.

Figure 25: Household Income of learners



The programme serves majorly economically vulnerable households. **69%** of learners are from families earning **below Rs.1 lakh/year** and another **27%** fall in the **Rs.1–2 lakh** range, meaning **over 96%** are from households earning **below Rs.2 lakhs/year**. Only **4%** report incomes above Rs.2 lakhs, underscoring Titan LeAP’s strong inclusion focus and upward mobility intent.

Demand-led curriculum aligned to local market realities: Both programmes strengthened relevance through locally grounded, demand-led curriculum design. Titan LeAP aligned modules to Chennai’s services-led labour market (BFSI, IT/ITES, healthcare, retail, and support services), with placement outcomes (1,165 candidates placed across 121 organisations) indicating strong linkage between training content and realistic job opportunities.

Table 9: First-generation graduates

Indicator	n	%
First-Generation Graduates	739	58%
Others	531	42%
Total	1270	

58% are first-generation graduates while **42%** come from families where at least one parent/guardian has prior graduate-level educational exposure. This distribution highlights that the programme is reaching a substantial share of learners who are likely to have had limited access to academic guidance, professional networks, and career navigation support at home, reinforcing the programme’s relevance for improving employability among socio-educationally vulnerable groups.

WELEAD similarly aligned enterprise skills (e.g., tailoring and service-based livelihoods) to neighbourhood demand and feasible market entry. *“They did not force something big or unrealistic; they started with what we could actually do.” – WELEAD participant.*

Inclusion of marginalised groups and first-time workforce entrants: Relevance was reinforced through intentional outreach to underrepresented groups, including women and participants from households with limited income security and minimal exposure to formal employment, for whom this was often the first structured skilling or livelihood opportunity. *“No one in my family had worked in an office before.” – Alumna, Chennai centre.*

Employability competencies aligned to Titan’s CSR focus: Titan LeAP’s curriculum prioritised core employability capabilities—English communication, digital literacy, aptitude, interview readiness, and workplace behaviours—directly aligning with Titan’s CSR focus on employability and sustainable livelihoods, while addressing behavioural and confidence barriers alongside technical skills. *“This programme did not only teach skills but taught us how to manage ourselves at work.” – Alumna, Chennai centre.*



Sneha, Language & Life Skills Coach, Titan LEAP– Naandi Foundation

“Working with Titan LEAP has been deeply fulfilling, as the focus is on building skills, confidence, and engagement rather than marks or examinations. Training youth from Tier-3 colleges has brought new energy and learning, keeping the work both challenging and motivating.

Beyond regular classes, we create opportunities for engagement through quarterly events linked to themes such as literacy and civic awareness. While operations and reporting can be demanding, the organisational culture is empathetic and supportive. This balance allows me to feel professionally valued while contributing meaningfully to shaping young adults who communicate confidently and step forward with self-belief.”

“MMC Infotech Services has been associated with the Titan LEAP programme since 2020, and candidates referred through the programme have consistently demonstrated better grooming, discipline, and commitment than many other entry-level hires. Most are first-generation job seekers from economically vulnerable backgrounds, and their motivation for stable employment translates into strong workplace reliability.

The programme aligns well with our role segmentation model across front-end, back-end, and data-oriented functions, and its outcomes are particularly relevant for women candidates, who form a majority of our day-shift workforce. Further pre-segmentation of candidates and exposure through short-term paid projects could strengthen conversions.” *Badri, Employer Partner, MMC Infotech Services Pvt. Ltd.*

Entrepreneurship exposure and low-risk pathways for women: WELEAD addressed low exposure to entrepreneurship by presenting it as a gradual, low-risk livelihood option anchored in familiar skills and local demand rather than capital-intensive ventures, enabling women and youth to visualise self-employment as realistic and achievable. “I never thought I could earn on my own or understand how small businesses work.” – WELEAD participant.

Entrepreneurship designed around local resources, time constraints, and markets: WELEAD’s model explicitly leveraged locally available resources, flexible time commitments, and neighbourhood markets, lowering entry barriers for women balancing household responsibilities and enabling income generation without migration or borrowing. “I could start earning without borrowing money or leaving my home.” – Meena, WELEAD participant.

Alignment with government skill ecosystems and credential portability: Titan LeAP aligned its training structure, assessments, and certification processes with recognised government skill ecosystems (e.g., NSDC/PMKVY-aligned approaches), improving credibility, recognition, and portability of skills for wider labour-market use. “Having certification helped me feel confident while applying for jobs.” – Alumna, Chennai centre.

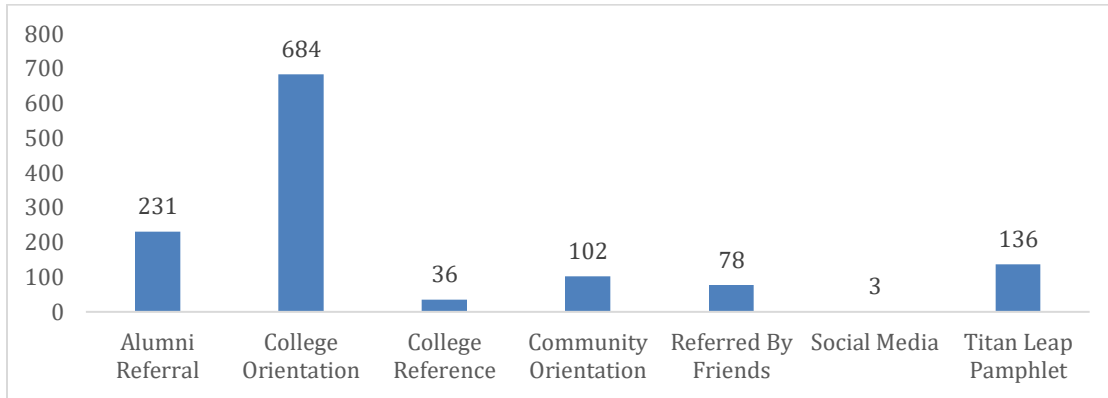
Aspirations aligned to industry expectations through counselling and exposure: Through counselling, exposure sessions, and employer interactions, the programme helped participants translate broad aspirations into realistic job roles and understand entry-level expectations, improving clarity on career pathways and fitment. “I wanted a good job but didn’t know what that meant. Now I understand what companies expect and where I fit.” – Student participant.

b. Effectiveness

Effective curriculum integrating growing market demands: Titan LeAP’s 250-hour curriculum is demonstrably aligned to Chennai’s current services-sector requirements, with over half the learning time focused on communication, aptitude, and digital skills that map directly to employer expectations. Placement outcomes indicate that training translated into real employment, while WELEAD similarly adapted designs, finishing quality, and product types to match customer demand. “What was taught at Titan Leap matched exactly what we were asking for during interviews.” – Employer.

Inclusive mobilisation and accessibility of onboarding: Outreach through colleges, community networks, and peer referrals supported inclusion of women, SC/ST communities, minorities, and first-generation learners, with strong counselling-to-enrolment conversion indicating trust and clarity in programme communication. “The Titan Leap team came to our college and explained everything clearly, which encouraged us to join.” – Monika J., B.Com student.

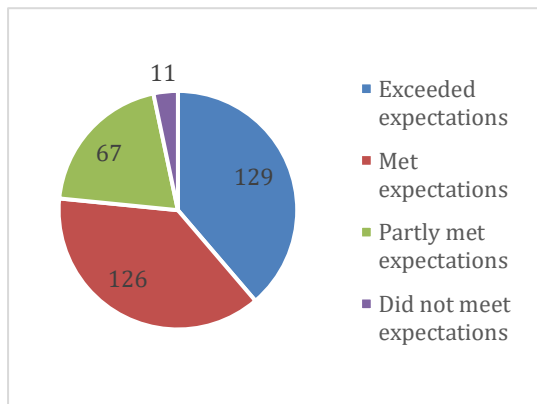
Figure 26: Source for Enrolment



The enrolment pipeline is **dominated by college-led channels**. **College Orientation** is the single largest source with **54%** indicating that on-campus outreach is the primary conversion driver. The next strongest contributor is **Alumni Referral 18%**, showing a solid word-of-mouth effect through past learners. **Titan Leap Pamphlet** accounts for **11%**, suggesting printed collateral is performing as a meaningful secondary channel, likely reinforcing college touchpoints and community visibility. **Community Orientation** contributes **8%**, reflecting moderate mobilisation through community interfaces.

Trainer quality and learner-centred pedagogy: Trainer effectiveness emerged as a key driver of outcomes, with delivery combining structured instruction, repetition, demonstrations, and confidence-building to enable learners from varied educational backgrounds to progress together. Consistency across cohorts suggests pacing and methods were accessible and supportive. “The trainer never rushed us and made sure everyone understood.” – Chennai centre participant. “They corrected our mistakes patiently, which helped us improve step by step.” – Revathi, WELEAD participant.

Figure 27: Overall satisfaction levels of students (Source: Survey)



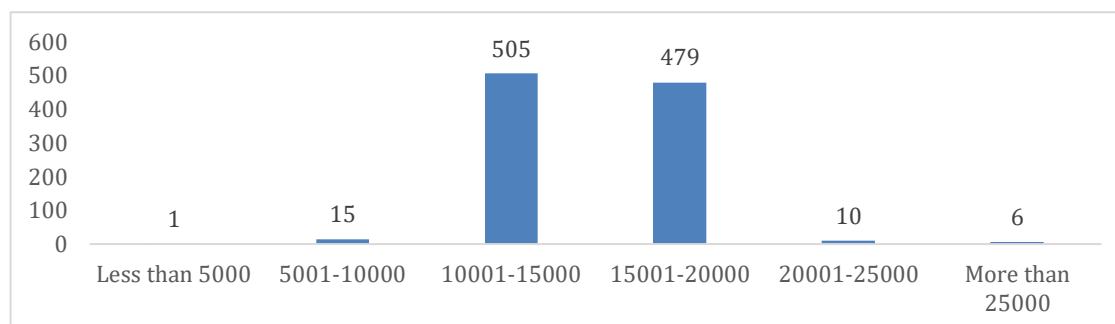
Satisfaction with Titan LeAP is high with **39%** reporting the programme exceeded expectations and **38%** said it met expectations, meaning **77%** were fully satisfied or more. Importantly, **87%** said they would recommend the programme, indicating strong endorsement and word-of-mouth potential.

Assessment and certification systems strengthening competence and confidence: Structured assessments and certification reinforced learning outcomes and learner confidence, with alignment to recognised skill frameworks supporting credibility beyond attendance-based completion. High completion and placement levels suggest effective skill transfer and standardisation. *“Getting certified made me confident that I had really learned something useful.”* – Navitha, B.Com student, Chellammal Women’s College.

Placement effectiveness and employer satisfaction (including retention): Titan LeAP demonstrated strong effectiveness in converting training into timely placements across BFSI, IT/ITES, healthcare, retail, and services, supported by interview preparation, employer coordination, and follow-up. Repeat hiring and retention beyond probation reflect appropriate job-role matching and workplace preparedness. *“I got placed soon after finishing the course, which I did not expect.”* – Alumna, Chennai centre. *“They retained me beyond the probation period because I could handle the work independently.”* – Alumna, Chennai centre.

Improved income security through employment and enterprise: Programme outcomes contributed to tangible improvements in household income stability, with entry-level salaries clustering around Rs. 13,000–17,000 for first-generation earners and WELEAD participants reporting regular earnings through stitching orders. *“Earlier there was no fixed income at home. Now something comes every month.”* – Alumna, Chennai centre. *“My stitching income helps manage daily expenses.”* – Parvathi, WELEAD participant.

Figure 28: Starting salary of Learners



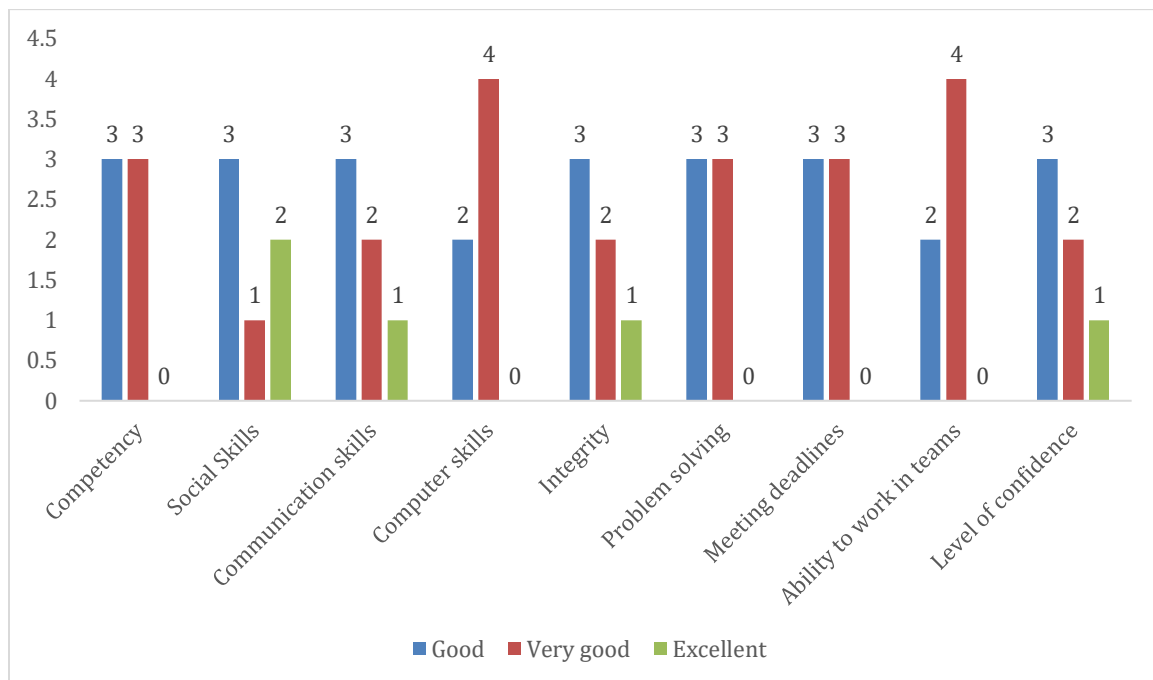
Across 125 placement partners, the starting salary distribution is heavily concentrated in the Rs.10,001–Rs.20,000 range. Half of the placed candidates (505; 50%) start between Rs.10,001–Rs.15,000, while a further 479 candidates (47%) start between Rs.15,001–Rs.20,000. Taken together, 97% of placements fall within Rs.10,001–Rs.20,000, indicating a largely uniform entry-level wage outcome across partners.

Lower-end outcomes are minimal. Only 1 candidate (0.10%) is reported below Rs.5,000, and 15 candidates (1%) fall in the Rs.5,001–Rs.10,000 band. This suggests that sub-Rs.10,000 starting salaries are exceptions rather than a systemic pattern. Higher starting salaries are present but limited. Only 10 candidates (1%) earn Rs.20,001–Rs.25,000 and 6 candidates (1%) earn more than Rs.25,000.

Strengthening employability skills and self-confidence: A consistent effectiveness outcome was increased confidence, communication ability, interview readiness, and workplace behaviour—competencies central to employability and reflected in placement and retention narratives. “Earlier I would not speak at all. Now I can talk confidently with anyone.” – Navitha, participant. “Now I know how to speak in interviews and behave properly at work.” – Alumna, Chennai centre.

Motivation and continuity in self-employment and micro-enterprise: WELEAD effectively repositioned tailoring from domestic skill to income-generating work, increasing motivation for micro-enterprise and supporting continuity through sustained orders, indicating durability beyond training completion. “I have started thinking seriously about earning on my own.” – Lakshmi, WELEAD participant. “Even before finishing the course, I started working, and I am still getting regular stitching orders.” – Shanthi, WELEAD participant.

Figure 29: Feedback from Employers

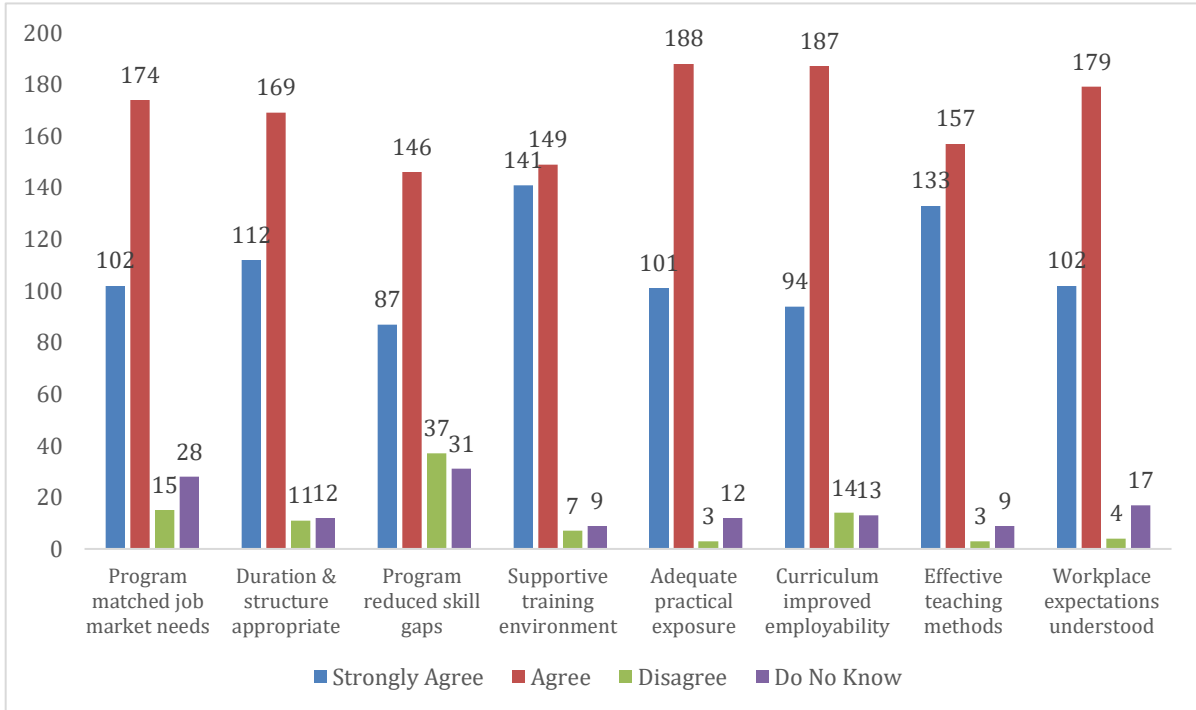


Across all parameters (n=6), performance was consistently rated in the “Good” to “Very good” range, with “Excellent” appearing selectively in a few soft-skill areas. Competency, problem solving, and meeting deadlines each received an even split of **50.0% Good** and **50.0% Very good**. Social skills stood out with the highest “Excellent” share (**33% Excellent**), alongside **50% Good** and **7% Very good**. Communication skills were rated **50% Good**, **33% Very good**, and **17% Excellent**, while integrity and confidence followed a similar pattern at **50% Good**, **33% Very good**, and **17% Excellent**. Computer skills and teamwork showed stronger “Very good” concentration, with **67% Very good** and **33% Good**.

Employer feedback revealed 66 % of employers stating that the Titan LeAP Chennai candidates were good and that they would retain them beyond the probation period on full-time employment. 33% assured to continue recruit candidates from Titan LeAP.

Trainee satisfaction and progression to further education/skilling: High satisfaction and strong completion/placement outcomes suggest perceived value, while some participants also used the programme as a confidence-building platform to pursue higher education or further skilling when immediate placement was not taken up. *“Coming here never felt like a waste of time.” – Chennai learner.* *“After attending the course, I felt confident to continue my studies.” – Alumna, Chennai centre.*

Figure 30: Feedback on Quality of Training (Source: Survey)



Programme quality feedback is consistently strong, with high agreement across relevance, delivery, and preparedness. Most respondents felt the training aligned with labour market needs (87%), prepared them for jobs (93%), and that their jobs matched the training received (87%); the programme’s duration and structure were also endorsed (93%). Delivery quality stands out, with 95% reporting a supportive learning environment, 96% rating teaching methods effective, and 95% confirming adequate hands-on exposure. Industry relevance (92%) and clarity on workplace expectations (93%) further reinforce the programme’s practical orientation. Perceived skill-gap reduction is comparatively lower but still positive (78%), suggesting scope to strengthen outcomes for some trainees and communicate progress more clearly.

Expanded awareness of opportunity pathways and localised facilitation: Training and counselling increased awareness of government schemes and broader opportunity pathways, while the use of local trainers (particularly in WELEAD) improved comfort, cultural fit, and sustained participation. *“We learned about schemes we never knew existed.” – Alumna, Chennai centre.* *“Learning from someone from our own area made it easier and more comfortable.” – Selvi, WELEAD participant.*



Aravind Murli, Communication & Life Skills Coach, Titan LEAP – Naandi Foundation

“My role at Titan LEAP spans communication training as well as documentation and reporting, including quarterly and donor reports developed through close team collaboration. Working across multiple donor frameworks has strengthened my skills in analysis, reporting, and impact storytelling. We place strong emphasis on authenticity—case studies and narratives are drawn from direct observation rather than automated content, ensuring they reflect lived experiences. Titan LEAP also offers a supportive, non-toxic work culture that encourages innovation in the classroom and respects individual well-being. For me, this role meaningfully combines purpose, creativity, and professional growth.”

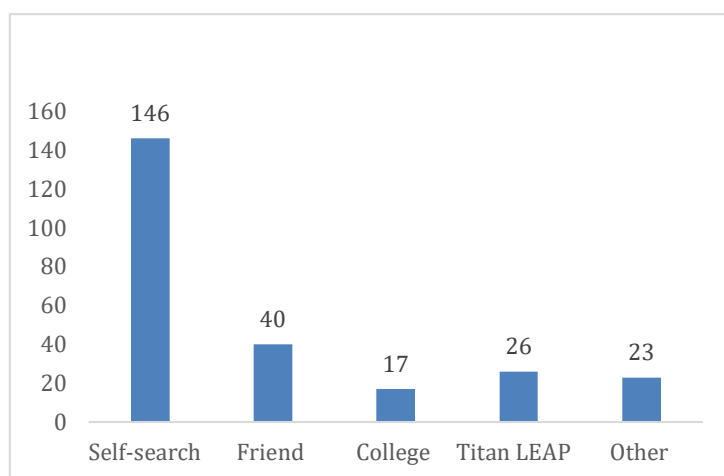
Fayaz, Programme Staff, Naandi Foundation

“The Titan LEAP programme primarily serves unemployed youth and first-generation learners, with a structured approach for both graduates and final-year students. This year, strong emphasis was placed on mobilising learners from Tier-3 and government colleges, particularly in North Chennai, reaching nearly 250 students from government institutions. While placement opportunities have expanded, mindset alignment remains a key challenge, with high salary expectations, role preferences, and limited mobility influencing decisions. We therefore invest significantly in counselling students and parents, and in exposure through honest masterclasses with industry and entrepreneurs.”

c. Efficiency

Efficient mobilisation and inclusion: Titan LeAP Chennai leveraged established college partnerships, community networks, and peer referrals to reach eligible youth with minimal duplication, reflected in strong outreach and high counselling-to-enrolment conversion. Clear eligibility criteria supported timely cohort formation while maintaining inclusion of women, SC/ST communities, minorities, and first-generation learners. *“We were informed clearly about the training at the Titan Leap Chennai centre and joined immediately.” – Monika J., B.Com student, Chellammal Women’s College.*

Figure 31: Source of employment (Source: Survey)



The data on job acquisition pathways indicates that most respondents relied on individual effort, with 58% securing employment through self-search. This suggests a high degree of initiative among trainees, as well as the importance of personal job-seeking skills such as applications, interviews, and networking. Friends also play a notable role, with 16% finding jobs through peer networks, highlighting the continued relevance of informal social connections in

employment outcomes.

Completion and retention through the training-to-work transition: A high proportion of enrolled participants completed the full training cycle within planned timelines, supported by continuous counselling, flexible scheduling, and follow-up during early employment/probation to reduce dropout risks linked to travel, financial, or family constraints. *“Even during probation period, the Titan Leap team checked on us and helped us continue without dropping out.” – Alumna, Chennai centre.*

Optimum use of existing infrastructure and batch scheduling: Training centres maximised utilisation of existing classrooms, computer labs, digital tools, and sewing machines across multiple cohorts, reducing idle time and avoiding additional capital expenditure. Cohort scheduling enabled scale without congestion, sustaining consistent practice time. *“We could practise every day because systems were always available.” – Chennai learner. “The machines were available for each of us to practise stitching; we didn’t waste time waiting.” – WELEAD participant.*

Context-responsive cost efficiency in participant support and inputs: Expenditure was calibrated to context rather than uniformly applied. In Chennai, higher spending on food (Rs. 35,31,651) and travel allowance (Rs. 19,10,500) directly mitigated access and subsistence barriers, protecting attendance and completion, alongside training materials (Rs. 5,86,268) for standardised delivery. WELEAD operated a lean, community-embedded model with no travel allowance and focused costs on food (Rs. 3,11,324) and training materials (Rs. 2,08,827), reflecting efficiency through differentiated design. *“Without food support and travel help, regular attendance would have been difficult.” – Chennai participant.*

Timely delivery against work plans: Training delivery, assessments, and placement activities were implemented broadly in line with approved plans and timelines, preventing cycle overruns and reducing learner fatigue associated with prolonged programmes. *“The programme finished when they said it would, and everything happened on time.” – Alumna, Chennai centre.*

Placement partner network expansion reducing transaction costs: Titan LeAP expanded and sustained an employer network enabling placements of 1,165 candidates across 121 organisations. Repeat engagement with high-volume recruiters reduced placement lead times and coordination effort, while sector diversification strengthened resilience without proportionate operational expansion. *“We regularly hire from this programme because candidates come job-ready.” – Employer partner.*

“I have worked with candidates from this programme even before joining Cognizant, and I continue to engage with them now. Over the years, I have placed 20–30 candidates through this network, and some have grown into senior and managerial roles.

The candidates are strong in fundamentals, willing to learn, and disciplined. Whenever there is a hiring requirement, I first approach the Titan LEAP placement team because they understand our needs and prepare candidates accordingly. With additional exposure to basic networking and desktop support, these students will be even more competitive for IT service roles.” Cognizant Technology Solutions

“During my time with a startup, I hired several candidates through this programme. Their skills, knowledge, and work ethic stood out, especially for entry-level roles.

One candidate I placed in 2020 has progressed steadily and is now working in a managerial position. This shows that when candidates are motivated, the foundation provided by this programme enables long-term career growth.” -India Filings

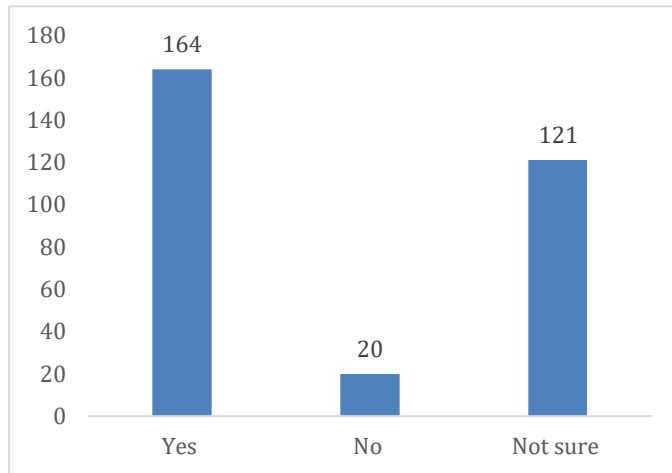
Efficient trainer deployment and trainer-to-trainee balance: Trainer allocation maintained appropriate trainer-to-trainee ratios, enabling group delivery with sufficient individual attention, accommodating varied learning paces without extending duration or increasing staffing costs. *“The trainer could give attention to everyone without rushing.” – Chennai participant. “Mistakes were corrected quickly, so learning moved faster.” – Revathi, WELEAD participant.*

d. Sustainability

Monitoring mechanisms in place: Sustainability of outcomes under Titan LeAP Chennai and WELEAD is reinforced through structured monitoring systems that track attendance, training progression, placement status, and post-placement continuity. Follow-up with alumni during early employment stages enables timely identification of drop-off risks and targeted support, strengthening durability beyond one-time placement. *“Even after we were placed, they checked how we were doing and guided us.” – Alumna, Chennai centre.*

Alumni networks promoting role models: Alumni engagement functions as a sustainability lever, with placed youth and women entrepreneurs acting as visible role models within colleges and communities through peer referrals, informal mentoring, and experience-sharing. The continued prominence of word-of-mouth as an entry channel indicates organic, alumni-led network effects. *“When seniors who studied here come back and share their experience, it motivates us to join.” – Chennai centre trainee.*

Figure 32: Alumni interest in sponsoring learners (Source: Survey)



Alumni sentiment towards future sponsorship is positive. **54%** said they would sponsor a learner after three years, indicating strong confidence in the programme and willingness to give back. Only **7%** said no, while **39%** were not sure, suggesting a sizable convertible group that could be activated through clearer sponsorship options, communication, and structured alumni engagement.

Linkages with local markets and supplier networks established: The programmes embed livelihoods within existing local economic ecosystems. Titan LeAP’s placement network across 121 organisations anchors employment within the Chennai services economy, while WELEAD connects women to nearby customers and material suppliers, reducing dependence on distant or volatile markets. *“Most of my work now comes from nearby houses and shops.” – Lakshmi, WELEAD participant.*

Institutional sustainability of Titan LeAP as a livelihood hub: Titan LeAP Chennai has evolved into a recognisable livelihood hub with standardised curricula, trained trainers, repeat employer engagement, and consistent placement cycles, indicating institutional maturity and continuity across cohorts. *“This centre is now known as a place where you can get skills and jobs.” – Chennai centre alumnus.*

Programme continuity without Titan support: The design emphasises capacity-building of implementing partners, local trainers, and operational systems, creating resilience beyond funding cycles. Documented curricula, trained human resources, and established employer/market linkages indicate the programme can sustain core functions even with reduced external support. *“The trainers and systems are already in place, so the programme can continue.” – Radha, implementing partner.*

Scalability and replication potential: The modular curriculum, adaptable pedagogy, and proven employer engagement approach support replication across other urban and semi-urban contexts. Core employability components can be retained while localising content to match labour-market demand, enabling scale without structural redesign. *“The same model can work in other locations if adapted to local jobs.” – Trainer, Chennai centre.*

Collaboration with government bodies and NSDC alignment: Alignment with government skill ecosystems (including NSDC-aligned frameworks and certification processes) strengthens long-term sustainability through recognition, convergence potential, and institutional integration with public skilling infrastructure. **“Being aligned with government systems makes the programme stronger and more credible.” – Implementing partner.**

“We have been hiring candidates from this programme since 2020. Compared to other sources, these candidates are more disciplined and better groomed for the workplace.

Most of them come from economically vulnerable backgrounds, and that reflects in their commitment to work. Communication skills, typing accuracy, and attention to detail are strong. We have had very few issues related to workplace behaviour or discipline. This partnership has enabled first-generation learners to enter the formal workforce, which we see as both socially and professionally valuable.”
MMC Infotech Services Pvt. Ltd.

e. Social Impact

Sustainable income diversification and income stability for youth: Titan LeAP Chennai enabled youth to shift from unemployment, informal work, or irregular earnings into structured wage employment, with 1,165 placements and predictable entry-level salary bands of Rs. 13,000–17,000 strengthening household income stability for first-generation earners. **“Earlier I was searching without any income. Now I earn regularly and can support my family.” – Alumnus, Chennai centre.**

Parameters	Before	After
Self-confidence	6.0	8.2
Decision-making	6.0	7.9
Motivation	6.3	8.2
Independence	6.1	7.9
Hope for the future	6.1	8.1
Confidence with strangers	5.9	7.9
Social acceptance	6.0	7.9
Ability to support family	6.3	8.1
Time management	6.2	8.2

Behavioural outcomes on a scale of 1 to 10 was analysed⁴ based on survey findings. Alumni. Across all nine behavioural indicators, weighted average scores improved consistently from a baseline range of **5.9–6.3** to an endline range of **7.9–8.2**, indicating a broad shift from moderate to high perceived behavioural readiness.

⁴ Formula (per indicator): Weighted average = $\Sigma (\text{score} \times \text{number of respondents selecting that score}) \div \Sigma (\text{total respondents})$

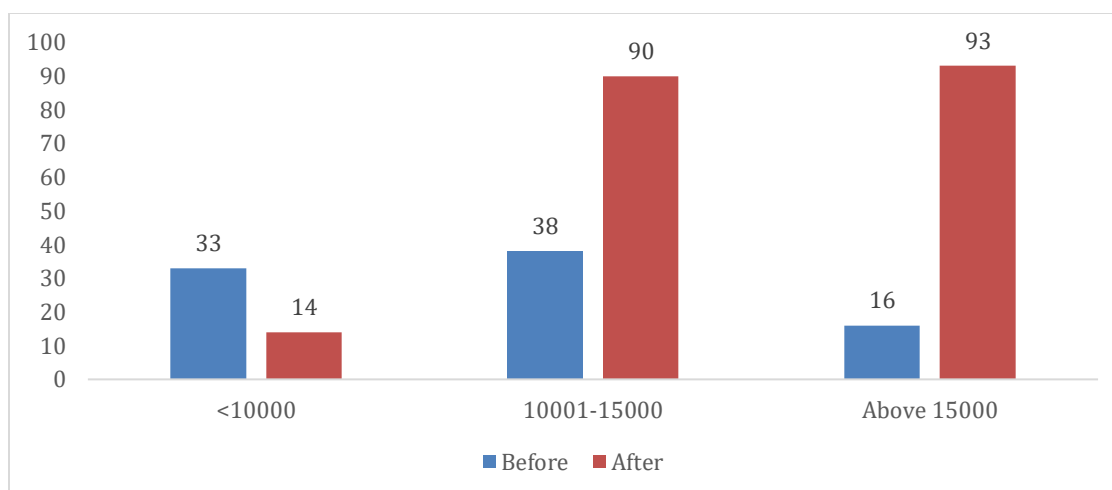
Table 11: Individual development before and after training (Weighted average) (Source: Survey)

Individual Development parameters	Before	After
Communication skills	5.5	7.6
Problem-solving	5.6	7.5
Digital literacy	5.7	7.7
Financial literacy	5.5	7.3
Personal development	6.0	7.9
Quality of life	6.0	7.8
Interview skills	5.8	8.0
Clarity about career goals	5.8	7.9
Awareness of job opportunities	5.8	7.9

Individual development indicators on a scale of 1 to 10 from survey findings revealed improved consistently from a mid-range baseline of 5.5–6.0, with communication skills and financial literacy lowest at 5.5. After training, all scores increased to 7.3–8.0, led by interview skills (8.0) and strong gains in personal development, career-goal clarity, and job-opportunity awareness (7.9 each). Core skills also strengthened—communication (7.6), problem-solving (7.5), digital literacy (7.7), and financial literacy (7.3)—with quality of life rising to 7.8.

Reduced unemployment through formal jobs and viable self-employment: The programme reduced unemployment and underemployment by connecting youth and women to formal work or realistic self-employment pathways, moving many from inactivity into productive economic engagement. *“Before this, I was just idle at home. Now I am working and earning.” – WELEAD participant.*

Figure 33: Monthly Income of candidates before and after training (Source: Survey)



The income distribution shifts clearly upward after the intervention, though the respondent base differs (Before n=87; After n=197). The lowest income bracket (<Rs.10,000) drops sharply from 37.9% to 7.1%, indicating a significant reduction in very low earnings. Post-intervention, respondents concentrate in higher

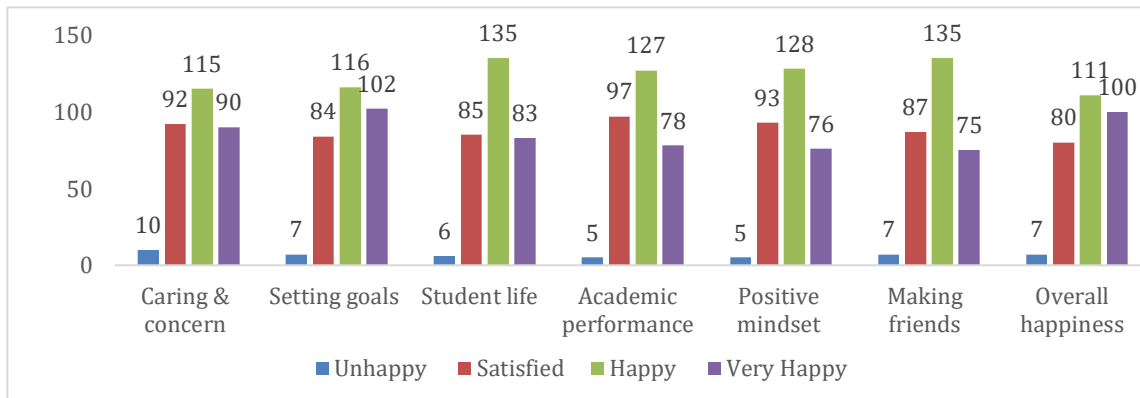
brackets. The Rs.10,001–Rs.15,000 group increases from 43.7% to 45.7%, while the above Rs.15,000 category rises strongly from 18.4% to 47.2%, becoming the largest segment. Overall, the pattern reflects improved earnings and greater income stability among respondents.

Job access pathways remain largely self-driven, but Titan LeAP contributes meaningful linkage: **10%** secured jobs directly through Titan LeAP, **7%** through colleges, and **9%** through other routes, complementing self-search as the dominant pathway.

Women’s participation in household decision-making and self-reliance: WELEAD’s income generation increased women’s agency in household financial decisions and reduced dependency, enabling greater autonomy in managing everyday expenses and influencing family choices. *“Earlier I had to ask for money. Now my family asks my opinion before making decisions.” – Parvathi, WELEAD participant.* *“I don’t have to ask for money anymore. I manage on my own now.” – Meena, WELEAD participant.*

Self-confidence, resilience, and broader empowerment: Skill acquisition and workplace exposure strengthened communication, confidence, and the ability to face interviews and work-life challenges, translating into improved self-worth, independence, and social identity beyond employment outcomes. *“Now I am not scared to speak or try new opportunities.” – Navitha, B.Com student, Chellammal Women’s College.* *“Earning on my own changed how I see myself and my place in the family.” – WELEAD participant.*

Figure 34: Happiness Index of Alumni



Happiness and wellbeing results are strongly positive. Most respondents reported being **happy** or **very happy**, suggesting the programme experience supports overall wellbeing. Positive responses dominate across all dimensions. Interpersonal aspects score particularly well—student life and making friends show high happiness levels—and perceptions of **caring and concern** are strong. Personal growth indicators such as goal setting, positive mindset, and academic confidence also register high positive responses, indicating improved motivation and outlook.

Enhanced employability skills enabling mobility and progression: Titan LeAP participants reported sustained improvements in communication, digital literacy, interview readiness, workplace etiquette, and problem-solving—capabilities that support job access as well as mobility across roles and sectors. *“What I learned here helps me even when I change jobs.” – Alumnus.*

Long-term job continuity and early career progression: Follow-up interactions indicate that many placed youth sustained employment beyond probation and used early work exposure to build familiarity with professional norms, forming a foundation for progression. *“My first job helped me understand work life, and now I am moving forward.” – Alumna, Chennai centre.*

Better aspiration levels and renewed interest in higher education/skilling: Exposure to structured training, peer role models, and clearer pathways shifted aspirations from vague expectations to achievable goals, with some participants reporting renewed confidence to pursue higher education or advanced skilling. *“Earlier I did not think beyond small jobs. Now I plan what I want to do next.” – Chennai centre participant.* *“After this programme, I felt confident enough to continue my studies.” – Alumna, Chennai centre.*

Social equity and more inclusive community norms: By prioritising inclusion of SC/ST communities, minorities, women, and first-generation learners, the programmes expanded access to dignified livelihoods for groups often excluded from formal pathways, with beneficiaries increasingly becoming local role models influencing peers. *“People like me rarely get such opportunities.” – Alumna, Chennai centre.* *“Others in my area are now asking how they can join this programme.” – WELEAD participant.*

Boost in local economy through wage income and neighbourhood enterprises: Wage employment and women-led micro-enterprises increased local economic circulation through household spending and community-based services, with WELEAD enterprises meeting everyday neighbourhood demand and strengthening local service ecosystems. *“Most of my earnings come from nearby customers.” – Shanthi, WELEAD participant.*

Radha, Team Lead, Naandi Foundation

“Seeing the evolution of the Titan Leap programme has reaffirmed an important learning for us—impact cannot be reduced to placements alone. In case of WELEAD, the training was designed as a three-year journey rooted in listening to women’s aspirations. Tailoring emerged as an accessible starting point because women could visualise themselves doing it, and we chose to respect that wisdom.

Instead of seed funding, we focused on sustainability, layered learning, and confidence-building. Women progressed at their own pace—from stitching for their families to earning independently—supported by skills, financial literacy, and peer learning. Over time, the programme became a community women return to for guidance.

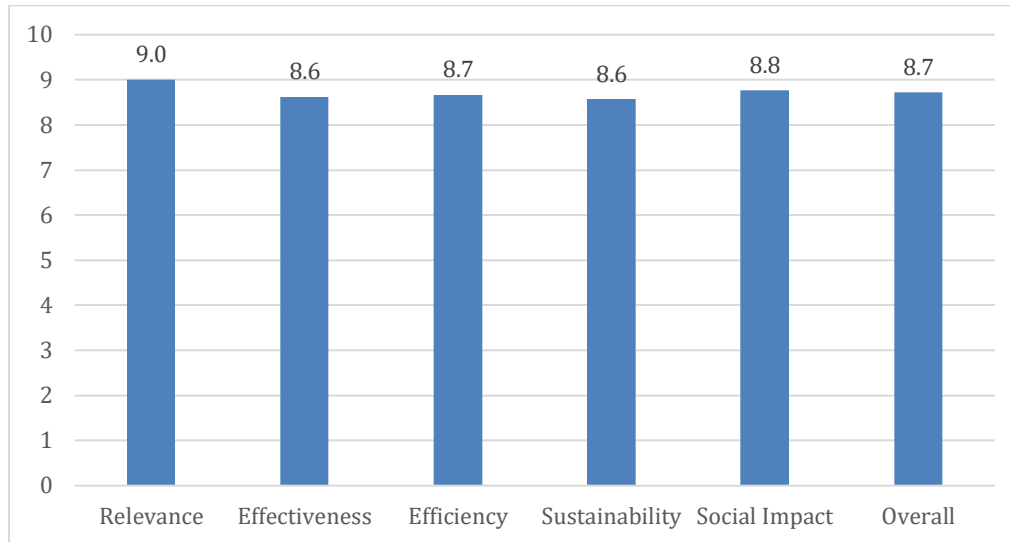
What stands out is the shift in agency: increased confidence, decision-making ability, and employability, even when outcomes do not immediately translate into formal placements. That growth in capability and choice is a significant impact and deserves recognition alongside numbers.”

REESS Ratings

Criterion	Indicators	Score	
Relevance	Lack of awareness amongst communities on the employment opportunities available in local area	9	
	Training courses designed based on local market demand and employability potential of beneficiaries	9	
	Demographic reach – inclusion of SC/ST, minorities, and women	9	
	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 programmes for women designed based on available local resources	9	
	Effectiveness	Effective curriculum integrating growing market demands	9
Trainer quality and pedagogy		9	
Retention of trainees by employer		8	
Certification rate and assessment systems		9	
Preparing for job readiness		9	
Placement of trainees		9	
Increase in Household income		8	
Inclusive mobilisation strategies in place		9	
Increase in self-confidence among youth		9	
Motivation to start micro-enterprises/ enterprises		8	
Increase in employability skills		9	
Trainee satisfaction		9	
Trainees pursuing higher education/further skilling		8	
Awareness of government schemes for youth and women		8	
Appointment of Local trainers		9	
Participants continuing in employment or self-employment post-training.		8	
Efficiency		Efficient mobilisation and inclusion	9
		Completion of course by participants	9
	Optimum use of existing infrastructure	8	
	Programme completion as per plan	9	
	Increase in number of placement partners	8	

	Ratio of trainer: trainee	9
Sustainability	Monitoring mechanisms in place	9
	Alumni networks promoting role models	8
	Linkages with local markets and supplier networks established.	8
	Institutional sustainability of Titan LeAP as a livelihood hub	9
	Programme continuity without Titan support	8
	Scalability and replication potential	9
	Collaboration with government bodies/NSDC	9
Social Impact	Sustainable income diversification and income stability for youth	9
	Women's participation in household decision-making	9
	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	9
	Boost in local economy	8
	Self reliant women (WELEAD)	9

REESS Scorecard



Rohit, Programme Staff, Naandi Foundation

“The 2024–25 Titan LEAP programme marked a strategic shift as we strengthened the centre-based model and expanded outreach beyond Chennai, mobilising over 100 learners from districts such as Thiruvallur, Chengalpattu, and Kanchipuram. Students travelling long distances demonstrated strong commitment, reinforcing the importance of reaching beyond urban centres.

The programme continued with a 250-hour immersion covering employability, communication, life skills, digital skills, and career readiness, with limited exposure to Tally and Python to provide direction. Managing expectations remains a challenge, particularly around role preferences and salary aspirations. Through sustained counselling and industry engagement, we are helping first-generation learners expand their horizons and prepare to enter and sustain themselves in the formal workforce.”

5. SDG Alignment

SDG Goal	Programme Alignment
SDG 1 - No Poverty	Titan LeAP and WELEAD contribute to poverty reduction by enabling first-time wage employment and sustainable livelihood pathways for youth and women from low-income and economically vulnerable households.
SDG 4- Quality Education	Both programmes extend learning beyond formal education by providing market-relevant, practical skilling, digital and financial literacy, and career guidance aligned with labour market requirements.
SDG 5- Gender Equality	The programmes actively promote women's participation by addressing gender-specific barriers such as low confidence, limited mobility, and restricted access to livelihood opportunities through mentoring and psychosocial support.
SDG 8- Decent Work and Economic Growth	The core focus of the interventions is on enabling access to dignified, formal-sector employment/self-employment and strengthening employability among first-generation learners and youth from urban and semi-urban contexts.
SDG 10- Reduced Inequalities	The interventions target youth and women facing structural disadvantages related to income, social background, geography, and first-generation status, promoting equitable access to skilling and employment opportunities.
SDG 17- Partnerships for the Goals	The strategic partnership between Titan Company Limited and Naandi Foundation, leverages complementary strengths in funding, programme design and community outreach



6. Recommendations / Way forward

A. Titan LeAP Training Centre, Chennai

- **Strengthen post-placement handholding and early career progression support:** Institutionalise structured post-placement mentoring for 18–24 months, with six-monthly check-ins, to help first-generation entrants navigate workplace culture, performance expectations, job transitions, and income progression.
- **Deepen employer co-creation and sector-specific pathways:** Formalise employer engagement to co-refine sector curricula, align interview preparation to role expectations, and introduce paid internships/apprenticeships or short project assignments to shorten training-to-job transition.
- **Introduce green jobs and future-oriented technical skilling:** Add modules linked to growing green job demand (e.g., solar installation/maintenance, energy-efficient systems, allied services) to open new pathways in renewables and infrastructure.
- **Increase duration and depth of domain-specific training:** Extend role-specific technical training to enable deeper practice, stronger assessment, and industry-aligned skill mastery, improving workplace readiness and confidence.
- **Upskill trainers to improve efficiency and outcomes:** Prioritise continuous trainer development (industry exposure, digital pedagogy, learner-centred methods, outcome-based training) to strengthen instructional quality and assessment effectiveness.
- **Strengthen longitudinal outcome tracking for evidence-based refinement:** Institutionalise light-touch tracking at 18 and 24 months on job continuity, progression, income growth, sector mobility, and skill use to improve outcome attribution and inform programme improvements.
- **Expand hybrid delivery and digital learning support:** Scale hybrid delivery by recording key sessions (e.g., Warm Wednesdays) and sharing via WhatsApp for reinforcement and catch-up, while using digital tools for monitoring, alumni engagement, and employer coordination.
- **Formalise alumni engagement and advanced skilling pathways:** Establish a structured alumni network for mentoring and referrals, and offer targeted advanced skilling based on alumni needs to support progression and strengthen long-term sustainability.

B. WELEAD Programme

- **Deepen enterprise sustainability and post-training mentoring:** Business mentoring, market linkage facilitation, and troubleshooting at defined intervals to stabilise income and reduce early enterprise risk.
- **Strengthen market and supplier linkages:** Formalise partnerships with local markets, tailoring hubs, raw material suppliers, and bulk buyers; enable collective procurement and improved access to orders to reduce input costs, improve margins, and support gradual scaling.

Way forward (concise)

Titan LeAP Chennai and WELEAD operate as complementary interventions for youth employability and women's livelihood enhancement. The way forward is to deepen post-programme sustainability through extended mentoring and handholding, formalise alumni and peer-led ecosystems, strengthen employer and market linkages, and enable scale through adaptive, evidence-driven delivery models.