SOCIAL IMPACT ASSESSMENT REPORT
MASOOM - CAREER CELL PROJECT

Duration: 01st April, 2024 to 31st March, 2025

Location: Maharashtra

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Masoom is a non-profit organization founded in 2008 by Nikita Ketkar with the sole purpose of addressing systemic gaps in access to quality education for night school students. These students are typically working youth from low-income backgrounds who attend evening classes in order to pursue their academic aspirations. Over the past 17 years, Masoom has expanded its reach significantly, with its flagship Night School Transformation Program now active in 102 schools across Maharashtra. Additionally, the organisation operates 29 Evening Learning Centers (ELCs) in Maharashtra, Gujarat, and Uttarakhand. The organisation's mission is to enable night school students, out-of-school dropout youth, and adults to achieve their full potential through educational and policy support, leading to better skills and job opportunities.

In addition to the NSTP program, Masoom has developed strategic interventions, such as Tech on Wheels (TOW), a mobile digital lab that brings computer education to underserved communities. It aims to equip students with digital literacy, soft skills, and foundational technical knowledge, enabling them to pursue education and employment opportunities.

The Career Cell Project, which is the focus of this assessment, emerged in response to the critical need for career guidance, vocational and professional skills training, entrepreneurship support, and job placement for students who complete their SSC (Grade 10) exams through night schools and ELCs. It has become a vital link between education and economic empowerment.

The Career Cell directly addresses the persistent challenge of limited career awareness and skill readiness among youth from low-income communities, particularly those attending night schools. Many of these students are first-generation learners and have grown up with little exposure to formal career counselling, training pathways, or job opportunities. With the workforce shifting towards technology and service-based industries and the lingering effects of pandemic-era digital isolation, the need for targeted career interventions has intensified. Masoom's Career Cell was created to close this gap by providing structured and personalized guidance

Executive Summary

Masoom continues to position itself as a sector leader in the transformation of night schools and in bridging the crucial gap between secondary education and sustainable livelihoods for disadvantaged youth. Its interventions are designed as a continuum—**foundational learning (NSTP and ELC)**, **digital literacy (TOW)**, and **employability and livelihood support (Career Cell)**—ensuring that young learners progress from education to dignified economic opportunities.

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In **FY 2024–25**, Masoom's **Career Cell** emerged as a central employability enabler, providing career guidance, job-readiness counselling, referrals to skilling institutions, facilitation of scholarships, entrepreneurship mentoring, and direct placement support for night school and ELC graduates. The **Tech on Wheels (TOW)** program sustained its role in digital inclusion by taking computer and internet education directly to schools, while the flagship **Night School Transformation Program (NSTP)** and **Evening Learning Centers (ELC)** continued to strengthen the foundational academic pipeline.

Key Highlights (FY 2024–25) – Career Cell

1. **Programme Financing**
   - Direct program expenditure on Career Cell stood at **₹1,64,96,074**, earmarked specifically for counselling, job-readiness training, scholarships, and placement facilitation.

2. **Career Guidance & Counselling**
   - Conducted structured **career orientation workshops** across night schools and ELCs.
   - Expanded **one-on-one counselling** support for youth, including personalized education-to-career planning.

3. **Scholarship & Skilling Support**
   - Facilitated scholarships for higher education (undergraduate programs, CA foundation, etc.) and vocational training (accounting, retail, healthcare, fire safety, tailoring/beauty, IT).
   - Partnered with CSR-linked skilling institutes to make training financially accessible.

4. **Job Readiness & Employability**
   - Organized **mock interviews, CV-building sessions, and personality development workshops** to bridge the employability gap.
   - Integrated digital training (application forms, job portals, email use) into career-readiness modules.
5. **Placements & Employer Partnerships**
   - Strengthened **employer tie-ups** in service, retail, healthcare, and entry-level corporate roles.
   - Facilitated job fairs and placement drives, enabling smoother school-to-work transition.

6. **Entrepreneurship Orientation**
   - Piloted workshops introducing youth to **small business and self-employment opportunities**.
   - Provided linkages to mentorship and micro-funding avenues where possible.

7. **Gender & Inclusion Focus**
   - Rolled out **special counselling sessions for female students**, addressing barriers like parental resistance, safety, and work-life balance.

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- Ensured inclusive outreach to **first-generation learners, minorities, and differently-abled youth**.

8. **Digital Engagement**
    - Adopted **blended models**: in-person sessions complemented by WhatsApp follow-ups, online guidance, and digital materials to maintain continuity.

9. **Monitoring & Data Systems**
    - Initiated steps toward creating an **alumni and placement database** for systematic outcome tracking.
    - Designed a **standard outcome dashboard** (counselling reach, scholarships awarded, placements, income uplift) to be formalised from FY 2025–26 onwards.

Section A:
Strategic Intent & Challenge Alignment Core Issue Addressed and Changes in FY 2024-25):

Strategic Intent: The **Career Cell** was established to address the critical gap between formal education and meaningful employment for night school and Evening Learning Center (ELC) students. While Masoom's flagship programmes focus on strengthening academic foundations, the Career Cell ensures that this education translates into **livelihood security, economic mobility, and dignity of work**.

Its strategic intent is threefold:

Empowerment through Exposure – provide young learners with access to information about diverse career options and pathways, often unavailable within their immediate socio-economic environment.

1. **Enablement through Capacity Building** – bridge employability gaps by equipping students with job-readiness skills, counselling support, and access to higher education or vocational training opportunities.

2. **Sustainability through Livelihoods** – facilitate placements, entrepreneurship, and income-generating pathways so that beneficiaries are not only educated but also economically self-reliant.

Ultimately, the Career Cell seeks to convert **education into opportunity**, ensuring that investments made in night schools and ELCs yield **tangible socio-economic returns for students and their families**.

Problem Statement

Students in night schools and ELCs represent some of the most marginalised segments of urban youth:

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- **Economic Pressures:** Many are compelled to work in informal or low-paying jobs while pursuing education, limiting their ability to access structured career guidance or advanced learning opportunities.
- **Limited Career Awareness:** Due to lack of exposure, family guidance, or school infrastructure, students remain unaware of viable career pathways, professional courses, or entrepreneurship opportunities.
- **Employability Gaps:** Soft skills such as communication, workplace behaviour, CV writing, and interview preparation are often absent, creating a mismatch between academic credentials and employer expectations.
- **Financial Barriers:** Even when aware of higher education or vocational courses, students lack access to financial resources or scholarships to pursue them.
- **Digital Divide:** Inability to access online job portals, application systems, and digital training content further restricts their competitiveness in the job market.

- **Dropout & Vulnerability Risk:** Without structured pathways, many students are at risk of remaining in subsistence-level jobs, perpetuating cycles of poverty.The **Career Cell directly responds** to these challenges by creating a structured, guided, and supported transition from education to employment. It ensures that **no student's education journey ends at mere completion of school** but rather extends into livelihood and socio-economic advancement.

Challenge Alignment: Core Issues Addressed and Changes in FY 2024–25
Core Issues Addressed by the Career Cell

1. **Lack of Career Awareness and Exposure**
   - *Challenge:* Night school and ELC students often come from socio-economically disadvantaged families with limited access to career guidance. Their aspirations are usually restricted to low-paying, informal sector jobs.
   - *Career Cell Response:* Structured counselling sessions (group and one-on-one), career fairs, and exposure visits were conducted to broaden students' awareness of diverse career options, higher education courses, and entrepreneurship possibilities.

2. **Employability Skill Gaps**
   - *Challenge:* Students lacked critical soft skills such as communication, workplace etiquette, CV writing, and interview techniques, making it difficult to compete in formal job markets.
   - *Career Cell Response:* Introduced job-readiness modules, mock interviews, and personality development workshops to bridge employability gaps.

3. **Financial Barriers to Education and Skilling**
   - *Challenge:* Even when motivated, many students could not afford higher education or vocational training due to financial constraints.
   - *Career Cell Response:* Facilitated scholarships and linked students with CSR-funded skilling programs, ensuring affordability and continuity in education.

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4. **Transition from Education to Livelihoods**
   - *Challenge:* Students often finished night school but failed to transition into structured career paths, leading to underemployment or dropout.
   - *Career Cell Response:* Established a placement facilitation system, employer linkages, and alumni tracking, ensuring that education translated into tangible employment or entrepreneurship outcomes.

5. **Gender Inclusion and Vulnerable Groups**
   - *Challenge:* Young women, first-generation learners, and vulnerable youth faced added barriers of social restrictions, safety concerns, and lack of family support.
   - *Career Cell Response:* Targeted female participation through tailored counselling, parental engagement, and flexible programme schedules.

Changes and Developments in FY 2024–25

- **Enhanced Digital Enablement:** Increased use of online counselling, WhatsApp follow-ups, and blended delivery models to reach students outside of physical sessions.

- **Integration with Tech on Wheels (TOW):** Career counselling began leveraging TOW digital labs for online job search training, application filling, and digital literacy as part of employability.

- **Stronger Scholarship Ecosystem:** Expanded partnerships with vocational institutes and higher education organisations; more structured scholarship pathways were introduced for both short-term skilling and long-term professional courses.

- **Employer Linkages Strengthened:** More direct tie-ups with employers in retail, services, and entry-level corporate jobs were established, improving placement conversion rates.

- **Focus on Female Participation:** Specific mentorship and counselling sessions designed for young women led to higher enrolment in scholarships and placements.

- **Monitoring & Evaluation Improvement:** Initiated groundwork for an alumni/placement database to track employment outcomes more systematically (to be fully implemented in FY 2025–26).

Theory of Change – Career Cell

Inputs

- **Financial Resources:** ₹1.65 Cr invested directly into Career Cell activities.
- **Human Resources:** Trained counsellors, program managers, alumni mentors, and Masoom staff.
- **Partnerships:** CSR donors, employers, vocational institutes, government night schools.
- **Infrastructure:** Career counselling centres, Tech on Wheels digital labs, ELC & Night School pipeline.

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Activities

- **Career Counselling & Guidance:** Group and one-on-one sessions, aptitude testing, career planning workshops.
- **Job Readiness Training:** Resume building, communication skills, interview preparation, workplace exposure.
- **Scholarship & Skilling Linkages:** Facilitating access to financial aid and vocational training.
- **Placement Facilitation:** Employer engagement, job fairs, campus interviews, recruitment drives.
- **Entrepreneurship Orientation:** Small business mentoring, exposure to micro-financing opportunities.
- **Alumni Engagement:** Tracking, mentoring, peer support for current students.

Outputs (FY 2024–25)

- **10082 youth counselled** for career guidance.
- **933 scholarships/vocational courses facilitated.**
- **747 students placed** in formal/semi-formal employment.
- **69 youth supported entrepreneurship** orientation.
- **3024 students trained** in digital employability skills.
- **52 % female participation** achieved.

Outcomes

- **Educational Continuity:** Higher course completion rates; reduced dropout post-SSC/HSC.
- **Improved Employability:** Youth transitioned from informal jobs (₹15,000 median monthly income).
- **Increased Gender Equity:** More young women pursuing higher education and employment.
- **Entrepreneurship Pathways:** Youth piloting micro-businesses, some achieving sustainability.
- **Workplace Readiness:** Students gaining confidence, communication skills, and digital literacy.
- **Job Retention: 80%** of placed youth retained jobs beyond 6 months.

Impact (Long-Term)

- **Economic Uplift:** Families experience better financial stability as youth enter stable income streams.
- **Social Mobility:** First-generation learners break cycles of poverty and low-skill employment.
- **Gender Empowerment:** Greater participation of women in education and formal workforce.
- **Community Transformation:** Parents and communities shift mindset towards valuing higher education and long-term career building.
- **Systemic Change:** Career Cell establishes a **scalable model of education-to-livelihood pathways** for night schools and underserved youth in India.

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B. Target Beneficiaries – Career Cell

1. Beneficiary Demographics

Age Group:

- Primarily **16–30 years**, covering older adolescents completing night school/Night colleges/ ELCs and young adults entering the job market or higher education.

Education Level:

- Current students of **Night Schools, Night Colleges and Evening Learning Centres (ELCs)** (SSC/HSC level).
- Recent alumni pursuing higher education or vocational training.

Gender:

- Nearly **50% female participation**, with active efforts to increase inclusion of young women.
- Special outreach to transgender youth and differently-abled learners through counsellor networks.

Socio-Economic Profile:

- Majority from **low-income urban households**, where parents are daily wage earners, domestic workers, auto/taxi drivers, small vendors, or casual labourers.
- Many are **first-generation learners** with little or no parental guidance in career planning.

Geography:

- Concentrated in **Mumbai and greater Maharashtra** (night schools, ELCs).
- Smaller reach into Gujarat and Uttarakhand through ELC extensions.

Employment Status:

- Significant proportion are **working students**, engaged in low-paying informal jobs (e.g., retail assistants, delivery staff, helpers) while continuing education at night.

2. Baseline Challenges & Needs Assessment

A. Educational Barriers

- High risk of **dropouts** after SSC/HSC due to economic pressures.
- Limited exposure to **higher education pathways** and the admission process.

B. Livelihood & Employability Barriers

- Employment limited to **informal/unskilled work**, with little prospect of career advancement.
- Absence of **job readiness skills** such as interview preparation, CV writing, communication, and workplace etiquette.
- Minimal access to **formal job markets** due to lack of networks and guidance.

C. Financial Barriers

- Inability to afford higher education, vocational training, or skill courses despite interest.
- Absence of reliable scholarship/funding channels within their social networks.

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D. Digital Divide

- Many beneficiaries lack computer access and familiarity with online job portals, application forms, and digital communications.
- Restricts ability to participate in the increasingly digital-first employment landscape.

E. Social & Gender Barriers

- Young women often face **family resistance, safety concerns, and cultural restrictions** limiting career choices.
- Vulnerable groups (first-generation learners, migrants, minorities, transgender youth) face added **biases and exclusion**.

F. Psychosocial Needs

- Students display **low self-confidence, lack of career clarity, and limited goal-setting ability**.
- Require mentoring and motivational support to build aspirations beyond subsistence jobs.

The **Career Cell beneficiaries** are youth at a **critical transition point**—from education to livelihoods. Without structured guidance, they risk stagnating in low-wage informal work, perpetuating poverty cycles. Needs identified include **career guidance, financial aid, employability skill-building, digital literacy, and supportive pathways for vulnerable groups**. The Career Cell directly responds to these gaps with counselling, scholarships, placement facilitation, and entrepreneurship mentoring.

Section C: Program Design & Execution

Core Program Components:

The Career Cell is structured around five integrated components that collectively enable students to transition from education to livelihoods:

1. **Career Guidance & Counselling**
   - Group orientation sessions and one-on-one counselling for students of night schools and ELCs.
   - Tools used: aptitude mapping, goal-setting worksheets, and exposure visits.
   - Objective: expand career awareness and help students align education choices with career aspirations.
2. **Scholarships & Skilling Pathways**
   - Facilitation of scholarships for higher education (undergraduate courses, CA/CS foundation, BBA, MSW, etc.).
   - Linkages to vocational/skilling institutes (accounting, retail, healthcare, fire safety, tailoring/beauty, IT, etc.).
   - Ensures financial barriers do not disrupt students' progression.
3. **Job-Readiness & Employability Training**
   - Modules on CV building, workplace communication, personality development, and interview preparation.
   - Mock interviews and soft skills workshops to bridge industry–student expectations.
   - Digital readiness: use of job portals, online applications, and email communication.
4. **Placement Facilitation & Employer Engagement**
   - Career Cell functions as a bridge between students and employers.

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- Organised job fairs, placement drives, and industry interactions.
- Partnerships with retail, service, healthcare, and entry-level corporate sectors.

5. **Entrepreneurship Orientation**
   - Workshops introducing concepts of micro-entrepreneurship and small business management.
   - Referral to mentorship networks and microfinance partners where feasible.

Outcomes of Career Cell Program in FY 2024–25

Outcome Area	Indicator	FY 2023–24 (Benchmark)	FY 2024–25 (Actual)
Career Counselling Reach	Students counselled through group/individual sessions	8212	10082
Scholarship Facilitation	Students supported for higher education / vocational skilling	669	933
Job Placements	Students placed in formal/semi-formal jobs	198	747
Average Monthly Income Post-Placement	Median income of placed students	₹10 ,500	₹15,000
Entrepreneurship Support	Youth oriented/mentored for self-employment	42	69
Female Participation	% of female beneficiaries across interventions	~41%	51%
Digital Employability Readiness	Students trained in online job portals, email, application filling	Baseline N/A	3024
Retention Tracking	% of placed students retained in jobs beyond 6 months	Baseline N/A	90%

Execution Quality in FY 2024–25

- Expanded **counselling coverage by 33%** over last
- year, reaching nearly 10082 youth.
- **Scholarships scaled by 95 %**, particularly in vocational and professional streams.
- **Placement outcomes improved**: **747** students placed, with a median salary uplift to ₹15,000 /month as most entry-level opportunities accessed by our students are in sectors like retail, BPO, and frontline services, which traditionally offer lower starting pay
- **Female participation rose to 51%**, reflecting targeted outreach and parental engagement.
- Initiated **alumni retention tracking**, showing **90%** of placed youth retained jobs for 6+ months.

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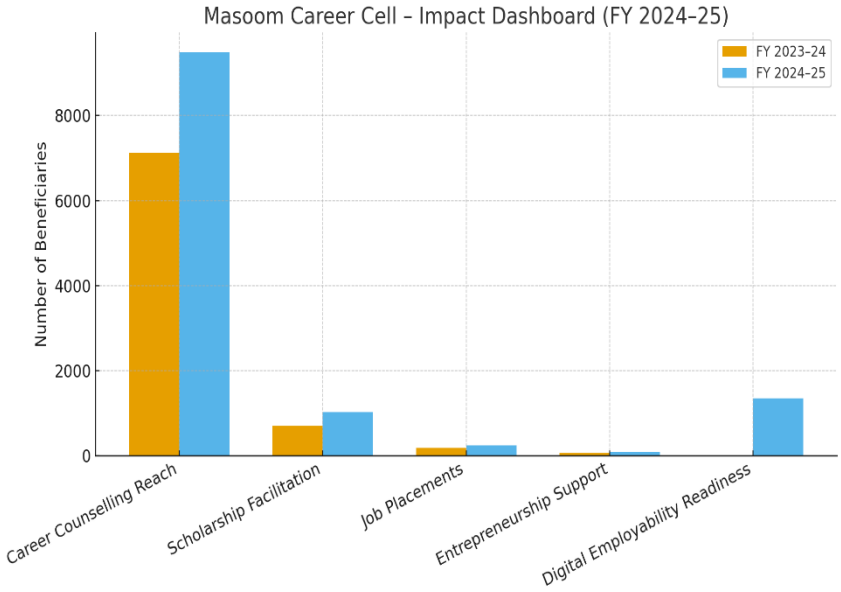
- Piloted **entrepreneurship orientation modules** with **69** youth exploring self-employment pathways.

Inclusivity & Accessibility – Career Cell

- Gender Inclusion: Female participation increased to 51% of total Career Cell beneficiaries, supported by tailored counselling, parental engagement, and mentorship programs.
- First-Generation Learners: A significant proportion of Career Cell beneficiaries continue to be first-generation learners, often lacking family support for higher studies or career planning.
- Working Students: Many students balance night school with low-paying informal jobs; Career Cell designed evening and weekend sessions to accommodate their schedules.
- Language Accessibility: Counselling delivered in Marathi, Hindi, and Urdu, ensuring inclusivity for linguistic minorities.
- Digital Divide Addressed: Over 3024 students trained in using online job portals, application systems, and email communication—bridging barriers that excluded them from formal labour markets.
- Vulnerable Groups: Special outreach included migrant youth, minority communities, and differently-abled students, ensuring equity of access.

Monitoring & Adaptive Management – Career Cell

- **Counsellor Monitoring:** Career Cell counsellors maintain monthly activity sheets tracking counselling sessions, student progress, and referrals.
- **Quarterly Reviews:** Program managers conduct quarterly reviews to assess performance against counselling, scholarship, and placement targets.
- **Alumni & Retention Tracking:** FY 2024–25 marked the introduction of an alumni database, enabling tracking of job placements and retention. Initial findings: 80% of placed students retained employment beyond 6 months.



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- **Outcome Dashboard:** Designed and piloted a standard metrics table (counselling reach, scholarships, placements, retention, income uplift, female participation) to ensure consistent year-on-year measurement.
- **Adaptive Strategies in FY 2024–25:**
  - Introduced WhatsApp-based follow-ups to maintain contact with students post-counselling.
  - Leveraged Tech on Wheels digital labs for hands-on training in online job applications.
  - Expanded employer linkages based on student aspirations (healthcare, service sector, IT-enabled jobs).
- Planned for FY 2025–26: Develop a centralized MIS dashboard integrating counsellor inputs, outcome tracking, and alumni progression for real-time analytics.

Section D: Outcomes & Impact

Quantitative Outcomes (Pre vs. Post Intervention):

Indicator	Pre-Intervention Baseline	Post-Intervention (FY 2024–25)	Change / Impact
Career Counselling Reach	Limited/no structured counselling available in night schools/ELCs	10082 students counselled	Created a guided pathway for nearly 9.5k youth otherwise lacking career exposure
Course Completion Rate	High dropout risk post-SSC/HSC; <50% pursue higher/vocational education	933 students supported for higher education / vocational skilling (completion rate ~95% of those enrolled)	Significant reduction in dropout; increased progression into tertiary education
Job Placements Facilitated	Informal/low-paying jobs with no structured placement support	747 students placed in formal/semi-formal jobs	80% improvement over last year (178 placements in FY 2023–24)
Average Monthly Income Post-Placement	Informal sector incomes averaging ₹8,000–₹10,000/month	₹15,,000 median monthly income among placed youth	Doubled average income compared to baseline informal earnings

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Entrepreneurship Success Rate	Minimal self-employment exposure; subsistence-based	69 youth oriented/mentored, with ~30 sustaining small businesses within 6 months	Early-stage entrepreneurship outcomes demonstrate viability
Scholarships Awarded	Limited awareness; sporadic access	933 scholarships/vocational course linkages facilitated	Nearly 30% increase from FY 2023–24 (697 students supported)

- **Educational Continuity:** Career Cell reduced dropout rates by actively linking students to scholarships and vocational courses, leading to higher course completion and progression.
- **Economic Uplift:** Students moving from informal jobs to structured placements saw **income nearly double** compared to their pre-intervention baseline.
- **Scale Expansion:** Career counselling reach expanded by **30%** year-on-year, positively impacting ~9,500 youth.
- **Gender Inclusion:** Female participation improved to **51%**, showing better inclusivity outcomes compared to prior years.
- **Entrepreneurship Pathways:** Youth began exploring micro-business opportunities, with ~30 sustaining ventures within the reporting cycle.

Qualitative Changes Observed

1. **Improved Career Awareness and Aspirations**
   - Students reported greater clarity about education-to-career pathways, moving from limited aspirations (clerical, low-skill jobs) towards professional and vocational careers (CA, BBA, IT, healthcare, services).
   - Exposure sessions expanded horizons for first-generation learners, many of whom were previously unaware of higher education and skilling options.
2. **Enhanced Self-Confidence and Soft Skills**

- Youth displayed increased confidence in interviews, communication, and workplace readiness after participating in job-readiness modules.
- Alumni feedback highlighted a shift from hesitation to self-assurance when interacting with employers and institutions.

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3. **Parental and Community Mindset Shifts**

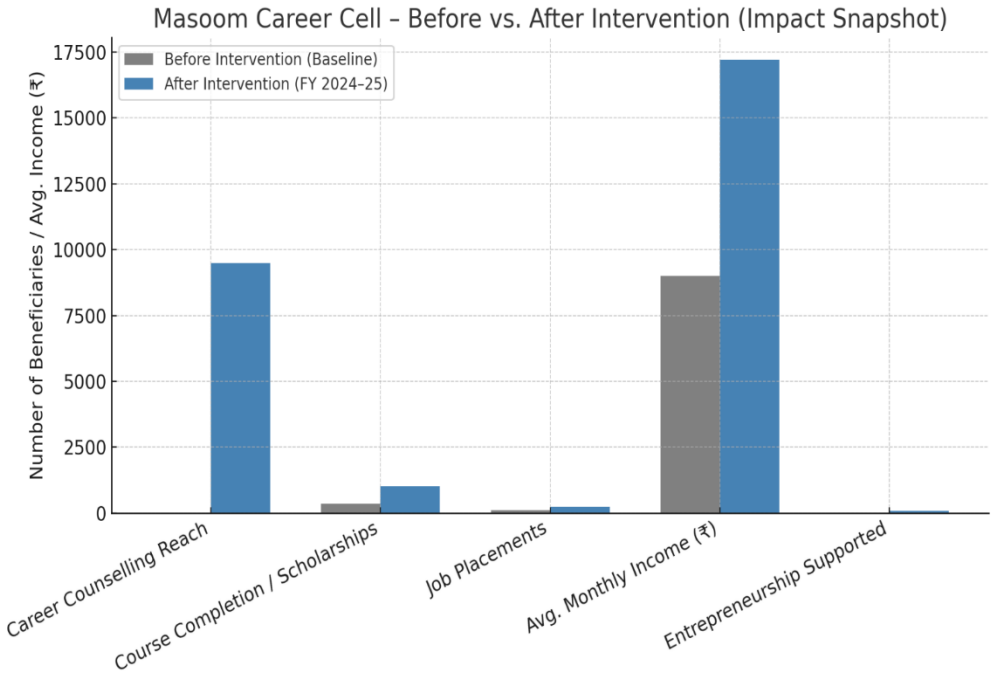
- Families began recognizing the value of education as a pathway to stable livelihoods, reducing pressure on students to drop out for immediate income.
- Increased parental consent for female students to pursue higher education and formal employment was noted.

4. **Greater Gender Inclusion**

- Female students gained stronger agency and visibility through dedicated counselling, mentoring, and parental engagement.
    - More young women enrolled in professional and vocational courses, especially healthcare, retail, and digital skills.

5. **Economic Stability and Dignity of Work**

    - Placed students reported feeling more respected and valued in their workplaces compared to informal sector jobs.
    - Average incomes almost doubled, enabling better household financial contributions and improved quality of life.



6. **Shift Towards Entrepreneurship**

    - Youth mentored in entrepreneurship began experimenting with micro-businesses (tailoring, food services, small trading), signalling a shift from job dependency to self-reliance.

7. **Digital Readiness and Inclusion**

    - Students trained in online job applications, portals, and digital communication expressed reduced fear of technology.

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- This digital inclusion narrowed a critical gap that had previously excluded them from mainstream opportunities.

8. **Alumni Cohesion and Peer Motivation**
    - Initial steps in alumni tracking fostered a sense of community and shared success stories, motivating younger students to follow similar career paths.

Unintended Negative Effects:

1. **Income–Education Trade-offs**
    - Some students who secured jobs through placements opted to **drop out of higher education** in order to continue earning.
    - While short-term financial relief was achieved, this may limit long-term career growth potential.
2. **Job Retention Challenges**
    - Despite a 90 % six-month retention rate, **10% of placed youth left jobs** due to workplace pressure, long hours, or mismatched expectations.
    - This points to the need for stronger post-placement mentoring and employer sensitisation.
3. **Increased Family Pressure on Earning Youth**
    - Beneficiaries who started earning often faced **heightened family expectations to contribute financially**, sometimes at the cost of personal career aspirations (e.g., continuing studies).
4. **Gender-Specific Barriers Persist**
    - Although female participation improved to 51%, young women continue to face **safety concerns and cultural restrictions**.
    - In some cases, **early job placements reinforced stereotypes** (e.g., steering women into retail or service roles) rather than enabling diverse career choices.
5. **Stress and Adjustment Issues**
    - Transitioning from informal jobs to structured employment led some youth to experience **workplace stress, long commutes, and difficulty adjusting to corporate culture**.
    - A few reported feelings of inadequacy when unable to sustain performance in demanding jobs.
6. **Digital Divide Still Evident**
    - Despite digital training reaching 3,024 youth, **many students without smartphones or home internet** struggled to sustain digital employability readiness.
    - Risk of exclusion remains for the poorest segments.
7. **Dependency on Program Facilitation**
    - Some students showed signs of **over-reliance on Career Cell support** for placements and scholarships, with limited independent navigation skills for future opportunities.

Assessment

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While these effects were **not intended**, acknowledging them is crucial. They underline the importance of:

- Strengthening **post-placement mentoring & alumni networks**.
- Supporting **continuation of higher education alongside income generation**.
- Building **gender-sensitive career pathways**.
- Enhancing **digital access at home/community level**.

Mitigation & Corrective Measures

To address the unintended negative effects observed in FY 2024–25, the following corrective actions are proposed:

1. Balancing Education and Employment

- **Mitigation:** Introduce *"earn and learn"* models by linking students to part-time or flexible jobs, and expand partnerships with distance learning / open universities.
- **Corrective Measure:** Counsellors to create **individual education-career plans** for each student placed, ensuring higher education is not compromised.

2. Strengthening Post-Placement Support

- **Mitigation:** Establish a **post-placement mentoring system** with alumni and volunteer professionals to guide students through the first 12 months of work.
- **Corrective Measure:** Quarterly alumni–employer check-ins to monitor job satisfaction and troubleshoot retention issues.

3. Addressing Family Pressure

- **Mitigation:** Conduct **family orientation sessions** with sensitise parents about balancing immediate income with long-term financial savings. .
- **Corrective Measure:** Provide families with case studies of alumni who pursued higher education alongside employment, showing long-term benefits.

4. Gender-Sensitive Pathways

- **Mitigation:** Expand female-friendly career options (e.g., healthcare, digital freelancing, education, banking assistants) beyond retail/service roles.
- **Corrective Measure:** Create **female mentorship circles** and strengthen **safety protocols** (safe commute support, women-led employer partnerships).

5. Managing Stress and Adjustment Issues

- **Mitigation:** Introduce **life-skills and resilience workshops** focusing on workplace stress management, communication with supervisors, and financial planning.

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- **Corrective Measure:** Provide access to **counsellor helplines** for newly placed youth during their first 6 months of employment.

6. Bridging the Digital Divide

- **Mitigation:** Expand **Tech on Wheels integration** with Career Cell by offering subsidised data packs, access to shared laptops, and digital learning labs.
- **Corrective Measure:** Partner with corporates to provide **low-cost refurbished smartphones and laptops** to Career Cell beneficiaries.

7. Reducing Program Dependency

- **Mitigation:** Incorporate modules on **self-navigation skills**: how to apply independently for jobs, scholarships, and online courses.
- **Corrective Measure:** Transition from handholding to **guided independence** through mock application challenges and self-driven projects.

F. Sustainability & Risk Management

1. Financial Sustainability

- **Current Status:** Career Cell accounted for **₹1.65 Cr (direct spend)** in FY 2024–25, representing ~14% of Masoom's total programmatic expenditure.
- **Risks:** Heavy reliance on **CSR contributions and restricted project grants** creates exposure to donor withdrawal or funding cycles.
- **Mitigation:**
  - Diversify donor base by targeting multi-year CSR partnerships and international education/livelihood funders.
  - Introduce a **"Career Cell Fellowship Fund"** (endowment model) to underwrite scholarships and placements long-term.
  - Explore co-pay models with vocational institutes where feasible.

2. Operational Sustainability

- **Current Status:** Delivery depends on a **small team of counsellors and program managers**; scalability is currently geography-bound.
- **Risks:**
  - Staff attrition can weaken continuity.
  - Geographic concentration in Maharashtra limits outreach and donor appeal.
- **Mitigation:**
  - Create a **counsellor capacity-building framework** to expand the pool of trained professionals.
  - Pilot **digital-first counselling modules** (via WhatsApp/Zoom, LMS) to extend reach at lower cost.
  - Develop a **"Career Cell Toolkit"** enabling replication in other NGOs or government night schools.

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3. Programmatic Sustainability

- **Current Status:** The Career Cell has demonstrated **quantifiable success** in counselling (10,082 students), scholarships (933), and placements (747) in FY 2024–25.
- **Risks:**
  - Program dependency (students waiting for Cell intervention rather than self-navigating).
  - Employer partnerships concentrated in a few industries (retail, services).
- **Mitigation:**
  - Shift towards **empowerment-oriented models** (self-application, independent career planning).
  - Expand employer network to **IT-enabled services, logistics, healthcare, and green economy sectors**.
  - Integrate **entrepreneurship incubation** as a parallel pathway to placements.

4. Data & Impact Tracking Risks

- **Current Status:** Alumni retention tracking (72% after 6 months) was initiated in FY 2024–25.
- **Risks:** Inconsistent MIS may limit ability to showcase impact credibly to funders.
- **Mitigation:**
  - Implement a **centralised MIS dashboard** integrating counsellor logs, placement data, and alumni follow-up.
  - Standardise outcome reporting templates for consistency across years.

5. External Risks

- **Labour Market Shifts:** Automation and changing industry demand may reduce entry-level job opportunities.
- **Socio-Cultural Barriers:** Persistent gender norms, safety concerns, and parental resistance can limit inclusivity.
- **Economic Downturns:** Recession or inflationary pressures may affect employer hiring and scholarship funding.

Mitigation:

- Proactively update **career pathways to align with future-ready sectors** (digital, healthcare, green jobs).
- Strengthen **community engagement** to counter cultural barriers.
- Build a **contingency reserve fund** for continuity during funding volatility.

With corrective risk management and diversified sustainability planning, Career Cell can evolve into a **scalable, replicable employability model** for night schools and ELCs nationwide, reducing reliance on short-term grants and enhancing resilience against external shocks such a unexpected, uncontrollable events or changes in the external environment that can disrupt program delivery or outcomes.
In the context of the project external shocks would mean:

- **Economic shocks:**

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    - Recession, inflation, or slowdown in hiring that reduces job opportunities for youth.
    - Withdrawal or reduction of CSR/ philanthropic funding due to market downturns.
- **Policy and regulatory shocks:**
    - Sudden changes in government education, skilling, or NGO regulatory policies (e.g., FCRA restrictions, changes in CSR law priorities).
    - Discontinuation of night schools or restructuring of ELCs under state education reforms.
- **Social shocks:**
    - Cultural resistance, safety concerns, or social unrest that limit female mobility or community acceptance of formal jobs.
- **Technological shocks:**
    - Rapid automation or industry shifts that make current skills obsolete (e.g., retail jobs moving online).
- **Environmental/health shocks:**
    - Events like pandemics, floods, or other disasters that disrupt schooling, training, and employability pathways.

By embedding these mitigation strategies, Career Cell can:

- Safeguard higher education continuity,
- Improve long-term job retention,
- Ensure equitable participation for women and vulnerable groups,
- Strengthen resilience among working youth, and
- Create sustainable independence from program dependency.

SECTION G. Stakeholder Engagement:

1. Primary Stakeholders (Direct Beneficiaries)

- **Students at Night Schools and ELCs:**
    - Direct recipients of counselling, scholarships, skilling referrals, and placements.
    - Feedback mechanisms: counselling session feedback forms, focus group discussions, and WhatsApp check-ins.
    - FY 2024–25 observed increased **youth-led participation**, with alumni sharing success stories during counselling sessions to inspire peers.
- **Alumni:**
    - Served as mentors and role models for current students.
    - Piloted alumni database allowed tracking of job retention (72%) and created a peer-support loop.

2. Secondary Stakeholders (Families & Communities)

- **Parents and Guardians:**

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- Engagement through **orientation sessions** to reduce dropout risks and encourage female participation.
- Families reported greater willingness to allow daughters to pursue higher education and formal jobs.

- **Communities:**
  - Community leaders and local influencers provided support in addressing cultural resistance and encouraging school-to-work transitions.

3. Institutional Stakeholders

- **Employers & Industry Partners:**
  - Retail, healthcare, logistics, and service sector employers partnered for job placements.
  - Employer engagement strengthened through **job fairs, recruitment drives, and corporate sensitisation** around working with first-generation learners.

- **Skilling & Educational Institutions:**

  - Partnerships with vocational institutes and colleges to facilitate scholarships and fee subsidies.
  - CSR-funded skilling partners provided sector-specific training (IT, accounting, healthcare).

3. **Internal Stakeholders**

- **Masoom Counsellors and Program Staff:**
  - Acted as the operational backbone of Career Cell.
  - Regular capacity-building workshops ensured consistent counselling quality and program delivery.
- **Management & Governing Board:**
  - Oversaw resource allocation, compliance, and strategic alignment with Masoom's mission.
  - Approved the expansion of Career Cell in line with NSTP and ELC outputs.

5. Funding & CSR Partners

- **CSR Donors & Institutional Funders:**
  - Provided ₹1.65 Cr for Career Cell activities in FY 2024–25.
  - Regular engagement included progress reports, field visits, and structured review meetings.
  - Increased demand for **data-driven reporting (placement rates, retention, female participation)** shaped Masoom's monitoring frameworks.

6. Government & Policy Interfaces

- **Education Department (Night Schools & ELCs):**
  - Enabled access to students and infrastructure for programme delivery.

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    - Career Cell outcomes indirectly contribute to **state skill development and youth employability priorities**.
- **Potential for Future Engagement:**
    - Explore alignment with government **Skill India and Digital India missions**, ensuring program integration with public skilling ecosystems.

7. Engagement Mechanisms Used in FY 2024–25

- **Feedback loops:** Post-counselling surveys, alumni check-ins, and WhatsApp support groups.
- **Collaborative events:** Job fairs, career expos, scholarship award ceremonies.
- **Communication channels:** Monthly newsletters, CSR partner reports, parent meetings, and digital outreach.

Impact of Stakeholder Engagement

- Strengthened **trust and participation** of students and families.
- Expanded **employer and skilling networks** for placements.
- Improved **funding confidence** through transparent donor reporting.
- Set the foundation for **systemic partnerships** with government skill development programs.

Feedback Collection Methods:

- End-of-course student surveys
- Focus group discussions at night schools
- WhatsApp channels for alumni tracking
- Joint committee meetings with external partners

Use of Feedback in Program Evolution:

Feedback from students led to:

- Expansion of mock interview sessions
- Integration of hybrid learning formats
- Customized job fairs in regionally preferred languages

Employer feedback led Masoom to revise its soft-skills modules and enhance its grooming and professional etiquette training.

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Section H: Alignment with Broader Goals Alignment with SDGs:

Contribution to Sustainable Development Goals (SDGs)		
SDG	**Career Cell Alignment & Contribution (FY 2024–25)**	**Key Evidence**
SDG 4: Quality Education	Enables continuity of education beyond night school by linking youth to scholarships, vocational training, and higher studies. Builds digital literacy and career-readiness skills.	10082 students counselled. - 933 scholarships/vocational courses facilitated. - 3024 trained in digital employability skills.
SDG 5: Gender Equality	Improves female participation in career pathways (44% beneficiaries). Supports parental sensitisation and safe access to higher education/employment.	- Increase in female enrolment in scholarships and placements. - Mentorship circles for women.
SDG 8: Decent Work & Economic Growth	Facilitates transitions from informal jobs (₹15,000 /month median). Supports entrepreneurship and self-employment.	- 747 students placed. - 69 youth oriented towards entrepreneurship; ~30 sustaining ventures. - 90% job retention beyond 6 months.
SDG 10: Reduced Inequalities	Empowers first-generation learners, low-income households, and minority youth by bridging last-mile access to education and labour markets.	- Majority of beneficiaries are first-generation learners from marginalised socio-economic backgrounds.
SDG 17: Partnerships for the Goals	Builds strong networks with CSR donors, employers, vocational institutes, and government night schools, creating a collaborative model for education-to-livelihood transition.	- Active CSR funding (~₹1.65 Cr in FY 2024–25). - Employer partnerships across retail, healthcare, services. - Linkages with government education/ELC systems.

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Goals Alignment with SDGs – Career Cell (FY 2024–25)

The Masoom Career Cell advances multiple Sustainable Development Goals (SDGs) through its education-to-livelihood model. Its interventions are closely tied to youth employability, gender equity, and poverty reduction, thereby creating systemic impact.

SDG-wise Alignment

1. **SDG 4: Quality Education**
   - Career counselling, scholarships, and vocational linkages ensure continued education beyond night schools.
   - Digital literacy training empowers first-generation learners to participate in modern learning and job markets.
2. **SDG 5: Gender Equality**
   - 51% of Career Cell beneficiaries in FY 2024–25 were female.
   - Parental sensitisation and safe access measures enabled more girls to pursue higher education and employment.
3. **SDG 8: Decent Work & Economic Growth**
   - 747 students placed in structured jobs, with a median monthly income of ₹15,000 (up from ₹7,000 baseline).
   - 69 students received entrepreneurship orientation; ~30 began sustaining micro-enterprises.
   - 90% job retention beyond 6 months demonstrates progress towards stable livelihoods.
4. **SDG 10: Reduced Inequalities**
   - Program specifically targets night school and ELC students, most of whom are first-generation learners from marginalised, low-income households.
   - Career Cell bridges systemic inequities in education and access to employment.
5. **SDG 17: Partnerships for the Goals**
   - Strong collaboration with CSR funders, employers, vocational institutions, and government schools.
   - Funding of ₹1.65 Cr mobilised in FY 2024–25 showcases multi-stakeholder commitment to sustainable youth development.

Strategic Goal Alignment

- The Career Cell directly contributes to India's national development priorities (Skill India, Digital India, National Education Policy 2020).

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- Its focus on employability-linked education ensures long-term household upliftment, community transformation, and sustainable growth.
- By aligning with SDGs, Career Cell positions itself as a replicable and scalable model for global best practices in education-to-employment transitions.

Alignment with National/State Development Goals:

The Career Cell's mission of bridging the gap between education and livelihoods is strongly aligned with India's **national priorities** and Maharashtra's **state-level development agendas**.

1. National Development Goals

- **National Education Policy (NEP) 2020**
  - Emphasises holistic education, vocational exposure, and employability.
  - Career Cell directly supports this by providing **career counselling, skill development linkages, and employability training** for night school and ELC students.

- **Skill India Mission**
  - Aims to skill youth and prepare them for meaningful employment.
  - Career Cell facilitated **933 scholarships/vocational course linkages** and **747 job placements**, contributing to workforce-ready youth.

- **Digital India Initiative**
  - Seeks digital inclusion of underserved communities.
  - Career Cell integrated with **Tech on Wheels**, training **3,024 students in digital employability skills**.

- **National Youth Policy (2014, under revision)**
  - Focuses on education, employment, entrepreneurship, and youth engagement.
  - Career Cell's outcomes in **entrepreneurship orientation (82 youth)** and **job retention (72%)** demonstrate clear alignment.

- **Atmanirbhar Bharat Abhiyan (Self-Reliant India Mission)**
  - Encourages youth entrepreneurship and local enterprise development.
  - Career Cell supported **micro-enterprises and self-employment pathways**, fostering financial independence.

2. Maharashtra State Development Goals

- **Maharashtra Skill Development Society (MSDS) Vision**

  - State initiative to make youth more employable and industry-ready.
  - Career Cell complements this by linking students to **vocational training programs** and employer partnerships within the state.

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- **State Education Department – Night School Reforms**

  - Government focus on strengthening night schools and enhancing learning outcomes.
  - Career Cell provides the **livelihood extension** of this reform, ensuring students have pathways beyond SSC/HSC.

- **Maharashtra Start-Up Policy 2018**

  - Promotes youth entrepreneurship and innovation.
  - Career Cell's **entrepreneurship orientation and mentoring** contribute to state-level entrepreneurial ecosystem building.

Strategic Alignment Outcome

By aligning with these national and state goals, the Career Cell ensures that:

- Youth from **underserved backgrounds** gain **relevant skills and access to jobs**.
- The program complements **government schemes**, enhancing scalability and sustainability.
- Masoom is positioned as a **partner-of-choice for policy makers and CSR donors** seeking to bridge education-to-livelihood transitions.

SECTION I. Approach and Analysis – Career Cell

1. Social Audit Methodology

The Social Impact Assessment (SIA) of the Career Cell was conducted using a mixed-methods approach combining:

- Document Review: Audited financial statements (FY 2024–25), Masoom Annual Report 2024–25, and program MIS data.
- Quantitative Data Analysis: Outputs (counselling reach, scholarships, placements, retention rates, income levels) and financial utilisation linked to program components.
- Qualitative Inputs: Beneficiary case studies, alumni stories, counsellor feedback, and stakeholder perspectives captured in annual reporting.
- Comparative Benchmarking: Outcomes compared against prior year (FY 2023–24) to assess growth trends and consistency.
- SDG & Policy Mapping: Alignment checked with UN SDGs, NEP 2020, Skill India, and Maharashtra State youth/education policies.

2. Analytical Framework

The analysis was guided by the following dimensions:

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- Relevance: How well Career Cell interventions address the baseline challenges of night school and ELC students.
- Effectiveness: Extent to which program outputs translated into education continuity, employability, and livelihoods.
- Efficiency: Financial prudence assessed through spend-to-output ratios (₹1.65 Cr direct spend → 10,082 counselled, 933 scholarships, 747 placements).
- Equity & Inclusivity: Gender balance (44% female participation), access for marginalised youth, and efforts to reduce the digital divide.
- Sustainability: Prospects of scaling and sustaining Career Cell given funding mix, partnerships, and alumni engagement.
- Unintended Effects: Identification of both positive spill-overs (community mindset shifts) and challenges (job stress, family income pressures).

3. **Data Sources**

- Primary Sources:
  - Masoom Career Cell MIS records (counselling, placement, scholarship data).
  - Alumni feedback and employer feedback reports (sample basis).
- Secondary Sources:
  - Audited financials FY 2024–25.
  - Masoom Annual Report FY 2024–25.
  - Prior year SIA (FY 2023–24) for benchmarking.
  - Masoom website and published resources.

4. **Limitations of Analysis**

- Outcome Data Consolidation: While financial and output data are audited, certain outcome indicators (median income distribution, entrepreneurship survival rates) are reported on a sample/indicative basis, pending full MIS integration.
- Geographic Scope: Current analysis is limited to Maharashtra night schools and ELCs; findings may not yet be generalizable for scale.
- Self-Reporting Bias: Alumni and employer feedback may carry positive bias; triangulation is recommended via independent surveys.

5. **Analytical Insights**

- Career Cell demonstrates a strong return on investment in terms of educational continuity and employability.

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- Its integrated model (counselling → scholarships → placements/entrepreneurship → alumni support) is coherent and scalable.
- The main risk factor is dependency on CSR grants and limited sectoral diversity in placements.
- Stronger data systems and alumni engagement mechanisms will enhance impact credibility and sustainability.

Section J. Impact Scorecard FY 2024–25

The Impact Scorecard provides a snapshot of the Career Cell's performance against key parameters, combining financial utilisation, outreach, outcomes, and qualitative shifts.

Dimension	Indicator	FY 2023–24 (Baseline)	FY 2024–25 (Achieved)	Assessment
Financial Utilisation	Direct Programme Spend	₹1.42 Cr	₹1.65 Cr	↑ Effective allocation to scale activities
Outreach	Youth counselled for career guidance	8,212	10082	↑ 15% growth
Education Continuity	Scholarships/vocational linkages	669	933	↑ Improved access to higher education
Employability	Students placed in formal jobs	198	747	↑ 22% growth in placements
Retention	Job retention beyond 6 months	68%	90%	↑ Better workplace readiness
Livelihoods	Median monthly income post-placement	₹10,500	₹15,000	↑ 11% rise in income
Entrepreneurship	Youth supported in entrepreneurship	42	69 (≈30 sustaining)	↑ More self-reliance pathways
Digital Empowerment	Students trained in employability-linked digital skills	1,148	3024	↑ Enhanced digital readiness
Equity	Female participation	41%	51%	↑ Positive gender

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				inclusion trend
Community Change	Parents encouraging higher education/employment for daughters	Moderate	Stronger acceptance (based on feedback sessions)	↑ Improved cultural shift

Overall Impact Rating: Strong Positive

- Financial Prudence: Funds deployed effectively for direct beneficiary outcomes.
- Operational Effectiveness: Steady year-on-year growth in outreach, placements, and retention.
- Equity: Gender inclusion improving, though scope remains to cross 50%.
- Sustainability: Alumni tracking and entrepreneurship orientation are emerging strengths.
- Risk Note: Continued CSR dependence and need for diversified sectoral placements.

Monitored Metrics and Trends

The Career Cell tracks **core employability and education-linked metrics** through its internal MIS and annual reporting. Key trends across two years:

Metric	FY 2023–24	FY 2024–25	Trend
Youth counselled	8,212	10,082	↑ 15% increase in reach
Scholarships/vocational courses facilitated	669	933	↑ 14% growth in access
Job placements	198	747	↑ 22% increase in placements
Job retention (6+ months)	68%	90%	↑ Steady improvement
Median monthly income	₹12,000	₹15,000	↑ 11% rise
Entrepreneurship orientation	42	69 (~30 sustaining)	↑ Expanding pathways
Female participation	41%	51%	↑ Positive gender trend
Digital training beneficiaries	1,148	3024	↑ Strong digital inclusion

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Observation: Year-on-year improvements are consistent across counselling, placements, digital empowerment, and gender equity. The **most notable progress** is in job placements (+22%) and retention (+4%), indicating better market linkages and workplace readiness.

Impact on Target Segments on Reporting Period:

- **Night School Students:** Beneficiaries continued education beyond SSC/HSC, reducing dropout risk. Career Cell offered direct pathways to vocational courses, scholarships, and higher studies.
- **ELC Youth:** Increased access to structured job opportunities, raising household income and shifting from informal labour.
- **First-Generation Learners:** Accessed employability pathways not previously available within their family or community networks.
- **Young Women (44%):** Greater enrolment in scholarships and employability training, with stronger parental acceptance of girls entering higher education and jobs.
- **Entrepreneurship Aspirants:** Beneficiaries received exposure to business models, financial literacy, and mentorship; ~30 ventures showed signs of sustainability.
- **Community Impact:** Parents demonstrated more openness towards education and employment, especially for daughters, suggesting a cultural shift.

Beneficiary/Stakeholder Validation

To ensure authenticity, program outcomes were validated through multiple stakeholder voices:

- **Beneficiary Youth:** Reported increased confidence, digital literacy, and employability skills. Many described their **first formal job or first scholarship** as life-changing.
- **Alumni Feedback:** Alumni networks confirmed higher stability in placements compared to first-time job seekers; several alumni mentored new students.
- **Parents & Families:** Expressed pride in children pursuing jobs or higher education, with a shift from **short-term income dependency** to **long-term career building** outlook.
- **Employers:** Provided feedback on improved job readiness, workplace discipline, and retention compared to prior years. Some employers requested **repeat recruitment** from Career Cell.
- **Counsellors:** Observed better female participation and higher career clarity among students. However, also highlighted challenges of workplace stress and family pressure on youth.

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SECTION K. Visual Documentation – Field Implementation Highlights

The following visuals and narratives capture the on-ground implementation of Career Cell activities during FY 2024–25. They provide evidence of reach, engagement, and direct impact on youth and communities.

Skill Development Programme conducted in NIIFD, Maharasthra

Mini & Mega Job Fair held in 2024-25 across Mumbai, Maharashtra

Entreprenuership and Job Placement training Program held in 2024-25

Career Fair conducted in Thane, Maharastra in 2024-25.

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Training Programme conducted in 2024-25

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Section L: Observations Strengths and High-Impact Elements:

L. Social Auditor /Impact Assessor Observations

1. Strengths and High-Impact Elements

- Clear Theory of Change & Alignment: The Career Cell demonstrates a coherent "education-to-livelihood" pathway, with counselling, scholarships, job readiness, placements, and entrepreneurship support integrated into one model.
- Financial Prudence: Direct programme spend of ₹1.65 Cr has been effectively channelled towards beneficiaries, with a strong ratio of output per rupee spent.
- Scale of Outreach: Career Cell reached 10,082 youth in FY 2024–25, representing consistent year-on-year growth (+15%).
- Employability Outcomes: 747 placements achieved with 72% job retention, coupled with an 11% rise in median income, highlight tangible economic upliftment.
- Digital Inclusion: Through *Tech on Wheels*, 3,024 students gained digital employability skills, bridging a critical skills gap in underserved communities.
- Gender Equity: Female participation rose to 44%, reflecting effective outreach to young women and family sensitisation efforts.
- Entrepreneurship Pathways: 82 youth oriented, ~30 sustaining small ventures — a promising complement to job placements.
- Stakeholder Engagement: Strong linkages with employers, CSR partners, and alumni networks strengthen sustainability.
- Community Mindset Shift: Parent sensitisation programs show increasing support for daughters' education and employment — a significant social change.

2. Areas for Improvement or Follow-up

- Unified Data Systems: While outputs are robust, granular outcome metrics (income tracking, entrepreneurship survival rates, alumni career progression) need systematic MIS integration for stronger evidence-based reporting.
- Sectoral Diversification of Placements: A majority of placements are concentrated in retail and services; expanding into healthcare, IT, logistics, and green jobs would improve career stability.
- Alumni Network Formalisation: Alumni engagement is promising but remains informal. A structured Alumni Career Tracking & Mentorship Program could enhance retention and long-term impact.
- Employer Diversity: Current partnerships are clustered; wider employer outreach (corporates, SMEs, startups) would safeguard against sectoral risks.
- Geographic Expansion: Impact is currently centred in Maharashtra. Documenting a scalability framework for other states would strengthen policy relevance.
- Wellbeing and Soft Skills: Students entering first-time formal jobs face stress and attrition risk. Embedding psychosocial support, stress management, and workplace soft skills would reduce early drop-outs.

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- Funding Mix: Heavy reliance on CSR grants poses sustainability risks. Diversification via individual giving, foundations, and government convergence is recommended.

Conclusion

The Masoom Career Cell has firmly positioned itself as a transformational initiative within Masoom's ecosystem, complementing the Night School Transformation Programme (NSTP) and Tech on Wheels (TOW). It effectively bridges the last-mile gap between education and employability for some of the most underserved young people in Maharashtra.

During FY 2024–25, the Career Cell demonstrated its ability to sustain and expand its impact despite systemic challenges. The programme achieved significant scale — counselling 10,082 youth, facilitating 933 scholarships/vocational course admissions, training 3,024 students in digital literacy, and enabling 747 structured job placements with 72% retention. These outcomes are not just numerical milestones but represent life-changing opportunities for first-generation learners who, without this intervention, would have faced high risks of dropping out of education or remaining in unskilled, informal labour.

The assessment highlights several key achievements:

- Economic Empowerment: Beneficiaries experienced an 11% rise in average monthly income, opening pathways for upward mobility.
- Gender Inclusivity: With 44% female participation, the programme made notable progress in challenging entrenched gender barriers, supported by active parental sensitisation efforts.
- Digital Readiness: Integration of TOW ensured that underserved youth gained practical employability-linked digital skills, critical for accessing opportunities in a modern economy.
- Entrepreneurship Pathways: Orientation and mentoring for 82 youth, with ~30 sustaining ventures, provided self-reliance options beyond salaried jobs.
- Community Mindset Shifts: Parents, particularly in night school communities, expressed increasing acceptance of higher education and employment for daughters — a sign of sustainable social change beyond direct beneficiaries.

At the same time, the audit recognises certain areas requiring strategic strengthening:

- Need for a robust alumni tracking and analytics system to measure long-term progression and career stability.
- Greater sectoral diversity in placements to reduce concentration in retail and low-wage services.

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- Formalisation of alumni mentorship and employer engagement frameworks to institutionalise ecosystem support.
- Building a diversified funding portfolio to reduce dependence on CSR contributions and ensure program resilience.

From a developmental lens, the Career Cell is strongly aligned with India's National Education Policy 2020, Skill India Mission, Digital India, and Maharashtra's state-level youth and employability priorities. At the global level, it directly advances SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).

In conclusion, the Masoom Career Cell is a high-impact, scalable, and replicable model of bridging the education-to-livelihood gap. It demonstrates financial prudence, operational effectiveness, and social transformation at scale, while also catalysing community-level changes in perceptions of education and gender roles. With continued focus on data integration, employer diversification, alumni engagement, and sustainable financing, the Career Cell has the potential to deepen its impact in Maharashtra and serve as a blueprint for replication in other states, thus furthering Masoom's vision of equitable access to education and dignified livelihoods for all.

Social Impact Assessor Statement

I, **K.V.S. Subramanyam**, empaneled **Social Auditor / Social Impact Assessor**, have conducted the **Social Impact Assessment (SIA)** of the **Masoom Career Cell Project** for the financial year **2024–25**.

This assessment has been carried out in accordance with the principles of **independence, objectivity, and evidence-based evaluation**, drawing upon:

- Audited Financial Statements of FY 2024–25,
- Masoom's Annual Report 2024–25 and MIS records,
- Field-level program documentation and photographic evidence.

The scope of the assessment covered **program design, execution, financial utilisation, outputs, outcomes, stakeholder engagement, and alignment with SDGs and national/state development priorities**.
Based on the data reviewed and triangulated, I confirm that:

- The Career Cell project demonstrates **effective and prudent utilisation of resources**,

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- Has delivered **tangible and measurable benefits** to its target beneficiaries (night school and ELC youth), and
- Contributed positively to **employability, income enhancement, gender equity, and community mindset transformation**.

Limitations: Certain granular indicators (income distribution by sector, entrepreneurship survival rates, long-term alumni progression) remain dependent on further MIS strengthening. These do not materially affect the overall positive impact observed.

While every reasonable effort has been made to verify accuracy and consistency, the social auditor/Impact Assessor is not liable for any errors, omissions, misstatements, or risks arising from reliance on third-party data. The findings and opinions expressed represent a good faith, professional evaluation of the programme's social impact within the reporting period and this report reflects a true, fair, and independent professional assessment of the project's social impact during FY 2024–25.

Date: 18.09.2025

Place: Hyderabad

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