# Anudip

**Program Type**
Skill development course

**Medium of Delivery**
Classroom-based

**Program Duration**
1-10 months
(3 months avg.)

**Annual Participants**
~15,000

**Organization Type**
Not-for-profit

**Year Established**
2007

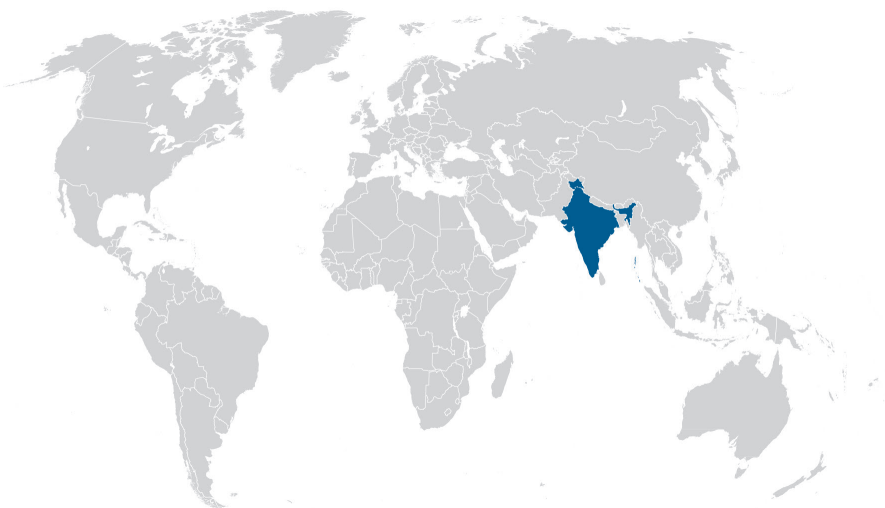**Average Fees per Participant**
~USD 25

**Number of Alumni**
85,000

**inudip**
Life. Transformed.

**Geographic Coverage**

*100+ centers located across 10 states in India, mostly in rural areas*

## COMPANY OVERVIEW

**Anudip is a digital skills training company in India that has reached over 85,000 students in the past decade. The program targets marginalized groups including underprivileged women, youth, and the visually and physically impaired. It provides basic digital skills training to help learners escape poverty and enter the workforce. These individuals typically earn sustainable wages and reap the long-term benefits of working in a structured environment.**

For more information, visit: **https://www.anudip.org/**

### Mission statement

To generate sustainable livelihoods for disadvantaged women and youth through market-aligned skills training.

### Program Overview

Anudip provides digital skills training to underprivileged women and youth so they can gain employment and earn sustainable incomes. Anudip has reached over 85,000 learners since 2007 through the program's more than 100 training centers across India. It leverages employer-led curricula to ensure students gain the skills businesses need. The company operates on a low-cost model and uses innovative delivery methods to make the program affordable and accessible. Anudip's training and work placement initiatives have helped 60,000 people find jobs.

### Program History

Dipak Basu conducted an ethnographic study in 2005 that demonstrated an increase in local employment in India could dramatically improve the lives of marginalized people. In 2007, after speaking with donors and advisors about the concept of market-aligned skills, he established Anudip. The organization uses an employer-led curriculum to ensure participants are trained for what industries need, helping to address the supply-demand gap for digital skills in India.



Photo © Anudip

Photo © Anudip

such as Accenture, Cisco, Omidyar Network, the Michael & Susan Dell Foundation, and Citi Foundation.

Tuition fees from participants account for 5 percent to 10 percent of revenue. The relatively low revenue from fees is due to Anudip's commitment to support marginalized and impoverished communities. The program charges only $25 per student and provides them with the option of making payments in installments. Merit-based scholarships are offered to 10 percent of students.

Other revenue accounts for the remaining 10 percent to 15 percent of funding and includes fees from training programs for external organizations and placement fees paid by employers to Anudip upon successful hiring of a graduate.

The company's major costs stem from training and operation of resource centers, broken down as follows:

1. Salaries and benefits (roughly 45 percent), the majority of which is for Anudip's faculty and trainers

2. Training center operations (40 percent to 45 percent), with a large portion attributable to rent and new equipment purchasing

3. Administrative expenses (10 percent to 15 percent)

Anudip's additional costs in 2017 accounted for almost 95 percent of revenue.

### Program Sustainability

Anudip relies on institutional donor grants for the bulk of its operating budget. The budget share of earned revenue has increased from less than 5 percent in 2010 to nearly 20 percent in 2017.

A number of established centers already have reached financial stability, such as West Bengal. These support the viability of the model, which is strengthened though the relationship between communities and employers.

### Drivers of Business Model Efficiency

Anudip has expanded from 1,000 students a year in 2011 to more than 20,000 a year in 2018. It has increased funding

### Types of Digital Skills Imparted

Anudip is focused on helping its students develop core technical and workplace readiness skills. The program provides basic digital skills to all learners, and some additional intermediate and advanced skills depending on individual career aspirations. These include:

1. Basic skills like Microsoft Excel, digital literacy, and workplace IT

2. Intermediate skills like digital marketing and graphic design

3. Advanced skills including ethical hacking, CCNA, and JavaScript

Learners also undergo training in English, financial literacy, and soft skills to ensure workplace readiness.

### Business Model

Anudip had an operating budget of roughly $2 million in 2017. About 80 percent of funding comes from institutional donors. This includes both corporate and foundation donors,

from institutional donors and demonstrated significant social impact across India by training 85,000 people and helping 75 percent of those find employment. Anudip focused on securing grants in the beginning and has aimed to consistently reduce operating costs. The success of its business model is strengthened by:
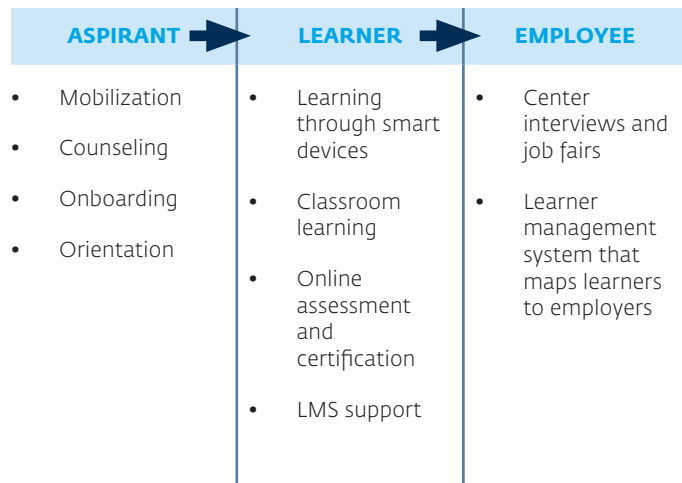
1. Growing global demand for skilled IT expertise

2. Development of an affordable and accessible platform, supported by its centers and use of innovative blended-learning technology to overcome connectivity issues

3. High-quality, market-aligned skills training

4. Work placement rates of more than 75 percent, partially due to its strong network of more than 350 partner organizations

## PARTICIPANT SOURCING AND SELECTION

### Target Segment and Pipeline Development

Participants must be 18 years and over, have completed twelfth grade, and want to secure long-term employment. Anudip's programs are designed to help people step out of what it has identified as a generational poverty trap. These communities may face large debts and exposure to crime, drugs, and human trafficking. The organization focuses on building employable and entrepreneurial skills that give graduates a chance to earn sustainable wages and enjoy the benefits of employment.

Anudip offers affordable, accessible job-focused digital skills training courses in English that include workplace behavior and personality development classes, as well as a dedicated job placement service. It attracts a high proportion of females—40 percent of all learners—by offering a secure and hygienic learning environment.

| ASPIRANT | LEARNER | EMPLOYEE |
|---|---|---|
| • Mobilization<br>• Counseling<br>• Onboarding<br>• Orientation | • Learning through smart devices<br>• Classroom learning<br>• Online assessment and certification<br>• LMS support | • Center interviews and job fairs<br>• Learner management system that maps learners to employers |

### Application and Selection

Anudip reaches out to communities with more than 100 Skill and Career Development learning centers. These centers act as hubs that provide training to Anudip learners, as well as engagement with the broader community. Anudip also has partnered with India's National Skill Development Corporation and the Skill India campaign, two government employment initiatives that help build awareness of the program for both potential students and employers.

### Learner Journey (Aspirant to Employee)

The program offers a roadmap from aspiring worker to employee. It is open to all applicants who meet the age and education prerequisites. Potential students, known as "aspirants," sign up for Anudip at one of the learning centers. This is called the mobilization phase. Then they undergo a career counselling session with one of Anudip's trainers to assess their abilities and career goals and to help determine what training would work best for them.

During this time, learners are provided with the required study materials and access to the program's innovative blended-learning system, which combines in-person and online training through a cloud-based learning management system.

## Key challenges and solutions

Anudip faces challenges in providing a compelling curriculum for less sophisticated learners. The company's target participants often do not have much education and are unfamiliar with the idea of pursuing further studies. Anudip overcomes this by providing a clear roadmap for students from training to certification and employment. The program combines numerous approaches to ensure learners progress through this journey. These include access to remote devices to promote "anytime, anywhere" learning, gamification of course content, live video streaming, and extensive job placement assistance.

## PROGRAM EXPERIENCE

### Program Approach

Anudip offers a variety of programs for different skill levels. At least half of the students go through a three-month course covering basic IT comprehension and financial literacy. Courses for intermediate skills such as cloud-related services take place for six to nine months. Candidates who struggle to find a job, despite an engineering degree or other higher education qualification, might participate in short workplace readiness and English training courses that typically take one to two months to complete.

Learners can take courses in over 20 different subject areas, including IT fundamentals, digital marketing, web design, and e-commerce services. All courses are complemented by soft skills training.

Course content is developed by Anudip's curriculum department and by partner organizations, such as Tata Consultancy Services, which licenses new courses and teaches the first class of students. Anudip staff then take over teaching.

The program follows a blended-learning format. This combines scheduled in-person classroom time at Anudip's resource centers with self-led learning on smart devices, such as tablets loaned from the company.

Students are taught with an interactive, multimedia curriculum that combines traditional methodology with game-based lessons developed by Anudip to help improve learning and keep participants engaged. Basic courses such as digital literacy, workplace readiness, and English are self-taught; classroom lectures focus on IT skills. Course certifications are provided through an online portal that uses the Pearson VUE platform.
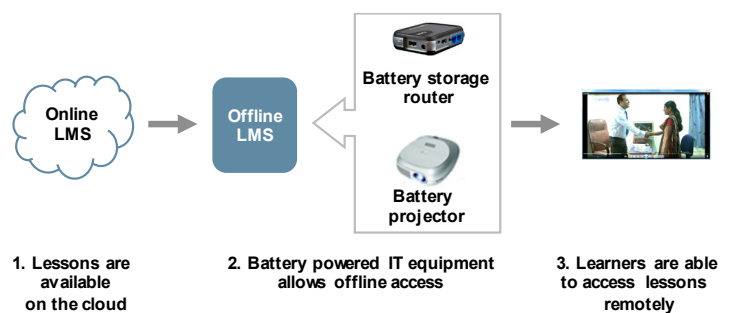
### Instructors

Anudip's centers have separate staff for soft skills training, IT training, mobilizing and recruiting learners, and placement activities. Soft skills trainers come from larger cities and have a master's in business administration, bachelor's qualification, or experience teaching English. IT trainers may be certified by Microsoft or Cisco, depending on the course they teach. All faculty members are recruited through traditional channels, such as job boards and placement services. Anudip's learning and development team regularly trains staff on the latest content developed.

### Key Innovations

Anudip has developed a blended-learning platform that can be used without electricity and Internet. This is useful given widespread Internet access and connectivity issues in India. The system uses a learning management system with online

**Blended Learning Platform**



| Online LMS | Offline LMS | Battery storage router / Battery projector | |
| --- | --- | --- | --- |
| 1. Lessons are available on the cloud | 2. Battery powered IT equipment allows offline access | | 3. Learners are able to access lessons remotely |

and offline options, a wireless e-storage battery powered router, a battery powered projector, and remote access to streamed training sessions.

Anudip has been able to triple its capacity by shifting from a traditional classroom-based model to a blended-learning model. Many of its classes have moved online, making the program more economic. The company partners with online training organizations, such as Udemy and Alison, to access course content at discounted prices.

Throughout the program, Anudip's learner life cycle management system collects roughly 40 data points and uses data analytics to provide insights on seven modules, from mobilization to retention. This enables the company to match candidates with suitable job opportunities.

## PROGRAM IMPACT

### Learning Goals

Anudip focuses on developing the following skills:

**Technical Skills:** These form the basis of digital skills training and follow a curriculum that reflects the specific skills candidates need for the job they want. Completion of a course in these technical skills results in a certification.

**Workplace Readiness:** In addition to coursework, students also develop workforce readiness skills through training in workplace English and digital and financial literacy. This broad base of skills enhances employability and learner placement rates.

Many students relocate for employment when they complete the program. Some are intimidated by the concept of moving to a new and larger city. Anudip helps to ease the transition by providing accommodation placement services, as well as a mentorship community and support network that includes program alumni.

Anudip follows a market-aligned training program and prepares its curriculum alongside more than 350 industry partners using industry-standard course curriculum offered by partner organizations such as Udemy, Alison, and Khan Academy. Employer partners help Anudip identify the skills industries need. Many partner employer organizations visit Anudip centers and offer mock interview training.

### Impact

Anudip has had a high success rate. More than 85,000 Indian youth and women have trained through the program; females make up 40 percent of alumni. The program cites a

75 percent job placement rate, with graduates joining a wide range of companies that include IT solutions (Amazon, Tech Mahindra, MS Infotech), retail (Spencer's, Reliance, Walmart), and financial services (Kotak, PayTM).

Learners enjoy an average 100 percent to 150 percent increase in salary upon completion. Long-term, sustainable employment has helped improve the livelihood of families and communities of Anudip participants.

## Placement Activities

Anudip uses five placement activities that underpin the program's high placement rates:

1. **Employer to Training:** This forms the core of Anudip's market-aligned approach. Prospective employers help design the curriculum and then outsource the training component to Anudip. Prospective employers may provide an internal trainer to teach the first batch of learners, while Anudip staff mirror the trainer and prepare to teach subsequent cohorts.

2. **Campus to Corporate:** This activity consists of industry visits and workshops that link learners to potential employers.

3. **On-Job Training:** The training comprises a mix of interview and job simulation, hands-on experience with partner organizations, and internships.

4. **DISHA:** DISHA is multi-sector job fair that matches learners to potential employees. These events are organized in multiple locations each year, with employers providing job profiles in advance to match the best candidates.

5. **On-Campus Recruitment Drives:** These allow partner employers to hire a group of Anudip learners in one go. Candidates come to a central location to participate in a hiring process for jobs within a company.

## Employer Perspectives

*"Anudip is truly remarkable at finding great talent for our organization. We truly appreciate their professionalism in providing the best candidates who excels in terms of their skills, knowledge and understanding of the sector."*

> – Human Resources, Spencer's Retail

*"Anudip adopts a judicious mix of theory and practical application, which equips its learners with the requisite skills needed in being smart corporate citizens who are ready and articulate."*

> – Human Resources, ABP Group

## Program Evolution

Anudip Foundation was established in 2007 by Basu and a other social entrepreneurs to address critical livelihood needs of people in rural India through IT. The program started with three rural training centers in partnership with local nongovernment organizations.

It incubated the technology services firm iMerit within the company between 2009 and 2010. iMerit delivers enterprise-grade data by powering advanced algorithms in machine learning, computer vision, and data analytics. The close relationship with iMerit continues today as the company provides an employment pathway for learners and takes in around 600 Anudip graduates each year.

Anudip has continued to expand since 2011, achieving growth in multiple spheres:

|  | 2011 | 2017 |
|---|---|---|
| **Alumni count** | ~4K | ~75K |
| **Staff count** | ~50 | ~300 |
| **Centers** | ~20 | ~100 |
| **States covered** | 1 | 10 |
| **Institutional donors** | 2 | 9 |
| **Annual revenue** | ~$160K | ~$2M |
| **Earned income** | ~$20K | ~$500K |
| **Earned income ratio** | ~10% | ~25% |

Anudip aims to train 100,000 people by 2020 and become financially sustainable through earned revenue by 2023. The company has been able to achieve scale by operating in a high demand market, understanding industry needs well, and telling a convincing fundraising story to grow donor funding.

## Key Learnings

1. Basu has emphasized fundraising as the single most important driver for social impact organizations. Effective fundraising requires delivering on the promised impact and ensuring an effective action plan is in place to grow the program. The numerous awards Anudip has received adds credibility to its fundraising story.

2. Innovation is key to success, although research and development spending is not typically covered by donor funds. Companies may need to use earned income to drive innovation in infrastructure and product or service offerings.

3. Market-aligned training is critical to building a skilled workforce that can address the supply-demand gap in digital skills.

4. Development of soft skills, including workplace English and communication skills, are important in raising students' employment prospects.

5. Connectivity issues with electricity and Internet access are large impediments to skills training. Innovative and cost-effective technologies can be implemented to overcome these issues.

## Path to Scalability

Anudip has grown through its use of strategic initiatives. It has established a corporate placement unit with ties to more than 200 IT-enabled services and e-commerce employers, including leading brands such as Tech Mahindra, Amazon, TCS, Flipkart, and Walmart.

It also has recently expanded a virtual-learning platform to offer a blended-learning program. Students learn simple English, digital literacy, and workplace readiness on tablets and smartphones, and only come in to training centers on scheduled dates for reviews and lectures. This has enabled Anudip to double its classroom capacity and grow its student base.

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### KEY PEOPLE

**Dipak Basu**
*Chairman and Chief Executive Officer*

Basu has spent much of his life employing technology in humanitarian missions worldwide. Before starting Anudip, Dipak held senior management positions at Cisco Systems where his last position was Director of Global Center of Expertise.

Basu founded and served for three years as executive director of NetHope, a technology alliance of the world's largest aid agencies. Basu holds a bachelor's from Indian Institute of Technology Kharagpur and a master's in electrical engineering from the University of Southern California.