



# SOCIAL IMPACT ASSESSMENT REPORT

# ITRAIN PROGRAM

MAY 2022



A Report by:



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# EXECUTIVE SUMMARY

The majority of workers in India are employed in the unorganised sector. The paints and coatings industry is no exception, with a large proportion of painters in the nation receiving no professional training in their art. Painting is either passed down from generation to generation or learned on the job by painters from their supervisors or contractors. As a result, painters must be trained in both the basic technical elements of painting as well as entrepreneurial abilities. Berger's iTrain program seeks to enhance their standard of living by empowering painters with advanced skills enabling them to seek more opportunities.

As part of the iTrain program, Berger Paints establishes fixed and mobile training centres across the country. Theoretical and practical sessions are conducted on a variety of topics ranging from the fundamentals of painting and coats to the various types and methods of using tools and accessories to communication and client management skills, among others. Berger Paints also seeks to build market linkages among painters as part of the iTrain program so that they may seek new business on their own.

This assessment aims to analyse the impact of the program on the lives of the painters through the level of skills they have been able to adopt at work as a result of the training sessions attended under the iTrain program. To understand the program's impact, a sample of painters, trainers, and program team members from Berger Paints across seven locations spanning six fixed centres and three mobile centres were surveyed.



It was observed that painters not only put their training session learnings into practice, but also admit that their general working productivity has increased. Majority of painters surveyed indicated that iTrain program sessions resulted in increased customer involvement and satisfaction. Almost all painters reported an increase in clients and revenue as a direct result of obtaining training. They also indicated that the training assisted them in sharpening their abilities and learning about new equipment and techniques.

The study shows that the program has been able to largely succeed in enhancing the skills of contractors and semi-skilled painters to enable them to increase their clientele. However, more efforts and strategies would need to be employed to increase the ratio of semi-skilled sub-painters and unskilled painters to achieve one of the key program objectives. The study's findings may serve as a first step towards expanding the program's reach to young painters and women in the future and achieving the program's goal of making painting an aspirational career option rather than just another employment option.

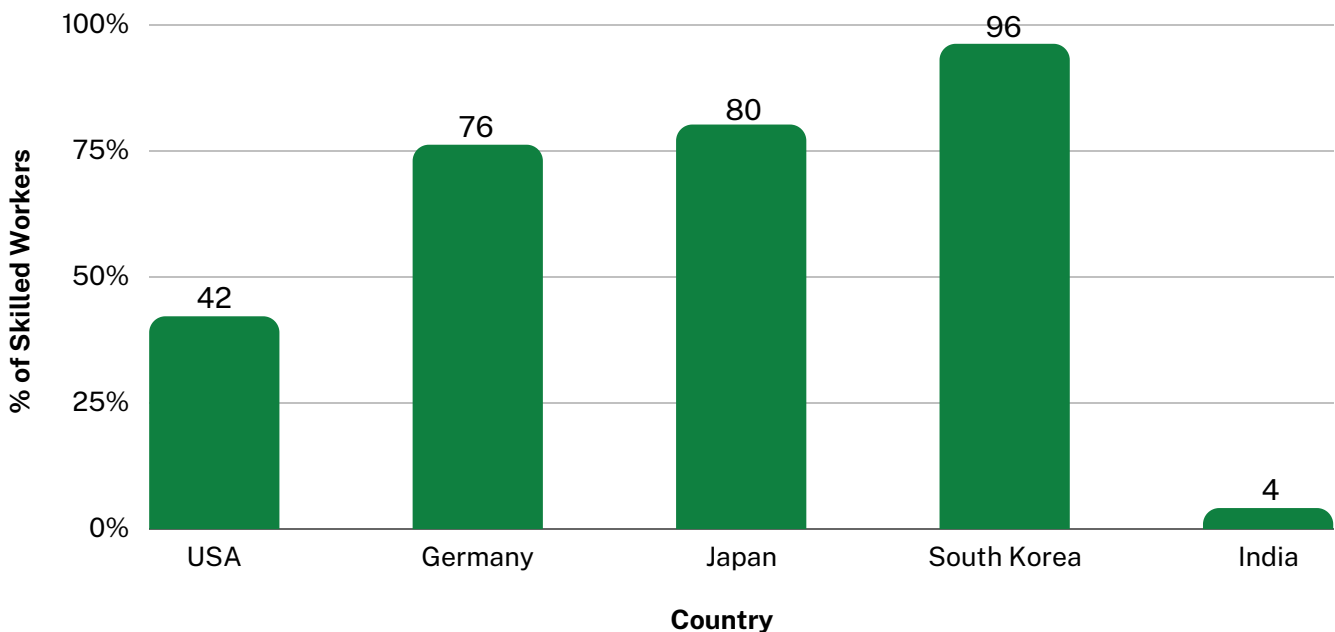


# INTRODUCTION

## BACKGROUND AND CONTEXT

The dearth of a skilled labour force is one of the foremost challenges being faced by developing countries like India. As of 2021, only 4 percent of India’s workforce is skilled. In stark comparison, countries like Japan and South Korea have skilled workforces of 80 percent and 96 percent, respectively<sup>1</sup>. India is undergoing a massive demographic transition. With 12 million individuals being added to India’s workforce annually, it becomes pertinent to strategize utilising this workforce efficiently and bridging the existing skills gap. Currently, 65 to 75 percent of the individuals entering the labour force are not job ready and do not possess employable skills. It is projected that the skill gap in India will cause a loss of \$1.97 trillion in terms of its GDP.<sup>2</sup>

Country-wise distribution of skilled workforce (%)



India’s skills gap is more apparent in some industries than others; one of them being the paints and coatings industry. The paints and coatings industry in India has a massive growth potential; currently valued at INR 62,000 crores,<sup>3</sup> its expected CAGR (Compound Annual Growth Rate) is 12 percent.<sup>4</sup>

1. Narayan, M. (2021). Bridging Skill Gap in India: A Roadmap for Atmanirbhar Bharat. *International Journal of Innovative Research in Science Engineering and Technology*, 10(3).  
2. Singh (2018). A Study on Skill Development in the Paint and Coatings Industry in India.  
3. Paint India. (2022). India Paint Industry  
4. Indian Paints Industry Outlook Report (2022)

However, despite the rising demand for this industry's products and services, the industry faces a large skilled workforce shortage and a massive mismatch between the client's demands and the services provided by the largely unskilled painters<sup>2</sup>. In addition to a lack of a skilled and adequately trained workforce, the Indian paints and coatings industry is also largely unorganised. Nearly 30 percent of the industry is dominated by small and medium players and nearly 20 to 25 lakh of the painters employed in this industry are a part of the informal economy.<sup>5</sup>

One of the biggest challenges faced by the painters belonging to the informal economy is not only lack of specialised knowledge and training, but also lack of recognition for their existing skills. To tackle this challenge, the National Skills Development Council of India (NSDC) collaborated with the Indian Paint Association (IPA) to establish the Paints and Coatings Skills Council (PCSC) in 2015. PCSC is aligned to the national vision of Skill India as well as the industry-specific vision of enhancing the competencies of painters in India and formally recognizing their skills.

The aim of PCSC is to develop a National Skill Qualification framework inline with the dynamic requirements of the Indian paints and coatings industry, impart capacity building training according to the established framework and to recognize the painter's learnings through certification.<sup>6</sup> Such vocational skills certifications will allow painters to avail better employment opportunities as their skills are formally recognized and increase their own knowledge about paints, processes and their application, thereby increasing their expertise and boosting their confidence.

Though the PCSC acknowledges the importance of upskilling Indian painters, there is a need to ensure its implementation and penetration into the informal economy at the ground level. The IPA states that India's rising consumer demand for decorative paints services, which constitutes 70 percent of the total paint industry, is set to increase multifold. According to the IPA, over the years, the country's demand for skilled painters has increased from 1.7 million in 2013-2014, to its current requirement of nearly 30 million in 2022-23.

Due to a lack of adequate training and upskilling on ground, this demand remains unmet. The paucity of a trained workforce has cascading effects on the economy as well as the lives of individuals. At the national level, skills and knowledge are the driving forces behind the economy. According to the International Labour Organisation, India's skill deficit is estimated to be 29 million by 2030. The lack of a skilled workforce has led to a high unemployment rate in India.

The unemployment rate increased by 1.84 percent from 5.27 percent in 2019 to 7.11 percent in 2020,<sup>7</sup> and with the onset of COVID-19, unskilled individuals struggled to find livelihood and employment opportunities to sustain themselves and their families. Prior to the pandemic as well, the unemployment rate remained high at 6 percent.

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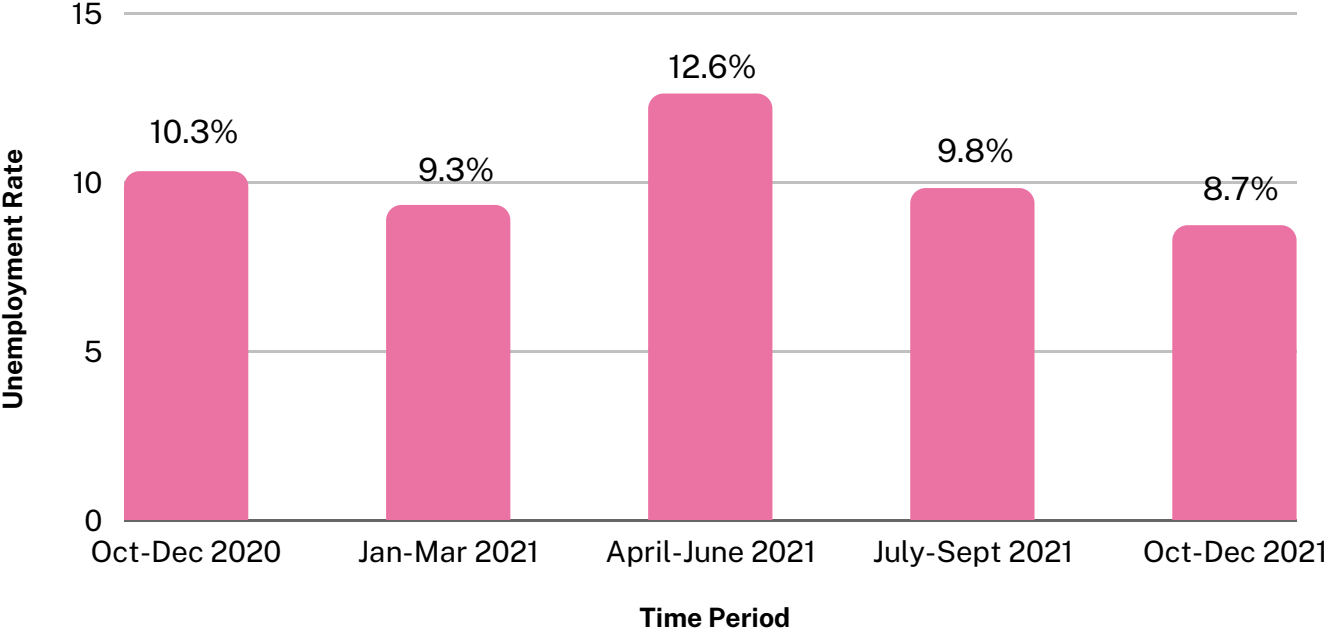
5. Kolikapudi, P. (2022). How PCSC Promotes Skilling and Capacity Building.

6. Paints and Coatings Skills Council. (n.d). *Short Term Learning and Recognition of Prior Learning*.

7. Centre for Economic Data and Analysis, & Centre for Monitoring Indian Economy. (2021). *Picture This: India's unemployment rate in 2020 highest since 1991*.

The figure below depicts the trends in unemployment across the time period of 2020-2021; a time period when unemployment in India was at a record-high due to the pandemic and the need for vocational skills, certified training and upskilling across the informal economy was realised.

### Unemployment Rate in India (%)



Source: PLFS Survey<sup>8</sup>

Against this background, the initiatives undertaken by Berger Paints to provide comprehensive skills training, catering to the Indian painting segment, not only bridges the gaps faced by the painting industry, but also aligns with the national objective of decreasing unemployment and creating a more skilled, and adequately trained workforce. Berger Paints’ iTrain program is a skill development initiative aimed at honing the talents and skills of those belonging to the paint application segment in India. The iTrain program provides high-quality training in contemporary painting techniques and related services to new generation painters, while simultaneously upskilling existing painters to enhance their employability opportunities.

With this dual objective, the iTrain program is implemented pan-India, across metro cities and rural areas alike to train and upskill even the most marginalised. Aligned to SDG 4.4 (Imparting vocational skills training), SDG 8 (Decent work and Economic growth) and SDG 9 (Industry, Innovation and Infrastructure); the iTrain program is poised to play a significant role in empowering the painters, creating valuable and sustainable livelihood opportunities while uplifting their standard of living.

8. Periodic Labour Force Survey- Annual Report(2020-2021), Ministry of Statistics and Programme Implementation, Government of India.

# PROGRAM CARDINALS

## ABOUT THE PROJECT

The iTrain program was created with the goal of creating a pool of job-ready, next-generation painters by delivering high-quality training courses in modern painting methods and related services. The project began in 2014 and is now in its ninth year of operation. Berger Paints set up fixed centres across twenty states in the country. The centres have classrooms, video tools, practical training booths, and are equipped with mechanised equipment.

Berger Paints established mobile training centres in 2017 to increase the program's reach to rural and remote sections of the country. There are mobile centres across twelve states in the country. Mobile training centres are customised vans that go to various sites to deliver training. The iTrain program also supports painters by assisting them in building connections and expanding their customer base. Through these activities, the iTrain initiative aims to improve the quality of life of painters in the country by sharpening their skills and expanding their work prospects.

## OBJECTIVES

The iTrain program attempts to increase efficiency in the painting industry by training skilled and unskilled painters in order to achieve the following objectives:

1

Enabling painters to improve their existing skills through upskilling courses that incorporate soft skills training and entrepreneurial development capabilities

2

Transforming painting from a casual commerce to a trained professional service, hence improving painters' social standing and making it an aspirational vocation



# GEOGRAPHICAL OUTREACH



# MODALITIES OF THE PROGRAM



## Activities

Mobilising unskilled and semi-skilled painters to attend training sessions

Conducting training sessions on the technical aspects of painting, entrepreneurial skills, and best practices

Post training support in the form of providing customer leads to painters, provision of participation certificate



## Outcomes

- Regular adoption of skills learnt at the training centres and use of modern tools and techniques
- Application of client relationship management skills, planning and time management skills
- Adoption of safety protocols at workplace
- Customer leads provided, received participation certificate



## Impact

Increase in customer satisfaction

Increase in number of contracts/clientele base

Increase in credibility of painters

Increase in income & standard of living of painters

### Stakeholders

- Painters
- Berger Paints Staff
- Trainers

### SDGs Impacted



# ACTIVITIES UNDERTAKEN

Berger Paints' iTrain program aims to fill the void caused by a lack of professional training on painting. Due to a lack of standardised instruction, painters in different areas often use different or inexact approaches or techniques for the same task which may lead to less than ideal results in either short- or long-term. This may cause problems and lead to consumer dissatisfaction in the long run. The broad themes of activities carried out through the iTrain program in order to bridge the gap of lack of professional training in the paints and coatings industry are described below.

## ***Mobilising unskilled and semi-skilled painters***

The first step under the iTrain program is to understand skill deficiencies among the local painters and identify painters who need upskilling and may benefit from the program. Painters are mobilised through four broad channels once the skills required to be taught to a particular group of painters are recognised. Bulk of mobilisation relies on word-of-mouth. The four primary channels of mobilisation that the program team relies on are:

**A) Berger Paints' network of paint dealers identifies painters who may require training. Dealers are familiar with the local surroundings and have established contacts with local painters. They are aware of the skill set possessed and required for each painter and use their network to identify unskilled and semi-skilled painters.**

**B) Contractors and supervisors that want to increase their own competence as well as the skills of their team's sub-painters approach Berger Paints directly to enrol themselves or their team members into the training program.**

**C) Through the Berger Paints loyalty programs, Berger Paints' field staff regularly identify painters and sub-painters who need to enhance their skills.**

**D) Architects, interior designers, and other trade professionals seek Berger Paints' support in refining the skills of the contractors, painters, and sub-painters with whom they work.**

## **Design of Training Approach and Curriculum**

Berger Paints has established training centres to meet the training needs of painters in urban and semi-urban regions. These are known as ‘fixed centres’ and are built with a dedicated space to undertake different components of the training. In addition to the fixed centres, Berger Paints deploys vans to various sites in a region in order to broaden its reach to painters residing in rural and remote areas. ‘Mobile centres’ are vans that are fully equipped with audio-visual technology, chairs, and the tools and accessories needed for demonstration sessions. All centres are equipped with mechanised equipment, accessories, and sample materials for practical sessions and demonstrations.

The curriculum of the iTrain program has been designed considering the needs of not only painters but the painting industry at large (which includes stakeholders such as supervisors, contractors, customers, etc). Topics covered in the curriculum can be divided into three broad categories:

### **A) Design of Training Approach and Curriculum**

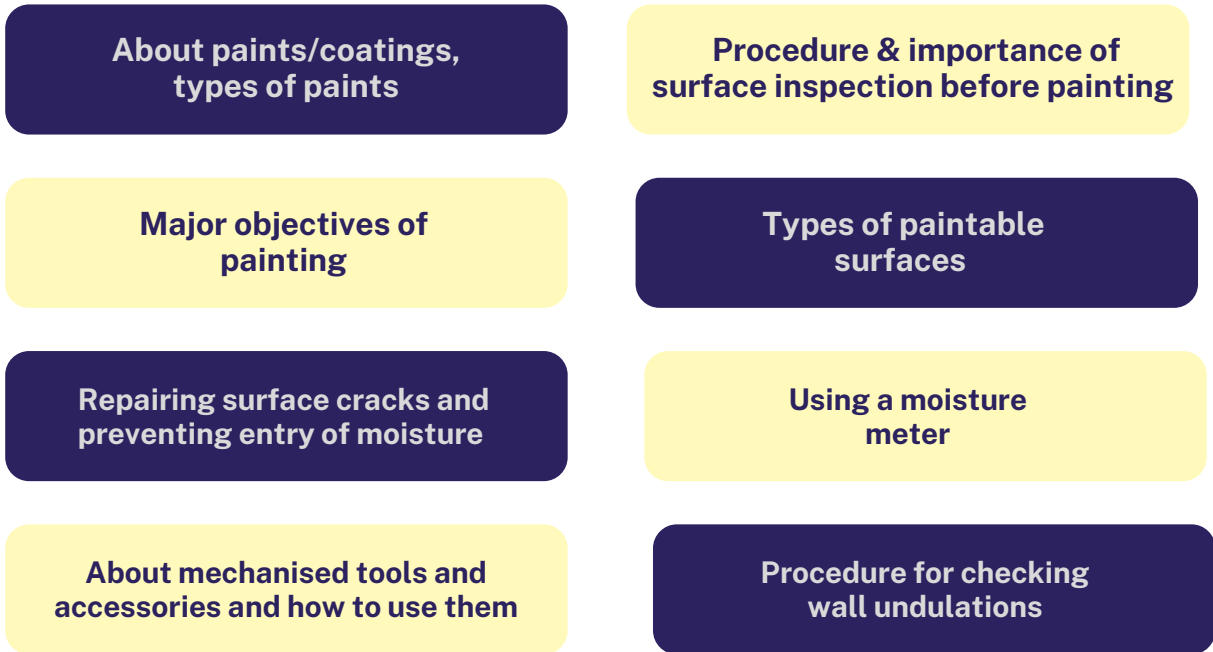
Berger Paints enhances the skills of painters by not only acquainting them with types of paints and varnishes, but also introduces them to more efficient techniques, procedures, and instruments of applying paints and coats. In addition, the iTrain program emphasises on familiarising and training painters with the effective usage of modern mechanised equipment and accessories.

To help painters understand the nuances of painting and reach finesse in their work, painters need to be trained on the theoretical aspects of painting as well as practical aspects and techniques of application of paints.

To this end, the iTrain program imparts the technical painting skills through two methods - theoretical sessions and practical sessions.

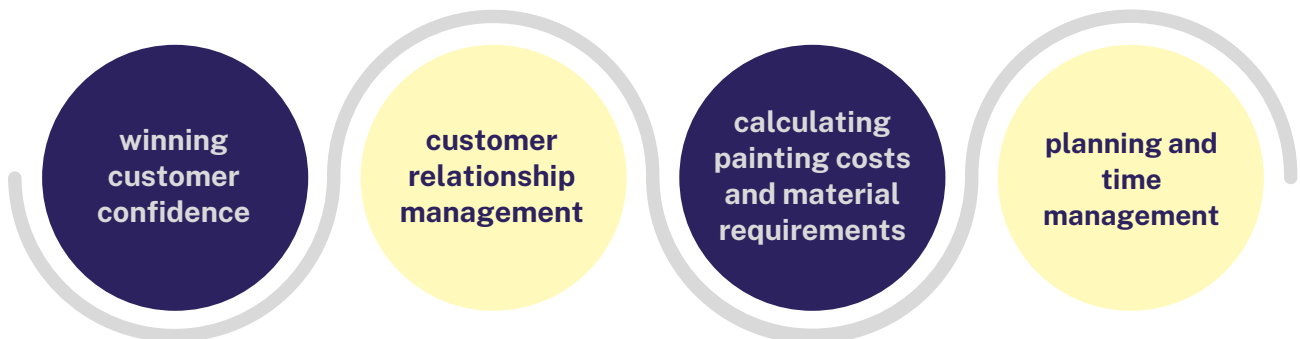


Some of the modules covered under the technical training include:



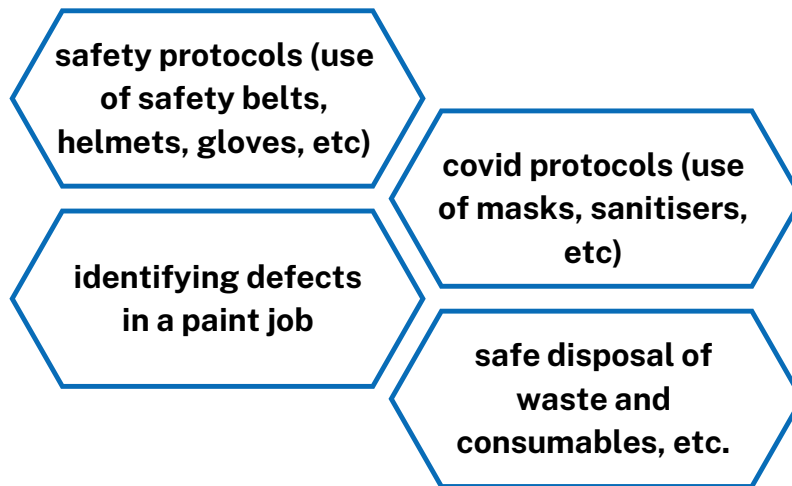
## B) Entrepreneurial Skills

People engaged in the painting industry are often those who have not finished schooling and therefore lack soft skills. As the painting business is heavily dependent on customer interactions, it is necessary to equip painters and sub-painters with entrepreneurial skills such as engaging with clients and planning the resources for a painting job, etc. Through sessions on entrepreneurial skills, sub-painters can now seek contracts on their own, and contractors can broaden their overall knowledge and competency. Some of the modules covered under the entrepreneurial skills training include:



### **C) Best Practices in the Industry**

Painters frequently overlook essential protocols when working on painting projects, necessitating the requirement for training sessions on best practises to be included in the curriculum. To instil professionalism among the painters, the program planned to incorporate modules such as safety standards and waste disposal protocols to encourage adoption of best practices in the curriculum. Further, with the advent of COVID-19, there was also a need to add COVID-related safety precautions in the curriculum, which the iTrain program swiftly implemented. Some of the modules covered under the best practices training include:



At the start of the program, the curriculum focused on the essentials, such as paint types, application methods, interior and exterior paint types, etc. Based on the emerging needs of the sector, Berger Paints added themes based on the painters' demands in its curriculum. For example, the program not only highlighted themes in which painters require further training, such as calculating painting costs, customer interaction, design painting, and texturing, but also incorporated components in the curriculum on COVID-related safety standards. The curriculum is frequently revised to include themes that would provide skills in more relevant and up-to-date approaches based on feedback from not just painters, but several stakeholders (e.g. contractors, trainers, trade experts, etc.)

#### ***Conducting training sessions at fixed and mobile centres***

The program team prepares a training calendar each month based on the availability of painters in various places, specifying the dates and the topics to be presented at the centres on those dates. In the case of mobile centres, the monthly calendar determines which places will be visited in that month, as well as the order and dates on which the van will be available in which area.

The topics to be presented on a certain day at a specific centre are determined by Berger Paints' staff based on requests and considerations emphasised by trainers, dealers, contractors, and trade professionals who have requested for a specific training to be conducted. Each fixed and mobile centre has one trainer on site along with a supervisor.

Training sessions run for one to two days at both fixed and mobile centres. A typical session consists of three parts:

- **Theoretical sessions**
- **Practical sessions (at fixed centres) and demonstration sessions (at mobile centres)**
- **Resolution of queries and personal attention to participants individual requirements**

An one-time password (OTP) system is used to track attendance during training sessions. Painters who attend a specific session register their cell phone numbers with the trainer or Berger Paints' employees. An OTP is issued to the participant's registered cellphone number, and attendance is recorded once the OTP is revealed to the trainers.

Fixed and mobile centres were not active for a period of time during the COVID-induced nationwide lockdown in 2020-2021. In order to ensure continuity, Berger Paints modified their iTrain program to provide theoretical training and demonstration sessions online using an online video conferencing platform.

### ***Post Training Support***

Berger Paints continues to support painters after they have completed their training. Painters obtain PCSC-certified participation certificates, which they may access at any time via the 'Suvidha' application.<sup>9</sup> This accreditation helps painters achieve consumer confidence by boosting their reputation.

Customers often seek contacts of painters and contractors from Berger Paints. Berger Paints' employees inform customers about the iTrain program's training and refer them to expert painters. By building these connections, Berger Paints allows sub-painters and contractors to network and eventually increase their employability.

### ***Organisation's Internal Monitoring and Evaluation***

Berger Paints tracks the activities undertaken by various centres through regular updates from trainers, supervisors, field team and other staff members. The progress of the on-field activities is monitored through the 'iTrain' application specifically designed for this purpose. Observations from the field are documented and if required, course correction steps are undertaken.

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9. Berger Paints' 'Suvidha' application is a Mobile application available to be downloaded by painters who use Berger products for them to avail and redeem points, know about ongoing schemes, scan tokens, among other features.

# PURPOSE AND SCOPE OF INVESTIGATION

This report presents the results of the evaluation of Berger Paints' iTrain program for the period of April 2020 to March 2021. The Assessor agency, Social Lens Consulting, was brought on board to assess the outcomes and impact of the program from a third-party perspective.

## **Research Methodology**

The study adopted a mixed-methods approach involving the collection and analysis of quantitative and qualitative data. The analysis has been drawn from primary and secondary research. The research methodology is presented below.

Interviews and Focus Groups Discussions (FGDs) were conducted with various stakeholders through quantitative and qualitative assessment tools to evaluate the impact of the activities of the program. Contextualised tools were designed for each stakeholder in alignment with their engagement with the program.

A random sample of study participants was selected for this assessment through the multi-stage cluster sampling approach.<sup>10</sup>

<b>Beneficiary Type</b>	<b>Population</b>	<b>Planned Sample</b>	<b>Actual Sample Covered</b>
<b>Painters</b>	<b>111,850</b>	<b>383</b>	<b>308<sup>11</sup></b>
<b>Trainers</b>	-	<b>9 (1 per centre visited)</b>	<b>12</b>
<b>Program team members (Field team, Supervisors, Business development staff, Berger Paints management)</b>	-	<b>9 (1 per centre visited)</b>	<b>12</b>

10. In the multi-stage cluster sampling approach, the population is divided into groups or 'clusters' and individual units are then randomly selected from within the cluster to be used under the sample.

11. The availability of respondents for on-field data collection was affected due to a variety of factors. However, the actual sample covered would ensure that results are valid with a margin of error of 5.6 percent (instead of the original 5 percent)



The research was carried out through language compatible assessment tools deployed by trained field researchers. The field team was recruited and trained to conduct data collection with respect to expected outcomes, prepared for contingencies, and trained to follow best practices for data collection and ethical standards.

Over the course of four days, seven locations were visited, encompassing six fixed centres and three mobile centres.

<b>A) Location Details</b>		
<b>Location</b>	<b>Type of Centre</b>	<b>Date of Visit</b>
<b>Kolkata</b>	<b>Fixed</b>	<b>25th April 2022</b>
<b>Kolkata</b>	<b>Mobile</b>	<b>25th April 2022</b>
<b>Durgapur</b>	<b>Mobile</b>	<b>26th April 2022</b>
<b>Mumbai</b>	<b>Fixed</b>	<b>26th April 2022</b>
<b>Ghaziabad</b>	<b>Fixed</b>	<b>27th April 2022</b>
<b>Ghaziabad</b>	<b>Mobile</b>	<b>27th April 2022</b>
<b>Hyderabad</b>	<b>Fixed</b>	<b>27th April 2022</b>
<b>Cochin</b>	<b>Fixed</b>	<b>27th April 2022</b>
<b>Pune</b>	<b>Fixed</b>	<b>28th April 2022</b>

### ***Data Analysis***

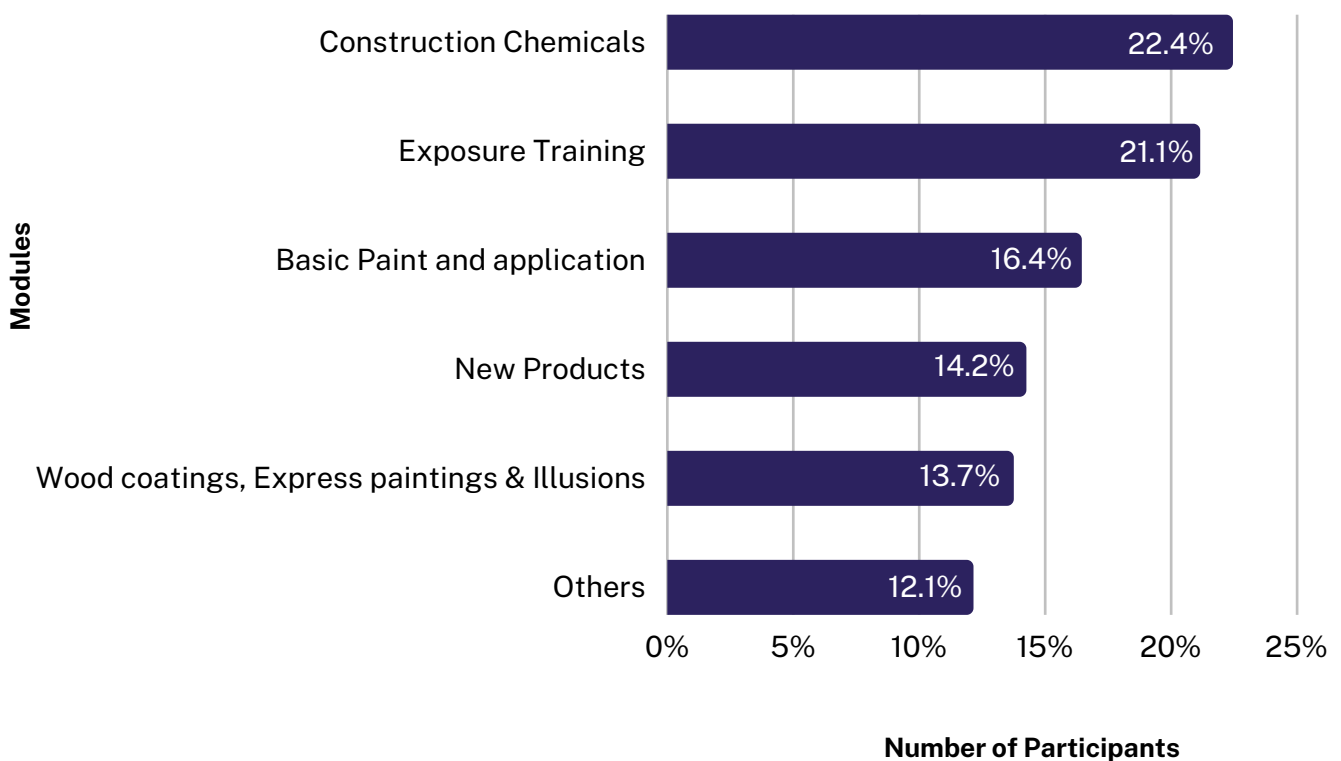
The data was cleaned and checked for outliers, abnormal data entries or missing data using MS Excel. Qualitative and quantitative data were separated. A descriptive analysis was conducted across primary and secondary information and correlations between identified variables will be carried out as appropriate. An inductive approach was used to analyse qualitative data by looking for relationships between the variables across individuals' characteristics

# PROGRAM OUTPUTS

In 2020-2021, forty-three centres were operational in nineteen states, with 15 mobile centres and 28 fixed centres. The total number of participants in the training sessions were 1,11,850, across all locations.

In addition to other training, the majority of participants attended seminars on construction chemicals, exposure training, and basic paint and application.

**Modules attended by  
participants in 2020-2021**

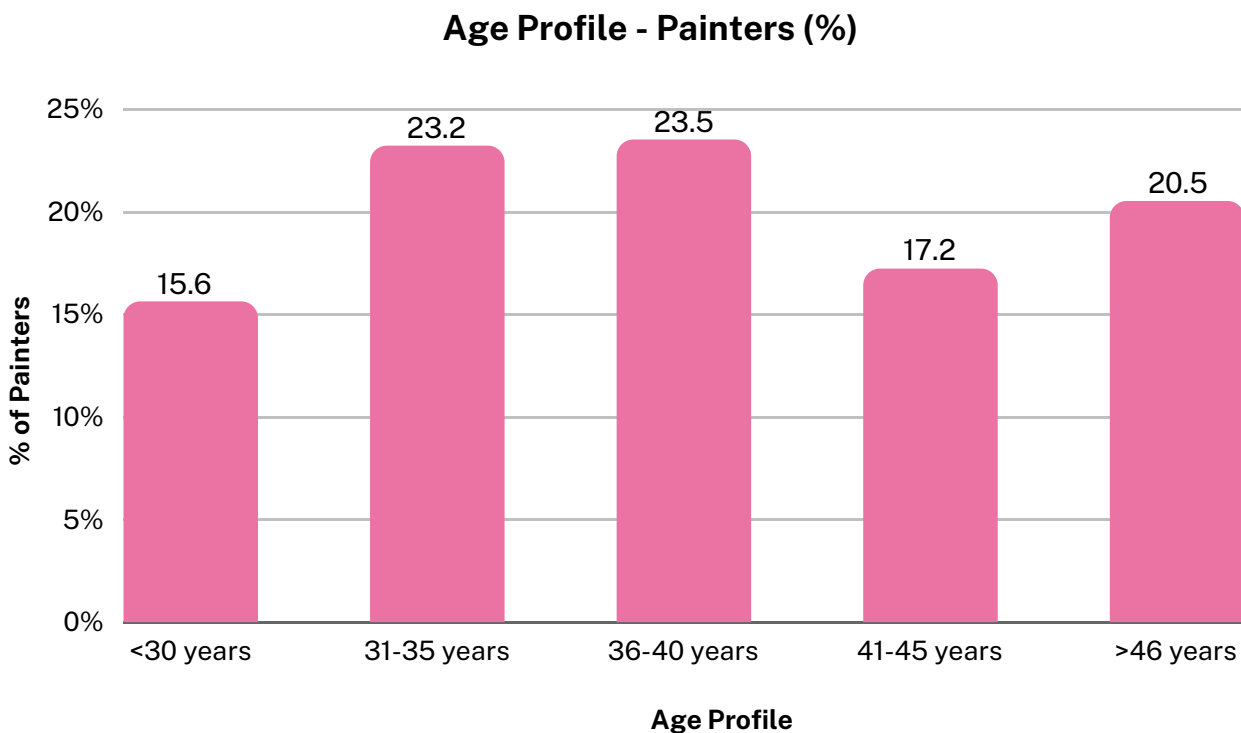


# RESULTS - OUTCOMES AND IMPACT

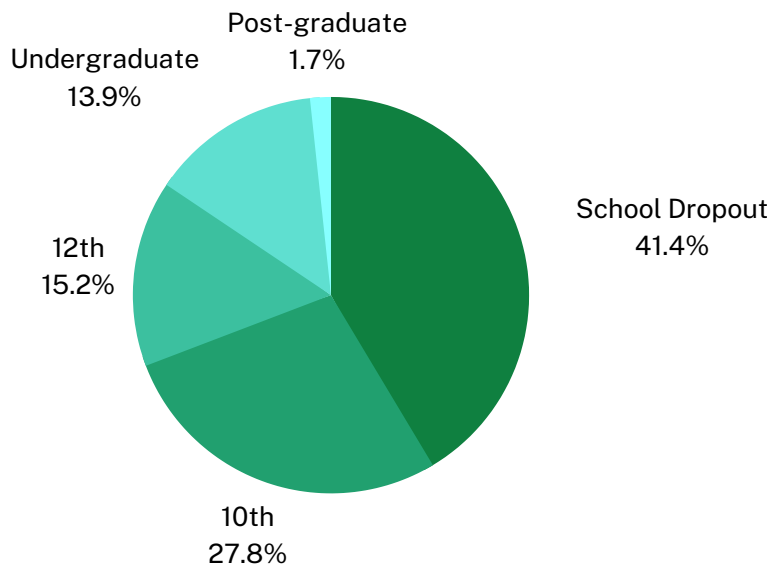
An independent assessment conducted through interviews and focus group discussions on a selected sample of direct and indirect beneficiaries from a sample of locations visited in April 2022 reflected the below-mentioned results.

## ***Need for Training***

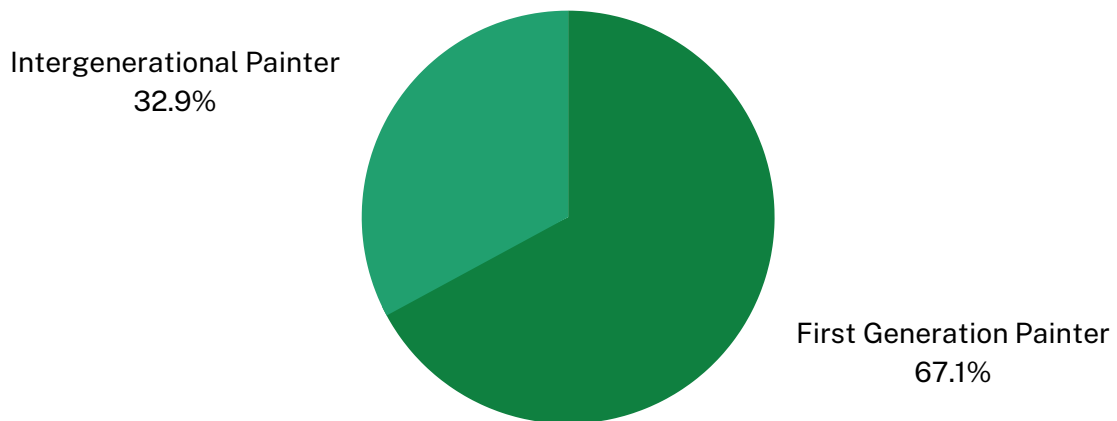
The interviews and focus groups with painters indicated that the majority of the participants were middle-aged men. 41.4 percent of respondents had dropped out of school, while 27.8 percent had only completed the tenth grade. This coupled with the observation that 61.8 percent of those surveyed had more than ten years of painting experience suggests that most respondents' entered the painting business at an early age.



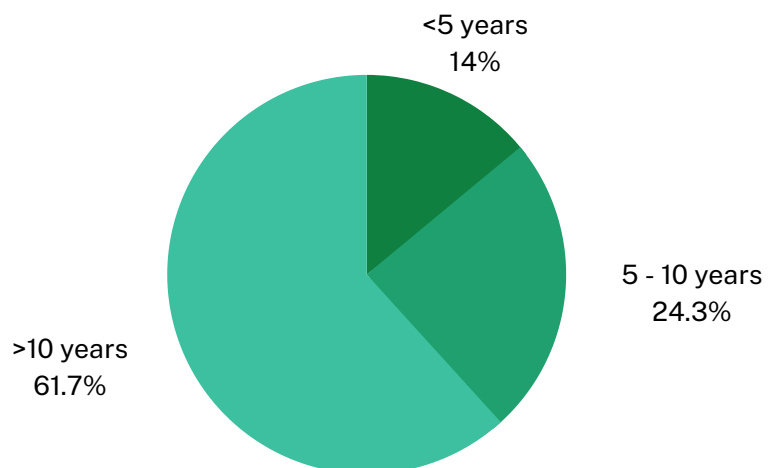
## Educational Qualifications - Painters (%)



## Background of Painters



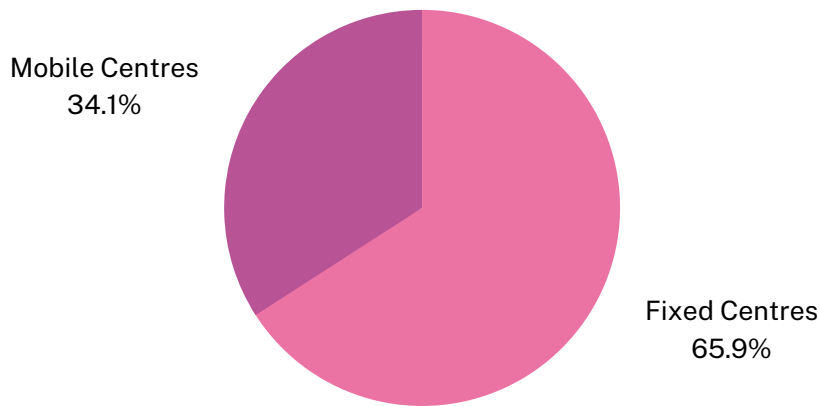
## Experience (Painting / Polishing)



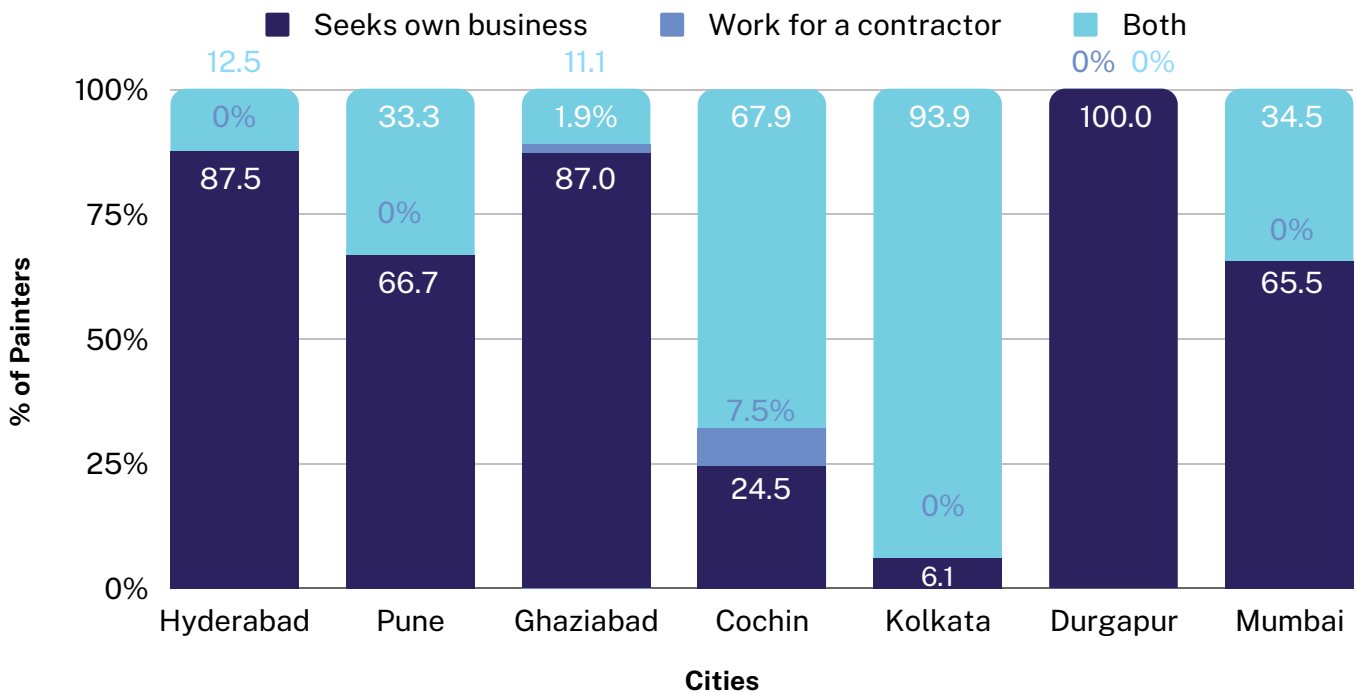
Majority of respondents pursue painting contracts on their own and do not work as sub-painters for contractors. This supports the inclusion of entrepreneurial skills in the iTrain program's curriculum.

67.1 percent of the participants were first generation painters. Most first generation painters have learned painting either through their supervisors, senior contractors or their friends. None of the respondents had previously received professional training (from PCSC or any other organisation). All of the aforementioned points indicate the need for professional training to be received by painters within the sector.

### Training Received by Painters (Type of Centre)



### Training Received by Painters (Type of Centre)



The lack of professional training is a big gap in the painting community, with the majority of painters being first generation learners with limited schooling. Few individuals in Cochin, for example, would use the wrong approach of putting primer to the wall before applying putty. Another gap that the community faces is painters' lack of communication, risk management and business skills, which are required for them to seek clients. Painters continue following traditional tools and do not adopt modern tools easily. As contract discussions, quotes, and client management operations gradually migrate online, painters must digitise their operations as well.

Berger Paints' intervention through the iTrain program is justified by the necessity to standardise technique, increase professionalism in the painting industry, and bring about awareness on industry's best practices.

*"Painters know basics, but they lack detailed knowledge and lack understanding of the application process. While untrained painters and workers are well equipped and have a complete idea of masking and cleanliness. They lack soft skills. In contrast, trained painters know how to check and recommend the right materials."*

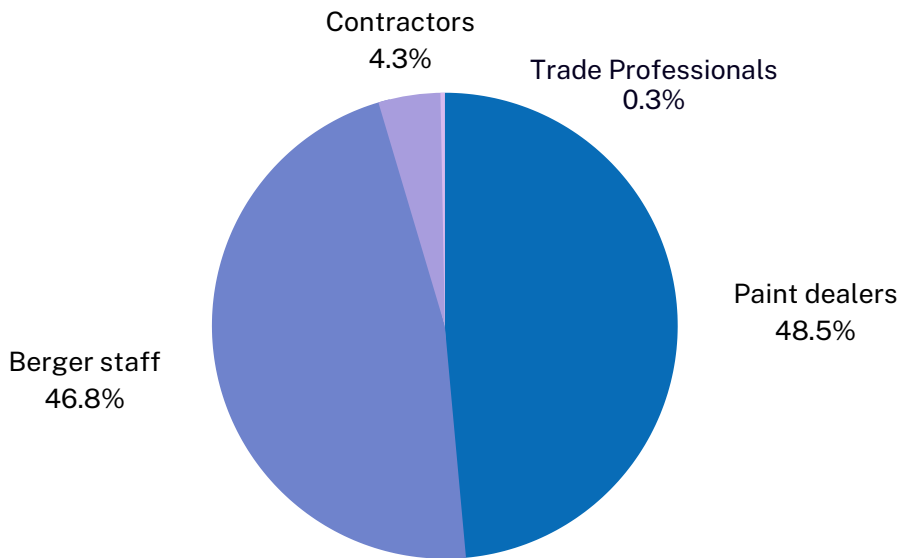
*~ Ahmed Shaikh (Trainer, Mumbai Fixed Centre)*

## **Mobilisation**

The iTrain program's primary activity is to mobilise unskilled and semi-skilled painters and encourage them to enhance their abilities by attending training sessions. Field resources and Berger Paints' dealer network are primarily responsible for this effort.

Paint dealers informed 48.5 percent of survey participants about the iTrain program while 46.8 percent of the participants were informed through Berger Paints' field staff. Berger Paints' staff at Mumbai's fixed centre went an extra mile by identifying 'nakas'/specific areas, paint shops/stores where they assemble contractors and inform them about the iTrain program. Very few sub-painters and contractors were recommended to attend the iTrain program through trade professionals.

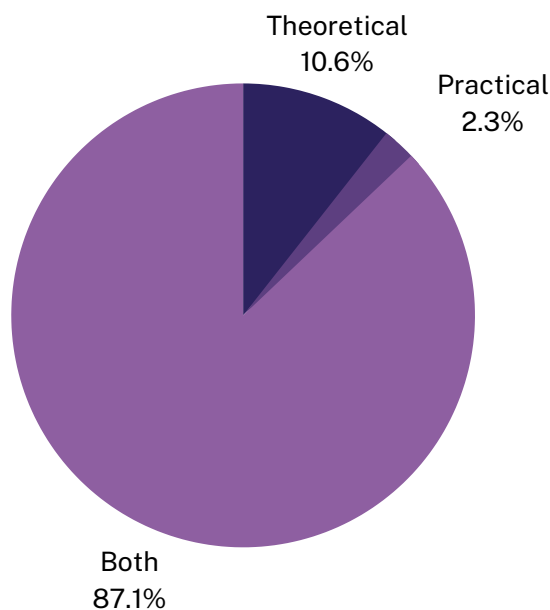
## Initial Point of Contact for iTrain Program (%)



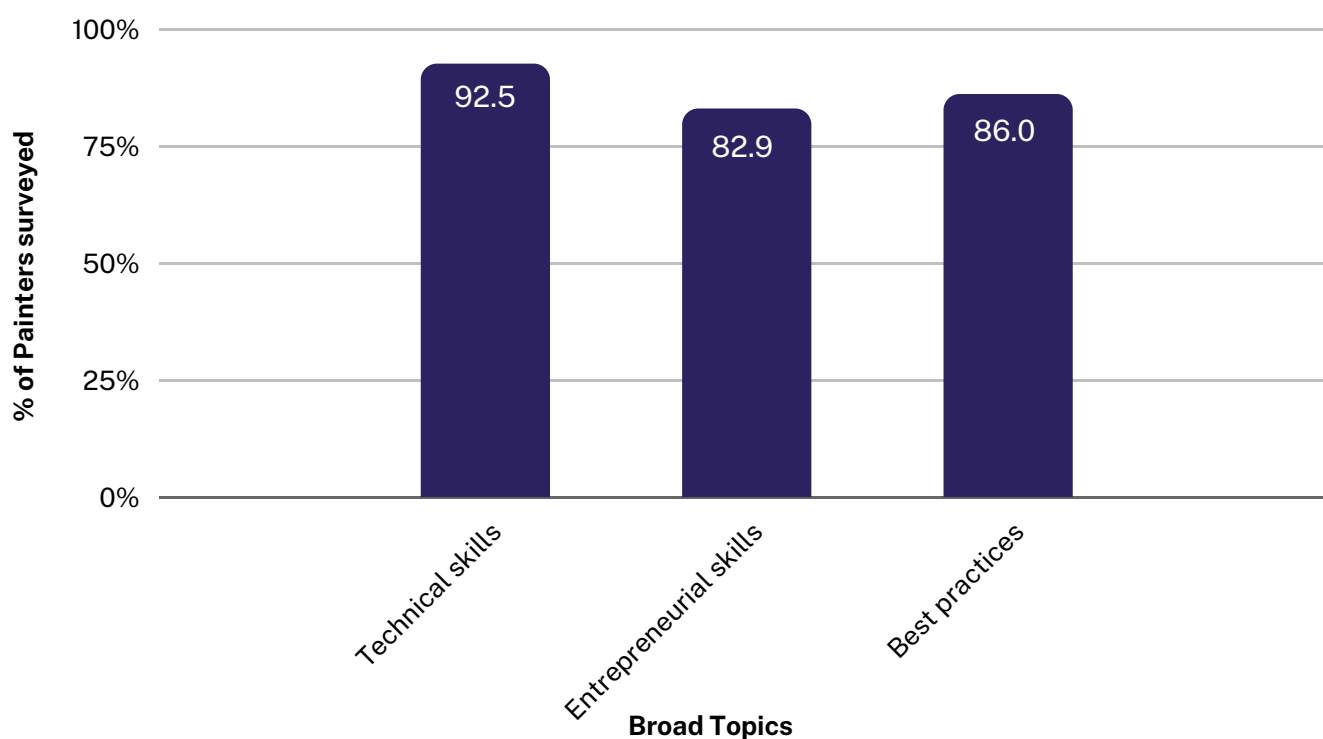
## Trainings

On average, respondents attended two days of training, and the majority of those surveyed attended theoretical as well as practical / demonstration sessions held at fixed or mobile centres. Nonetheless, 86.5 percent of respondents who attended training sessions at mobile centres stated a need for additional practical training sessions. 92.5 percent of painters attended training sessions on technical aspects of painting which includes sessions on paint types and coats, objectives of painting, identifying surface cracks and undulations and how to improve them, over and above sessions on tools and techniques to use while undertaking a painting job.

## Types of Training Attended (%)



## Trainings Attended by Painters



As a direct outcome of attending technical training sessions, 92.8 percent of respondents began utilising mechanised tools that they were introduced to during the training, on a daily basis. Moisture metre was a tool adopted by most painters across all locations surveyed. In addition to moisture metres, in Ghaziabad, respondents agreed to start using sanding machines, wall putty spraying machines, putty mixing machines, wall paint roller machines, etc. Paint thickness measurement instruments, stencil cutting machines, paint scrapers, and painting jet wash machines are among the other mechanised equipment and accessories that painters began using on a regular basis after attending the training sessions.

*"We learnt how to use a sanding machine at the training session. The customers are happy as there is less amount of dust floating in the air. We also learned how to use rollers correctly, so that paint does not sprinkle. Previously we did not have a proper idea about the treatment of walls before painting. We used to randomly use tamarind water for treatment purposes. Now, that has changed. We use more technically proven methods taught as part of the iTrain program. So the clients are also much more satisfied with our advanced approach to work."*

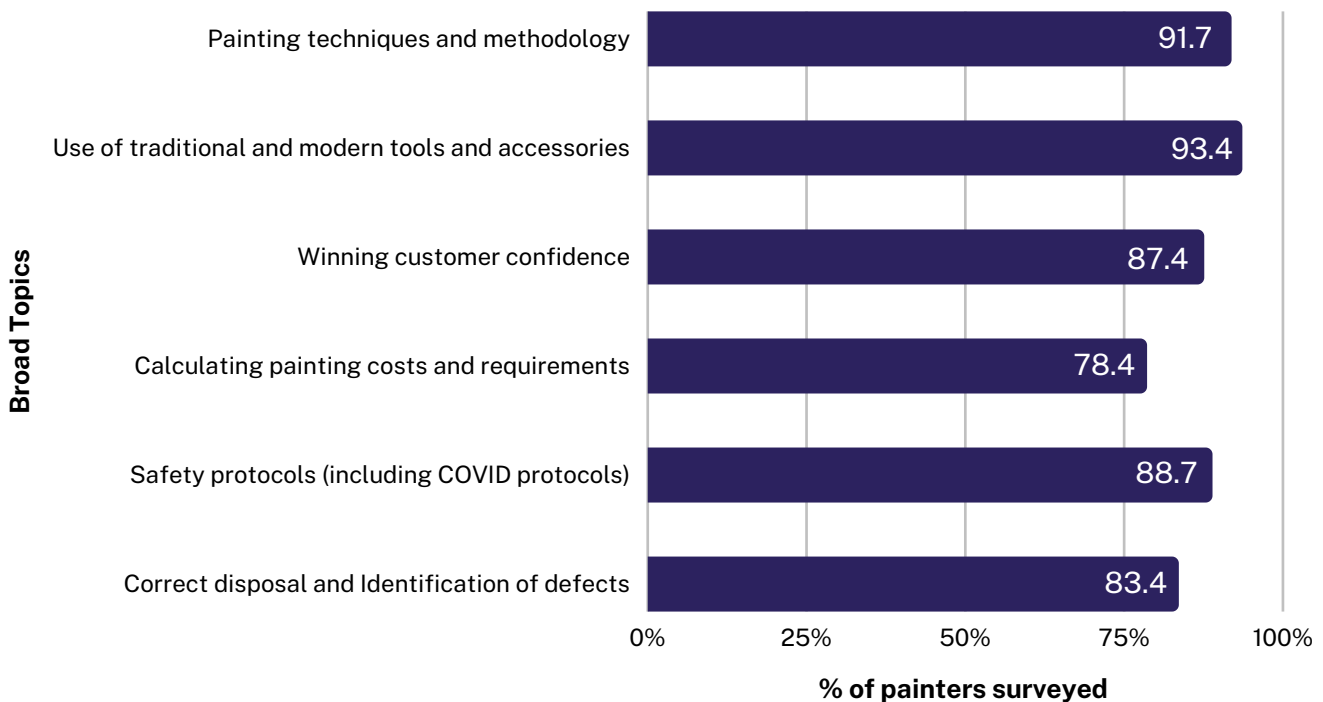
*~ Painter (Durgapur Mobile Centre)*



In addition to the topics covered in the modules, certain topics were also presented in specific centres based on the painters' needs and requirements. Some examples are as follows:

1. Hyderabad centre - stencil design and work, wood polishing, use of design and water proof tools, etc.
2. Pune centre - appropriate masking/covering of furniture and household appliances before painting, different coatings and uses, etc
3. Cochin centre - texture, waterproofing, polishing, illusion designs, floor finish, wood finish, importance of accident insurance, etc.

### Trainings Attended by Painters



More than 80 percent of respondents attended training sessions held on entrepreneurial skills and best practices. 81.4 percent of respondents regularly apply the learnings / skills acquired from the training. Skills recollected by participants that they learnt from the centres are application of textures, improvement in the technique of applying paints, knowledge on the correct proportion of water, knowledge about water proof paints, customer relationship management, knowledge about different techniques to be used for old constructions versus newer constructions, method to mix colours, importance of checking surfaces before painting, etc. 87.4 percent of respondents indicated that they apply safety and cleanliness standards that they learned from the training. 97.3 percent of respondents reported to have received more contracts or have reported to increase their client base as a result of improvement of knowledge received under the iTrain program. 86.4 percent of respondents reported that their efficiency at the workplace has changed due to training sessions attended by them.

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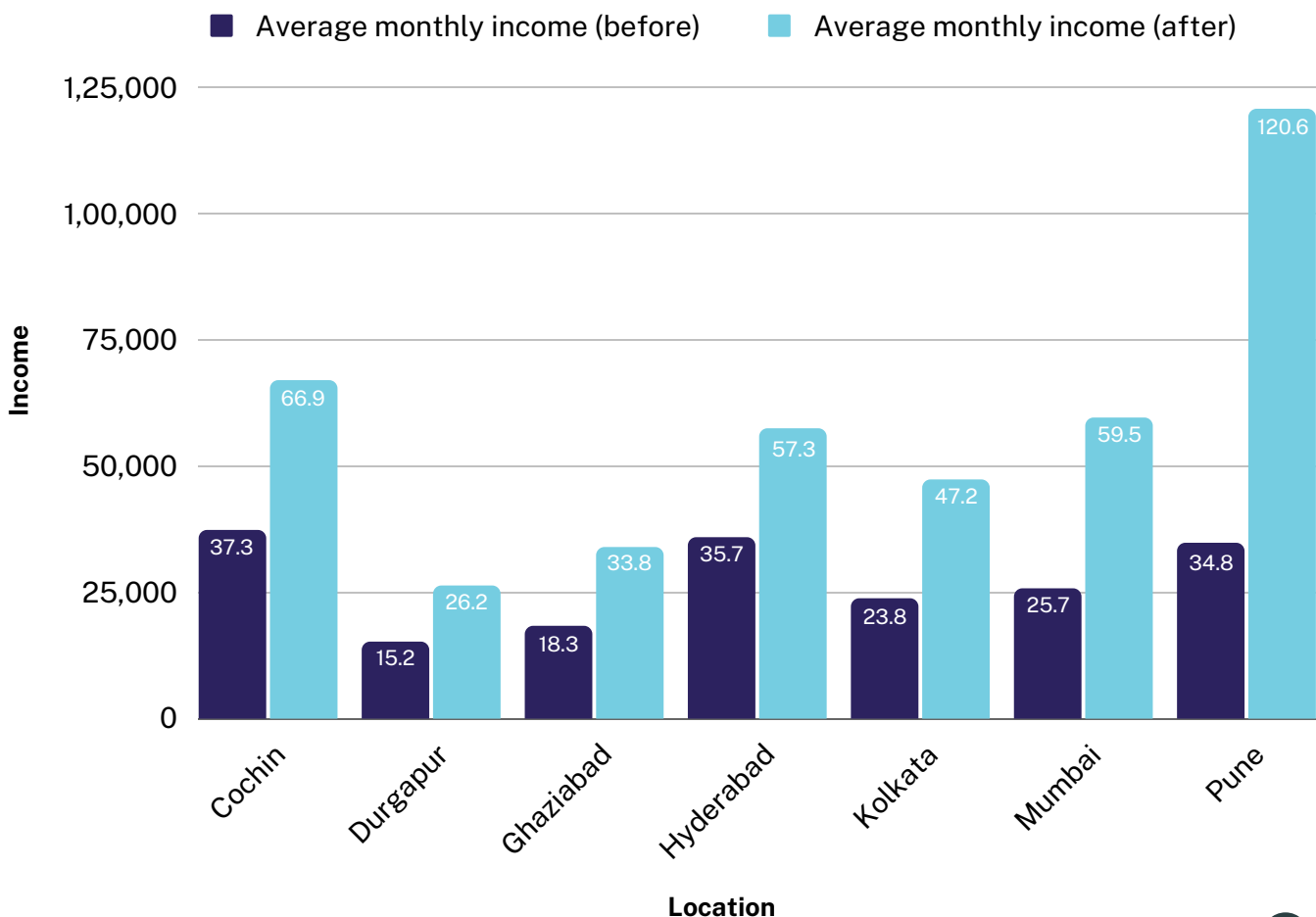
"My business has flourished. Previously, I only used to work on two sites, but now I have work on seven sites, simultaneously. I have gained better knowledge about my work and for those things that I do not know, I can always fall back on the iTrain trainers for assistance just over a phone call".

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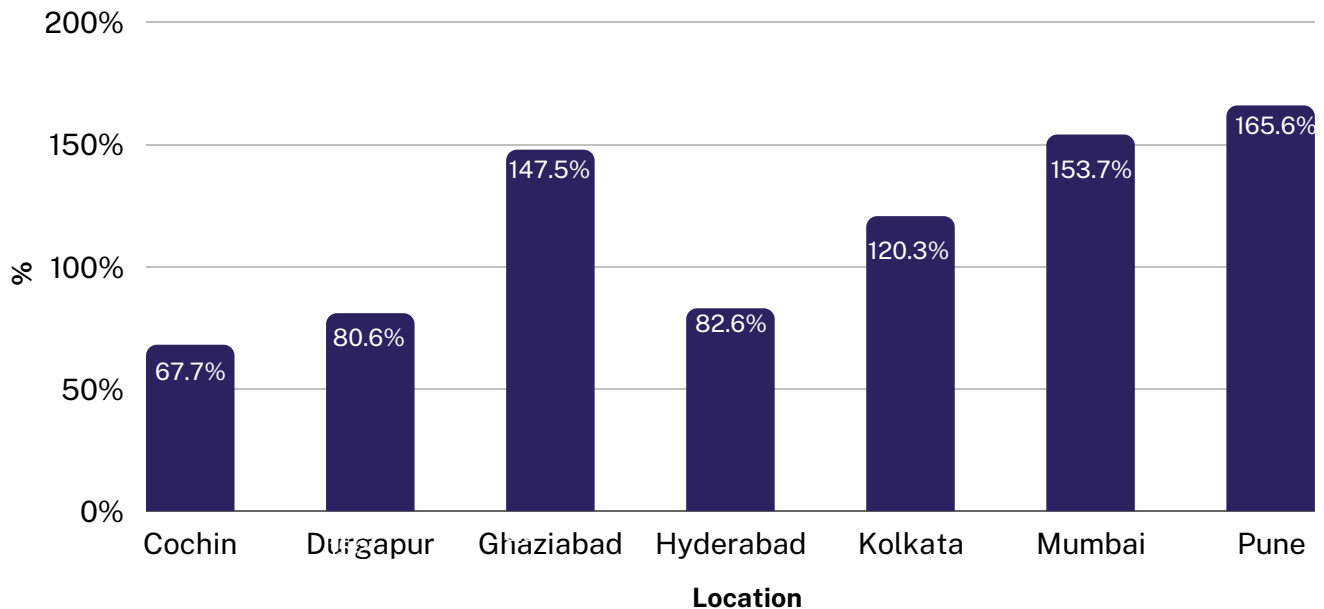
~ Painter (Durgapur Mobile Centre)

Respondents' earnings more than doubled on average after attending training sessions. Participants reported an improvement in their quality of life as a result of their income gain. Better healthcare, higher savings, increased asset purchases were some examples shared by the painters of the ways in which the iTrain program impacted their lives.

### Location-wise change in income before and after attending sessions conducted under the iTrain program



## Location-wise change in income before and after attending sessions conducted under the iTrain program



*"In spite of our experiences, we tend to make mistakes or forget standard solutions to a problem. In such cases this kind of training is very helpful because it reminds us of aspects about our work from time to time. It's not necessary that as an experienced painter I will always be correct. With changing times, technicalities evolve and sometimes our experience might also fail. So to never stop learning is the way to remain in the industry and evolve on the work front. This training has been extremely valuable".*

*~ Painter (Durgapur Mobile Centre)*

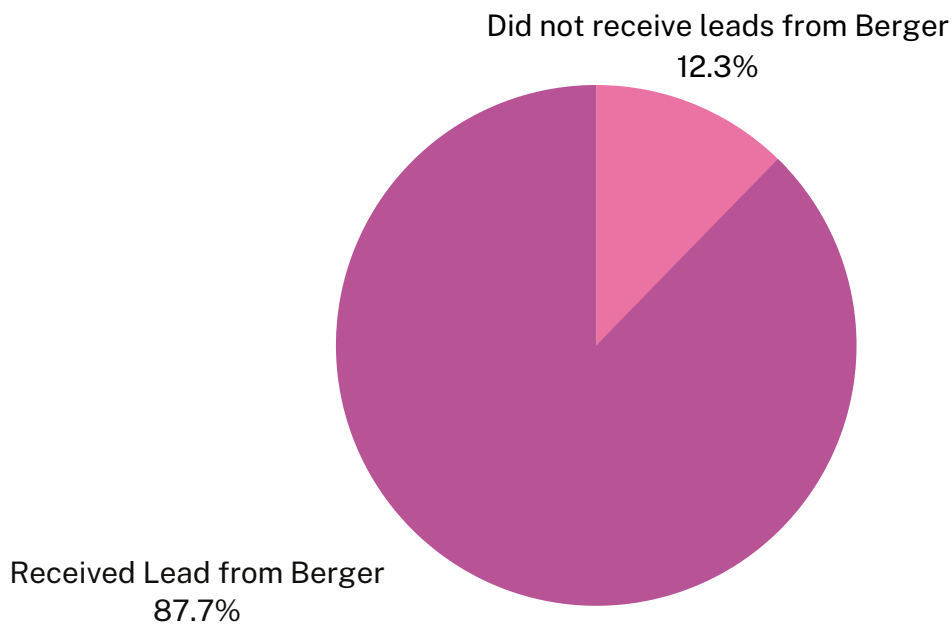
The iTrain training sessions are highly recommended by all attendees. Around 35 percent of the respondents indicated that more than 5 of their peers attended the iTrain training sessions upon receiving their recommendation.

### **Post Training Support**

85 percent of participants have accessed the participation certificate from the 'Suvidha' application. The respondents have indicated that receiving the certificate has added credibility to the know-how of the painters among prospective clients. Berger Paints provided assistance in the form of leads to 87.7 percent of participants.



### Post-Training Support



### Suggestions by Painters

On the basis of the skills needed in the market, respondents have highlighted certain subjects that they would like to see added or discussed in more depth. These include technical skills such as brick design, 3D texture designs, outside wall textures, decorative painting techniques as well as entrepreneurial skills such as knowledge of GST laws and compliances for painting contracts, etc.

# SOCIAL LENS COMMENTARY

Berger Paints' iTrain program seeks to empower the painting community by boosting their earning potential and making painting an aspirational career. The program designed interventions to address this issue by holding training sessions at both fixed and mobile training centres to standardise painting processes and bring professionalism to the sector. The initiative also prioritised post-training assistance for painters by building market connections and giving an accredited participation certificate.

The purpose of this assessment was to assess the efficacy and impact of the iTrain program's interventions from April 2020 to March 2021. The study also probed the behaviours adopted by the painter community with the aim of improving their job efficiency and adding a professional touch to their trade. The study showed that the program was able to achieve its target of sharpening the skills of semi-skilled painters to a large extent. Not only have painters commenced adopting their learnings from the iTrain sessions in each of their painting jobs, but there has also been a drastic enhancement in their income levels and quality of life. The participation of young, unskilled painters in the program was observed to be much less in comparison to experienced, unskilled painters. This could be due to dealers currently being the key source of mobilising painters, who are more likely to have ties with more established contractors rather than sub-painters. Other forms of mobilisation must be strengthened in order to expand the program's reach to encourage youth enter the industry.

One of the most noteworthy impacts of the program has been that all painters who have received training have not only understood parts of the profession through the program, but have since actively adopted these learnings on a daily basis.

## **Way Forward**

Berger Paints aims to motivate women to skill themselves through the iTrain program in order to promote female participation in the painting industry. The program's geographical reach may be expanded by increasing the number of mobile vans. In addition, in collaboration with the Paints and Coatings Skill Council (PCSC), Berger Paints will encourage skilled painters to become certified under the 'recognition of prior learning,' 'decorative painter,' and other accredited courses recognised by the National Skill Development Corporation (NSDC).

# ANNEXURES

## ACKNOWLEDGEMENTS

We would like to express our appreciation for the assistance of Mr Avijit Dutta [CSR Head, Berger Paints] and Mr Vinod Das [Head of Marketing Services & Business Development] in this study. We are also grateful for the insights and direction provided by Mr Arunito Ganguly [Vice President and Company Secretary], Mr Aniruddha Sen, Mr Kaushik Ghosh, and Mr Srijit Dasgupta.

We would like to convey our special thanks to Mr Indrajit Banerjee and the local Berger Paints staff in each of the locations visited for their invaluable support in arranging the on-field data collection. We would also like to extend our gratitude to painters and contractors, trainers at different fixed and mobile centres, and the program team members such as BDOs and Supervisors for their kind cooperation in providing us necessary information to successfully complete this report.

## ABBREVIATIONS

CAGR	Compounded Annual Growth Rate
FGD	Focus Group Discussions
GDP	Gross Domestic Product
IPA	Indian Paint Association
NSDC	National Skill Development Corporation
PCSC	Paints and Coatings Skills Council
SDG	Sustainable Development Goals

## Location wise details of trainings conducted in the year 2020-21

Location	Number of Centres	Location and Centre Type	Number of days training conducted in 2020-21	Number of Participants
Andhra Pradesh	2	Vijayawada (F), Visakhapatnam (M)	207	3,876
Assam	2	Guwahati (F), Guwahati (M)	206	2,122
Bihar	2	Muzaffarpur (M), Patna (F)	179	4,005
Delhi	1	Delhi (F)	137	1,279
Gujurat	3	Ahmedabad (F), Rajkot (M), Surat (F)	551	8,909
Haryana	2	Faridabad (F), Gurgaon (F)	201	9,509
Jharkand	2	Jamshedpur (F), Ranchi (M)	205	3,164
Karnataka	2	Bangalore (F), Hubli (M)	383	6,930
Kerala	7	Calicut (F), Cochin (F), Kannur (M), Kollam (M), Kottayam (F), Thirussur (F), Trivandrum (F)	1,349	15,295
Maharashtra	3	Mumbai (F), Pune (F), Pune (M)	461	8,052
Madhya Pradesh	1	Indore (F)	81	810
Odisha	2	Bhubaneswar (F), Cuttack (M)	204	3,012
Punjab	2	Jalandhar (F), Jalandhar (M)	129	2,490
Rajasthan	1	Jaipur (F)	201	8,903
Tamil Nadu	2	Chennai (F), Tirunelveli (F)	315	2,905
Telangana	1	Hyderabad (F)	209	1,876
Uttar Pradesh	4	Ghaziabad (F), Ghaziabad (M), Lucknow (F), Lucknow (M)	690	16,169
Uttarakhand	1	Dehradun (F)	247	2,492
West Bengal	3	Kolkata (F), Kolkata (M), Durgapur (M)	446	10,052
19 States	43 Centres	15 Mobile centres, 28 Fixed centres	6,401 days of training	1,11,850 participants

# SAMPLE ASSESSMENT TOOLS

Surveys, interviews and focus group discussions were conducted to collect data from different stakeholders. A snapshot of the assessment tools is presented below.

## ***For painters:***

- Are you a first generation painter and/or polisher? Is painting/polishing as a profession practised since many generations in your family?
- Do you regularly apply the learnings / skills acquired from the training? If yes, please mention what you do differently
- Has there been any change in the number of clients / contracts / connections you undertake in a year as a result of what you learnt from the training under the iTrain program?
- In what ways has the training benefited you?
- Will you recommend this training to your peers? Why/ why not?

## ***For trainers:***

- Can you describe a typical day at a fixed and/or mobile centre?
- In your opinion, what were the gaps the painter and/or polisher community faced in the absence of training such as those provided under the iTrain?
- Based on what you observe in your interactions with semi-skilled painters and/or polishers, do you feel the need for some topics to be covered in more detail during the training? If yes, what are they?
- In case of practical training, are there adequate numbers and types of equipment required for training at the centres?
- What is unique about the iTrain program? What sets this apart?

## ***For program team members:***

- How do you identify painters that need to receive training for the program?
- Does Berger Paints encourage trainers and painters to use any mobile app? If yes, what are the purposes / needs / functions of these mobile apps?
- What is the goal of the program? Is the program able to achieve its goal on a yearly basis? To what extent could the program achieve its goal in the financial year 2020-2021?
- What is the rationale behind choosing the kind of training offered?
- Can you tell us how Berger Paints collaborates with the Paints and Coating Skills Council (PCSC) and National Council for Vocational Training?



## **LIMITATIONS OF THE STUDY**

1. Construct validity bias - Construct bias arises when the construct being assessed or the behaviours that characterise the construct are not the same in different cultures.
2. Subjective bias - Participants (subjects) in an experiment have a tendency to act in ways that they believe the experimenter or researcher wants them to perform, whether consciously or unconsciously.
3. Cluster sampling bias - Cluster sampling bias (CSB) is a sort of sampling bias that occurs only when cluster sampling is used. When some clusters in a given region are more likely to be sampled than others, this bias occurs.

## **ETHICAL CONSIDERATIONS**

- Verbal consent was obtained from all survey participants for on-field and online data collection respectively. The participants could withdraw at any point in the study.
- The beneficiaries were identified and contacted through the implementing partners. The implementing partners were present during the data collection as deemed necessary by them.
- Confidentiality of data is maintained by the researchers.
- Unlawful means/ plagiarism are not reported to present data.

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