

Kushal: Empowering Construction Workers

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1. The Issue

The Construction sector is one of the largest seasonal employment providers in India next only to agriculture and is also highly unorganized. Most of the workers are short duration out-migrants, resulting in huge shortage of skilled labour in the Industry. This shortage of talent in the construction sector has been a lingering and a long term problem, leading to an increase in project costs and risks. The education and training capacity offered through various schemes were inadequate to meet the demand of the large percentage of unskilled workers in the Indian labour market. Moreover, absence of a formal training system resulted in workers taking a long time to acquire skills, which in turn, kept their wages at a menial low. This had an adverse effect on the industry, by way of sub-standard quality, material wastage, cost increase, inability to meet time deadlines and unhappy customers.

To add to this, the perennial shortage of construction labour left the developers and contractors with little choice about demanding skilled work-force as the workers did not feel obliged to get themselves trained. Hence, the issue was, how to inculcate a need for skill development and skill enhancement, when, the labour themselves do not see any immediate tangible benefits of getting trained and certified as he gets employed anyways.

The other reason is - there is huge demand for skilled labour since demand and supply for the same is skewed owing to skill gap. This being one of the factors, construction workforce does not see any advantage in getting themselves trained and certified.

Moreover, the construction workers hailed from a very poor socio-economic background, for whom, the loss of a day's earning has a serious impact on their livelihoods. Therefore, it was almost impossible for them to get formal pre-job training and that too, by paying for it themselves. Hence, they preferred on-job-on-site training to formal classroom training.

To make matters complicated, the Planning Commission of India has projected that the construction sector will require another 47 million people in the workforce over the next decade (figures from FICCI 2010:13). But, despite such significance to the Indian economy, there is no specific policy for skill building in this sector. Infact, the current pool of the construction

workforce in India comprises mainly (83%) unskilled workers, please refer to the table below:

Table 1: Current Pool Of The Construction Workforce In India

Category	%	Nos.
Unskilled workers	83%	25.6 million
Skilled workers	10%	3.3 million
Engineers	3%	0.8 million
Technicians and foremen	2%	0.6 million
Clerical	2%	0.7 million

Most of these unskilled workers are seasonal, migrant workers from poorer agricultural states and they lack education and formal training. Usually, they pick up skills on the job, informally from peers or supervisors, resulting in inefficient performance on the job. Among the 10 per cent skilled construction workers, emigration to overseas, like Gulf countries in most cases - for higher wages, is common.

Emigration worsens the shortage of skilled workers and creates an upward pressure on domestic wages leading to a situation where Indian firms have to import workers to meet their requirements. In 2008, DLF, one of India's leading real estate developers, reportedly, brought in skilled carpenters, steel fixers and electricians from China, Indonesia and Philippines as they were cheaper and more productive than their Indian counterparts. Reliance Industries, a major Indian business conglomerate, reportedly brought in 4,000 Chinese construction workers for the construction of India's largest oil refinery at Jamnagar district in the state of Gujarat.

Large firms in the construction business have been vocal about the negative impact of the lack of skilled carpenters and masons on the quality and delivery of their projects. Moreover, the need for skilled construction workers became more pressing for India with the increasing use of technology and mechanization, which is expected to reduce the requirement of unskilled workers on individual construction sites. For instance, the time in laying two consecutive slabs has been reduced from 18-20 days to 7-8 days due to the use of pre-fabricated parts and modular structures. Therefore, in order to remain employable, the current construction workers will also have to upgrade their skills.

Realising the severity of the shortage of skilled construction workers, the government of India is giving impetus to Vocational Trades by launching ‘Skill India’. However, the nature of skill development intervention and strategies of the skill development agencies makes it an uphill task to reach out to the quantum of minimally educated workforce in the sector, who needs to be continually upgraded, upskilled at the national level. Besides the quantitative limitation of the existing training structure, the lack of Construction Skills infrastructure in India, makes it a herculean, but not impossible task to reach out and skill every construction worker; starting with the two major Indian states of Uttar Pradesh (U.P) and Maharashtra, that drive maximum construction activity and employment.

2. The Solution

To combat such acute crisis, developers from Pune, associated came together with the Confederation of Real Estate Developers Association of India (CREDAI), Pune Metro, and decided to make an impact to the prevailing situation. Thus, KUSHAL was formed as a partnership project, between CREDAI, Pune Metro and National Skill Development Corporation (NSDC), aiming to improve the skill sets of the construction workforce in India and upgrade their skills in 6 trades, namely: Shuttering, Bar-bending, Plumbing, Tiling, Masonry and Painting.

The vision of KUSHAL is to train, upskill and empower every construction worker in India in order to achieve best quality construction, speed and minimise material wastage by enhancing their wages, uplifting their quality of life as well as their aspirations; while its Mission is to effectively train and enhance skills of 1,00,000 construction workers in 10 years by imparting technical knowledge, soft skills and safety awareness.

KUSHAL believes in the concept of “Earn while you Learn”, therefore assuring no pay loss for the daily worker. This ensures maximum response from the labourers to attend the training. Apart from training the trainees, orientation programme followed by a well-designed training program for the trainers (Train the Trainers) are also undertaken.

2.1. Modus Operandi

The modus operandi of KUSHAL is as follows:

- a) Scale of Operation: KUSHAL’s Training has taken/ is taking place in 170 centres of 71 developers and have hired about 68 expert trainers for training and are on the path of achieving the targeted numbers of 20,160 workers.

- b) **Train the Trainers:** Trainers are experienced foremen doing hands-on work for more than 10-15 years. A month of induction period is spent to instill the pedagogy of KUSHAL into them, most of it being on-site teaching by a mentor trainer. After their installation, once a week refresher courses and guest lectures are held for them to upgrade themselves and pass on the knowledge to their trainees.
- c) **Course content:** It is meticulously developed in-house, based on National Occupational Standards defined by Construction Skill Development Council of India, Trade wise syllabi and trainer, trainee handbooks. The quality of the specially prepared state-of-the-art video trade films cannot be found across the industry in India. References from various books, industry professionals and national level organizations like Durocrete Construction Quality Rating Agency Pvt. Ltd. (CQRA) and Builders' Association of India, Pune (BAI) are taken.
- d) **Delivery onsite:** KUSHAL's aim is to impart training without disturbing onsite work. Our (KUSHAL's) model consists of 80% on-site; 20% classroom based training, and is thus, practical oriented. This is the Unique Selling Proposition (USP) of KUSHAL; training the workers in an EARN-WHILE-YOU-LEARN scheme. Although, it is a challenge to implement, this on-the-job-on-the-site model is the reason of KUSHAL's success. Moreover, the trainers, having tremendous experience of working on site themselves, are able to best deliver the training intended for the workers.

Thus, the training is conducted as follows:

- **On-site Training:** Trainers guide the trainees on the site. For a period of one and a half to two months, the trainers are with their batch of about 25 trainees throughout the day at different locations on site. Skills related to technical expertise, safety and productivity are imparted. A separate soft skills trainer is hired to impart soft skills to workers being sine-qua-non to the workers lives!
- **Classroom Training (Half an hour session during the trainees' lunch break):** Technical films, presentations and simple mathematics are covered in the classroom sessions. Imparting knowledge about tools and methods is the quintessential portion covered in classroom. Classroom sessions are conducted according to a proper schedule.
- **Labour Motivation Programs:** CREDAI committee members and developers are invited to interact with the labourers during launch and certification events on sites. Maharashtra and Kerala Labour Minister, Chairman NSDC, Chief Executive Officer (CEO) of NSDC, CREDAI-National chair holders, Construction Industry Development Council (CIDC), National Academy of Construction (NAC), Indian Administrative

Service (IAS) officials and many other important dignitaries have visited KUSHAL in the recent past.

- e) Other services: KUSHAL Encourages its Trainees (Construction Workforce) to open Bank Accounts and has facilitated the same by opening 7,597 Bank Accounts as on September 30, 2015. It promotes the habit of 'Saving' in them, and brings them in the purview of the Banking System, by tying with the Central Bank of India, waived its KYC norms to support KUSHAL's initiative.

KUSHAL also endeavours to instill and teach soft skills which covers myriad topics like Safety, Health and Hygiene as, in more ways than one, they directly or indirectly affect the workers quality of life and performance at work.

- f) Evaluation Process and Certification: A two step evaluation process is followed:

- **Trainer's interim evaluation:** Trainer is present onsite full time and is the best judge for evaluating trainees' performance.
- **Third party evaluation by BAI:** Evaluation is done by an external agency for ensuring total transparency and quality. The Certification is done by CREDAI and attested by BAI (Builders Association of India), a technically competent national level organization.

- g) Audits: In order to ensure a robust and good work practices, the following steps were undertaken:

- **Process Audit (Grant Thornton):** The process audit of KUSHAL is done by the Grant Thornton on a continuous basis for better process-orientation and work effectiveness. The audits make the initiative process driven and not a person driven organisation.

KUSHAL is also the recipient of NSDC's "Best Compliant Training Partner" Award for meeting all the requirements of standards of Training.

- **Social Audit of Methodology and Scope of Work by social anthropologist (Neeti Solutions):** The aim of the Social Audit is to carry out the social impact assessment of KUSHAL. The audit sets out to assess ethnographic/ anthropological impact of the Project and has covered Stakeholders like Labourers, Trainers, Contractors, Developers with very positive results.
- **Construction Workers are Trained/ Upskilled in 6 Trades viz., Bar-bending, Shuttering, Masonry, Plumbing, Tiling and Painting.** Once trained, they are certified by independent agency viz., BAI.

- Last but not the least, KUSHAL's robust Institutional structure entails that the training is imparted successfully, as is evident from the diagrammatic representations below:

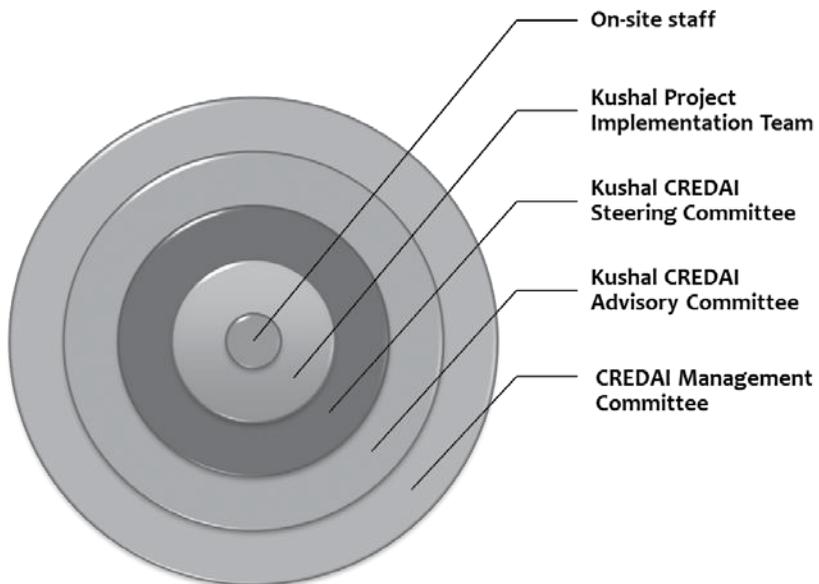
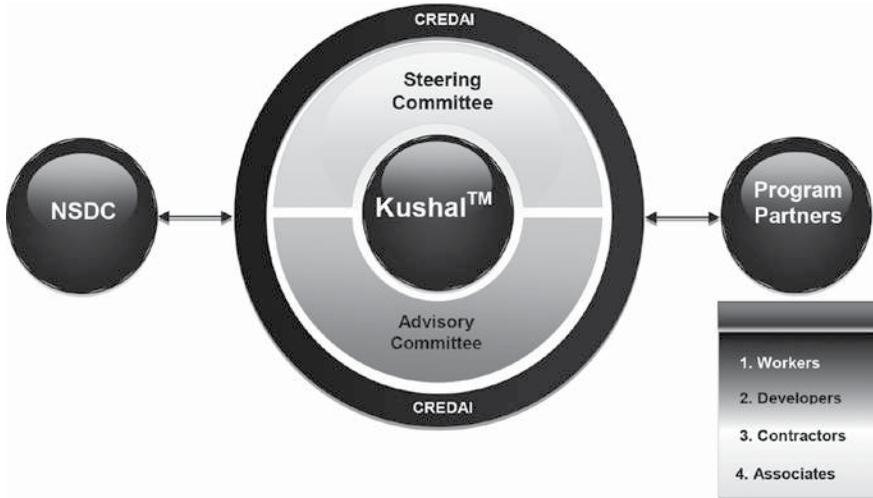


Figure 1: KUSHAL Institutional Structure

2.2. Innovative Use of Information And Communication Technology

KUSHAL uses information and communication technology (ICT) to aid its work, as is evident from the following:

- a) (KUSHAL's) database is fully digitized to the extent that every worker is assigned a 18 digit unique number (as in Figure 1);
 - first 2 digits denote state to which he belongs,
 - next 2 digits denote the district from where he hails.
 - The next 2 digits each are for year and month of his registration, Trade and Centre each make up for the 2 digit code followed by 6 digit unique Trainee number.

18 Digits Unique ID Code for Kushal Trainees								
Trainee Name	Unique ID	State	District	Year	Month	Trade	Center	Trainee number
Krishnened Shriram Paawan	212503040343014752	21	25	03	04	03	43	011752
		Maharashtra	Pune	2013-14	Apr	Masonry	Nyati Wind Chimes	Serial Number

Figure 2: 18 Digit Unique Id Code For Kushal Trainees

- b) KUSHAL also shows trade films and training using PROTAB (Tablet with Projector). Trade Films viewed by Trainees act as a good audio-visual tool, aiding in quicker grasping of the subject, as compared to training imparted verbally alone; hence, the latter is more effective and state-of-art. These films are one of its kind in the country and capable of being understood easily by the construction workforce.
- c) KUSHAL utilizes a state-of-the-art Mobile Van equipped with a big screen etc., to address large audience which goes from site-to-site. The Van is equipped with a flat screen television, DVD Player, Public Addressing System (PAS) which doubles up as an audio output for addressing large crowds, projector, pull down mega-screen (mounted on the side of the Van). This feature helps address large crowds of 500, and with the aid of PAS, trade films, films on health, hygiene and safety can be shown. Trade videos are in Hindi and English and are prepared in a manner that are quickly understood, keeping in mind, the literacy and the intellect level of the audience. The flat-screen TV inside the Van also serves the purpose of conducting refresher courses for the Trainers on the go.
- d) As far as the MIS Database is concerned, it is a Relational Database Management System based Information System that supports trainee registration, evaluation, certificate preparation and distribution and manages data process tracking. Software covers the entire gamut of Tracking activity like:

- Phone call Tracking: Entails calling each Trainee (Construction Worker) individually and seeking his progress. Around 10,000 Trainees have been called and about 80% of the called Trainees have reported Wage Rise;
 - Video-tracking: On-site assessment of post-training, to gauge effectiveness is recorded by video shooting the interaction;
 - Post-card Tracking: Self-addressed post cards are sent to Trainees for assessing wage rise and require mentioning their mobile number on them. Once received back by post, KUSHAL tops-up their Mobile connection by Rs. 50/- by way of talk-time as an incentive for diligently participating in tracking efforts.
- e) Database/ MIS: A properly designed Decision Support System (DSS), an interactive software-based system, intended to help and analyze business data is used so that the management can make business decisions effectively.
- Reports and information: The robust MIS system can give reports like Trainee Registration Report, Site Registration Status Report, Trainee's Personal Data Report, print Certificates and Reports, Trainee Evaluation Report, Certificate Signature, Acknowledgement Data, Audit Reports, etc., to name a few. MIS also helps in getting information through its search programme, based on various search parameters like Trainee Name, Certificate Number, Unique ID Number, Site Name, Trades etc., at the click of a mouse.
 - Photos and videos: Photographing and Video graphing trainees and their progress entails synergy between Supervisors/Trainers and the Database Team. The supervisors are made custodians of KUSHAL and provided Still and Video Cameras through which at the start of Training, at a particular site, all the Trainees at the time of Registration, are photographed and then the camera is brought to office and given to the Database Team, who then, keys-in the information pertaining to the Trainees and Training etc. and downloads the photos from camera. Thus, all the names entered in MIS have a face by way of photographs, which in turn are used for sharing data with NSDC and likes. This also enables in giving out Certificates to successful Trainees bearing their photographs and photo IDs.

Utilization of the above mentioned means of technology was lauded by the Government of India by way of conferring the 'Silver Award' at the 18th National Conference on e-Governance at Gandhinagar on January 30, 2015, which is a 'National Award for e-Governance, 2014-2015' for "Use of Information and Communication Technology for Development by Non-government Institution," The jury (ies) of the Award were the Department of Administrative Reforms and Public Grievances.

2.3. Impact of the Initiative

a) Statistically and objectively, the achievements of the initiative are as follows:

Table 2: Achievements (Statistics as on September 30, 2015)

Workers Registered:	35606
Workers Trained:	23862
Workers Certified:	22433
Total sites covered:	180
Total contractors covered:	2500+
Total developers covered:	71
Total Bank accounts opened:	7597
Total Aadhaar Cards enrollment done:	230

b) **At the ground-level, the tangible benefits are apparent:**

- Saving project costs by reducing the time taken in completing the project;
- Reducing wastage at the Construction Site thereby reducing material cost considerably;
- Enhancing the quality of output given by the construction workers, thereby positively affecting better outcome; resulting in less or no re-work.

c) **Impact on Beneficiaries/ Stakeholders: They are as follows:**

- Construction Workers: Labourers are the main intended beneficiaries of the programme called KUSHAL; wherein lies a tremendous opportunity for them to learn technical skills and upgrade their knowledge in a short span of time.

There are more than 15 who have gone ahead to become independent contractors after taking KUSHAL training; 2 workers who were motor mechanics, got motivated to take KUSHAL training at Marvel Isola site, became tiling masons and earning a much better wage than before; 2 workers who have shown interest in learning all 6 trades; one of them got placed in a Dubai based construction company; whereas the other, Mr. Dnyaneshwar Murud, has been selected as KUSHAL's Trainer.

Below are few testimonials from KUSHAL Trainees:

- ★ Shankar Shinde hailing from small village Antawadi in Satara District of Maharashtra State went to Mumbai in search of employment and got a job as Painter. Having worked there for 4 years, he came to Pune as a Painting Supervisor. In coming in contact with KUSHAL, the trainers trained him in the Painting Trade and he became a certified Painter, which gave him the confidence of dreaming big. Started with a small painting contract of Rs. 6,000/-, and moving onto Rs. 12,000/-, he gradually got Building contracts of worth Rs.12 lakhs, owing to his good workmanship and quality. Mr. Shinde has now become a contractor, employing 20 workers under him. Presently his income is more than Rs. 50,000/- per month.
- ★ In another instance of KUSHAL touched the life of construction labourer, Nawab Ali Khan from Lucknow, who is currently working as Painting Contractor in Celestial City, Pune owing to the training imparted by KUSHAL. Mr. Khan states that he has made his team also undergo training which has resulted in speedy, good quality work, and low wastage.
- ★ Maruti Vitthal Murarji from Nanded, Maharashtra is another such person who has become an expert in tiling, having left his earlier vocation of a garage mechanic. He realised that a training by KUSHAL would give him a good career path in the future. Infact, currently he is getting better wages post KUSHAL's training, compared to his earlier vocation.
- ★ Hanmant Handerao, yet another construction labourer in tiling trade from Karnataka would approach KUSHAL for minor details and would get all the answer to his questions, that has enabled him learn nuances in his trade of tiling.
- **Contractors:** Once the contractor got his labour force trained; there was increased productivity and the quality of work increased manifolds that helped him in delivering better quality and quantity to the developer. The Contractors, who were initially reluctant, later, actively participated by getting their workforce enrolled. KUSHAL has also been awarding Contractors, who are pro-actively getting workers trained under its Training Programmes.

As a consequence, the “KUSHAL Contractor” can now demand a better rate as compared to other contractors. All KUSHAL contractors receive a ‘Letter of Appreciation’ from CREDAI, Pune Metro for their support.

Contractors vouch and opine by KUSHAL's Standard of Training so much that they are of the view that their labourers have practical knowledge aplenty. In fact, undergoing KUSHAL Training not only makes them technically more competent, but also benefits the Contractors by: better workmanship, speedy work, reduced wastage and safe working practices of the KUSHAL-trained employees in their Team.

- **Developers:** The Developer fraternity is also feeling the difference, as noted from the figures mentioned below:

Table 3

Total sites covered:	180
Total developers covered:	71

This highlights that KUSHAL's Training is being seen by Developers as some kind of initiative which is unique, exceptional, inevitable, pre-requisite and vital for the betterment of the Construction Industry as a whole. This also implies that at a micro and individual level, the Developer is able to deliver reliable, durable and enduring Housing Projects to the end-customers.

2.4. Factors That Contributed To The Success Of The Programme

Manifold factors have contributed to the success of the Programme, however, only few salient ones are enumerated, especially the ones lending human touch and face to its work of upskilling and training, as described below :

- Developers Support:** More than 10 developers have donated a total INR 37 Lakh over and above their regular onsite contribution. This fact itself is a testimony to the satisfaction level of the developers. Besides getting better quality work, they see a direct benefit in saving of 20-25% construction material wastage because of KUSHAL training. The developers are already contributing more than 60% of total training expense in terms of material, space, manpower on site etc.; an independent assessment by an appointed valuation company.
- The Trainee- Benefit support:** The core factor - Wage Rise is the most measurable outcome of the programme for the trainees. KUSHAL tracks the pre and post training wages of the labourers. Workers have reported wage rise from 5% to up to 40%! For example, even if a skilled worker earns about Rs. 500/day; an increase of even 25% makes it Rs 625/day. This is indeed a great transformation, as, under normal circumstances, without KUSHAL's training, it would take him an average of 30 months to get such a wage rise, which, he/she is able to achieve in less than 6 months. Thus on an average a KUSHAL trained worker makes a LAKH rupees extra in a couple of years, a huge amount
- Financial Inclusion:** KUSHAL is carrying out Corporate Social Responsibility, striving at achieving a balance of economic, social and environmental imperatives. Usually, a daily wage earner has a propensity to spend his hard earned money on alcohol or other unsocial and unhealthy habits. Moreover, due to inaccessibility to Banks and owing to lack of essential documents, they do not have a Bank Account. However,

KUSHAL has helped and encouraged the workers to open a Bank Account with a nationalized bank viz., Central Bank of India. With this tie-up with the Bank, the workers are also waived the KYC norms, keeping in mind the nature and purpose of the project. So far, 7,597 Bank Accounts have been opened (as of September 30, 2015). This initiative has helped in inculcating a habit of forced saving; whereas banking, has created awareness about having funds saved for a medical emergency and/or for their childrens' education.

- d) **Soft Skills Training:** KUSHAL was not intending to just impart Technical Training to Construction Workers and leave things at that, it also wanted to earnestly bring about a holistic all-round development of the workforce in the Construction Sector. Soft Skills Training was a step in the direction. The content of soft skills covers important life skills like health, hygiene, saving money, manners etc. The content is such that even an illiterate trainee should be able to understand. An independent trainer is dedicated to teach the trainees life skills and safety issues.
- e) **KUSHALta Diwas : Day of Reward, Recognition and Appreciation:** KUSHAL celebrates KUSHALta Diwas, where, outstanding and exemplary performances by workers, trainers and contractors are rewarded in front of their peers in an Annual Ceremony. This encourages performers to set higher benchmarks and fuels their aspirations. This function also honours Contractors-turned-Builders. As the function is attended exclusively by Construction labourers and Contractors at Yashada, it creates lots of positive vibes amongst Construction Worker fraternity!
- **KCPL: Capacity Building Initiative:** KUSHAL Cricket Premier League (KCPL) is an annual feature, a tournament that brings together people from across the spectrum in the Construction Industry including construction workers . Sports are a great leveler and through this game, they get an opportunity to play side by side with Developers and Contractors as well.

2.5. Honours, Accolades, Achievements And Awards

KUSHAL has won several accolades for its endeavour, some of them are as follows:

- UK-India Skill Forum Award - 2011 (Best Skill Provider – Government Funded).
- CIDC Vishwakarma Award - 2012 Achievement Award for Construction Skills Development.
- Construction Week India Award - 2012 (Excellence in CSR Award).
- NSDC's Business Innovation Award - 2013.

- eIndia Public Choice Award - 2013 (Certificate of Excellence).
- Tata Institute of Social Science (TISS) Gold Award for ON-JOB Training Program 2013.
- Best Compliant NSDC Partner Award - 2014
- Certificate of Recognition Award – 2014, Financial Inclusion and Payment Systems (FIPS)
- Tata Institute of Social Sciences – Leapvault CLO Award October, 2014: Award in “Apprenticeship - Skill Development Efforts - Honourable Mention”
- ASSOCHAM India Award 2014-15 for Best Vocational Training Provider (VTP) - Training.
- Government of India National e-Governance Award 2014-2015 for Use of Information and Communication Technology for development by Non-Government Institutions 2014-15.
- 7th CIDC Vishwakarma Awards, 2015 – Achievement Award for Construction Skill Development.
- GOLDEN GLOBE TIGERS CSR Award 2015 in Malaysia under Training and Development Category.
- 14. Bronze Medals in Bricklaying and Wall and Floor Tiling Category in World Skills Competition held at New Zealand – April 2015.
- 15. Medallion for Excellence in Bricklaying Category in World Skills Competition held at Sao Paulo, Brazil – August 2015.

Amongst many dignitaries, who have visited KUSHAL, is Shri. Rajiv Pratap Rudy, Union Minister of State (Independent Charge) Skill Development and Entrepreneurship and Parliamentary Affairs on February 13, 2015, wherein he inspected KUSHAL’s on-job-on-site Training Model, visited Classroom, had a word with Trainees (Construction Workers), and, later described the ‘Initiative’ as, “..... *Historical and which shall go down in memory.*”

2.6. Critical Challenges Faced

- However, no success is achieved without challenges; and KUSHAL faced a number of them, some of them are as follows :
- Migratory nature of workers;
- Low aspiration levels;
- Lack of education (semi-literate/illiterate);
- Tendency to drop-out of the Training Programme;
- Developing a curriculum that shall be suitable for on-the-job-on-the-site - a training model that envisages 80% practical and 20% classroom training

at the same time entailing zero wage loss which shall act as an incentive to get trained;

- Hiring trainers who would speak the language of the workers, and would physically be able to teach them by doing the job themselves, be demonstrative and hands-on. This entailed hiring people who have themselves worked in the respective trades for 15-20 years and are thoroughly skilled in their craft.
- Tracking the trainee and seeing if there has been a wage increase.
- Evolving a transparent system of evaluation;

2.7. Issues in Achieving Scale and Sustainability & Efforts Made Through the Initiative to Address Them

As KUSHAL was being provided grant by the NSDC for a certain period of time, it was also clear, that, for long-term sustainability, it will have to become self-sustaining. Hence KUSHAL has always endeavoured to increase its industry-connect. Efforts towards self-sustainability are as follows :

- a) Developer's Contribution towards toolkits (on voluntary basis):**
Participating developers are requested a contribution of INR 500 per worker evaluated at the end of the training program. About 65% developers have agreed to this contribution as of now. This contribution is taken towards distribution of toolkits to trainees, as an incentive to appear for evaluation test at the end of the on-site training course. About INR 53 Lakhs have come from this particular effort.
- b) Sponsorship from building material/other suppliers:** Suppliers of building materials were contacted for giving sponsorship towards KUSHAL and in return, promised visibility and branding among developers who gave them business volume. So far, Asian Tiles Granito Ltd, Cera Sanitaryware Ltd, Godavari Paints, ACC, Daikin Air-conditioners, HDFC and Canara Bank are the ones with whom KUSHAL has successfully associated. We (KUSHAL) have aggregated about INR 12 Lakhs with this effort.
- c) Donation from Developers:** Not only did the KUSHAL training help developers drastically improve the quality of the work on site, but have also reduced wastage of materials as compared to what it was earlier. Having experienced the effect of KUSHAL training on their sites, some developers, like G.K. Associates (donated Rs 10 Lakh), I-Parmar Group (donated Rs 5 Lakh) among others, were generous enough to give donations directly or towards KCPL, the cricket premier league hosted by KUSHAL. **INR 37 Lakhs** have been received in this way, so far.

- d) **Developers sponsor the launch/ special KUSHAL events:** Till date, almost all events like launching, certification, promotion events have been sponsored by the developer on whose site the event is organised. This contribution is mainly due to the well-wishing and gratitude of the developers who have benefited due to KUSHAL training. Expenses like mandap, chairs, PA system, food for trainees/guests, mementos etc. are borne by the developer. In about 50 events till date approx. INR 45 Lakhs is contributed by the developers. This in turn has reduced our per trainee cost.
- e) **Indirect sponsorship from CREDAI, Pune:** CREDAI, Pune has offered KUSHAL to use separate office premises that it owns, without rent. The current KUSHAL office is located in Shivajinagar, a commercial hub in the heart of the city. There is a direct saving of rent of about INR 1 Lakh per month. Being 46 months into the operation, about INR 46-50 Lakhs is the contribution in this regard from the Association, as its financial support to this activity, which also explains the under-utilization of Cap-ex fund.
- f) **Lavasa project of Ashiana Housing Ltd.:** KUSHAL was invited to train construction workers at Lavasa's Ashiana Housing Limited. Lavasa City is a nationally celebrated flagship project at a distance of about 70 km from Pune. About **INR 1.5 Lakhs** is the current revenue with this effort.
- g) **ACC sponsored KUSHAL training:** KUSHAL roped in ACC Ltd. which sponsored training of 75 masonry trainees at a lump sum cost of INR 5 Lakhs at Celestial City, Ravet Pune, a project of Pharande-Rama Associates. The proposal was successfully executed recently to the satisfaction of the sponsors.

Apart from the above, KUSHAL has done some exemplary work at the global level by participating in the World Skill Competition, 2015 at Sao Paulo, Brazil in August this year (2015). KUSHAL-trained worker, Parusharam Naik went on to receive the Medallion for Excellence under the skill 'Bricklaying' for the nation. This was the first time India had sent a contestant under 'Construction and Building Technology'. He was one amongst 27 participants and had stiff competition from the contestants in developed nations' like USA, Germany, Japan, China etc.

Prior to this, KUSHAL-trained contestants had participated in the Regional Competition held under the auspices of the World Skill International (WSI), held in April, 2015 as World Skill Oceania at Hamilton, New Zealand. In that competition, Parusharam Naik and Tikam Singh – both KUSHAL-trained workers, participated under the skills 'Bricklaying' and 'Wall and Floor Tiling' respectively and won Bronze for India. This was a huge success and provided them the necessary exposure to International contests and both emerged confident of performing at Brazil.

All this was possible because KUSHAL was given a mandate by the National Skills Development Corporation (NSDC) to conduct National Level Skill Competition and train selected contestants for World Skills. Success stories like these by Non-profit Organizations amplify awareness campaigns and bring corporate partnerships to life, beneficial in achieving vital fundraising goals to reach out and benefit more and more unskilled/ underskilled manpower and give them the dignity that they deserve. This is evident from the sponsorship of Finolex, who sponsored KUSHAL for Sao Paulo World Skill Competition in Brazil, after KUSHAL's success at New Zealand. This has brought India in the purview of the skills map of the world and has got it noticed.