

Employment Facilitation Center Documented as Best Practice

For the period till December 3, 2018

Reported to Project Director, EFC, PCSW

Submitted on December 21, 2018

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1. INTRODUCTION

In 2018, PCSW set up an employment facilitation center for women titled 'Job Asaan'. The center aimed to help women pursue economic empowerment through training, one-on-one mentoring sessions and aiding them in locating and securing suitable employment opportunities. The pilot project was launched in Lahore, with a dedicated center located on Main Boulevard, Gulberg II.

Job Asaan aimed to provide career guidance, mentoring and soft skills training to women with at least 12 years of education. Job Asaan services were as follows:

- Mentoring
- Training
- Skills testing
- CV making
- Job matching and application assistance

A specialist staff of women was hired for providing services. The center also included a co-working space for beneficiaries to avail basic technical services such as access to internet, printers and laptops. All beneficiaries were eligible for services including CV making/improving, job matching, job application services and access to the co-working space. Furthermore, Job Asaan matched job seekers to employers by signing up small scale firms as well as prominent organizations. The registration for Job Asaan was done via online forms. A dedicated helpline was set up to assist any beneficiaries with form filling or general queries.

Each of the following sections of the report provide a detailed description of the services provided by Job Asaan, the current best practices and future recommendations.

2. RECRUITMENT OF JOB SEEKERS

A. Service and Scope

The aim of Job Asaan during the pilot phase of the project was to have 3000 beneficiaries signed up through an online form. To meet the target, the team reached out to interested female candidates in a number of ways. The major method used to reach out to potential beneficiaries was through college outreach events. Job Asaan's services were also advertised on social media websites, radio, television and newspapers.

Job Asaan collected data from interested female candidates through an online signup form on the website of Punjab Commission on the Status of Women (PCSW). The eligibility criteria of interested candidates was determined on the basis of three factors:

1. The candidate should be female.

2. The candidate should have at least an intermediate level education.
3. The candidate should have entered baseline information in the sign up form.

Since March 2018, about **4,845 people signed up with Job Asaan. Out of these, 3,819 were eligible candidates, referred to as beneficiaries of Job Asaan**, and were provided different services including job matching, job application service, CV making, specialized trainings and mentoring sessions. About 800 beneficiaries were based out of Lahore. For these cases, training material was uploaded on the website of PCSW so beneficiaries could access it remotely. About 1,000 people who signed up on the online form were ineligible for services of Job Asaan because they did not meet at least one of the criteria listed above.

Information for CVs was provided by 1,267 beneficiaries. Out of these, 436 submitted their own, while the team developed CVs of 831 beneficiaries. The remaining beneficiaries are being followed up to provide their information so their CVs can be generated.

A total of 27 college outreach events were conducted at 20 different institutions during the pilot phase of the project. These events contributed to about **64% of the total signups with Job Asaan**. These events included information seminars, signup events, training sessions and job fairs. Training sessions at campuses included a CV making workshop and a session on improving interview skills. Details of the college events can be viewed in Appendix A.

Job Asaan also organized its job and internship fairs in universities to ensure that the right audience could be captured and a large number of beneficiaries could be catered. Job and internship fairs were conducted at the University of Education and Hailey College of Commerce, University of Punjab. These events contributed to additional signups with Job Asaan. Job Asaan also participated in the job fairs held at Sharif College of Engineering and Technology, Government College University (GCU) and Punjab University College of Information Technology (PUCIT).

B. Best Practice

In order to reach out to the target audience, several methods were implemented by Job Asaan. These include running television advertisements, posting newspaper advertisements, sharing the survey link on Facebook and LinkedIn, airing radio interviews and holding signup events at various colleges in Lahore.

To conduct college outreach events, the team contacted the college administration via phone and email. In case contact information was not available, the team conducted field visits and set up an appointment with the relevant person. During the meeting, the team introduced the project, shared their brochure and flyer and explained the nature of signup event. Details about class room, availability of projector and labs was also discussed if the administration agreed to hold an event. Initially the team conducted signup events only during which the students filled a

shorter version of the form. However, to ensure that students filled in all information, the team started conducting CV making workshops as part of the sign up activity.

Conducting CV making workshops along with signup activity proved to be more beneficial than a signup event only. It allowed the team to cater to a larger number of beneficiaries who were about to start their career. By engaging them in a workshop, the team was able to keep the beneficiaries motivated and engaged. Going forward, a CV making workshop should be a part of outreach activity. Details of the protocol for carrying college outreach activity can be viewed in Appendix B.

The signup form collected information about how beneficiaries learned about Job Asaan for sign up. Survey results show that 64.5% of the beneficiaries who signed up for Job Asaan learned about it through a college or university, 11.6% signed up via Facebook and 9.847% learned about Job Asaan from a friend or family. Results show that newspaper advertisements (4.9%), television advertisements (4.3%), PCSW website (4.4%) and radio advertisements (0.55%) played a smaller role in outreach to beneficiaries.

These statistics have several implications. Firstly, with respect to outreach, it can be deduced that the most effective method of conducting outreach was holding events at colleges. It enabled the team to reach out to a large number of potential beneficiaries and provide them with Job Asaan's services. Reaching out to colleges and setting up appointments was difficult in some cases but doing field visits helped increase outreach. Modes of outreach such as television, radio and newspaper advertisements proved least effective for increasing sign-ups. The media campaign ran for one month but did not yield the expected results. It may have been more effective if the frequency of advertisements was increased. However, that would have substantially increased the cost further. This information can prove to be beneficial in strategizing outreach for future initiatives. Secondly, there was interest expressed by people from districts outside of Lahore essentially establishing a need of such initiatives in other districts as well.

C. Recommended Way Forward

While advertisements on television, radio and newspaper play a relevant role, the increase in number of signups from media campaign is marginal and does not justify the expenditure. It may be better to rely more on radio ads as they are more cost effective and can potentially cover a large population. On the other hand, outreach through social media and colleges is far more cost-effective and has shown positive results in the pilot phase. Social media is particularly useful to reach out to women who have graduated and are looking for jobs. Going forward, as Job Asaan scales up, colleges and universities in other cities of Punjab should be targeted as the primary method of reaching out to potential beneficiaries.

3. RECRUITMENT OF EMPLOYERS

A. Service and Scope

Apart from jobseekers, the Job Asaan platform also offers services to employers. These services include finding suitable candidates for organizations that are looking to fill their vacancies. Job Asaan matches beneficiaries from its jobseeker pool to the vacancies that these employers list. For this purpose, an important component of the Job Asaan project has been to approach organizations across Lahore, introduce them to the Job Asaan service and register them into the Job Asaan platform.

One obvious benefit of an employer outreach program under the Job Asaan name is to find job opportunities for beneficiaries. The other need for an employer facing outreach effort under this project has been to collect data and insights from employers regarding trends, perceptions, policies and attitudes towards the hiring and retention of female employees.

To this end, Job Asaan has successfully registered 590 firms into the service over the past year and 346 job ads have been listed by these firms.

Representatives from the Job Asaan team first visit an organization. During this visit, they record information regarding job openings at the organization. After that, the Job Asaan team matches beneficiaries in its pool to these job ads. Beneficiaries that are matched to the job are then informed about the job ad via SMS and call. The CVs of all beneficiaries that show interest in the job are sent to the employer in an application packet. After a few weeks, the Job Asaan team collects follow up information from employers regarding the candidates they shortlisted and interviewed and/or hired. A diagram showing the employer-level engagement cycle between Job Asaan and an employer that lists an ads with the service can be viewed in Appendix C. Most of this process will be automated once the MIS is launched.

B. Recruitment Strategy

In order to register firms into the Job Asaan platform, a two-pronged approach was used. This section explains each of the two approaches for employer outreach below:

i) Leadership Circle

Leadership Circle is one of the two approaches Job Asaan uses to recruit employers. Under the 'Leadership Circle', the Job Asaan team identifies and reaches out to potential high-end employers, with popular and recognizable brand names, that would be willing to partner with Job Asaan. Through the Leadership Circle, Job Asaan engages gender sensitive organizations and also helps achieve the United Nations Global Compact goals that encourage companies to promote gender equality at work. Over the course of the year, 15 prominent organizations have joined the Leadership Circle.

In order to begin reaching out to potential employers for the Leadership Circle, the Job Asaan team prepared a list of Lahore based firms through online research and started making an initial contact with them. Apart from that, the team used the following multiple approaches to identify and reach out to potential firms:

The team used PCSW and Job Asaan's internal networks to contact employers. This helped the team get directly in contact with the relevant person.

- Women Chamber of Commerce and Industry (WCCI) Expo, 2018:
WCCI is a group of individuals who work for promoting and empowering women entrepreneurs in Pakistan. WCCI arranged an Expo for all the women entrepreneurs in Lahore to give them a platform to promote their business. The Job Asaan team set up a stall at the WCCI Expo where Job Asaan was promoted amongst both beneficiaries and employers present at the Expo.
- TEDx Lahore Event:
Tedx Lahore hosted an event on December 2nd by the name of "Tedx Lahore Women 2018". The Job Asaan team used this event as an opportunity to recruit mentors and employers.

Employers that are part of the Leadership Circle engage in the following steps to enroll in the service:

- Sign up with Job Asaan: Once the organization shows interest in joining the Leadership Circle of Job Asaan, the team visits them to get the organization signed up with Job Asaan. This involves filling out a sign up form which helps the team create a company profile. The form takes 30-40 minutes approximately. All the services provided to the organization after they sign up are completely free of cost.
- Share information of vacant posts in their companies with Job Asaan: Once the company gets registered, they can list current/future vacant positions with us. After the ad gets listed, the batch of potential candidates' CVs gets delivered to the employer within the duration of two weeks.
- Nominate mentors: Firms are requested to nominate experts from their companies to provide mentoring sessions to the beneficiaries of Job Asaan.

Every time a firm signs up, Job Asaan announces it on its Facebook page, places the company's logo on the Job Asaan website and promotional material, invites HR professionals from that firm for training and records video testimonials of professionals from that company talking about Job Asaan.

To date, 15 firms have joined the Leadership Circle of Job Asaan. The following are the names of Job Asaan's partner organizations:

1. Systems Limited

2. Rupali Foods Private Limited
3. Kashf Foundation
4. PITCO Private Limited
5. Packages Private Limited
6. Sofizar ConstellationCK
7. Abacus Consulting
8. Maria B. Cares
9. Care Foundation
10. Opus Inspection
11. Softronix
12. Leads School
13. Sabroso Foods
14. FINCA Microfinance Bank
15. Tkxel

In order to formally recognise the collaboration, Punjab Commission on the Status of Women (PCSW) signs the Memorandum of Understanding (MoU) with the firm that joins Job Asaan's Leadership Circle. The MoU document can be viewed in Appendix C.

ii) Outreach in Commercial Centers

The second approach for employer outreach involved in-person visits by Job Asaan representatives to commercial areas and hubs within Lahore. These commercial hubs were identified through a map made by the Center for Economic Research in Pakistan (CERP), that geocodes a listing of firms in Lahore. This listing included firms in the Rozee.pk database, firms that regularly posted ads in newspapers over a 6 month period, as well as manufacturing firms from the Department of Industries database.

A team of highly educated enumerators were trained by the Job Asaan team for this outreach activity. The enumerators were then sent to employers whose businesses fell in the identified commercial areas. During this interaction with employers, they introduced the Job Asaan service, distributed Job Asaan flyers, listed ads for vacancies at these organizations and collected information regarding the characteristics of the firm. To date, 546 employers have signed up with Job Asaan through this approach.

The outreach activity with employers for both approaches outlined above, entails two steps: ad listing and employer survey.

Ad-listing

For any organization that lists an ad with Job Asaan, the following types of information about the ad are collected:

1. Job title and responsibilities

2. Requisite education level and subject specializations
3. Job location and timings
4. Required experience level and type
5. Required skills
6. Salary and benefits
7. Documents required for applying

Employer survey

Employers are also asked to provide certain information regarding their organization as part of the registration process. This information is useful for PCSW for generating research under its “Generating Data to Advance Women’s Social and Economic Wellbeing in Punjab” program. The employer survey includes questions related to the following areas:

1. Employee size and gender breakdown
2. Firm age, industry and location
3. Hiring trends at the organization (for example: employee turnover, employee breakdown by education level, skills wanted in employees, recruitment modes used, recruitment cost and time, recruitment process)
4. Interest in Job Asaan services (mentorship, internships, job fairs, trainings)
5. Transport modes used by employees
6. Work environment and policies for women

C. Employer Feedback

During the duration of the Job Asaan pilot, employers were also contacted by the JA team after they had been sent a packet of CVs for the jobs they had listed. The purpose here was to collect feedback on the matched candidates, track how successful JA beneficiaries had been in the recruitment process, and identify the gaps viewed by employers in the skill sets and CVs of the beneficiaries.

This interaction with employers was conducted on the phone by Job Asaan staff members. During this feedback call, the following types of information was gathered:

1. Which CVs had been shortlisted for interviews by employers
2. Which candidates showed up for interviews
3. Which candidates were sent an offer
4. Which candidates accepted the job offer
5. Overall employer feedback for the Job Asaan service

D. Findings

Successful Signups

As mentioned earlier in the report, the team used two approaches to reach out to potential employers including the Leadership Circle and outreach to commercial centers. The total

number of firms contacted to invite them to join the Leadership Circle of Job Asaan was 87. Out of these 87 firms, 15 signed up with Job Asaan. Using the latter approach, the team contacted about 4,500 firms and managed to get 590 firms registered with the Job Asaan.

Employee Sizes in Job Asaan Firms

The pie chart in Appendix C (Employee size in Job Asaan Firms) represents the types of employee sizes in the firms that signed up for Job Asaan. As the diagram shows, the majority of firms that signed up for Job Asaan (63%) were small enterprises with only 1-5 employees. This demonstrates that the appeal for the Job Asaan services of free recruitment is mostly for organizations that do not have the economies of scale for advertising jobs through formal channels and setting up Human Resource departments dedicated to recruitment.

Gender Trends in Employer Survey & Ads

For firms that register with the service, one of the questions asked is whether hiring more women is a priority for their organization. The results from this question reveal that there is a big difference in opinion regarding hiring female employees between Job Asaan firms approached in commercial centers and those approached through the Leadership Circle. None of the Leadership Circle firms disagreed with the statement whereas more than half the firms approached in commercial centers strongly disagreed with the statement. This implies that shop owners and small businesses in commercial clusters are reluctant to hire female employees for openings at their organization. This is expected because Leadership Circle firms are selected by Job Asaan's team whereas the commercial centers are selected on the basis of their location. The graphs can be viewed in Appendix C (Commercial Center – Hiring women is a priority for your organization, Leadership Circle Firms - Hiring women is a priority for your organization).

Firms that listed ads with Job Asaan were asked if they had any gender requirements for the job candidates. The graph can be viewed in the Appendix C (Gender requirements for the jobs listed with Job Asaan).

For firms that said they would only want to hire females for the job, these were the kinds of job positions they listed:

1. Sales/Marketing Officer
2. Manager/Assistant Manager
3. Telemarketing Officer
4. Teacher
5. Administrative/Operations Officer
6. Doctors/Nurses

The graph on this can be viewed in Appendix 3b (Categories of listed jobs that only accept female candidates).

E. Challenges

The biggest challenge faced while reaching out to high end firms for Leadership Circle was to get in contact with a person who could make decisions about hiring. It took a lot of time to get through to the relevant person as the Help Desk Representative/Receptionist would often not connect the Job Asaan representative to the HR department or to any other concerned department. To overcome this obstacle, the team relied on the network of Job Asaan and PCSW staff members for this information, which in turn led to appointments. However, the effort of tapping into networks was itself a time-consuming task and required a full time team member.

Some larger organizations already had their own personalized online hiring and recruitment system, or HR department. Such organizations were often not willing to receive resumes from outside the pool they already had.

In directly approaching commercial centers, we found that security challenges emerged in this approach. In some commercial areas, local shop owners and security guards did not allow the activity and misbehaved with the teams.

One of the biggest roadblocks faced in implementing outreach activity in commercial centers was hiring and retention of good quality enumerators. Enumerators hired for this role had to have good interpersonal and marketing skills so that they could represent the Job Asaan brand well to the firms and answer their queries effectively. However, few people who applied for the job were suitable for the role. Many individuals who qualified dropped out after a few days because they found field work too challenging. Students hired as interns proved to be a good option for the role but it was hard finding full time staff for the position during the academic year. In the long run, we found that retention of enumerators improved substantially when two steps were taken: a) extra effort was made in the interview process to mentally prepare candidates about the kind of physically and emotionally tough situations they would have to deal with as part of the job and b) an emphasis was placed on hiring individuals that were motivated in pursuing research oriented roles as their future career/profession. For instance, candidates who had studied Economics or Social Work stayed in the role longest because they wanted to gain field work experience.

In addition, employers that did list ads with the service, often had unrealistic expectations about the timeline in which they would receive CV packets. Since job seeker interest had to be confirmed via SMS/call, CVs had to be created and delivery had to be arranged manually before the packet was shared with the employer. As a result, the resumes reached the employer about 3-4 weeks after the ad was listed. However, some employers that were looking to hire immediately, were no longer interested in the CVs by the time they reached them. To address this problem, three steps proved effective. Firstly, Job Asaan representatives started preparing employers in their first interaction with them about how much time it would realistically take to send them applicants. Secondly, employers were strongly urged to register email addresses with

Job Asaan so that delays involved in posting applications to them were minimized, and applications were sent promptly via email as soon as they were ready. Most importantly, automated solutions were devised by the team – this helped reduce the manual steps involved from the time it took to collect a job ad to the time it reached the employer. For future scale-up though, the creation of the Job Asaan MIS and portal will eliminate the problem of delays completely.

F. Recommended Way Forward

In terms of the approach for recruiting firms, piloting over the course of the Job Asaan project has revealed that outreach to commercial centers is more beneficial in terms of faster coverage and accumulating more ads per day as opposed to the Leadership Circle.

However, direct outreach to commercial clusters incurs a much higher cost and resource investment than the Leadership Circle approach because a team of 10-20 enumerators have to be trained, and then sent to the field daily. Apart from salary costs of enumerators and trainers, this means daily transport arrangements have to be made for the whole team to visit different parts of the city. Another challenge here would be the hiring and retention of enumerators in each city, as discussed in the section above.

Moreover, it is also going to be difficult to scale this approach because there is no existing database that documents all the companies in the different cities of Pakistan. In the case of the 2018 Job Asaan pilot, a representative sample of the city was randomly selected for firm recruitment in order to produce robust research that analyzes employer behavior in Lahore. However, going forward, a representative sample of employers in the city will not be necessary for scale-up. Instead, what might lead to fast and extensive coverage of relevant firms for Job Asaan would be to set up a team that targets industries where female hiring is common. For instance, this could include schools, health centers and retail stores that sell female oriented products such as boutiques and jewelry. A focus group with local residents or firm owners in every city may reveal the areas in each city where commercial hubs with these industries are concentrated. Then, door to door outreach could be done in these hubs, where enumerators only reach out to firms that are specifically interested in hiring women.

For future scale-up in other cities, another recommended approach would be to have one staff member in every city that is dedicated to employer sign-up through the Leadership Circle. The team member will be responsible for identifying firms within the city that would have a good supply of jobs and internships for the Job Asaan target group: females with inter or above education. For this purpose, it would be useful to hire a person with a network base within the corporate and services industry. After identification, the team member will set up appointments with the firms, introduce them to JA, and enroll them into the service. Similarly, the staff member responsible for firm recruitment could even look at job ads in the local newspaper that

are open for educated women and directly reach out to these firms to register them into the service.

Another recommendation for future scale-up would entail a media campaign that targets employers specifically as well. During the Job Asaan pilot, the media campaign only focused on beneficiaries. If Job Asaan is advertised more actively in the media, employers might reach out to the Job Asaan team themselves for their recruitment needs instead of the team having to contact and approach employers. During the media campaign, brands and big companies that have signed up with Job Asaan should be emphasized as a partner and affiliate of Job Asaan. This is because enumerators report that firms were curious about what other companies had partnered with the service and telling them increased their willingness to join. Since the Job Asaan website will have a link for firms to sign up, any firm can directly go to the website, register for the service and list an ad. This will substantially reduce the cost of employer outreach compared to the cost borne during the pilot. However, an important caveat here is that this approach of targeting employers through a media campaign has not been piloted during this year and thus it would be hard to estimate how effective it might prove to be.

During future scale-up, the MIS will enable quick turnaround time between when a firm lists an ad with Job Asaan and when they receive a packet of CVs of tentative candidates. This is because many of the processes that were piloted manually during the pilot would be running automatically during scale-up. This will help build better trust and rapport with employers and make recruitment of firms much easier in future.

4. JOB MATCHING

A. Service and Scope

One of Job Asaan's core services as an employment facilitation center is matching beneficiaries to jobs based on their qualifications. One potential barrier to women entering the workforce is information frictions - women looking for jobs do not know about suitable opportunities and employers do not have a pool of female candidates qualified for the position. Job Asaan's job matching service seeks to reduce information frictions in the job market. We list job ads from firms looking to hire, send them as job updates via SMS to beneficiaries that meet specified qualifications and send packets of interested applicants to firms.

Job Asaan's matching service has sent job updates to **1,626 beneficiaries for 56 jobs posted by 32 firms**. Each beneficiary has been matched to an average of 4 jobs. The table and the distribution of number of jobs matched can be found in Appendix D. This figure can be used as a measure of job "reach" in Job Asaan's pool of beneficiaries, which is the number of people that make it through the job requirement filters. Over 50% of the **jobs** that beneficiaries were matched to have a minimum education requirement of a Bachelor's degree. The complete distribution can be viewed in Appendix D: Matched Jobs: Education Requirement.

Figure Matched Jobs: Job Categories in Appendix D: 5 shows the job categories that appear most frequently in our matched jobs sample. Sales officer, marketing officer, teacher, manager and software developer/graphic designer are the most frequently posted titles. Also, most firms post jobs that require either no experience (over 50%) or just a few years of experience, which is ideal (Appendix D, Figure 4) for the Job Asaan beneficiary pool as it is made up predominantly of recent graduates.

B. Procedure

There are four main steps in the job matching procedure:

1. Matching beneficiaries to jobs based on their qualifications
2. Sending beneficiaries job updates via SMS
3. Fielding and registering beneficiary interest
4. Sending application packets of interested beneficiaries to firms

1. Matching Based on Qualifications

Beneficiaries were matched to jobs based on the following criteria:

- **Self-classified job interest** - Beneficiaries were asked to select all types of jobs they would be interested in from a broad list of **10** categories. They were also given an option to select “other” and provide a more specific job interest. Our team conducting firm interviews and listing ads classified jobs using the same list. For any given job, beneficiaries were matched if they selected that job type when asked about their interests. Job categories available for beneficiaries can be viewed in Appendix D.
- **Educational qualifications** - Beneficiaries selected their highest education level from a predefined list. The list can be viewed in Appendix D. Firms classified the minimum education requirements of the job using the same list. Beneficiaries were filtered for jobs on these comparable variables
- **Years of work experience** - Beneficiaries were asked to enter their total years of work experience (months as well, if they have less than a year of work experience). Firms were asked how many years of work experience, at minimum, they require from candidates. This was used as the final filter for job matching.

2. Sending Job Updates via SMS

Once the relevant matching filters were applied, beneficiaries that matched to jobs were sent job updates via SMS. Included in these updates was the job title, firm name, salary (if shared by firm) and job location. Beneficiaries are asked to call the Job Asaan helpline within the deadline, usually one week, if they were interested in a job. An example of the SMS text sent to beneficiaries for each job that they match to can be viewed in Appendix D.

The Job Asaan team chose SMS as their outreach strategy for three main reasons:

- a) It does not require the recipient to have access to the internet.
- b) It is a familiar and frequently used mode of communication among beneficiaries.
- c) SMS sending is inexpensive and can be automated.

Based on previous pilot experiments, it has been seen that asking beneficiaries to respond with a code, “reply with 1 if interested and 2 if not interested,” does not yield consistent or plentiful responses. Beneficiaries seem comfortable contacting the helpline to register interest.

3. Fielding and Registering Interest

To better understand the optimal mode of outreach to beneficiaries, and to maximize participation, beneficiaries were randomized equally into two outreach groups: (1) SMS only and (2) SMS + outgoing call. Group 1, SMS only, received only the job update text message. This group called the helpline if they wanted to apply for a job. Group 2 received both the SMS and an accompanying phone call asking if they were interested in the job. Job Counselors made two phone attempts to each individual for a batch of jobs within the week-long deadline. Both groups were encouraged to call the helpline if they were interested in a job. Those beneficiaries in the outgoing call group who called the helpline to express interest in a job before they were called are not called again for the batch of jobs.

The call that ensued, regardless of whether the beneficiary called the helpline or were called, is called the “screener” call. This method was used to screen the beneficiaries’ job interest. Within this short phone conversation, three different levels of job interests were analyzed. Job Counselors first gave the beneficiary a list of active jobs they were matched to and asked them if they would like more information about any job on the list. This gives the Job Counselors an initial measure of interest in jobs. The Job Counselor then gave them details about all jobs selected; they repeated information mentioned in the SMS and added details like job description and document requirements. Job Counselors then asked if the beneficiary was interested in applying to the job -- the second level of capturing job interest. As a final screening, beneficiaries were asked if they would go to an interview at this firm if called. Beneficiaries that responded in the affirmative have “applied” for the job. This was the third and final measure of job interest. Job Counselors assured beneficiaries that Job Asaan will apply on their behalf and urged them to call the helpline when they got a relevant job update. A flowchart of the screening method can be viewed in Appendix D.

4. Sending Applications to Firms

The final step of the job matching process is sending packets of applications to firms. A list of candidates interested in each job is compiled and their CVs are added to a packet ready to be delivered to firms via email or post, depending on their preference. Once CVs of suitable candidates are delivered to the firms, first attempt at gathering feedback from the

employer is made after 7 working days. This provides ample time to the employer for contacting and interviewing the shortlisted candidates.

C. Recommended Way Forward

Matching Filters

The Job Asaan team prioritized job reach in its early stages and refrained from applying too many requirement filters to maximize the number of people who match to a given job. However, preliminary conversations with firms who have received packets of applications from Job Asaan suggest that firms may want a more selective pool of applicants. Going forward, to refine the pool of applications a firm receives from the Job Asaan service, the following filters could be added to the matching process:

- Matching based on job experience rather than job interest: Currently, if a beneficiary matches a firm's minimum education requirement, minimum years of total experience requirement, and expressed interest in that job category, they are matched to the job. Matching could be refined by matching on relevant experience rather than total experience. Relevant experience can be operationalized by asking beneficiaries to self-classify their job titles to the job interest categories.
- Skills-based matching: Beneficiaries were asked to classify their skills and firms to select the skills they would like candidates to have. A skills filter is another avenue to more qualified candidates.
- Degree codes: Beneficiaries classify their degrees into a code (Humanities, Social Sciences, Law, Medicine, Media/Arts etc.). Firms, in turn, specify the kind of degree they want applicants to have using the same list. This is a potential parameter that can act as a proxy for relevant educational qualification. Rather than matching only on education level - Intermediate, Bachelors - this will allow matching on the type of degree received.

Guided Beneficiary Sign-up

Beneficiaries are often conservative about the number of options they select for job interest. Additionally, they frequently do not enter the kind of detail necessary for an attractive CV in sections like projects and job descriptions. Having beneficiaries come in to the center for a guided profile-making session or finding a way to communicate this idea in the web sign-up might improve both job reach and beneficiary job prospects when their CV is sent to firms.

Firm Outreach

Job matching descriptive statistics show that a significant proportion of beneficiaries who have signed up for Job Asaan and were eligible to receive job matches have not received a match till date. A reason for this can be that the types of jobs being listed do not always match with the expressed interest of the beneficiary. Descriptive statistics show how most beneficiaries are interested in teaching positions along with Assistant Manager/Manager

positions. In order to maximize the number of beneficiaries who are matched to jobs and subsequently, instances of matching, it is imperative to reach out to firms for jobs that are more aligned with what the beneficiaries expressed as their interest. For example, targeting more schools and firms offering administrative or managerial roles will help improve instances of matching. This also increases the likelihood of beneficiaries to receive a job offer as these are roles that a significant proportion of beneficiaries expressed interest in.

Outgoing calls

While outgoing calls made to beneficiaries in the SMS + outgoing phone call group following a job match pose additional costs, the Job Asaan team has found that these beneficiaries are four times more likely to apply to jobs compared to those in the SMS only group. In this way, it facilitates beneficiaries by further reducing the effort they have to put in to apply and facilitates firms by providing them more options to choose from.

5. JOB & INTERNSHIP FAIRS

Job Asaan aims to bridge the gap between employers and female job seekers. To facilitate students and the employers, Job Asaan conducted two job and internship fairs in the month of November. The primary aim of both the job and internship fairs was to allow students of public universities who were either in their second last or last semester to interact with employers and explore possible employment and internship opportunities. Alumni of the institutions were also invited to attend the job fairs.

The fairs were conducted on campuses to address the mobility constraint of beneficiaries. This challenge came up repeatedly when Job Asaan offered services at its office. Despite being centrally located in Lahore and on the Main Boulevard of Gulberg, the highest number of participants at a training session was 13. Beneficiaries often did not show up on the day of event, despite confirming earlier, because they were unable to arrange transportation on the given day and time. Keeping this mobility constraint in view, the team decided to conduct the job and internship fairs on college campuses. Both colleges provided transport to its students which effectively eliminated this constraint.

A. Service and Scope

The two job fairs organized to date took place in two different university campuses. The first job and internship fair took place at University of Education on 22nd of November 2018 and the second one took place at Hailey College of Commerce, University of the Punjab on 28th of November 2018. University of Education was an all-girls campus and had the potential of reaching out to over 1000 students and alumni. Hailey College had the potential to reach out to over 500 students and alumni.

Campus Engagement

Job Asaan team got in touch with public colleges and universities across Lahore to find campuses that would be interested in hosting an on campus job and internship fair organized by the Job Asaan team. After coordinating with the administration of colleges and universities the team was able to secure two locations for organizing the job fairs along with training sessions. University of Education and Hailey College of Commerce showed interest in welcoming Job Asaan to organize these events to facilitate their students.

Firm Outreach for Job Fair

The Job Asaan team contacted over 250 firms in Lahore for its job and internship fairs. These included firms from the Leadership Circle as well as other firms that had shown interest in participating in a job fair at an intermediate and undergraduate level while they signed up to avail the services of Job Asaan.

A first round of calls was made to all the firms and the firms that showed interest were emailed a proposal of the job fair. Firms that the team was unable to contact in the first round because they did not pick-up, were busy or had their phones switched off were called back in the second round of calls. Finally, a third round of calls was made to firms that could not be reached previously. At every round of calls, interested firms were contacted via email with the event proposal. A follow-up round of calls was then made to all the interested firms including the ones that needed time to consult their recruiting teams and management.

All the firms that still showed interest were sent final invites for the job fair. The final invites included the confirmed event details along with a form that the firms were required to fill out. The form required the firms to mention basic information about the firms, the number of vacancies they were planning to list and information about the company representatives that would be attending the job fair.

The firms that completed and submitted the online forms were sent a confirmation email ensuring them that a spot had been reserved for them at the job fair. The confirmation email included the event timings, details regarding the space each firm would be allocated and their branding material.

A day before the job fair all the firms that had confirmed their attendance were contacted via phone call, to follow-up and answer any questions and resolve any queries that they had. Further, the team inquired about the vacancies that they were interested in filling and invited them to list an ad with Job Asaan. Ad listing for firms that were not available to talk on the phone was done on the day of the job fair.

For the event on 22nd November, 6 firms participated in the job fair whereas on 28th November, 12 firms participated in the job fair. The firms which participated in the job fairs

listed 17 vacancies with Job Asaan. Out of these 17, 10 vacancies were for full-time positions and 7 were internship opportunities.

Event Setup

Both job and internship fairs were conducted as outdoor events as both universities did not have halls big enough to facilitate a large number of employers and students. As a result, marquees were setup on both college grounds.

Job Asaan team arrived at the event venue an hour before hand to make all the arrangements for the event and coordinate with the campus management. The tents were set up on time and ready for firm representatives prior to their arrival.

Firms arrived at the venue 30-40 minutes before the event start time to set up their respective stalls. The Job Asaan team was constantly in touch with the firms to facilitate them in reaching the venue. They were warmly greeted by the team on arrival and guided to their allocated stalls. The firm representatives were provided with refreshments and lunch at the event. Job Asaan team followed up with the firms during the event to get their feedback and to list any potential ads the firms had.

Towards the end of the job fair the firms were handed out feedback forms that they were requested to fill out. These were kept short and concise and were used to assess the performance of the Job Asaan management, the students that were attending and any additional comments or recommendations the firms had.

Finally the event was concluded by thanking the firms for their support and participation and handing them participation certificates along with PCSW giveaways and shields.

Internships & Entry Level Jobs

The employers were encouraged to advertise their internship or entry level positions at the job fair. The employers were also provided with extra space in case they wanted to conduct interviews or recruitment drives. To facilitate the employers fully, the ads for all the vacant positions were also listed with Job Asaan to send CVs to the employer from the Job Asaan pool of female candidates.

Based on the feedback instrument designed to record firm feedback, 67% of the firms rated the event Excellent on the staff attitude and the registration process. The firm feedback instrument was also designed to take feedback on the candidates who have visited them. 50% of the firms were satisfied with the format of the resume they had received during the event. The question on how clear career goals and objectives the candidates had received the lowest raking from the firms. Details of these statistics can be viewed in the Project End Report.

Training Session

Before the official start of both the job fairs, Job Asaan team conducted a two hours training session with the students. The aim was to train students on CV making and interview skills, which also involved hands on CV making training and a couple of mock interview activities. As a reward, the students were given certificates of appreciation who participated in the training activities. More details on training can be found on the training section of this report.

B. Best Practice

On Campus vs. External Venue Job Fairs

The initial plan was to do job fairs at an external venue like Pearl Continental or the Expo Center. The concerns with regards to these options were the following:

a) Mobility Constraint of Beneficiaries

It was observed during the pilot phase of the project that beneficiaries find it difficult to arrange transportation for themselves to attend events at the Job Asaan office. The likelihood of women participating in any other venue would also have been low. The best strategy to overcome the mobility constraint was to organize the job fairs at a location where beneficiaries do not have a mobility constraint. Therefore, those colleges were targeted that offered transport services to its students and had a sizable female student and alumni body who could benefit from the job and internship fair.

b) Cost of venue

The cost of booking a hall at a venue like Pearl Continental or Expo Center went above Rs. 1 million. In comparison to this, opting for an on-campus job fair meant that this cost was minimized by 70%.

c) Marketing Cost

Since Job Asaan is a new venture and in its pilot phase there was not a significant brand recognition. An overall media campaign did take place, but given the response rate at in-office events, the team anticipated that much more effort would be needed to get a good turnout of beneficiaries.

The estimate for marketing effort for a successful job fair came around Rs. 1 million. In comparison to this, an on-campus job fair meant that it would be easily accessible for the university students and informing students via their college administration would significantly cut down marketing cost.

C. Recommended Way Forward

Job Fair Timing

Ideally, the job fairs should be conducted in spring or before the summer break when the firms are looking to hire candidates for both full time jobs and internships, and candidates are more actively seeking jobs with their graduation or summer break around the corner.

On-Campus Information Session

A significant proportion of girls at the job fair at University of Education did not understand the concept of a job fair. In future, the team should have an information session for the girls on-campus to council them on career choices and to actively seek jobs once they graduate. They also need to know about how a job fair operates and the benefits they can reap from such an event. It is important that they come prepared with resumes and have a better understanding of what to ask firms and how to conduct themselves.

On-Campus Job Fairs

It is recommended that in future job fairs in all nine divisions should be conducted on campuses of colleges and universities. This is not only a cost effective method but also enables significant audience and secure environment.

6. TRAINING ON JOB SEARCH & JOB PERFORMANCE SKILLS

As part of its commitment to increase female labor force participation, Job Asaan established a unique training wing that would help females with all aspects of their careers including job search, job performance, and managing careers throughout their life.

In this regard, trainings by Job Asaan were very well received. Not only by the candidates who participated in our trainings, but also by other stakeholders including universities, vocational training colleges and experts from the industry.

Trainings at Job Asaan were for any and all women who wished to enter the labor force, re-enter the labor force or improve their careers. There was no age, experience restriction following the belief that learning and development is a lifelong process. However, everyone needed to have at least an Intermediate degree to be eligible for Job Asaan services.

A. Service and Scope

Training Curriculum

The training curriculum covered three broad areas. These areas were mapped on three key phases of an educated woman's life who is willing to work in the industry, namely:

- a) Job Search
- b) Job Performance

c) Managing Life Cycle Transitions

15 topics were identified and finalized that fell under these three broad categories.

Panel of Experts Meeting

After developing an initial vision for the training wing, the team researched and identified topics that were feasible under each broad category. Details of the complete training topics can be found in Appendix E. These topics were then presented to a panel of experts from the industry. These experts reviewed the identified topics and brief outlines of what would be covered in each training. Methodology for each training module was also presented to the panel of Experts. The panel of experts included the following members:

- a) Zainab Saeed, Head of Research, Kashf Foundation
- b) Adeeb Anwar, Head of Training and Capacity Building, Coca Cola Beverages Pakistan Limited (CCBPL)
- c) Samia Rabbani, Federal Trainer, Pakistan Industrial Technical Assistance Center (PITAC)
- d) Ali Raza Qureshi, Federal Trainer, Pakistan Industrial Technical Assistance Center (PITAC)

The objective of the session was to discuss with industry experts what was already being done at Job Asaan, and take their feedback on how certain topics should be approached. Key feedback from the panel of experts was around the following points:

- a) Help candidates understand the importance of working online and get them comfortable in working online.
- b) Help candidates understand the challenges that women face while applying for jobs, not just about their careers but also help them understand their life goals.
- c) Don'ts of CV Making and Interview skills were identified as very important.
- d) Importance of professional business writing.
- e) Invite industry experts to speak to candidates.

Based on the feedback of panel of experts, and interest shown by beneficiaries over time, nine training modules were completed and executed with candidates who signed up for Job Asaan.

Job Search Training

Topics that were included under job search are as follows:

- a) CV Making (Making a winning resume)
- b) Interview Skills (Making the most of an Interview)
- c) Job Networking Tips

Steps to Interview Success

As this was the first year for Job Asaan, our key focus was giving CV making and Interview skills training to our beneficiaries. For this purpose, an introductory training program at Job Asaan, called 'Steps to Interview Success' was launched. Anybody who signed up with Job Asaan first went through this introductory training and then qualified for more specialized trainings. The length of this training was a total of two hours, however the length of the training varied depending on the time allotted by universities. In total, **59 beneficiaries received this training in Job Asaan's office and 390 received this training at a university campus.**

Job Performance Training (Technical Skills Training)

A significant amount of research was conducted to finalize the topics that would come under job performance and technical skills trainings. The first step was interaction with firms in which they were asked what skills they want in potential and existing candidates. The team shared an extensive skills list with them and had them rate the ones they deemed more important. Based on this research the team finalized the topics that would be covered under trainings. This list was developed after extensive literature review. The complete skills list along with descriptive traits can be viewed in the Appendix F.

The complete list of topics has been shared in the Mid-term Review Report. In total, 48 beneficiaries have attended these specialized technical skills training at the Job Asaan office to date.

Pre- and Post-Training Questionnaires

To assess the effectiveness of the training curriculum, as well as to take feedback on how the trainers did in the training, all candidates filled a pre- and post-training form. For the job search trainings this questionnaire included questions on training expectations, subject knowledge (pre and post training) and feedback on the trainer performance. The actual pre and post questionnaires have been shared in the Mid-term Review Report. They covered the following questions:

- a) **Training expectations questions:** These questions tried to gauge what motivated candidates to sign-up for these trainings and what they were expecting to learn from these trainings.
- b) **Subject knowledge questions:** These questions tried to assess the candidates' knowledge of the subject being taught when they came for the training and how it changed once they completed the specialized training.
- c) **Trainer performance:** These questions revolved around how the trainers did while conducting the training. Questions about trainer's preparedness and level of subject knowledge were asked. Feedback on these was generally very positive and can be seen in Appendix G.

Skills Tests Pre- and Post-Training

For the technical skills tests, candidates that signed up for the training also took 12 minute skills tests. These in-house skills tests were administered online. They were designed to test a candidate's knowledge by actual working/ implementation on a software.

Challenges

- **Candidate invitation and attendance at Job Asaan office:** Whenever a specialized training was planned, the invitation protocol included sending out emails to all candidates who had attended the introductory session, and advertising it on Job Asaan's Facebook page. Overtime, the team realized that people did not check their emails and missed the invitation email. Hence, most of the responses came from Facebook.
- **Time Constraint:** For on-campus trainings, the universities were very open and welcoming. However, it was almost never possible to conduct a detailed specialized training with a bigger batch of beneficiaries as their timetables did not allow it. Either the students did not have the same free time slots, or they could not have students stay back for so long (as most of the students in public universities travel by bus).
- **Project Duration:** All beneficiaries filled pre and post questionnaires so the team could assess impact of the trainings. And it did give a good starting point. However, since the total span of the trainings was limited to six months, the team was unable to monitor and see impact or assess behavioral changes overtime. The time span also did not allow the team to review the training material. It would have been ideal to re-visit all techniques and topics covered in the trainings.

B. Best Practice

Introductory Training

The response to introductory CV Making and Interview Skills trainings conducted on campuses was positive. This began with universities where Job Asaan conducted job fairs, and later at Government Degree College Model Town, Government College University and at four colleges of Punjab Vocational Training Council (PVTC). Conducting events on campuses allowed the team to get a sizable number of attendees, get complete information from beneficiaries and develop Job Asaan's brand name.

Specialized Trainings

Trainings were generally popular and well received. People were very interested in coming to business writing and communication trainings. These specialized trainings were planned several times over the course of the training period and received a great response. Amongst the technical skills training, Microsoft Excel trainings received the most response and were planned several times.

Training Schedule

Conducting two specialized trainings a week needs a lot of logistical planning, especially to generate attendance. Therefore, on average one training was planned per week.

C. Recommended Way Forward

Based on the response that we received for training from Job Asaan beneficiaries, training events at universities and vocational training institutions will become a core operation of Job Asaan in the future. To scale up operations, a number of changes are proposed in the implementation design and invitation protocols.

Invitation

It has been observed that beneficiaries do not actively check their emails. Therefore, invitations for training should be sent on the following formats:

1. **SMS:** An invitation SMS should be sent to everyone who signs up with Job Asaan in all divisions.
2. **Invitation emails:** These should be sent to contact persons at colleges and universities who have partnered with Job Asaan, and they should be requested to send these to their students. The email should ask them to call at Job Asaan's helpline to register for the training.
3. **Facebook:** Every training should be advertised on Facebook and a budget should be set aside to boost posts. This has been a successful way of getting a response from beneficiaries in the past and should be replicated in future.

Training Design

1. Sign-up activity should be done with an introductory CV making training at all universities in all divisions. The standard time for the session should be 1 hour and 30 minutes.
2. Specialized trainings should be done every week and the frequency of these training should not be more than once a week in all divisions.
3. Although interview skills are covered in the introductory training session, given the response from beneficiaries it should be offered as a specialized training as well. For this purpose, a detailed module of interview skills should be added to the existing training.

Training Curriculum

1. For Job Search trainings that cover technical skills, Microsoft Excel training should be offered separately whereas Microsoft Word and PowerPoint should be offered as a combined package.
2. Training Curriculum should be reviewed and updated every six months based on feedback.
3. Pre- and post-questionnaires should be updated so that the same subject questions are asked before and after the session. This will improve assessment of training effectiveness.

7. MENTORING

Beneficiaries who signed up with Job Asaan become eligible for mentoring services. Mentoring sessions are a vital part of Job Asaan services, which aim to pair beneficiaries with industry experts to guide them in building a career. These sessions have gone through considerable revisions after the first pilot session in June. The feedback received from the mentors and mentees was incorporated to improve the sessions.

A. Service and Scope

Mentoring Design

Mentoring design was kept as one-on-one sessions in separate rooms to allow privacy and provide a safe and comfortable atmosphere for beneficiaries to discuss their problems with the mentors. Overtime Job Asaan started to conduct multiple one on one sessions in the same room. Each session is designed to be 30 minutes long.

Only female mentors are invited for the sessions to ensure that beneficiaries feel secure in discussing their problems. Mentors at Job Asaan are people who volunteer to help young girls. These people share their interest with us. To ensure that the girls who Sign up for mentoring are safe Job Asaan decided to invite female mentors only. Before starting the mentoring sessions, mentees go through a one hour training where Training and Career Counseling Officers (TCCOs) guide them on basics of CV making, job search and interview skills. Having learned these basics before the mentoring session helps them have a better and educated discussion with their mentors. Job Asaan team shares prompt sheets of suggested discussion points with mentors and mentees. The suggested points prove to be guideline especially for mentees to have a fruitful discussion. Detailed protocols for conducting mentoring events were shared as part of the Means of Verification Document.

Invitation to Mentees

The sessions were advertised through SMS and social media. For the pilot session conducted in June the team invited beneficiaries by making outgoing calls. The process proved to be very time consuming as for one session 117 calls were made, almost 20 beneficiaries agreed to attend the session however, in the end only three of them attended the session. Since then, outgoing calls for this purpose are made very rarely. Under the new protocol, upcoming mentoring sessions were posted on Facebook and invitations were sent via emails to existing beneficiaries. Beneficiaries called and registered themselves for the sessions.

Recruitment of Mentors

Mentoring recruitment was critical for the success of this one on one counselling service. Our initial strategy was to recruit mentors vis Facebook and LinkedIn. Posts for mentors was advertised on Facebook on a regular basis. The team also used its own networks to get mentors as well.

Overtime we realised that recruiting mentors from Facebook and LinkedIn alone was not sufficient. Personal requests to people in our networks (i.e. networks of Job Asaan employees) proved to be a good source of mentors. Participating in events also proved to be a useful mentor recruitment tool. Overtime the Job Asaan team participated in Expo's and events, where they told people about their services and had people register to become mentors. Participating in events is something we intend to do in future as well, and will be able to better comment on its effectiveness in recruiting mentors.

All mentors were requested to fill a short form on PCSW website to register with Job Asaan as a mentor. Once a mentor signed up, she was contacted by Job Asaan via email that described what she should expect from the mentoring session. Once a mentor confirmed, she was then sent a confirmation email with the details of the event.

Events

On the day of the session, mentees and mentors were required to fill pre- and post-session forms. Questionnaires for mentees covered their views on different challenges that women face in the workplace, if they had any experience with mentoring before, and what topics do they intend to discuss in the session. Questionnaires for mentors covered challenges women face in the workplace, how they got into the job market, the nature of their designation and what skills do they look for in entry-level candidates in their respective firms. After the session both the mentors and mentees filled a post session form sharing their observations and understanding from the experience. At the end of the session, participation certificates were given to the mentees. Depending on the duration of the session and mentee preferences, mentees were served lunch either before the mentors arrive or after the entire session. Tea was offered to both mentees and mentors upon arrival.

B. Best Practice

On-Campus vs. In-Office Mentoring

The average number of participants at Job Asaan office at each mentoring session ranged between 1 and 5. To improve participation rate, the team held a pilot session in Government Degree College Model Town on 3rd December. A total of 30 students were provided mentoring session at this college. Therefore, holding mentoring events at college campuses is a better approach.

Mentor recruitment

Mentors were solicited on Facebook and on PCSW website, but the response on these two mediums was low. In comparison to this, reaching out to people in the team's own networks, requesting colleges and universities to recommend teachers, and participating in events like TEDx have proved to be good ways of recruiting mentors.

Given the low participation in mentoring events, Job Asaan team launched a scale up plan for mentor recruitment in early October. These mentors were recommended by colleagues within the network of team members of Job Asaan and CERP. Recruitment was also done at various social events like TEDx Lahore Women and through Facebook pages. As a result, the team was able to contact 112 potential mentors. Of the 112, 45 showed interest either via email or by signing up online through the form on PCSW website.

C. Challenges

Mentoring sessions were scheduled to take place at Job Asaan at least three times a week. However, they were often not conducted either due to unavailability of beneficiaries or of mentors. From the perspective of mentors, taking out time from their work schedules for a voluntary cause seemed to be insufficient. The team offered mentors a travel allowance of Rs. 1,000 and a recognition banquet for their services but still the cancelation rate remained high.

To improve participation rates, the team decided to move the events to college campuses. The team also reached out to large number of mentors. The first scale-up event was organized as a pilot to assess if more than three mentors can be invited simultaneously for sessions at various colleges and universities. For the pilot event at Government Degree College Model Town, on December 3rd, 18 mentors who initially showed interest were invited to the event via emails and phone calls. Of the 18, nine accepted the invitation and six attended the event. While on-campus events solved the problem of beneficiaries' participation, mentors' availability remains an issue.

D. Recommended Way Forward

One-on-one counselling is a useful service and its need has been emphasized by career counseling officers from universities and vocational training institutions have expressed a need for such a service. Going forward, it may be better to offer career counseling sessions by TCCOs in Job Asaan office. The proposed scale-up plan does not envision mentoring service being offered in the other divisional offices until the team has results from the on-going study on mentoring regarding its impacts and delivery.

However, if PCSW decides to continue with this service, the remaining section covers recommendations that can be used to improve mentoring sessions.

- Going forward, to make the most out of this service, it is suggested to continue arranging such sessions at a large scale on college premises.
- Reduce the frequency of sessions from multiple times a week to once in two weeks. This way the team will have sufficient time to attract mentors and coordinate with colleges for venue.

- For on-campus mentoring events, ensure that the university does not force students to attend the session. Rather, students should decide themselves if they want to participate or not.
- Personalized invitations to mentors lead to more positive results in terms of recruitment instead of posting a generic pitch online requesting relevant women to apply through the PCSW portal. Personally requesting eligible women to sign up and volunteer as mentors has yielded the best results. In the future, outreach should be done in a personalized manner, preferably at networking events.
- Mentor invites should be made at least 7-10 days before so that they have enough time to share their schedule and notify the Job Asaan team of their availability.
- A meet-up session of all the mentors in the pool can be organized to build a sense of association with the project and initiate a conversation on how they can help the beneficiaries struggling with their careers.

8. CO-WORKING SPACE

A. Service and Scope

Job Asaan offered a women's only co-working space to all its beneficiaries with minimum higher secondary education. The co-working space provided subscribers with IT resources such as computers, photocopier scanner, and a stable internet connection. Women had the opportunity to use workstations in this space to work remotely and use the amenities according to their needs. This co-working space was also used for the initial sign up for beneficiaries who did not have access to a computer or internet at home or their universities. Through induction training, the training and career counseling officers ensured that the co-working space sustained an inclusive environment where women found opportunities to learn from one another, and to work independently and efficiently at the same time.

B. Best Practice

While the space was designed to allow women to use the safe space they needed to conduct their business and the office was located in a central location, beneficiaries did not show interest in the service. Women's mobility issues might have a significant role to play in their reluctance to visit the Job Asaan space for work.

While students from government colleges only had brief access to computers at their college, they were much more likely to use data on their cell phones in order to use the internet. Quite a few beneficiaries at government colleges did not have email addresses. The students who did use internet facilities did so at their college. The space could potentially be used by women who were interested in starting their own business or start-up but since they were not the right audience for Job Asaan, such women were not targeted for recruitment or sign-ups.

Majority of the currently functional co-working spaces in Lahore offer spacious working areas with partitions for privacy. Since the area designated for the co-working space was a single room at the Job Asaan office that also served as the central reception area for the staff, it was unlikely to provide conducive work space for beneficiaries.

C. Recommended Way Forward

For a future scale-up, it would be advisable to offer a 50 percent discount on the cost for membership at any reputable co-working space in the city, instead of setting up a dedicated space entirely for Job Asaan beneficiaries. Such a venture would require a space with sufficient privacy to create a conducive work environment. Furthermore, the facilities offered in the service, like internet and printing would have to be ensured for beneficiaries in case they do decide to use the space.

9. COMMUNICATION

A. Scope

Social Media (Facebook, LinkedIn, Twitter)

Job Asaan's page of Facebook was regularly updated with weekly schedules, event posts and polls. Paid advertisements were also carried out. The total number of followers at the time of reporting was 9,750 on Facebook. Job Asaan's Twitter page was launched in October and regular tweets were posted. The follower figure at the time of reporting stood at 62. Job Asaan's LinkedIn network stood at 84 connections at the time of reporting. Paid advertisements were run on Google for approximately one month and resulted in 1,082 clicks on Job Asaan ads. Graphs on growth of followers can be viewed in Appendix H.

The standard protocol for all social media was at least one post per day as well as announcements of weekly schedules and special posts with images from events conducted or attended by Job Asaan. Paid advertisement on Facebook focused on increasing page likes and promoting certain specialized trainings.

Content, including photos and videos of Job Asaan events and training sessions were shared with PCSW's IT department to be uploaded on the PCSW website regularly. PCSW's network was requested to connect Job Asaan with relevant mediums for outreach, for example radio and setting up Job Asaan's stall at various events and job fairs in the city.

Radio Show

Job Asaan team participated in a radio show on FM 100 and FM 101. The show was aired in four cities including Lahore, Rawalpindi, Rahim Yar Khan, and Multan. The team was assigned 20 minutes on both shows to speak in detail about Job Asaan's services. They also announced the helpline numbers and encouraged listeners to get in touch and become beneficiaries.

Two beneficiaries also participated in the radio show and shared their experience with Job Asaan so far. Both candidates had received job matches through Job Asaan and had also received calls for interviews.

Television and Newspaper

A significant investment was made in running television and newspaper advertisements. These were advertised over a month of one period. However, overall results of the ads were low. Therefore, these may be more effective for brand building, but not so much for job seeker and firm recruitment.

B. Challenges

One of the primary challenges was that at the initial stage, the project did not include a designated position for a communications related position and thus media outreach remained minimal for the majority of the year. In the last four months, a dedicated position was created to handle communications. A twitter account was started and posts were regularly updated on LinkedIn and Facebook.

While Facebook remained the second highest medium in terms of sign-ups gained, the results it yielded could not be significantly improved. For the training and mentoring services offered at the office premises, approximately three to five beneficiaries were obtained per session as a result of Facebook campaigning. This number could not be significantly improved and thus training sessions were shifted to college premises.

In order to gain organic following on social media, consistent engagement is required. This engagement could consist of not only regular posts but timely responses to all messages in inboxes as well as addressing all relevant comments on posts as well.

C. Recommended Way Forward

- In order to continue to improve engagement on social media, paid campaigns should be run at least one week every month in order to increase following and informing a wider public about Job Asaan services.
- If the project expands to other districts in Punjab, they should acquire separate social media pages and regularly update their content and schedules to keep the local beneficiaries informed. Collective material on Job Asaan received from various districts can be uploaded on the PCSW website for an overview of the project. Furthermore, the Lahore chapter should continue to publish videos of training sessions for the benefit of women who are geographically limited from becoming beneficiaries as well as Job Asaan trainers at the district level
- Instead of publishing newspaper and television advertisements only, more investment should be made to generate positive word of mouth. This can be done by:

- (1) Having Job Asaan and PCSW representatives participate in Radio and Television shows (particularly morning shows to target women on HUM and ARY).
- (2) Printing supplements instead of newspaper advertisements as these were unable to communicate all information.
- (3) Profiling success stories on social media, and on radio and television platforms.
- (4) Having a dedicated Communication Manager to oversee all communications activities.

10. APPENDIX

APPENDIX A: College Outreach Events

Sr. no.	Name of institution	Type of Event	Event Date
1	Defence Degree College	Informative Session	15-Mar-18
2	Govt. Postgraduate College for Women, Wahdat Road	Signup event	28-Mar-18
3	Sharif College of Engineering & Technology	Job fair & Signup event	29-Mar-18
4	Govt. Postgraduate College for Women, Wahdat Road	Signup event	5-Apr-18
5	Govt. Postgraduate College for Women, Wahdat Road	Signup event	10-Apr-18
6	Hailey College of Banking & Finance	Signup event	25-Apr-18
7	Government College University Lahore	Job fair	3-May-18
8	University of Engineering and Technology	Informative Session	9-May-18
9	University of the Punjab – PUCIT	Signup event	23-Jul-18
10	Kinnaird College for Women University	Informative Session	11-Sep-18
11	Government Central Model High School, Gulberg	Signup event	25-Sep-18
12	Government College University Lahore	Signup event	27-Sep-18
13	Government College of Science, Iqbal town	Signup event	3-Oct-18
14	Govt. Ayesha Degree College for Women, Timber Market	Signup event	4-Oct-18
15	Govt Apwa College for Women	Signup event	5-Oct-18
16	Govt. Degree College for Women, Mustafabad, Lahore	Signup event	9-Oct-18
17	Govt. Degree College for Women, Data Nagar	Signup event	15-Oct-18
18	Govt. Degree College for Women, Bilal Gunj, Lahore	Signup event	17-Oct-18
19	Govt. Degree College for Women Kahna Nau, Lahore	Signup event	18-Oct-18
20	Govt. College for Women Model Town, Lahore	Signup event	24-Oct-18
21	Govt. Ayesha Degree College for Women, Timber Market	Signup event	25-Oct-18
22	Govt. Degree College for Women, Kot Lakhpat	Signup event	15-Nov-18
23	University of the Punjab – PUCIT	Job fair	16-Nov-18
24	University of Education, Bank Road Campus	Training session & Job and Internship fair by Job Asaan	22-Nov-18
25	Hailey College of Commerce	Training session & Job and Internship fair by Job Asaan	28-Nov-18
26	Govt. College for Women Model Town, Lahore	Training session	3-Dec-18
27	Government College University Lahore	Training and Signup session	5-Dec-18

APPENDIX B: Protocols for College Outreach Activity

STEP 1: Search for public colleges where we can potentially get sign-ups from.

STEP 2: In the “Status of Colleges/Universities Pilot Phase” (Google Doc) add the details of the college.

STEP 3: Make the first call. Explain what Job Asaan is and try to get a meeting with someone who handles student affairs or anyone who has the authority to conduct an event at the college. Tell them that you will send them an email with our brochure and other details as well. Confirm the working email address for this task.

STEP 4: In the “Status of Colleges/Universities Pilot Phase” (Google Doc) add information you have after the first call. Set a follow up date as well.

If no progress is made in the first call, try again later.

STEP 5: In the meeting, take the Job Asaan brochure and leaflet with you. Tell them what Job Asaan is and how our services aim to match students and the recent graduating class to firms according to their skills and educational background. Ask them the strength of their female student body. Tell them you want to hold a sign-up event or participate in an upcoming job fair to get the information of the interested students. If they don't have a lab tell them you will bring your own system for the sign ups. If they have a lab, ask them what the capacity of their labs is and if they have google chrome installed in it. Conclude the meeting with a confirmed date for the event. Answer any relevant questions of concern by the college.

STEP 6: Before the event send your standees to the college and ask them if it can be set up. Also ask the college to send out an informative email to their female student body to inform them about the event date and timing with a little introduction about Job Asaan (Make a draft and send it to them).

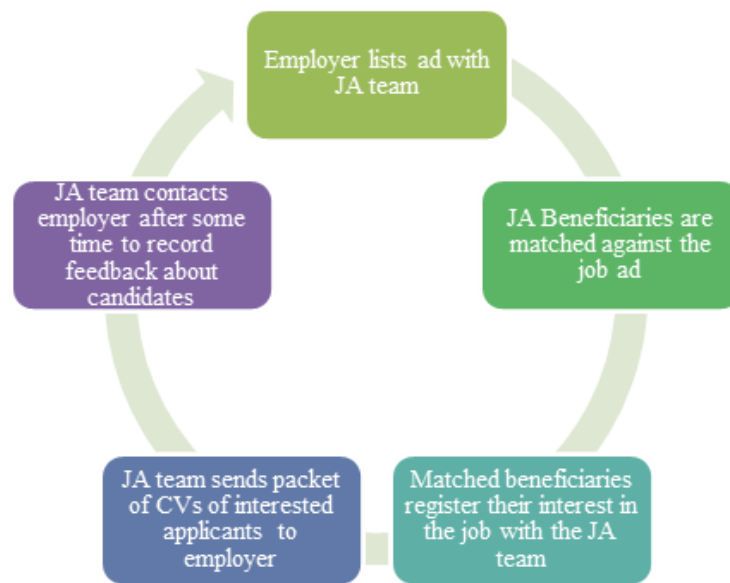
STEP 7: On the event day take brochures, pamphlets, standees and the event banner with you. Set up the computers in the computer labs beforehand. For the female students brief them with the following information:

“Job Asaan is a project by the Punjab Commission on the Status of Women that aims to facilitate women in the process of job hunting. Our primary four services are CV making, job matching, job application services, and a female only co-working space to use the internet or computer facilities. All these services are free of cost. Our purpose here is to get all the potential applicants to sign-up with us through the online form, so that we can effectively match you with the best firms. Your personal information will remain safe with us and will be used cautiously as per your permission stated in the form. Once we have these details we will take you through an efficient process where we can determine your skills and identify areas which need improvement through trainings and counseling. Then we will match you to the firms. The jobs are not limited to any specific field or firm; once you begin the form you will find various options to state your preferences. Try and be as thorough as possible while filling it. Let me or any of the TCCOs here know if you are stuck anywhere with the form”

Help them in opening the Job Asaan page for the sign ups. Answer any relevant questions that are asked. Try and be as clear as possible.

APPENDIX C: Employer Recruitment

1. Firm Ad Listing Cycle



2. MoU

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MoU) has been signed at Lahore on the _____ day of _____, 2018, between

Punjab Commission for the Status of Women (PCSW) which was created by the Punjab Assembly through the Punjab Commission on the Status of Women Act, 2014 as an oversight body to ensure that laws, policies and programs of the Government of Punjab promote women's empowerment and has its registered office at Shadman II, Lahore (hereinafter called as PCSW).

And

Systems Limited which was established in 1977 and is now operating as a global leader of next-generation IT services and BPO solutions. Systems limited provides computing strategies and solutions to Government and Private Organizations. Systems Limited's offshore facilities established in the US, UAE, UK, and Pakistan, comprise of over 2,500 customer-focused employees who possess strong expertise in IT Consultancy, Business Process Automation, ERP Solutions, Business Intelligence, Human Capital Management, Business Process Outsourcing and Document Management Systems.

WHEREAS

PCSW has a broad mandate, ranging from review of laws, rules, policies, programs and other measures of the government; to monitoring implementation of laws and policies for achievement of gender equality and elimination of discrimination against women. A key function of the Commission is to undertake research, collect data for policy recommendations, and monitor violation of women's rights.

Job Asaan, the project initiated by PCSW, is an employment assistance service that helps employers find qualified applicants for vacancies and helps applicants find better jobs. If a firm has any vacancies, Job Asaan lists them down and helps the firm find a pool of candidates for the vacancies. In addition to that, Job Asaan also provides an applicant screening service. This helps the firm substantially reduce the time and cost it spends on recruitment.

NOW THIS MOU WITNESSETH AS FOLLOWS:

1. PCSW and Systems Limited hereby in principal agree that:
 - a) In order to avail the services of Job Asaan, Systems Limited will join the Leadership Circle of Job Asaan;
 - b) Systems Limited will share vacant positions in its company with Job Asaan;
 - c) Job Asaan will provide Systems Limited with CVs of potential candidates against the listed positions;
 - d) The information obtained by signing up Systems Limited with Job Asaan will be used by PCSW to improve Job Asaan's services and for research purposes;
 - e) Information collected from Systems Limited will be kept confidential;
 - f) Systems Limited will partake in gender sensitization training conducted by PCSW;
 - g) The contribution and cooperation of Systems Limited will be formally recognized by PCSW.
2. There are no financial obligations on behalf of any organization signing this MoU.
3. This MOU may be terminated without cause and without any liability or obligation by either party giving one month's notice in writing.
4. This MoU shall not create a legally binding relationship between the parties and its provisions shall not give rise to any legally binding rights, obligations or liabilities whatsoever.

IN WITNESS WHEREOF the parties named above have executed this Memorandum of Understanding on the day, month and year written first above.

For & on behalf of
Systems Limited

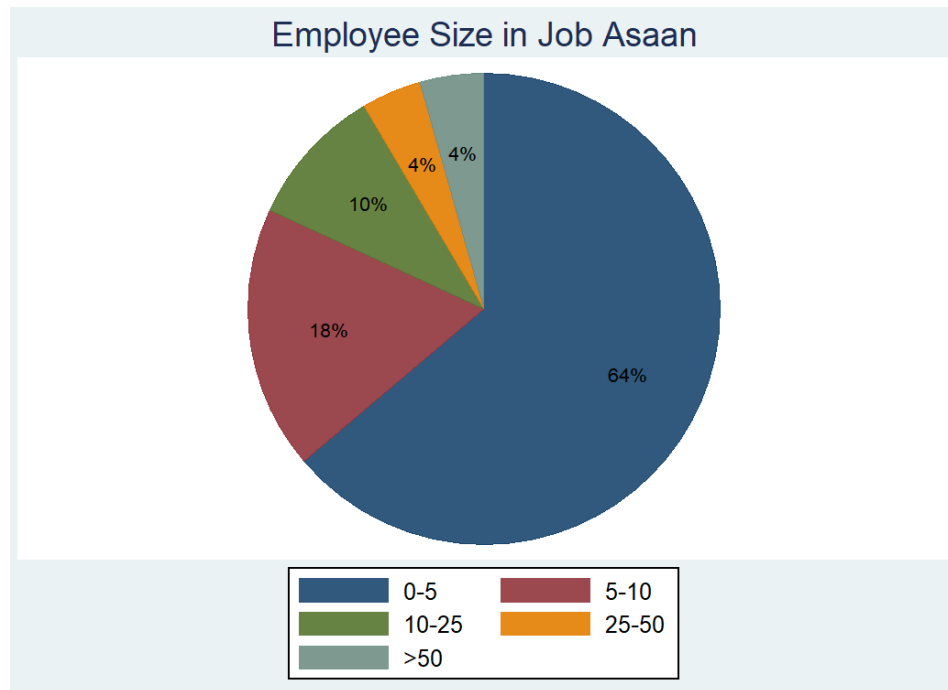
For & on behalf of
Punjab Commission for the Status of Women

Date

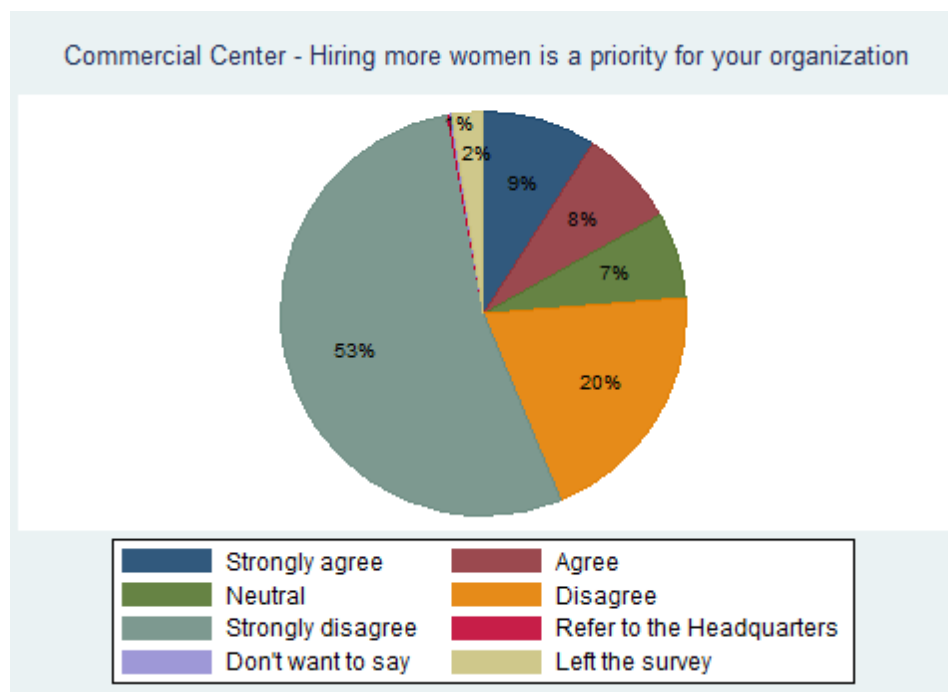
Date

WITNESSES

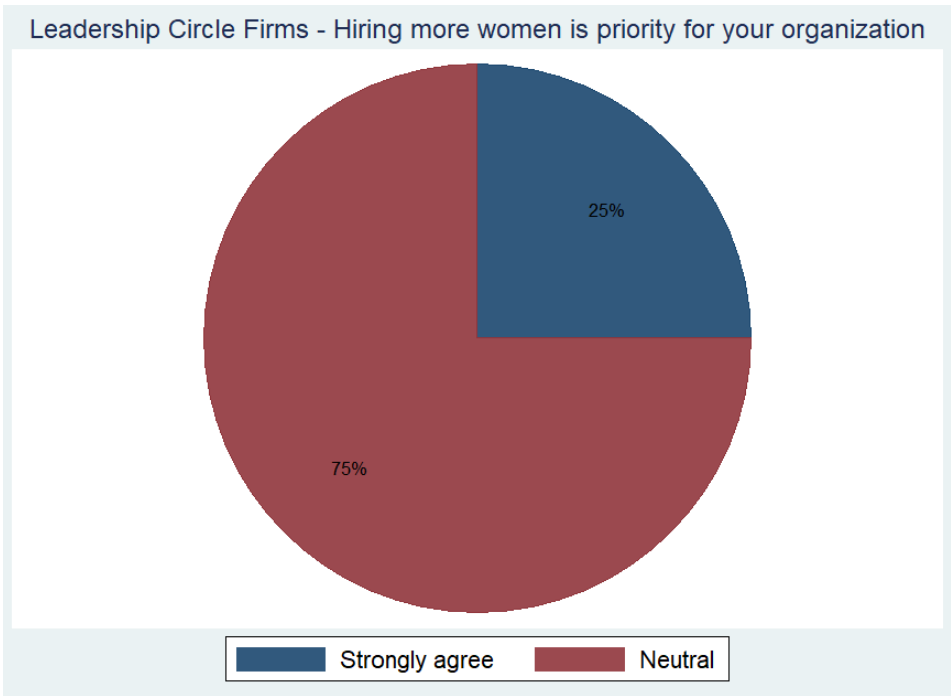
3. Employee Size in Job Asaan



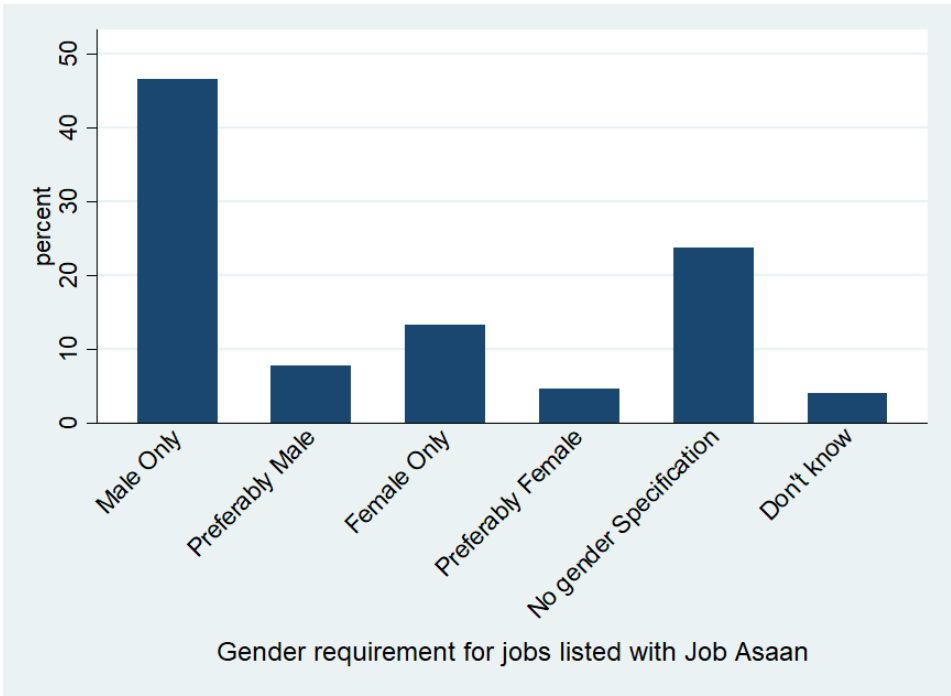
4. Commercial Center – Hiring women is a priority for your organization



5. Leadership Circle – Hiring women is a priority for your organization

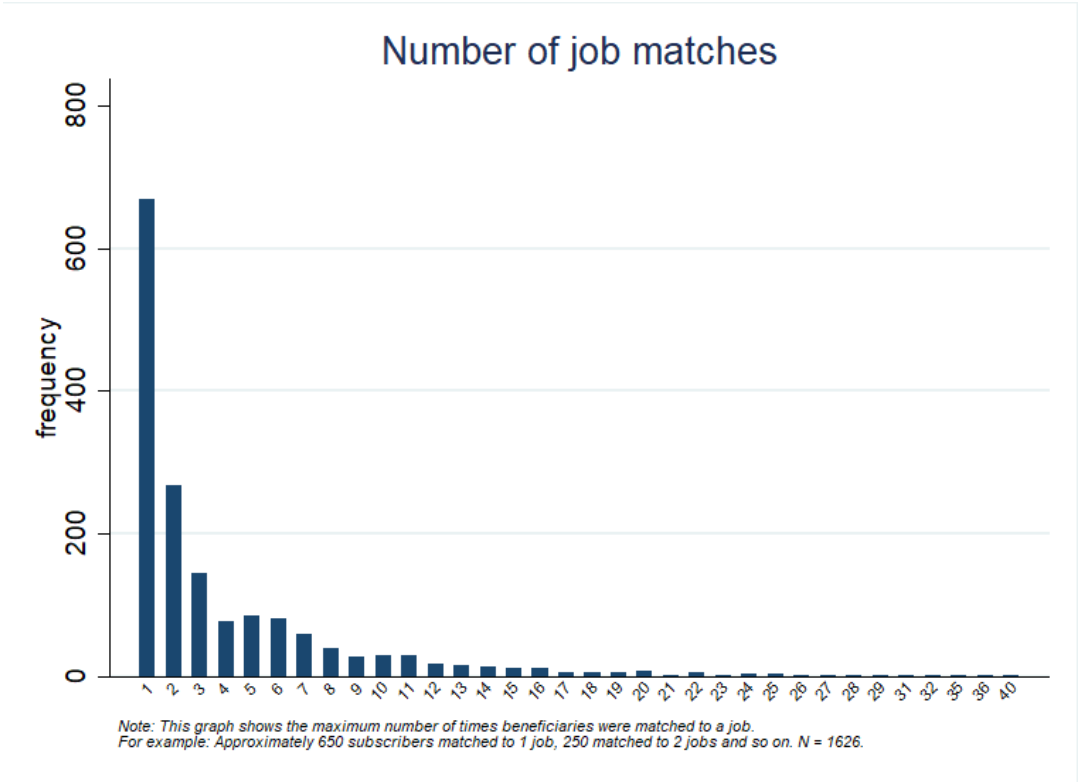


6. Gender requirement for jobs listed with Job Asaan

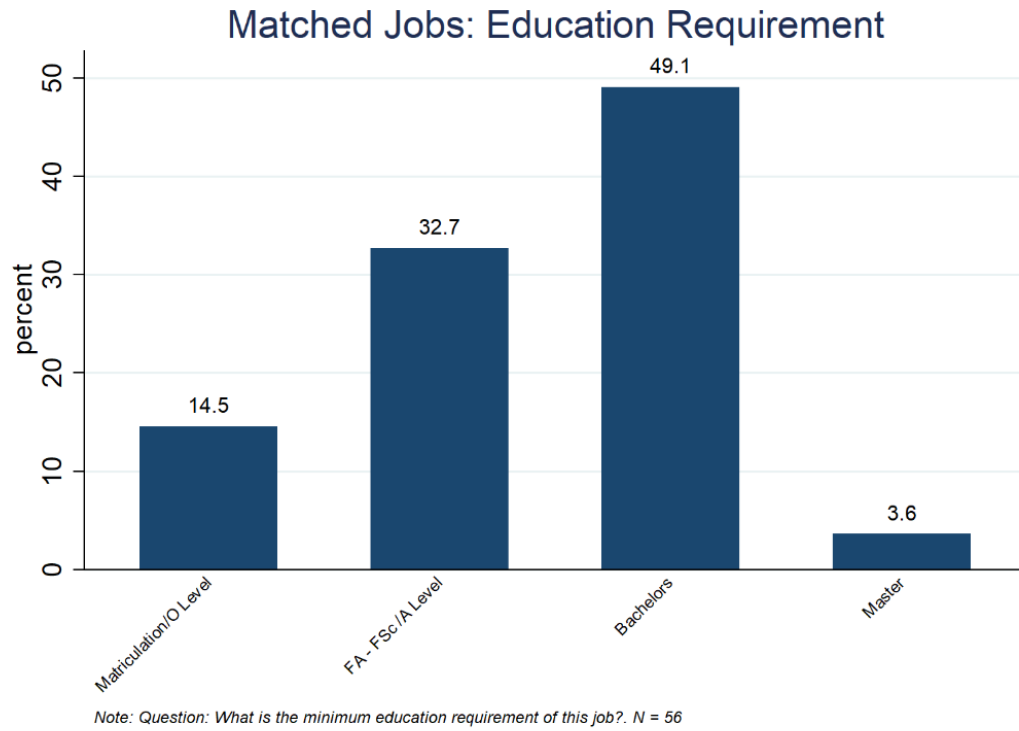


APPENDIX D: Job Matching

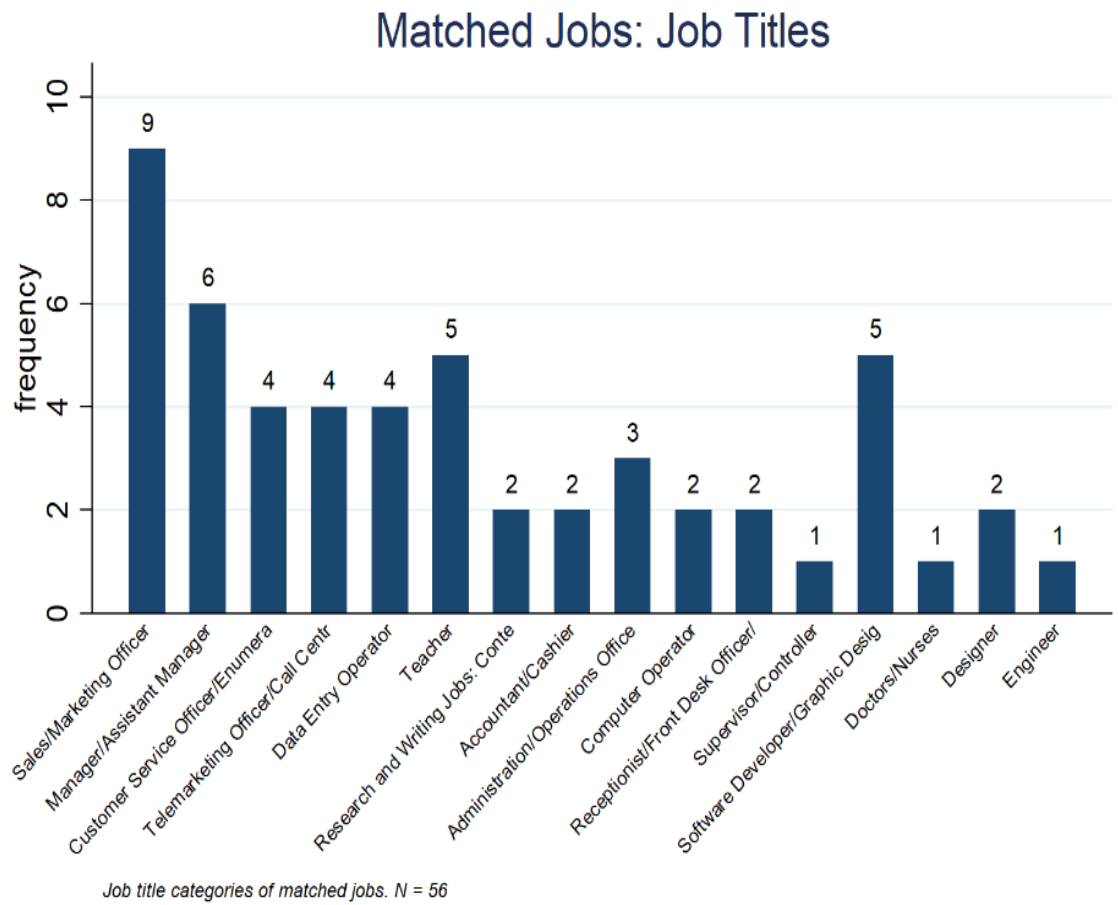
1. Number of Jobs Matched



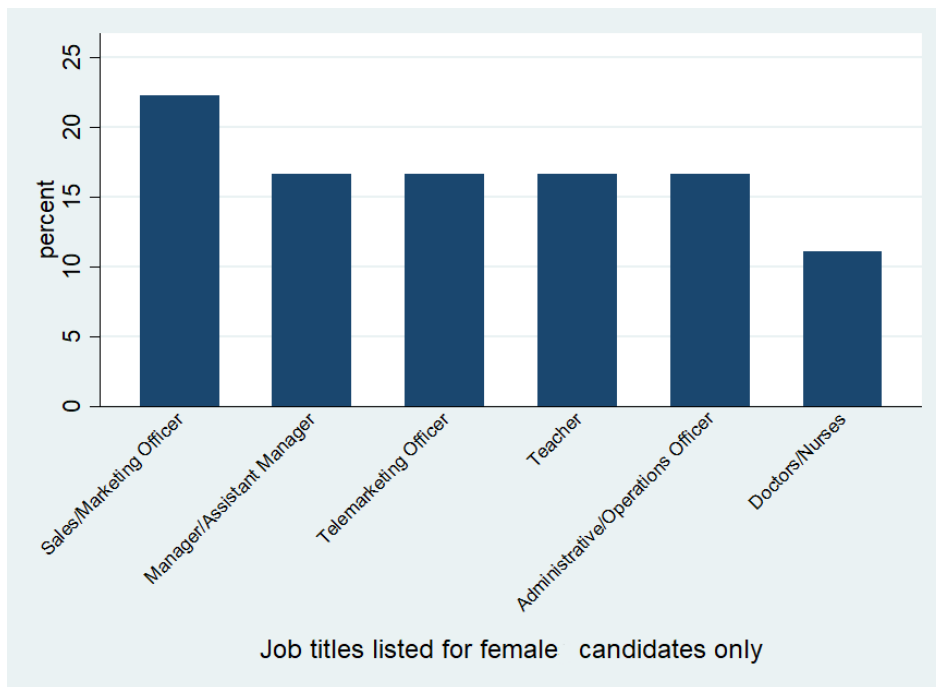
2. Matched Jobs: Education Requirement



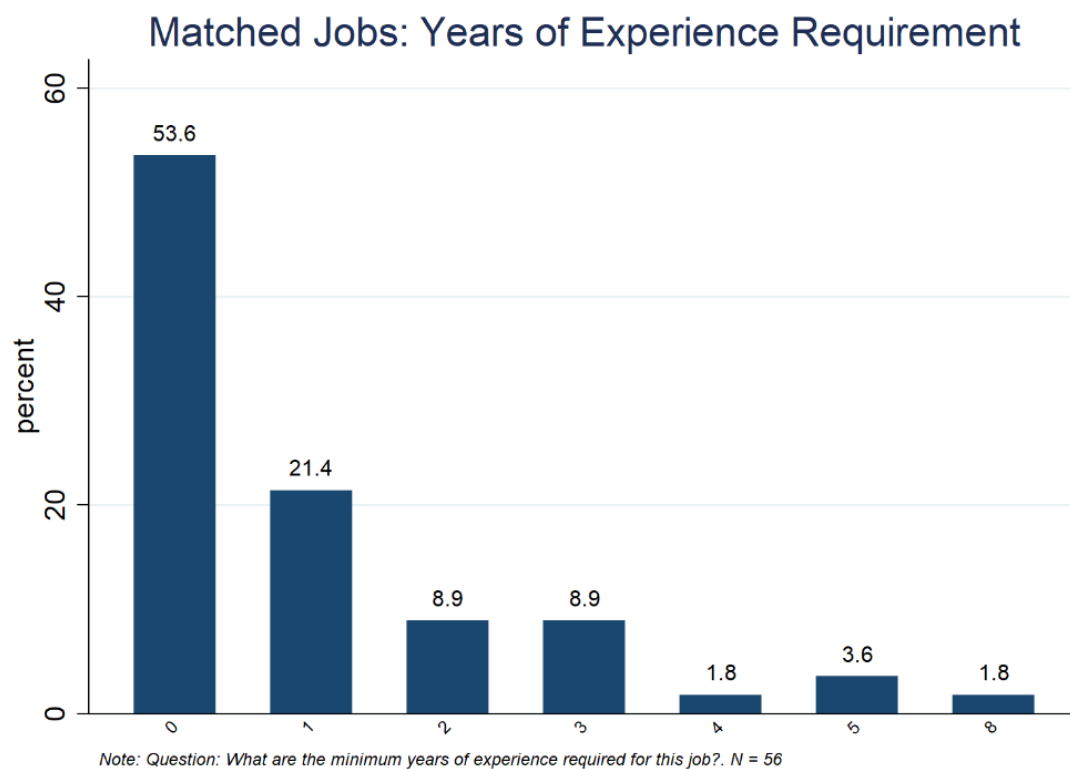
3. Matched Jobs: Job Titles



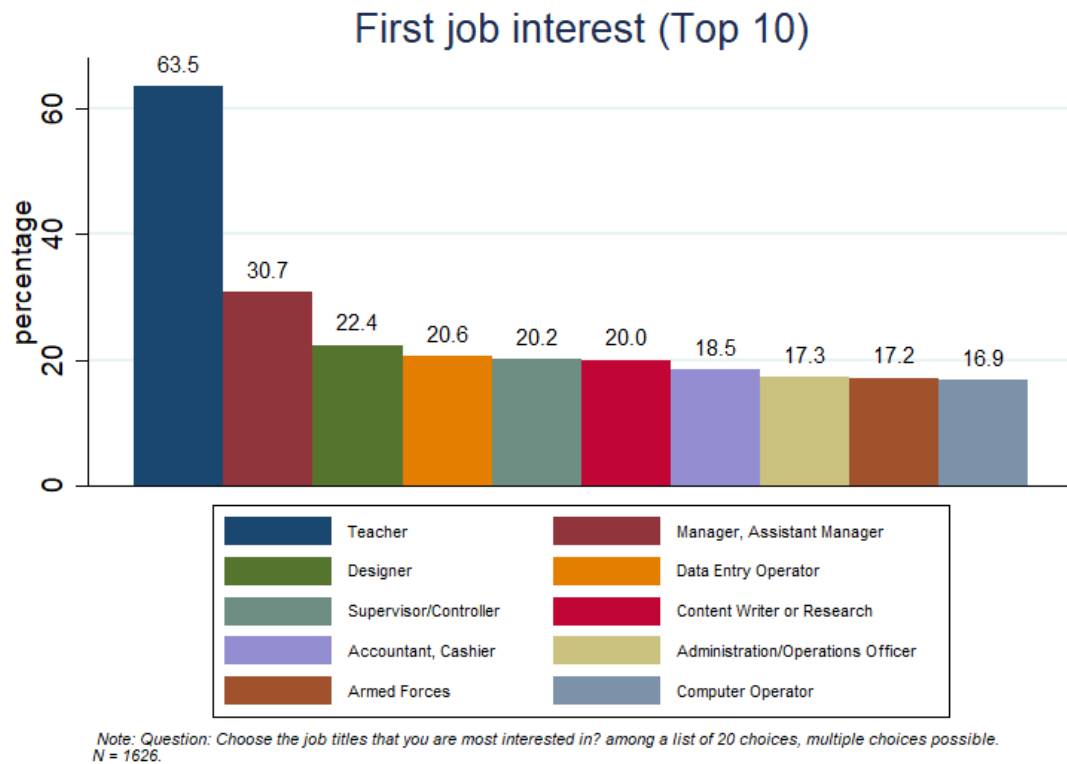
3b. Categories of listed jobs that *only* accept female candidates



4. Matched Jobs: Years of Experience Requirement



5. Job Categories



6. Job Categories

JOB INTEREST

Sales/Marketing Officer

Manager/Assistant Manager

Customer Service Officer/Enumerator

Telemarketing Officer/Call Centre Agent

Data Entry Operator

Teacher

Research and Writing Jobs: Content Writer/Research Assistant/Analyst

Accountant/Cashier
Administration/Operations Officer/Clerk
Computer Operator
Receptionist/Front desk Officer/Telephone Operator
Supervisor/Controller
Lab Assistant
Software Developer/Graphic Designer/IT Specialist
Doctors/Nurses
Designer
Engineer
Lawyer
Journalist/Media Officer
Armed Forces- Police, Army, Firemen, Security Guard, etc.
None of the above

7. Education Level Options

EDUCATION LEVEL

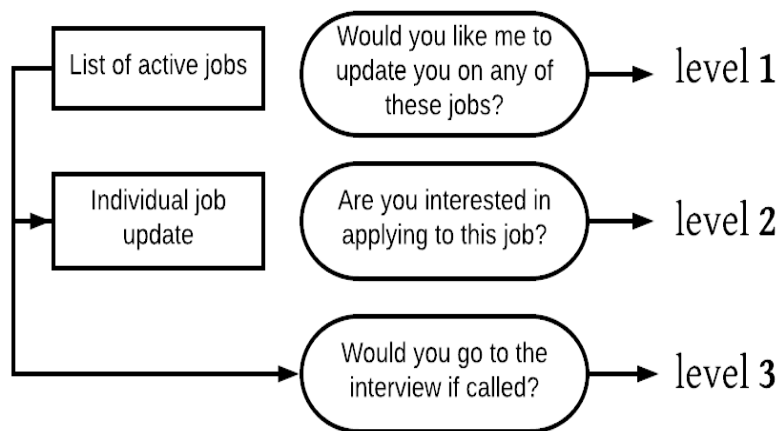
None
Primary School
Middle School
Matriculation/O Level
Matriculation/O Level - Sciences
Matriculation/O Level - Computer Sciences
Matriculation/O Level - Arts
FSc /A Level - Pre Med
Fsc /A Level - Pre Engineering
F.A / A Level

Bachelors
Masters
PhD
Other Courses/Diplomas

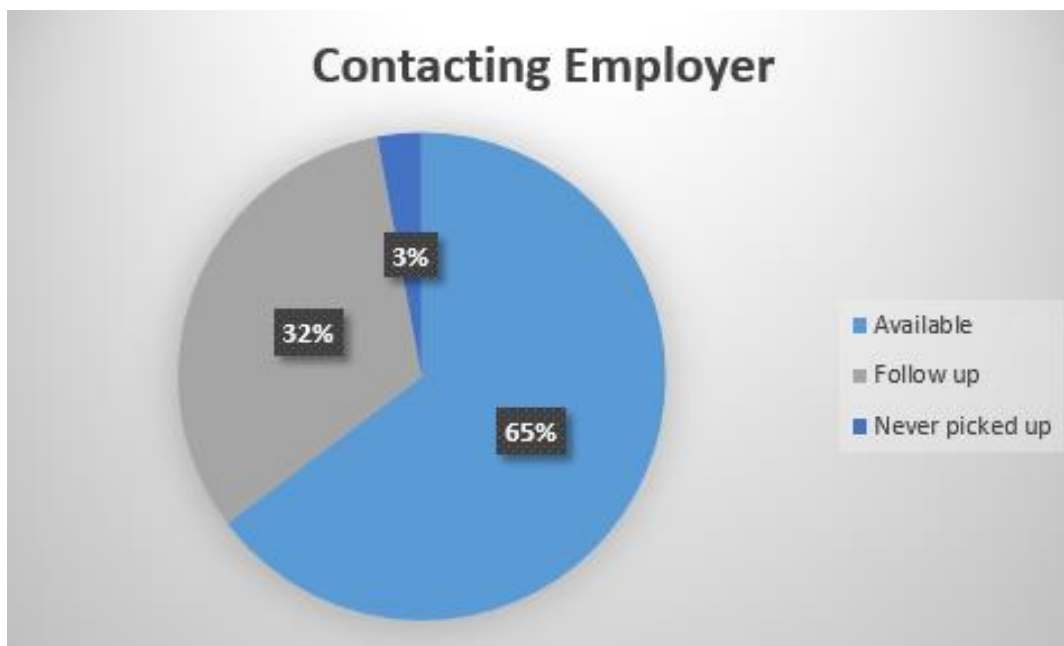
8. Sample Job Match SMS

**JOB AD for [Name]
[Firm Title] [Firm Name]
[Salary]
[Address]
Apply karnay ki akhri tareekh: [Deadline]
Apply karnay ke liye jald Job Asaan ki helpline par rabta karain
Call 0348-1112020**

9. Screening Job Interest

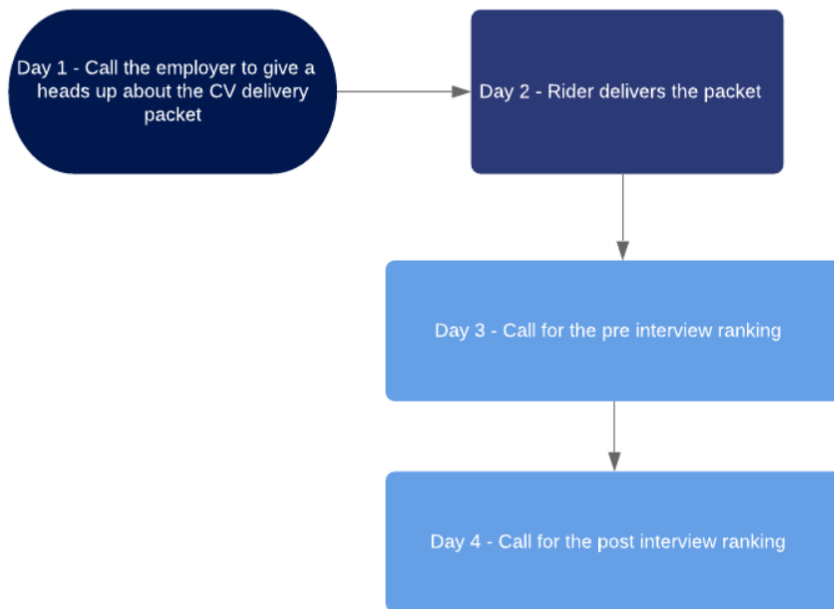


10. Availability of Relevant Person



11. New Protocol for Firms' Feedback

New Protocol of Follow up process



APPENDIX E: Training Outline

Training

- Tips to making a winning resume! (CV making training)
- Interview Skills training
- Job Networking training

Maintaining Lifelong Careers

- Dealing with sexual harassment at work!
- Managing life cycle transitions
- Career Progression Do's and Don'ts
- Teamwork
- Leadership

Job Performance Training

- Professional and Business Writing
- Verbal Communication skills - Confidence Building
- Working on Microsoft Word
- Working on Microsoft Excel
- Working on Microsoft Power Point
- Data Entry
- Presenting and Summarizing Data

APPENDIX F: Skills Card

Non-Cognitive Skills فطرتی صلاحیتیں/بغیر سیکھے

1. Agreeableness/ مہذب / خوش اخلاق

- Cooperative معاون
- Helpful (مددگار)

2. Conscientiousness / با ضمیر

- Keeping engagements (فرائض پورے کرنے والا)
- Hardworking (محنتی)
- Organized (منظم)
- Dependable (قابل اعتماد)
- Showing up to work on time/ Punctuality وقت پر کام کرنے والا

3. Emotional Stability \ متوازن شخصیت

- Calm (پرسکون)
- Self-confident (خود اعتماد)
- Handles stress well (ذہنی دباؤ سے نمٹ سکے)
- Does not get irritated or upset easily (پریشان / گھبرائے نہیں)

4. Enjoys interacting with others

- Sociable with team members, potential clients, and relevant stakeholders
ٹیم کے لوگوں، گاہکوں اور متعلقہ لوگوں ساتھ مل جل کر رہنے والا
- Positive impact on surroundings groups/ individuals مثبت اثرات والا

5. Openness to experiences (نئے تجربات حاصل کرنے کے لیے تیار)

- Trying out new tasks نئے کام کی کوشش کرنا
- Willing to step out of their comfort zone to complete difficult tasks
اپنی آسائش سے باہر نکل کر مشکل کام کرنے کے لیے رضا مند
- Willingness to learn new concepts and/or skills
نئی مہارتیں سیکھنے والا

6. Teamwork/ ٹیم ورک

- Gets along well w/team members (ٹیم ممبرز کے ساتھ اچھی طرح پیش آئے)
- Coordination to meet deadlines (اکٹھے کام کرنا تاکہ وہ وقت پر مکمل ہو جائے)
- Working in an interdependent environment (مل جل کر کام کرنا)

7. Oral interpersonal communication/ زبانی ذاتی گفتگو

- Ability to communicate clearly with peers/supervisors/clients
(ساتھیوں / سپروائزر / کسٹمرز کے ساتھ واضح طور پر بات چیت کرنے کی صلاحیت ہو)
- Active communication – explains when he/she needs help or when there is a problem to be resolved
(موثر انداز سے بتا سکے کہ اسے کب مدد کی یا اگر کہیں کوئی مسئلہ ہے اور اسے حل کرنے کی ضرورت ہے)

8. Leadership رہنمائی اور ٹیم کے انتظام کی صلاحیت

- Conflict Resolution (تنازعات حل کرنے کی صلاحیت ہو)
- Ability to delegate tasks (دوسروں کو کام / ذمہ داری دینے کی صلاحیت)
- Decision making (فیصلہ کرنے کی صلاحیت)

Cognitive Skill سیکھنے والی صلاحیتیں / غیر فطرتی

9. Mental Agility ذہنی پھرتی یا تیزی

- Thinking on one's feet خود سے سوچنے والا
- Critical Thinking تنقیدی فکر / سوچ
- Sharp memory تیز / مضبوط حافظہ

Technical Skills:

10. Microsoft Excel (مائیکروسافٹ ایکسل)

11. Microsoft Word (مائیکروسافٹ ورڈ)

12. Microsoft Power Point (مائیکروسافٹ پاور پوائنٹ)

13. Business Writing (کاروباری تحریر)

- Report Writing رپورٹ لکھنا
- Executive Skills اعلیٰ سطح پر کام کرنے کی مہارت

14. Numerical Skills (Basic) عددی صلاحیت

- Mental math (e.g. a cashier might need to add up amounts in his/her head) زبانی حساب کتاب

15. Professional conduct & etiquette (پروفیشنل رویے اور آداب)

- Following rules and schedules (قوانین کا احترام کرنے والا)
- Professional behavior دفتری / کام کے آداب جاننے والا

16. Time & stress management (وقت اور کشیدگی کا انتظام)

- Multitasking (ایک وقت میں ایک سے زیادہ کام کرنے کی صلاحیت)
- Meeting deadlines (مقررہ وقت میں کام مکمل کرنے کی صلاحیت)

17. Presenting & summarizing data ڈیٹا کو مختصر اور جامع انداز میں بیان کرنے والا

18. Data entry درج شماری

19. Typing speed and accuracy کمپیوٹر پر درستگی اور تیزی سے لکھنا

20. Job-Specific Skills نوکری سے متعلقہ مہارتیں

Language Skills: زبانی مہارتیں

18. Spoken English انگریزی بولنا

19. Reading and Writing English انگریزی پڑھنا اور لکھنا

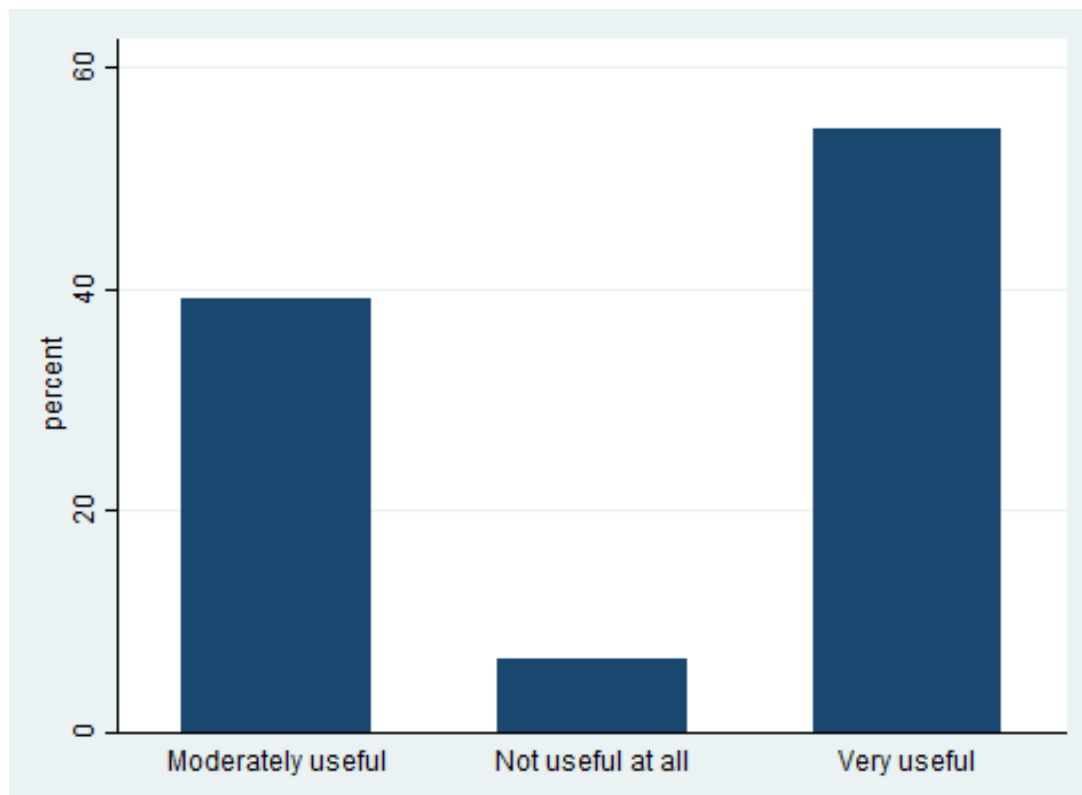
20. Spoken Urdu اردو بولنے والا

21. Reading and Writing Urdu اردو پڑھنا اور لکھنا

22. Spoken Punjabi پنجابی بولنا

APPENDIX G: Training Feedback

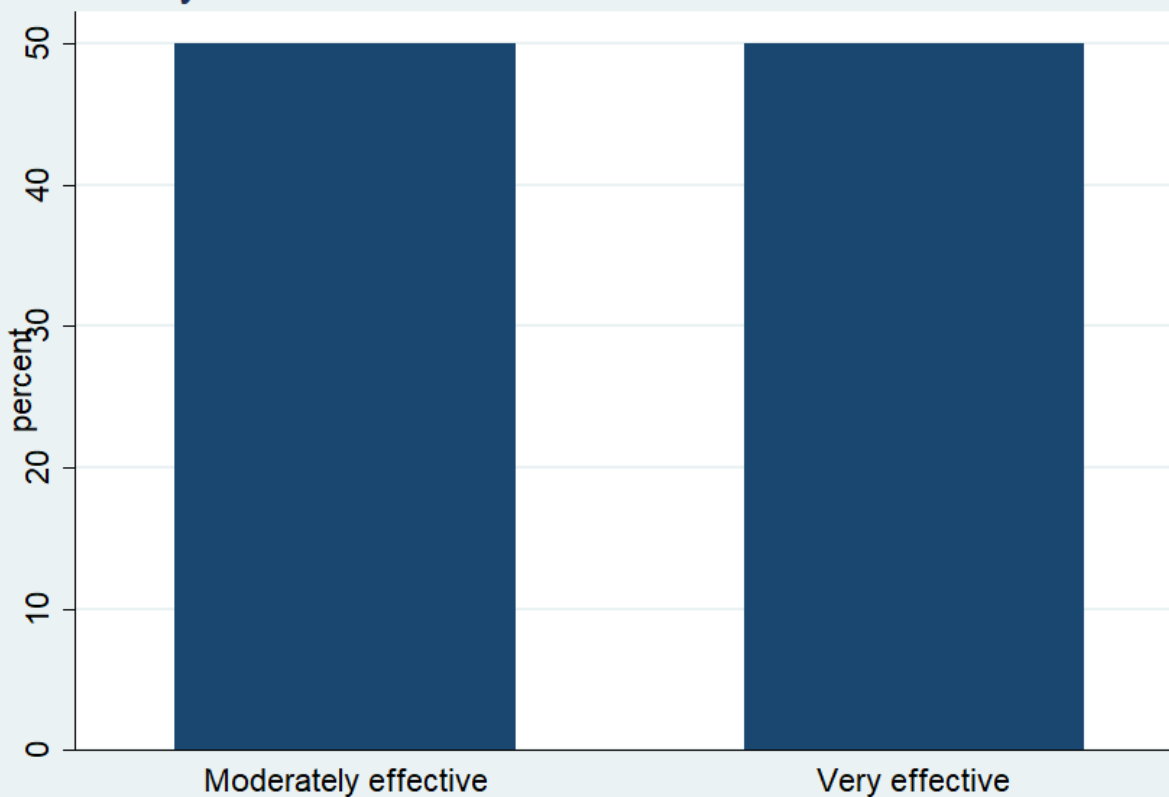
1. Usefulness of Training Material



All beneficiaries that attended the specialized trainings (Microsoft Excel, Professional and Business Writing, Verbal Communication skills etc.) were asked if they found the material to be useful. Almost all beneficiaries that attended the training found the material shared with them to be very useful or moderately useful. The graph is based on the response of 48 beneficiaries who attended Interview Skills, Professional and Business Writing, Verbal Communication Skills, Microsoft Excel, and Professional Etiquette and Grooming.

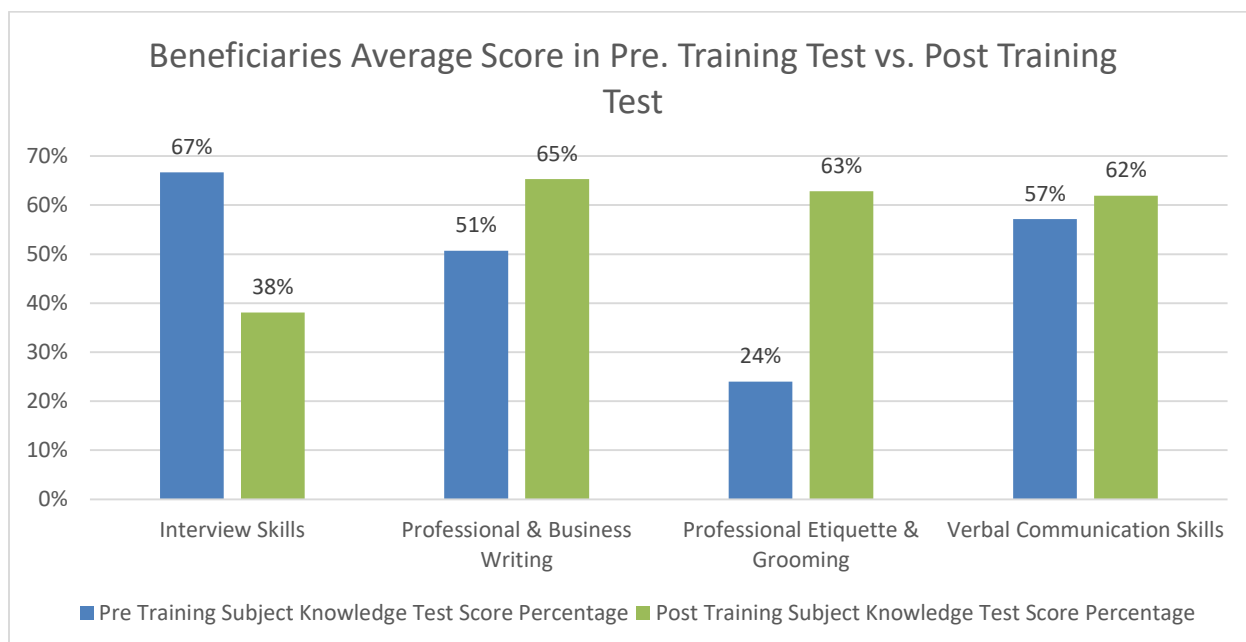
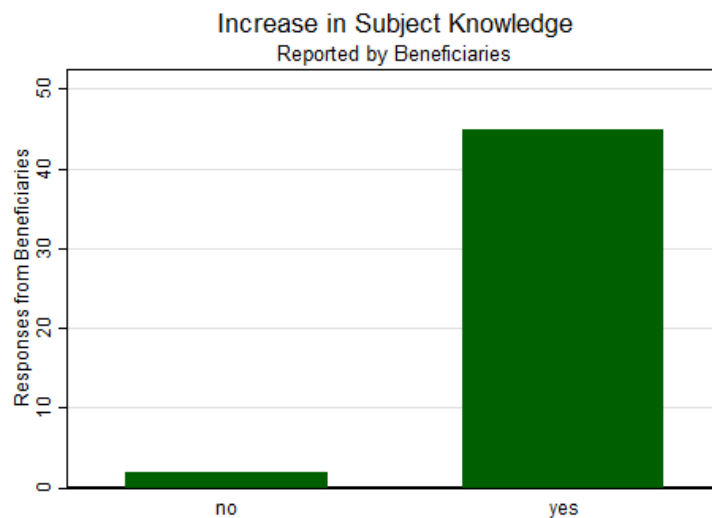
2. Effectiveness of Audio/Visual Material

Beneficiary Feedback - Effectiveness of Audio/Video Material used



This graph represents beneficiary feedback on the audio/ visual material used during training. All beneficiaries that attended the specialized trainings were asked to rate how effective they felt the audio/video material was in facilitating their learning. These include videos, audios etc. Almost everyone felt that the support material used was effective in increasing their learning as seen from the **Graph: effectiveness of audio/visual material**. The graph is based on the response of 48 beneficiaries who attended Interview Skills, Professional and Business Writing, Verbal Communication Skills, Microsoft Excel, and Professional Etiquette and Grooming.

3. Increase in Subject Knowledge



The Graph above shows the beneficiary subject knowledge before and after they attended the training. These questions were part of the pre/post training questionnaires that the beneficiaries filled. Their

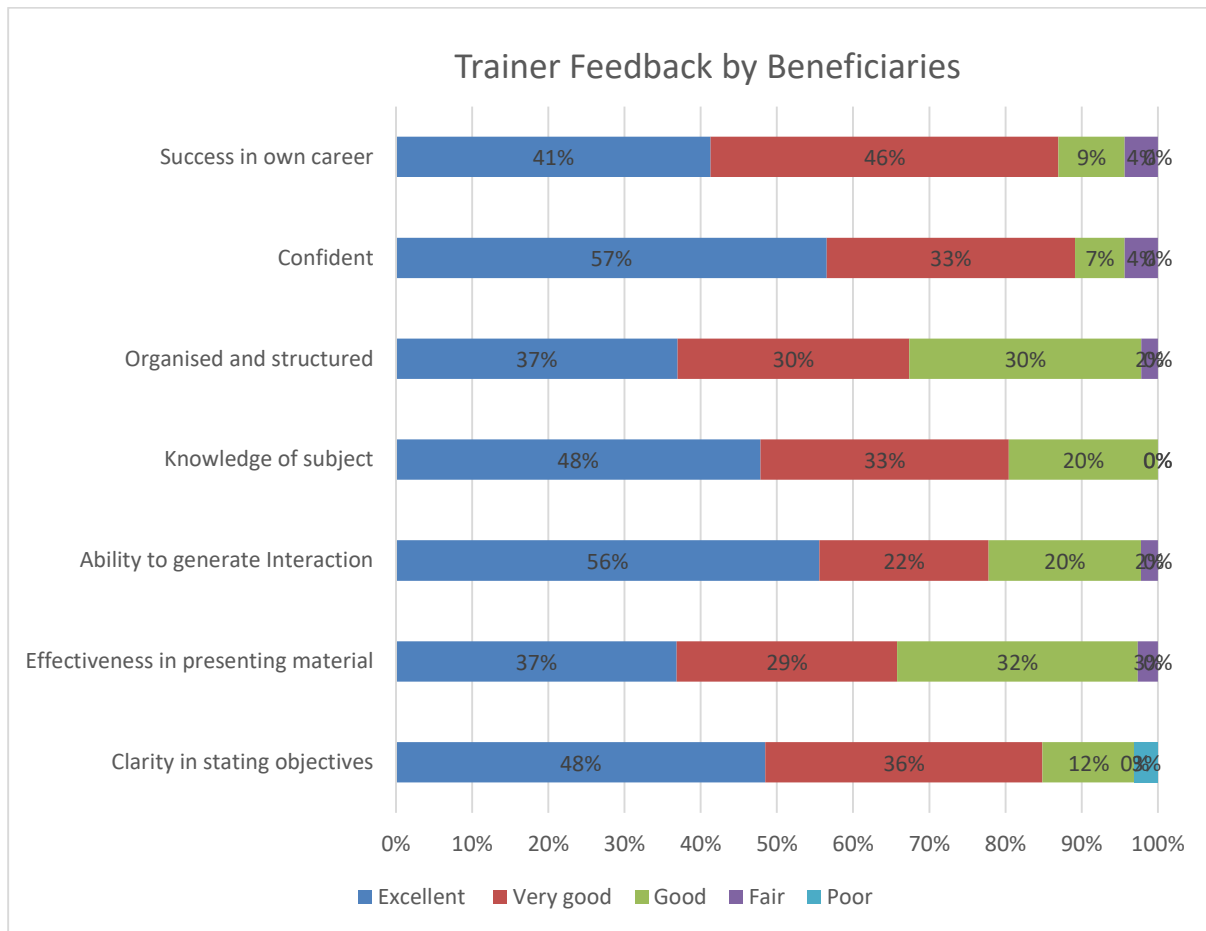
responses were checked and average score was calculated for their pre and post training performance. The graph is based on the response of 48 beneficiaries.

4. Training Expectations Met



Beneficiaries come to trainings with a certain image in mind, on what they will learn and how it will be taught. The **Graph: Training expectations met** represents that almost all beneficiaries were satisfied and their expectations were fully met. The graph is based on the response of 48 beneficiaries who attended Interview Skills, Professional and Business Writing, Verbal Communication Skills, Microsoft Excel, and Professional Etiquette and Grooming.

5. Trainer Feedback by Beneficiaries



This is a very useful and detailed graph, which represents how beneficiaries ranked the Job Asaan trainers on detailed criteria. Out of the total beneficiaries, 90 percent of beneficiaries thought that the trainers' confidence level was either Excellent or Very Good. The graph is based on the response of 48 beneficiaries who attended Interview Skills, Professional and Business Writing, Verbal Communication Skills, Microsoft Excel, and Professional Etiquette and Grooming.

APPENDIX H: Social Media Followers Growth

