Babajob.com Updated Project Plan

Babajob proposes to use the USAID DIV grant funding to improve and expand the platforms through which we engage with existing and potential job seekers. The key planned activities are detailed below and timelines are detailed in the attached Gantt format.

Schools Partnerships

Both the public and private sector have identified the skills gap in India as a large opportunity to provide vocation-related training opportunity and are beginning to provide vocational training certification courses focused at improving candidate employability. These courses range from 3mths to a year and train job seekers to be employment-ready for a number of sectors, including retail, hospitality, BPO and office administration.

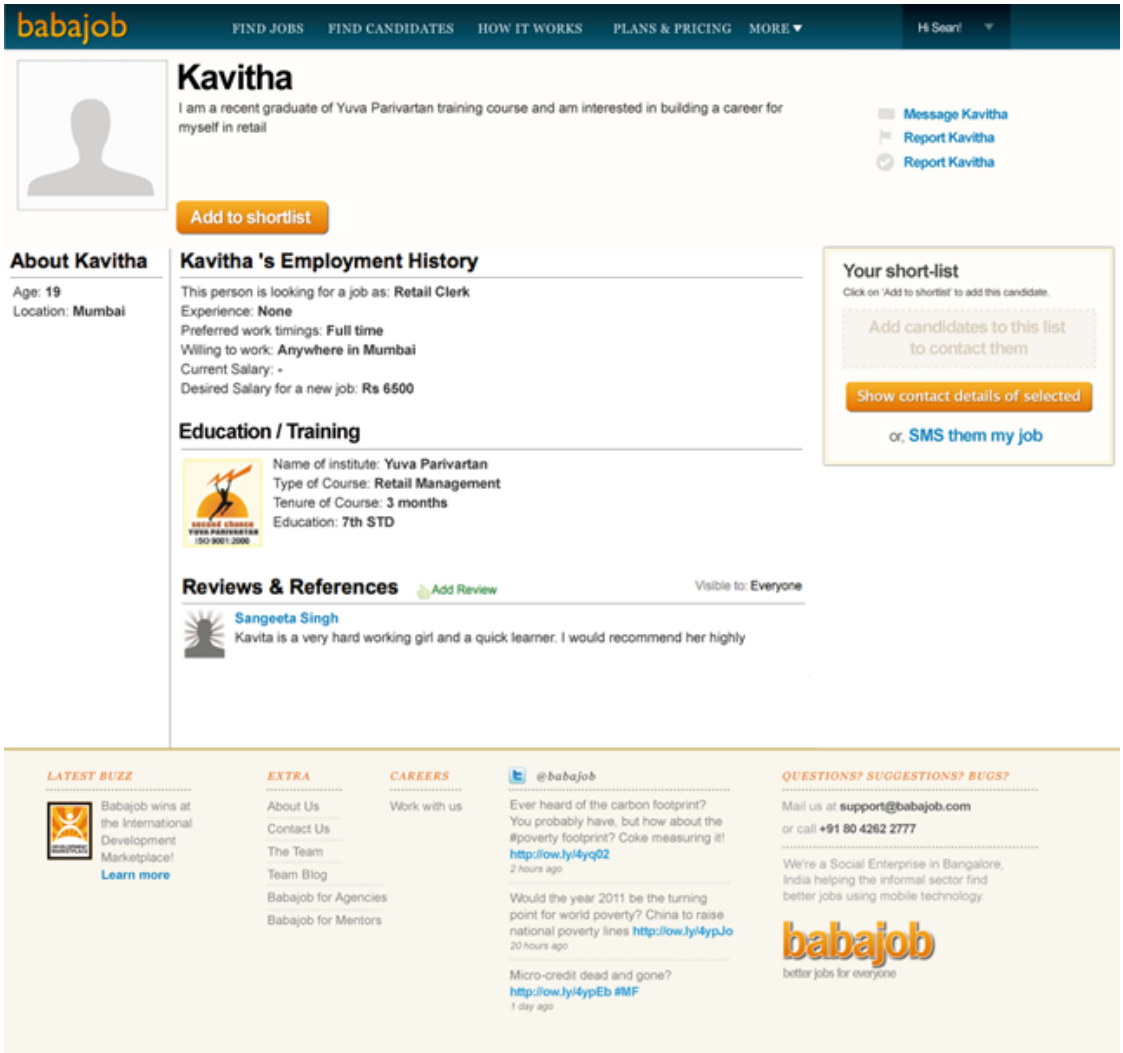
Babajob proposes to be an integral part of this training ecosystem by complementing the placement services of training institutes (for-profit or NGO-driven) that train candidates in relevant job categories (sales/ marketing, retail, BPO, Data Entry) in urban and peri-urban areas.

Babajob will be developing tools, content and features that will enable training institutes and schools ("schools") to easily access Babajob's digitized job content and engage with us independently. The level of investment in NGO and school-related will be adjusted based on engagement from schools as well.

These activities will include:

- Creating unique school home pages with special mentor access. This will allow the placement counselor (ie. candidate mentor) at the schools to create profiles on behalf of graduating students, apply for jobs on their behalf and follow up when an employer contacts a candidate.
- Babajob will also provide training materials for the job seekers so that further down the line, they are empowered to independently search for jobs on Babajob via the internet or mobile phone.

Sample school-registered job seeker profile:



Schools partnering with Babajob will be able to independently use the site to register job seekers for free and use the Babajob portal to search for relevant, high paying, local jobs, while focusing on their core mandate of training.

The portal will also enable schools and placement counselors to track a candidate's career progression over the years, even after graduation and placement.

Through its employer and industry relationships Babajob is privy to significant information about industry requirements in certain skill or geographic areas. Babajob will make this information available to partner organizations to ensure that the training curriculum is in line with employer demands.

Placement counselors will also have access to dashboards and reports enabling them to track the progress towards employment of each of their mentees.

Babajob plans to develop an initial set of features and content based on early research with schools. This will then be rolled out to them as test users and will be iterated based on feedback. Once this first feedback loop has been completed, the content will then be rolled out across the first pilot city. 6mths post the roll-out, we plan to assess all job seekers who are registered via the schools channel to understand their levels of engagement and employability from the employer perspective. Based on the results of this assessment, we will continue to iterate the feature set and training content and then roll-out across all pilot cities.

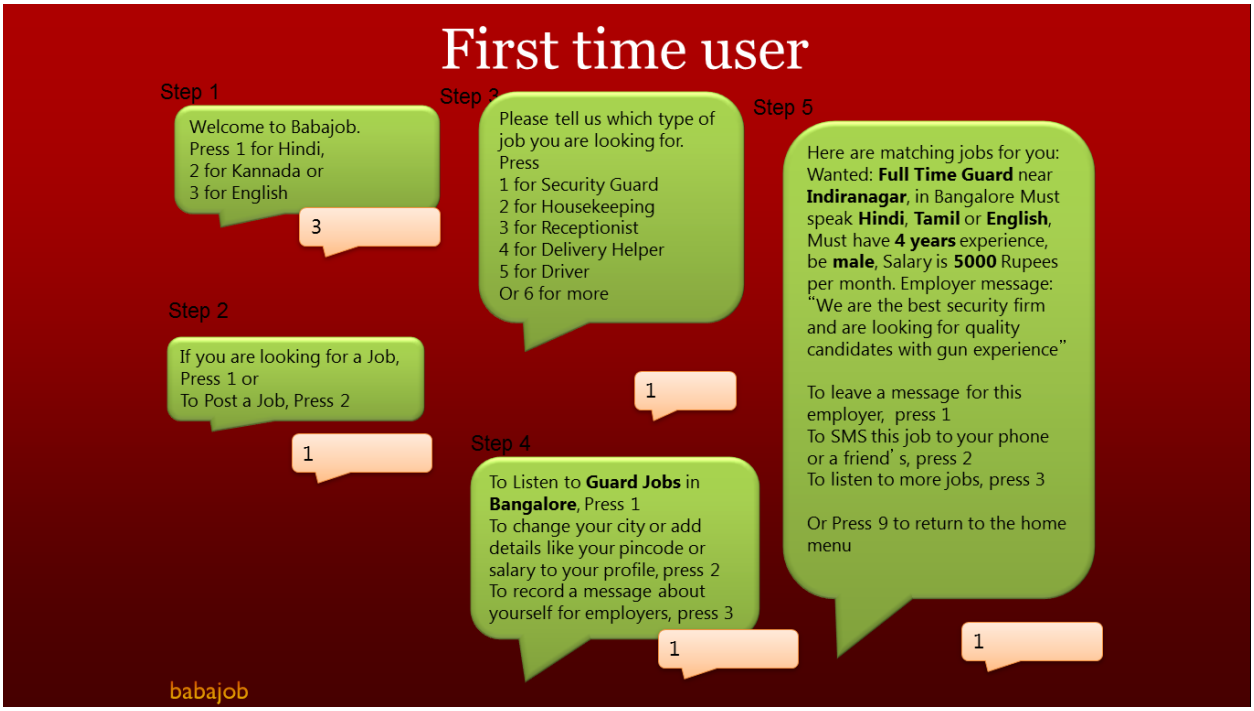
During the course of this program, Babajob also proposes to define a digital format for all student information on the portal, enabling easy standardization across platforms.
The Government India and the National Skills Development Corporation (NSDC) of India have a mandate to provide vocational training linked to employability for 500Mn people by 2020. The NSDC is doing this by providing funding - debt and equity - to vocational training institutes across India. Babajob is also exploring partnership opportunities with NSDC in defining and proselytizing this digital format, as well as bringing all relevant graduates of NSDC-funded schools onto the Babajob platform.
This feature will be promoted through a combination of digital, PR and social marketing activities to enable schools to access it.

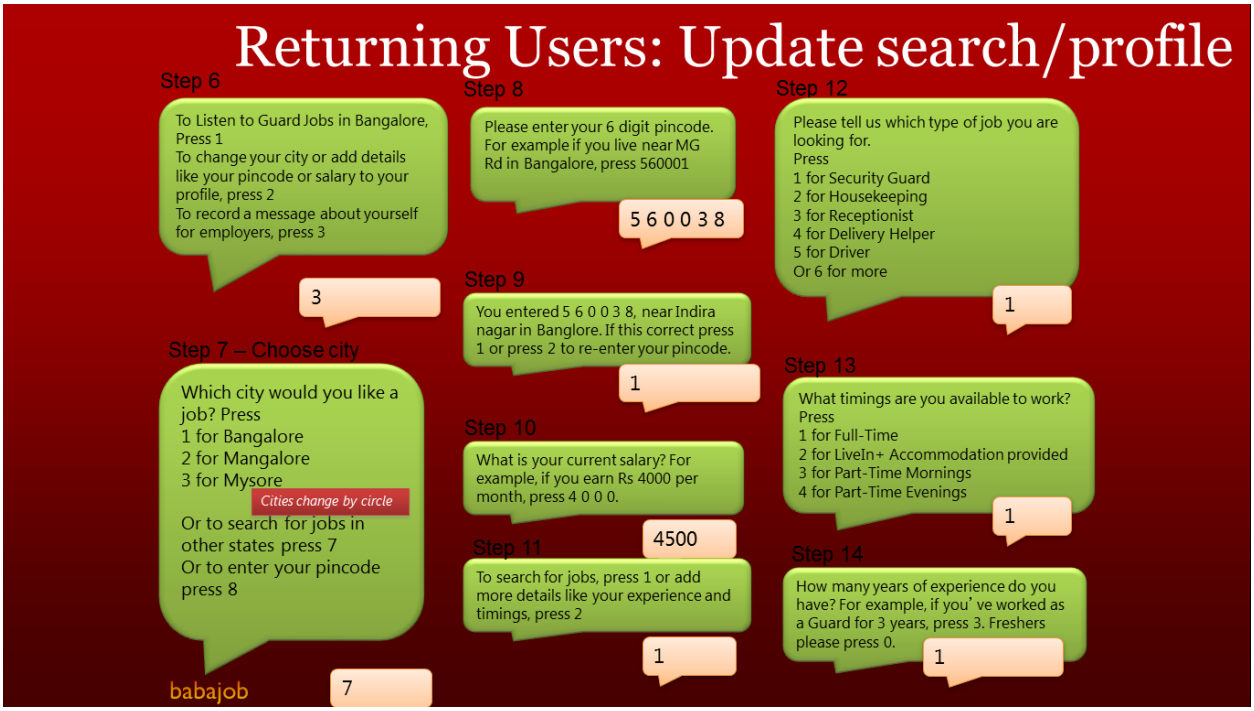
Local Language IVR Platform

Babajob plans to invest resources into creating an automated voice platform to enable job seekers to register, search and apply for job with ease, through their mobile phones. This platform will be available in multiple Indian languages, and it will enable Babajob to overcome barriers of internet access and literacy.

Job seekers will be able to use the Intelligent IVR platform to select from a number of menus recorded in 4 Indian languages. By navigating these menus, job seekers will be able to create a profile, record a message about themselves for an employer, listen to multiple jobs, apply for these jobs and importantly connect to an employer.

Proposed registration and job search flow:





Babajob plans to test with users in the target customer base to understand any issues around ease of use, language and syntax of questions/ prompts. Each subsequent version of the IVR will iterate on improving key job seeker activities for engagement with the site:

- Profile creation – at a very basic level
- Ability to search and apply for jobs
- Ability to add job –relevant profile details, including going through a basic screening process associated with certain jobs

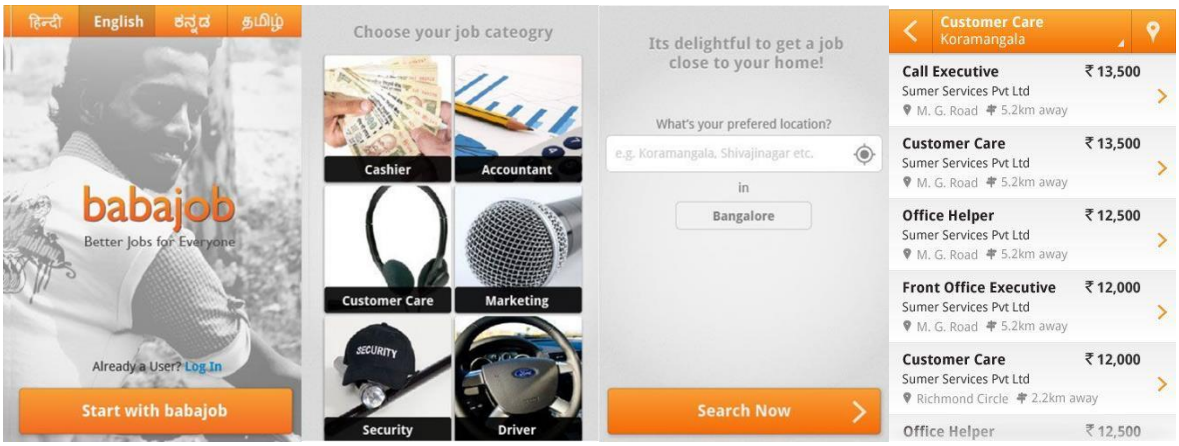
- Adding language options

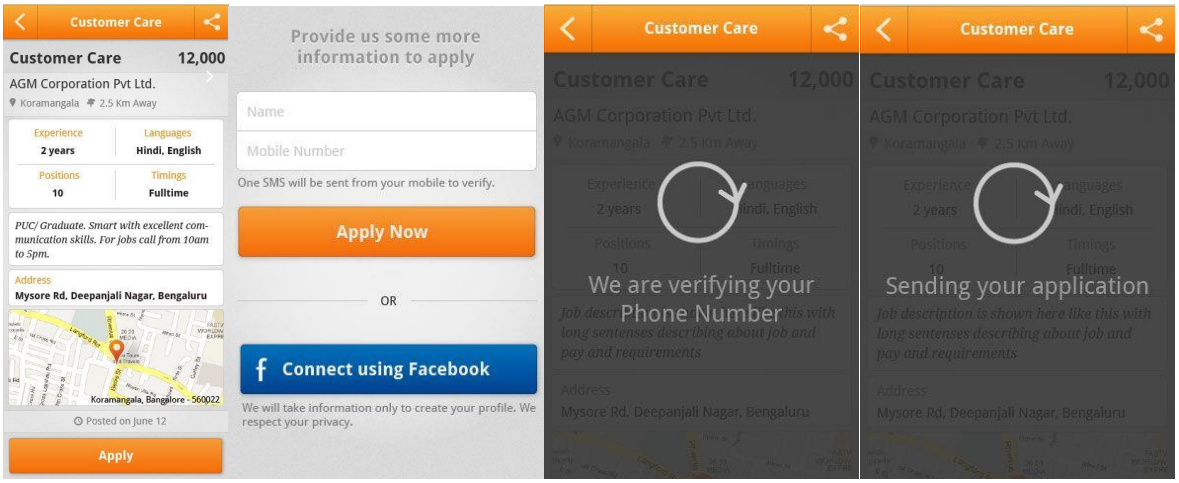
At a mid-point period, Babajob plans to assess the quality of job seekers acquired through the IVR channel to measure their levels of engagement and general employability. This assessment will drive new features and addition of languages.

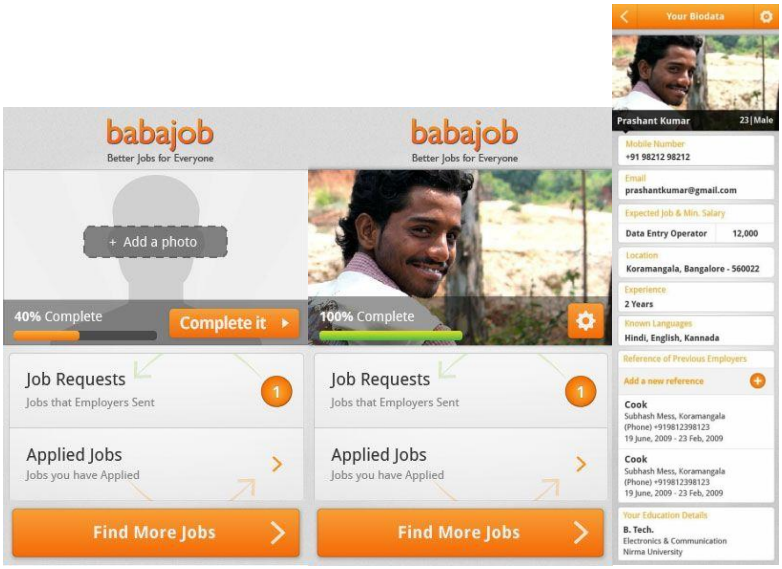
This number will then be promoted through a series of PR, social and viral marketing activities to enable new and existing job seekers to access it.

Mobile App

Babajob plans to develop a simple, easy-to-access and visually navigable mobile app to be available for free download or pre-loaded on low-end mobile phones. These apps will enable better location tracking (enabling more relevant job matches); the ability of the job seeker to take high quality profile pictures or pictures of government ID (making job seeker profiles more interesting to employers); enable access to the phone's address book so that users can more easily upload information about themselves and spread the word about Babajob to their friends; and will give job seekers access to a number of educational and informative videos (in local languages).







The development and shipping of the app will be broadly broken into stages, allowing job seekers to:

- Search and apply for jobs
- Receive instant notifications when new matching jobs are posted in their vicinity
- Improve their profile data (Profile Completeness), including profile pictures and document pictures
- Receive notifications when employers are interested to connect with them
- Receive periodic notifications to update their profile data
- Receive notification reminders for job interviews
- Find directions to the job interview location

At a later stage, Babajob plans to support employer use of the app too, enabling employers to search and contact candidates. At each stage of the app development, Babajob plans to assess the quality of job seekers coming in through the app channel to iterate features. Once this has been rolled out, we will support additional platforms based on market demand.

As part of the marketing plans for this app, Babajob plans submit the app to various Android app stores and also reach out to handset manufacturers to explore the option of having the app pre-set on some of the lower-end Android devices.

Content for Vocational Literacy

Babajob plans to create a professional growth program that increases employability, raises awareness about industry-specific labor practices and career options, assesses skills, and provides basic credentials to job seekers, called Babajob Building Blocks (BBB). BBB will consist of a series of easily accessible, engaging digital and mobile content and features in local languages that will guide job seekers through a progression of increasingly difficult material.

By creating a vocational literacy program that is widely accessible to job seekers across various technology platforms, Babajob will equip job seekers with professional growth opportunities in the form of job information that will make job seekers aware of relevant opportunities and prevailing market rates, best practices for using digital search tools and interview preparation. These features/ content will be guided by employer requirements and developed in partnership with training institutes and assessment partners with expertise in curriculum

creation. These criteria, along with employer recommendations, will form the basis of the curriculum developed. Providing this basic information will improve job seeker digital profiles and decrease the uncertainty associated with hiring workers from the informal sector, which should then create more stable jobs and raise wages. Additionally, these job seekers will be trained to leverage digital tools that will empower them with better access to job opportunities available via the web and the mobile.

The vocational literacy program will innovatively make use of the web, the mobile web, mobile applications, SMS and interactive voice services to ensure maximum accessibility, scalability and suitability of program content. Through local language digital and mobile content, people with different levels of technical knowledge will be able to participate, get credentialed, and work on attaining new skills as well as get up-to-date information on their field of work. Importantly, by connecting this program directly to our existing job exchange Babajob.com, we will also measure every piece of content in real-time by how well users improve their profiles, apply to more jobs, get more interviews and ultimately get hired.

Given that Babajob.com already has over 1mn job seekers, 100,000 employers and over 35,000 daily visitors, we will be able to create a critical feedback loop to truly know which parts of the program are making a difference to job seekers and to quickly iterate to create ever-better content and features.

M&E Plan

In the application, Babajob's theory of change, logic model and indicators, and evaluation question and design for the "Empowering Informal Sector Job Seekers" project were described. Babajob's theory of change and logic model remain as described in the application.

We have identified the most important indicators at all levels (inputs, implementation processes, outputs, outcomes and impact), and they have been included in this document. The wording of some of the indicators has been modified from the time of the application. This has been done to better align the indicators that will be measured through Babajob's real-time data and feedback mechanisms with internal metrics. There is no change to the indicators that will be measured through the external evaluation, nor to the evaluation question. The evaluation design is described below, in greater detail than in the application and with some changes.

Evaluation Question and Design

The evaluation question is, "Does greater access to relevant, digital job and employer information result in benefits to job-seekers"? The evaluation design will be quasi-experimental. Baseline, mid-line and end-line studies will be

conducted of a treatment and comparison group. The treatment group will consist of job-seekers who use Babajob. The comparison group will consist of job-seekers who use non-digital channels to look for employment.

We propose to filter job-seekers who use Babajob according to certain criteria, and then use geographically clustered random sampling to construct our treatment group from this population of job-seekers. These filters are:

1) they live in Bangalore
2) have a preferred salary less than Rs. 15,000
3) have registered after July 1st, 2013
4) are looking for jobs in the sales, cashier, BPO, driver, delivery or receptionist categories

2) and 4) reflect the profile of job-seeker we intend to target, both now and in the future. 3) is a proxy which we hope to use to identify those who have begun their job search recently. We will construct a comparison group that is as similar to the treatment group on these parameters as possible.

In other words, enumerators will collect baseline data from two sets of seekers who have recently begun their job searches, one using Babajob and the other not using any digital channels. Enumerators will conduct midline and end-line surveys of the same cohort, to evaluate how successful they have been in their job searches, and how many of them have found jobs. For those who have found jobs, they will also be asked about the income, status and satisfaction that their new job provides them with. Both the treatment and control groups will also be contacted at periodic intervals in-between observation events.

Both treatment and control groups will also be geographically clustered. Based on the address information provided by job-seekers registered on Babajob, four regions within Bangalore will be chosen. The comparison group will be chosen from the same four regions. While we considered other sources we could use to construct a comparison group (government job exchanges, training institutes and placement agencies), we felt that this approach would be most feasible, as well as provide us with a comparison group that was most similar to the treatment group.

We chose to restrict the evaluation to job-seekers in Bangalore so that we could gain a more in-depth understanding of the intra-city differences between job-seekers. Assuming that we will add 3 million job-seekers by the end of the grant period, and that 20% of them will be in Bangalore we arrived at a population size of 600,000. We therefore calculated a sample size of 400 job-seekers in the treatment and comparison groups each. Allowing for 25% attrition in the first year of the study, and 20% attrition in the second year, this will result in a statistically significant sample. The confidence level will be 95% and the confidence interval will be 5%.

The risk with restricting the evaluation to job-seekers in Bangalore is that it will not capture any inter-city differences that might exist. This risk will be mitigated in two ways. First, the evaluation reports will include a qualitative discussion of how inter-city differences may affect the results gathered. Second, some dimensions of usage will be captured by Babajob's real-time data and feedback mechanisms. As this data on usage will be available for seekers across India, it will also be analysed for inter-city differences.

Indicators

The indicators that are most important to Babajob, and will be measured both through the evaluation, and through real-time data and feedback mechanisms, are below.

Indicator	**Baseline (Year 2012)**	**Target (Year 2015)**	**Data Source**	**Reporting Frequency**
Inputs				
No. of mechanisms	5	7	BJ	Quarterly

No. of open positions in organizational chart	8	0	BJ Org Chart	Quarterly
Available funds from non-USAID capital partners + cash on hand	$1.05m	$.4m	BJ Financials	Yearly
Implementation Processes				
Total New Job Seekers	324,000	3.	BJ Data	Quarterly
No. of job positions posted	846,817	5m	BJ Data	Quarterly
Average revenue per paying employer	Rs 3221, ~$60	Rs 3000	BJ Data	Quarterly
Outputs				
No. of applications	581,422	10m	BJ Data	Quarterly
Average no. of applications per job-seeker	1.8	4	BJ Data	Quarterly
No. of times employer showed a desire to interview a job seeker	89,168	500,000	BJ Feedback Data from Employers	Quarterly
% of employers that buy	1.0%	7%	BJ Data	Quarterly
Outcomes				
Percentage of total job-seekers hired	N/A	TBD	Evaluation	Yearly
Percentage of employers who gave positive feedback	N/A	30%	BJ surveys to employers	Quarterly
Percentage of posts that are by repeat customers From: 2013 Data - 12682 of 30654 posts	41.37%	60%	BJ Data	Quarterly
Impact				
Net income, adjusted for travel cost and time	N/A	TBD	Evaluation	Yearly
Average level of satisfaction with job	N/A	TBD	Evaluation	Yearly
Savings in money and/or time for job-seekers in the job search	N/A	TBD	Evaluation	Yearly

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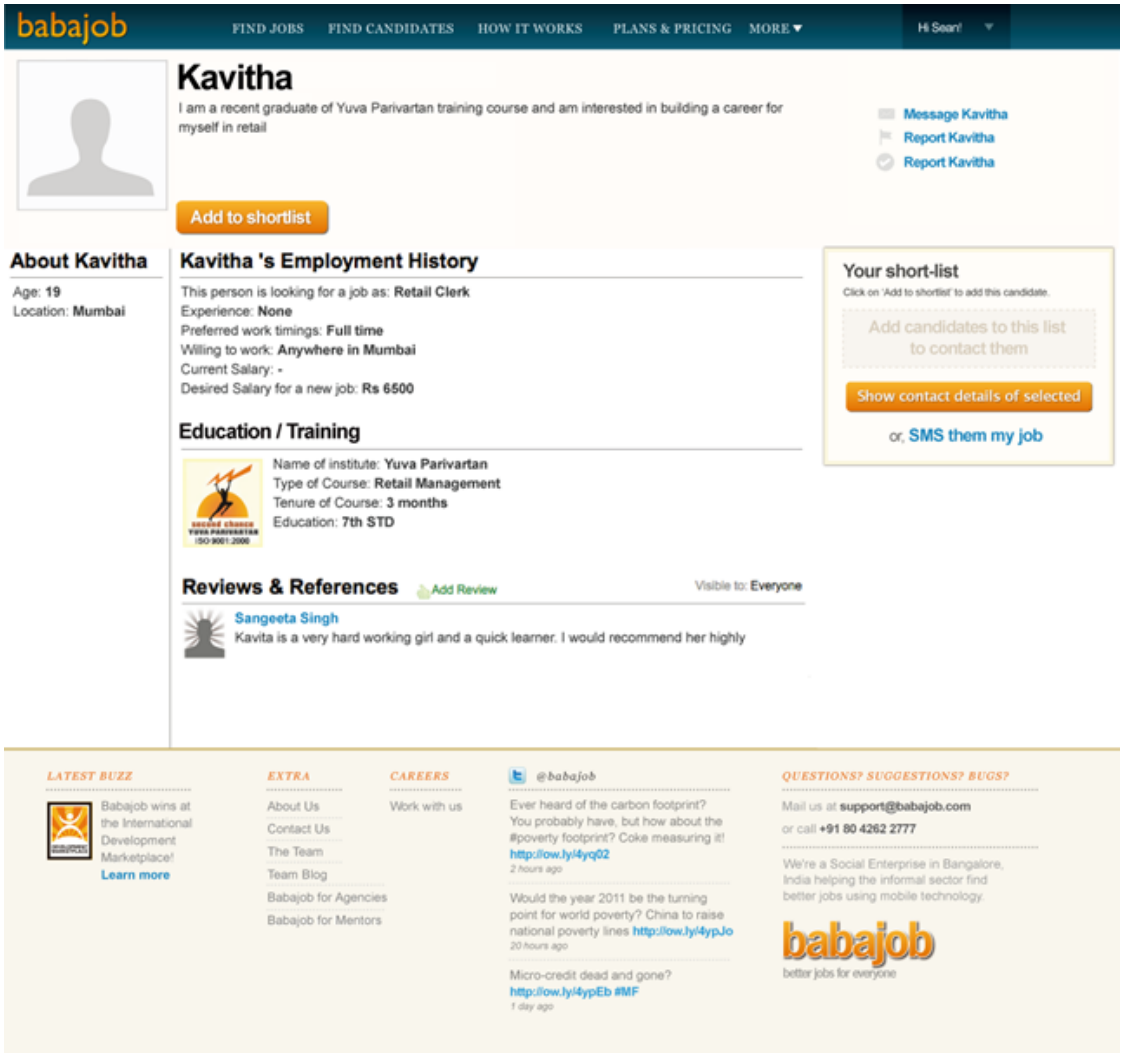

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Placement counselors will also have access to dashboards and reports enabling them to track the progress towards employment of each of their mentees.

Status Update: Based on early experience with training institutes, Babajob proposes to engage with training institutes on a policy level, by helping to define digital formats for all for all student information on the portal and thereby enabling easy standardization across platforms. Organisations can then use this standardized format to enable their candidates to be showcased across platforms. In this regard, Babajob was recently invited to and attended the Working Group for Establishment of a National Career Service. This working group was convened by the Ministry of Labour & Employment to provide inputs on the process re-engineering of the current National

Employment Service and comprised a small group of Administrators and other private players in the job market. Babajob is currently working with these partners to advocate a standardized digital format.

More details here.

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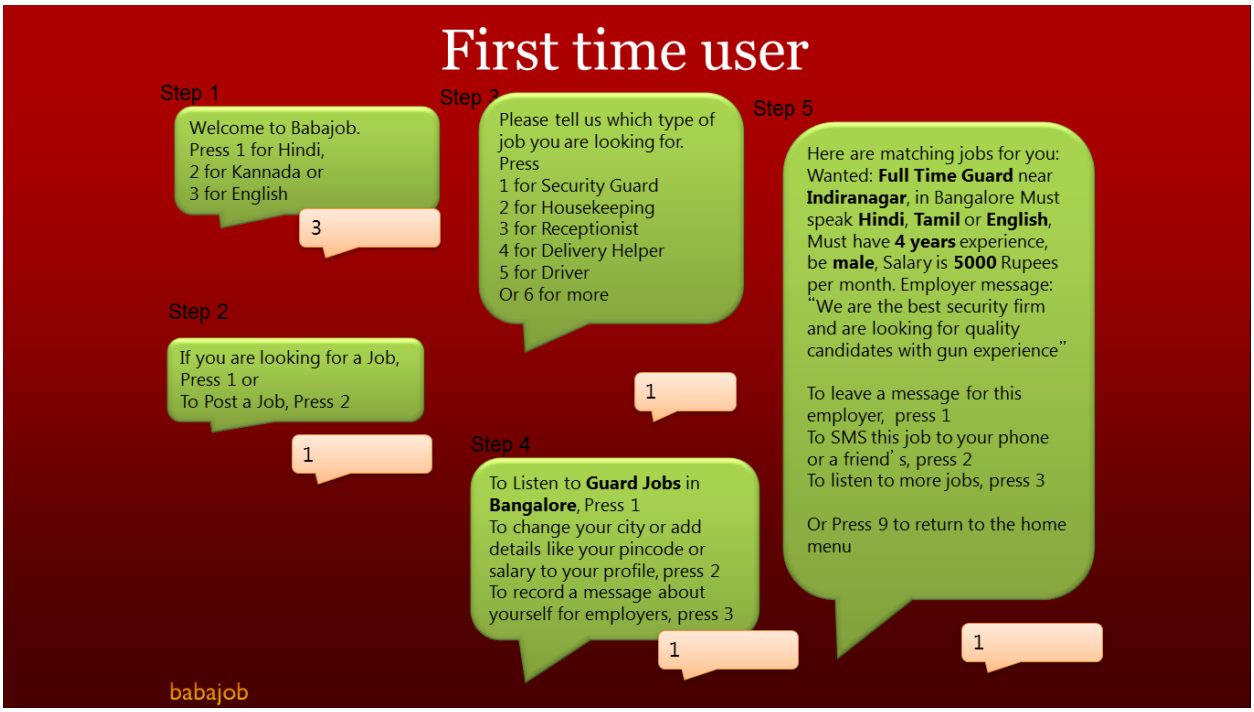

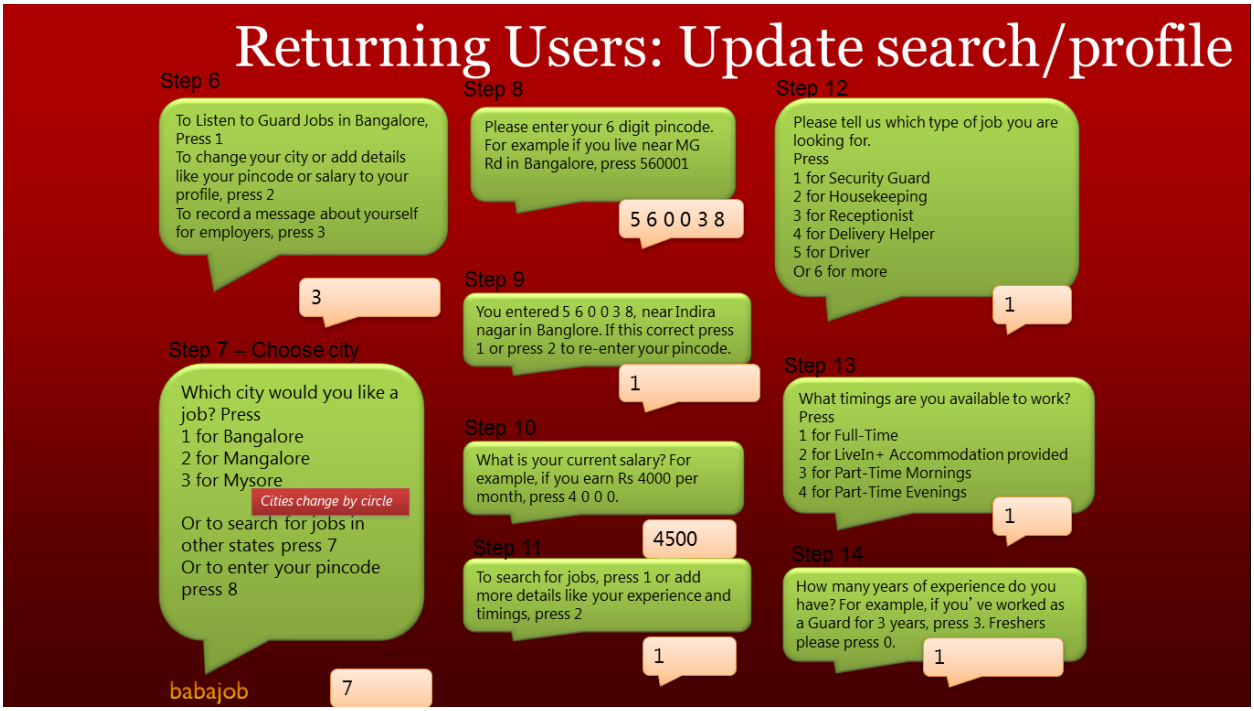

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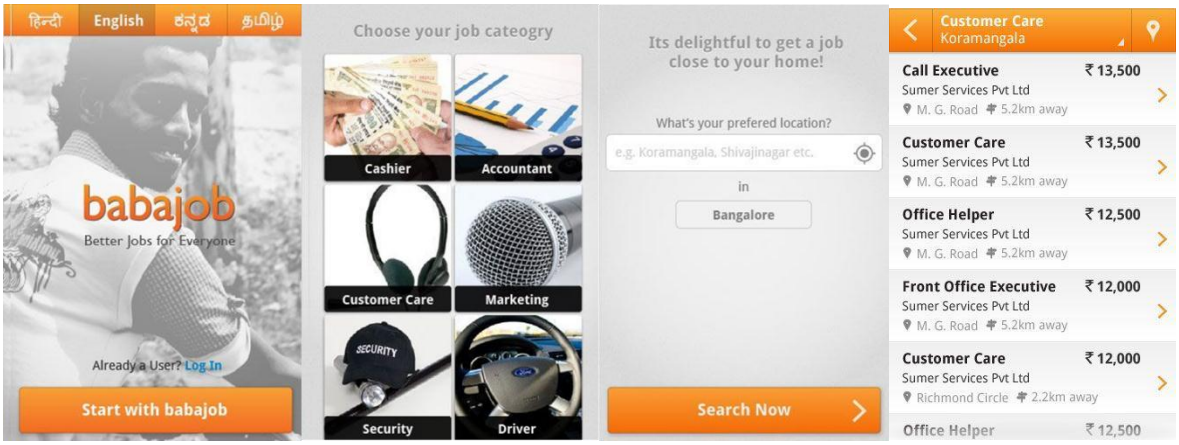
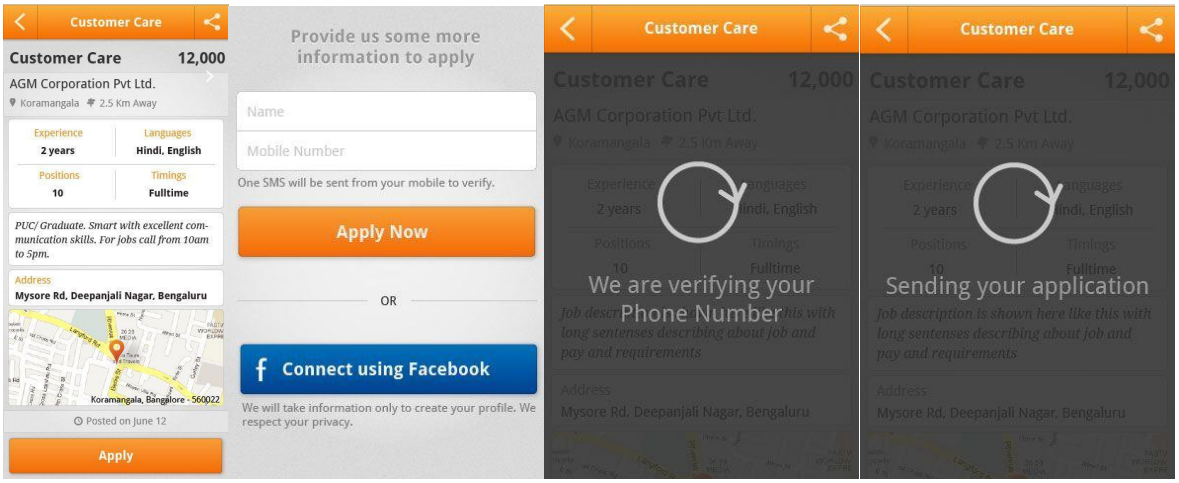
This number will then be promoted through a series of PR, social and viral marketing activities to enable new and existing job seekers to access it.

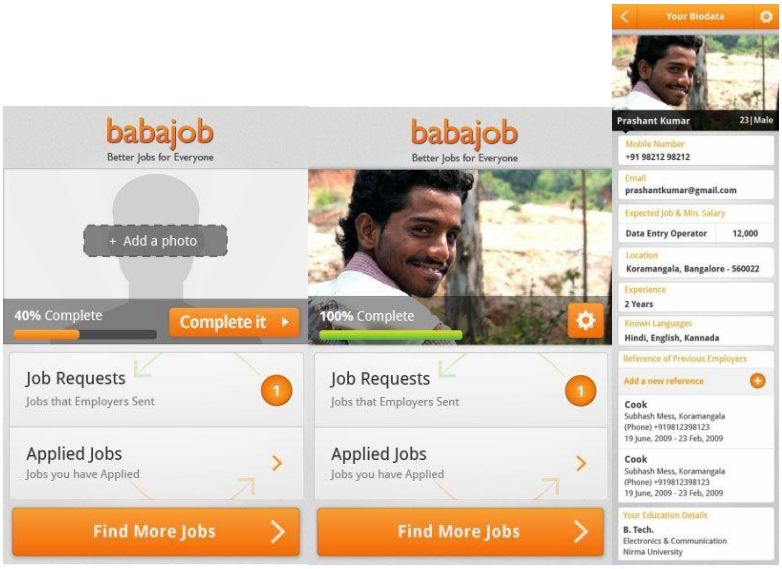
Status Update: Babajob has launched a beta version of this IVR allowing candidates to apply to jobs and update their profile information. We plan to test this version with users, while we continue to iterate on the flow and identify an infrastructure partner to work with. Once these two have been finalized, we will roll-out the IVR number to a larger group of potential users and create marketing campaigns to publicize it.

Mobile App

Babajob plans to develop a simple, easy-to-access and visually navigable mobile app to be available for free download or pre-loaded on low-end mobile phones. These apps will enable better location tracking (enabling more relevant job matches); the ability of the job seeker to take high quality profile pictures or pictures of government ID (making job seeker profiles more interesting to employers); enable access to the phone's address book so that users can more easily upload information about themselves and spread the word about Babajob to their friends; and will give job seekers access to a number of educational and informative videos (in local languages).







The development and shipping of the app will be broadly broken into stages, allowing job seekers to:

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As part of the marketing plans for this app, Babajob plans submit the app to various Android app stores and also reach out to handset manufacturers to explore the option of having the app pre-set on some of the lower-end Android devices.

Status Update: Babajob has completed some initial design work on the Android App and plans to ship the first version – enabling job seekers to search and apply for jobs – in April 2014.

Content for Vocational Literacy

Babajob plans to create a professional growth program that increases employability, raises awareness about industry-specific labor practices and career options, assesses skills, and provides basic credentials to job seekers, called Babajob Building Blocks (BBB). BBB will consist of a series of easily accessible, engaging digital and mobile content and features in local languages that will guide job seekers through a progression of increasingly difficult material.

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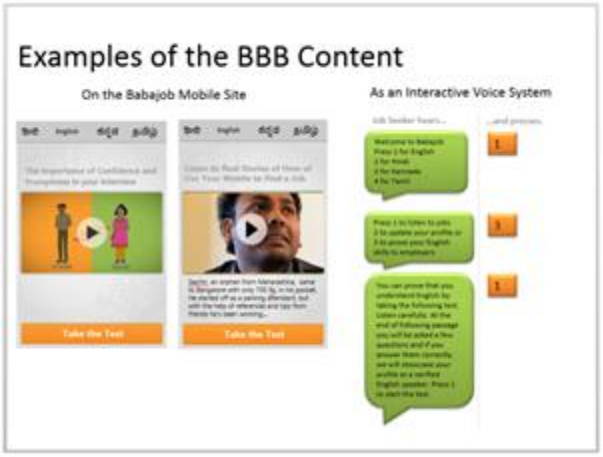

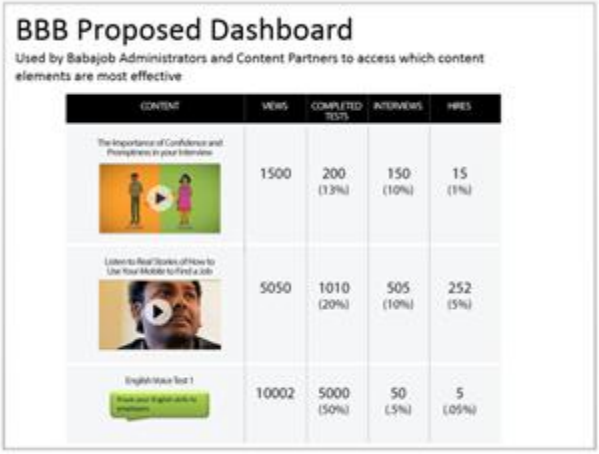

Given that Babajob.com already has over 1mn job seekers, 100,000 employers and over 35,000 daily visitors, we will be able to create a critical feedback loop to truly know which parts of the program are making a difference to job seekers and to quickly iterate to create ever-better content and features.

Status Update: Babajob has conducted job seeker and employer research to identify an initial set of topics to be covered by the Vocational Training Content. We are currently in the process of interviewing content partners to enable us to create this content.

15/12/2013

Babajob M&E Plan

This document combines the information provided to USAID both in the application and in the "Babajob M&E Plan In Brief" submitted as part of Milestone 1, as well as revisions to the Theory of Change and evaluation section, and includes new sections on threats to validity and roles.

Theory of Change

Any effective development project must ultimately be based on an adequate Theory of Change. A Theory of Change presents the results chain from inputs, through processes and outputs, to outcomes and impacts, and the assumptions behind each step. Since the submission of Babajob's application to USAID, there have been minor changes to the business model that have been incorporated into the revised Theory of Change below:

Level	Description	Assumptions
Inputs	▪ Babajob builds digital access mechanisms and invests in distribution channels	▪ Distribution channels show interest in Babajob ▪ Search engines continue to showcase Babajob.com jobs + seekers ▪ Regulatory environment is conducive ▪ Distribution channels yield job-seekers and employers ▪ Job-seekers and employers use digital access tools (such as Web, Mobile Voice + Apps) ▪ Babajob can recruit qualified staff ▪ Babajob creates products and services that employers will pay for ▪ Job-seekers can create compelling profiles digitally (sometimes augmented by counsellors) at a sustainable cost to Babajob
Implementation Processes	▪ Employers post digitally and with the aid of the Pre-Sales team ▪ Job-seekers post their profiles digitally and aided	▪ Enough employers pay ▪ Job-seekers invest time to use these tools (are motivated) ▪ Matching algorithm

	by Career Counsellors ▪ Development team builds tools and mechanisms ▪ Sales team raises revenue	works ▪ Sufficient market of job-seekers and employers in given geographies / categories
Outputs	▪ Access to relevant jobs and employers for seekers ▪ Choices of jobs for seekers	▪ Applying indicates intent to interview ▪ Digital tools cheap and easy to use ▪ Bad actors can be kept at tolerable levels ▪ Financial incentives and/or a desire to help will make users refer friends and family if it is quick and easy ▪ Sufficient employers return to Babajob to post future jobs and pay
Outcomes	▪ Job-seekers call employers, present themselves, interview ▪ Employers call job-seekers, interview ▪ Job-seekers negotiate better salaries based on market information accessed via Babajob ▪ Employers hire job-seekers ▪ Job-seekers save money and/or time by using Babajob for their search ▪ Employers save time ▪ Employers and job-seekers provide feedback about match quality ▪ Babajob users refer friends and family	▪ Job-seekers make choices to optimize their net income
Impact	▪ The increase in net income from the previous job is higher than for those who use other sources ▪ They will spend less on the job search and benefit more than those who use other sources	

***** Connections to candidates via Babajob

This Theory of Change can be summarized as, "Babajob targets job-seekers who are either unemployed or are earning less than Rs.12,000 per month. By making job and employer information available anytime and anywhere, the currently employed do not have to take time off to search for other jobs. In addition, Babajob provides access to a greater choice of jobs than other sources such as exchanges or agents. Anytime, anywhere access and a greater choice of jobs makes switching easier. Babajob believes that job-seekers who are able to switch jobs will achieve greater increases in income, status and/ or satisfaction than those who cannot.

Evaluation

The evaluation question for this project is, "Do job-seekers who access relevant job and employer information digitally benefit more than job-seekers who access job and employer information through non-digital channels"? The evaluation design will be quasi-experimental. Baseline, mid-line and end-line studies will be conducted of a treatment and comparison group. The treatment group will consist of job-seekers who use Babajob. The comparison group will consist of job-seekers who use non-digital channels to look for employment.

We propose to filter job-seekers who use Babajob according to certain criteria, and then use geographically clustered random sampling to construct our treatment group from this population of job-seekers. These filters are:

1) they live in Bangalore
2) have a preferred salary less than Rs. 15,000
3) have registered after July 1st, 2013
4) are looking for jobs in the sales, cashier, BPO, driver, delivery or receptionist categories

2) and 4) reflect the profile of job-seeker we intend to target, both now and in the future. 3) is a proxy which we hope to use to identify those who have begun their job search recently. Residence in Bangalore, a preferred salary less than Rs.15,000, and a recently begun job-search are criteria that we will use to select the comparison group as well. In addition, the treatment and comparison groups will be matched on age, gender and education. Differences in these variables between the treatment and comparison groups will be addressed using methods such as propensity score matching or weights.

In other words, enumerators will collect baseline data from two sets of seekers who have recently begun their job searches, one using Babajob and the other not using any digital channels. Enumerators will conduct midline and end-line surveys of the same cohort, to evaluate how successful they have been in their job searches, and how many of them have found jobs. For those who have found jobs, they will also be asked about the income, status and satisfaction that their new job provides them with. Both the treatment and control groups will also be contacted at periodic intervals in-between observation events.

Both treatment and control groups will also be geographically clustered. Based on the address information provided by job-seekers registered on Babajob, four regions within Bangalore will be chosen. The comparison group will be chosen from the same four regions.

We chose this approach after considering government job exchanges, training institutes and placement agencies as sources we could use to construct a comparison group. We decided not to pursue each of these sources for different reasons. While placement agencies may not provide job-seekers with as great a choice of jobs as Babajob, once registered job-seekers do not have to travel to the agency regularly and receive anytime, anywhere access to jobs. Therefore we felt that the

differences in impact for job-seekers using placement agencies and Babajob would only be measurable through a sub-set of our indicators.

With government job exchanges, we knew that in Karnataka there is a pilot underway that provides digital job and employer information to registrants. While on the one hand this pilot makes the job exchanges too similar to Babajob in terms of the medium of access, we hypothesized that government exchanges would largely have government jobs, which would make them too different from Babajob. Finally, training institutes are not comparable to Babajob because in addition to job and employer information, they provide skills as well. We therefore believe that the approach we have chosen is the most feasible, as well as provides us with a comparison group that is most similar to the treatment group.

We chose to restrict the evaluation to job-seekers in Bangalore so that we could gain a more in-depth understanding of the intra-city differences between job-seekers. Assuming that we will add 3 million job-seekers by the end of the grant period, and that 20% of them will be in Bangalore we arrived at a population size of 600,000. We therefore calculated a sample size of 400 job-seekers in the treatment and comparison groups each. Allowing for 25% attrition in the first year of the study, and 20% attrition in the second year, this will result in a statistically significant sample. The confidence level will be 95% and the confidence interval will be 5%.

The risk with restricting the evaluation to job-seekers in Bangalore is that it will not capture any inter-city differences that might exist. This risk will be mitigated in two ways. First, the evaluation reports will include a qualitative discussion of how inter-city differences may affect the results gathered. Second, some dimensions of usage will be captured by Babajob's real-time data and feedback mechanisms. As this data on usage will be available for seekers across India, it will also be analysed for inter-city differences.

The results of the evaluation will be published on the Babajob website. The baseline, mid-line and end-line reports will also be submitted to the Development Experience Clearinghouse, as stated in the grant agreement with USAID.

Threats to Validity

There are five threats to internal validity that we have identified. The first is selection bias. While we will match the treatment and comparison groups on the parameters of age, gender and education, there may be other variables that are important but which we are unaware of.

The second is testing bias. When job-seekers are first asked about the number of employers they have called and interviews they have attended per channel, and about how much time and money they have spent on their job search, they are unlikely to be used to keeping track of their job search in these terms. Therefore, their responses to the baseline survey may be either underestimates or overestimates. From the baseline survey onwards, if they start keeping track of their job search in these terms, their responses to the midline and end-line surveys will be more accurate. Therefore, differences between the baseline and subsequent surveys may not reflect actual changes in job search effort and success, but rather improvements in respondents' ability to recall this information.

The third is maturation. On the one hand, it is quite possible that some job-seekers will gain additional skills and qualifications over the two year period. On the other hand, some job-seekers may acquire disabilities over the two year period. Since neither the acquisition of skills nor disabilities is likely to be uniform across job-seekers, both could affect the validity of our results.

The fourth and fifth threats relate to mortality or attrition. We expect that the main causes for attrition will be that we are not able to get in touch with respondents, members of the comparison group start to use digital channels (and therefore have to be disqualified), or that respondents decline to continue. It will be easier for us to get in touch with respondents who continue to use Babajob over the grant period than those who don't. Given that the respondents who continue to use Babajob are more likely to be switching jobs frequently, the threat is that our results will be biased towards those who switch jobs often.

The other threat is that because the baseline survey asks the comparison group if they use digital channels for their job search, this may actually suggest to them that they could. The more enterprising members of this group could start using digital channels for their job search after the baseline survey. This would result in disqualifying the most enterprising members of the comparison group from the midline and end-line surveys, which would bias the results of the evaluation.

The representativeness of the treatment and comparison groups will be assessed relative to National Sample Survey data for the population in the labour force in urban Karnataka. While the extent to which the population in the labour force in urban Karnataka are similar to the urban population in the labour force in other states can be assessed based on the National Sample Survey data, the extent to which the job markets are similar in different states is more difficult to assess. In order for the evaluation results to be externally valid, both the characteristics of job-seekers and the job market in other states should be similar to Bangalore.

Indicators

The Performance Management Plan below consists of indicators at each level of the results chain, the baseline and target values, and the data sources and reporting frequencies. The Performance Management Plan informs, and includes indicators for, both the monitoring and evaluation of this project. As requested by USAID, the key indicators are in bold. A further attempt has been made to simplify the Performance Management Plan by eliminating multiple indicators that were similar to one another. In addition, the following changes were made:

- "Call Center posts as percentage of total" and "Employer posts as percentage of total" were removed because they were the only indicators that measured operational efficiency, and did not do so in a comprehensive way.
- Since the ways in which employers engage with Babajob is one of the aspects of the business model that is iterated upon frequently, we removed indicators of specific forms of engagement and decided instead to focus on its outcomes, which are employers contacting, interviewing and hiring candidates.
- "No. of job-seekers in low-status jobs" and "No. of job-seekers in high-status jobs" were removed. We had initially intended to measure this in one of two ways. The first would have been for Babajob to define low and high-status jobs in each category, based on job title. The second was to ask job-seekers through the baseline study what they considered to be low and high-status jobs. The baseline survey revealed that 86% of Babajob users are not looking for a job in a specific category. This makes it much harder to define low and high-status jobs across categories. In addition, no common definition of high and low-status jobs emerged from respondents.
- "Average perceived level of economic well-being and economic security for a job-seeker" was replaced with "Average level of satisfaction with difference in salary between current and previous job" as the latter is more specific.
- Finally, minor revisions have been made to the wording of some of the indicators and the targets to make them more specific.

Indicator	Baseline*	Target (Year 2015)	Data Source	Reporting Frequency
Inputs				
No. of mechanisms	5	7	BJ	Quarterly
No. of open positions in organizational chart	8	0	BJ Org Chart	Quarterly
Available funds from non-USAID capital partners + cash on hand	$1.05m	$600,000	BJ Financials	Yearly
Implementation Processes				
No. of visitors to desktop and mobile website	2.6m	25m	Google Analytics	Quarterly
% Odds that a web visitor registers + applies	14%	25%	Google Analytics + BJ Data	Quarterly
New registrations by females, disaggregated by preferred income and job type	23.5%	30%	BJ Data based on name analysis + gender selection	Quarterly
Total New Job Seekers, disaggregated by preferred income and job type	**324,000**	**3m**	**BJ Data**	**Quarterly**
No. of registrations per distribution channel, disaggregated by preferred income and job type				
Web	243000	2.1m	BJ Data	Quarterly
Mobile Web	37870	1.1m	BJ Data	Quarterly
Telco Partnerships	19,503	65,000	BJ Data	Quarterly
SMS	20103	85,000	BJ Data	Quarterly
Call Center	650	10,000	BJ Data	Quarterly
Automated Voice (launching May 2013)	0	50,000	BJ Data	Quarterly
Mobile App (launching summer 2013)	0	100,000	BJ Data	Quarterly
Unique Employers who posted a job	30,504	100,000	BJ Data	Quarterly
No. of job positions posted, disaggregated by gender specified, salary and job type	**846,817**	**5m**	**BJ Data**	**Quarterly**
Average revenue per paying employer	**Rs 3221, ~$60**	**Rs 3000**	**BJ Data**	**Quarterly**
Outputs				
No. of searches by job-seekers	5,737,606	50m	BJ Data	Quarterly
No. of SMS notifications to job-seekers/mo	1.5m	30m	BJ + Telco Data	Quarterly
No. of Email notifications to seekers/month	1.6m	30m	BJ Data + Amazon Reports	Quarterly
No. of applications	**581,422**	**10m**	**BJ Data**	**Quarterly**
Average no. of applications per job-seeker, disaggregated by preferred	**1.8**	**4**	**BJ Data**	**Quarterly**

income and job type				
% of employers that buy	**1.0%**	**8%**	**BJ Data**	**Quarterly**
Outcomes				
Average no. of calls by a job-seeker, disaggregated by gender and preferred income	N/A	TBD	Evaluation	Yearly
Average no. of interviews attended by a job-seeker, disaggregated by gender and preferred income	N/A	TBD	Evaluation	Yearly
Percentage of total job-seekers hired, disaggregated by salary and job type	**N/A**	**TBD**	**Evaluation**	**Yearly**
Percentage of female job-seekers hired, disaggregated by salary and job type	N/A	TBD	Evaluation	Yearly
Average length of time between posting and hiring	16 days	10 days	BJ Data	Quarterly
% of active job-seekers that have referred in the last 90 days	4.0%	10%	BJ Data	Quarterly
Percentage of employers who said that they have contacted, interviewed or hired a candidate obtained through Babajob	N/A	30%	BJ surveys to employers	Quarterly
Percentage of job-seekers who are satisfied with choice of jobs	N/A	TBD	BJ surveys to seekers	Quarterly
Percentage of posts that are by repeat customers **From: 2013 Data - 12682 of 30654 posts**	**41.37%**	**60%**	**BJ Data**	**Quarterly**
Impact				
Net income, adjusted for travel cost and time	**N/A**	**TBD**	**Evaluation**	**Yearly**
Average level of satisfaction with job, disaggregated by gender, salary and job type	**N/A**	**TBD**	**Evaluation**	**Yearly**
Savings in money and/or time for job-seekers in the job search	**N/A**	**TBD**	**Evaluation**	**Yearly**
Length of time job-seekers stay in a job, disaggregated by gender, salary and job type	N/A	N/A*	Evaluation	Yearly
Average no. of job changes per seeker, disaggregated by gender	N/A	TBD	Evaluation	Yearly
Average level of satisfaction with difference in salary between current and previous job	N/A	TBD	Evaluation	Yearly

*The baseline data to be gathered through the evaluation will be from 2013. All other baseline data is from 2012.

Roles

Babajob has engaged both a consulting firm and an individual specialist for the monitoring and evaluation of this project. The particular strengths of the consulting firm (Sattva) are their thematic experience in skill development, employability, the informal sector and livelihoods. The individual specialist (Devyani Srinivasan) has been selected for her functional expertise in M&E design and methodology in a for-profit social enterprise context. Babajob's role is to be responsible for the monitoring, and to provide final approval for the evaluation, of this project.

More specifically, the responsibilities of each partner and the division of tasks are as follows.

M&E Specialist:

- Overall accountability for execution of the M&E plan
- Managing the Sattva consulting team
- M&E design
- Advising on tools and techniques for data collection
- Co-authoring the evaluation studies
- Reporting to USAID

Sattva:

- Determining sample selection methods
- Formulating tools for data collection
- Responsible for quantitative data collection and interviews
- Analysis of evaluation results
- Co-authoring the evaluation study

Babajob:

- Approval of the M&E plan
- Providing feedback to consultants
- Sharing of data for monitoring and supporting the evaluation studies

Task	**Responsible**	**Supporting**
Decide on sample size, confidence level, interval, selection strategy and timeline	Sattva	Devyani
Formulate M&E plan	Devyani	Sattva
Approve M&E plan	Babajob	
Design survey	Sattva	Devyani
Train enumerators and field test survey	Sattva	
Collect data	Sattva	
Create plan for data checking, analysis and quality control	Sattva	Devyani
Monitor progress of surveys	Devyani	
Analyze data	Sattva	Devyani
Write draft reports	Sattva	
Provide feedback on draft reports	Babajob	Devyani

Write and edit final reports	Devyani	
Approve final reports	Babajob	

Babajob Pilot Cities

Babajob has chosen to focus on the following cities for all marketing and sales activities, based on a combination of job seeker and employer activity.

Data for last 30dys

City	***New Job Seekers Added***	***New Employers Added***	***Active Job Seekers***	***Active Employers***
Bangalore	11382	870	23191	2838
Mumbai	9967	269	17801	1161
Delhi	8102	256	14221	1010
Chennai	4712	169	7790	612
Patna	1975	141	5075	603

SATTVA MEDIA AND CONSULTING PVT. LTD

Babajob – Impact Assessment

Baseline report

Sattva Media and Consulting Pvt. Ltd., with contributions by Devyani Srinivasan

12/9/2013

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Introduction

There has been an ongoing discussion on the demographic dividend that India will face in the coming years. The demographic dividend offers India an opportunity to fuel its growth by effectively leveraging the people resources it has access to. Hence there has been a strong focus on livelihood and employment across the government and private players. To reap the benefits of the "demographic dividend", the Eleventh Five Year Plan had favored the creation of a comprehensive National Skill Development Mission with a vision to create 500 million skilled people by 2022 through skill systems, primarily by promoting PPP models of financing skill development. There has also been a rise in the number of private players focusing on the skill education space both in urban and rural areas.

While the focus on the supply side is essential, there is a strong lack in addressing the demand side focusing on creating jobs and connecting employees to prospective employers. While the growth of the economy is expected to address the job creation issue, the last mile connectivity of employees and employers continues to be a challenge. And this issue is especially (and particularly) relevant in the urban context where there is a constant inflow of migrant populations looking for job opportunities.

In a recent report on livelihoods, Intellecap emphasizes this issue -"Currently, there are over 10 million domestic workers in India providing myriad services in roles such as drivers, gardeners, cooks, housekeeping staff, maintenance staff, and caregivers for infants, children and the elderly. They come across these opportunities through their friends and family or through agents and contractors. Further, these jobs, being informal, do not secure minimum wages, annual leave or maternity benefits as per regulation. Yet, for these informal workers, these jobs are their only means to climb out of poverty. It therefore becomes imperative to not only provide them with skills, but to also connect them to employers and jobs."[1]

Today, in line with the informal nature of the sector, there is a network of personal relationships and small-time job agencies that broker the demand and supply through local models. However, such models are often limited geographically and do not empower the 'applicant' to proactively look for available jobs. Existing models of employment exchanges have become defunct and are unable to addressing the growing demands in the informal sector. An effective channel for job creation should enable the applicant to

- Be accessible to prospective employers who find the applicant appropriate for a position
- Proactively discover job positions that will be relevant and applicable
- Evaluate existing job conditions such as remuneration and work hours to be empowered to negotiate with the employers.

However, to establish such a system that can effectively establish the identity of job applicants, scale to be able reach a wide range of prospective employers and employees and ensure trust among both

[1] http://urbanpoverty.intellecap.com/?p=590

parties has been a challenge considering the migrant nature of the workers and informal nature of the sector. However, this has been partly addressed with the rise of digital technologies.

Proliferation of digital technologies

The penetration of mobiles in India has grown exponentially in the last ten years. In 2001-2 only .62% of India's population owned a mobile phone[2]. As per the 2011 census over 53.2% of India's population owned a mobile phone (This number is more than the % of people that have access to toilets!) and by mid-2013 about 74% of India's population (860 million people) owned a mobile phone[3]. This shows the explosive growth in the Indian mobile market. This has enabled significant access to information for people in the BOP and the informal sector workers.

What is also interesting to note is the growth of Internet usage in India and how mobile phones are driving the same. India currently has over 160 million Internet users out of which 86 million are accessing the same from their mobile phones[4]. This is also significantly going to increase over the next few years with smart phones becoming cheaper and more accessible.

Digital technologies help provide a scalable model of connecting to a wide range of employers and employees. Digital systems also act as systems of record for all parties to transparently share information. And with the growth of the mobile, applicants have been able to establish an identity and a communication channel to leverage such opportunities. This indicates the vast potential to engage with the informal and unorganized sector through this medium.

Overview of Babajob

Babajob.com is a web and mobile start-up founded in Bangalore, India in 2007 dedicated to bringing better job opportunities to the informal job sector (cooks, maids, security guards, office helpers, etc.) by appropriately connecting the right employers and job seekers via the web, mobile apps, SMS, the mobile web and voice services[5]. As of December 2013, Babajob was present in every state in India, had gathered a base of 1,280,000 registered job seekers and had over 2, 000,000 job posts from 102,000 employers. Babajob was one of the winners in the 2011 Development marketplace that provided grant funding and advisory support to replicate its services in the states of Bihar, Odisha and Rajasthan. Babajob has also raised a series A funding of INR 7 cr led by Gray Ghost Ventures and Khosla impact fund.

Babajob's Theory of Change[6] is as follows: Babajob targets job-seekers who are either unemployed or are earning less than Rs.12000 per month. By making job and employer information available anytime and anywhere, the currently employed do not have to take time off to search for other jobs. In addition, Babajob provides access to a greater choice of jobs than other sources such as exchanges and agents.

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[2] http://basicresearchjournals.org/business/pdf/Debabrata%20Das.pdf
[3] http://www.budde.com.au/Research/India-Telecoms-Mobile-Broadband-and-Forecasts.html
[4] http://www.avendus.com/Files/Fund%20Performance%20PDF/Avendus_Report-India's_Mobile_Internet-2013.pdf
[5] www.babajob.com
[6] Theory of Change presents the results chain from inputs, through processes and outputs, to outcomes and impacts, and the assumptions behind each step

Anytime, anywhere access provides a greater choice of jobs and makes switching easier. Babajob believes that job-seekers who are able to switch jobs will achieve greater increases in income, status and/or satisfaction than those who cannot. This Theory of Change and the assumptions that inform it at the levels of inputs, implementation processes, outputs, outcomes and impact are described in Annexure 1.

Given the rise in the number of informal workers and the proliferation of digital technologies across all sections of the society, there is both a need and an opportunity to enable job seekers in the sector to find better job opportunities. However, one of the key assumptions in being able to achieve this impact is the effectiveness of digital channels as an enabler to find job opportunities in this sector.

This research focuses on measuring the impact of digital channels on job seekers by comparing two groups across baseline, mid-line and end-line studies. The evaluation question therefore, for this project is, “Does greater access to relevant, digital job and employer information result in benefits to job-seekers”?

Methodology

Overview of the approach

As detailed in the earlier section, the outcomes this survey seeks to measure are: access to information for job seekers, time and money spent on job search and job satisfaction.

The evaluation design is quasi-experimental. The groups being compared will be the treatment group: that uses Babajob (in addition to any other non-digital channels) for their job-search and the comparison group: that uses only non-digital channels for their job-search. This research has been structured across 2 years comprising of baseline, mid-line and end-line surveys comparing the treatment and comparison groups described earlier.

For the baseline survey, the objectives were as follows

- To structure and decide the sample for the treatment and comparison groups
- Capture and compare the current status of the groups in terms of the outcomes to be measured
- Understand key correlations on various factors affecting the outcome parameters
- Look at insights from the base-line survey to plan ahead for the mid-line and end-line surveys.

Design

Deciding the sample size

We chose to restrict the evaluation to job-seekers in Bangalore so that we could gain a more in-depth understanding of the intra-city differences between job-seekers. Assuming that Babajob will add 3 million job-seekers by the end of the grant period, and that 20% of them will be in Bangalore, we arrived at a population size of 600,000. To arrive at the sample size we used a sample size calculation technique defined as per market research standards with 95% confidence level and +/- 5% error Formula -

$$ss = \frac{Z^2 * (p) * (1-p)}{c^2}$$

where:

- Z = Z value (confidence level)
- p = percentage picking a choice, expressed as decimal
- c = confidence interval, expressed as decimal.

We therefore calculated a sample size of 400 job-seekers in the treatment and comparison groups each. Allowing for 25% attrition in the first year of the study, and 20% attrition in the second year, this will result in a statistically significant sample.

Defining the treatment and comparison groups

We filtered job-seekers who use Babajob according to certain criteria, and then used stratified sampling to construct our treatment group from this population of job-seekers. These filters are:

1. They live in Bangalore

2. Have a preferred salary less than Rs. 15,000
3. Have registered after July 1st, 2013
4. are looking for jobs in the sales, cashier, BPO, driver, delivery or receptionist categories.

Points 2 and 4 reflect the profile of job-seeker Babajob intends to target, both now and in the future. Point 3 is a proxy which we used to identify those who have begun their job search recently. Residence in Bangalore, a preferred salary less than Rs.15,000, and a recently begun job-search are criteria that we used to select the comparison group as well. Genetic matching was used to compare both groups. Enumerators collected baseline data from two sets of seekers who have recently begun their job searches, one using Babajob and the other not using any digital channels. Enumerators will conduct midline and end-line surveys of the same cohort, to evaluate how successful they have been in their job searches, and how many of them have found jobs. For those who have found jobs, they will also be asked about the income, status and satisfaction that their new job provides them with. All respondents in the treatment and control groups have also been given incentives to participate in the survey. These incentives are in the form of recharge vouchers and will be provided to the respondent on a periodic basis across the 2-year period. Both the treatment and comparison groups will also be contacted at periodic intervals in-between observation events.

Choosing the sample

Both treatment and comparison groups are also geographically clustered. Based on the address information provided by job-seekers registered on Babajob, five regions within Bangalore were chosen. The comparison group was chosen from the same five regions. While we considered other sources we could use to construct a comparison group (government job exchanges, training institutes and placement agencies), we felt that this approach would be most feasible, as well as provide us with a comparison group that was randomly chosen and most similar to the treatment group. In addition to the filters mentioned in the earlier section, the sample was also chosen on the basis of how actively they were looking for a job. The comparison group was filtered on the basis of having applied for a job in the last three months while the treatment group was filtered on the basis of registering on Babajob in the last three months.

Designing the questionnaire

The questionnaire was designed by the execution partner and design consultant – Head held High - in conjunction with the M&E expert and Sattva. The design was predominantly based on the guidance of the evaluation design. The questionnaire for the baseline was designed keeping in mind the outcomes being looked at in the evaluation plan. In this context, the following were the categories of questions that were asked:

- **Qualifiers**: The qualifiers were the questions through which the respondent was evaluated to ensure that they met the filters described earlier. These qualifiers were predominantly for the comparison group as the treatment group database was already filtered on the same. However, questions of 'being a resident of Bangalore' and 'recollection of having registered on Babajob' were asked as qualifiers for the treatment group. The only further filter added to the Babajob group is that of ensuring their recall of having registered on Babajob.

- **Demographic information** including age, education, gender and employment status was captured to understand the socio-economic category of the respondent.
- **Current job information:** If the respondent is already employed, details of current job were captured including the type of organization, role, monthly income, job search strategy and employment sector. In addition, information about their level of satisfaction was collected to be able to identify factors that impact job satisfaction.
- **Aspirations**: For both employed and unemployed job seekers, details on method of job-search across all respondents going forward as well as type of organization they wanted to work in were collected.
- **Time and money spent:** The evaluation plan also indicates an assumed impact of savings in time and money spent through use of digital channels, hence this section captured the amount of time and money spent across job search channels.
- **Mobile and internet usage:** There was also a section to understand the current mobile and internet usage of the respondents to understand their digital habits.

The questionnaire (and the inherent assumptions) was validated before deploying on the ground through a pilot run with six participants. Please refer to Annexure 2 for both questionnaire copies.

Focus Group discussion

Prior to administering the questionnaire, 1 focus group discussion was conducted with 6 participants chosen from low income areas around the neighborhood of Domlur in Bangalore. This was done in order to validate the assumptions that were made to design the questionnaire.

Execution

Overview of the team

Sattva Media and Consulting Pvt Ltd: Sattva is a media and consulting company that aims to support and accelerate sustainable development by working across social enterprises, corporations and consumers. In the context of this research project, Sattva has a strong understanding of livelihood and skill development in the informal sector and has worked with various social enterprises and non-profit organizations in this space.

Head Held High Services Pvt. Ltd: Head Held High (HHH) is a social enterprise working in northern Karnataka. HHH through its interventions strives to empower rural youth from the poorest backgrounds by providing them essential skills training in spoken/written English, computer usage and personal leadership. HHH has also started research execution services using rural youth and was responsible for questionnaire design and data collection for this survey.

Choice of technology

We decided on a technology-based approach for data collection as opposed to a traditional paper based approach for the following reasons

- Ensures real time capture of data which allows for course correction mid-way
- Supports instant dissemination of minor changes to the survey across all respondents

- Provides GPS capabilities to validate geographical distribution of data
- Minimizes errors caused during data entry from paper to computer.

The survey was done using software developed by the Ashoka foundation. The survey could be downloaded as an android mobile app where an enumerator could then access and conduct the survey as well as sync responses mapping the geographical location. Six tabs were procured so that enumerators could capture the information on the same which would then be uploaded into the server in real time. The geographical co-ordinates could also be mapped for each survey thereby minimizing surveyor errors. However, during execution of the survey, due to connectivity issues, many times the surveys were synced at the end of the day – hence the geographical mapping that has been done is not completely reliable and we will have to rely on the address details given by the respondents.

Surveyor training

A total of six surveyors were hired to conduct the field survey. The surveyors were chosen on the basis of their experience in having worked in Bangalore before as well as their knowledge of English. The surveyors were trained for 2 days on the objectives of the study and the nature of the questions. Since the software supported only English, the surveyors were given a copy of the questionnaire translated into Kannada. On the third day they were trained on using the tab which involved conducting mock surveys amongst each other as well as with potential participants. On the fourth day, they were on the field to continue the mock surveys. The surveyors were all recruited from Gadag (where HHH has its training institute). While all surveyors were found to be extremely reliable, there was attrition due to lack of local adaptability. There were also challenges with the surveyors not being familiar with the geography of Bangalore which was resolved using two local surveyors (who were hired to address the attrition).

On the ground survey

The survey was executed for the comparison group first and thereafter for the treatment group. This was done assuming that survey execution for the comparison group would be more time consuming as it was door-to door and there was no prior information available on the respondents. In reality, the treatment group survey was far more difficult for the following reasons

a. The database was erroneous in terms of phone numbers and addresses.
b. It was dependent on setting appointments with the respondents.
c. Brand recall of Babajob was very low, hence to get participants who were able to recollect Babajob became more difficult.

For the comparison group, the surveyors were asked to do a door to door sampling of every alternate house on the ground floor of every alternate street in a particular zone. The fringes of zones were chosen in order to look at low income households where we were likely to find respondents that fit the parameters set. Within these zones, while every alternate house was chosen, surveyors tended to visit every street as the number of relevant respondents were difficult to find (and there was a stringent deadline in terms of data collection). There were significant challenges in finding women respondents

for the comparison group. As a course correction, we rectified the same by targeting women respondents near working women hostels, Paying Guest accommodations and evening colleges.

The field survey for the treatment group was done on the basis of an available database of Babajob users. Based on the filters (detailed earlier) as well as the geographical distribution of the comparison group, the sample was randomly chosen by selecting every alternate record in the database. There were significant challenges due to inaccurate contact details (including physical address and mobile numbers) in the Babajob database. There were also logistical issues in terms of fixing appointments with respondents in relevant areas. Hence about 20% of the responses (80 in number) were captured through phone interviews. Since the database was not always accurate, the surveyors had to reach out to almost 3500 potential respondents to be able to complete the survey for 400. While the database showed a large number of respondents being part of the central zone, in reality, this proved to be erroneous information. Hence, while every attempt was made to target respondents from the central zone – this proved to be difficult; hence some of the central zone targets were redistributed to the south zone (which had relevant areas closest to the central zone).

Monitoring data quality

The manager of the field team along with Sattva did random monitoring of the field work across the duration of the survey through accompanying the surveyors on the field. This was done on 2 days at the beginning of the comparison group survey and on 2 randomly chosen days for the treatment group survey. The survey responses were synched and monitored at the end of every day. In case of any errors, these were addressed immediately.

Data was checked and cleaned every 4 days – this was possible as the data was being captured in real time. This minimized errors as well as allowed for course correction as and when required. At the end of the survey, 10% of the data collected was verified zone wise through calls back to the participant – where they were asked 2 questions from all sections of the questionnaire. Logic checks were also done for all data.

Data analysis plan and correlations

The objective for data analysis for the baseline was as follows:

- To understand the treatment and comparison groups both independently and against each other
- To plan the mid-line and end-line hypothesis.

We have therefore matched the two groups on the parameters of age, gender and education with a confidence level of 90%. Matching is very popularly used these days especially on impact studies and design experiments. Propensity score matching and multivariate matching based on Mahalnobis distance are two common approaches adopted these days to achieve matching. Matching based on propensity scores needs to be iteratively modified to maximize covariate balance so that meaningful comparisons can be made from the treatment and control units. Covariate balancing simply means that the treatment and control groups have the same joint distribution of the observed covariates. The approach used here, genetic matching, eliminates the need to manually and iteratively check the

propensity scores. It is a multivariate matching method that uses an evolutionary search algorithm to maximize the balance of observed covariates across the treated and control units. It is a generalization of the propensity score matching methods and the Mahalnobis distance matching method. The correlations detailed in the inferences section have been calculated using Chi Square and Anova tests. All valid correlations stated in the inferences section are statistically significant and have a confidence level of 90% and above (p value of <.1).

Note: All tables and graphs listed in the report have been made on the basis of the data that was collected during the survey and not based on the matched datasets derived from the genetic matching.

Threats to validity

The following are the threats to validity that we have identified:

Selection bias

While we have matched the treatment and comparison groups on the parameters of age, gender and education, there may be other variables that are important but which we are unaware of. In addition, as the subsequent section demonstrates, in both the treatment and comparison groups the majority of respondents were unemployed. However, the ratio of unemployed to employed was much greater for the treatment than comparison group.

For the treatment group, a bias towards the unemployed could have been created because we only began to set up appointments for the surveys at 9 a.m. Therefore, the employed may have already been at work by then and therefore may not have responded to our calls. For the comparison group, the surveys were predominantly conducted between 8.00 am – 12.00 pm and 4.00 pm - 8.00 pm. However, there may have still have been a bias towards unemployed respondents owing to the door-to-door household nature of the survey and employed job-seekers not being available.

Testing bias

When job-seekers are first asked about the number of employers they have called and interviews they have attended per channel, and about how much time and money they have spent on their job search, they are unlikely to be used to keeping track of their job search in these terms. Therefore, their responses to the baseline survey may be either underestimates or overestimates. From the baseline survey onwards, if they start keeping track of their job search in these terms, their responses to the midline and end-line surveys will be more accurate. Therefore, differences between the baseline and subsequent surveys may not reflect actual changes in job search effort and success, but rather improvements in respondents' ability to recall this information.

Maturation

On the one hand, it is quite possible that some job-seekers will gain additional skills and qualifications over the two year period. On the other hand, some job-seekers may acquire disabilities over the two year period. Since neither the acquisition of skills nor disabilities is likely to be uniform across job-seekers, both could affect the validity of our results.

Mortality and attrition

We expect that the main causes for attrition will be that we are not able to get in touch with respondents, members of the comparison group start to use digital channels (and therefore have to be disqualified), or that respondents decline to continue. It will be easier for us to get in touch with respondents who continue to use Babajob over the grant period than those who don't. Given that the respondents who continue to use Babajob are more likely to be switching jobs frequently, the threat is that our results will be biased towards those who switch jobs often.

Attrition is a particular concern in the case of women. There was a significant challenge in getting women respondents for the comparison survey. Towards the end of the data collection, focused efforts were made to reach out to women respondents through means other than the door-to-door survey. This was mainly targeting working women's hostels, Paying Guest accommodations and evening colleges as likely places to find women who fit the sample that we sought. Women seemed wary of being asked questions by strangers, and this was probably exacerbated by the fact that we did not have any female surveyors. It was also noticed that some women respondents had not informed their families about their employment and hence were unwilling to divulge information. Perhaps for the above reasons, we suspect that women deliberately gave us incorrect contact information, leading to a risk of attrition during the mid-line and end-line surveys.

The other threat is that because the baseline survey asks the comparison group if they use digital channels for their job search, this may actually suggest to them that they could. The more enterprising members of this group could start using digital channels for their job search after the baseline survey. This would result in disqualifying the most enterprising members of the comparison group from the midline and end-line surveys, which would bias the results of the evaluation.

Overview of the survey respondents

The following section outlines the distribution of the respondents across key demographic parameters such as age, gender, location and education. It also provides distribution across key parameters such as current employment status, work experience and length of stay in Bangalore.

Age

70% of the respondents across treatment and comparison groups fall in the age group of 18-25. 78% of the comparison group comprises respondents are between the age group of 18-25, while 62% of them are part of the same age group in the treatment group. Specifically, while 43% of the respondents in the comparison group are in the age group of 18-21, only 19% of them in the treatment are between 18- and 21 years of age. In subsequent categories beyond 25 years of age, the number of participants in the treatment group is 1.5 times to 2 times the size of comparison group.

Table 1: Distribution by Age

Age distribution	Total		Comparison group		Treatment group	
	Count	Percentage	Count	Percentage	Count	Percentage
Base : All Respondents	*816*	*100%*	*409*	*100%*	*407*	*100%*
18-21	251	31%	174	43%	77	19%
22-25	322	39%	145	35%	177	43%
25-28	99	12%	32	8%	67	16%
29-35	95	12%	38	9%	57	14%
36-60	39	5%	14	3%	25	6%
No Answer	10	1%	6	1%	4	1%

Education

Barring a 2% population, the entire surveyed population had education between 6th standard and post-graduation. 38% of the surveyed respondents had a graduation and post-graduation degree, while those with PUC and Diploma comprised 36% of the respondents. 24% of the respondents had education between 6th and 10th standard.

While 33% of the comparison group had under 10th standard education, only 14% of the treatment group had similar education. Similarly, the percentage of respondents with PUC and Diploma education across comparison and treatment were 40% and 30% respectively. On the other hand, the number of respondents with graduate and post-graduate education in the treatment group was 54% of the respondents while the number in the comparison group was 22%.

Table 2: Distribution by Education

Education distribution	**Total**	**Comparison group**	**Treatment group**

N=816	Count	percentage	Count	percentage	Count	percentage
Base: All respondents	*816*	*100%*	*409*	*100%*	*407*	*100%*
Has not gone to school	8	1%	8	2%	0	0%
1st - 5th standard	10	1%	10	2%	0	0%
6th to 10th standard	193	24%	136	33%	57	14%
PUC - 11th and 12th	210	26%	135	33%	75	18%
Diploma/ITI	78	10%	27	7%	51	13%
Degree	260	32%	78	19%	182	45%
Post graduate	52	6%	14	3%	38	9%
Others	2	0%	1	0%	1	0%
No Answer	3	0%	0	0%	3	1%

Gender

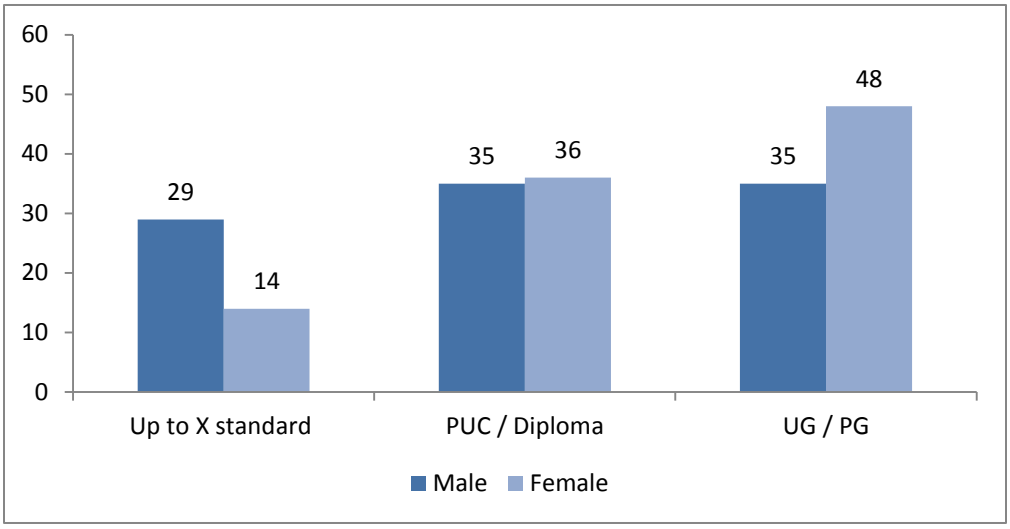
The gender distribution in the comparison group is 76: 24 and for the treatment group is 74:26 resulting in an overall distribution of 75:25. It must be noted that – as mentioned earlier - during data collection, there was an additional attempt to match the gender ratio in the comparison group to the treatment group given the challenge of reaching out to female respondents.

Table 3: Distribution by Gender

Gender distribution	Total		Comparison group		Treatment group	
	Count	percentage	Count	Percentage	Count	percentage
Base: All respondents	*816*	*100%*	*409*	*100%*	*407*	*100%*
Male	612	75%	311	76%	301	74%
Female	204	25%	98	24%	106	26%

The average age among the female respondents was 24.1, while the average age among the male respondents was 24.7. With respect to education, while 29% of the men had up to 10TH standard education, 35% had PUC/Diploma education and 35% of them had graduate education and above, the percentages among women were 14%, 36% and 48% respectively. Therefore, in the combined sample of the treatment and comparison groups, women are more educated than men.

Figure 1: Education by Gender
In % (Male: 612 / Female: 204)



Employment status

Over 75% of all of the respondents surveyed were unemployed. In the comparison group, 62% of the respondents were unemployed, while in the treatment group it was 89%. While we are not able to conclude on the reason for majority of the respondents being unemployed, we hypothesize the following possible reasons:

- In the treatment group, this could be on the basis that the database was filtered on those that were most recently registered (last 3 months) on Babajob -considering that they would be active job seekers - and the most active job seekers could be unemployed.
- Trends have shown that education is inversely proportional to employability and the higher number of graduates in the treatment group could have caused a higher level of unemployment.
- In the treatment group, calls to set up appointments were made from 9.00 am onwards – if we assume that employed people begin work at 9.00 am, they would be more likely not to answer calls
- In the comparison group, since the sampling was door-to-door of households – there could have been a bias towards the unemployed for those that were surveyed during working hours.

Table 4: Distribution by Employment Status

Employment status distribution	**Total**		**Comparison group**		**Treatment group**	
	Count	**percentage**	**Count**	**percentage**	**Count**	**percentage**
Base: All respondents	*816*	*100%*	*409*	*100%*	*407*	*100%*
Employed	199	24%	154	38%	45	11%
Unemployed	617	76%	255	62%	362	89%

Zone

As mentioned earlier, the data collection was planned across five zones in Bangalore. While there is a predominantly even distribution across the zones, there is a slight increase in the number of respondents from the South zone since the treatment group had more representation from the same.

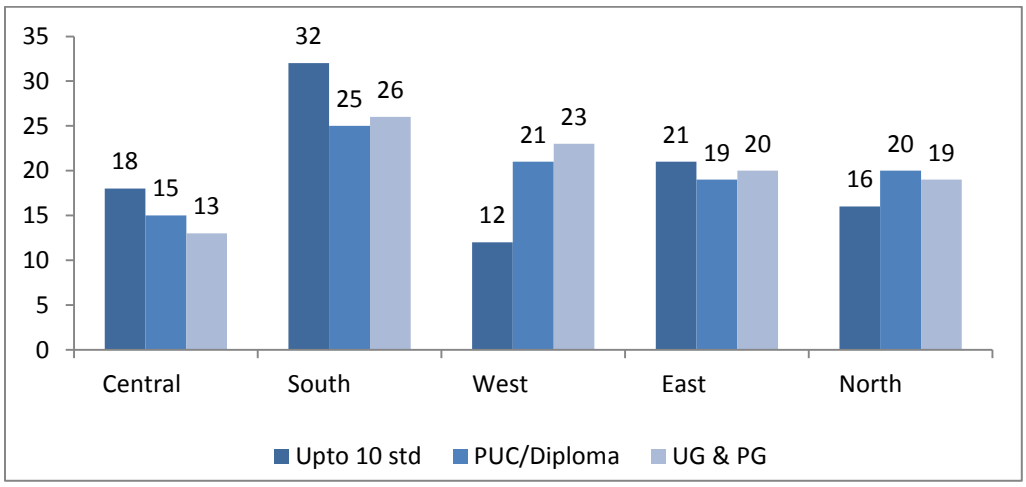
Table 5: Distribution by Zone

Zone wise distribution	Total		Comparison group		Treatment group	
	Count	Percentage	Count	Percentage	Count	Percentage
Base: All respondents	*816*	*100%*	*409*	*100%*	*407*	*100%*
Central	123	15%	74	18%	49	12%
South	219	27%	116	28%	103	25%
West	160	20%	73	18%	87	21%
East	163	20%	73	18%	90	22%
North	151	19%	73	18%	78	19%

The distribution of respondents in every zone is uniform across education and gender. With the exception of a marginally higher number of respondents with up to 10th standard education in the South zone (and a corresponding lower number in the West zone), the differences are within 3-4 percentage points across all zones.

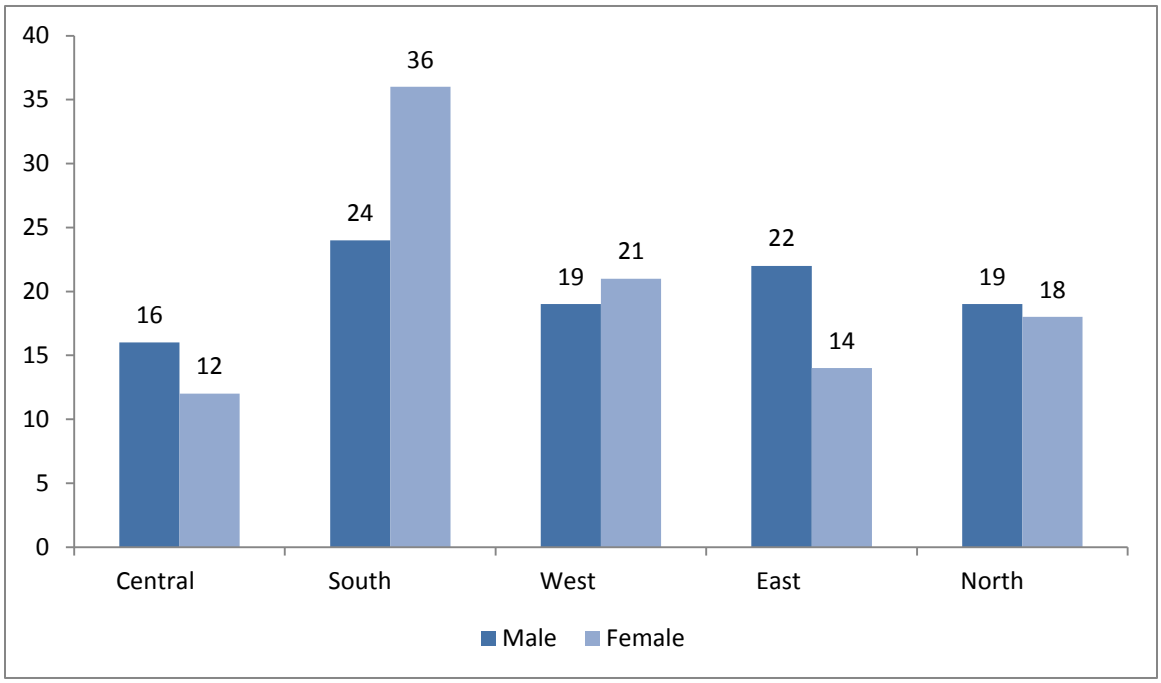
Figure 2: Zone Distribution by Education

In % (Up to 10th std: 211, PUC/Dipl: 288, UG &PG: 312)



Similarly with gender, with the exception of a higher percentage of men in the East zone (and a corresponding decrease in the percentage of men in the South zone), the distribution of men and women across zones is uniform.

Figure 3: Zone Distribution by Gender
In % (Male: 612 / Female: 204)



Plausible correlations, such as between zone and travel time, were all statistically insignificant.

Work experience

About 30% of the respondents are freshers (23% in the comparison group and 38% in the treatment group). About 60% of the respondents across the treatment and comparison groups have not more than 2 years of work experience, indicating the early stage of their career.

Table 6: Distribution by Work Experience

Work experience distribution	Total		Comparison group		Treatment group	
	Count	Percentage	Count	Percentage	Count	Percentage
Base: All respondents	*816*	*100%*	*409*	*100%*	*407*	*100%*
0 years	248	30%	93	23%	155	38%
0.1-2 years	236	29%	132	32%	104	26%
2.1-4 years	136	17%	75	18%	61	15%
4.1-6 years	85	10%	52	13%	33	8%
6.1-8 years	52	6%	27	7%	25	6%
8.1-10 years	26	3%	12	3%	14	3%
>10 years	33	4%	18	4%	15	4%

Length of stay in Bangalore

Over 65% of the respondents were born and brought up in Bangalore. And over 90% of the respondents have been living in Bangalore for at least 5-10 years.

Table 7: Distribution by Length of Stay in Bangalore

	Total	Comparison Group	Treatment Group
Base: All respondents N=816	*100%*	*100%*	*100%*
I was born and brought up here	67	61	72
For 5 -10 years	23	23	23
For 6 months – 5 years	10	15	4
Less than 6 months	0	0	0
No Answer	0	1	0

Key inferences

Overview of outcomes and impact

This table provides baseline values from the survey for Babajob's outcomes and impacts, which they have also committed to report to USAID on.

Outcomes				
Average no. of calls by a job-seeker, disaggregated by gender and preferred income	2.24, Refer to table 8 below	TBD	Evaluation	Yearly
Average no. of interviews attended by a job-seeker, disaggregated by gender and preferred income	1.24, Refer to table 9 below	TBD	Evaluation	Yearly
Percentage of total job-seekers hired, disaggregated by salary and job type	**N/A**	**TBD**	**Evaluation**	**Yearly**
Percentage of female job-seekers hired, disaggregated by salary and job type	N/A	TBD	Evaluation	Yearly
Impact				
Net income, adjusted for travel cost and time	**7269**[7]	**TBD**	**Evaluation**	**Yearly**
Average level of satisfaction with job, disaggregated by gender, salary and job type	**3.9, Refer to table 10 below**	**TBD**	**Evaluation**	**Yearly**
Money and/or time spent by job-seekers on the job search in the past 2 weeks	**Avg. time: 4.6 hrs spent and Avg. money spent: Rs.349**	**TBD**	**Evaluation**	**Yearly**
Length of time job-seekers stay in a job, disaggregated by gender, salary and job type	N/A	N/A	Evaluation	Yearly
Average no. of job changes per seeker, disaggregated by gender	N/A	TBD	Evaluation	Yearly
Average level of satisfaction with difference in salary between current and previous job	N/A	TBD	Evaluation	Yearly

[7] This has been calculated across respondents that are currently working in the treatment group. Adjustment for cost and time for those that travel to work has been made by deducting the average income (based on income range) by monthly travel expense (per day expense across six days for four weeks) and calculating monetary value of time taken to travel on the basis of hourly salary

Table 8: Average No. of Calls to Employers Based on Preferred Income

Calls to employers	Male		Female	
Preferred income	No. of calls	No. of respondents	No. of calls	No. of respondents
below 5000	2	1	NA	0
5001-7000	1	6	NA	0
7001-9000	1.2	31	1.65	21
9001-11000	3	96	2.8	32
11001-13000	2.5	67	2.2	24
13001-15000	2.1	101	1.01	32

Table 9: Average No. of Interviews with Employers based on Preferred Income

No. of interviews	Male		Female	
Preferred income	No. of interviews	No. of respondents	No. of interviews	No. of respondents
below 5000	2	1	NA	0
5001-7000	0.6	6	NA	0
7001-9000	0.3	31	1.35	21
9001-11000	1.9	96	1.35	32
11001-13000	1.2	67	1.04	24
13001-15000	1.04	101	0.96	32

Table 10: Levels of Job Satisfaction for Different Groups

	Level of job satisfaction	
	No. of respondents	Satisfaction quotient[8]
Gender		
Male	32	3.9
Female	9	3.9
Education		
Up to 10TH standard	13	3.8
PUC / Diploma	14	3.9
UG / PG	14	3.9
Salary		

[8] Satisfaction quotient is measured as the mean value of satisfaction across the selected respondents. Satisfaction is rated on a 5 point scale where highly satisfied is 5, somewhat satisfied is 4, neither satisfied or dissatisfied is 3, somewhat dissatisfied is 2 and not satisfied is 1.

Below 5000	0	0
5001 - 7000	4	3.8
7001 - 9000	14	3.9
9001 - 11000	7	3.7
11001 - 13000	10	4
13001 - 15000	4	3.8
Type of job		
BPO/ Call centre/Data entry/Transcript	14	3.8
Cashier/Accounts	1	4
Receptionist/Admin/Office Boy	6	4
Store sales/Tele sales/Counter sales	1	5
Delivery/door to door delivery	0	0
Driver – Auto rickshaw/4 wheeler/Bus/Heavy vehicles	10	3.7
House Keeping	1	1
Courier executive	1	4
Repair man – TV set up box etc	0	0
Table attendant/Waiter	0	0
Own business	0	0
Security, Carpentry, Plumber, Painter, Mason	0	0
Others	6	4.1

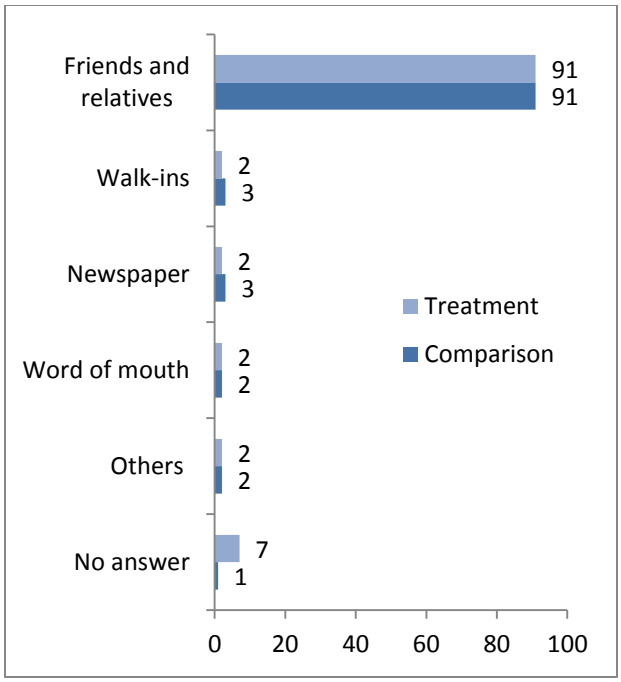
Channels for the job search

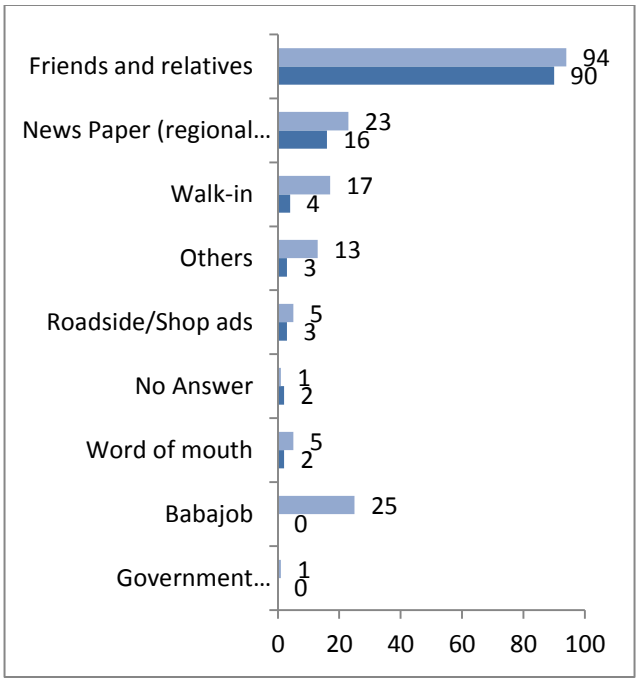
Across both comparison and treatment groups, friends and family are the most used channel for the job search. According to the survey, 91% of the respondents found their current jobs through friends and family, with newspapers and walk-ins being a distant second with 3%. This was true across all age, gender and education groups. 92% of the men and 84% of the women found their jobs through friends and family. Similarly, 88% of those with up to 10th standard education and 82% of those with graduate education and above responded with the same answer.

Figure 4: Preferred channels for job search in the past and present

How did you find your current job?
In % (Comparison: 154 / Treatment: 45)

How are you currently looking for jobs?
In % (Comparison: 409 / Treatment: 407)





Note 1: No jobs have been found through Babajob, Government employment and roadside ads.
Note 2: Respondents chose more than one option as how they found their current job

Through friends and family continue to be how the respondents are currently looking for jobs. Across age, education and gender groups, over 90% of the respondents use friends and family as a way of currently looking for jobs. While walk-ins and newspapers were the distant second channel in the comparison group with 16%, 25% of respondents in the treatment group preferred Babajob as the second most used channel to currently look for jobs (the respondents were asked to choose all relevant options). Over 90% of respondents that are currently working also indicated the same preference.

23% of the respondents in the treatment group indicated Babajob as their most preferred channel of job search. This needs to be validated further in the mid-line as there could have been a bias in terms of the respondents answering Babajob as their preferred option owing to the respondents being aware that the surveyor is conducting the survey on behalf of Babajob.54% of the respondents indicated friends and family as their most preferred channel of job search.

During the focus group discussion, participants confirmed that their personal network of friends and family members are the primary source of information during job search. Family and friends could be providing information on jobs in the organizations where they are working or on job opportunities that they come across through other channels.

If friends and family provide information to job-seekers on jobs that they come across through other channels, then Babajob may want to consider whether it could make it easier to refer jobs, or leverage this current practice through other means. Going forward, in the mid-line, the study will focus on

understanding the flow of information in this channel better (for instance, what are the most effective sources of information in this channel) and also explore whether technology can make these exchanges more effective than what they already are today.

Aspiration

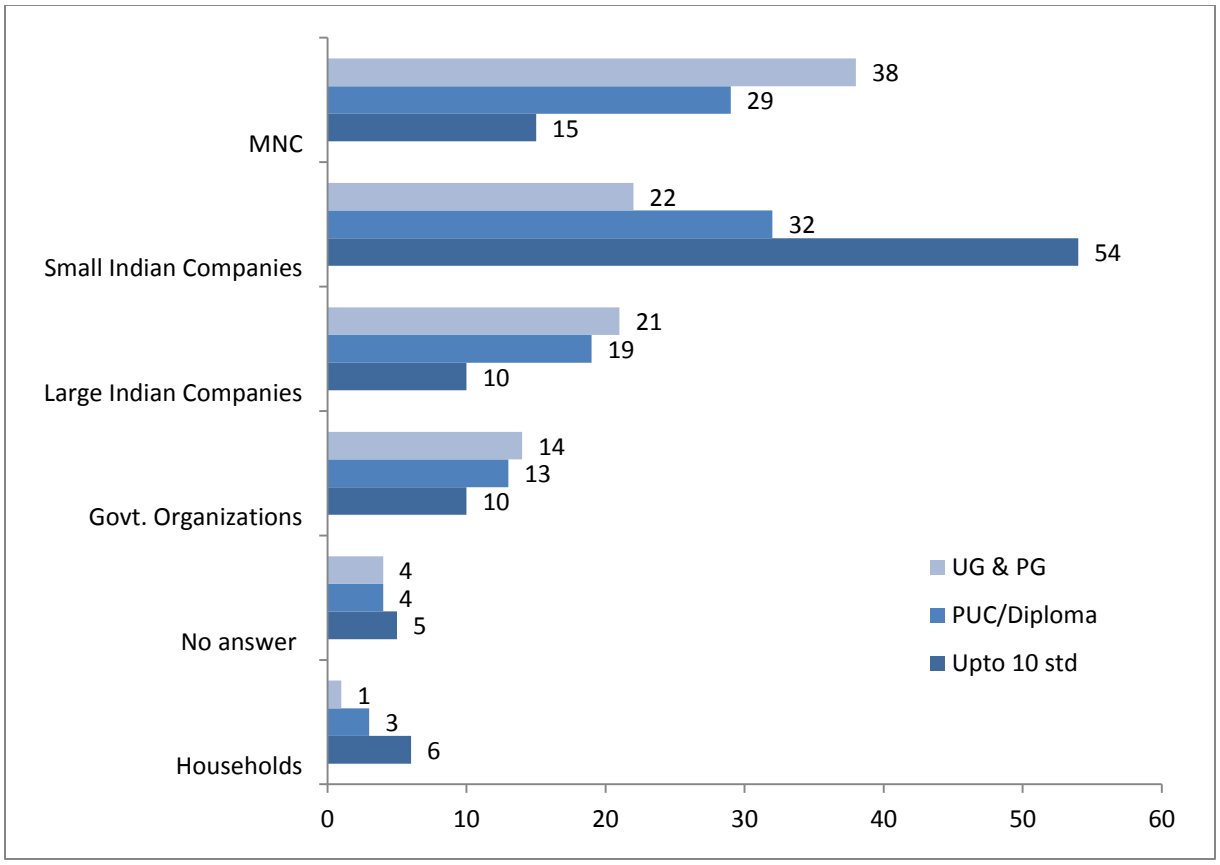
One of the key objectives of the research was to identify the aspirations of the respondents and understand what they consider a high status job as opposed to a low status job. The survey aimed to identify the same in terms of the kind of jobs they were interested in and the kind of organizations they would like to work for.

75% of the respondents did not have a specific job that they were looking for. This is true for both those who do not have any prior work experience and those who have already been in a job. 82% of those who have already had prior work experience responded that they did not have any specific preference for a job. This trend was true across gender and education levels. 80% of the men and 83% of the women responded that they did not have any specific job preference.

Similarly, 87% of those with under 10th standard education and 81% of graduates responded that they did not have any specific preference for a job. While 76% of those under 21 did not have a specific job in mind, 83% of those over 21 years of age had the same response highlighting that it does not get more specific with increasing age and experience.

Figure 5: Type of Organizations Preferred by Education

In % (Up to 10th std: 211, PUC/Dipl: 288, UG &PG: 312)



Amongst the 25% that have indicated a specific job preference, 42% have indicated BPO as their most preferred job type while 18% have indicated the receptionist/admin category. The remaining 40% are spread across other categories. Since the number of respondents looking for a specific job was quite small, no significant correlations were possible to understand their behavior.

Focus group discussions revealed that those with no work experience did not have a specific skill that helps determine or choose a specific kind of a job. Those with prior experience were focused on retaining their current job (if they are already working) or finding a job that is relevant to the varied experience and skills that they possess.

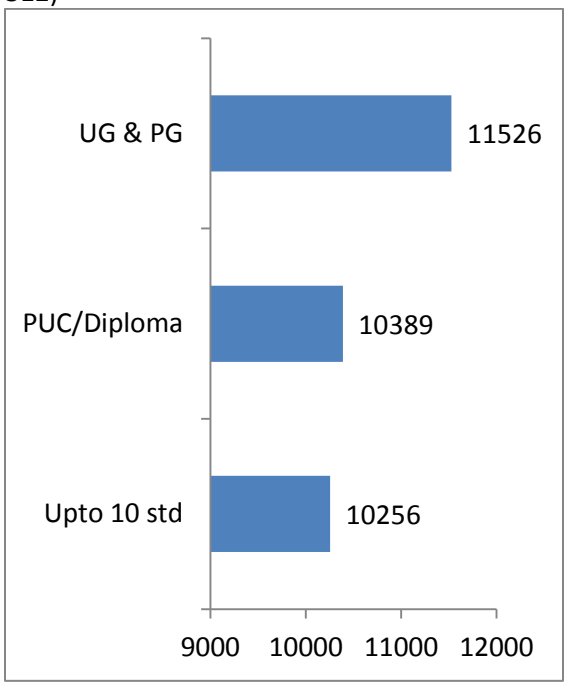
In the case of type of organization, there was no overwhelming majority across all groups on the type of organization that they would like to work for. However, education does seem to play a role in the type of organization that respondents would like to work for. Graduates and Post Graduates preferred to work for Multi-national corporations (MNCs) while those with school-level education preferred to work for small Indian companies. 38% of the Graduates preferred to work for MNCs compared to 15% of those with up to 10th standard education. On the other hand, while 22% of the Graduates preferred to work for small Indian companies, 54% of those with under 10th standard level education and 32% of those with PUC / Diploma level education preferred to work there. Government organizations were not a preferred option with less than 15% across all age groups choosing the same as their top preference.

Interestingly, the type of organization that the respondents were working in currently did not have any impact on where they would like to work in the future. Because no common definition of high and low-status jobs emerged across respondents, Babajob has decided that these are not appropriate indicators of impact. They have therefore been removed from the table of indicators on page 26.

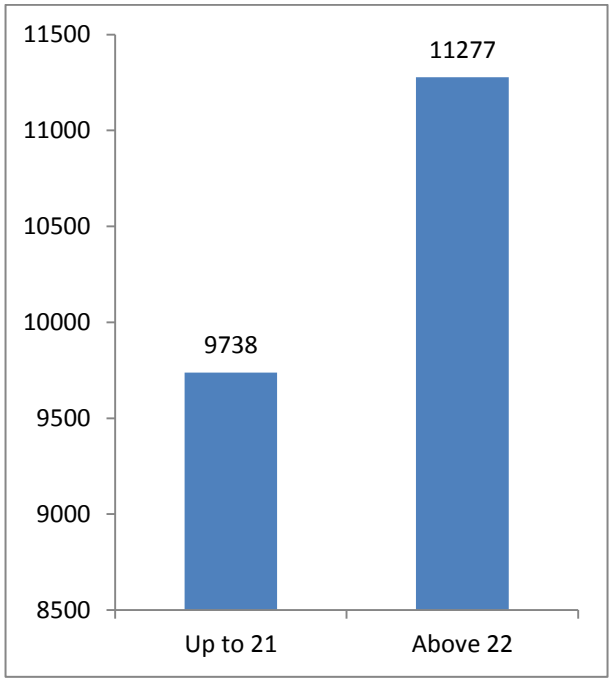
Another key aspect of aspiration is the expected salary from the next job. As expected, those with higher education expected a higher salary from their next job. While the average salary expectation of those with up to 10th standard education is Rs. 10256, those with UG and PG education expected a salary of Rs. 11526. Similarly, those in the age group of 22 and above expected Rs. 11277 as the monthly salary while those under 21 expected a salary of Rs. 9738.

Figure 6: Expected Salary by Education and Age

Expected Salary by Education
In INR (<10th std: 211, PUC/Dipl: 288, UG &PG: 312)



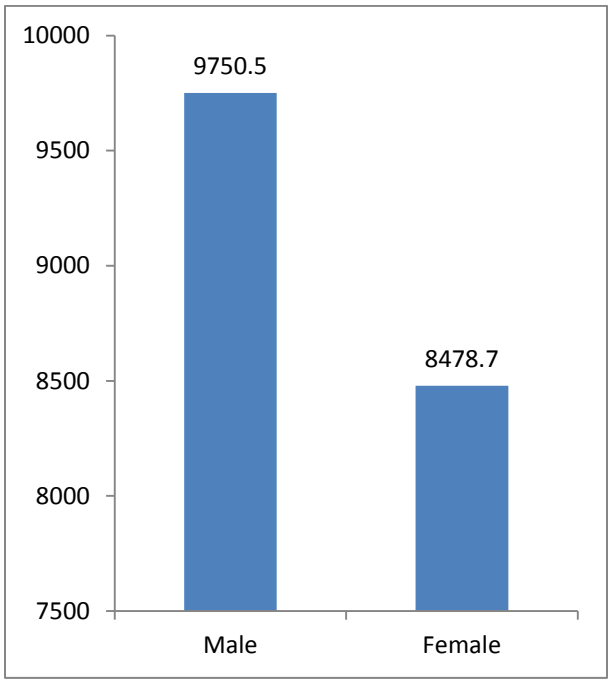
Expected Salary by Age
In % (Up to 21: 255 / Above 21: 555)



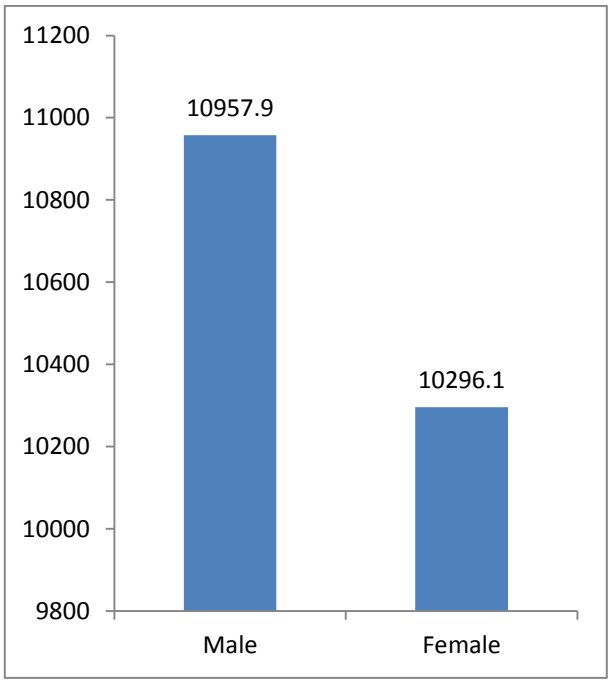
While the average education of female respondents is higher (as shown above), female respondents expected less salary in the future compared to male respondents. This is also true for the current salary of female respondents as opposed to male respondents.

Figure 7: Salary by Gender

Current Salary by Gender
In % (Male: 174 / Female: 25)



Expected Salary by Gender
In % (Male: 612 / Female: 204)



Job satisfaction

Another key objective of the study was to assess the factors that contribute to job satisfaction for the respondents. In order to assess the same, the survey collected information about the length of stay in a particular job, time and money spent on travelling to work, and type of role and type of organization that the respondents are currently working in.

However, the study did not provide a clear picture on the factors that impact job satisfaction. On the one hand, a majority of the respondents had indicated ambivalence or marginal satisfaction in their current jobs - 49% responded that they were somewhat satisfied while 27% of them were neither satisfied nor dissatisfied with their current job. This trend was true across age, education and gender. While 46% of the men were somewhat satisfied and 28% were neither satisfied nor dissatisfied with their job, the numbers among women were 68% and 20% respectively. Similarly, 51% of the graduates and the same number of those with less than 10th standard education were somewhat satisfied with their jobs. 24% and 23% of the same groups were neither satisfied nor dissatisfied with their current job. Table 10 shows how the satisfaction scale ranges between 3.7 and 4.1.Hence it cannot be ascertained whether the respondents understood the question about their job satisfaction or whether job satisfaction is one of the aspects that the respondents consider in their careers.

On the other hand, there exists no strong correlation among any of these factors outlined above to job satisfaction. In addition, there was no strong correlation between how the respondents found their jobs and how satisfied they are with the same. During the focus group discussions, the participants revealed that salary is one of the key determinants for satisfaction. Salary was also highlighted as one of the key reasons participants chose jobs and moved from one job to another. However, the data collected in the survey did not show a strong correlation between salary and job satisfaction.

It is important in this regard to note that only 35% of all respondents were currently employed. Hence, understanding the factors that impact job satisfaction should be analyzed in more detail during mid-line and end-line analysis. This will include adjusting salary for time and money spent on travel, and testing for its relationship to satisfaction.

Effort towards the job search

The study captured the effort towards the job search based on the time and money spent on the job search by all respondents. All respondents across the groups -and markedly so in the treatment group - have shown a lack of pro-activeness in terms of reaching out to employers for jobs. In both groups, almost 40% of the respondents had not made any calls to employers through the channels that they had chosen.

The survey revealed that Graduates and Post Graduates spend more money looking for jobs than those with less education. However there was no similar trend in the amount of time spent by the respondents in looking for jobs. While those with graduate education spent Rs. 669 on the job search, those with less than PUC education spent only Rs. 452.

It was also observed that women spent more time on the job search while men spent more money on the job search. While men spent 14.1 hours on average, women spent 17.6 hours on the job search. However, while women spent Rs. 469 on the job search, men spent Rs. 572 on an average for the same.

The choice of channel impacted the effort towards the job search. While 50% of the comparison group and 40% of the treatment group using friends and family as a channel made between 1 and 5 calls to employers, 96% of those who have chosen Babajob have not made any calls to employers or attended any interviews. Some interpretations of these results could either be that job-seekers have minimal interest in using Babajob, or that they are interested but do not know that they either should or can contact employers.

While we have captured information on time and money spent on the job search, we believe that there could have been challenges in the way this question was interpreted by the respondent. Hence, this is something that we would like to revalidate in the midline.

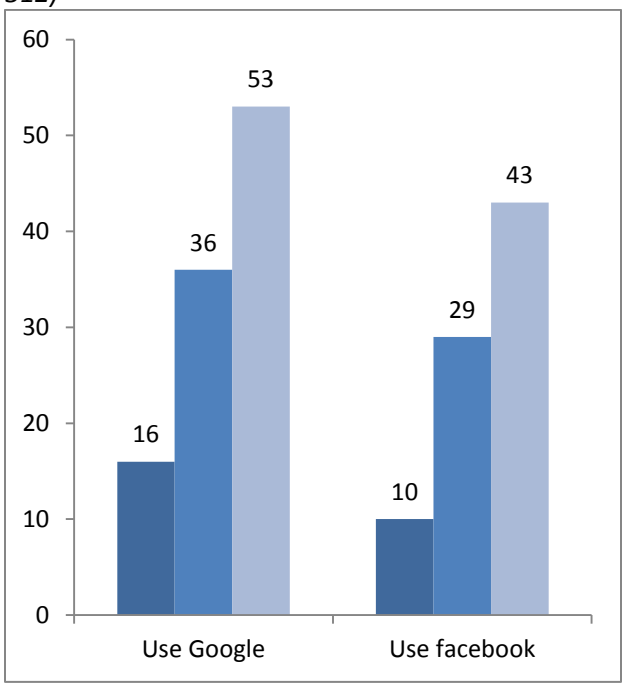
Use of technology

The study also aimed to understand the general use of technology by the respondents. The respondents were asked about how they use their mobile phone – from taking calls to browsing the internet – and also what were their key sources of general information.

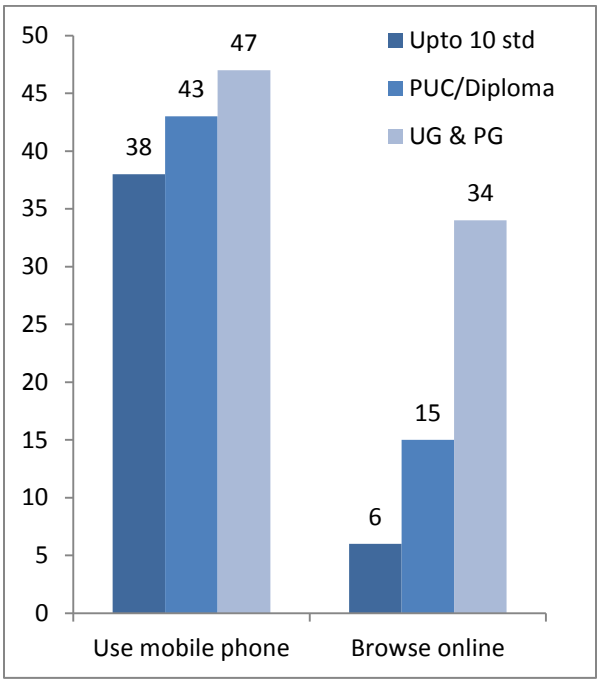
Unsurprisingly, the use of mobile was widely prevalent with a majority of users using it for purposes beyond making and receiving phone calls. More than 96% of them across age, education and gender groups use phones to take photographs. 38% of them use Google on their phones and 30% of them use Facebook. Graduates use the phone to browse the Internet – 53% of those with graduate education and above use Google on their phone while only 16% of those with under 10th standard education do so (43% and 10% in case of Facebook).

Figure 8: Use of Digital Technologies

What do you do on your phone?
In % (Up to 10TH std: 211, PUC/Dipl: 288, UG &PG: 312)



How do you gather generic information?
In % (10TH std: 211, PUC/Dipl: 288, UG &PG: 312)



Gender does not seem to make a difference with 38% of the men and 36% of the women using Google on their mobile phones. While 41% of those above 21 use Google on their phone as opposed to 31% of those under 21, the usage of Facebook across the two groups was similar (31%).

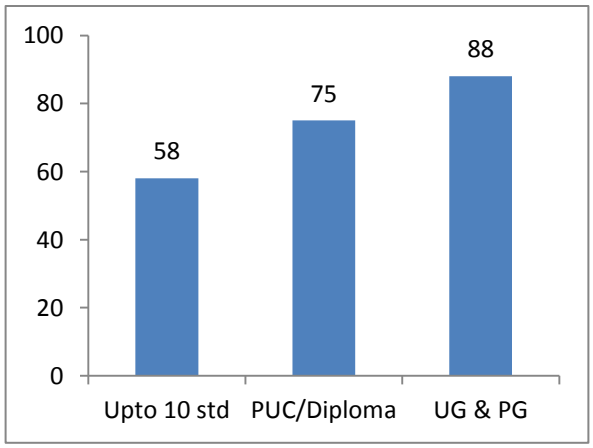
Interestingly, among the 23% that has chosen Babajob as their preferred channel of job- search, there seems to be an increased usage of technology.

Impact of Education

It is a commonly held belief that education increases the employability of the individual since it helps develop technical skills that are sought by employers and also helps an individual develop soft skills. However, the recent 12th Plan document confirms that education is indeed inversely proportional to employability. In other words, the percentage of unemployed citizens increases with increase in education levels.

The same trends holds true in the survey as well – education does not seem to result in a higher

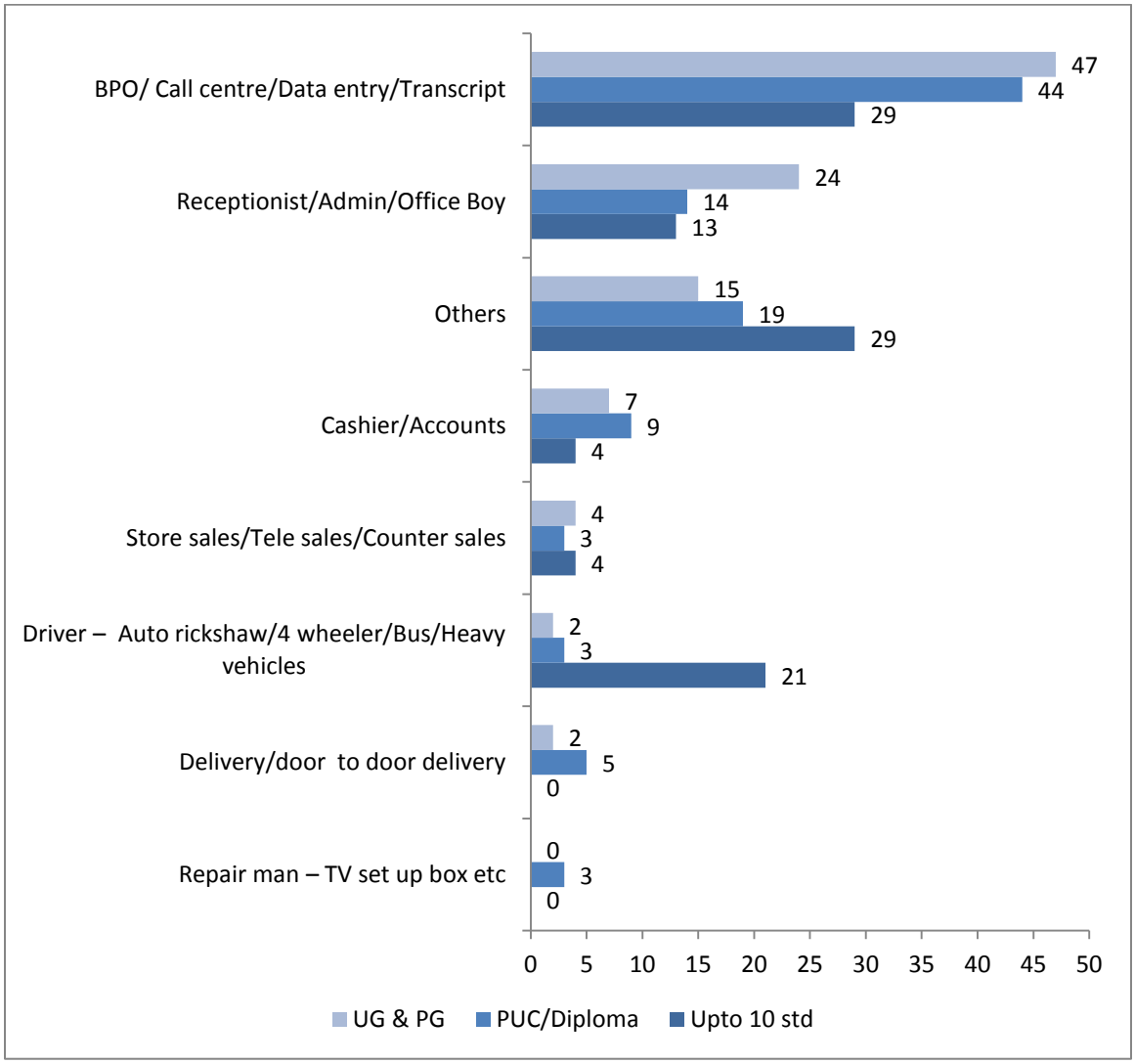
Figure 9: Unemployed by Education
In % (Up to 10th std: 211, PUC/Dipl: 288, UG &PG: 312)



percentage of employment among the respondents. Conversely, while 58% of the respondents who have under 10th standard education are unemployed, 88% of those with graduate education were unemployed. In the comparison group, while 51% that have an education of 10th standard were unemployed, over 75% of those that had completed their degree or post-graduation were unemployed. Similarly, in the treatment group, while 77% in the up to 10th standard category were unemployed, 93% of those that had completed either degree or post-graduation were unemployed.

Figure 10: What job are you interested in?

(In %, Total respondents = 143. Up to 10th std: 24, PU / Diploma: 64, UG/PG: 55)



This was true among men and women. 88% of the men and 92% of the women with graduate education were unemployed, while only 57% of the men and 69% of the women with under 10th standard education were unemployed.

It should also be noted that this was not just the case with entry level jobs – among those with work experience, 70% of the graduates were unemployed while the 60% of those with under 10th standard

school education were unemployed. With those who are already employed, higher education does result in greater salary. While the average income of respondents under 10th standard education is Rs. 9375.5, graduates had an average income of Rs. 10278.3. In addition, there does not seem to be any correlation between education and job satisfaction.

Conclusions

To select our sample of users, we filtered the Babajob database according to four criteria. The criteria were: 1) they live in Bangalore, 2) have registered on Babajob after July 1st, 2013, 3) are looking for jobs in the sales, cashier, BPO, driver, delivery or receptionist categories and 4) have a preferred salary of less than Rs. 15,000. These criteria influenced our expectations of the results.

Firstly, we expected that by having an equal distribution of job-seekers across the 5 zones of Bangalore (with the exception of the central zone), the results would reveal intra-city differences amongst job-seekers. Secondly, we expected our respondents would prefer jobs in the categories they had indicated over jobs in other categories. Thirdly, we expected that by filtering for those with a preferred salary of less than Rs.15,000, the job-seekers in our sample would have fairly low levels of education.

All the expectations above proved to be incorrect. Plausible correlations, such as between zone and travel time, were all statistically insignificant. 75% of respondents (an average of both treatment and comparison groups) were not looking for a job in a specific category. The percentage of Babajob users alone is higher at 86%. (Given that the average user is 25-26 years old, and is likely to have 4 years of work experience or less, Babajob could consider how particular employers targeting such candidates are about a long employment history in a single job category). Thirdly, 35% of men and 48% of women (across treatment and comparison groups) possessed at least an university degree. Gender was one factor that affected salary expectations more than education, as women were on average more educated than men, but their salary expectations were lower.

While preferred salary gave us one indication of what job-seekers' aspirations are, it was more difficult to understand their aspirations in other areas. While we expected that job-seekers would either value a job in a multinational corporation for its status, or in the government for its security, this was not necessarily the case. In fact, amongst job-seekers who had completed the 10th standard or less, over half stated that they would prefer to work in a small Indian company over any other. This is worth investigating further in the midline and end-line studies, as the majority of employers registered with Babajob are small Indian companies.

Just as in the case of high vs. low-status jobs, we designed the survey based on certain assumptions of what it means for a job-seeker to be pro-active in his/her job search. We defined pro-activeness in terms of the number of calls job-seekers made to employers, and the number of interviews they attended. These indicators are important to retain because they describe the behavior that is expected when job-seekers apply for a job on Babajob. Given that this was a baseline survey, it is too early to conclude whether job-seekers are pro-active in this respect or not.

However, this survey did suggest that there may be other ways in which job-seekers are pro-active, which we know less about. These are primarily related to the amount of time and money spent on the

job search. On average, job-seekers with a graduate education said that they had spent more than Rs.400 on their search in the past two weeks. Even those with less than a PUC education spent almost Rs.300. If this expenditure is consistent over time, then job-seekers are spending Rs.600 to Rs.800 per month on their search. This is sizeable enough to require further research. Respondents also stated that they spent an average of 7-10 hours in the past two weeks on their job search, with women spending more time than men. While this is also sizeable, given that a majority of respondents are unemployed (in the case of Babajob users, 89%), this is less surprising.

Perhaps the most important findings of this study concern how job-seekers perceive Babajob in comparison to their other networks. 72% of Babajob users were born in Bangalore, suggesting that Babajob is not commonly used as an urban migration strategy. Instead, Babajob users are already likely to have established networks in Bangalore. The survey corroborates this, as 94% of users mentioned friends and family as one of their job search channels, while only 25% mentioned Babajob. Respondents are likely to have guessed that the survey was being conducted on behalf of Babajob, and therefore may have been influenced to say "Babajob" when asked for their most preferred job search channel going forward. However, even then, Babajob was not the most preferred channel.

Users seem to be technically skilled in accessing digital media, as 50% access Google and Facebook on their phones. It is possible that job-seekers do not view digital media as job search channels, or that job-seekers have reason to believe that friends and family are the most effective channel (91% of those who are currently working got their job through family or friends). However, there is insufficient evidence as of now as to why Babajob is not the most preferred channel for users.

Revisiting Babajob's Logic Model

Given that this is a baseline study, it is premature to revisit the outcomes and impacts sections of Babajob's logic model. However, the results of this study do challenge some of the assumptions made in the inputs, activities and outputs sections.

One of the assumptions in the inputs section was that, "Job-seekers can create compelling profiles digitally (sometimes augmented by counsellors) at a sustainable cost to Babajob". However, it seems that currently there is little information that is provided consistently by job-seekers, other than preferred income and job category. While job-seekers do provide their location (in terms of city), they are often not reachable at the phone numbers given, either because they were never correct or because they change rapidly.

An assumption that has been stated related to implementation processes is that the, "matching algorithm works". While the assumption still holds true, the algorithm may have to be revisited if it depends to a large extent on job category, as most users said that getting a job in a specific category was not important to them.

Recommendations

Recommendations for the mid-line analysis

As with the baseline survey, there will be a strong focus on the outcome and impact parameters that have been identified as part of this exercise. While the baseline survey has provided insights on some of these aspects (e.g. time and money spent on job search, job satisfaction and aspirations), there will be continued focus on these aspects and in addition other information such as job change behavior.

In addition, the following are two sub-groups of respondents on whom there is insufficient information today and who will be key focus areas for mid-line analysis

- Since a substantial number of those who were surveyed were unemployed, information about those who are currently employed is inadequate. It is expected that the existing group of respondents will be employed by the time the mid-line survey is conducted. In any case, there needs to be a stronger focus in understanding the behavior of those who are currently employed.
- There have been challenges on the ground in reaching out to female respondents. Random testing of the information that has been collected also confirmed that the contact details provided by the respondents are invalid. Hence, there is a need to increase the number of women respondents in the survey by including more female surveyors as part of the survey team. In addition, qualitative methods such as focus group discussions should be conducted specifically to understand the behavior of female respondents.

Following are some of the result areas from the baseline where there is need for further analysis and investigation

- Friends and family came up as the most used channel for job search. Respondents indicated that they have found their existing jobs and are looking for their new jobs through friends and family and that they will continue to do so in the future as well. Hence there is a greater need to understand how this channel works and more importantly whether technology can enable this channel to work more effectively.
- The use of technology among the surveyed respondents is quite prevalent especially with respect to the use of mobile phones. Focus group discussions revealed a strong familiarity with online websites like Facebook and most of the participants had their online profiles created. However, users did not leverage this familiarity with the online medium to use the same to look for jobs. Hence, there is a greater need to understand their usage patterns and perception of digital channels to understand how that can then be effectively used for the job search.
- The existing paradigm of job search websites is based on the job. Applicants apply for specific kinds of jobs and employers look for applicants based on job type. However, both the online survey and focus group discussions revealed that the respondents did not have a specific job that they are interested in – and this was true across age, education and gender. Hence, it is

important to understand how job channels in this space can enable these respondents to find the appropriate job and subsequently match them to the right employer.

- The baseline survey did not provide a conclusive understanding of the factors that impact job satisfaction among respondents. While the focus group discussions revealed salary as one of the key determinants, there was no clear evidence in the survey data regarding the same. There will be a stronger focus on understand the same through a combination of quantitative and qualitative methods during the mid-line and end-line analysis.
- The baseline survey did not provide a conclusive understanding of high status and low status jobs. While level of education had an impact on the type of organizations that the respondents liked to work for, both focus group discussions and the survey data do not provide definite indicators of what respondents map to status of jobs. While this question will be probed through focus group discussions at the time of the midline, it is also possible that job status is not as important to job-seekers as other factors.
- While job-seekers seem to have spent a sizeable amount of time and money in the last two weeks looking for jobs, the mid-line will probe whether these estimates can be extrapolated to longer periods of time. In addition, it will seek to understand what time and money are spent on.

Process recommendations

From a process perspective, based on the experience of the baseline survey, we will make the following changes to the approach in the mid-line and end-line survey.

- If the rate of attrition between the baseline and midline studies exceeds 25%, we may have to consider other sources of information to supplement the surveys. Such sources could be focus group discussions and interviews, or secondary sources such as data from the National Sample Survey Organization.
- We are particularly concerned that the rate of attrition amongst female respondents will be very high. This is because initial checks of contact information provided by women show that women have provided incorrect information. In order to try to prevent this we will include women surveyors in the data collection team from the beginning of the midline. .
- Since the number of employees that are currently employed in the treatment group is low, we have not been able to gather meaningful insights on aspects such as job satisfaction. In case this continues to be the case in the midline study, there will be a stronger focus on using qualitative methods of data collection such as focus group discussions and interviews to gather insights from currently employed respondents.

  .
- Although our sample size was calculated to be representative, we did not assess this by comparing data from our study with that from the larger population of job-seekers. This is because obtaining the data took much longer than expected, leaving little time to analyze it. However in the midline and end-line studies we expect to use the NSSO data on the labor forceto assess how representative our treatment and comparison groups are of the population of job seekers in urban Karnataka, and/to assess how similar job seekers in urban Karnataka are

to job seekers in the urban areas of other states. This will enable us to construct some hypotheses on whether Babajob results in the same outcomes and impacts for job-seekers in other areas that are comparable to urban Karnataka. .

- The baseline survey had strong constraints on time available for design, execution and analysis of data. Hence, there is a need to plan significantly more time for designing the mid-line survey and for the execution and analysis phase.

Recommendations for Babajob

This research has been designed on the basis of comparing two groups of users that have a key differentiating factor – that the comparison group does not use digital channels for their job search while the treatment group uses digital channels. However, today only 25% of the treatment group indicated that they will use Babajob going forward in their job search. This indicates a lack of recall/connection with Babajob by its users. Hence, it is critical for Babajob to engage its users strongly between the present and the mid-line and end-line analysis to be able to measure the impact of digital channels in the subsequent phases of the study.

Secondly, while for the purpose of this survey, Babajob is being considered synonymous with digital channels, conversations with over 15 users in the treatment group revealed that they tended to recollect other job portals (such as naukri) more than Babajob. There is hence a need for Babajob to establish its brand identity and its brand recall through targeted events, awareness programmes, sensitization campaigns, etc. This will be the first step towards establishing an ongoing engagement with the users.

On the one hand, it can be said that Babajob users do not know much about Babajob, because neither do they recollect having used it, nor have they been very active so far in calling and interviewing with employers through it. On the other hand, it can also be said that Babajob does not know much about its job-seekers, because there is very little consistent and accurate information available across profiles. A third recommendation therefore would be for Babajob to create an effective incentive for job-seekers to post more compelling digital profiles, without raising the barriers to access.

Fourthly, the current study reveals that most users said that getting a job in a specific category was not important to them. While this finding merits Babajob's attention, the company could choose to address it in at least 2 ways. The first would be to explore whether there are other factors that more important to matching employers and job-seekers, and to test for algorithms based on these factors. Another approach could be to begin the engagement with the applicants on career orientation and planning, so that in the future they are able to identify a preferred job category.

Annexure 1: Babajob's Theory of Change

Level	Description	Assumptions
Inputs	▪ Babajob builds digital access mechanisms and invests in distribution channels	▪ Distribution channels show interest in Babajob ▪ Search engines continue to showcase Babajob.com jobs + seekers ▪ Regulatory environment is conducive ▪ Distribution channels yield job-seekers and employers ▪ Job-seekers and employers use digital access tools (such as Web, Mobile Voice + Apps) ▪ Babajob can recruit qualified staff ▪ Babajob creates products and services that employers will pay for ▪ Job-seekers can create compelling profiles digitally (sometimes augmented by counsellors) at a sustainable cost to Babajob
Implementation Processes	▪ Employers post digitally and with the aid of the Pre-Sales team ▪ Job-seekers post their profiles digitally and aided by Career Counsellors ▪ Development team builds tools and mechanisms ▪ Sales team raises revenue	▪ Enough employers pay ▪ Job-seekers invest time to use these tools (are motivated) ▪ Matching algorithm works ▪ Sufficient market of job-seekers and employers in given geographies / categories
Outputs	▪ Access to relevant jobs and employers for seekers ▪ Choices of jobs for seekers	▪ Applying indicates intent to interview ▪ Digital tools cheap and easy to use ▪ Bad actors can be kept

		at tolerable levels ▪ Financial incentives and/or a desire to help will make users refer friends and family if it is quick and easy ▪ Sufficient employers return to Babajob to post future jobs and pay
Outcomes	▪ Job-seekers call employers, present themselves, interview ▪ Employers call job-seekers, interview ▪ Job-seekers negotiate better salaries based on market information accessed via Babajob ▪ Employers hire job-seekers ▪ Job-seekers save money and/or time by using Babajob for their search ▪ Employers save time ▪ Employers and job-seekers provide feedback about match quality ▪ Babajob users refer friends and family	▪ Job-seekers make choices to optimize their net income
Impact	▪ The increase in net income from the previous job is higher than for those who use other sources ▪ They will spend less on the job search and benefit more than those who use other sources	▪

Annexure 2: Treatment group questionnaire

1) How much salary do you want to earn in your next job?
   - Below 5000
   - 5001 – 7000
   - 7001 – 9000
   - 9001 – 11000
   - 11001 – 13000
   - 13001 – 15000
   - Above 15000

Questions for Above 15000

1.1) If above 15000 – Disqualify

2) How long have you been living in Bangalore?
   - I am born and brought up here
   - For 5 -10 years
   - For 6 months – 5 years
   - Less than 6 months
   - Questions for For 6 months – 5 years

2C.1) Where were you living before coming to Bangalore?

Questions for Less than 6 months

2D.1) If less than 6 months Disqualify

3) We want to understand your job search experience for the next three years. So we would like to conduct this survey again next year in 2014 and then in 2015. Can we proceed, if you permit?
   - Yes – Continue
   - No – Discontinue

4) Thank you! We would like to give you mobile recharge with the following amount as gift for agreeing to co-operate.
   Rs. 150 – 3 times mobile recharge of Rs.50 for first year
   Questions for Rs. 150 – 3 times mobile recharge of Rs.50 for first year

4A.1) Rs. 200 – 2 times mobile recharge of Rs. 100 for second year and Rs. 200 – 1 time mobile recharge for 3rd year

5) So, please give us your contact details
   5.1) Primary phone number (Prepaid or Post paid?)
   5.2) Alternate phone number

6) Kindly answer the following
   6.1) Is this postpaid or prepaid?
   6.2) Which service provider - docomo, vodafone, airtel or any other?

7) Gender
   - Male
   - Female

8) Please answer the following
   8.1) How many days in a week do you expect to work?
   8.2) How many hours do you expect to work in a day?

9) What is your approximate age?

10) What is your education?
    - I have not gone to school
    - 1st - 5th standard
    - 6th to 10th standard
    - PUC – 11th and 12th
    - Diploma/ITI
    - Degree
    - Post graduate
    - Others

Questions for Others - 10H.1) If others, note down

11) What is your total work experience, including all the jobs you have done?

12) Do you currently work?
    - No – Go to Q24
    - Yes – Go to Q13

13) Now I will ask you questions about your current job
    13.1) What is your current job? Mark one
    - BPO/ Call centre/Data entry/Transcript

- Cashier/Accounts
- Receptionist/Admin/Office Boy
- Store sales/Tele sales/Counter sales
- Delivery/door to door delivery
- Driver – Auto rickshaw/4 wheeler/Bus/Heavy vehicles
- House Keeping
- Courier executive
- Repair man – TV set up box etc
- Table attendant/Waiter
- Others

Questions for Others - 13.1K.1) If others, note down

14) What is your current designation?

15) Please answer the following
    15.1) How many days in a week do you currently work?
    15.2) How many hours do you currently work in a day?

16) Now I will list out a few type of organizations. What is the type of organization you work for?
    16.1) Mark one
    - MNC
    - Large Indian Companies
    - Small Indian Companies
    - Government Organizations
    - Households
    - Others
    - Questions for Others

    16.1F.1) If others, note down

17) What is your current total salary per month?
    - Below 5000
    - 5001 – 7000
    - 7001 – 9000
    - 9001 – 11000
    - 11001 – 13000
    - 13001 – 15000
    - Above 15000

18) What is your experience in the current job?

19) Do you travel to work?

- Yes – Go to 20
- No – Go to 22

20) How many hours do you travel, everyday?

21) How much money you spend on travelling to your work place, everyday?

22) How did you get your current job?

- Friends and relatives
- Roadside/Shop ads
- News Paper (regional or local)
- Word of mouth
- Walk-in
- Government employment exchange
- Babajob
- Others

22G.1) If others, note down

23) How satisfied are you with your current job? Read the options.

- Highly satisfied
- Somewhat satisfied
- Neither satisfied or dissatisfied
- Somewhat dissatisfied
- Highly dissatisfied

24) You said you are looking for a job. So what type of a job you are looking for?

- No specific type
- Specific type

Questions for Specific type - 24B.1) What is the kind of job you are looking for? Mark one.

- BPO/ Call centre/Data entry/Transcript
- Cashier/Accounts
- Receptionist/Admin/Office Boy
- Store sales/Tele sales/Counter sales
- Delivery/door to door delivery
- Driver – Auto rickshaw/4 wheeler/Bus/Heavy vehicles
- House Keeping
- Courier executive
- Repair man – TV set up box etc

- Table attendant/Waiter
- Others

Questions for Others - 24B.1K.1) If others, note down

25) What type of organization would you like to work for in the future? Please give top 5 preferences

25.1) Read all these options

- Households
- Small Indian Companies
- Large Indian Companies
- Government Organizations
- MNC

25.2)Top 1 preference

25.3)Top 2 preference

25.4)Top 3 preference

25.5)Top 4 preference

25.6)Top 5 preference

26) Tell us all the possible ways you have been looking for jobs in the last 3 months?

- Friends and relatives
- Roadside/Shop ads
- News Paper (regional or local)
- Word of mouth
- Walk-in
- Government employment exchange
- Babajob
- Other

Questions for Other - 26H.1) If others, please note down

27) For the jobs found through these channels, how many times did you call the employers?

27.1) Friends and relatives

27.2) Roadside/Shop ads

27.3) News Paper (regional or local)

27.4) Word of mouth

27.5) Walk-in

27.6) Government employment exchange

27.7) Babajob

27.8) Others

28) For the jobs found through these channels, how many interview have you attended so far?
   28.1) Friends and relatives
   28.2) Roadside/Shop ads
   28.3) News Paper (regional or local)
   28.4) Word of mouth
   28.5) Walk-in
   28.6) Government employment exchange
   28.7) Babajob
   28.8) Others

29) In the last two weeks, how many hours did you spend searching for jobs?

30) In the last two weeks, how much money did you spend on searching for jobs?

31) In your current job search, going ahead, what would be your most prefered channel of job search? Mark just one.
   - Friends and relatives
   - Roadside/Shop ads
   - News Paper (regional or local)
   - Word of mouth
   - Walk-in
   - Government employment exchange
   - Babajob
   - Other
   - Questions for Other - 31H.1) If others, please note down

32) How do you gather generic information?
   - Read newspaper
   - Watch TV
   - Use mobile phone
   - Browse online
   - Chit chat with friends
   - Others……..(capture)
   - Questions for Others……..(capture)

   32F.1) If others, note down

33) Which of the following do you do on your phone. Pick all that apply.
   - Take photographs
   - Use Google
   - Use facebook

34) Name

35) Address

Annexure 3 - Comparison group questionnaire:

1) Hello we are from Head Held High, a rural youth training organization. We would like to conduct a survey on your job search experience. Can you please give us about 15-20 minutes to conduct this survey?
   - Yes - Continue
   - No – Discontinue

2) Are you currently searching for any job?
   - Yes - Continue
   - No – Discontinue

3) Have you applied for any job or attended any interview in the last 3 months?
   - Yes - Continue
   - No – Discontinue

4) How much salary do you want to earn in your next job?
   - Below 5000
   - 5001 – 7000
   - 7001 – 9000
   - 9001 – 11000
   - 11001 – 13000
   - 13001 – 15000
   - Above 15000

   Questions for Above 15000 - 4.1) If above 15000 - Disqualify

5) Please answer the following
   5.1) How many days in a week do you expect to work?
   5.2) How many hours do you expect to work in a day?

6) Have you ever used online website to apply for jobs?
   - No - Continue
   - Yes – Discontinue

7) How long have you been living in Bangalore?
   - I am born and brought up here
   - For 5 -10 years
   - For 6 months – 5 years
   - Less than 6 months

- Questions for For 6 months – 5 years

7C.1) Where were you living before coming to Bangalore?

- Questions for Less than 6 months - 7D.1) If less than 6 months Disqualify

8) We want to understand your job search experience for the next three years. So we would like to conduct this survey again next year in 2014 and then in 2015. Can we proceed, if you permit?
   - Yes – Continue
   - No – Discontinue

9) Thank you! We would like to give you mobile recharge with the following amount as gift for agreeing to co-operate. Rs. 150 – 3 times mobile recharge of Rs.50 for first year
   Questions for Rs. 150 – 3 times mobile recharge of Rs.50 for first year - 9A.1)Rs. 200 – 2 times mobile recharge of Rs. 100 for second year and Rs. 200 – 1 time mobile recharge for 3rd year

10) So, please give us your contact details
    10.1) Primary phone number (Prepaid or Post paid?)
    10.2) Alternate phone number

11) Gender
    - Male
    - Female

12) What is your approximate age?

13) What is your education?
    - I have not gone to school
    - 1st - 5th standard
    - 6th to 10th standard
    - PUC – 11th and 12th
    - Diploma/ITI
    - Degree
    - Post graduate
    - Others

    Questions for Others - 13H.1) If others, note down

14) What is your total work experience, including all the jobs you have done?

15) Do you currently work?
    - No – Go to Q27

- Yes – Go to Q16

16) Now I will ask you questions about your current job

16.1) What is your current job? Mark one

- BPO/ Call centre/Data entry/Transcript
- Cashier/Accounts
- Receptionist/Admin/Office Boy
- Store sales/Tele sales/Counter sales
- Delivery/door to door delivery
- Driver – Auto rickshaw/4 wheeler/Bus/Heavy vehicles
- House Keeping
- Courier executive
- Repair man – TV set up box etc
- Table attendant/Waiter
- Others

Questions for Others - 16.1K.1) If others, note down

17) What is your current designation?

18) Please answer the following

18.1) How many days in a week do you currently work?

18.2) How many hours do you currently work in a day?

19) Now I will list out a few type of organizations. What is the type of organization you work for?

19.1) Mark one

- MNC
- Large Indian Companies
- Small Indian Companies
- Government Organizations
- Households
- Others

Questions for Others - 19.1F.1)If others, note down

20) What is your current total salary per month?

- Below 5000
- 5001 – 7000
- 7001 – 9000
- 9001 – 11000
- 11001 – 13000
- 13001 – 15000

- Above 15000

21) What is your experience in the current job?

22) Do you travel to work?
    - Yes – Go to 23
    - No – Go to 25

23) How many hours do you travel, everyday?

24) How much money you spend on travelling to your work place, everyday?

25) How did you get your current job?
    - Friends and relatives
    - Roadside/Shop ads
    - News Paper (regional or local)
    - Word of mouth
    - Walk-in
    - Government employment exchange
    - Others

    Questions for Others - 25G.1) If others, note down

26) How satisfied are you with your current job? Read the options.
    - Highly satisfied
    - Somewhat satisfied
    - Neither satisfied or dissatisfied
    - Somewhat dissatisfied
    - Highly dissatisfied

27) You said you are looking for a job. So what type of a job you are looking for?
    - No specific type
    - Specific type
    - Questions for Specific type

    27B.1) What is the kind of job you are looking for? Mark one.

    - BPO/ Call centre/Data entry/Transcript
    - Cashier/Accounts
    - Receptionist/Admin/Office Boy
    - Store sales/Tele sales/Counter sales
    - Delivery/door to door delivery

- Driver – Auto rickshaw/4 wheeler/Bus/Heavy vehicles
- House Keeping
- Courier executive
- Repair man – TV set up box etc
- Table attendant/Waiter
- Others
- Questions for Others

27B.1K.1) If others, note down

28) What type of organization would you like to work for in the future? Please give top 5 preferences

28.1) Read all these options

- Households
- Small Indian Companies
- Large Indian Companies
- Government Organizations
- MNC

28.2) Top 1 preference

28.3) Top 2 preference

28.4) Top 3 preference

28.5) Top 4 preference

28.6) Top 5 preference

29) How are you looking for jobs?

- Friends and relatives
- Roadside/Shop ads
- News Paper (regional or local)
- Word of mouth
- Walk-in
- Government employment exchange
- Others

Questions for Others – 29G.1)If others, note down

30) For the jobs found through these channels, how many times did you call the employers?

30.1) Friends and relatives

30.2) Roadside/Shop ads

30.3) News Paper (regional or local)

30.4) Word of mouth

30.5) Walk-in
30.6) Government employment exchange
30.7) Others

31) For the jobs found through these channels, how many interview have you attended so far?
31.1) Friends and relatives
31.2) Roadside/Shop ads
31.3) News Paper (regional or local)
31.4) Word of mouth
31.5) Walk-in
31.6) Government employment exchange
31.7) Others

32) In the last two weeks, how many hours did you spend searching for your jobs?

33) In the last two weeks, how much money did you spend on searching for jobs?

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- Read newspaper
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www.sattva.co.in

Babajob.com Updated Project Plan

Babajob proposes to use the USAID DIV grant funding to improve and expand the platforms through which we engage with existing and potential job seekers. The key planned activities are detailed below.

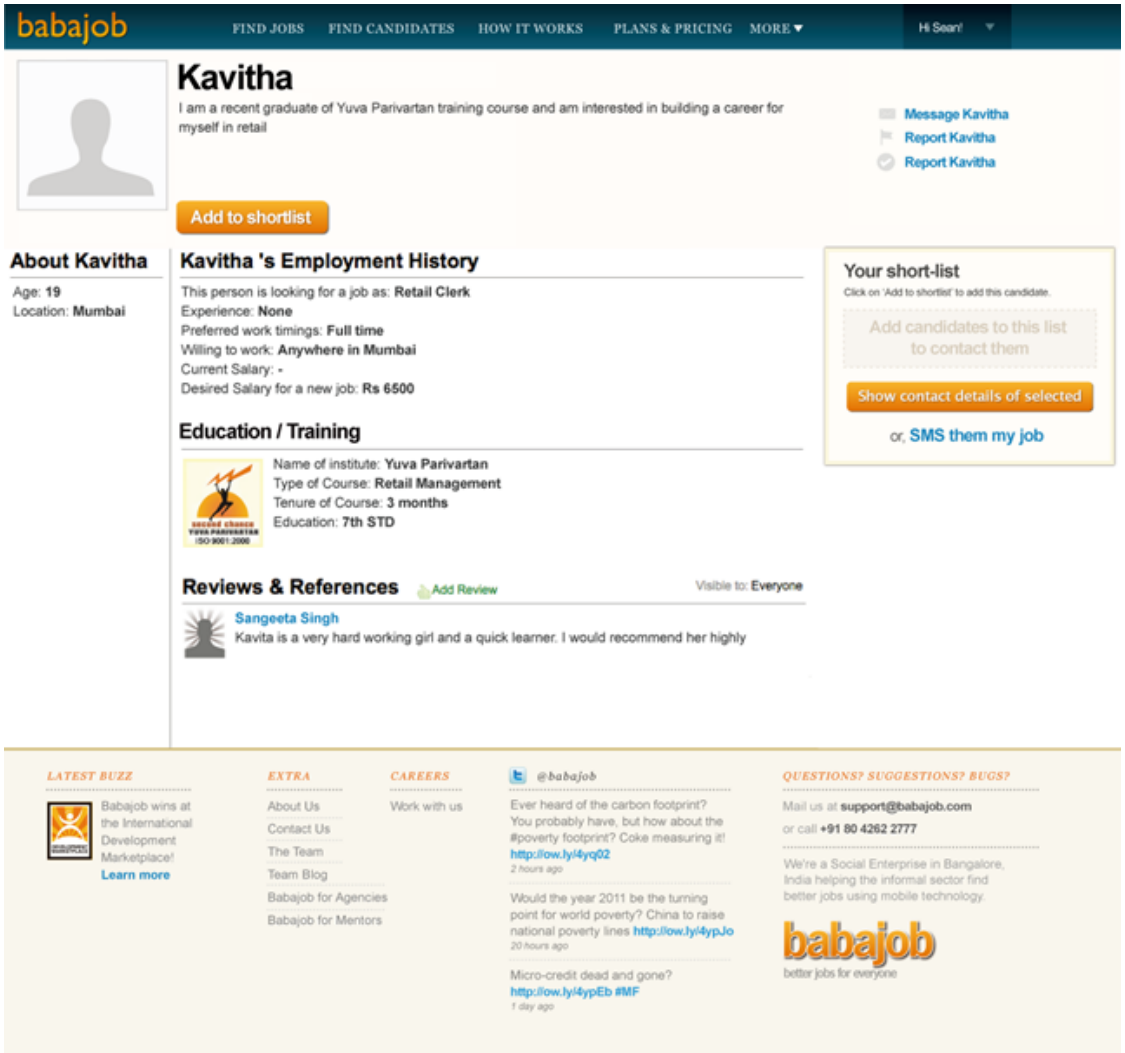
Schools Partnerships

Both the public and private sector have identified the skills gap in India as a large opportunity to provide vocation-related training opportunity and are beginning to provide vocational training certification courses focused at improving candidate employability. These courses range from 3mths to a year and train job seekers to be employment-ready for a number of sectors, including retail, hospitality, BPO and office administration.

Babajob proposes to be an integral part of this training ecosystem by complementing the placement services of training institutes (for-profit or NGO-driven) that train candidates in relevant job categories (sales/ marketing, retail, BPO, Data Entry) in urban and peri-urban areas.

Babajob will be developing tools, content and features that will enable training institutes and schools ("schools") to easily access Babajob's digitized job content and engage with us independently. The level of investment in NGO and school-related will be adjusted based on engagement from schools as well.

Sample school-registered job seeker profile:



Schools partnering with Babajob will be able to independently use the site to register job seekers for free and use the Babajob portal to search for relevant, high paying, local jobs, while focusing on their core mandate of training.

The portal will also enable schools and placement counselors to track a candidate's career progression over the years, even after graduation and placement.

Through its employer and industry relationships Babajob is privy to significant information about industry requirements in certain skill or geographic areas. Babajob will make this information available to partner organizations to ensure that the training curriculum is in line with employer demands.

Placement counselors will also have access to dashboards and reports enabling them to track the progress towards employment of each of their mentees.

Status Update: Based on early experience with training institutes, Babajob proposes to engage with training institutes on a policy level, by helping to define digital formats for all for all student information on the portal and thereby enabling easy standardization across platforms. Organisations can then use this standardized format to enable their candidates to be showcased across platforms. In this regard,

Babajob was recently invited to and attended the Working Group for Establishment of a National Career Service. This working group was convened by the Ministry of Labour & Employment to provide inputs on the process re-engineering of the current National Employment Service and comprised a small group of Administrators and other private players in the job market. More details here.

A second meeting of this council was convened in early January, and was attended by Babajob CEO Sean Blagsvedt. We are continuing to work with other members of the council to advocate for a standardized digital format across Career Services Centres – expected to be operationalized through existing city employment exchanges – enabling all job seekers registering at an employment exchange to share information in a prescribed format and agree to be showcased across a number of digital platforms. We believe that this will provide the most scalable long-term solution for both candidates and the employment exchanges, allowing the exchanges to continue to focus on their competency of data gathering and some career counseling, and letting digital platforms like Babajob showcase candidates to relevant employers both in the private and public sector.

Local Language IVR Platform

Babajob plans to invest resources into creating an automated voice platform to enable job seekers to register, search and apply for job with ease, through their mobile phones. This platform will be available in multiple Indian languages, and it will enable Babajob to overcome barriers of internet access and literacy.

Job seekers will be able to use the Intelligent IVR platform to select from a number of menus recorded in 4 Indian languages. By navigating these menus, job seekers will be able to create a profile, record a message about themselves for an employer, listen to multiple jobs, apply for these jobs and importantly connect to an employer.

Proposed registration and job search flow:

First time user

Step 1

Welcome to Babajob.
Press 1 for Hindi,
2 for Kannada or
3 for English

3

Step 2

If you are looking for a Job,
Press 1 or
To Post a Job, Press 2

1

Step 3

Please tell us which type of job you are looking for.
Press
1 for Security Guard
2 for Housekeeping
3 for Receptionist
4 for Delivery Helper
5 for Driver
Or 6 for more

1

Step 4

To Listen to **Guard Jobs** in **Bangalore**, Press 1
To change your city or add details like your pincode or salary to your profile, press 2
To record a message about yourself for employers, press 3

1

Step 5

Here are matching jobs for you:
Wanted: **Full Time Guard** near **Indiranagar**, in Bangalore Must speak **Hindi**, **Tamil** or **English**, Must have **4 years** experience, be **male**, Salary is **5000** Rupees per month. Employer message: "We are the best security firm and are looking for quality candidates with gun experience"

To leave a message for this employer, press 1
To SMS this job to your phone or a friend's, press 2
To listen to more jobs, press 3

Or Press 9 to return to the home menu

1

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Returning Users: Update search/profile

Step 6

To Listen to Guard Jobs in Bangalore, Press 1
To change your city or add details like your pincode or salary to your profile, press 2
To record a message about yourself for employers, press 3

3

Step 7 – Choose city

Which city would you like a job? Press
1 for Bangalore
2 for Mangalore
3 for Mysore

Cities change by circle

Or to search for jobs in other states press 7
Or to enter your pincode press 8

7

Step 8

Please enter your 6 digit pincode. For example if you live near MG Rd in Bangalore, press 560001

5 6 0 0 3 8

Step 9

You entered 5 6 0 0 3 8, near Indira nagar in Banglore. If this correct press 1 or press 2 to re-enter your pincode.

1

Step 10

What is your current salary? For example, if you earn Rs 4000 per month, press 4 0 0 0.

4500

Step 11

To search for jobs, press 1 or add more details like your experience and timings, press 2

1

Step 12

Please tell us which type of job you are looking for.
Press
1 for Security Guard
2 for Housekeeping
3 for Receptionist
4 for Delivery Helper
5 for Driver
Or 6 for more

1

Step 13

What timings are you available to work?
Press
1 for Full-Time
2 for LiveIn+ Accommodation provided
3 for Part-Time Mornings
4 for Part-Time Evenings

1

Step 14

How many years of experience do you have? For example, if you've worked as a Guard for 3 years, press 3. Freshers please press 0.

1

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Babajob plans to test with users in the target customer base to understand any issues around ease of use, language and syntax of questions/ prompts. Each subsequent version of the IVR will iterate on improving key job seeker activities for engagement with the site:

- Profile creation – at a very basic level
- Ability to search and apply for jobs
- Ability to add job –relevant profile details, including going through a basic screening process associated with certain jobs
- Adding language options

At a mid-point period, Babajob plans to assess the quality of job seekers acquired through the IVR channel to measure their levels of engagement and general employability. This assessment will drive new features and addition of languages.

This number will then be promoted through a series of PR, social and viral marketing activities to enable new and existing job seekers to access it.

Status Update: Babajob has identified an infrastructure partner to work with on the IVR platform and has created an early version of the proposed registration flow. We have also created the content for the IVR prompts and have launched an initial version in English. Job seekers can now:

- Answer a series of questions (IVR prompts) and create a profile on Babajob, just through interaction with the IVR platform
- Apply for jobs and answer any job-related screening questions required by employers (eg. Do you have a two-wheeler license?) and be connected directly to the relevant employer

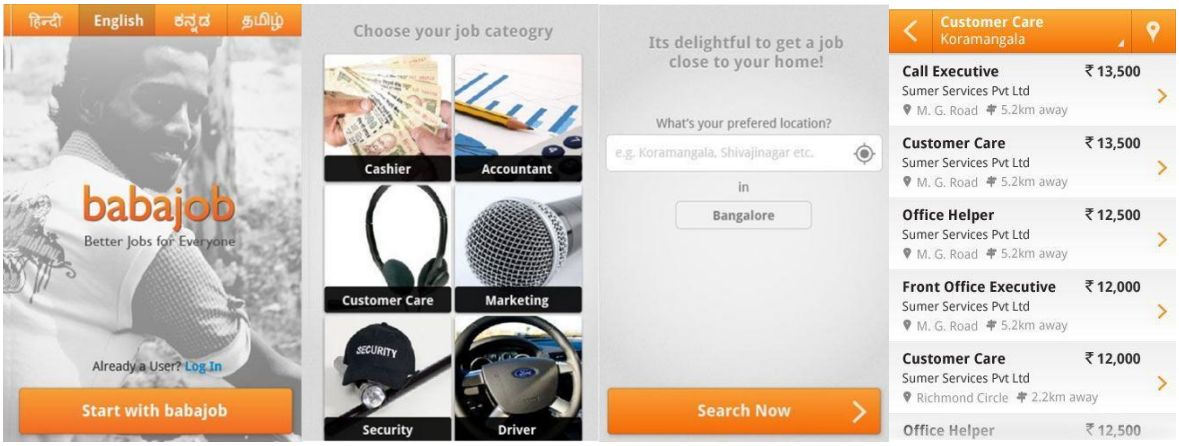
Karnataka Government mVAS Initiative: On Feb 26 2014, we signed a partnership MOU with the Karnataka State Center for eGovernence to make Babajob's mobile web, IVR and SMS platform available to all citizens of the state of Karnataka through the State's mobile portals. Effective March 1, all mobile user in Karnataka can dial 1661 to connect to the local language IVR portal, press 6 for additional services and then press 2 to register on Babajob.com. They then start the IVR flow specified above. To date, we are unclear on the projected users we will generate from this initiative but will have an update in the next project update.

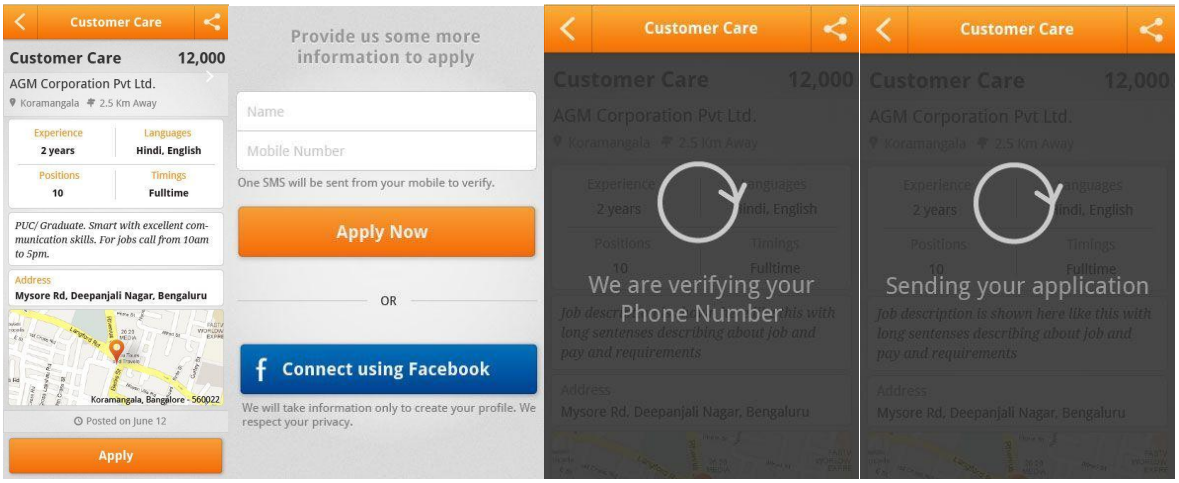
Next steps:

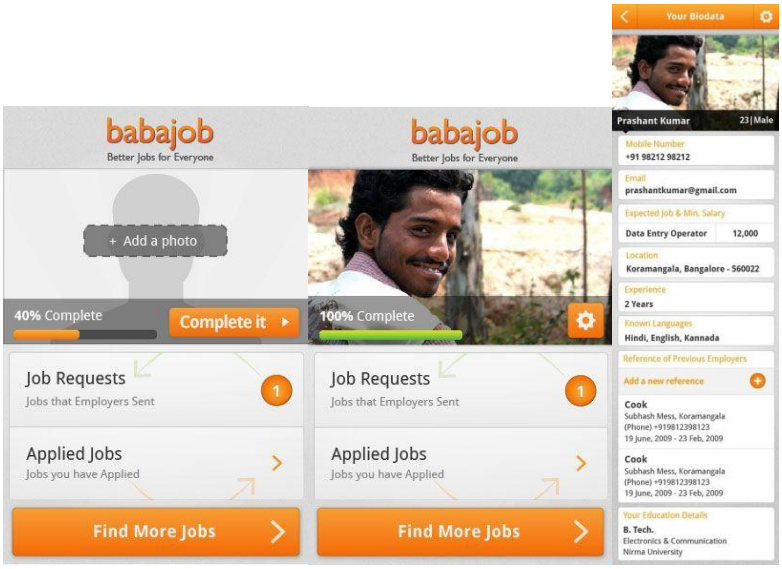
- Launch additional local languages – Hindi & Kannada
- Promote the IVR channel through more marketing activities (please see attached note on Marketing Activities)
- Assess content, flow of questions, drop-off and completion rates and accuracy of data collected via IVR

Mobile App

Babajob plans to develop a simple, easy-to-access and visually navigable mobile app to be available for free download or pre-loaded on low-end mobile phones. These apps will enable better location tracking (enabling more relevant job matches); the ability of the job seeker to take high quality profile pictures or pictures of government ID (making job seeker profiles more interesting to employers); enable access to the phone's address book so that users can more easily upload information about themselves and spread the word about Babajob to their friends; and will give job seekers access to a number of educational and informative videos (in local languages).







The development and shipping of the app will be broadly broken into stages, allowing job seekers to:

- Search and apply for jobs
- Receive instant notifications when new matching jobs are posted in their vicinity
- Improve their profile data (Profile Completeness), including profile pictures and document pictures
- Receive notifications when employers are interested to connect with them
- Receive periodic notifications to update their profile data
- Receive notification reminders for job interviews
- Find directions to the job interview location

At a later stage, Babajob plans to support employer use of the app too, enabling employers to search and contact candidates. At each stage of the app development, Babajob plans to assess the quality of job seekers coming in through the app channel to iterate features. Once this has been rolled out, we will support additional platforms based on market demand.

As part of the marketing plans for this app, Babajob plans submit the app to various Android app stores and also reach out to handset manufacturers to explore the option of having the app pre-set on some of the lower-end Android devices.

Status Update: Babajob has hired a dedicated developer for the Mobile App and is currently building out the first version, expected to beta launch in summer 2014.

Content for Vocational Literacy

Babajob plans to create a professional growth program that increases employability, raises awareness about industry-specific labor practices and career options, assesses skills, and provides basic credentials to job seekers, called Babajob Building Blocks (BBB). BBB will consist of a series of easily accessible, engaging digital and mobile content and features in local languages that will guide job seekers through a progression of increasingly difficult material.

By creating a vocational literacy program that is widely accessible to job seekers across various technology platforms, Babajob will equip job seekers with professional growth opportunities in the form of job information that will make job seekers aware of relevant opportunities and prevailing market rates, best practices for using digital search tools and interview preparation. These features/ content will be guided by employer requirements and developed in partnership with training institutes and assessment partners with expertise in curriculum creation. These criteria, along with employer recommendations, will form the basis of the curriculum developed. Providing this basic information will improve job seeker digital profiles and decrease the uncertainty associated with hiring workers from the informal sector, which should then create more stable jobs and raise wages. Additionally, these job seekers will be trained to leverage digital tools that will empower them with better access to job opportunities available via the web and the mobile.

The vocational literacy program will innovatively make use of the web, the mobile web, mobile applications, SMS and interactive voice services to ensure maximum accessibility, scalability and suitability of program content. Through local language digital and mobile content, people with different levels of technical knowledge will be able to participate, get credentialed, and work on attaining new skills as well as get up-to-date information on their field of work. Importantly, by connecting this program directly to our existing job exchange Babajob.com, we will also measure every piece of content in real-time by how well users improve their profiles, apply to more jobs, get more interviews and ultimately get hired.

Given that Babajob.com already has over 1mn job seekers, 100,000 employers and over 35,000 daily visitors, we will be able to create a critical feedback loop to truly know which parts of the program are making a difference to job seekers and to quickly iterate to create ever-better content and features.

Status Update: Babajob has conducted job seeker and employer research to identify an initial set of topics to be covered by the Vocational Training Content. We are currently in the process of interviewing content partners to enable us to create this content.

We have identified a few key training topics and are in the process of developing content around these topics – in written and video/ audio form. We are also in the process of recruiting for the role of Content Manager. This team member will be responsible for driving the creation and spread of this content.

In addition, Babajob has been approached by the NSDC to play an integral part in the creation of Sector Skills Councils for the informal sector. The NSDC is currently building capacity that can develop qualified and certified talent through a third-party assessment agency, and on the other end, works with the industry to increase adoption of these standards and hire skilled manpower. Currently there is no robust assessment platform for informal Sector jobs and NSDC believes that Babajob, based on its significant field experience, could provide useful inputs to this assessment framework. We are in the process of discussing engagement models with the NSDC.

M&E Update

Since Milestone 2, the main evaluation activity that has occurred is that a Rs.50 incentive has been disbursed to survey participants. Of the 893 participants, the incentive was successfully disbursed to 752 in the form of a mobile recharge. We are currently following up with the remaining participants to understand why they did not receive the recharge and to try to resolve the issue. Participants will receive an additional Rs.100 in 2 installments before the midline survey

Indicator	Baseline*	Sep - Dec 2013	Target (Year 2015)	Data Source	Reporting Frequency
Inputs					
No. of mechanisms	5	5	7	BJ	Quarterly
No. of open positions in organizational chart	8	2	0	BJ Org Chart	Quarterly
Implementation Processes					
No. of visitors to desktop and mobile website	2.6m	4,987,457	25m	Google Analytics	Quarterly
% Odds that a web visitor registers + applies	14%	11%	25%	Google Analytics + BJ Data	Quarterly
New registrations by females, disaggregated by preferred income and job type	23.5%	26.1%	30%	BJ Data based on name analysis + gender selection	Quarterly
Total New Job Seekers, disaggregated by preferred income and job type	**324,000**	**282,139**	**3m**	**BJ Data**	**Quarterly**
No. of registrations per distribution channel, disaggregated by preferred income and job type					
Web	243000	199,091	2.1m	BJ Data	Quarterly
Mobile Web	37870	75275	1.1m	BJ Data	Quarterly
Telco Partnerships	19,503	3685	65,000	BJ Data	Quarterly
SMS	20103	1463	85,000	BJ Data	Quarterly
Call Center	650	1331	10,000	BJ Data	Quarterly
Automated Voice	0	799	50,000	BJ Data	Quarterly
Mobile App (launching summer 2013)	0		100,000	BJ Data	Quarterly
Viral/ Referral		494			
Unique Employers who posted a job	30,504	12,448	100,000	BJ Data	Quarterly
No. of job positions posted, disaggregated by gender specified, salary and job type	**846,817**	**45,600**	**5m**	**BJ Data**	**Quarterly**
Average revenue per paying employer	**Rs 3221, ~$60**	**Rs 2999**	**Rs 3000**	**BJ Data**	**Quarterly**
Outputs					
No. of searches by job-seekers	5,737,606	2,687,289	50m	BJ Data	Quarterly
No. of SMS notifications to job-seekers/mo	1.5m	853,707	30m	BJ + Telco Data	Quarterly
No. of Email notifications to seekers/month	1.6m	2.1m	30m	BJ Data + Amazon Reports	Quarterly
No. of applications	**581,422**	800,819	**10m**	**BJ Data**	**Quarterly**
Average no. of applications per job-seeker, disaggregated by preferred income and job type	**1.8**	2.1	**4**	**BJ Data**	**Quarterly**
% of employers that buy	**1.0%**	**4.5%**	**8%**	**BJ Data**	**Quarterly**
Outcomes					

Average length of time between posting and hiring	16 days	15 days	10 days	BJ Data	Quarterly
% of active job-seekers that have referred in the last 90 days	4.0%	7.2%	10%	BJ Data	Quarterly
Percentage of employers who said that they have contacted, interviewed or hired a candidate obtained through Babajob	N/A	19%	30%	BJ surveys to employers	Quarterly
Percentage of job-seekers who are satisfied with choice of jobs	N/A	N/A	TBD	BJ surveys to seekers	Quarterly
Percentage of posts that are by repeat customers **From: 2013 Data - 12682 of 30654 posts**	**41.37%**	**48%**	**60%**	**BJ Data**	**Quarterly**

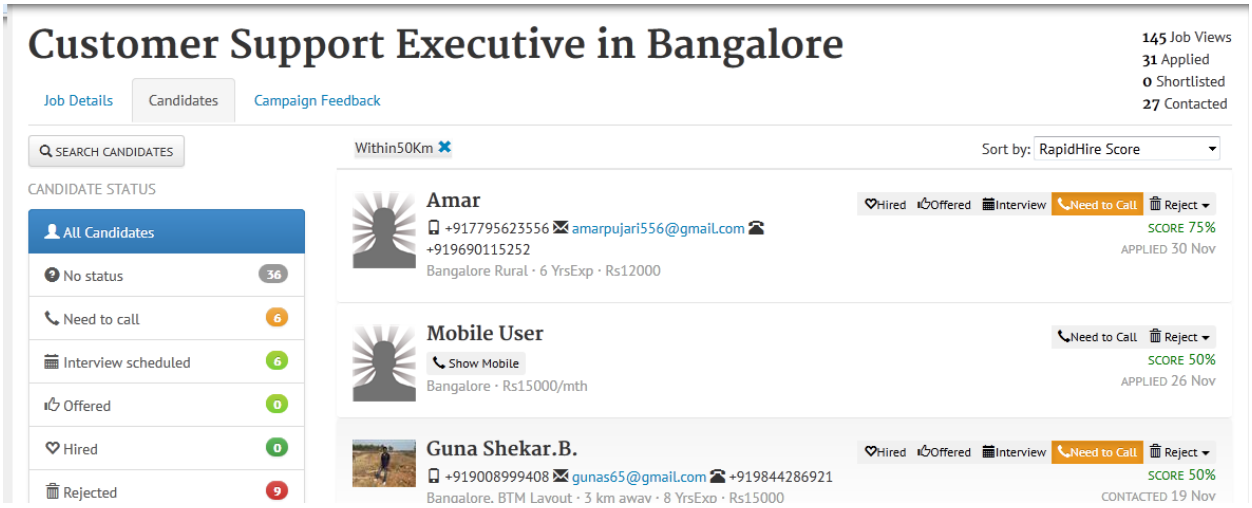
Note on Improved Employer Feedback Indicators

Since the receipt of the grant funding in September 2013, Babajob has iterated the web UI to track at a detailed level employer feedback on all candidates they have either contacted or who applied to their jobs.

This feedback page encourages employers to provide details of every stage of the job seeker interaction-

- Call
- Scheduled for interview
- Offered
- Hired
- Rejected – and reasons for rejecting a candidate, including Salary Mismatch and Not Qualified

An example is provided below of the interface.



In the last 3 months, Babajob has received candidate feedback from 7% of active employers (% Employers who give significant feedback) on the candidates who they contacted or applied to their jobs.

Going forward, we plan to also roll-out other experiments around gathering feedback via email and missed calls.

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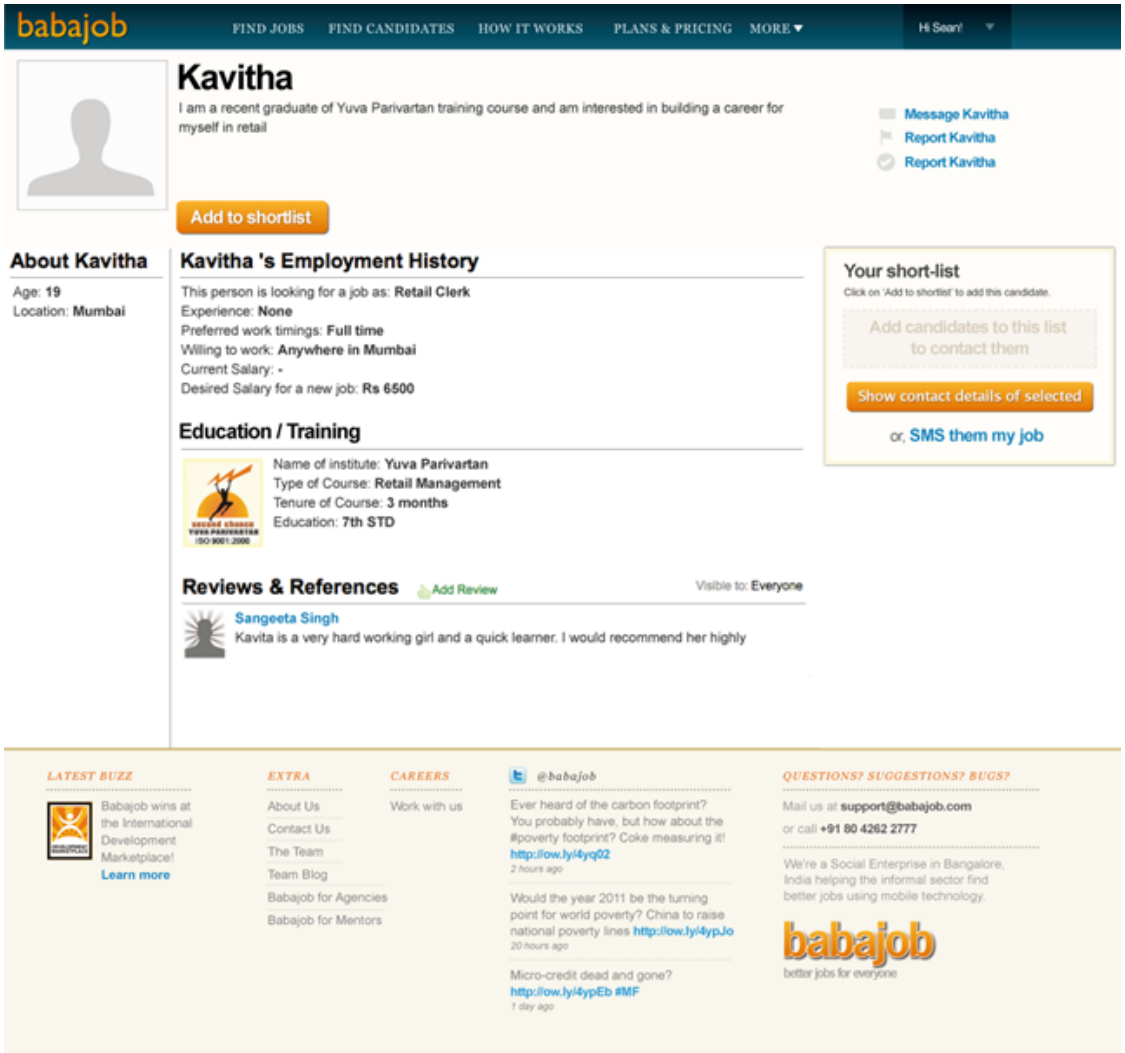

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Status Update: Based on early experience with training institutes, Babajob proposes to engage with training institutes on a policy level, by helping to define digital formats for all for all student information on the portal and thereby enabling easy standardization across platforms. Organisations can then use this standardized format to enable their candidates to be showcased across platforms. In this regard,

Babajob was recently invited to and attended the Working Group for Establishment of a National Career Service. This working group was convened by the Ministry of Labour & Employment to provide inputs on the process re-engineering of the current National Employment Service and comprised a small group of Administrators and other private players in the job market. More details here.

Babajob continues to engage with the working committee to create a standardized digital format - expected to be operationalized through existing city employment exchanges – enabling all job seekers registering at an employment exchange to share information in a prescribed format and agree to be showcased across a number of digital platforms. We believe that this will provide the most scalable long-term solution for both candidates and the employment exchanges, allowing the exchanges to continue to focus on their competency of data gathering and some career counseling, and letting digital platforms like Babajob showcase candidates to relevant employers both in the private and public sector.

Local Language IVR Platform

Babajob plans to invest resources into creating an automated voice platform to enable job seekers to register, search and apply for job with ease, through their mobile phones. This platform will be available in multiple Indian languages, and it will enable Babajob to overcome barriers of internet access and literacy.

Job seekers will be able to use the Intelligent IVR platform to select from a number of menus recorded in 4 Indian languages. By navigating these menus, job seekers will be able to create a profile, record a message about themselves for an employer, listen to multiple jobs, apply for these jobs and importantly connect to an employer.

Proposed registration and job search flow:

First time user

Step 1

Welcome to Babajob.
Press 1 for Hindi,
2 for Kannada or
3 for English

3

Step 2

If you are looking for a Job,
Press 1 or
To Post a Job, Press 2

1

Step 3

Please tell us which type of job you are looking for.
Press
1 for Security Guard
2 for Housekeeping
3 for Receptionist
4 for Delivery Helper
5 for Driver
Or 6 for more

1

Step 4

To Listen to **Guard Jobs** in **Bangalore**, Press 1
To change your city or add details like your pincode or salary to your profile, press 2
To record a message about yourself for employers, press 3

1

Step 5

Here are matching jobs for you:
Wanted: **Full Time Guard** near **Indiranagar**, in Bangalore Must speak **Hindi**, **Tamil** or **English**, Must have **4 years** experience, be **male**, Salary is **5000** Rupees per month. Employer message: "We are the best security firm and are looking for quality candidates with gun experience"

To leave a message for this employer, press 1
To SMS this job to your phone or a friend's, press 2
To listen to more jobs, press 3

Or Press 9 to return to the home menu

1

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Returning Users: Update search/profile

Step 6

To Listen to Guard Jobs in Bangalore, Press 1
To change your city or add details like your pincode or salary to your profile, press 2
To record a message about yourself for employers, press 3

3

Step 7 – Choose city

Which city would you like a job? Press
1 for Bangalore
2 for Mangalore
3 for Mysore

Cities change by circle

Or to search for jobs in other states press 7
Or to enter your pincode press 8

7

Step 8

Please enter your 6 digit pincode. For example if you live near MG Rd in Bangalore, press 560001

5 6 0 0 3 8

Step 9

You entered 5 6 0 0 3 8, near Indira nagar in Banglore. If this correct press 1 or press 2 to re-enter your pincode.

1

Step 10

What is your current salary? For example, if you earn Rs 4000 per month, press 4 0 0 0.

4500

Step 11

To search for jobs, press 1 or add more details like your experience and timings, press 2

1

Step 12

Please tell us which type of job you are looking for.
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1 for Security Guard
2 for Housekeeping
3 for Receptionist
4 for Delivery Helper
5 for Driver
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Step 13

What timings are you available to work?
Press
1 for Full-Time
2 for LiveIn+ Accommodation provided
3 for Part-Time Mornings
4 for Part-Time Evenings

1

Step 14

How many years of experience do you have? For example, if you've worked as a Guard for 3 years, press 3. Freshers please press 0.

1

babajob

Babajob plans to test with users in the target customer base to understand any issues around ease of use, language and syntax of questions/ prompts. Each subsequent version of the IVR will iterate on improving key job seeker activities for engagement with the site:

- Profile creation – at a very basic level
- Ability to search and apply for jobs
- Ability to add job –relevant profile details, including going through a basic screening process associated with certain jobs
- Adding language options

At a mid-point period, Babajob plans to assess the quality of job seekers acquired through the IVR channel to measure their levels of engagement and general employability. This assessment will drive new features and addition of languages.

This number will then be promoted through a series of PR, social and viral marketing activities to enable new and existing job seekers to access it.

Status Update: Having identified the infrastructure partner for our IVR platform and conducted some initial testing of flow, Babajob has launched the first version of the IVR in three languages – English, Kannada and Hindi. These languages were specifically selected because their ability to cover a large majority of the local informal sector job seekers.

Job seekers can now call an easy-to-remember Babajob number (888-000-4444) and go through a series of prompts in their selected language to create a reasonably rich profile, covering

- Category of job (Driver, Delivery, Receptionist, etc.)
- City of job search
- Monthly Salary expectation

- Educational qualifications, if any (eg High School, 12th grade, College, etc.)
- Experience, if any
- Age
- Gender

With these basic, but core pieces of information, Babajob creates a job seeker profile, and all registered candidates are immediately provided with a free job alert. Additionally, registered job seekers can call the same number (888-000-4444) at any point post registration to avail of free job alerts relevant to the information provided. In the last month, Babajob has added over 4000 users on the IVR channel.

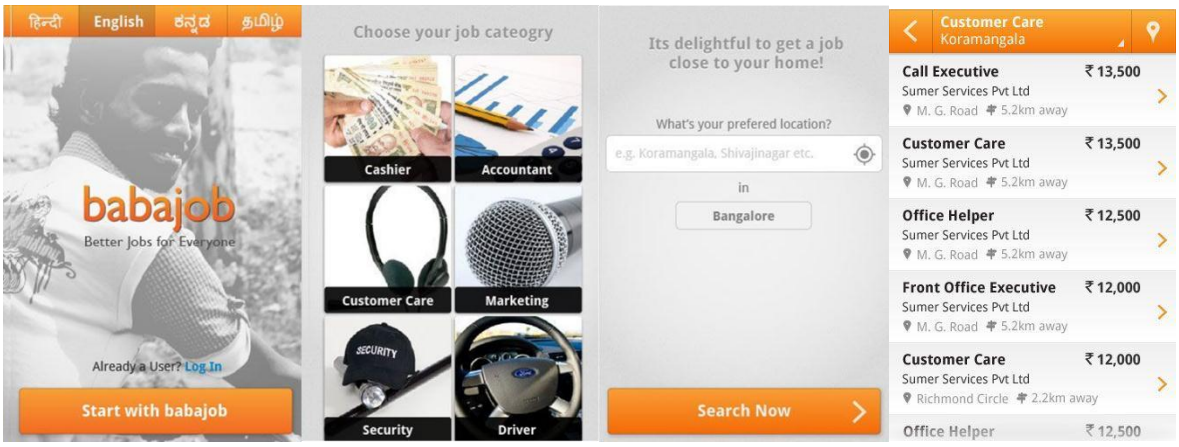
As next steps, we propose to complete our testing of the platform and content, before launching larger promotional activities associated with this number. The two primary activities planned include:

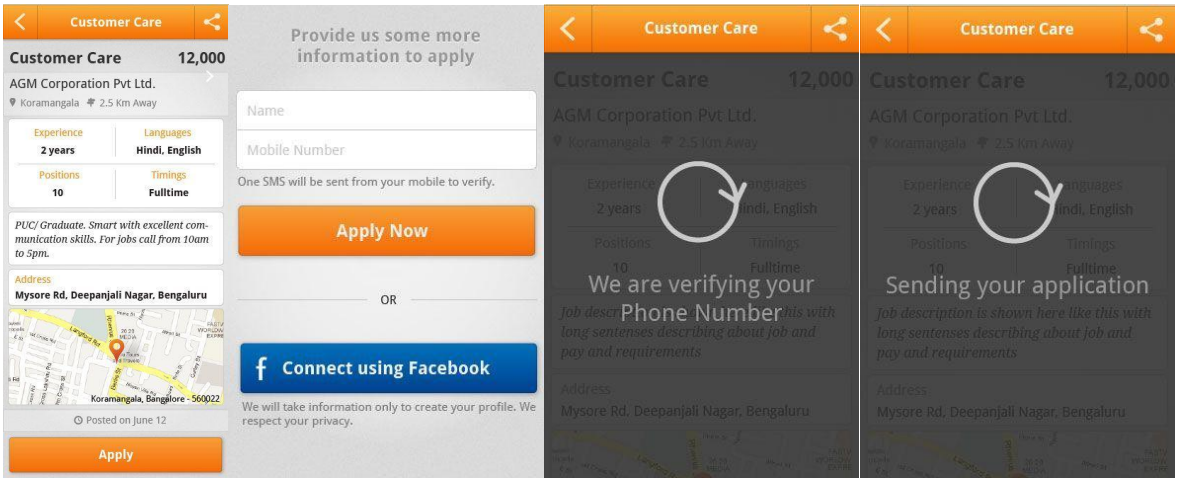
- A focused PR campaign, encouraging interested job seekers to "Just give a missed call" to register
- An experimental print media campaign

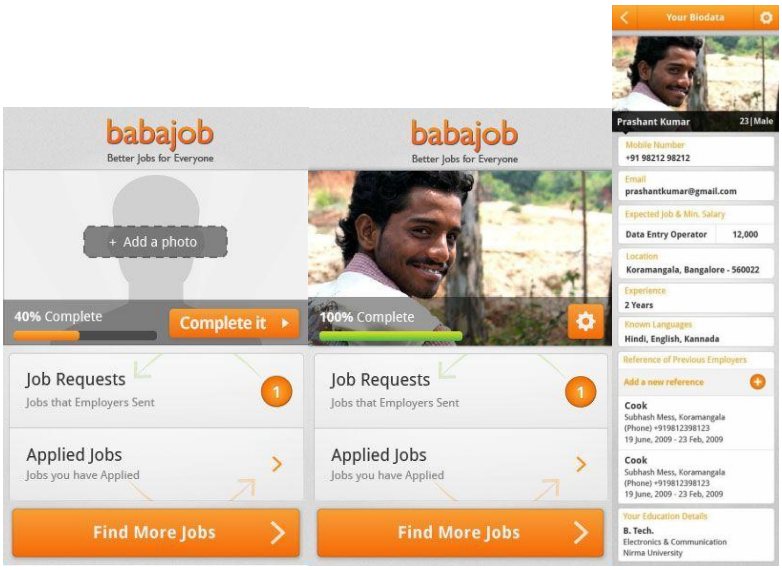
Karnataka Government mVAS Initiative: On Feb 26 2014, we signed a partnership MOU with the Karnataka State Center for eGovernence to make Babajob's mobile web, IVR and SMS platform available to all citizens of the state of Karnataka through the State's mobile portals. Effective March 1, all mobile user in Karnataka can dial 1661 to connect to the local language IVR portal, press 6 for additional services and then press 2 to register on Babajob.com. They then start the IVR flow specified above. This initiative will be launched by the Karnataka Govt. in June 2014 and we expect to have an update on outreach and growth in the next update.

Mobile App

Babajob plans to develop a simple, easy-to-access and visually navigable mobile app to be available for free download or pre-loaded on low-end mobile phones. These apps will enable better location tracking (enabling more relevant job matches); the ability of the job seeker to take high quality profile pictures or pictures of government ID (making job seeker profiles more interesting to employers); enable access to the phone's address book so that users can more easily upload information about themselves and spread the word about Babajob to their friends; and will give job seekers access to a number of educational and informative videos (in local languages).







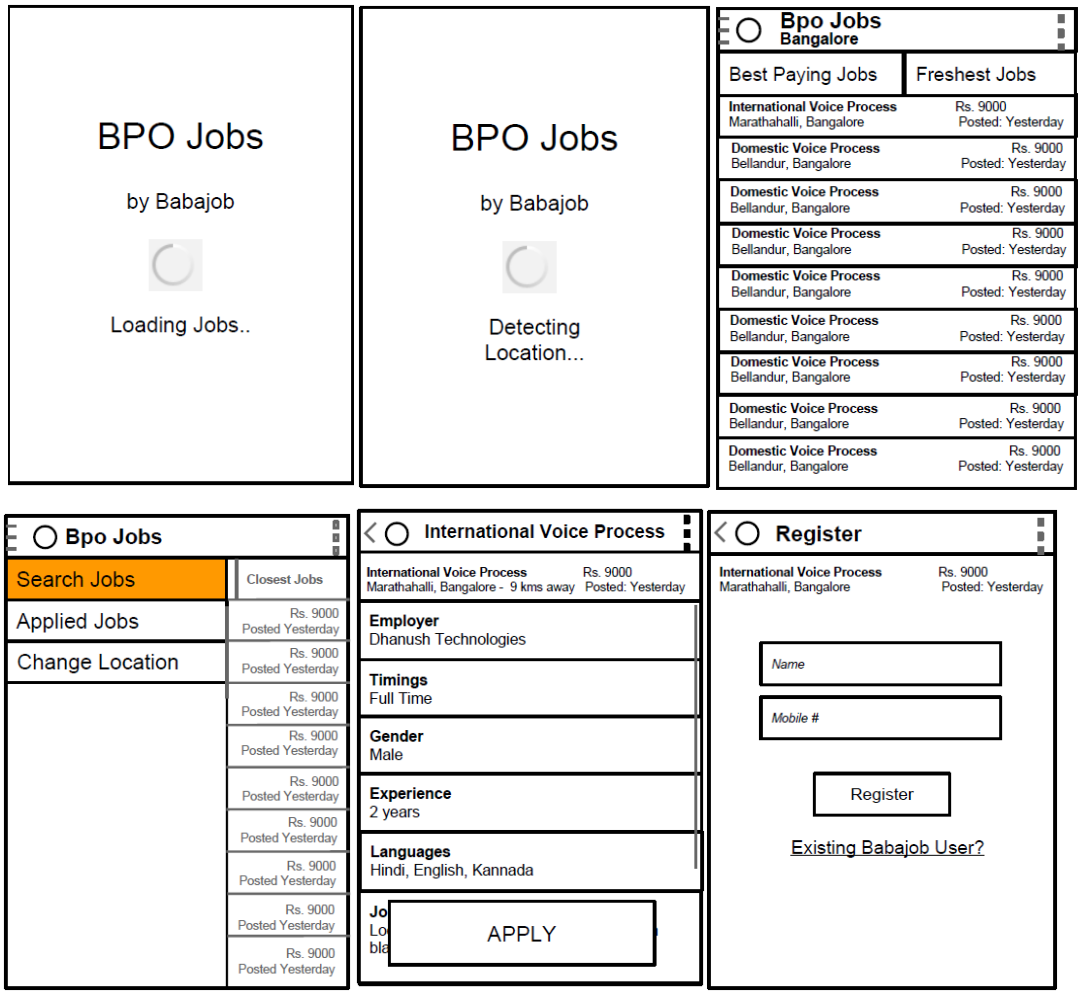
The development and shipping of the app will be broadly broken into stages, allowing job seekers to:

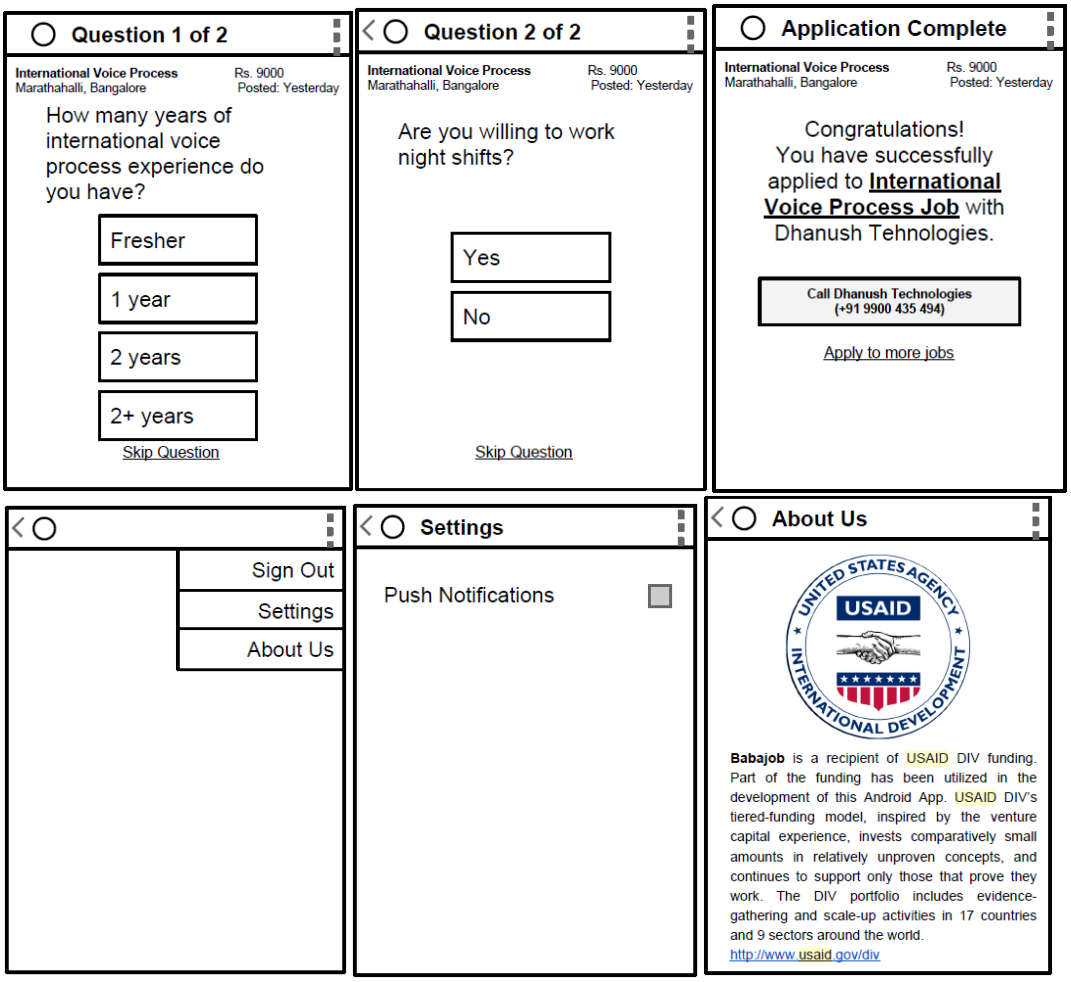
- Search and apply for jobs
- Receive instant notifications when new matching jobs are posted in their vicinity
- Improve their profile data (Profile Completeness), including profile pictures and document pictures
- Receive notifications when employers are interested to connect with them
- Receive periodic notifications to update their profile data
- Receive notification reminders for job interviews
- Find directions to the job interview location

At a later stage, Babajob plans to support employer use of the app too, enabling employers to search and contact candidates. At each stage of the app development, Babajob plans to assess the quality of job seekers coming in through the app channel to iterate features. Once this has been rolled out, we will support additional platforms based on market demand.

As part of the marketing plans for this app, Babajob plans submit the app to various Android app stores and also reach out to handset manufacturers to explore the option of having the app pre-set on some of the lower-end Android devices.

Status Update: Babajob has hired a dedicated developer for the Mobile App. The beta version of the app will be shipped in the first week of June with basic functionality and focus on one job seeker category. We are in the process of adding design elements and logos to improve the look and feel, and will also be spending the coming weeks in a number of focus groups to test the usability of this interface. Below is a mock-up of the app as it currently stands:





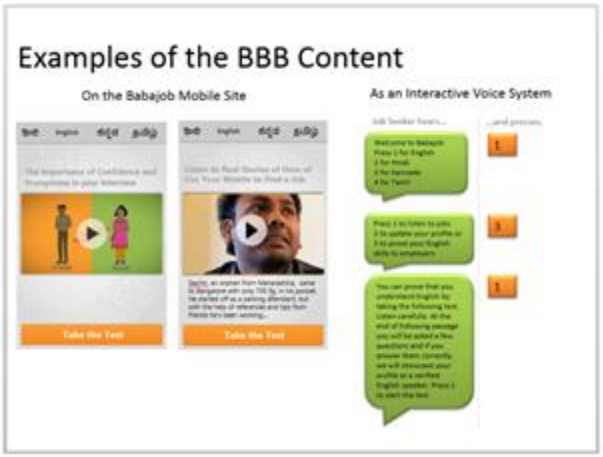
Content for Vocational Literacy

Babajob plans to create a professional growth program that increases employability, raises awareness about industry-specific labor practices and career options, assesses skills, and provides basic credentials to job seekers, called Babajob Building Blocks (BBB). BBB will consist of a series of easily accessible, engaging digital and mobile content and features in local languages that will guide job seekers through a progression of increasingly difficult material.

By creating a vocational literacy program that is widely accessible to job seekers across various technology platforms, Babajob will equip job seekers with professional growth opportunities in the form of job information that will make job seekers aware of relevant opportunities and prevailing market rates, best practices for using digital search tools and interview preparation. These features/ content will be guided by employer requirements and developed in partnership with training institutes and assessment partners with expertise in curriculum creation. These criteria, along with employer recommendations, will form the basis of the curriculum developed. Providing this basic information will improve job seeker digital profiles and decrease the uncertainty associated with hiring workers from the informal sector, which should then create more stable jobs and raise wages. Additionally, these job

seekers will be trained to leverage digital tools that will empower them with better access to job opportunities available via the web and the mobile.

The vocational literacy program will innovatively make use of the web, the mobile web, mobile applications, SMS and interactive voice services to ensure maximum accessibility, scalability and suitability of program content. Through local language digital and mobile content, people with different levels of technical knowledge will be able to participate, get credentialed, and work on attaining new skills as well as get up-to-date information on their field of work. Importantly, by connecting this program directly to our existing job exchange Babajob.com, we will also measure every piece of content in real-time by how well users improve their profiles, apply to more jobs, get more interviews and ultimately get hired.



Given that Babajob.com already has over 1mn job seekers, 100,000 employers and over 35,000 daily visitors, we will be able to create a critical feedback loop to truly know which parts of the program are making a difference to job seekers and to quickly iterate to create ever-better content and features.

Status Update: Babajob has identified that English language and communication are a key skill set to a number of Employers, and is currently focused on this as part of the effort to make job seekers more employable.

We are in the process of creating a broad assessment framework to accurately gauge English communication levels and also convey this information to Employers. Once we have verified the efficiency of these assessment techniques and their value to employers, we will explore ways to link the assessment to training and certification – ie. A job seeker found to be relatively poor in English communication can choose then to undergo some digital training modules and receive a certificate on successful completion. Based on our existing feedback infrastructure, Babajob will then also be able to see if the completion of training leads to better employment opportunities. We are in the process of meeting potential partners to provide this training and certification.

M&E Update

Since Milestone 3, evaluation activities have been focused in two areas. The first has been to ensure that we are able to maintain a statistically significant sample in the mid-line and end-line surveys. In our last evaluation update, we mentioned that of the 893 participants in the baseline survey, only 752 had received a mobile recharge as an incentive for participating in the survey. As a result of following up we have been able to ensure that an additional 45 participants received the mobile recharge.

However, in order to ensure that our treatment and comparison groups are well matched we have had to exclude some of our baseline respondents from participating in the midline and end-line surveys. When combined with the fact that we have not been able to reach some of our respondents since the baseline survey, this has led to a concern that attrition in the midline may be higher than the 25% we had estimated in our M&E plan. Therefore in June we will attempt to increase retention through calls (up to 6 per respondent at different times of the day) and physical visits to listed addresses. In a worst-case scenario, if the number of respondents retained no longer constitutes a statistically significant sample, we will consider recruiting additional participants.

Our second area of focus has been to supplement the quantitative survey with focus group discussions. The focus group discussions have a three-fold purpose:

- To define additional outcome and impact indicators, if relevant
- To analyze the factors affecting the outcome and impact indicators
- To substitute for survey results for hard-to-reach populations (e.g. female job-seekers)

The participants in the focus group discussions will primarily be non-Babajob users, with similar social and demographic characteristics to Babajob users. 7 focus group discussions have been planned for the mid-line survey. The planning for each discussion includes the types of participants that it targets, the partners through which participants will be reached, and the questions they will be asked.

Indicator	Baseline*	Sep 2013 - Mar 2014	Target (Year 2015)	Data Source	Reporting Frequency
Inputs					
No. of mechanisms	5	6	7	BJ	Quarterly
No. of open positions in organizational chart	8	5	0	BJ Org Chart	Quarterly
Implementation Processes					
No. of visitors to desktop and mobile website	2.6m	9,259,988	25m	Google Analytics	Quarterly
% Odds that a web visitor registers + applies	14%	14%	25%	Google Analytics + BJ Data	Quarterly
New registrations by females, disaggregated by preferred income and job type	23.5%	29%	30%	BJ Data based on name analysis + gender selection	Quarterly
Total New Job Seekers, disaggregated by preferred income and job type	**324,000**	**486,908**	**3m**	**BJ Data**	**Quarterly**
No. of registrations per distribution channel, disaggregated by preferred income and job type					
Web	243000	338,319	2.1m	BJ Data	Quarterly
Mobile Web	37870	133,174	1.1m	BJ Data	Quarterly
Telco Partnerships	19,503	4261	65,000	BJ Data	Quarterly
SMS	20103	2467	85,000	BJ Data	Quarterly
Call Center	650	6480	10,000	BJ Data	Quarterly
Automated Voice	0	1506	50,000	BJ Data	Quarterly
Mobile App (launching summer 2013)	0	0	100,000	BJ Data	Quarterly
Viral/ Referral		701			
Unique Employers who posted a job	30,504	18,677	100,000	BJ Data	Quarterly
No. of job positions posted, disaggregated by gender specified, salary and job type	**846,817**	**608,206**	**5m**	**BJ Data**	**Quarterly**
Average revenue per paying employer	**Rs 3221, ~$60**	**Rs 2999**	**Rs 3000**	**BJ Data**	**Quarterly**
Outputs					
No. of searches by job-seekers	5,737,606	2,687,289	50m	BJ Data	Quarterly
No. of SMS notifications to job-seekers/mo	1.5m	347,366	30m	BJ + Telco Data	Quarterly
No. of Email notifications to seekers/month	1.6m	2.5m	30m	BJ Data + Amazon Reports	Quarterly
No. of applications	**581,422**	800,819	**10m**	**BJ Data**	**Quarterly**
Average no. of applications per job-seeker, disaggregated by preferred income and job type	**1.8**	2.1	**4**	**BJ Data**	**Quarterly**
% of employers that buy	**1.0%**	**4.5%**	**8%**	**BJ Data**	**Quarterly**
Outcomes					
Average length of time between posting and	16 days	15 days	10 days	BJ Data	Quarterly

hiring					
% of active job-seekers that have referred in the last 90 days	4.0%	7.2%	10%	BJ Data	Quarterly
Percentage of employers who said that they have contacted, interviewed or hired a candidate obtained through Babajob	N/A	19%	30%	BJ surveys to employers	Quarterly
Percentage of job-seekers who are satisfied with choice of jobs	N/A	N/A	TBD	BJ surveys to seekers	Quarterly
Percentage of posts that are by repeat customers **From: 2013 Data - 12682 of 30654 posts**	**41.37%**	**48%**	**60%**	**BJ Data**	**Quarterly**

Babajob.com Updated Project Plan

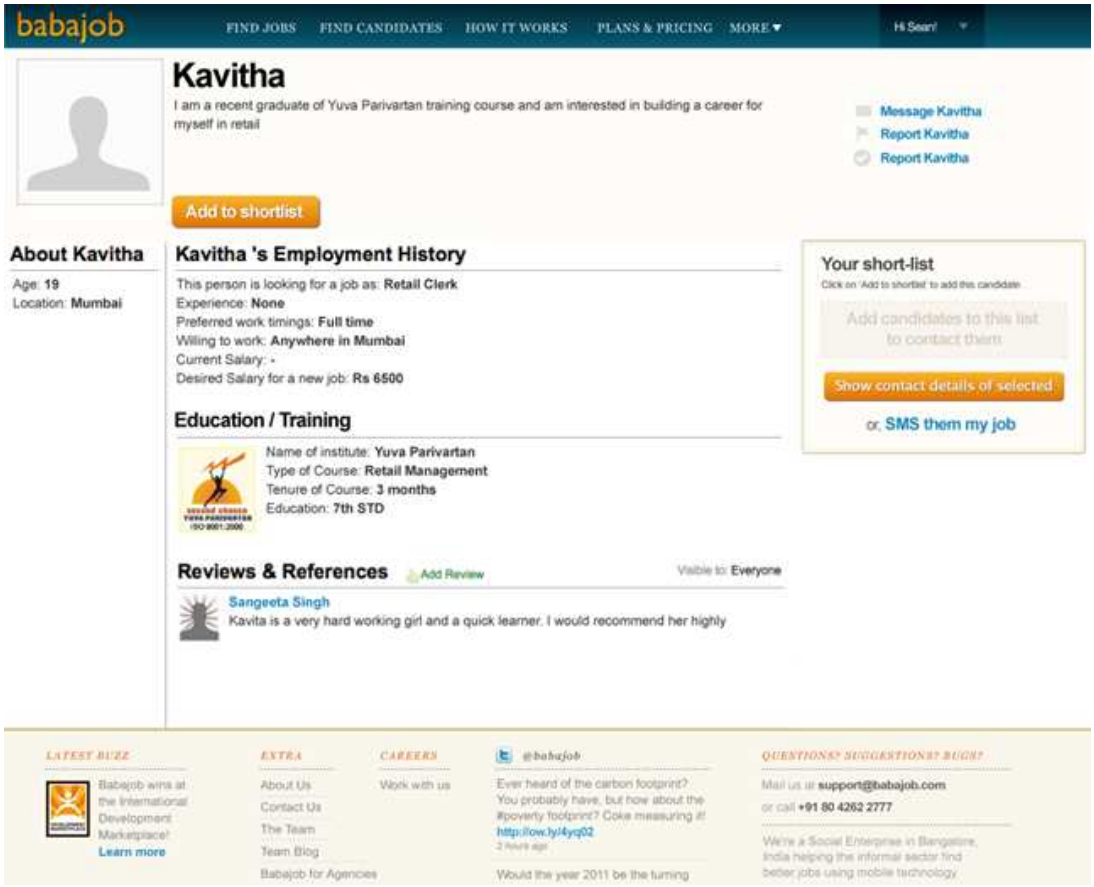
Babajob proposes to use the USAID DIV grant funding to improve and expand the platforms through which we engage with existing and potential job seekers. The key planned activities are detailed below.

Schools Partnerships

Both the public and private sector have identified the skills gap in India as a large opportunity to provide vocation-related training opportunity and are beginning to provide vocational training certification courses focused at improving candidate employability. These courses range from 3 months to a year and train job seekers to be employment-ready for a number of sectors, including retail, hospitality, BPO, and office administration.

Babajob proposes to be an integral part of this training ecosystem by complementing the placement services of training institutes (for-profit or NGO-driven) that train candidates in relevant job categories (sales/marketing, retail, BPO, Data Entry) in urban and peri-urban areas. Babajob will be developing tools, content and features that will enable training institutes and schools ("schools") to easily access Babajob's digitized job content and engage with us independently. The level of investment in NGO and school-related will be adjusted based on engagement from schools as well.

Sample school-registered job seeker profile:



Schools partnering with Babajob will be able to independently use the site to register job seekers for free and use the Babajob portal to search for relevant, high paying, local jobs, while focusing on their core mandate of training.

The portal will also enable schools and placement counselors to track a candidate's career progression over the years, even after graduation and placement.

Through its employer and industry relationships Babajob is privy to significant information about industry requirements in certain skill or geographic areas. Babajob will make this information available to partner organizations to ensure that the training curriculum is in line with employer demands.

Placement counselors will also have access to dashboards and reports enabling them to track the progress towards employment of each of their mentees.

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We've discussed creating a set of digital standards with the National Skill Development Corporation to enable easy upload and digital exchange of job seeker data. They have expressed some initial interest but as of July 22, we are still awaiting response from them regarding how they may want to take initiative forward.

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babajob

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babajob

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- City of job search
- Monthly Salary expectation
- Educational qualifications, if any (e.g. High School, 12th grade, College, etc.)
- Experience, if any
- Age
- Gender

With these basic, but core pieces of information, Babajob creates a job seeker profile, and all registered candidates are immediately provided with a free job alert. Additionally, registered job seekers can call the same number (888-000-4444) at any point post registration to avail of free job alerts relevant to the information provided.

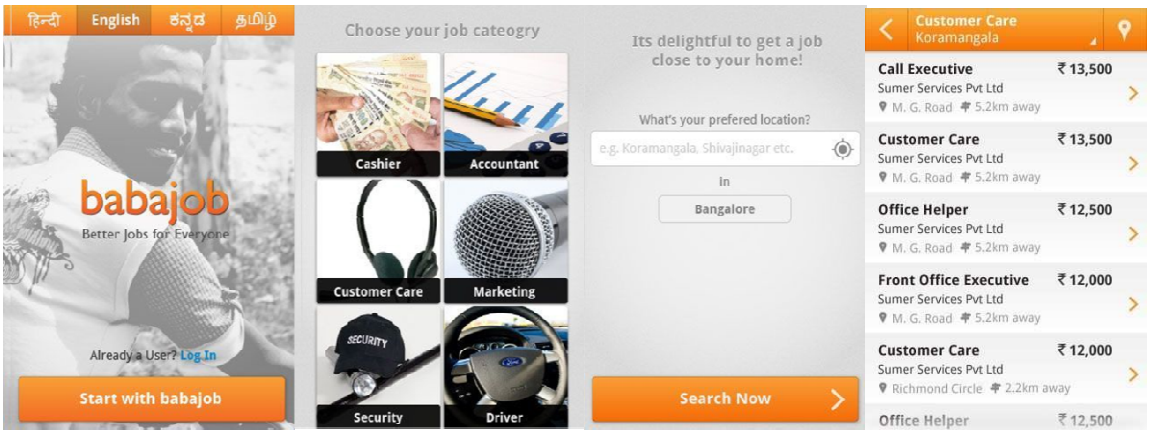
Since its launch up till June 2014, 18,184 seekers have registered using our IVR platform in Hindi, Kannada, and English. More information on this development can be found in the supplementary Tranches 5, 7, and 8 Update.

Karnataka Government mVAS Initiative: On Feb 26 2014, we signed a partnership MOU with the Karnataka State Center for eGovernance to make Babajob's mobile web, IVR and SMS platform available to all citizens of the state of Karnataka through the State's mobile portals. Effective March 1, all mobile user in Karnataka can dial 1661 to connect to the local language IVR portal, press 6 for additional services and then press 2 to register on Babajob.com. They then start the IVR flow specified above.

The Karnataka State Center for eGovernance has expanded this program to launch nationally across India in late October 2014, and we will be a core launch partner. We will give an update on usage once the government launches the mobile portal.

Mobile App

Babajob plans to develop a simple, easy-to-access and visually navigable mobile app to be available for free download or pre-loaded on low-end mobile phones. These apps will enable better location tracking (enabling more relevant job matches); the ability of the job seeker to take high quality profile pictures or pictures of government ID (making job seeker profiles more interesting to employers); enable access to the phone's address book so that users can more easily upload information about themselves and spread the word about Babajob to their friends; and will give job seekers access to a number of educational and informative videos (in local languages).


हिन्दी
English
ಕನ್ನಡ
தமிழ்
babajob
Better Jobs for Everyone
Already a User? Log In
Start with babajob
Choose your job cateogry
Cashier
Accountant
Customer Care
Marketing
Security
Driver
Its delightful to get a job close to your home!
What's your prefered location?
e.g. Koramangala, Shivajinagar etc.
in
Bangalore
Search Now
Customer Care
Koramangala
Call Executive ₹ 13,500
Sumer Services Pvt Ltd
M. G. Road 5.2km away
Customer Care ₹ 13,500
Sumer Services Pvt Ltd
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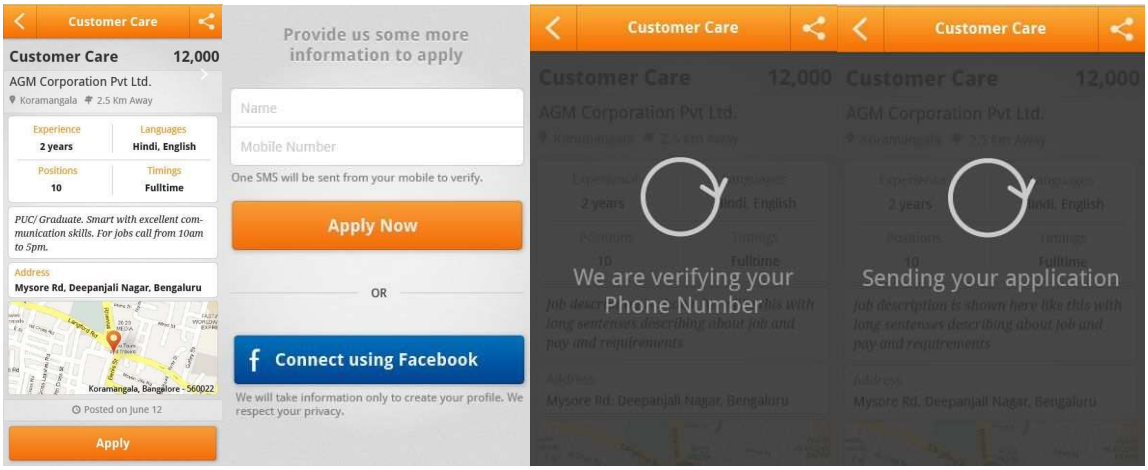
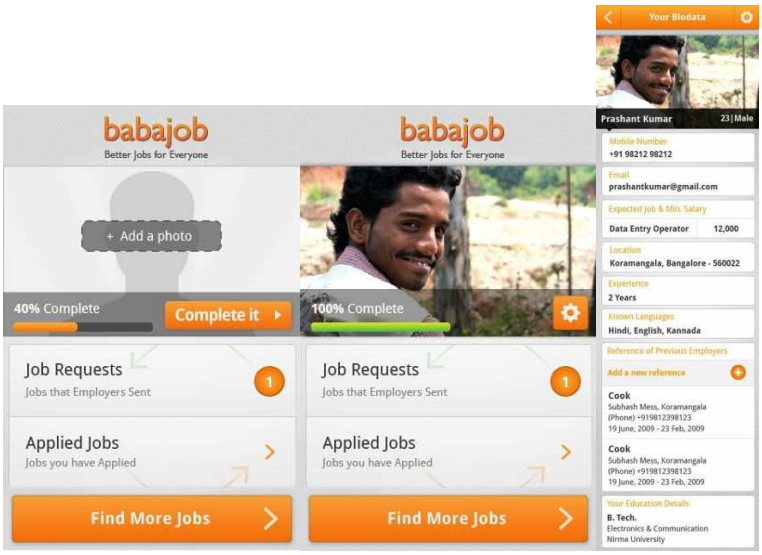
Office Helper ₹ 12,500
Sumer Services Pvt Ltd
M. G. Road 5.2km away
Front Office Executive ₹ 12,000
Sumer Services Pvt Ltd
M. G. Road 5.2km away
Customer Care ₹ 12,000
Sumer Services Pvt Ltd
Richmond Circle 2.2km away
Office Helper ₹ 12,500


Customer Care
Customer Care 12,000
AGM Corporation Pvt Ltd.
Koramangala 2.5 Km Away
Experience
2 years
Languages
Hindi, English
Positions
10
Timings
Fulltime
PUC/ Graduate. Smart with excellent communication skills. For jobs call from 10am to 5pm.
Address
Mysore Rd, Deepanjali Nagar, Bengaluru
Koramangala, Bangalore - 560022
Posted on June 12
Apply
Provide us some more information to apply
Name
Mobile Number
One SMS will be sent from your mobile to verify.
Apply Now
OR
Connect using Facebook
We will take information only to create your profile. We respect your privacy.
Customer Care
We are verifying your Phone Number
Customer Care
Sending your application


babajob
Better Jobs for Everyone
+ Add a photo
40% Complete
Complete it
Job Requests
Jobs that Employers Sent
1
Applied Jobs
Jobs you have Applied
Find More Jobs
babajob
Better Jobs for Everyone
100% Complete
Job Requests
Jobs that Employers Sent
1
Applied Jobs
Jobs you have Applied
Find More Jobs
Your Biodata
Prashant Kumar 23 | Male
Mobile Number
+91 98212 98212
Email
prashantkumar@gmail.com
Expected Job & Min. Salary
Data Entry Operator 12,000
Location
Koramangala, Bangalore - 560022
Experience
2 Years
Known Languages
Hindi, English, Kannada
Reference of Previous Employers
Add a new reference
Cook
Subhash Mess, Koramangala
(Phone) +919812398123
19 June, 2009 - 23 Feb, 2009
Cook
Subhash Mess, Koramangala
(Phone) +919812398123
19 June, 2009 - 23 Feb, 2009
Your Education Details
B. Tech.
Electronics & Communication
Nirma University

The development and shipping of the app will be broadly broken into stages, allowing job seekers to:

- Search and apply for jobs
- Receive instant notifications when new matching jobs are posted in their vicinity
- Improve their profile data (Profile Completeness), including profile pictures and document pictures
- Receive notifications when employers are interested in connecting with them
- Receive periodic notifications to update their profile data
- Receive notification reminders for job interviews
- Find directions to the job interview location

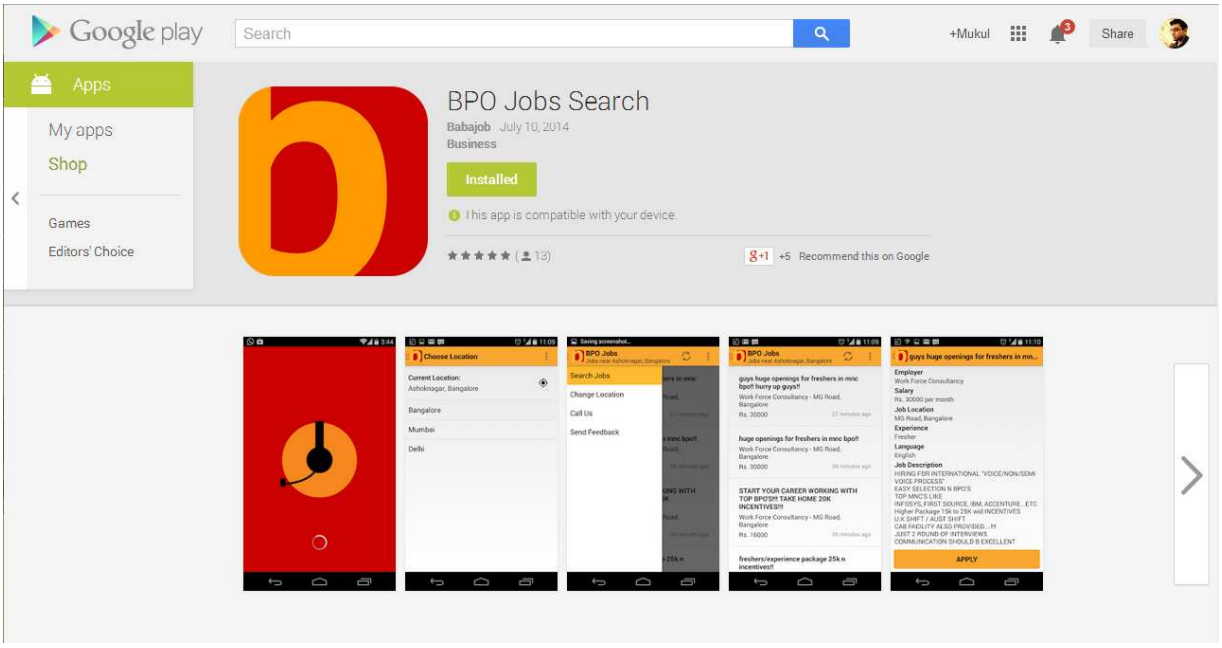
At a later stage, Babajob plans to support employer use of the app too, enabling employers to search and contact candidates. At each stage of the app development, Babajob plans to assess the quality of job seekers coming in through the app channel to iterate features. Once this has been rolled out, we will support additional platforms based on market demand.

As part of the marketing plans for this app, Babajob plans to submit the app to various Android app stores and also reach out to handset manufacturers to explore the option of having the app pre-set on some of the lower-end Android devices.

Status Update: A test version of the App for the Android operating system underwent a soft launch on June 19th, 2014 for BPO job seekers in metro cities. The app was updated on July 10th, 2014 and released to other cities in India. Currently, there are 94 users and 137 total (current and uninstalled) users.

The App is available on the Google Play store through this link:
https://play.google.com/store/apps/details?id=com.babajob.app

A graphic of the App's listing on the Google Play Store is shown below:

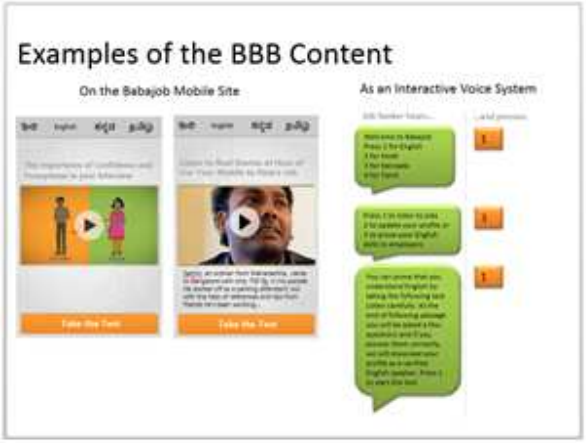


Content for Vocational Literacy

Babajob plans to create a professional growth program that increases employability, raises awareness about industry-specific labor practices and career options, assesses skills, and provides basic credentials to job seekers, called Babajob Building Blocks (BBB). BBB will consist of a series of easily accessible, engaging digital and mobile content features in local languages that will guide job seekers through a progression of increasingly difficult material.

By creating a vocational literacy program that is widely accessible to job seekers across various technology platforms, Babajob will equip job seekers with professional growth opportunities in the form of job information that will make job seekers aware of relevant opportunities and prevailing market rates, best practices for using digital search tools and interview preparation. These features/content will be guided by employer requirements and developed in partnership with training institutes and assessment partners with expertise in curriculum creation. These criteria, along with employer recommendations, will form the basis of the curriculum developed. Providing this basic information will improve job seeker digital profiles and decrease the uncertainty associated with hiring workers from the informal sector, which should then create more stable jobs and raise wages. Additionally, these job seekers will be trained to leverage digital tools that will empower them with better access to job opportunities available via the web and the mobile.

The vocational literacy program will innovatively make use of the web, the mobile web, mobile applications, SMS and interactive voice services to ensure maximum accessibility, scalability and suitability of program content. Through local language digital and mobile content, people with different levels of technical knowledge will be able to participate, get credentialed, and work on attaining new skills as well as get up-to-date information on their field of work. Importantly, by connecting this program directly to our existing job exchange Babajob.com, we will also measure every piece of content in real-time by how well users improve their profiles, apply to more jobs, get more interviews and ultimately get hired.



Given that Babajob.com already has over 1mn job seekers, 100,000 employers and over 35,000 daily visitors, we will be able to create a critical feedback loop to truly know which parts of the program are making a difference to job seekers and to quickly iterate to create ever-better content and features.

Status Update: Babajob has identified that English language and communication are a key skill set to a number of Employers, and is currently focused on this as part of the effort to make job seekers more employable.

We have launched our initial English assessment tools, allowing our Call Center team to make an assessment of a job seeker's English proficiency and thus showing this to employers. We'll be working to automate this further in the coming quarter, given lack of English skills has been identified as a key reason that employers reject candidates.

There is significant evidence that stories and advice from peers regarding livelihood choices has more impact and is more influential than expert advice. Hence we are exploring ways for our jobs seekers to help each other with career advice and guidance in finding better jobs. Towards that end, we'll be launching a collection of city and job category specific Facebook groups to allow our users to share stories of how they got jobs e.g. when a driver in Bangalore applies for a job on our mobile site, he'll be able to join the Babajob Bangalore Drivers Facebook group to connect and read stories from other drivers like him.

Milestone 5 Monitoring and Evaluation Update

Revision of Indicators

We have reviewed the quarterly indicators that we report on to USAID and would like to propose changes to 2 indicators. The first is the "% of employers that buy". We propose revising this to the "% of employers that buy in Babajob's target cities and categories". This is because the revised indicator will more accurately reflect the outputs for which Babajob has been funded by USAID. Babajob is currently discouraging employers from buying in non-target cities, where our database of job-seekers is insufficient.

The second indicator that we would like to revise is the "percentage of posts that are by repeat customers". We would like to revise it to the "percentage of paid employers who buy again within 90 days of their paid plan expiring". This is because the revised indicator is the one that Babajob uses internally to track its outcomes, and this change will ensure that we are reporting to USAID on the indicators that are most relevant to our business.

Evaluation Update

In our Milestone 4 evaluation update, we raised a concern that attrition in the midline could be higher than the 25% we had estimated in our M&E plan. We have consulted with our data analysts on this, and they have calculated that even if attrition is 50% in the midline the margin of error will be approximately 7%. While a margin of error of 7% is acceptable, we are nevertheless currently calling respondents to try and reach as many as possible.

Since Milestone 4, evaluation activities have been focused in two areas. The first has been to conduct 5 focus group discussions (out of the 7 planned). The focus group discussions have provided several insights on how to better define our outcome and impact indicators, and to understand the factors affecting them. Across most of the focus group discussions, one of the key insights has been that job-seekers would rather work for the government than for a company or household. This is primarily because of the security associated with a government job. However, because getting a government job often involves paying a bribe, they are inaccessible to many seekers. Given the importance of security to respondents, we will place greater emphasis on the indicator "length of time job-seekers stay in a job" in our analysis.

Our second area of focus has been to launch the quantitative survey. The mid-line survey for Babajob users was developed incorporating many of the insights from the focus group discussions, including the type of employer, satisfaction parameters, and technology usage. As of the 14th of July, 58 male and 17 female Babajob users have been surveyed.

Indicator	Baseline	Sept 2013 - Jun 2014	Target (Year 2015)	Data Source	Reporting Frequency
Inputs					
No. of mechanisms	5	7 (launched IVR + App)	7	BJ	Quarterly
No. of open positions in organizational chart	8	4	0	BJ Org Chart	Quarterly
Implementation Processes					
No. of visitors to desktop and mobile website	2.6m	5.4m	25m	Google Analytics	Quarterly
% Odds that a web visitor registers + applies	14%	9.3%	25%	Google Analytics + BJ Data	Quarterly
New registrations by females, disaggregated by preferred income and job type	23.5%	28.4%	30%	BJ Data based on name analysis + gender selection	Quarterly
Total New Job Seekers, disaggregated by preferred income and job type	**324,000**	**790,858**	**3m**	**BJ Data**	**Quarterly**
No. of registrations per distribution channel, disaggregated by preferred income and job type					
Web	243000	418528	2.1m	BJ Data	Quarterly
Mobile Web	37870	330596	1.1m	BJ Data	Quarterly
Telco Partnerships	19,503	0	65,000	BJ Data	Quarterly
SMS	20103	8086	85,000	BJ Data	Quarterly
Call Center	650	12535	10,000	BJ Data	Quarterly
Automated Voice IVR	**0**	**18,184**	**50,000**	**BJ Data**	**Quarterly**
Mobile App (launching summer 2014)	0	16	100,000	BJ Data	Quarterly
Viral/ Referral		1084			
Unique Employers who posted a job (cumulative)	**30,504**	**114,716**	**100,000**	**BJ Data**	**Quarterly**
No. of job positions posted, disaggregated by gender specified, salary and job type	846,817	3,176,309	5m	BJ Data	Quarterly
Average revenue per paying employer	Rs 3221, ~$60	3258	Rs 3000	BJ Data	Quarterly
Outputs					
No. of searches by job-seekers	5,737,606	7,369,127	50m	BJ Data	Quarterly
No. of SMS notifications to job-seekers/mo	1.5m	559,558	30m	BJ + Telco Data	Quarterly
No. of Email notifications to seekers/month	1.6m	2.1m	30m	BJ Data + Amazon Reports	Quarterly
No. of applications	581,422	2,413,268	10m	BJ Data	Quarterly
Average no. of applications per job-seeker, disaggregated by preferred income and job type	1.8	4.16	4	BJ Data	Quarterly
% of employers that buy (in target cities and categories)	**4.62%**	**13.02%**	**12%**	**BJ Data**	**Quarterly**
Outcomes					

Average length of time between posting and hiring	16 days	11 days	10 days	BJ Data	Quarterly
% of active job-seekers that have referred in the last 90 days	4.0%		10%	BJ Data	Quarterly
Percentage of employers who said that they have contacted, interviewed or hired a candidate obtained through Babajob	N/A	31.33%	30%	BJ surveys to employers	Quarterly
Percentage of job-seekers who are satisfied with choice of jobs	N/A	N/A	TBD	BJ surveys to seekers	Quarterly
Percentage of paid employers who buy again within 90 days of their paid plan expiring	14.2%*	14.59%	14%	BJ Data	Quarterly

*This number reflects Q1 of 2014 (January to March)

USAID-DIV Babajob Tranches 5, 7, and 8 Update

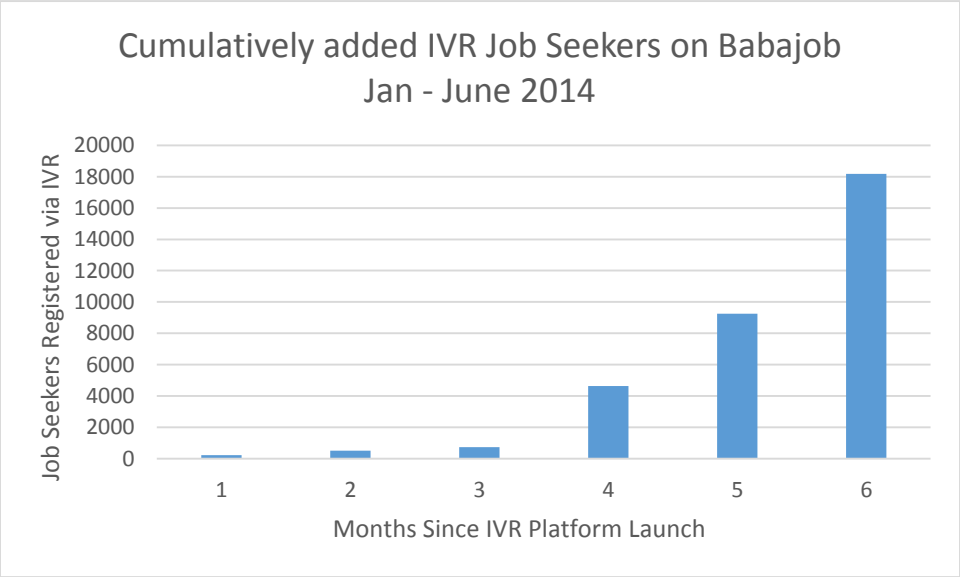
Combined Tranche

We are submitting a report on Tranches 5, 7, and 8 because Babajob.com has already met the stated goals for each. We are not submitting a report for Tranche 6 yet because the midline social impact report scheduled to conclude in November has not been completed yet. The targets for Tranches 5, 7, and 8 as well as Babajob's numbers proving completion are shown in the table below:

	Tranche Goals			Babajob's Indicators
Indicators	**Tranche 5**	**Tranche 7**	**Tranche 8**	**Sept '13-June'14**
Job Seekers Added	-	700,000	-	790,858
Registrations via IVR	3000	6000	-	18,184
% employer buy (in target cities)	-	-	5%	13.02%
Profitable Cities	2 of 5	-	-	Bangalore and Patna
Employers Added	-	-	70,000	114,716

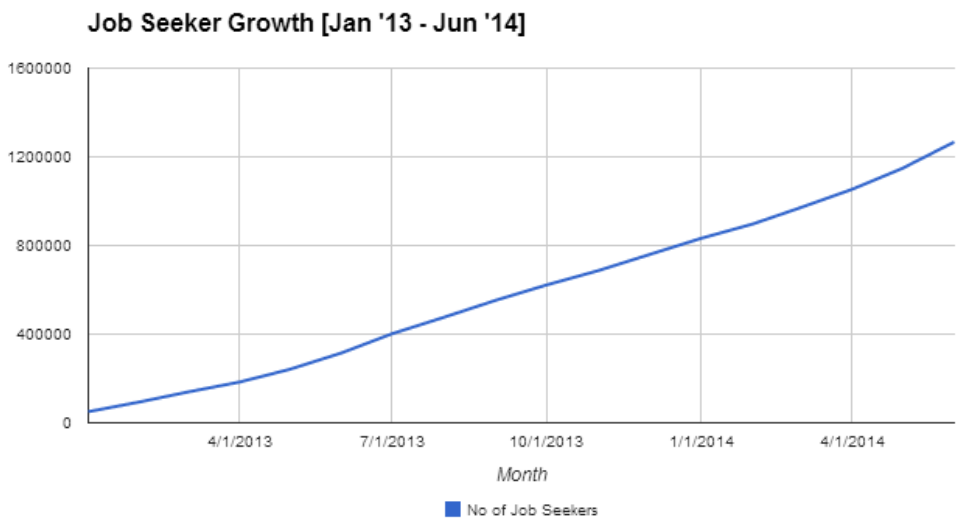
Local Language IVR Platform

Tranche 5 and Tranche 7 had goals of increasing the number of job seekers registered using our IVR platform by 3,000 and 6,000 respectively. Since its launch to June 2014, 18,184 seekers have registered using our IVR platform in three languages: Hindi, Kannada, and English. The graph below shows the number of registrations since the program's launch:



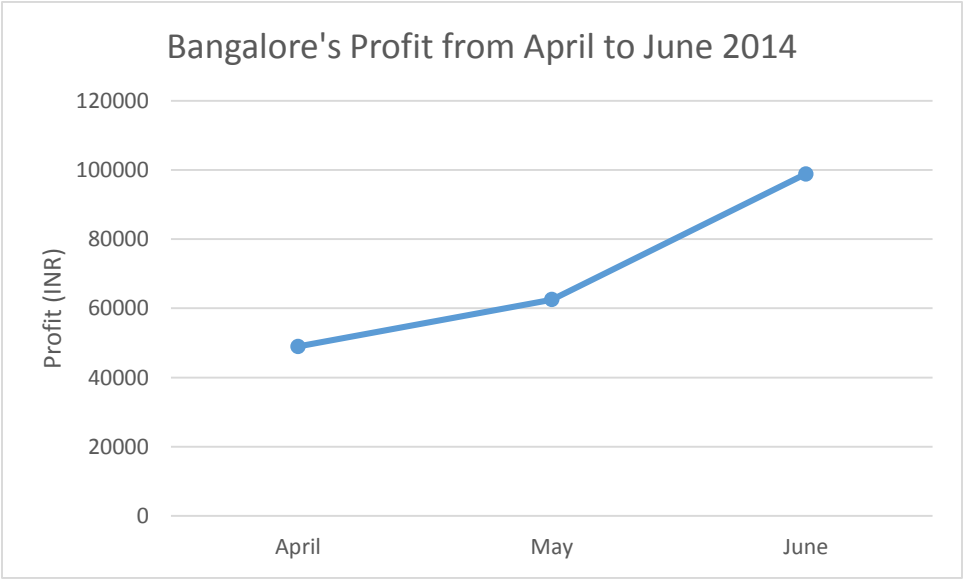
Job Seeker Increase Updates

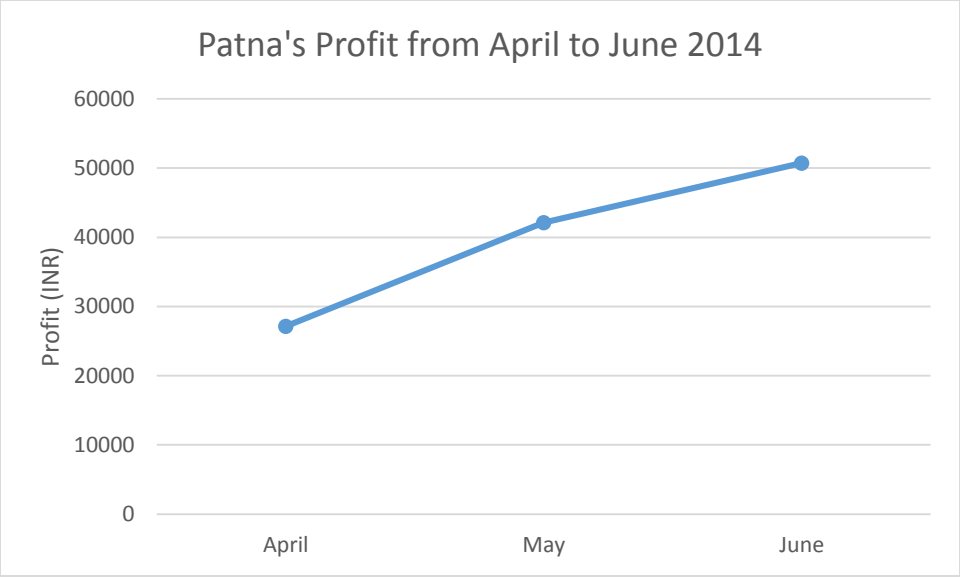
One of Tranche 7's goals was to add 700,000 registered job seekers. From September 2013 to June 2014, Babajob has added 790,858 registered job seekers. The graph below shows the rate of job seeker growth:



Profitability Update

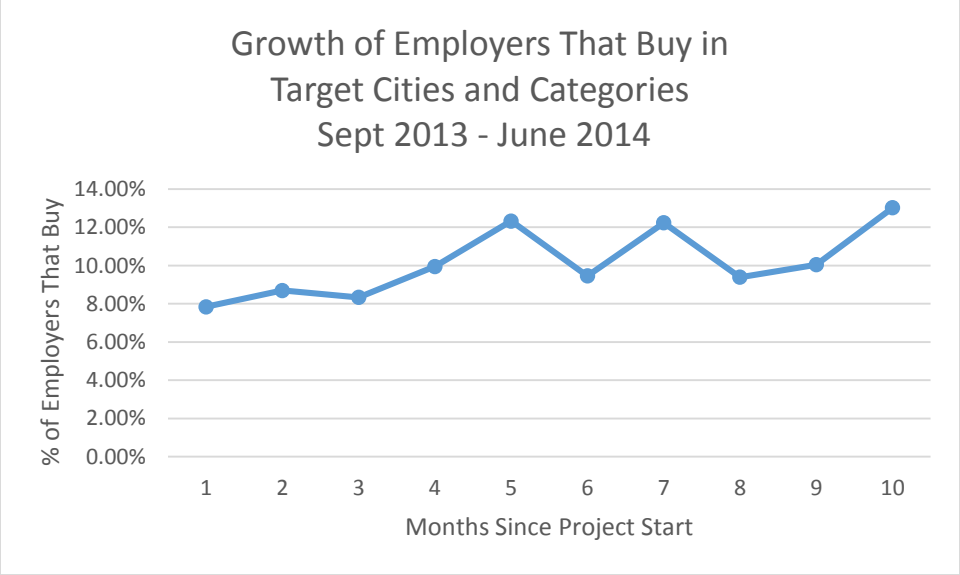
One of Tranche 5's goals was that Babajob would be profitable in 2 of 5 pilot cities. Profitability was defined as the cost of job seeker and employer acquisition is lower than month on month sales from local employers and job seekers. The profits of Bangalore and Patna were calculated by subtracting the seeker team, SEO, PR (only conducted in Bangalore), and Missed Calls/IVR costs from the overall revenue.





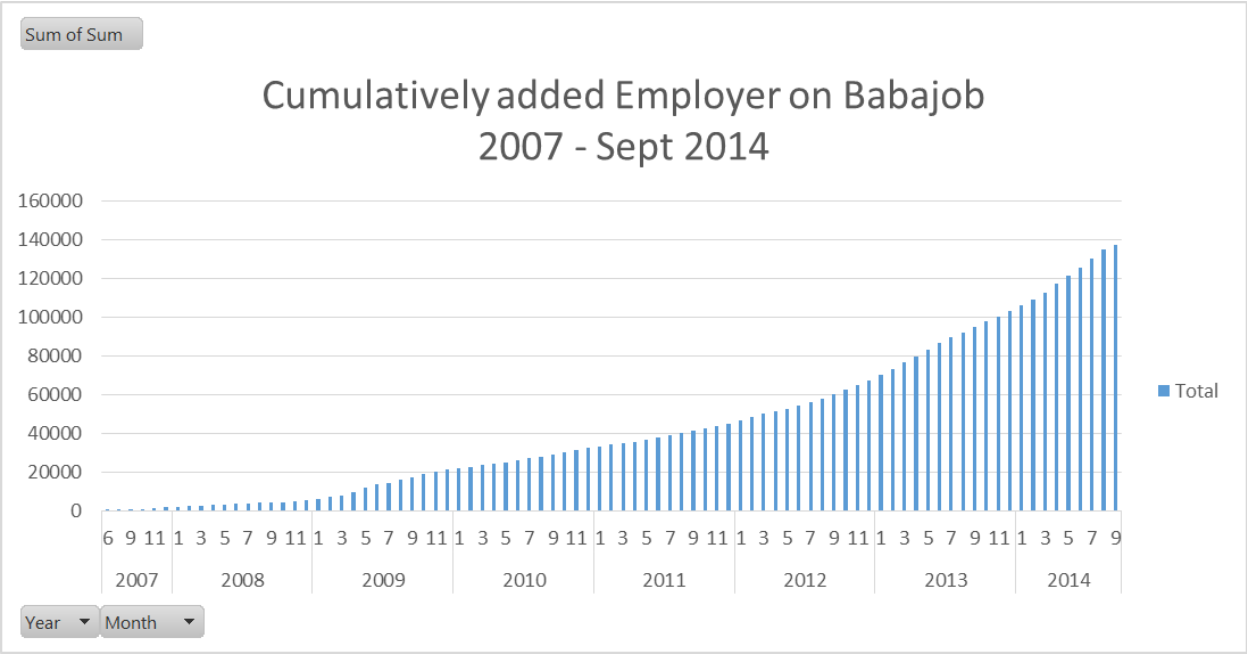
Percentage of Employers Paying for Babajob's Services

One of Tranche 8's goals was that 5% of employers would be paying for premium services. In Bangalore and Patna, 13.02% are. The reason we are focusing on these two cities is because we have been committed to making both cities profitable. For this reason and because we do not believe we have enough qualified, registered job seekers in other cities, we have discouraged employers from paying outside of Bangalore and Patna. The graph below shows the growth rate of the percentage of employers paying in both Bangalore and Patna:



Employer Increase Update

One of the two goals for Tranche 8 was to increase the number of registered employers posting jobs to 70,000 total. As of the end of June 2014, 114,716 employers are using Babajob to post jobs and hire new employees. The growth of employers using Babajob since its beginning is shown in the graph below:



Babajob.com Updated Project Plan

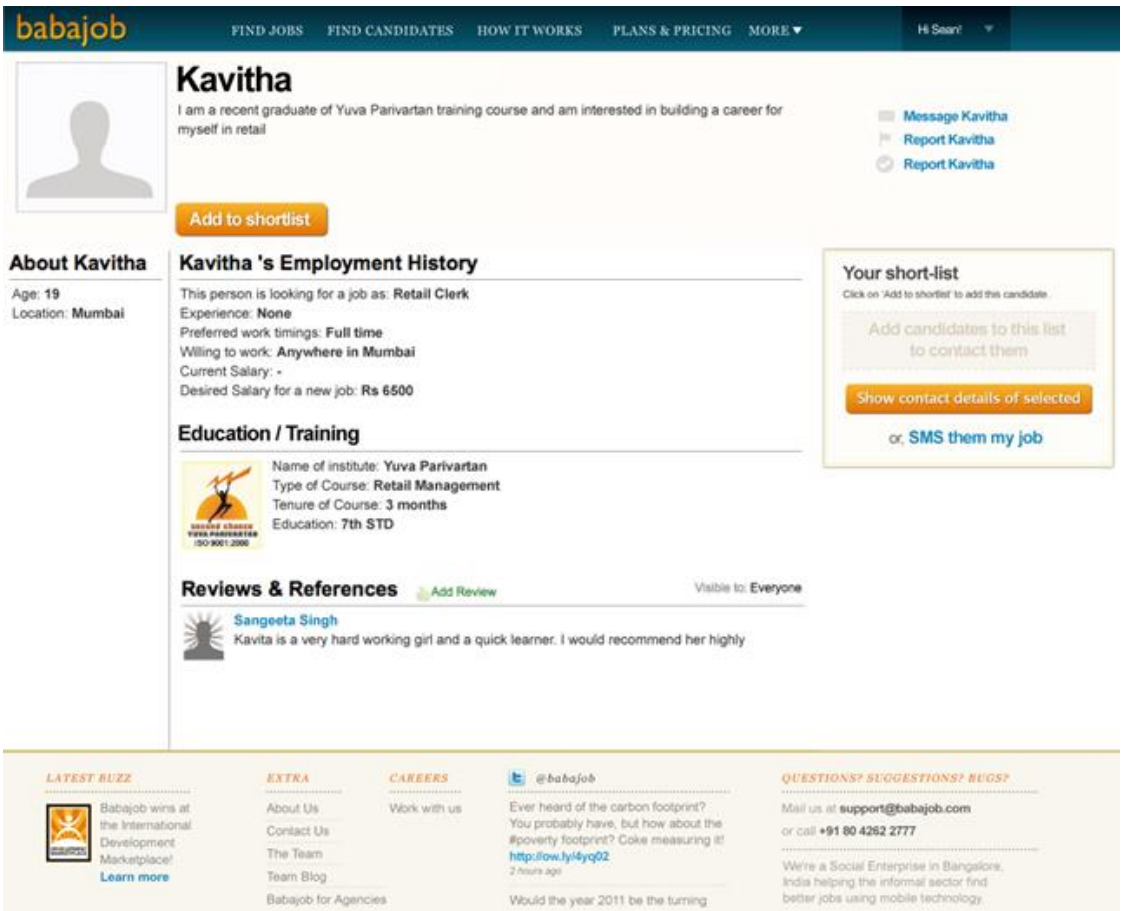
Babajob proposes to use the USAID DIV grant funding to improve and expand the platforms through which we engage with existing and potential job seekers. The key planned activities are detailed below.

Schools Partnerships

Both the public and private sector have identified the skills gap in India as a large opportunity to provide vocation-related training opportunity and are beginning to provide vocational training certification courses focused at improving candidate employability. These courses range from 3 months to a year and train job seekers to be employment-ready for a number of sectors, including retail, hospitality, BPO, and office administration.

Babajob proposes to be an integral part of this training ecosystem by complementing the placement services of training institutes (for-profit or NGO-driven) that train candidates in relevant job categories (sales/marketing, retail, BPO, Data Entry) in urban and peri-urban areas. Babajob will be developing tools, content and features that will enable training institutes and schools ("schools") to easily access Babajob's digitized job content and engage with us independently. The level of investment in NGO and school-related will be adjusted based on engagement from schools as well.

Sample school-registered job seeker profile:



Schools partnering with Babajob will be able to independently use the site to register job seekers for free and use the Babajob portal to search for relevant, high paying, local jobs, while focusing on their core mandate of training.

The portal will also enable schools and placement counselors to track a candidate's career progression over the years, even after graduation and placement.

Through its employer and industry relationships Babajob is privy to significant information about industry requirements in certain skill or geographic areas. Babajob will make this information available to partner organizations to ensure that the training curriculum is in line with employer demands.

Placement counselors will also have access to dashboards and reports enabling them to track the progress towards employment of each of their mentees.

Status Update: Based on early experience with training institutes, Babajob proposes to engage with training institutes on a policy level, by helping to define digital formats for all student information on the portal and thereby enabling easy standardization across platforms. Organizations can then use this standardized format to enable their candidates to be showcased across platforms. In this regard, Babajob was recently invited to and attended the Working Group for Establishment of a National Career Service. This working group was convened by the Ministry of Labour & Employment to provide inputs on the process re-engineering of the current National Employment Service and comprised a small group of administrators and other private players in the job market.

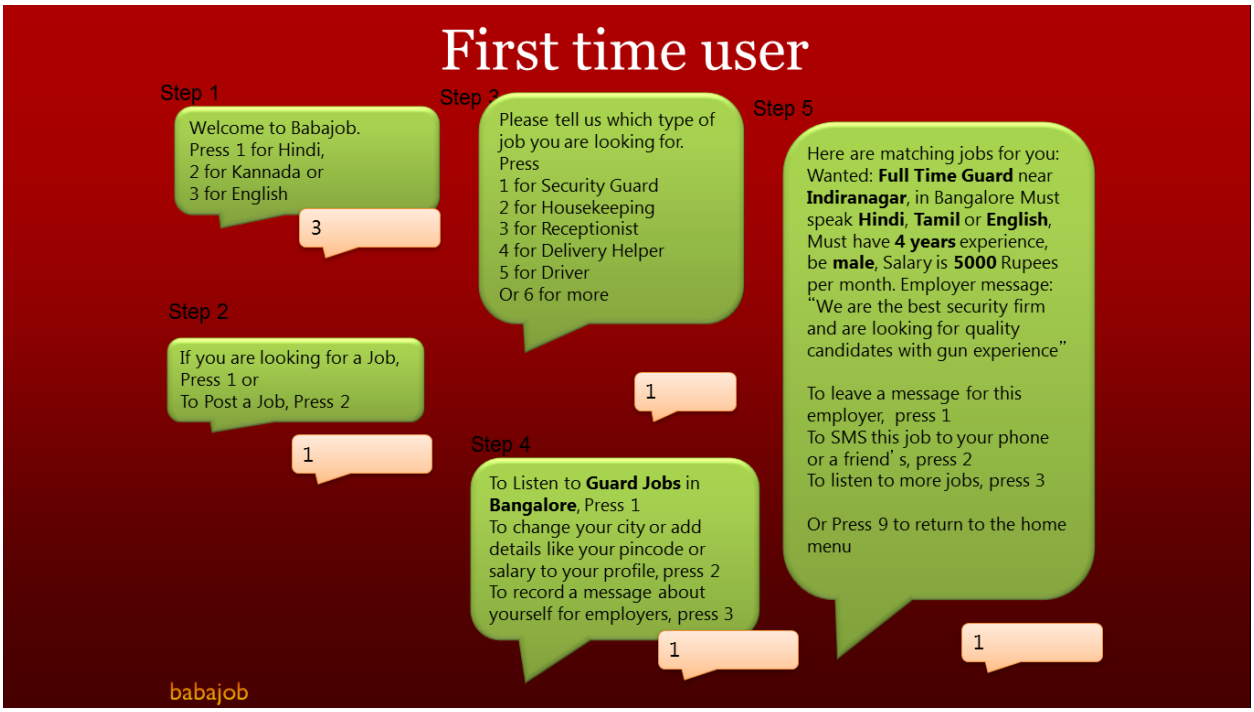
We've discussed creating a set of digital standards with the National Skill Development Corporation to enable easy upload and digital exchange of job seeker data. They have expressed some initial interest but as of July 22, we are still awaiting response from them regarding how they may want to take initiative forward.

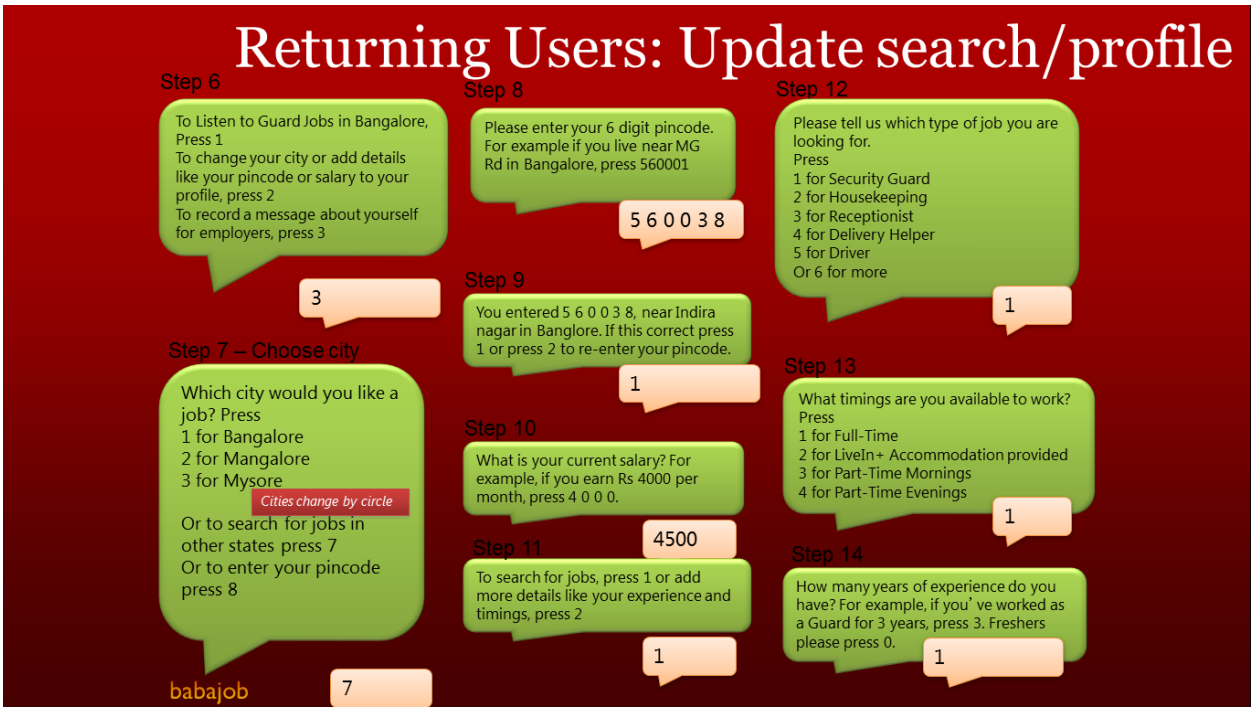
Babajob has been actively pursuing relationships with training institutes and schools as a means of growing our database, providing employers with trained candidates, and assisting organizations with the placement of their students. In addition, the NSDC has given us a list with 100,000s of unplaced students who have completed NSDC-certified courses. We are in the process of uploading these students and ensuring they verify their profiles.

Local Language IVR Platform

Babajob plans to invest resources into creating an automated voice platform to enable job seekers to register, search and apply for job with ease, through their mobile phones. This platform will be available in multiple Indian languages, and it will enable Babajob to overcome barriers of internet access and literacy.

Job seekers will be able to use the Intelligent IVR platform to select from a number of menus recorded in 4 Indian languages. By navigating these menus, job seekers will be able to create a profile, record a message about themselves for an employer, listen to multiple jobs, apply for these jobs and importantly connect to an employer.
Proposed registration and job search flow:





Babajob plans to test with users in the target customer base to understand any issues around ease of use, language and syntax of questions/ prompts. Each subsequent version of the IVR will iterate on improving key job seeker activities for engagement with the site:

- Profile creation – at a very basic level

- Ability to search and apply for jobs
- Ability to add job –relevant profile details, including going through a basic screening process associated with certain jobs
- Adding language options

At a mid-point period, Babajob plans to assess the quality of job seekers acquired through the IVR channel to measure their levels of engagement and general employability. This assessment will drive new features and addition of languages.

This number will then be promoted through a series of PR, social and viral marketing activities to enable new and existing job seekers to access it.

Status Update: Having identified the infrastructure partner for our IVR platform and conducted some initial testing of flow, Babajob has launched the IVR in three languages – English, Kannada and Hindi. These languages were specifically selected because of their ability to cover a large majority of the local informal sector job seekers.

Job seekers can now call an easy-to-remember Babajob number (888-000-4444) and go through a series of prompts in their selected language to create a reasonably rich profile, covering

- Category of job (Driver, Delivery, Receptionist, etc.)
- City of job search
- Monthly Salary expectation
- Educational qualifications, if any (e.g. High School, 12th grade, College, etc.)
- Experience, if any
- Age
- Gender

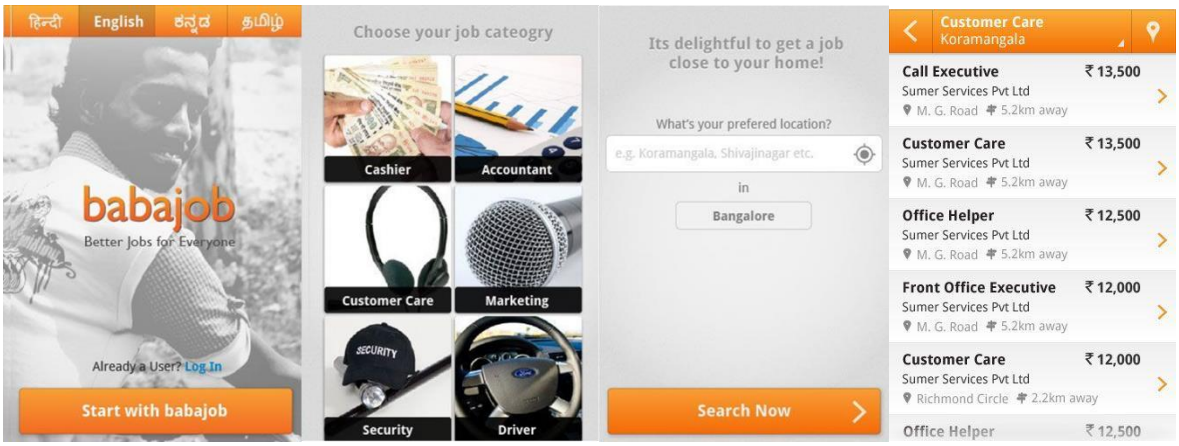
With these basic, but core pieces of information, Babajob creates a job seeker profile, and all registered candidates are immediately provided with a free job alert. Additionally, registered job seekers can call the same number (888-000-4444) at any point post registration to avail of free job alerts relevant to the information provided.

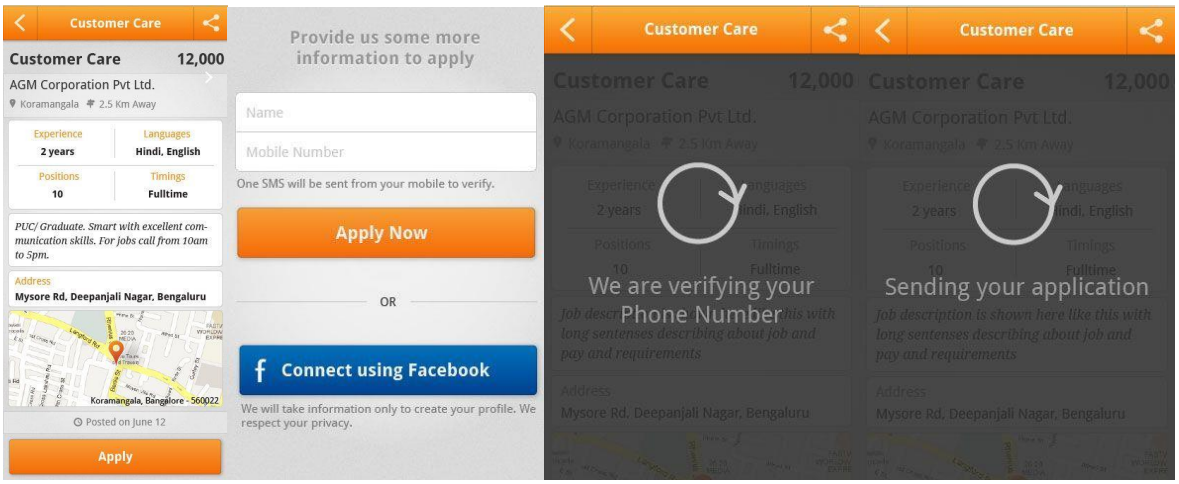
Karnataka Government mVAS Initiative: On Feb 26 2014, we signed a partnership MOU with the Karnataka State Center for eGovernance to make Babajob's mobile web, IVR and SMS platform available to all citizens of the state of Karnataka through the State's mobile portals. The program launched December 8th, 2014 and is available through IVR, website, and an Android app. All mobile user in Karnataka can dial 161 to connect to the local language IVR portal, press 6 for additional services and then press 2 to register on Babajob.com. They then start the IVR flow specified above.

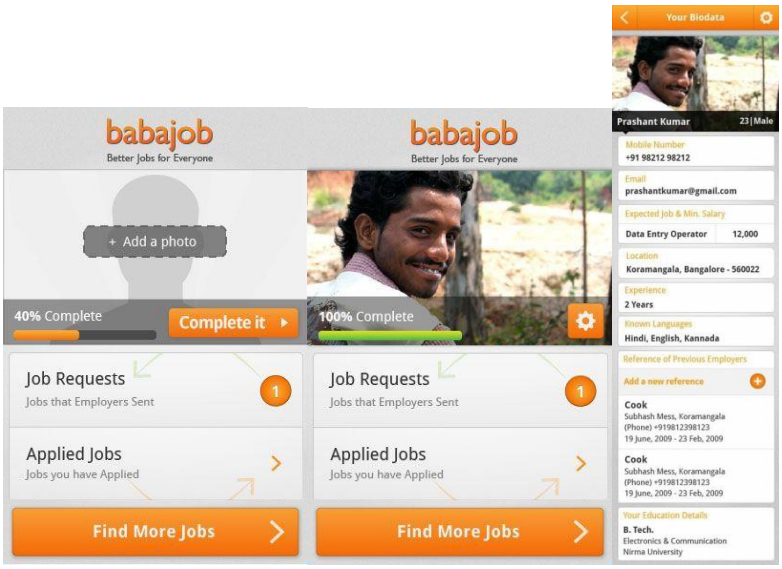
Since its launch up until January 15th, 134,795 new job seekers have registered for Babajob through our IVR system.

Mobile App

Babajob plans to develop a simple, easy-to-access and visually navigable mobile app to be available for free download or pre-loaded on low-end mobile phones. These apps will enable better location tracking (enabling more relevant job matches); the ability of the job seeker to take high quality profile pictures or pictures of government ID (making job seeker profiles more interesting to employers); enable access to the phone's address book so that users can more easily upload information about themselves and spread the word about Babajob to their friends; and will give job seekers access to a number of educational and informative videos (in local languages).







The development and shipping of the app will be broadly broken into stages, allowing job seekers to:

- Search and apply for jobs
- Receive instant notifications when new matching jobs are posted in their vicinity
- Improve their profile data (Profile Completeness), including profile pictures and document pictures
- Receive notifications when employers are interested in connecting with them
- Receive periodic notifications to update their profile data
- Receive notification reminders for job interviews
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At a later stage, Babajob plans to support employer use of the app too, enabling employers to search and contact candidates. At each stage of the app development, Babajob plans to assess the quality of job seekers coming in through the app channel to iterate features. Once this has been rolled out, we will support additional platforms based on market demand.

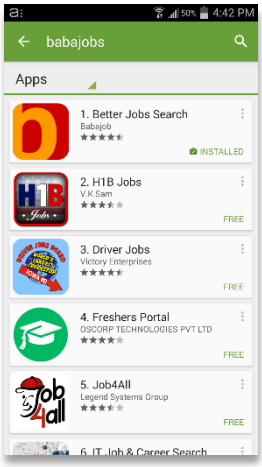
As part of the marketing plans for this app, Babajob plans to submit the app to various Android app stores and also reach out to handset manufacturers to explore the option of having the app pre-set on some of the lower-end Android devices.

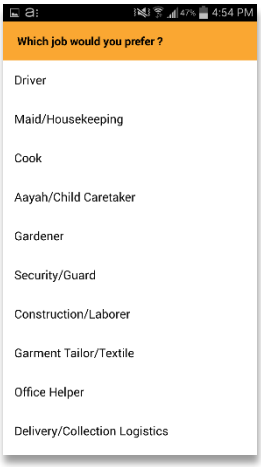
Status Update: A test version of the App for the Android operating system underwent a soft launch on June 19th, 2014 for BPO job seekers in metro cities. The app was updated on July 10th, 2014 and released to other cities in India. Since its launch up until January 15th, 2015 2,263 people have downloaded the app.

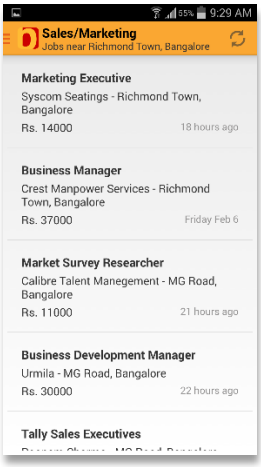
The App is available on the Google Play store through this link:
https://play.google.com/store/apps/details?id=com.babajob.app

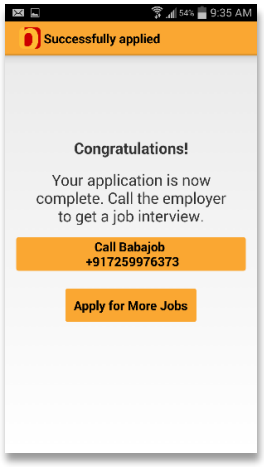
Babajob is working with a design team from Cumulations to create a new version of the app that will allow people in any job category listed on Babajob to search and apply for jobs. For users without data plans or access to Wi-Fi, the app will direct them towards our IVR system. Future versions of the app will also cater to the services of employers as well. Our first updated version was launched on February 11th, 2015. The app development team will continue to release iterations every two weeks until they complete their final product in April, 2015.

Screenshots of the Google Play store's mobile listing and some of the screens from the redesigned app are below:









Content for Vocational Literacy

Babajob plans to create a professional growth program that increases employability, raises awareness about industry-specific labor practices and career options, assesses skills, and provides basic credentials to job seekers, called Babajob Building Blocks (BBB). BBB will consist of a series of easily accessible, engaging digital and mobile content features in local languages that will guide job seekers through a progression of increasingly difficult material.

By creating a vocational literacy program that is widely accessible to job seekers across various technology platforms, Babajob will equip job seekers with professional growth opportunities in the form of job information that will make job seekers aware of relevant opportunities and prevailing market rates, best practices for using digital search tools and interview preparation. These features/content will be guided by employer requirements and developed in partnership with training institutes and assessment partners with expertise in curriculum creation. These criteria, along with employer recommendations, will form the basis of the curriculum developed. Providing this basic information will improve job seeker digital profiles and decrease the uncertainty associated with hiring workers from the informal sector, which should then create more stable jobs and raise wages. Additionally, these job seekers will be trained to leverage digital tools that will empower them with better access to job opportunities available via the web and the mobile.

The vocational literacy program will innovatively make use of the web, the mobile web, mobile applications, SMS and interactive voice services to ensure maximum accessibility, scalability and suitability of program content. Through local language digital and mobile content, people with different levels of technical knowledge will be able to participate, get credentialed, and work on attaining new skills as well as get up-to-date information on their field of work. Importantly, by connecting this program directly to our existing job exchange Babajob.com, we will also measure every piece of content in real-time by how well users improve their profiles, apply to more jobs, get more interviews and ultimately get hired.

Given that Babajob.com already has over 1mn job seekers, 100,000 employers and over 35,000 daily visitors, we will be able to create a critical feedback loop to truly know which parts of the program are making a difference to job seekers and to quickly iterate to create ever-better content and features.

Status Update: Babajob has identified that English language and communication are a key skill set to a number of Employers, and is currently focused on this as part of the effort to make job seekers more employable.

We have launched our initial English assessment tools, allowing our Call Center team to make an assessment of a job seeker's English proficiency and thus showing this to employers. We'll be working to automate this further in the coming quarter, given lack of English skills has been identified as a key reason that employers reject candidates.

There is significant evidence that stories and advice from peers regarding livelihood choices has more impact and is more influential than expert advice. Hence we are exploring ways for our jobs seekers to help each other with career advice and guidance in finding better jobs. Towards that end, we are considering launching a collection of city and job category specific Facebook groups to allow our users to share stories of how they got jobs e.g. when a driver in Bangalore

applies for a job on our mobile site, he'll be able to join the Babajob Bangalore Drivers Facebook group to connect and read stories from other drivers like him.

Milestone 9 Evaluation Update

The Babajob mid-line evaluation was completed in the last quarter of 2014. The first challenge that we faced in the mid-line evaluation was attrition. Attrition was much higher than expected, at approximately 40% for Babajob registrants (the treatment group) and 70% for the comparison group. According to our calculations, we will need a sample size of 170 in the treatment and comparison groups respectively (as they are currently constructed) for disaggregated data to have statistical significance. A sample size of 170 will not be available for the comparison group at the end-line, since the sample size at the midline was only 125. It is unlikely to be achievable for Babajob registrants either.

The second challenge was that we were unable to accurately measure how many respondents were hired through Babajob. Until we are able to accurately measure how many respondents were hired through Babajob, comparing the impacts on the treatment group against a comparison group is not feasible. The third challenge is that the mid-line evaluation raised several questions for further research, on how Babajob can encourage job-seekers to use Babajob more intensively and effectively to get jobs. These questions cannot be answered through the existing evaluation design.

We are proposing the following changes to the evaluation questions, design and data sources as they will allow us to address these three challenges, while at the same time keeping constant the impact indicators we measure for a new cohort of Babajob registrants. The sample for the end-line will consist of a newly recruited cohort of Babajob registrants. There will be a greater reliance on Babajob's internal data to measure the usage of Babajob by the sample. When a registrant uses Babajob, he / she will receive a call soon after to find out about the result of the activity. This will minimize errors caused by asking respondents to recall job search information over long intervals. Registrants who are inactive on Babajob will continue to receive calls at scheduled intervals to determine if they are looking for jobs through non-digital channels or have discontinued their job search.

Indicator	Baseline*	Sept 2013 - Dec 2014	Target (Year 2015)	Data Source	Reporting Frequency
Inputs					
No. of mechanisms	5	7 (launched IVR + App)	7	BJ	Quarterly
No. of open positions in organizational chart	8	5	0	BJ Org Chart	Quarterly
Implementation Processes					
No. of visitors to desktop and mobile website	2.6m	12.3m	25m	Google Analytics	Quarterly
% Odds that a web visitor registers + applies	14%	8.2%	25%	Google Analytics + BJ Data	Quarterly
New registrations by females, disaggregated by preferred income and job type	23.5%	27.6%	30%	BJ Data based on name analysis + gender selection	Quarterly
Total New Job Seekers, disaggregated by preferred income and job type	324,000	1,486,698	3m	BJ Data	Quarterly
No. of registrations per distribution channel, disaggregated by preferred income and job type					
Web	243000	814,641	2.1m	BJ Data	Quarterly
Mobile Web	37870	550,037	1.1m	BJ Data	Quarterly
Telco Partnerships	19,503	82,657	65,000	BJ Data	Quarterly
SMS	20103	10,970	85,000	BJ Data	Quarterly
Call Center	650	26,260	10,000	BJ Data	Quarterly
Automated Voice IVR	**0**	**82,027**	**50,000**	**BJ Data**	**Quarterly**
Mobile App (launching summer 2014)	0	562	100,000	BJ Data	Quarterly
Viral/ Referral		1,733			
Unique Employers who posted a job (cumulative)	30,504	139,288	100,000	BJ Data	Quarterly
No. of job positions posted, disaggregated by gender specified, salary and job type	846,817	1,186,354	5m	BJ Data	Quarterly
Average revenue per paying employer	Rs 3221, ~$60	3148.67	Rs 3000	BJ Data	Quarterly
Outputs					
No. of searches by job-seekers	5,737,606	10,549,834	50m	BJ Data	Quarterly
No. of SMS notifications to job-seekers/mo	1.5m	7,046,899	30m	BJ + Telco Data	Quarterly
No. of Email notifications to seekers/month	1.6m	1,294,095	30m	BJ Data + Amazon Reports	Quarterly
No. of applications	581,422	5,343,390	10m	BJ Data	Quarterly
Average no. of applications per job-seeker, disaggregated by preferred income and job type	1.8	3.59	4	BJ Data	Quarterly
% of employers that buy	4.62%	7.00%	12%	BJ Data	Quarterly

(in target cities and categories)					
Outcomes					
Average length of time between posting and hiring	16 days	10.9 days	10 days	BJ Data	Quarterly
% of active job-seekers that have referred in the last 90 days	4.0%	N/A	10%	BJ Data	Quarterly
Percentage of employers who said that they have contacted, interviewed or hired a candidate obtained through Babajob	N/A	27.7%	30%	BJ surveys to employers	Quarterly
Percentage of job-seekers who are satisfied with choice of jobs	N/A	N/A	TBD	BJ surveys to seekers	Quarterly
Percentage of paid employers who buy again within 90 days of their paid plan expiring	14.2%*	34.4%	14%	BJ Data	Quarterly

*This number reflects Q1 of 2014 (January to March)