

## PROJECT COMPLETION REPORT PLACEMENT LINKED SKILL DEVELOPMENT PROGRAMME

### I. Project Details

- |      |                              |  |
|------|------------------------------|--|
| I.   | <b>Name of project</b>       | : PLACEMENT LINKED SKILL DEVELOPMENT PROGRAMME |
|      | i.                           | <b>Date of commencement</b> : January 2009     |
|      | ii.                          | <b>Date of termination</b> : September 2011    |
| II.  | <b>Name of the PIA</b>       | : CAP Foundation                               |
| III. | <b>Background of the PIA</b> | :  |

CAP Foundation is an innovative community based workforce development initiative demonstrating end-to-end solutions to link learning and livelihood for disadvantaged youth and women. Addressing the livelihood issues of these youth, with supporting transition pathways that help them move out of poverty and towards secure futures remains at the centre of the Basic Employability Skills Training program (BEST) of CAP Foundation. CAP Foundation is a registered Trust with tax exemption status under section 80G and 12A of the Income Tax Act.

As one of the pioneers in the space of community based programming for young people and building on its considerable experience in India and other countries, CAP Foundation over the last nine years has developed a full-fledged accelerated skills training programme to link learning and livelihoods for young people with forward linkages to employment avenues.

The Foundation has an impressive footprint in terms of its partnership approach, face-to-face and e-learning training content and methodology, capacity building of trainers, job placement and post placement support to trainees.

CAP's model has received considerable institutional capability building support to develop the model to its current level of maturity and adaptability through much iteration. This in turn has helped its wide spread adoption by a diverse range of players and scaling up through government and other channel partners.

Various studies to gauge impact of the model's adoption and integration in different contexts have reinforced its reliability and scalability. Over 2,50,000 youth over the past 5 years from Asia (India, Vietnam, Sri Lanka, Bangladesh and Nepal) and Africa (Egypt, North Sudan, South Sudan and most recently Tanzania), have benefitted from the program both through the direct operations of CAP Foundation and technical services of CAP WDI. In promoting the adoption of its model, CAP's key contribution has been providing project leadership in stakeholder development and the youth learning dimension. CAP's program managers provide full-time on-site leadership to the program building the local team's capacity to develop and manage partnerships for scaling up and sustainability.

Building on CAP's well-developed and established model, this project was an inclusive youth empowerment program based in the context of an emerging economy. The project targeted below poverty youth with special focus on school dropouts, unemployed secondary school graduates, migrant youth and youth from resettlement communities. The program supported employment opportunity oriented workforce preparation with a strong focus on life skills and work readiness. Post training, the project connected the youth to job opportunities that allowed them to earn and to access peer sharing networks. This would not have been possible without the involvement of business, vocational training service providers and industry professionals in developing integral components to learn, acquire skills, become employable, access jobs, earn, save and advance.

The program was primarily designed to improve the skills and employability status of some of the most vulnerable youth from backward rural disadvantaged districts, making them competitive in the job market by providing demand-driven contemporary skills training with job placement support and enable them to aspire to assimilate into the new economy labour market. By projecting potential labour market opportunities, this program enabled the youth to make informed choice options about gaining access to skills and competencies to decent jobs. It contributed in making the workforce development inclusive, equitable and effective for new economy jobs and institutionalization of partnerships between businesses, citizens' volunteers and governments.

IV. **Coverage of project** :  
i. **Project Area**

| <b>Name of State</b> | <b>Districts covered</b>   |
|----------------------|--|
| Assam                | Kamrup   |
| Chattisgarh          | Bijapur, Durg, Gariaband (earlier was in Raipur)                 |
| Jharkhand            | Ranchi, Dhanbad, Giridhi, Bokaro, Simdega                        |
| Haryana              | Gurgaon  |
| Delhi                | North East Delhi, East Delhi, South West Delhi, North West Delhi |
| Uttar Pradesh        | Ghaziabad, Gautambudhnagar, Agra                                 |
| Orissa               | Jagatsinghpur, Cuttuck   |
| Andhra Pradesh       | Anantapur, Kurnool, Rangareddy, Medak                            |
| Maharashtra          | Satara, Sangli, Nagpur, Ratnagiri                                |
| Tamil Nadu           | Thiruvallur, Kancheepuram, Dharmapuri                            |

ii. Beneficiary break-up

| <b>District wise information on target, trained ,placed</b> |                 |               |                |               |
|---|-----------------|---------------|----------------|---------------|
| <b>State</b>  | <b>District</b> | <b>Target</b> | <b>Trained</b> | <b>Placed</b> |
| Andhra Pradesh  | Anantapur       | 370           | 447            | 380           |
|   | Kurnool         | 350           | 318            | 286           |
|   | Rangareddi      | 481           | 375            | 307           |
|   | Medak           | 250           | 303            | 276           |
|   | <b>Total-1</b>  | <b>1451</b>   | <b>1443</b>    | <b>1249</b>   |
| Assam   | Kamrup          | 611           | 611            | 415           |
|   | <b>Total-2</b>  | <b>611</b>    | <b>611</b>     | <b>415</b>    |
| Chhattisgarh  | Bijapur         | 150           | 234            | 193           |
|   | Durg            | 119           | 93             | 46            |
|   | Raipur          | 130           | 72             | 44            |
|   | <b>Total-3</b>  | <b>399</b>    | <b>399</b>     | <b>283</b>    |
| Haryana   | Gurgaon         | 163           | 163            | 95            |
|   | <b>Total-4</b>  | <b>163</b>    | <b>163</b>     | <b>95</b>     |
| Jharkhand   | Bokaro          | 200           | 295            | 253           |
|   | Dhanbad         | 250           | 350            | 297           |
|   | Giridih         | 200           | 150            | 115           |
|   | Ranchi          | 200           | 156            | 121           |
|   | Simdega         | 186           | 131            | 97            |
|   | <b>Total-5</b>  | <b>1036</b>   | <b>1082</b>    | <b>883</b>    |
| Maharashtra   | Ratnagiri       | 350           | 350            | 289           |
|   | Nagpur          | 330           | 330            | 273           |
|   | Sangli          | 278           | 278            | 224           |
|   | Satara          | 446           | 446            | 201           |
|   | <b>Total-6</b>  | <b>1404</b>   | <b>1404</b>    | <b>1112</b>   |
| Orissa  | Jagatsinghapur  | 208           | 401            | 328           |
|   | Cuttack         | 150           | 78             | 51            |
|   | <b>Total-7</b>  | <b>358</b>    | <b>479</b>     | <b>379</b>    |
| Tamil Nadu  | Dharmapuri      | 260           | 292            | 194           |
|   | Tiruvallur      | 241           | 271            | 289           |
|   | Kanchipuram     | 350           | 288            | 177           |
|   | <b>Total-8</b>  | <b>851</b>    | <b>851</b>     | <b>660</b>    |

|                    |                     |             |             |             |
|--------------------|---------------------|-------------|-------------|-------------|
| Uttar Pradesh      | Agra                | 280         | 319         | 255         |
|                    | Ghaziabad           | 300         | 285         | 248         |
|                    | Gautam buddha nagar | 348         | 324         | 121         |
|                    | <b>Total-9</b>      | <b>928</b>  | <b>928</b>  | <b>624</b>  |
| Delhi              | North east          | 123         | 123         | 97          |
|                    | North west          | 86          | 86          | 64          |
|                    | South west          | 90          | 90          | 79          |
|                    | <b>Total-10</b>     | <b>299</b>  | <b>299</b>  | <b>240</b>  |
| <b>Grand total</b> |                     | <b>7500</b> | <b>7659</b> | <b>5940</b> |

## V. Project components

### i. Mobilization strategy

#### **Community Mobilisation Drivers (CMDs) -Mobilization of Youth/ Road Shows:**

Addressing the livelihood issues of vulnerable youth remained at the centre of the Placement linked employability skills training programme. Youth mobilization was perhaps the most important beginning for the program. The program defined 'vulnerable youth' as out-of-school individuals and high school graduates who are between 18 and 28 years of age, who have no further opportunities for study, who are jobless or underemployed. They lack income-earning skills and training and are therefore considered vulnerable to poverty and exploitation. Such youth would be rural school dropouts, migrants, who are most likely also school dropouts or illiterate youth from the villages or displaced persons; youth having school degrees and vocational training but who are still unemployed due to the poor educational quality and non-relevant curricula of these institutes.

Mobilization/Road Shows were organized at community level to ensure access for vulnerable youth to Employability Training Program opportunities by communicating with the target groups of youth, their parents, community leaders and community representatives in the project areas to optimize penetration and reach of this initiative to the most vulnerable and deserving youth at various levels of vulnerability and readiness. The Road Show was a means of letting potential programme participants (vulnerable youth - men and women) know of the Training Program and intervention, as well as of screening potential participants/trainees and counselling them about the variety of employment opportunities available. CAP also worked with the existing community structures of the local government like sarpanches, Block Development Officers and other rural development department officials at the village and block level to seek their support in identification of the beneficiaries wherever required.

The process of road shows had the following sub-components:

- Awareness creation regarding the programme - done in partnership with the community structures of the local government/ ward members/ panchayats/ corporate social responsibility wings/ by direct public advertisement by CAP.
- Registration of participants/trainees for participation in the programme

- Aptitude test and counselling of the candidates/trainee requirements to match the profile and aptitude with industry. The interest inventory/aptitude test was not a qualifying examination. It was used as a guiding principle to allocate courses to the students.
- After the interest inventory test was discussed with the students, the Parent and the students are provided counselling before allocating the courses.

To achieve the purpose of identifying the most deserving candidates for the training under this project, the following principles were used to guide the road show process:

- CAP reached out to all the marginalized and the neglected communities and the targeted youths based in the vicinity of the proposed Employability training centers.
- The entire road show process from the selection of the location for the road shows to the selection of the youths was achieved by the most cost-effective method and within the limits of the budget that has been set aside for the purpose.

A mobilizer from the local community was identified for every training centre. His/Her primary responsibility was to network with the influencers/opinion leaders of the community to mobilize the youth to the training programme. He/she also coordinated with the family members of the enrolled students to curtail the drop out ratio and ensure that the employment opportunity provided to the students after the training programme was not futile due to parental and other pressure the students/trainees may have faced while balancing work and family life demands.

## ii. Selection criteria

Following selection criteria was applied:

- Rural BPL Card holders
- Between the age group of 18 – 30 yrs
- Letters from Sarpaches/BDOs/ DRDA certifying the Rural BPL status

## iii. Training methodology

The uniqueness of the methodology adopted by CAP is the manner in which the following priorities are combined and incorporated in the module for linking learning & livelihood:

- Market-oriented, competency-based and placement linked employability skill development;
- An access barrier-free learning model specific to the age, aspiration, location & category of vulnerable youth ;
- Active and continuous participation of the private sector at every stage through institutionalized process tools including Labour market scans, business mentor network, academic and assessment committees.
- An “aspirational” learning model specific to vulnerable youth has evolved into an effective feeder line for higher education (many of the youth, after working for a few years, return back to the school to complete their education);

A vocational preparatory skills set capable of making informed choice options and building coping and adaptive skills to balance life - education - work pressures is an integral part of the methodology for every student/trainee and in particular for the vulnerable out of the school youth. The holistic education and livelihood promotion module combines life skills, English and Computer literacy with Vocational training skill development training, Job placement and career exploration opportunities, through an experiential mode aimed at developing confident individuals capable of self-directed growth. Labour Market Scan/Inventory and the system of Business Mentor Network were the two major tools of networking or interface with industry. Chronologically, various aspects of these instruments continue throughout the project. The training provided a complete environment for blended learning for the adult learner with hands on practice in real life work world context through on the job training. To many who are working at lower wages and aspire to continue to learn and upgrade their skills to grow in their life and career, it is big constraint in terms of resources and time for them to attend full time training. The computer and internet based technology supported and e-learning opportunity based out of the training centres as well as through other institutional campuses and workplaces is also blended in the methodology. The short term Basic Employability Skills training was offered to high school drop-outs although other deserving youth who have passed high school and desirous of undergoing training were also enrolled for the course.

Following 9 step methodology was followed in the implementation of the project:

- **Market Assessment study:** For demand driven and equitable work force development, a detailed market survey process was undertaken to identify the profiles in sectors that have long term livelihood prospects and growth opportunities. The results formed the basis for deciding course, content and requisite competencies of trainers.
- **Curriculum and training content:** CAP already had a well developed content for the courses implemented under this project. This course content was modified to suit the requirement of the beneficiaries. Training delivery was in the local language and supplemented by bilingual learning material for the students.
- **Identification of trainers and faculty:** CAP already had a multidisciplinary team and the services of the same were extended to this project. New faculty were recruited from the local areas and trained in the methodology to acquire to the required competencies.
- **Training of trainers:** CAP conducted the training of trainer's module to the staff besides providing them on site support to ensure quality of the programme. As per the advice of NIRD, the monitoring and coordinating agency, domain wise training of trainers were also conducted.
- **Establishment of Centres:** Training centres were established in the identified districts or in the locations preferred by the identified trainees. The location of the same were finalised after discussion with the local DRDA authorities to ensure easy access to the centre by the majority of the potential trainees. In case of Chattisgarh, the districts were identified by the state government, few of which were not listed in

the proposal/sanction order. CAP had brought this to the notice of the Project Director, NIRD and as advised established the centres in the districts preferred by the state government. The centres in Delhi were wound up after the first two batches as it was difficult to identify candidates with the Rural BPL cards. In all, 31 training centres were set up for this project.

- **Identification of potential beneficiaries, youth for training/ Mobilisation and selection of trainees:** Youth between the age group of 18-30 yrs were identified through a mobilisation process. Deserving candidates as per the local DRDA/state government list were identified through a mobilisation process using appropriate awareness campaigns, meetings and electronic/print media publicity.
- **Aptitude assessment/ Preliminary screening of candidates:** The potential trainees thus mobilised, were put through a basic aptitude testing to help them decide on enrolment into the courses on offer at the designated centres.
- **Intensive training/ Skills Sets:** Computer literacy, listening, speaking, reading, writing, numeracy, spoken English, life skills and work readiness skills. Specific competencies catering to the entry level profiles identified through the market scans are additional and delivered both on-site and off-site through face-to-face interaction, Computer Based Training and technology enabled channels including e-learning.
- **On the job training / apprenticeship:** The training programme was for a maximum of 3 months inclusive of the on the job training.
- **Placement:** A minimum of 75% of candidates received job placement support
- **New batches of training every 3-4 months:** Each centre offered the training programme in 3 batches in a year at each centre.
- **Training Partners:** Potential employers and business mentors and volunteers were brought in to support quality training.
- **Certification and assessment of trainees:** Concurrent internal and external assessment of trainees on both theory and practical were conducted and certification was through Community College scheme of Indira Gandhi National Open University

#### iv. Placement and retention

Placement was done by CAP; no other agency was involved. The market scan concentrated on the skill – knowledge – attitude matrix. This brought clarity on the course content which would directly lead to employment/placements. In order ensure that placement process did not begin at the end of the training programme, there was constant interaction between the industry and the students through the field assignments and on the job training. Campus interview for placements is now a growing trend. 77% of the trained candidates were placed.

The retention percentage of the trainees at the end of one year post placement tracking period is 78%. The contributing factors to this retention rate are providing placements nearest to their locations and identification of candidates who need this opportunity.

#### v. Tracking mechanism

CAP tracked the candidates placed through the mobiliser/alumni coordinator placed at each centre. The tracking was on a monthly basis for the initial 3 months and from the 4th month it was once in two months. The mobiliser/alumni coordinator contacted the students through their mobiles phones on a monthly basis. In case the mobiliser/alumni coordinator was unable to track the candidate through this mode, alternate channels like other candidates placed in the same organisation or living in the neighbourhood of the candidates were contacted. In spite of this, if the candidate could not be tracked, the mobiliser/alumni coordinator would make a personal visit to residence of the candidate to seek the required information and provide necessary support.

#### vi. Post placement assistance

CAP offered one year monitoring of the candidate along with providing access to higher qualification and better labour market opportunities. The support is offered through the CAP IGNOU Community College framework to allow candidates to access higher skills, qualifications, better job profiles and higher salaries beyond the first level after the 3 month employability skills training.

Students are supported through a 3-month market oriented skills training (certificate course) followed by job placements. Candidates with Xth std. qualification are supported to enrol into the one year diploma programme. CAP through its Community College, provided continuous training and assessment to the candidates to complete the credit requirements for the one year diploma programme. The subsequent 9 months' experience of the students are converted into the practical credits for the fulfillment of the Diploma credit requirements.

This project budget had no provision for payment of post placement support.

### f. Project cost (UR&AC)

#### i. Allocation of funds

| <b>Funds available</b>          | <b>MoRD share</b>  | <b>PIA/other Share (in cash)</b> | <b>% Utilization</b> | <b>PIA/other Share (in kind)</b> | <b>Remarks</b> |
|---------------------------------|--------------------|----------------------------------|----------------------|----------------------------------|----------------|
| 1st                             | 3,67,84,825        | 95,66,583                        | 64.27%               | 0                                | -              |
| 2nd (including unspent balance) | 1,02,38,090        | 32,38,619                        | 189.88%              | 0                                | -              |
| 3rd (including unspent balance) | 1,46,16,415        | 86,97,428                        | 123.65%              | 0                                | -              |
| <b>Total</b>                    | <b>6,16,39,330</b> | <b>2,15,02,330</b>               |                      | <b>0</b>                         | <b>-</b>       |



**ii. Total Project cost (TPC) sanctioned Rs. 6,37,50,000 (MoRD contribution)**

**iii. Funds available**

|                   | 2009-2010          | 2010-2011        | 2011 -2012         | 2012-2013          | Total              |
|-------------------|--------------------|------------------|--------------------|--------------------|--------------------|
| MoRD share        | 3,67,84,825        | 0.00             | 1,02,38,090        | 1,46,16,415        | 6,16,39,330        |
| PIA share in cash | 95,66,583          | 32,38,619        | 86,97,428          | 0.00               | 2,15,02,630        |
| PIA share in kind | 0.00               | 0.00             | 0.00               | 0.00               | 0.00               |
| Interest earned   | 8,52,903           | 92,591           | 88,032             | 34,017             | 10,67,543          |
| Borrows           | 0.00               | 0.00             | 0.00               | 0.00               | 0.00               |
| Others            | 0.00               | 0.00             | 0.00               | 0.00               | 0.00               |
| <b>Total</b>      | <b>4,72,04,311</b> | <b>33,31,210</b> | <b>1,90,23,550</b> | <b>1,46,50,432</b> | <b>8,42,09,503</b> |

**iv. Funds Utilized (component wise)**

| Component wise Expenses                     | Total              |
|---|--------------------|
| Fixed Capital                               | 75,80,203          |
| Project Overhead Expenses                   | 68,94,734          |
| Direct Training Expenditure(operating cost) | 5,8,41,8627        |
| Institutional Overhead & Admin cost         | 1,13,15,939        |
| <b>Total</b>                                | <b>8,42,09,503</b> |

**II. Project Objectives**

**Year wise targets and progress made**

At the time of sanction of the project, the targets were given at the project level for the entire duration of the project; annual targets were not included in the project. However, following is year wise information:

| SNO | STATE          | YEAR      | Total Target | Total Trained | Total Placed | % of Placement |
|-----|----------------|-----------|--------------|---------------|--------------|----------------|
| 1   | Andhra Pradesh | 2009-2010 | 1451         | 450           | 327          | 72.67          |
|     |                | 2010-2011 |              | 796           | 760          | 95.48          |
|     |                | 2011-2012 |              | 197           | 162          | 82.23          |
| 2   | Assam          | 2009-2010 | 611          | 352           | 239          | 67.9           |
|     |                | 2010-2011 |              | 259           | 176          | 67.95          |

|   |             |           |      |     |     |       |
|---|-------------|-----------|------|-----|-----|-------|
|   |             | 2011-2012 |      | 0   | 0   | 0     |
| 3 | Chattisgarh | 2009-2010 | 399  | 130 | 98  | 75.38 |
|   |             | 2010-2011 |      | 269 | 185 | 68.77 |
|   |             | 2011-2012 |      | 0   | 0   | 0     |
| 4 | Delhi       | 2009-2010 | 299  | 120 | 89  | 74.17 |
|   |             | 2010-2011 |      | 179 | 151 | 84.36 |
|   |             | 2011-2012 |      | 0   | 0   | 0     |
| 5 | Haryana     | 2009-2010 | 163  | 60  | 52  | 86.67 |
|   |             | 2010-2011 |      | 103 | 43  | 41.75 |
|   |             | 2011-2012 |      | 0   | 0   | 0     |
| 6 | Jharkhand   | 2009-2010 | 1036 | 500 | 428 | 85.6  |
|   |             | 2010-2011 |      | 366 | 245 | 66.94 |
|   |             | 2011-2012 |      | 216 | 170 | 78.7  |
| 7 | Maharastra  | 2009-2010 | 1404 | 454 | 363 | 79.96 |
|   |             | 2010-2011 |      | 850 | 649 | 76.35 |
|   |             | 2011-2012 |      | 100 | 53  | 53    |
| 8 | Orissa      | 2009-2010 | 358  | 100 | 89  | 89    |
|   |             | 2010-2011 |      | 158 | 95  | 60.13 |
|   |             | 2011-2012 |      | 221 | 185 | 83.71 |

|             |               |           |      |      |      |       |
|-------------|---------------|-----------|------|------|------|-------|
| 9           | Tamilnadu     | 2009-2010 | 851  | 302  | 253  | 83.77 |
|             |               | 2010-2011 |      | 549  | 407  | 74.13 |
|             |               | 2011-2012 |      | 0    | 0    | 0     |
| 10          | Uttar Pradesh | 2009-2010 | 928  | 228  | 183  | 80.26 |
|             |               | 2010-2011 |      | 700  | 441  | 63    |
|             |               | 2011-2012 |      | 0    | 0    | 0     |
| Grand Total |               |           | 7500 | 7659 | 5843 | 76.29 |



**IV. Project modification/changes made, if any?**

| <b>Sl.no.</b> | <b>Changes made</b>  | <b>Time of change</b> | <b>Reason of change</b>  | <b>Annexure</b>        |
|---------------|--|-----------------------|--------------------------|------------------------|
| 1.            | The target was reduced from 17600 youth to 7500 youth with the proportionate reduction in budget | 15.10.2010            | Decided by NIRD and MoRD | Minutes of the meeting |



madhuri mahesh <madhuri.capfoundation@gmail.com>

## Proforma of Project Completion Report - reg.

madhuri mahesh <madhuri.capfoundation@gmail.com>

Tue, Apr 9, 2013 at 5:34 PM

To: sgsyspnird <sgsyspnird@gmail.com>

Cc: Sai Shankar <sai\_sankarp@yahoo.co.in>, Nalini Gangadharan <nalinig.cap@gmail.com>

Dear Sir,

Greetings from CAP Foundation!!

PI find attached the Project Completion Report for the "Placement Linked Skills Training programme" under SGSY (SP) and the related annexure as mentioned in the report.

We hope you will find the report in order. Do let us know in case any additional information is required. We request you to kindly issue the project completion certificate at the earliest

Thanking you  
with regards

Madhuri

[Quoted text hidden]

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CAP Foundation is non-profit organisation demonstrating end-to-end solutions to link learning and market-oriented livelihood for disadvantaged young people and women. CAP Foundation's Teen Channel and Ek Mouka Basic Employability Skills Training programs supports a wide range of difficult-to-reach groups of young people in- school, out-of-school and post high school contexts through community based programs spread across India and several countries of Sub-Saharan Africa. The CAP Foundation has an impressive footprint in terms of its approach, training content ,methodology and placement support to trainees with active collaboration with local NGOs/ CBOs, corporates, businesses, professional mentors, government departments and funding agencies

### 4 attachments



**MoM - NIRD - 2nd inst-1.jpg**  
214K



**MoM-2nd instal -3.jpg**  
222K



**MoM-NIRD - 2nd instl - 2.jpg**  
419K



**Final - PROJECT COMPLEMENTION REPORT.pdf**  
407K