Report of

Evaluation of FVTRS program

July to November, 2015

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Acknowledgement

The evaluators are thankful to FVTRS and its functionaries for being extremely cooperative and facilitative in the evaluation process and for showing openness and allowing full independence to the evaluators. In particular, we would like to thank Mr P.M. Philip, Executive Director of FVTRS, who was actively involved in preparatory planning and discussions, subsequent consultations and provided valuable inputs wherever required. We also appreciate the support and cooperation of Mr Felix D’Souza, Ms. Sheela, Ms Divya Noel, Mr. Sajeesh KP and Mr. C P Nicholas at the National Office, for making necessary arrangements and also accompanying in the field visits.

We express our sincere thanks to the management, project staff and community beneficiaries / stakeholders in the 15 partner organizations where field visits were made to understand the nature of the interventions made by the partners with the support of FVTRS. The openness and interest of the partner organizations helped us a lot to understand the strengths and concerns in relation to the FVTRS programme.

We hope that the learning’s of this evaluation will contribute to the strengthening of the FVTRS’s programme, organizational capacity and overall functioning in the future.

Best Wishes,

Khilesh Chaturvedi

Rosy Choudhury

Munish Kaushik
# Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>FVTRS</td>
<td>Functional Vocational Training and Research Society</td>
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<tr>
<td>CII</td>
<td>Confederation of Indian Industries</td>
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<td>EDP</td>
<td>Entrepreneurship Development Programme</td>
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<td>ESI</td>
<td>Employees’ State Insurance</td>
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<td>FCRA</td>
<td>Foreign Contribution Regulation Act</td>
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<td>FGD</td>
<td>Focus Group Discussion</td>
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<td>FICCI</td>
<td>Federation of Indian Chambers of Commerce and Industry</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>IGSSS</td>
<td>Indo-Global Social Service Society</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>ITI</td>
<td>Industrial Training Institute</td>
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<td>MIS</td>
<td>Management Information System</td>
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<tr>
<td>MISEREOR</td>
<td>MISEREOR is the German Catholic Bishops’ Organisation for Development Cooperation.</td>
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<td>NCVT</td>
<td>National Council for Vocational Training</td>
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<td>NEG</td>
<td>National Education Group</td>
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<tr>
<td>NGO</td>
<td>Non Governmental Organisation</td>
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<td>PF</td>
<td>Provident Fund</td>
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<tr>
<td>PME</td>
<td>Project Monitoring and Evaluation</td>
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<tr>
<td>SOP</td>
<td>Standard Operating System</td>
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<tr>
<td>S. No</td>
<td>Title</td>
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<td>-------</td>
<td>------------------------------------------------------------</td>
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<td>Relevance</td>
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<td>Efficiency</td>
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<td>Tools for data collection</td>
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<td>List of partners visited</td>
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Executive Summary

While the demand for skilled workforce has risen to support the growing economy, the youth of the country, particularly from marginalized communities, is not yet gainfully employed due to, inter alia, lack of skills and capital. This only increases the extent of distress migration and the young persons landing up in various unskilled jobs. The situation of the young women is worse, with limited safe mobility options and discrimination at home.

Functional Vocational Training and Research Society (FVTRS) is trying to address this issue with a mission to make the target community from socially marginalized sections – school dropout and illiterate youth – employable by building their skills to earn quality living through a job of their choice, or preferably as entrepreneurs to generate more employment for others. FVTRS has adopted a partnership model and currently implements projects through more than 80 partners in different States of India.

In order to assess the strengths and weaknesses of the FVTRS program in terms of relevance, effectiveness, efficiency and sustainability, an evaluation was conducted by a team of Khilesh Chaturvedi, Rosy Choudhury and Munish Kaushik. The evaluation was conducted using a participatory methodology. Besides consultations with FVTRS team, 15 partners from 10 states from all the zones (North, East, North East, West, Central and South were visited, including meeting the youth who have completed or undergoing the training.

The findings of the evaluation are mentioned hereafter.

The target group of FVTRS is very needy. They are school dropouts, particularly women (67% of total trainees in last five years), and significant percentage of candidates of Scheduled caste (28%) and Scheduled Tribes (20%). FVTRS is reaching out to remote and interior areas. The mission of FVTRS remains relevant as the increasing youth bulge in India is looking for improved living standards. The chosen strategies of market-demand based skill training, entrepreneurship development, preventing exploitation at work are all very relevant. FVTRS has also included in its strategic document decisions like improving the visibility, establishing new partnerships, influencing the government policies, all of which are very relevant in the current Indian context.

Regarding effectiveness, as per the FVTRS MIS of the last five years, FVTRS and its partners have trained more than 20,000 youth, an impressive achievement. Several male youth have got jobs with salaries between INR 3000 per month to INR 6000 per month. Most partners are utilizing the local community resources and facilities and cooperating with the local community in publicizing the program, identifying the potential candidates, identifying the venue for the training and also engaging the local trainers. Few partners display good
practices - in identifying the trades, in establishing corporate connections for funds, for use of their facilities, for placements, for orders. Certain successes have been achieved in networking and developing partnerships.

However, as per the FVTRS MIS, at present, very less percentage of youth are getting employed (27%). Another 28% are clearly not getting employed. A large percentage of 45% being called as self-employed, which actually is low earning (INR 1000 to INR 4000) work from home, mostly for women trainees, with tailoring and beautician training. It would not be appropriate to dub this as genuine self-employment, and it actually is underemployment. There are very few cases of self-employment entrepreneurs. There also are very few cases of employment in the formal sector. The employment is mostly in the informal sector with quite low salaries, from INR 3000 per month to INR 6000 per month. The trainings to women youth are very gender stereotypical, such as tailoring and beautician. The partners are not employing any Gender sensitization approaches and tools with either the potential trainees or with the parents and influences in the families, both of which are necessary, if gender stereotypes are to be broken.

The intervention strategies and activities have gaps that need to be addressed. The youth are choosing from limited options known to them. There is no career counseling or exposure to various ideas provided to the youth. Quite a few partners do not plan the trades based on the market survey. Some of them have no interface with the market and the potential employers. As a result, there is very little placement of candidates in the formal sector. There is no staff to ensure placement or to follow up. Quite a few partners find it difficult to maintain contacts with ex-students. FVTRS, being a national organization, could establish links with large corporations. There is virtually no facilitation of development of self-employment projects and no facilitation of loan linkages. The EDP module seems weak in most cases, both in content (it is more like life skills modules in some places) and in terms of delivery (done through lectures in a not very engaging mode). The training conditions in cases of some partners need improvement in terms of room, sitting arrangements, toilets etc. Another area needing strengthening is networking, advocacy and policy influence work done by FVTRS.

Regarding efficiency, the strengths of FVTRS are: FVTRS being diligent in partner communication and in addressing partner concerns. There are good mechanisms for dialogue and reflection such as National Skill conference, Partners’ meet, Annual staff retreat. There have been changes brought in the program design. For example, for better program management, FVTRS decided to release the money in 3 installments instead of 1. The development of Information system to track the details of trainees was also a step in this direction. Pre funding partners’ meet is a good opportunity to make partners
aware of minimum standards and reporting procedures. Staff capacity and program quality is intended to be built through various instruments and mechanisms such as Training of Trainers, Consultancies, Regional level coordinators’ meets and evaluation and documentation. Allocations are also made for Lobby and advocacy and Research, although these are yet to be fully developed. Speaking about Monitoring and evaluation, the Partners are being visited for their work to be monitored. The quality of support work done by FVTRS is also being monitored by taking feedback from the partners, for example about the Partners’ conference (however there are weaknesses in this aspect which are mentioned in the section below). For the management and development of Human resources within the organization, FVTRS has written Human resource policy and procedures. The gender ratio is quite healthy and women occupy senior and important positions as well. The number of staff is adequate and they are clear about their roles and responsibilities.

The **areas for improvement regarding efficiency are**: Planning, which lacks a clear results/outcome orientation. Regarding monitoring, formal feedback on the quality of support and processes of FVTRS is not being sought, by FVTRS itself or by a third party. This is not happening currently. The FVTRS team follows now a SOP but adherence to SOP and timelines is not being monitored currently. The monitoring of the partners is indeed highlighting the issues but FVTRS is not being able to resolve the issues. The monitoring reports are not analytical and critical enough. Monitoring and evaluation in general has been weak. While fairly ambitious plans have been made, on lines similar to the ones made in the recent plan, in 2007/8 strategic plan, these have not been sufficiently implemented and also not monitored and evaluated. The FVTRS practice of approving a new project to partners only after receiving completion report of a current project leads to a gap in implementation. The partners also are not able to retain staff. Most importantly, FVTRS cannot expect the partners to sufficiently follow up on the trainees as it does not provide uninterrupted supply of funds. Also, there is no position of follow up and placement coordinator. The budget limit of INR 750,000 too is acting as a constraint in being able to implement good quality Skill development program, with necessary components of Corporate / employer linkages, market feasibility study, good quality entrepreneurship training, gender sensitization component etc.

Lastly, regarding Sustainability, the nature of the program is such that the results achieved in terms of skill acquisition and increase of income mostly remain sustained. As an organization, FVTRS has sufficient know-how and systems to sustain its programs. FVTRS also has its own building now.

The biggest challenge is the sustainability of FVTRS in terms of its funding. It is too dependent on the funding from Misereor.
The recommendations are based on the findings, particularly suggested for working on areas for improvement. There are three major recommendations with several points under each. These are presented below.

1. **Shift from project to Program approach**

   There is a need to work with partners in a Program approach and not support them for projects. In order to do so, FVTRS may have longer and more sustained relations with Partners. In principle, there can be an agreement for three years with clear expected outcomes (in terms of employment, self employment with clear focus on inclusion) and strategy. Administrative contracts can be renewed every year. The strategy should be entirely geared towards ensuring empowerment of the marginalized youth, particularly in terms of significantly improved incomes and breaking stereotypes of gender or any other.

   FVTRS may need to invest more in the relationship with the partners in developing their competencies on Career counseling / Sensitizing partners, parents, and youth for new trades; Market assessment; Gender sensitization; Good quality entrepreneurship development (training and facilitation including loan linkages); Adhering to minimum standards in training curriculum, methodology, physical conditions, equipments; Job placements; Follow ups / Post placement process; Engaging the trainees in group enterprises, based on similar occupation. FVTRS needs to play a larger “value addition” role at the National level more effectively, firstly by creating job opportunities in formal sector, secondly by working towards preventing exploitative work conditions and influencing national and state policies through advocacy and networking.

   The above may necessitate lesser number of partners with more money per partner or per candidate and/ or more youth to trained per partner. Partners will have to qualify tougher standards (those with proven capacity or clear potential should make the cut).

2. **Clear emphasis on employability or self-employment leading to increased income and lesser exploitation**

   The focus on increased income and empowerment has to be more pronounced and the partner, together with FVTRS should work on creating Job placements, preferably in formal sector earning a respectable salary or Entrepreneurship based self employment with clear standards and criteria or Income by participating in occupational groups – based on agriculture or handicraft value chain or Job orders with a minimum respectable income (more market linked). The last option should be of a youth earning only a supplementary wage. A preferred option should be to organize the trained youth as groups which keeps in touch with each other and the NGO and are constantly contributing.
ideas, time, feedback of market to the NGO and are receiving inputs from NGO such as refreshers of life skills, human and worker rights, entrepreneurship, loan linkages etc.

3. **Strengthen the FVTRS as an Institution:**
FVTRS needs to strengthen own systems for Outcome Oriented Planning, Monitoring and evaluation; own monitoring and Partner monitoring, have clear policies on Gender, Prevention of conflict of interest, Child protection and inclusion.

Very importantly, FVTRS should make efforts at fund raising to augment and diversify the funding, including from Indian sources.
CHAPTER 1
Background

India remains a land of paradox. While the demand for skilled workforce has risen to support the growing economy, the youth of the country is not yet gainfully employed. The young people, especially from marginalized communities need jobs or self-employment options to come out of the vicious cycle of poverty. But they cannot access the employment and self-employment opportunities due to, inter alia, lack of skills and capital. This only increases the extent of distress migration and the young persons landing up in various unskilled jobs. The situation of the young women is worse, with limited safe mobility options and discrimination at home.

Almost 400 million people - more than 85 per cent of the working population in India - work in the unorganised sector. Of these, at least 120 million are women. The future is not too promising, unless steps are taken soon. The focus seems to be increasing in the last few years with National Skill Development Policy, program and a National Skill Development Corporation, with a slew of measures including Private sector participation, availability of loans and also participation of NGOs to reach out to youth from disadvantaged backgrounds. But much needs to be done, especially to reach the youth from marginalized backgrounds especially those that are dropouts from school.

**Functional Vocational Training and Research Society (FVTRS)** was started in 1993 to promote skill training for the underprivileged youth in India. It is a registered charitable organisation under the Karnataka Societies Registration Act, 1960 having the whole country as the operational area. It is also registered with the Home Ministry under the Foreign Contribution Regulation Act (FCRA) and has the 12A and 80G registration from Income Tax department of Government of India.

The organization was initiated by a few prominent NGOs and philanthropists with the support of MISEREOR foreseeing that vocational training is a very critical need in India, particularly for the marginalized sections, that needs special focus and support in addition to the other development interventions. **The mission is to make the target community from socially marginalized sections – school dropout and illiterate youth – employable by building their skills to earn quality living through a job of their choice, or preferably as entrepreneurs to generate more employment for others.**

FVTRS has adopted a partnership model and currently implements projects through more than 80 partners in different States of India. The key processes include promotional consultation to sensitise agencies on skill training;
submission of project proposals by potential partners, feasibility analysis by FVTRS, field visits, training needs analysis and project approval. Regular monitoring visits, evaluation, and follow-up measures are part of the programme design.

The implementing partner agencies are locally based and they need to maintain direct rapport with trainees through regular get together, correspondence and phone calls.

Since inception, FVTRS has supported about 850 projects, training more that 100,000 youth in multiple trades.
CHAPTER 2
Evaluation Objectives, Methodology and Process

2.1 Objectives of the evaluation:
FVTRS strives to be more effective in its mission to skill and empower the most vulnerable and marginalized youth in society through training, employment and entrepreneurship. The purpose of this evaluation was to contribute to FVTR’s striving by assessing the strengths and weaknesses of the FVTRS programme—its design, implementation and the impact of its deliverables.

The specific objectives of the evaluation were:

- To assess FVTRS’s programme with the criteria “relevance”, “effectiveness”, “efficiency”, and “sustainability” and identify the strengths, good practices and weaknesses.
- To recommend options, approaches and strategies for enhancing the strengths and reducing the weaknesses and making the programme sustainable.

The evaluation was primarily intended for:

- FVTRS’s own learning and reflection on strategies adopted to achieve planned objectives
- The NGOs which are implementing Vocational training programs
- The reference community for whom the programme is planned and implemented
- The donor agencies supporting the work

2.2 Methodology and process
To meet the evaluation objectives, the evaluation team executed the following tasks:

2.2.1 Desk Review
The evaluation team collected important documents like strategy paper, proposals, and annual reports to get a preliminary understanding of the programme. Though these gave only partial information, the review of the documents helped to contextualize the evaluation and design the field visit methodology and tools.

The team also reviewed the FVTRS MIS data, as shared by the staff, particularly for the quantitative analysis of the trainees and their employment status. Again this was triangulated with field visits.
The third type of documents reviewed included policies of FVTRS.

### 2.2.2 Consultations with FVTRS team
Four face to face consultations were held with the FVTRS staff, one day on July 2, 2015 to understand the programme in brief and for sampling the partners for field visit; two days in July (27 and 28, 2015) to study the strategy, operations, monitoring and evaluation mechanisms and programme systems; finally, one day on September 25, 2015 to share the draft findings of the evaluation and receive feedback. A final meeting to discuss the draft report was done on November 22, 2015 to seek feedback on the report. Apart from the consultations, discussions took place with staff that accompanied the evaluators in the field visits. Moreover, gaps in information were filled through virtual interactions over email and phone.

### 2.2.3 Field Visits

**Sampling:**  Two stages of sampling was done for this evaluation.

1. **Stratified sampling** method was used to select FVTRS partners. This was done by dividing the States into 5 zones, and then randomly selecting partners from each zone. Considering the time and resource limit, three partners were selected from each zone, resulting in 15 partners, which is approximately 10% of the FVTRS partner network.

2. **Simple random sampling** of trainees who had completed training prior to the field visit was done at the partner level. An effort was made to contact at least 10% of the trainees.

**Process:** In the field visit, key functionaries of the partner NGOs were interviewed, and the project related documents were reviewed. If the partner was running a current project, the evaluation team visited the training venue and interacted with the trainees. The NGO tried to contact the randomly selected trainees of the previous batches and the evaluators visited and interviewed the trainees who could be contacted, either in their work places or at home. Some of the trainees were also interviewed over phone. Efforts were also made to contact employers / employment agencies that are employing trained youth.
Table 2.1 State wise distribution of the partners visited is given below:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the states</th>
<th>Number of partners selected</th>
</tr>
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<tbody>
<tr>
<td>1.</td>
<td>Andhra Pradesh</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>Assam</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>Chhattisgarh</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Jharkhand</td>
<td>2</td>
</tr>
<tr>
<td>5.</td>
<td>Karnataka</td>
<td>2</td>
</tr>
<tr>
<td>6.</td>
<td>Madhya Pradesh</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>Nagaland</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>Orissa</td>
<td>1</td>
</tr>
<tr>
<td>9.</td>
<td>Rajasthan</td>
<td>2</td>
</tr>
<tr>
<td>10.</td>
<td>Uttar Pradesh</td>
<td>2</td>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
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Timeframe for the Evaluation

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<tr>
<th>Activity</th>
<th>No of Days</th>
<th>Dates</th>
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<tr>
<td>Preparatory work</td>
<td>2</td>
<td>Before the evaluation</td>
</tr>
<tr>
<td>management issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field visit to Partners</td>
<td>30</td>
<td>July - August, 2015</td>
</tr>
<tr>
<td>Debriefing with FVTRS</td>
<td>1</td>
<td>September 25th</td>
</tr>
<tr>
<td>Submission of draft report</td>
<td>7</td>
<td>By October 15, 2015</td>
</tr>
<tr>
<td>Receive comments from FVTRS</td>
<td></td>
<td>By October 18, 2015</td>
</tr>
<tr>
<td>Presentation of findings to Partners at Annual Partners’ conference</td>
<td>1</td>
<td>October 25, 2015</td>
</tr>
<tr>
<td>Final meeting on the report with FVTRS</td>
<td>1</td>
<td>November 22, 2015</td>
</tr>
<tr>
<td>Finalization of Report</td>
<td>2</td>
<td>By November end, 2015</td>
</tr>
<tr>
<td>Total No of Days</td>
<td><strong>46</strong></td>
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Chapter 3
Findings of the evaluation

1. Relevance

1.1 Goals and Objectives:

The Mission of FVTRS is to promote and strengthen quality skill training in the most interior and backward areas in India for the underprivileged youth to make them employable and/or successful entrepreneurs. This mission remains relevant as the increasing youth bulge in India is looking for improved living standards.

While India has large young population, only 5% of the Indian labour force in the age group of 20-24 years has obtained vocational skills through formal means whereas the percentage in industrialized countries varies between 60 % and 96%. About 63% of the school students drop out at different stages before reaching Class X. Only about 2.5 million vocational training seats are available in the country whereas about 12.8 million persons enter the labour market every year¹.

Among the three pillars of the FVTRS intervention- Implementation of market-demand based skill training for underprivileged youth in the unreached geographic locations leading to employment is very relevant as the tertiary sector is rising with consequent increase in demand for skilled workers against inadequate supply.

A McKinsey report says, “Industrialization will raise demand for workers with secondary education and vocational training in India and the developing economies of South Asia and Africa. But because of low rates of high school enrolment and completion, India could have 13 million too few workers; younger developing economies could have 31 million too few”².

In the current situation 80% of the job seekers registered in the employment exchange are unskilled. Currently, the unorganized and informal sector is plagued with low wages and work condition exploitation, like very long work hours, unhygienic and crammed workspace and abusive treatment. In its recent Strategic document, FVTRS has emphasized the need to prevent the exploitation of the trainees when they join work. This will be a very relevant intervention as

¹ Directorate General of Training (DGT), Ministry of Skill Development And Entrepreneurship. http://dget.nic.in/content/innerpage/introduction-sdis.php

² The world at work: Jobs, pay and skills for 3.5 billion people; a report by McKinsey Global Institute
currently the payments are often too small, especially in the informal sector jobs where majority of the trained youth are joining.

Equally relevant is the objective of *Increasing livelihood opportunities for the underprivileged youth with more focus on entrepreneurship development*, since rapid urbanization is turning villages into satellite towns, thereby increasing self employment opportunities for technically skilled workers. Self-employment serves as an alternative option to low paying employment.

*Increased participation of women* in skill training is extremely relevant in the present context where only 20% women are found in the organized sector. There is a crucial need to skill women, primarily as a right for them, and also since upward mobility of households is quicker if the women/mothers are educated and skilled.

FVTRS has also included in its strategic document decisions like improving the visibility, establishing new partnerships, influencing the government policies, all of which are very relevant in the current Indian context.

All the visited partners acknowledged the importance of the FVTRS programme.

### 1.2 Target Group

School dropouts, defined here as students who give up studies before completing 10th standard, are the target group of FVTRS. They are often the most marginalized and in need of support. Almost all the trainees enrolled by the partner organizations visited for this evaluation are school dropouts from socially and economically weak families. Most partners were aligned with the FVTRS target focus, and only a few suggested FVTRS should be flexible to include trainees up to 12th standard. Interestingly, both these partners belong to big cities, where level of education is generally higher. However, the policy of FVTRS is very clear on this criterion and the monitoring officers positively challenge the partners wherever they tend to sway away.
Inclusion (Gender, caste, disability)

True to its commitment to empower more women, FVTRS has trained 13750 women (67% of the total trainees) in the last five years. The partners are designing projects that they perceive as appropriate for women. However, this is also leading to absolute gender stereotyping of the trainings. The evaluation team met only one organization (Association for Development and Research in Socio Economic Activities, Sambalpur) that has organised trainings for women in an unconventional trade-mobile phone repair. FVTRS encourages partners to choose non-conventional trades but then on most occasions, the partners express inability to proceed due to unwillingness of the candidates for off beat trades or/and resistance from the communities. This aspect is dealt in more detail in the “areas for Improvement” below.

FVTRS has significant percentage of candidates of Scheduled caste (28%) and Scheduled Tribes (20%) in the programme. Also, the evaluation team met a good representation of Muslim minority.

It is good to see that FVTRS is reaching out to locations that are very backward and interior. Ninety percent of the visited organizations are running the VTCs in remote areas.

Table 3.1 : Year-wise distribution of trainees: Caste Break-up

<table>
<thead>
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<th>SC</th>
<th>ST</th>
<th>OBC</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>2010-11</td>
<td>2377</td>
<td>785</td>
<td>3380</td>
<td>6542</td>
</tr>
<tr>
<td>2011-12</td>
<td>1124</td>
<td>1280</td>
<td>2912</td>
<td>5316</td>
</tr>
<tr>
<td>2012-13</td>
<td>1218</td>
<td>1107</td>
<td>2615</td>
<td>4940</td>
</tr>
<tr>
<td>2013-14</td>
<td>1036</td>
<td>879</td>
<td>1724</td>
<td>3639</td>
</tr>
<tr>
<td>2014-15</td>
<td>54</td>
<td>73</td>
<td>81</td>
<td>208</td>
</tr>
<tr>
<td>Total</td>
<td>5809</td>
<td>4124</td>
<td>10712</td>
<td>20645</td>
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</tbody>
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Area for improvement

Gender

Though the trainings have been specially designed with women (67%) as focus, they are generally seen to be very gender stereotypical, mostly limited to trades like tailoring, embroidery and beautician. Gender stereotype is also evident, as there are no examples of men being trained in trades like tailoring. The stereotype is reinforced not only with the selection of trades, but also accepting that young women will only stay at home and work. This is not to neglect the fact there have been some instances of trades (as per FVTRS records) that break the stereotype such as women as Auto drivers, Coconut tree climbers, security services, masons, drum beating. Yet these are few, and were not so much seen among the partners visited for evaluation. So, even though Partners are encouraged and facilitated to propose non gender stereotypical trades at the time of planning, FVTRS ends up accepting the reversal to a stereotypical trade when the partner expresses inability in finding candidates at the implementation stage, whereas what is necessary is to develop a holistic strategy (partner specific) and consistent follow up to tackle the gender stereotype, both in selection of trade and in helping women break barriers in terms of decision making for themselves and their mobility including access to resources. The strategy will have to include sensitization of community, parents, employers and trainees themselves. For this, FVTRS will need to sensitize the partners and build their capacities.

In the same breath, the evaluation team, though no significant cases of caste based discrimination were seen, would like to recommend based on the national context that sensitivity to the issue of Caste should be kept in focus (breaking the caste barriers in selection of trades) to facilitate Inclusive development processes.

FVTRS, as part of its strategic plan, has recently decided to ensure that at least 5% of all trainees are differently abled or the most marginalized youth like the youth on the street. This should now be implemented because the numbers of such youth were seen to be insufficient in the NGOs visited during the evaluation. Partners like Chotanagpur Sanskritik Sangh, Jharkhand, which has considerable experience of working with differently abled persons, is an exception.
2. Effectiveness

The effectiveness of the FVTRS programme is analysed vis-à-vis the four key areas of emphasis: Employment/Self Employment, Training, Partner Relationship and Advocacy & Networking. The areas for improvement are presented at the end of the Effectiveness section in a colored box.

2.1 Employment/Self Employment of trained youth

The primary outcome for the programme- ensuring employment/self employment of 90% of the trained youth, has been only partially fulfilled.

As per the FVTRS MIS, out of the total trained youth in the last 5 years, 27% of youth trained have been employed, 45% are self-employed and 28 % are not employed at all.

Majority (37.03%) of the youth have been trained in informal handicraft /tailoring /embroidery kind of work, followed by 27.91% in technical trades like electronics/ electrical/ plumbing/welding/ computers, and 12.95% in the hospitality trades like healthcare, beauty care and office management.

![Sector wise trainees in percent](image)

Figure 2: Sector-wise trainees (percent)
While trainings have been conducted in about 80 different trades in the last 5 years, many of them are allied and can be clubbed into six broad sectors (Refer to table 3.2 below).

Table 3.2 : Sector wise trained and employed status (in figures)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Employed</th>
<th>Self employed</th>
<th>Unemployed</th>
<th>Total trained</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handicraft/Tailoring/Embroidery</td>
<td>2175</td>
<td>11118</td>
<td>4310</td>
<td>17616</td>
<td>37.03</td>
</tr>
<tr>
<td>Electronics/Electricals/Mobile phone/Automobiles</td>
<td>5205</td>
<td>4688</td>
<td>3369</td>
<td>13274</td>
<td>27.91</td>
</tr>
<tr>
<td>repair/plumbing/Computer</td>
<td>406</td>
<td>1759</td>
<td>539</td>
<td>2706</td>
<td>5.69</td>
</tr>
<tr>
<td>Agriculture and allied</td>
<td>1571</td>
<td>2843</td>
<td>1739</td>
<td>6158</td>
<td>12.95</td>
</tr>
<tr>
<td>Hospitality (Health assistants/Beauticians/Catering/Front office management/sales/Restaurant Management</td>
<td>1281</td>
<td>1779</td>
<td>1026</td>
<td>4091</td>
<td>8.60</td>
</tr>
<tr>
<td>Carpentry/Food processing/Masonry/Leather works</td>
<td>1671</td>
<td>1281</td>
<td>761</td>
<td>3721</td>
<td>7.82</td>
</tr>
<tr>
<td>TOTAL</td>
<td>12309</td>
<td>23468</td>
<td>11744</td>
<td>47566</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 3: Sector wise employment status (percent)
2.2 Training

FVTRS envisages empowering the school dropout youth with skills. As per the FVTRS MIS of the last five years, overall FVTRS and its partners have trained more than 20,000 youth, an impressive achievement.

Table 3.3: Year and gender-wise trainees (in figures)

<table>
<thead>
<tr>
<th>Fin year</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>2680</td>
<td>3862</td>
<td>6542</td>
</tr>
<tr>
<td>2011-12</td>
<td>1389</td>
<td>3927</td>
<td>5316</td>
</tr>
<tr>
<td>2012-13</td>
<td>1511</td>
<td>3429</td>
<td>4940</td>
</tr>
<tr>
<td>2013-14</td>
<td>1205</td>
<td>2434</td>
<td>3639</td>
</tr>
<tr>
<td>2014-15</td>
<td>110</td>
<td>98</td>
<td>208</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6895</strong></td>
<td><strong>13750</strong></td>
<td><strong>20645</strong></td>
</tr>
</tbody>
</table>

The training courses have been analysed considering the criteria of **selection, quality and certification**:

2.2.1 Selection of Trades

The current norm for selection of trades is based on discussion with the potential youth of the areas, and sometimes the community representatives.

2.2.2 Selection of trainees

Most partners visited for the evaluation are following a standard mechanism for selecting trainees which begins with a reconnaissance (recce) of the areas, mostly where they already have a presence, meeting with a few key stakeholders including youth, parents and/or local leaders. Information about the upcoming trainings is given during these visits and interested candidates are asked to apply. The applications are further scanned and the candidates are called for interviews. Partners shared that there are preset criteria based on the principle of inclusion for selection of trainees including economic status of the family, caste representation, and interest shown by them during the interviews.

2.2.3 Quality of Training

The training is generally practical and hands-on. Several courses are of appropriate length to get the trainees started. The trainers are often expert practitioners so they provide plenty of practical insights besides the theory. They also showed the ability to engage with the participants, most of who were with very basic education. Some of the trainers also connect the trainees to job opportunities. Several partners invited guest trainers / lecturers who were
either professionals from the trade or people from financial/banking sector. The NGO partners, and their coordinators and trainers seemed committed to their work.

The trainings were mostly done in a milieu that was acceptable to the trainees. Often, this was by hiring or borrowing a training facility in one of the villages from where the trainees belonged.

The training was strengthened across the board with the life skill component. FVTRS provided all the partners a guide on Life skills, which has 16 modules.

A module of Entrepreneurship has also been introduced, although this is not very strong and this aspect has been discussed in the Areas for improvement below.

Most partners are utilizing the local community resources and facilities and cooperating with the local community in publicizing the program, identifying the potential candidates, identifying the venue for the training and also engaging the local trainers.

A few partners also display good practices - in identifying the trades, in establishing corporate connections for funds, for use of their facilities, for placements, for work orders linking the trainees.

Partners who have skills training as an organizational mandate have better practices than partners who are undertaking training in a project mode.

2.2.4 Certification

Partners who are collaborating with certifying agencies like NIOS or government recognized vocational training institutes like ITIs, or the industry - like USHA company, are enabling the youth to get jobs easily or secure loans for self employment.

2.3 Partner Relationship

FVTRS is diligent in partner communication and in addressing partner concerns. The partners are generally appreciative of the support received from FVTRS, both in project management and in adding value to their program by organising common discussion platforms like partner meetings, trainings and the National Skill conference. The Partners also generally appreciate the friendly and professional attitude of the FVTRS staff. 80% of the partners have said that there is at least one annual monitoring visit from FVTRS. However, some (3 out of 15) of the partners evaluated were not visited for monitoring in the last 5 years, though there may have been visits for some other purposes.
FVTRS has at least two types of partners. The first category, about 10% is Training “Institutes”. These are mostly professional vocational training centres that maintain good training standards, but may sometimes lack community perspective and market linkage. The second category is community-oriented organizations. Some of these community-oriented organizations have a good understanding of the Skill development work, especially by maintaining contacts with corporate sector and professional training providers and are running a strategic Skill development “Program”. Others are amateur organizations only implementing Skill development “projects” if and when they are funded by FVTRS. The latter do not deliver good quality results.

SIRDS, Koppal, Karnataka, a society registered in 1994 has established linkages with Coca Cola on drinking water project and on setting up the garment unit, with Kirloskar to employ welders and electricians, and Bayer for work orders for its garment making unit. The garment-making unit, with 25 electrical machines was set up by the NGO in 2012 with a loan of 300,000 INR. Subsequently Coca Cola partially helped to repay the loan. Currently it is being run as training and production center.

22-year-old Multana completed a FVTRS supported 3 month Welding training in 2013. He was doing some odd jobs for about a year when SIRDS linked him and five others to Kirloskar’s local unit in Koppal. Multana earns 6000 INR per month plus benefits of PF and ESI. He is happy with the working conditions and looks forward to rise in the company.

ISERDS of Bhopal also demonstrated some good practices, mobilizing industrial machines from a Corporate house, mobilizing orders from schools and establishing linkages with placement agencies for the employment of the trainees.

2.4. Networking and Advocacy

Certain successes have been achieved in networking and developing partnerships. FVTRS has signed Memorandum of Associations with the National Open School and the ILO. FVTRS also regularly participated in the stakeholder dialogue processes by the Government while developing the National skills policy. Meetings at Industry associations such as FICCI and CII have also been attended. There has been a recent registration with Institute for Corporate Affairs. There has been an agreement with Senior Expertant services of Germany to get access to expert retired professionals from Germany. FVTRS is also currently mulling a joint intervention with IGSSS and NEG.

About 60% of Partners have made use of the NIOS linkage, through which the trainees are enabled to pass high school.
Areas for improvement

- As stated above in the beginning of this section on effectiveness, the primary outcome of ensuring employment / self-employment has only partially been achieved. Actually, very less percentage of youth have got employed (27%) in the last 5 years. Another 28% are not getting employed. A large percentage (45%) is being called as self-employed, which actually is mostly underemployment-low earning (INR 1000 to INR 3000) work from home. Most of them, particularly women who are involved in handicrafts like tailoring/garment making, and services like beauty care earns only about 800-1500 average in a month. While this maybe viewed as supplementary income for the household, it fails to fulfill the mandate of FVTRS to promote entrepreneurs.

- There are very few cases of genuine self-employment or entrepreneurs.

- There also are very few cases of employment in the formal sector. The employment is mostly in the informal sector with quite low salaries, from INR 3000 per month to INR 6000 per month.

- Though the partner NGOs currently follow a participatory mechanism and consult the potential trainees and local communities to select trades for training, it is seen that trainees often do not have the exposure to be able to make the best choices. The partners do not carry out any career counseling or sharing of possible options with the potential trainees.

- Formal market assessment is not a pre requisite for the project to be approved by FVTRS and consequently most partners do not plan the trades based on a market survey. Most of them have no interface with the market and the potential employers. The program design currently does not include market linkage strategies As a result, placement of candidates in the formal sector is very low. The evaluation team also observed that due to lack of connections with the market, most partners have very little influence on the employers where some of the trainees eventually get employed.

- There is no staff to ensure placement or to follow up. Quite a few partners find it difficult to maintain contacts with ex-students.

- The EDP module seems weak in most cases, both in content (it is more like life skills modules in some places) and in terms of delivery (done through lectures in a not very engaging mode). There is virtually no facilitation of development of self-employment projects and no facilitation of loan linkages.
• FVTRS need to nurture the partnerships with the NGOs that have a good understanding of the Skill development work and professional training providers as they are running Skill development “Program”. The amateur organizations are only implementing Skill development “projects” and are not in a position to deliver effective results.

The intervention strategies and activities have other gaps that need to be addressed. These are:

• While some partners are aware about the need for a standard written curriculum, others are organizing training courses without a written curriculum. Reading materials are generally not given.
  o Most partners are giving training certificates without any affiliation with a certifying agency, NCVT3 or any other reputed agency.
  o Quite a few partners do not have full time coordinator. Finding trainers in the remote locations is a challenge. Some partners are hiring past trainees of the same course as trainers in consequent batches. This needs to be standardized to ensure quality training.
  o Currently, the programme does not prescribe standards for space and equipment. There is a nominal budget for hire of space and training tools and equipment. While some Partners are leveraging resources to purchase equipment/machinery, many partners are falling short on minimum requirements. Some partners did not have adequate machinery and tools required of training. In all other cases 4-5 people shared a machine/tool set.
  o Many trainings are held in insufficient or unsuitable space like tin sheds, or very small rooms, with no or inadequate facility of toilets. In most cases the trainees sit on the floor. There are working-women /young mothers being trained with young children but with no facility of crèche.
  o Another major area that needs improvement is advocacy and policy influence. While some effort has gone in this direction, there is a need to intensify these in line with the new strategic decisions.

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3 The National Council for Vocational Training, an advisory body, was set up by the Government of India in 1956 (the then National Council of Training in Vocational Trades—NCTVT). The Council has been entrusted with the responsibilities of prescribing standards and curricula for craftsmen training, advising the Government of India on the overall policy and programmes, conducting All India Trade Tests and awarding National Trade Certificates.
3. Efficiency

FVTRS has institutionalized an efficient operations system to disburse projects to partners and record project progress. Recently, Standard procedures for Project cycle management have been developed. As per this SOP, Partners are assessed before funding, through visits if necessary. There are set systems and formats for vetting the proposal and a Project selection committee that approves the proposals to ensure objective assessment.

The project duration and budget is managed well. Almost all partners submit their reports on time. There has been periodic reflection on managing this system and changes brought in the operations design. For example, for better program management, FVTRS decided to release the money in quarterly installments instead of annual. The fund transfer mechanism has been recently updated from cheques to Internet banking, easing out any small delay that was happening in the past. It was also decided to get the profiles of all the 5000 youth to be trained for closer monitoring. At one stage, it was decided to have at least 30% trainees from agricultural trade, but later that decision was reversed as not enough trainees could be had for agriculture sector, one of the reasons also being that many trainees did not have land holdings.

The development of Information system to track the details of trainees was also a step in this direction. This also speaks about the systems and processes developed at FVTRS to manage the program.

There are good mechanisms for dialogue and reflection such as National Skill conference, Partners’ meet, Annual staff retreat. Pre funding partners’ meet is a good opportunity to make partners aware of minimum standards and reporting procedures.

The new proposal for Misereor has been developed based on a new strategic plan that has been developed. Some of the partner organizations, besides the board members and a few external stakeholders participated in the strategic planning process. Findings of this evaluation could perhaps be incorporated in the strategic plan.

Staff capacity and program quality is built through various instruments and mechanisms such as Training of Trainers, Consultancies, Regional level coordinators’ meets and evaluation and documentation. Allocations are also made for Lobby and advocacy and Research, although these are yet to be fully developed.

Regular monitoring is an integral part of the program, and the Partners are being visited for their work to be monitored. The quality of support by FVTRS
to the partners is also monitored by seeking feedback from the partners. For example discussions are held in the Partners’ conference. The monitoring feedback, when given, has provided good results. For example, S.A.K Memorial shifted its training space from a small room to a big spacious hall after receiving suggestions from FVTRS about adequate space requirements. Similarly, Association for Development And Research In Socio Economic Activities revamped its filing and MIS systems after a recent monitoring visit from FVTRS. However there are weaknesses in the aspect of partner monitoring, which are mentioned in the section below.

FVTRS has used good Human Resource development strategies. The key program staff has been exposed to the best practices in the Skill development sector, not only in India but also in other countries.

For the management and development of Human resources within the organization, FVTRS has written Human resource policy and procedures.

The gender ratio is quite healthy and women occupy senior and important positions as well.

The number of staff is adequate and they are clear about their roles and responsibilities, although some new responsibilities will have to be shouldered with the new Strategic Directions. The staff seems to be keen to take on these new responsibilities.

Areas for improvement

- While sufficient operating processes and mechanism are in place, the planning lacks a clear results/outcome orientation. The outcomes and indicators are not clear (for example, “75% of trained young people show an entrepreneurial, commercial and income generating behaviour” is complex). Often, means of verifications have been passed off as the indicators (For example, “cases of social advancement are documented through relevant case studies”). Also, while the outcomes are articulated for the work done by the partners, there are no results related to the facilitation / value addition work that FVTRS does. The short term plans, for example the plan for 2014-15, only have a list of activities but the expected results / outcomes from those activities are not clearly articulated. While the progress on these plans is discussed as a group, there is no formal report generated for the management, who can then use it to inform the board and the donors.

- Regarding monitoring, formal feedback on the quality of support and processes of FVTRS is not being sought, by FVTRS itself or by a third party.
The FVTRS team follows a SOP since 2014, but adherence to the SOP and timelines is not being monitored currently.

The monitoring of the partners is indeed highlighting the issues but FVTRS is not being able to resolve the issues. The monitoring reports are not analytical and critical enough. A meta analysis of all the visits and overall rating of partners is not being done currently.

Monitoring and evaluation of FVTRS plans in general has been weak. While fairly ambitious plans were made in the 2007-08 strategic plan, similar to the recent plan, these have not been sufficiently implemented and also not monitored and evaluated. The team also feels that that plan was not sufficiently broken down into small periods of 3 years and specific responsibilities of different people were not fixed up.

The FVTRS practice of approving a new project to partners only after receiving completion report of a current project leads to a gap in implementation. The partners also are not able to retain staff or continue critical trainee follow-up and support without continuity in funding. Also, there is no position of follow up and placement coordinator.

The budget limit of INR 750,000 too is acting as a constraint in being able to implement good quality Skill development program, with necessary training facility, components of corporate / employer linkages, market feasibility study, good quality entrepreneurship training, and gender sensitization component. An option may be to train fewer candidates in the same amount.

In terms of the Human resource development policies and practices, FVTRS has written policies, but it does not have some other important policies such as the Gender policy (with program dimension as well), Policy for prevention of sexual harassment, Policy on prevention of conflict of interest, child protection policy (also to be applicable to partners, as they too deal with young adults).

There is also a need for ensuring periodic review of these policies.
4. **Sustainability**

The program mandate for training and employing youth is very specific and results achieved in terms of skill acquisition and increase of income mostly remain sustained.

As an organization, FVTRS has sufficient know-how and robust systems of Governance, program and finance management and Partner management. The new strategic plan should help in addressing critical areas of program and organization management. Organization structure has also been streamlined and specific responsibilities have been assigned to staff. All this should contribute towards sustainability of the organization and programs.

FVTRS also has its own building.

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### Areas for improvement

- The sustainability of the program at the partners’ levels depends upon the Partners' current own ability to leverage more contacts or resources from the FVTRS. Some partners do that but others do not. FVTRS does not currently support partners sufficiently, by ensuring a good strategy and on the job capacity building, to be able to sustain their Skill building program.

- The biggest challenge is the sustainability of FVTRS in terms of its funding. It is too dependent on the funding from Misereor. This is in spite of the fact that there are funding opportunities in the Skill building sector, both from the Government and the Corporate sector. Skill building is an important priority for the country and is also an issue that can attract funding. FVTRS needs to aggressively seek additional funding. This issue has already been identified in the strategic priorities. It will be good if FVTRS can convince Misereor to invest in the fund raising drive.
Chapter 4
Recommendations
The recommendations are based on the findings, particularly suggested for working on areas for improvement. There are three major recommendations with several points under each. These are presented below.

1. **Shift from project to Program approach**
There is a need to work with partners in a Program approach and not support them for projects. In order to do so, the following may be done:

1.1. FVTRS may have longer and more sustained relations with Partners (not one year start and stop projects). In principle, there can be an agreement for three years with clear expected outcomes (in terms of employment, self employment with clear focus on inclusion) and strategy. Administrative contracts can be renewed every year.

1.2. The strategy should be entirely geared towards ensuring empowerment of the marginalized youth (significantly improved incomes, breaking stereotypes of gender or any other, improved mobility, access and control over resources, opportunity to the marginalized).

1.3. FVTRS needs to invest more in the relationship with the partners in the following manner:

1.3.1. Developing Partner competencies, through training, exposure and accompaniment, for ensuring necessary components:
- Career counseling / Sensitizing partners, parents, and youth for new trades
- Market assessment
- Gender sensitization
- Good quality entrepreneurship development (training and facilitation including loan linkages)
- Improved life skills modules
- Adhering to minimum standards in training curriculum, methodology, physical conditions, equipments
- Job placements
- Follow ups / Post placement process
- Engaging the trainees in group enterprises, based on similar occupation

1.4. Playing a larger “value addition” role at the National level more effectively, firstly by creating job opportunities in formal sector, secondly by working towards preventing exploitative work conditions and influencing national and state policies through advocacy and networking.

**Implications**

1.5. The above may necessitate lesser number of partners with more money per partner or per candidate and/ or more youth to trained per partner
1.6. Partners will have to qualify tougher standards (those with proven capacity or clear potential should make the cut)

2. **Minimum standards for employment / self employment**

   2.1. The focus on increased income and empowerment has to be more pronounced and the partner, together with FVTRS should work on creating either of the following options:

   2.1.1. Job placement, preferably in formal sector earning a respectable salary (more than what most of them are ending up earning currently). Even if it has to be informal sector, the salary and work conditions should be non negotiable

   2.1.2. Entrepreneurship based self employment with clear standards and criteria

   2.1.3. Income by participating in occupational groups – based on agriculture or handicraft value chain

   2.1.4. Job orders with a minimum respectable income (more market linked)

   2.1.5. The last option should be of a youth (most marginalized who can’t get any of above) earning only a supplementary wage

2.2. A preferred option should be to organize the trained youth as groups which keeps in touch with each other and the NGO and are constantly contributing ideas, time, feedback of market to the NGO and are receiving inputs from NGO such as refreshers of life skills, human and worker rights, entrepreneurship, loan linkages etc.

3. **Strengthen the FVTRS as an Institution:**

   3.1. Outcome oriented Planning, Monitoring and evaluation

   3.2. Strengthen own systems and processes

      o Partner monitoring

      o Own monitoring

      o Clear policies (dynamic document)

         ▪ Gender

         ▪ Prevention of conflict of interest

         ▪ Child protection

         ▪ Inclusion

   3.3. Fund raising to augment and diversify the funding, including from Indian sources

   **Note:** All of above (3 main decisions) may be incorporated in the new strategic plan to ensure they get due importance and are reviewed periodically.
Annexures

Annex 1: EVALUATION TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>Name of the Organization</th>
<th>Functional and Vocational Training and Research Society (FVTRS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of the proposed Evaluation</td>
<td>Program and Organization assessment</td>
</tr>
</tbody>
</table>

The specific objectives of the evaluation are:

To assess FVTRS’s programme with the criteria “relevance”, “efficiency”, “effectiveness” and “sustainability” and identify the strengths, good practices and weakness.

To recommend options, approaches and strategies for enhancing the strengths and reducing the weakness and making the programmes sustainable.

Evaluation areas of enquiry

Relevance

- The extent to which the objectives of the program of FVTRS are valid, in view of the existing socio economic context?

- The organisational processes to identify the specific needs and potential of the reference community and the extent to which these are relevant.

Effectiveness

- To what extent have the objectives and expected outcomes achieved?

- Were the program activities adequate to achieve the project objective?

- Were objectives achieved on time and within planned resources? If not, what were the challenges?

- To assess the involvement of the reference community in the planning, implementation and monitoring processes. How is the reference community’s active participation in programme design and implementation secured?

- Networking – What is the nature of cooperation with other local and national level organizations for ensuring the achievement of program objectives?
The extent to which the programmes are inclusive in terms of the participation of women/young girls, marginalized communities, PWD etc.

Advocacy, Policy change – What is the role of lobby and advocacy work within FVTRS’s work? To assess the lobbying and advocacy strategies at all levels (local, state and national) and to suggest ways to strengthen these strategies.

**Efficiency**

- Assess the programme management processes and the contribution of them in achieving the expected results. (How effective is the Planning, Monitoring and Evaluation (PME) and the reporting system? Is it results oriented? Is FVTRS using participatory PME tools? Does the PME System take into account a gender specific point of view?)

- How much are the programme approach and strategies as well as instruments and methodologies appropriate for achieving the goals and aims?

- Assess the human resource capacities and gender balance in programme management
  - What human potential development and management strategies are in use?
  - Percentage of women in the entire FVTRS staff, in senior posts? Gender sensitivity in the policies?
  - Is the number, placement, mode of employment and the roles/functions as well as the professional background of staff adequate? If not, why not?
  - Review of staff benefits (whether the organisation has adequate staff welfare schemes)
  - Review of the procedure(s) relating to staff-recruitment, training offered to staff in order to improve its qualification, regularity of staff meetings, internal feedback mechanisms, etc.

**Sustainability**

- To what extent are the positive results, achievements or changes of the programme likely to continue?

- Which measures have been implemented in order to support (future) sustainability of the program?
What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?

**Evaluation methodology**

The team will follow a participatory methodology for the assessment, and at the same time, will maintain total objectivity in the assessment. To begin with, this proposal will be finalized in consultation with FVTRS. The process of assessment will be conducted in a participatory manner, engaging the FVTRS team in dialogue and discussions and understanding their perspective and challenges. The team will also engage with different levels of employees in the organization and also the partner organizations.

The independent findings of the team will be presented in a debriefing meeting to the FVTRS team for consideration and acceptance. Discussions will be held to arrive at common consensus. However, in exceptional cases of disagreements on findings, both FVTRS and the team’s perspective will be included in the report. The draft report will first be sent to FVTRS for comments and after receipt of the comments, the final report will be sent both to FVTRS.

The methods used for evaluation will be the following:

- Study of program and Organization management documents
- Developing check list for FGD and Interviews
- Field visits to the maximum number of partners within the time available
- Small number of interviews and individual case studies
- Interviews with relevant networking and advocacy partners
- Discussions/interviews with management, board members, field staff

A Timeframe was agreed as part of the ToR. This was slightly modified later to add a presentation of findings at the Annual Partners’ meet on October 25, 2015 and a final meeting to discuss the draft report at FVTRS office in Bangalore on November 22, 2015. A table with this time frame has been presented in the Chapter 2 on “Evaluation Objectives, methodology and process”. 
Annex 2: TOOLS for discussions with various stakeholders

A. Tool for discussion with FVTRS team

Relevance

- How do you find out the needs and aspirations of the youth (separately boys and girls) and the community they belong to?
- How do you find out what are the current solutions in the sector and how do you keep yourself updated?
- How do you find the gaps in the current programs of FVTRS and other agencies and how do you bridge these gaps?
- What are your objectives and how do they respond to the current context and the needs of marginalized youth?
- What are the programs that respond to specific needs of the most marginalized youth

Effectiveness

- To what extent have the objectives and expected outcomes of FVTRS achieved?
- Were the program activities of FVTRS adequate to achieve the objective?
- Were objectives achieved on time and within planned resources? If not, what were the challenges?
- What is the level of involvement of Partners and of the reference communities in the planning, implementation and monitoring of FVTRS?
- How is Partnership management done?
- Networking – What is the nature of cooperation with other local and national level organizations for ensuring the achievement of program objectives?
- The extent to which the programmes are inclusive in terms of the participation of women/young girls, marginalized communities, PWD etc.
- Advocacy, Policy change – What is the role of lobby and advocacy work? To assess the lobbying and advocacy strategies at all levels (local, state and national) and to suggest ways to strengthen these strategies.
- What are the real outcomes achieved?
Efficiency

- How do you plan as an organization?
- How do you monitor yourself and the work of the partners?
- How do you report to the management, to your board and the donors?
- Do you use participatory PME tools? How?
- Is gender mainstreamed in your PME? How?
- How much are the programme approach and strategies as well as instruments and methodologies appropriate for achieving the goals and aims?
- How is the financial transaction done with partners: Frequency of grants, method of request from partners and fund transfer process, average time taken for this transfer, and financial monitoring and reporting process?
- Human resource
  - What human potential development and management strategies are in use and is the number, placement, mode of employment and the roles/functions as well as the professional background of staff adequate? If not, why not?
  - Percentage of women in the entire FVTRS staff, in senior posts? Gender sensitivity in the policies?
  - Review of staff benefits (whether the organisation has adequate staff welfare schemes)
  - Review of the procedure(s) relating to staff-recruitment, training offered to staff in order to improve its qualification, regularity of staff meetings, internal feedback mechanisms, etc.

Sustainability

- To what extent are the positive results, achievements or changes of the programme likely to continue?
- Which measures have been implemented in order to support (future) sustainability of the program?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?
B. Discussion guide with NGO Partners – Head of the organization / Project Coordinator

1. Background of the NGO – programs, turnover
2. Partnership with FVTRS – number of years, number of projects
3. Trades
   a. Number of batches per trade
   b. Students trained per trade
4. Number of girls and boys
5. % of SC and ST participants
6. % of PWD
7. % of Minority candidates
8. What is the basis of selection of trades? Market study? Aspirations of youth?
9. Trades breaking gender stereotypes?
10. Quality of proposal?
11. Quality of report to FVTRS?
12. NGO making efforts at placement
13. % of ex students still in touch
14. % of students employed
15. Average salaries being drawn – NGO data; data from interviews
16. % of students self employed – NGO data; data from interviews
17. Average income of those self employed
18. Staff capacity, experience
19. Value addition by FVTRS?
20. Quality of monitoring by FVTRS? Formal feedback?
21. Any leverage of additional resources?
22. Any participation in lobbying, networking?
23. What more do you expect from FVTRS?
C. Tool for Youth / Trainees

1. Name
2. Age
3. Sex
4. Qualification
5. Social background
6. How did you choose this trade? Does it match your aspiration? Given another chance, would you like to change it?
7. Do you like it here? Why yes or No?
8. Are you looking forward to get a job after completion?
9. What is your salary expectation?
10. Are you interested in self-employment? If yes, do you know how to proceed?
11. Your feedback and suggestions to improve the program?
12. If you are employed, what is your salary? Is it sufficient?
D. Tool for trainers / Instructors

1. What training do you provide
2. Since how many years
3. What have been your major achievements
4. What are your difficulties and challenges
5. How do you think this program can be improved?
6. How equipped do you find yourself to be doing this training? Updated knowledge, skill?
7. How are you trained / updated for this trade?
## ANNEX 3: LIST OF PARTNERS VISITED

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<tr>
<th>State</th>
<th>Organization</th>
<th>District</th>
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