



SCOPE

SKILLING - COMMUNITY OWNED PROMOTION AND ENHANCEMENT

Action Research - Interim Report - 2021

INDEX

FOREWORD	01
ACKNOWLEDGMENT	02
INTRODUCTION	04
CONTEXT	06
THE CONCEPT OF SCOPE	10
THE ACTION RESEARCH	11
METHODOLOGY	15
ACHIEVEMENTS	21
CONCLUSION	25



FOREWORD

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Non-governmental Organisation play a vital role in the field of development. The action research report by FVTRS is a concrete evidence to show how a model could be evolved through its SCOPE (*Skilling Community Owned Promotion and Enhancement*) in enhancing the skills of rural youth.

FVTRS's innovative initiative with an intervention strategy through an action research to impart entrepreneurial skills along with the life skills to the rural youth who are in need of such capacity development for a sustained livelihood has resulted into a successful outcome.

The strong conviction and belief of FVTRS seems to be that skill development of the rural youth in the primary sector with the active participation of the community, builds the capacity of the rural youth to become good entrepreneur and attain sustainable livelihood which is explicitly and systematically documented in this report.

The participation of the community from planning till evaluation i.e. the project cycle management enabled the community to own the action research process and mobilise the required resources and sustain the achievement of the research outcome.

Only an NGO will have the freedom to make attempt through new strategies and action may be at micro level with the limited human and economic resources. But their experience and expertise significantly contribute and complement their initiative and experiments. FVTRS obviously has confidently experimented and documented the research process.

The wide networking and technical support to the partner organisation prompted to establish community-based structures and made the process highly effective in realising the components of SCOPE.

This action research has emphasised the process domain by which the community ownership and responsibility in identifying the needs, analyse the needs and make a plan of action to impart the skills and moreover mobilise resources and workout an appropriate structure for making this process a continuous one.

In any action research apart from the researcher the research consumers and the research beneficiaries have to be coordinated which is being done by the FVTRS leader and the team facilitated by the research consultant. The intercession of the research consultant at different levels and at different stages empowered the stakeholders in different ways.

I appreciate the research team and the research consultant whose involvement has consolidated and conceived a new model in the field of training and development of the rural youth with the active participation of the community. I am confident that this model can be adopted and replicated by other development workers and the development and community-based organisation in their service areas.

I strongly state that this action research is a significant contribution made by FVTRS to the knowledge, practice and research in the field of social work, social planning, social development and community organisation.

ACKNOWLEDGMENT

Rev. Fr. V.M.Thomas
President, FVTRS



This book provides an overview of the research initiative FVTRS on SKILLING- COMMUNITY OWNED PROMOTION AND ENHANCEMENT(SCOPE). FVTRS is trying out this model of skill training using the experimental research method. The report is an attempt to making us become aware about the process involved in experimental research. It covers and describes all the major factors in building the community ownership that ignite the skill development process by the community.

It provides a new perspective on the importance of participatory skill mapping, market analysis, viability study, implementation of skill training, monitoring and placements. It also talks about practical strategies for designing, implementing, and evaluating the entire process. The report also reminds us the importance of planning in the programmes.

Undoubtfully FVTRS has been in the forefront for last 27 years to promote employable vocational skill among the school dropout in India. Various success and learnings of the organization need to put into a perspective so that the skill development process initiated by FVTRS shall be sustained and progressed systematically. The organization always believed in innovations and such one innovation has been introduced through SCOPE.

In this research model Community identifies the skill need, trainees and organise the skill training. They will also monitor the training and trainees, facilitate employment. Thus, the training becomes demand oriented and a good platform is created for the community to follow-up trainees during the training as well as after the training programme.

It is a fully comprehensive approach covering all aspects of youth's life and involving many different stakeholders to implement the programme. It emerged from the belief that community can assess its own needs, deciding its own priorities, identifying its own resources, and achieving its own goals provided opportunities are created and identified.

This report should be read by anyone who wants to go step by step in planning, designing, implementing, and monitoring the skill development programme. For example, it gives good examples on the importance of PRA in identifying people strength, community resources, potentials, and opportunities available.

Capturing accurate data and developing baseline is another important aspect to design the review the programme much more effectively. This report also captured several instances of success and drawbacks and inferences of which those instances been developed.

Overall, this report offers a perspective and dimensions to design and implement a community-based skill training. This report is very clearly written, well organized and gives practical solutions, so it can be practiced anywhere by anybody.

INTRODUCTION

P.M. Philip

Executive Director, FVTRS



We are happy to bring out the first report of SCOPE, the experimental research on community owned skill development initiative. This is a report of action research which we have launched in the year 2018 among six partner organizations in different locations of the country.

The report is not only focused on activities carried out but also the systematic steps followed in promoting community-based skill development. Meticulous planning like preparing community, building the confidence of different stake holders, assuring support of people and institutions are very important in any of the community-based development programmes. In this report we have tried to capture the process, achievements and learnings. The result at community level and organization level has been captured and the inferences have been made out of it.

Looking back, FVTRS realized that there is a need for research initiatives to expand the skill development process and move towards programmatic approach. Community involvement is very essential to make any of the programmes sustainable. The SCOPE approach is trying to sow the seeds of ownership among the people for their own development. People have to believe themselves that they are the masters for their own development.

SCOPE aims at helping people to identify their potential, capacities, resources, opportunities and convert it for productive purposes. Therefore, PRA become an essential process for identifying the local situations, opportunities, challenges and resources. Identifying potential trades will have an advantage to meet the employment requirement of the individuals and communities.

Having understood the need of generating employment at local level, market analysis for finalizing the trade is imperative in the process. It has been proved that the trades promoted to make use of local resources for productive purpose has created more employment than the conventional trades. Consolidation of their existing capacities with technological advancement has not only given sustenance to these trades but also gives opportunity for improved livelihoods in their vicinity.

Another salient feature of SCOPE is developing the skill development plan in a participatory manner. This was otherwise the responsibility of the organization with limited participation. The Skill Development Team (SDT) promoted at community level engage the community to do the skill mapping, identifying eligible candidates for the training, identifying and venue for conducting training, implementing, monitoring and placement after the training.

It has been visualised that the SDT will emerge as strong community based structure to carry forward the skill development of their locality independently. Hence, the skill development will become a continues process and which will contribute towards the overall well-being of the family and community.

The journey of SCOPE has been a learning process to understand the action research both for FVTRS and its associate members. The learnings have been ploughed back into the SCOPE areas as well as overall skill development process of FVTRS.

This has resulted in sowing the seed of community owned skill development process even among other associate members of FVTRS across India. Today we can proudly say that the market analysis and participatory skill development is an integral part of projects promoted by FVTRS.

1. CONTEXT

1.1. Emergence of SCOPE

Skilling - Community Owned Promotion and Enhancement (SCOPE), is an innovative model conceived by FVTRS that facilitates improved scope for sustainable livelihood to the youth. With the informal sector and rural areas as its key domain, this model seeks to stimulate community ownership and participation in skill promotion.

FVTRS was instituted in 1993 to promote vocational skills for school dropout youth in the country. Since then, many successes were seen, and lessons learnt over the last two decades. There are several good examples of community participation in skill development, ensuring quality skill training, main streaming EDP, providing life skill training during and after skill training, improvement of educational status, gainful employment and enhancement of skills as well as livelihood.

In this context, FVTRS felt that it is the right time to consolidate these successes and learnings by putting them into a perspective so that the process initiated could be sustained and progressed systematically.

While considering the way forward, few points surfaced regarding the future of skill development based on the experiences of FVTRS. Some of the important points are as follows.

- ★ Given the large size of the reference community with which FVTRS works, the existing resources at hand are limited. So, with limited resources, FVTRS needs to explore an appropriate strategy to reach out to more youth.
- ★ Though the Government, civil society organisations and CSR units are aggressively engaged in skill promotion, their focus is largely on secondary and tertiary sectors with urban/semi-urban centric approach. In this process, the primary sector, un-organised sector/informal sector which provides more than 55 per cent of GDP who are largely in the rural areas of the country gets neglected.
- ★ Limited public and private institutions and infrastructure facilities restrict the rural youth to get trained for employable trades. Most of the courses promoted by Government and private institutions are situated

in the urban /semi-urban areas which are not accessible to the rural mass and people in the primary sector.

- ★ The current skill development approach in most of the cases are skill building with a tailor-made module. It is not context-specific in terms of the present livelihood engagement.
- ★ The culture of dropping out from studies and not interested in further studies is common in rural areas and more among the poor. Therefore, it is important to ensure that this section of the population is not neglected and excluded in the process of skill promotion.

This demands an innovative strategy to assess, understand and appropriately reach out to these communities with suitable skill training. FVTRS believes that engaging communities effectively in skill training will be a good strategy along with skilling the youth to be good entrepreneurs and persons to make the process sustainable.

It is understood that when the community does the analysis (respecting people's wishes) of their needs, they will identify locally relevant trades and a mechanism to train youth with local capacity. Constant support from local government reduces the distance between the people and the governance system. In human development today the participation of the primary stakeholders in the process of planning and implementation are considered as utmost important aspects.

Community participation in development allows the people to choose their agenda, making their own decisions and coming together in taking them forward. The active participation of people brings lasting benefits to people instead of only a means of getting things done. Thus, community-based skill development approach will become a continuous and sustainable process owned and managed by the community.

Local governance (panchayat) structure in India is one of the key players in village development. This institution has the freedom to plan the panchayat development in consultation with the people. Therefore, active participation of community structures will contribute towards incorporating skill development plan as part of the panchayat development plan. Moreover, the participation of women and most vulnerable people in the decision-making process will not only create the opportunity to address their skill requirements.

It will also generate awareness about their needs among the general public and policymakers. Thus, skill development will become a continuous process even after the completion of the proposed action.

Another important aspect is that unskilled engagement in the primary sector is becoming less remunerative. Appropriate skill building for the people engaged in the primary sector motivate them to work in the secondary and tertiary sector. This creates more remunerative jobs in the primary sector by unskilled workers as well.

Keeping the above context in mind, FVTRS has evolved the following model which is a consolidation of its successful experiences during the interventions in skill development across the country and the lessons gained over the years.

1.2. The process involved in developing the concept of SCOPE

FVTRS always believed in participatory methodology, envisaging it to be a mutually learning exercise for partner organisations. The following steps were involved in the evolution of SCOPE action research.



- * Collection of the experiences through partner review meetings.
- * Consolidation of the strengths and weaknesses of our interventions.
- * Internal assessment of past and current skill development programme of FVTRS. In this assessment focus was on evolving the skill development process, and implementation and monitoring of the skill development and the follow up of the training and trainees.
- * Developing a draft concept paper within the organization.
- * Communication with the partners during review meetings, project implementation plan meetings (PIP) and other occasions.
- * Conceptualizing and internalizing the idea with the help of an external consultant and development expert.
- * Arrive at a consensus and agreement on the concept note among partners and Board.
- * Taking feedback from partner organisations
- * Finalizing the concept paper and way forward for the action research.



2. THE CONCEPT OF 'SCOPE'

2.1. Community Participation

It is widely accepted in the human development work, that for people's participation, community mobilization is a prerequisite. This has the potential to increase community ownership. Likewise, in developing appropriate skills within the community, their participation is very much important for the success of the programme. Here the focus is on community setting facilities rather than institution-based centres. In this model, the community identifies the skill-needs, which supplements their development need, which can be further marketed by them. Community counselling by the leaders for the youth is another important aspect as most of the youth today are not ready to take up skill training due to the stigma and related reasons. This will help in motivating them to take up skill training.

The training programme should focus on skills which can be applied at the household level or used to produce something marketable and in demand, first of all within the environment of the trainees, but not necessarily restricted to local use or consumption. Hence the decision on the types of skills to be imparted, must be based on the demands of the surrounding markets, and considering the potential for enhancement. Of course, taking into account the economic and organizational considerations, as well as ecological integrity.

Participatory approaches like Participatory Rural Appraisal (PRA), can be applied to involve the community in identifying skills and planning skill training programme. Thus, the training becomes demand-oriented and a good platform is created for the community to follow-up trainees during the training as well as after the training programme.

Community participation shall be designed in such a way that the community develops a sense of ownership of the process and its follow-up. The community also will be able to facilitate employment to the trainees either within the community or outside the community as they have done the study while selecting the trade. The potentials of the community-based structures promoted by the partners can be used to ensure financial support through internal resources or outside resources as well as linking them to other useful service providers. Thus, it will become an activity of the community-based groups managed by them which will in turn help to work as a sustainable follow-up mechanism and support system.

3. THE ACTION RESEARCH

SCOPE (Skilling Community Owned Promotion and Enhancement) is an action research focusing on a community-based approach in skill development, making it a community-owned, continuous, and sustainable process. It is to create a well-defined community-based skill development process as one of the development agenda. The community becomes responsible for their skill development that promotes sustainable livelihood for the youth.

SCOPE also envisages to empower them not only economically, but also socially and politically through a structured process promoting relevant community structures. While working with these community structures, the community members are positively impacted in their thinking skills, planning skills, effective in their relationships, promote the willingness to share and communicate, and foster positive attitudes towards the process of change. Through this action research, they can determine ways to continuously improve.

3.1. Objectives of the Action Research

The following are the specific objectives of this action research.

1. To test the viability of SCOPE model which will focus on the unorganized labour in the primary sector.
2. To advocate the new model of skill development to policymakers and other stakeholders with evidence-based practice.

3.2. Expected Outcome

Community-based skill development aims to ensure marginalized youth are skilled and engaged in livelihood activities within the community. Some of the expected outcomes are as follows:

- ★ A socially responsible and dynamic community-based structure is created to take care of the skill development needs of the community.
- ★ Sustainable associations of skilled youth are formed in each community which takes care of the gainful livelihood promotion activities
- ★ The skilled youth are provided improved resource base or access to resources to meet their investment requirement.

- ★ The skilled youth become trainers and engaged in training more youth from the communities, thus the skill requirements of the community are fulfilled.
- ★ The skill training becomes a continuous process in the community and thus contribute to the integrated development of the community.
- ★ Skill development needs of the community become part of the development agenda of the panchayat.
- ★ This model of skill development becomes an exemplary model to be followed by other skill development organizations

3.3. Proposed Community Structures

Any development intervention in the community shall create a sustainable process of growth only with the ownership of the community. SCOPE is a model that is envisaged for skill development which is owned and managed by people themselves and as a continuous process. In this model, all other stakeholders involved in skill development are considered as service providers so that the people will be able to implement their plan effectively and take it forward by themselves.

3.3.1. Skill Development Team(SDT) (Village/Ward level)

This will be a team of the selected members from the community (ward of a PRI) who are ready to volunteer for skill development in the community. The PRI member/NGO may take the lead in forming this team and orienting them. They shall also give constant accompaniment to the team in accomplishing the team task. This shall be a facilitating process so that the SDT shall be able to take it forward by themselves. In other words, the PRI members or the NGO member shall not be a member of the team.

Members: Volunteers from the community who represent accepted dynamic leaders from the community (who shall not be affiliated to any political parties) women, youth, and different castes. Later representatives from Skilled Workers' Association also shall be included in this team.

Functions: Members shall be engaged in activities like identifying trades, motivate and select trainees, organise motivational programmes for youth, parents and community, analyse market demands, organise market fair, facilitate skill training programme, follow-up the trainees for retention, facilitate employment, organise skilled workers, facilitate and mentor skill-net groups, manage database, facilitating resource support, facilitate accessing government schemes for the skilled workers etc.

3.3.2. Skilled Workers' Association (Skill Net Groups)

Members: All the skilled workers will be formed into groups at the village level. This will be federated at the cluster/ward level.

Functions: Internal resource mobilization for investments, local skill training, identifying enhancement areas both in livelihood as well as in skill. The focus shall be given for enterprise development so that more jobs can be created locally and at the panchayat level represent the groups, meeting at least once in a month.

3.3.3. The network of SDT (PRI level)

All the SDTs at the ward levels shall be federated at the PRI level

Members: The representatives of the ward level SDTs are maintaining the representation for all the categories of the people mentioned earlier. Two members of the PRIs also shall be the members of the SDT at PRI level.

Functions: Assess and monitor the progress of the work of the SDTs. Provide useful suggestions for improvement. Assist in the marketing of the products of the workers. Extend services to the SDT and skilled workers so that they will be able to function better. Create a team of trainers for Life Skills and EDP with the SDT members who can provide training in the local dialects and link between the SDT and the higher-level bodies. It shall be a subsidiary (*working under the panchayat*) of the PRI. They shall meet at least once in three months.



3.4. Locations

The research on the SCOPE model is being implemented in the following places:

Partner	State	District	Panchayat	Wards/ Villages	People
PECSS	Madhya Pradesh	Bharwani	03	04	SC, OBC & ST
SMSSS	Tamil Nadu	Shivagangai, Ramanathapuram	02	11	SC, OBC
Seba Jagat	Odisha	Kalahandi	04	10	ST
GCK	Rajasthan	Jaipur	03	05	SC, OBC & ST
SAMIDA	Andhra Pradesh	Vishakapatnam	06	09	ST
Phooleen	Jharkhand	Deoghar	02	10	ST & SC
TOTAL	06	07	20	49	

The universe for this action research is spread out in 49 wards of 20 panchayats in seven districts of six states. All of them are implemented by the existing partners of FVTRS and have a long-standing association with FVTRS.

3.5. Community Profile

Organization	Total HH	Population	Male	%	Female	%	Youth	HH of youth
PECSS	1069	9655	4883	51	4772	49	2432	949
SMSSS	1353	3558	1790	50	1768	50	1321	753
Seba Jagat	896	3745	1854	50	1891	50	874	495
GCK	810	4926	2548	52	2378	48	1216	606
SAMIDA	1094	4640	2274	49	2366	51	1564	823
Phooleen	964	5800	2939	51	2861	49	1656	766
TOTAL	6186	32324	16288	50	16036	50	9063	4392

The universe covers a total number of 6186 households having a total population of 32324 of which 16288 are men and 16036 are women which is almost equal proportion. The total youth population between the age group of 18 to 35 years is 9063 (28%) who belong to 4392 households.

4. METHODOLOGY

As part of the implementation of the action research FVTRS has completed the following steps so far.

4.1. Orientation to the partners

After the selection of the partners, a three-day orientation session was organised for them during August 2016 in Don Bosco Bangalore. The primary objective of the session was to orient them on the concept of Action Research, SCOPE Model. The sessions were facilitated by Dr Jonas Richard A, research consultant and the FVTRS Team.

4.2. Training on Community Mobilization

A three days of training on perspectives, process and steps in community mobilisation in the context of skill development was conducted for the SCOPE action research partners. The purpose of the training was to have a shared understanding and better insight on community-based skill development. Inputs and discussions on the concept of development of different models, people participation, leadership, community mobilization and organization, community ownership etc were facilitated. Team FVTRS has facilitated the three days training programme. Resource material on community mobilisation has been developed called "*Perspectives, Process and System in Community Mobilisation in the Context of Skill Development*".

4.3. Training on Participatory Rural Appraisal (PRA)

One training on PRA was organized during 26th to 28th September 2016 at Bhaniwapatna for the SCOPE partners and FVTRS team. There were inputs on various tools and method followed by field-based PRA in identified villages of M. Rampura, Odisha. The purpose of this training was to learn about the application of different PRA tools, compilation data and analysis. PRA was conducted in different villages with the participation of community members. The tools such as social mapping, resource mapping, seasonal mapping, stakeholder analysis, ven diagram and transect walk were conducted. The training programme was facilitated by Mr Niladri Sahoo, a development consultant. The PRA was familiarised to the partners for use in the field to develop the baseline report of the SCOPE target area.



4.4. Baseline report preparation

As part of developing a baseline report of the SCOPE target area, PRA was conducted in the identified villages of all six SCOPE partners. The first PRA was conducted from 2nd to 5th of January 2017 in SAMIDA. The process was facilitated by the FVTRS team.

The household survey was conducted focussing on mapping the skill level of the youth in the area by the partner organization and the data was compiled along with the organization team. The PRA reports and the database of identified villages were prepared.

The reports and database are available with FVTRS as well as partner organizations. On an average 1000 families were covered by each partner organization.

The family details, information on skill requirement, job, data of youth, data of MVG etc of target villages are recorded. Along with this FVTRS also conducted an assessment of the community-based organisations working in the area.

Further, using the PRA report, household survey data and the CBO assessment report a baseline report of the area was developed.

4.5. Developing Skill Development Plan (SDP)

Each partner has developed a Skill Development Plan (SDP) along with the community members using the baseline report. FVTRS team facilitated the development of a skill development plan. A format for the SDP was developed in the process.

Trade	No. of Youth	Training Plan	Employment Plan	Cost	Sharing of cost

The planning process has helped the community and facilitating organization to understand the viability of trades, role of community in conducting training, placement of youth and other supports.

This has been incorporated into the project application format of FVTRS. A training manual is also developed on “*Participatory Need Assessment and Planning (PNAP)*” based on the learning from the previous trainings and experiences. This can be used for conducting similar exercises in other places.



4.6. Formation of Skill Development Team (SDT)

To ensure community participation for the implementation of the SDP, a community structure called Skill Development Team (SDT) was perceived and promoted in the SCOPE area. SDT is a representative body with defined systems of functioning and structures. The number of SDTs varies depending on the geographical situations. If there are more number of SDTs, an apex body of SDTs is formed for better discussions and decision making. This community-based structure promoted by the partners can be used to ensure financial support through internal resources or outside resources as well as linking them to other useful service providers.

Details of the SDT

Organization	Number of SDT	Male	Female	Total
PECSS	05	42	18	60
SMSSS	02	3	13	16
Seba Jagat	1	7	4	11
GCK	05	30	35	65
SAMIDA	7	35	21	56
Phooleen	4	29	39	68
TOTAL	24	129	130	276



4.7. On the spot reviews

The progress of the action research is monitored regularly through reporting and field level reviews. A state-wise team was formed to take care of the research and monitor the progress.

The team had the following documents to assess the process of SCOPE.

- ★ Concept note on SCOPE Action Research
- ★ Details about the partner organization
- ★ CBO assessment report
- ★ Household survey data
- ★ PRA Report
- ★ Household survey report
- ★ Baseline report
- ★ Skill development plan



As per the plans, visits were made to the partner organizations. The team had already completed two visits to each SCOPE area to appraise the action research process. The team interacted with the trained youth as well as trainees of ongoing batches to understand the present status of training, employment and their perspectives. Interactive meetings were held with the Skill Development Team members and the key staff of the organisation to understand the status, contributions and perspectives to take forward the skill development interventions.

The participation of the focus community in skill development has been assessed and it is found that they play an active part in the identification of trades, training venue, selection of trainees etc. The clarity on SCOPE model of skill development has been inculcated among the staff, CBOs as well as the SDT members.

At the end of every visit de-briefing session was conducted with SDT members and organization team. Suggestions and recommendations were well taken by the team and it has been re-assessed in the next visit.

4.8. Collective Review Meetings

Two collective review meetings were organized to review the status of research at each partner level. First review meeting of partner organizations was organized at Bangalore on 30th and 31st May 2018 and the second one was from 17th to 19th February 2020. The objectives of the meetings were to review the progress of the SCOPE action research, enhancing the capacity of partners on action research and preparing a strategic plan for the next phase.

Dr Jonas Richard A, research consultant for SCOPE facilitated the sessions with the support of FVTRS team. During the meetings the partners also shared the challenges they faced in implementing the SCOPE and solutions were suggested collectively by the participants.

Roles, functions and responsibilities of the SDT and Skill Net were also finalised. The major outcome of the second review was the development framework for measuring the SCOPE progress.



5. ACHIEVEMENTS

When the results and achievements of the approach are evaluated, one should keep in mind that these are only trends and cannot be considered as universal at this point. The extend of achievement is also varying from partner to partner. It is because of the type of people with whom the organisation is working, the perspective and capacity of the partner along with the level of the partnership of the organisation with the reference community.

- ★ The research has been able to create a sustainable community mechanism in the form of SDT will take skill training ahead. At present, there are 24 SDTs with 274 members.
- ★ This process has facilitated the emergence of local leaders who are socially responsible for skill development. They are ready to take more and more responsibilities in a participatory manner.
- ★ The approach is helping the partners to train more youth with less investment.
- ★ In many places, the training is conducted using locally available resources and resource persons.

Organization	# of Youth Trained	Male	Female	# of Youth Employed/ Self Employed	% of employment
PECSS	355	177	178	253	71
SMSSS	217	63	154	154	60
Seba Jagat	300	146	153	300	100
GCK	308	84	224	275	89
SAMIDA	303	102	201	303	100
Phooleen	179	110	69	81	45
TOTAL	1662	682	979	1366	82%

- ★ It is reported that in two years period 1662 youth were trained in different trades who were selected by the SDTs. During the training, it is observed that there were zero percent dropouts after enrolment for skill training. All of them have completed the training in the selected trades. The number of youth trained under SCOPE is not greater than normal skill training projects of these 6 organizations in last two years period. But in the process, one needs to understand that this is the beginning, lot of preparations, capacity building and accompaniment has been provided to the people. Hence the number will go up shortly.

- ★ As of now 42 trainees have become trainers in different trades and providing training to the youth in the community. They have trained 469 youth in the community on different trades. Fish pickle making, candle making, garment making, beautician, artificial jewellery making are few of the trades. This has happened because the entire design of the SCOPE is community-based as against the traditional practice of institution-based approach.
- ★ From the above table, it is evident that two organizations are successful in facilitating 100% employment and one has 89% employment. The overall employment rate is 82%.
- ★ It is reported that there is 100% employment of youth who are selected and trained by community whereas the youth trained under FVTRS normal projects are around 72%.
- ★ The post-training support is ensured for the trainees especially in the areas of employment and marketing.
- ★ The trained youth have been formed into skill net groups. There are 72 skill net groups which consist of 914 members. Post-training support is ensured for the trainees because of the SDTs especially in the areas of employment and marketing through skill net.
- ★ The Skill Net groups started establishing linkages with various governments departments, banks etc. to support the training, employment, marketing, and mobilize resources.
- ★ The skill net groups of four associating partners have started collective enterprises like procurement, production, branding and sale of fish pickle, NTFP products, production, branding and selling of masala powder are few examples.
- ★ The presence of the SDT is making the skill development process a continuous one in the community.
- ★ It is observed that there is an increased participation of the community in implementing vocational training. They are now involved in the selection of trades, trainees, organizing the training, monitoring the training and facilitating the employment. The trades selected are most suitable to meet the local needs.

- ★ It is noticed that skill training is also becoming a starting point for larger development initiatives as many SDTs started involving in addressing other social issues.
- ★ There are instances where panchayat members are associating with SDT in the process. They are involved in developing a skill development plan, creating linkages with other service providing centres like KVK, National Livelihood Mission etc. They associate with SDT to meet job providers. These kinds of instances were noticed among 5 out of 6 partners.
- ★ The existing partners have started applying the same strategy in the non-SCOPE area.
- ★ There are some indications that skill training is leading towards the overall development of the person and family. In two places the SDTs are engaged in other social issues.
- ★ Learning from the experience of SCOPE partners in common review meetings other partners are also moving towards community-based programmes in their own way.

5.1. Significant Changes at Facilitating Organization Level

Some of the major changes in the organization approach:

- ★ Professional approach in planning, implementation and monitoring with the help of SDT.
- ★ The paradigm shift from an institutional approach to a people-centric approach. The partners have realized the fact that they are no more implementation agents but facilitators of a process in the community which will continue even after our involvement.
- ★ Community (SDT) is involved in assessment, planning, and implementation which has reduced the involvement of the organization. More transparency and accountability in selecting the youth for skill training.

- ★ Issues addressed in consultation with the people was new learning.
- ★ Visibility and credibility of the organizations have been improved. There were instances of specific supports from the community, local panchayat, individual and officials.

5.2. Learnings

Different Stakeholders in the working area have become favourable due to effective community-based organizations (SDT and in few cases other CBOs) and professional approach of the facilitating organization. Some of the specific ongoing learnings are

- ★ Skill training is not a one-time activity – it is a continuous process.
- ★ Community participation helps in better identification of the real needs of the local communities.
- ★ There are different levels of community participation and one needs to closely study this and facilitate for advancement in the level so that the community can take full responsibility for the employment of the people in the community.
- ★ The community can give innovative, practical, and locally relevant solutions to the issues – concerning employment, marketing etc.
- ★ Creation of a community structure is crucial and critical for the success of any community development intervention.



6. CONCLUSION

A participatory intervention by facilitating organization shall promote a process in the community which is sustainable and produce results which contribute to the well-being of the people as the interventions of NGOs are not everlasting. This is possible only when people own the process by themselves.

This is where the participation of the people become imperative in the interventions of NGOs by creating appropriate systems and structures in the community.

SCOPE is an approach in promoting community ownership in skill development. It has been challenging and encouraging for all who have been part of this action research. FVTRS can see that the partners are increasingly realising the need for community participation and striving to involve the community in the process.

People become the centre of the development. People are becoming more socially responsible and coming up with innovative ideas, trades which context-specific, using local resources and providing post-training support to the trainees. It is strongly believed that it will create a new model in skill development.

Finally, I take this opportunity to thank all the partners who are striving hard in the field to make this action research success and my team at FVTRS who are committed to make SCOPE model a reality.

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