

5th National Skill Conference

**'Challenges and Opportunities in the Unorganised Sector':
All-Encompassing Skills for the Unskilled, Cutting Across All Sectors.**



Inaugural Address by H. E. Shri MK Narayanan, Governor of West Bengal at National Skill Conference, Kolkata

The European Union



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INSIDE	
National Skill Conference	2
Highlights of the Quarter	3
EU-Supported Programmes	6
ED's Desk	8
Forthcoming Events	8

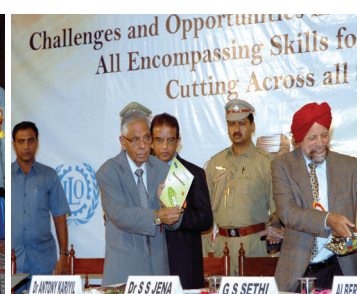
In the present scenario of our country as a nation of great promise in the global front, the vital gap of knowledge and skill is a matter of prime concern. Being conscious of the fact and organising National Skill Conference proved to be a vital stepping stone to better economic performance, said His Excellency Shri MK Narayanan, Hon. Governor of West Bengal while inaugurating the 5th National Skill Conference on **“Challenges and Opportunities in the Unorganised Sector: All-Encompassing Skills for the Unskilled, Cutting Across All Sectors”** organised at Kolkata on 16-17 December 2011. The conference has brought together 175 stakeholders from the field who impart skills training, government departments,

industry, business, academia and media. This annual conference is being organised for the past five years at different places of the country by FVTRS supported by the European Union and Misereor with National Institute of Open Schooling (NIOS) and ILO as allies.

Dr SS Jena, Chairperson, NIOS; Mr Anandan Menon, Programme Officer, Decent Work Team for South Asia, ILO, New Delhi; Mr GS Sethi, TVET Consultant and Editor of SKILLS AHEAD; Mr Jagadananda, State Information Commissioner of Odisha, Ms Koely Roy, Vice-President of FVTRS were present at the inaugural session,



H.E. Shri MK Narayanan inaugurates NSC



Release of Conference Souvenir



ILO-FVTRS Collaboration unfolded at NSC



Key-Note Address by Mr GS Sethi

presided over by Dr Antony Kariyil, President of FVTRS. Conference was moderated by Ms Varupi Gupta from New Delhi.



Dignitaries at the Inaugural Session

Conference Highlights

- The ILO-FVTRS initiative on Entrepreneurship Development was launched by His Excellency Sri MK Narayanan and partnership was spelt out by Mr Anandan Menon from ILO.
- Conference Souvenir was released by Mr GS Sethi by presenting a copy to His Excellency Shri MK Narayanan.

Felicitation Address

Whether we are ready as a centre of power is again coming back to India, posed Mr Jagadananda, State Information Commissioner of Odisha in his address. The need is to emphasis on knowledge, skills and right attitude to capacitate every Indian. More players are required to join the efforts of making youth skilled and trained, working with informal and agro-based sector in rural areas, Mr Jagadananda stressed.



Mr Jagadananda

Though enrolment rate at primary schools has increased owing to Sarva Shikha Abhiyan (SSA) still dropout rate is 60-80 per cent at class 10th and 12th, said Dr SS Jena, Chairperson of NIOS. Vocational education is treated as second-class education in our country though it's making youth employable and skilled. Hence, FVTRS and NIOS collectively took the initiative to provide secondary education along with skill training programmes, said Dr Jena.



Dr SS Jena

A session on introduction to FVTRS and the European Union supported project was facilitated by Mr Felix D'Souza and Mr ML Satyan, Project Managers of FVTRS.



Mr Felix D'Souza and Mr ML Satyan, Project Managers introduce FVTRS and EU supported project

Key Note Address

Mr GS Sethi, TVET Consultant and Editor, SKILLS AHEAD shared his beliefs on India's potential of skill development at domestic as well as on global front, referring the positive social and economic indicators in the past two decades. However, challenges are many and foremost are to transform the huge human-power into demographic dividend, taking advantage of democracy, demography and technology of our country, said Mr Sethi.

In reality skill training is not adequate and accessible to rural India, pushing away many to cities for jobs, not available there. The un-skilled migrant population became the part of larger unorganised sector. Last decade census showed that nine million people migrated from rural areas to cities as their traditional occupation i.e. agriculture is gradually giving diminishing returns. Given the situation, the objective of skill development policy is well-timed and future of the country can be built by educated, trained, enterprising people with right skills-sets, concluded Mr Sethi.



Mr GS Sethi and Audience Participation

Everyone should be an active and informed citizen and the method is asking right question at right time in the right way, explained **Mr Jagadananda** speaking on the importance of transparency and accountability and based on RTI precepts.

Panel Presentations

Skills Speak

Dr P Basak, Governing Board member of FVTRS spoke on the importance of skill training in the unorganised sector presenting its contribution to the Indian economy. The government is ignorant of the unorganised sector when it speaks for faster, sustainable and more inclusive growth. The need of the hour is to skill the numeric strength engaged in different trades in the unorganised sector, said Dr Basak.



Dr P Basak

Narrating the success story of a homemaker from a small village of Udaipur, **Dr Kailash Brijwasi**, President of Jatan Sansthan elaborated the significance of entrepreneurship skill development in skill training. Youth should be encouraged to become an entrepreneur rather than to seek



Dr K Brijwasi

employment. How it has triggered down to community and among the women, he explained in the presentation.

Dr Parijat De, Director, Technical, Education and Training, Govt. of West Bengal described the preference of youth in West Bengal in different vocational training courses presenting the VT programmes and courses available in the State.



Dr Parijat De

VT for Agriculture



Dr Ghandi Doss

Skill development initiatives would be a new beginning in agriculture sector, the major livelihood in our rural areas, expressed **Dr Ghandi Doss**, Advisory Committee member of FVTRS.

In a situation where farmers are quitting farming, contribution of agriculture to the Indian GDP has come down drastically from 46 to 16 per cent, many integrated farming approaches based on horticulture were suggested by **Dr Sabyasachi Rath**, Former Professor and Head, Dept. of Horticulture, OUAT, Bhubaneswar. Introduction of improved technology, skill training in horticulture, market techniques and technology transfer would establish agriculture as an occupation and as a deterrent to retain young population from migrating to cities, suggested Dr Rath.



Dr Sabyasachi Rath

What Need to be Done...

Lack of awareness about the government policies and schemes on skill training among general mass and youth is the biggest challenge for the ministry, said **Mr AK Jha**, Director General, NIESBUD, Ministry of Micro, Small and Medium Enterprises on the second day of the conference. 60 million people was employed in nearly 26 million micro, small and medium enterprises, contributing 45 per cent of manufacturing output, but still not a preferred sector for government and public.



Mr AK Jha

Conference Report Continued: Page 8...



Participants at the Conference

New Cooperation with ILO and FVTRS

FVTRS has entered into a new cooperation with ILO, New Delhi to train a group of master trainers on Entrepreneurship and Enterprise promotion. The Training of Trainers (ToT) will be organised in the first instance for selected vocational training partner agency staff of FVTRS who would in turn organise training for the people in the field by forming a two-member trainer group. The co-operation will result thus in the creation of 1200 EDP trainers in the first year, apart from translating the English materials to Hindi and other vernacular in the needy States.

Milestones of ILO-FVTRS Cooperation

Held several rounds of discussions with Mr Hideki Kagohashi, Mr Anandan Menon and Ms Anjana Chellani of ILO New Delhi to formalise the cooperation.

14 October 2011: Met Mr Merten Sievers and Mr Walter Verhoeve at ILO headquarters in Geneva.

31 October 2011: Mr Anandan Menon, Programme Officer of ILO-New Delhi visited FVTRS, Bangalore to finalise the MoU.

4 November 2011: The MoU and budget for the TOT on EDP was finalised.

16 December 2011: ILO-FVTRS cooperation unfolded at the National Skill Conference 2011 held at Kolkata.

22 December 2011: Identified 26 VT implementing partners and invitation sent for the selection of trainers.

Bonding Partnership

A one-day Partners' meet of new approved projects was held at Bangalore on 11 October. The meeting saw participation of seventeen representatives from partner organisations with the objective to introduce them to implementation procedures as practised by FVTRS and to explain project formalities, reporting formats, and Project Implementation Plan (PIP). Sessions were facilitated with practical examples from field experiences. Participants actively took part in group discussions.



Partners' Meet and PIP at Bangalore

Expanding VT Interventions in Jammu & Kashmir

Being conscious of the need for skill development of school dropout youth in the State of J & K, a one-day Promotional Consultation was held at Srinagar on 5 November. Twenty five NGOs

representatives attended the consultation organised by Human Welfare Foundation, a partner-organisation of FVTRS. Mr Albert Joseph, Executive Director, Mr Felix D'Souza, Programme Manager of FVTRS facilitated the sessions on the need of VT for school dropout youth, prevailing skill situation of the country, and funding support and other services offered by FVTRS.



Srinagar Promotional Consultation

National Partners' Meet

Held on the sidelines of the National Skill Conference at Kolkata on 15 December and attended by 100 partner-organisations, Board members and Staff of FVTRS. The occasion was utilised to discuss the critical issues and areas pertaining to implementation of VT projects with suggestions from partners and Board members.



Inauguration of National Partners' Meet

Presentations on sharing of best practices were done by five partner-organisations. How youth from Kalahandi are leading their lives after undergoing various vocational training, shared Mr Satyanarayan Pattanayak, Secretary of Seba Jagat, Kalahandi-Odisha. He highlighted efforts of the organisation in providing loans to trainees through



Mr S Pattanayak



Fr M Vettickat

bank linkages. Fr Michael Vettickat, Secretary of Kottayam Social Service Society, Kottayam-Kerala spoke of the significance of certificates along with skill training. A community college under the aegis of IGNOU was started by KSSS, an initiative in this direction, shared Fr Vettickat. Best practices based on curricula preparation, importance of soft skills, trade selection analysing the local needs and market trend in imparting vocational training were shared by Mr Prasada Rao, Project Director, Youth Club of Bejjipuram, Srikakulam-Andhra Pradesh. Sr Mabel Pinto, Coordinator of Deepalaya Social Service Centre, Bijapur-Karnataka highlighted follow-up strategies adopted by the organisation. Handholding support to trainees is essential part



Mr Prasada Rao

of training programmes, said Sr Pinto quoting examples. Local governance bodies and panchayat samiti play a crucial role in effective implementation of skill training, trainees' selection, monitoring and follow-up for job placement, said Mr



Sr Mebal Pinto

Susheel Sharma, Secretary of HARD, Anupur-Madhya Pradesh in his presentation. Panel discussions were moderated by Dr Hubby Mathew, General Body member and Dr Ghandi Doss, Advisory Committee member of FVTRS.



Mr S Sharma

Mr Rajen Das of Raphael Academic & Vocational School, Siliguri-West Bengal took a session on



Session facilitated by Mr Rajen Das

curricula preparation. Clarification sessions on ILO-FVTRS cooperation, enrolment of student in NIOS courses were also held. A separate session was held for project partners supported by the European Union.



Participants at National Partners' Meet, Kolkata

Governing Board and PSC Meetings

Governing Board Meeting and Project Selection Committee meetings were held at (Aishwarya Gram) Save A Family Plan (SAFP) office premises, Kochi, Kerala on 28 November. 21 project proposals were approved.

New Skill Partners

Mr Albert Joseph, Executive Director of FVTRS visited Europe in the month of October to meet Eurecna Consortium members and to submit the project proposal to EU. He met Mr Andrea Badalamenti, Project Manager-International Relations, Formaper (Italian Chamber of Commerce and Industry) in Milan exploring funding possibilities for skill training and for setting up a skill training centre at Bangalore.

A meeting with Mr Merten Sievers and Mr Walter Verhoeve of ILO was held at the headquarters in Geneva on the emerging ILO-FVTRS cooperation on EDP for FVTRS partners. A meeting with Senior Experten Services at Bonn in Germany also took place to renew and discuss the services being offered by them.



Meeting with EURECNA at Venice

Visitors

Foreign Delegation headed by Ni-MSME

Two teams of 25 delegates headed by Ni-MSME, Hyderabad visited FVTRS on 20 October. The visit was part of their capacity building and providing alternative livelihood opportunities for poor and on enterprise development through microfinance. The delegation comprised of representatives of various NGOs, government sector and banks from various countries. They were appraised about FVTRS and its programmes by Mr Felix D'Souza, Programme Manager and Ms Arpana Bharti, Documentation Officer, FVTRS.



Foreign Delegation headed by Ni-MSME at FVTRS, Bangalore

HR Consultancy

Dr Cherian Joseph, HR Consultant from Delhi visited FVTRS on 22 November to plan for the future activities. He has volunteered to facilitate the Decision Makers and Donors' meet in March 2012 apart from organising capacity building exercises for implementing partners of FVTRS.

Students of XISS

A batch of 20 students from Xavier Institute of Social Service, Ranchi, Jharkhand visited FVTRS on 20 December as part of their study tour to understand the functioning of social sector organisations. An orientation session was facilitated by FVTRS.



XISS Students at FVTRS, Bangalore

Projects

74 Project Proposals were received

Rs. 62.35 lakh was released for various projects

14 agencies were visited for pre-assessment and eight projects for monitoring in eight States.

Participation in Meetings/ Conferences

Caritas India Golden Jubilee

FVTRS staff attended the Golden Jubilee Celebration of Caritas India held at Bangalore on 13 October. Hon. Governor of Karnataka, Shri H R Bhardwaj graced the valedictory session as chief guest.



Participation in Caritas India Golden Jubilee at Bangalore

23rd Foundation Day of NIOS

National Institute of Open Schooling celebrated its 23rd Foundation Day on 23 November. Mr E Ahamed, Minister of State for External Affairs & Human Resource Development, Govt. of India was the Chief Guest and Mr Apurva Chandra, Joint Secretary, Department of School Education and Literacy, Ministry of Human Resource Development was the Guest of Honour. Mr Felix D'Souza, Programme Manager represented FVTRS at the programme.

- **4 November:** A meeting with Mr Ayappan, Director General of ICAR was held to discuss on incorporating agro-based trades in vocational training.
- **4 December:** Discussion on finalisation of 'Skill Watch' with Dr P Basak was done at Kolkata.

Miscellaneous

- A plot of land measuring 1720 sq. ft. has been bought at Hegde Nagar, Bangalore to set up FVTRS office.
- Communications were sent to various partners regarding their participation, absence, deputing of representatives etc in the Partners' Meet and NSC at Kolkata.
- Five new partner-applications sent to NIOS for accreditation.
- Mr Ashoka V, Project Monitoring Officer resigned w.e.f. 4 November 2011.
- Advertisement for the position of Project Monitoring Officer was released on Devnetjobsindia website and two leading newspapers on 22 December.

EU- Supported Project on 'Vocational Education and Training for Vulnerable and Marginalised Groups in India'

EU-VET Project Partners' Meet

Annual meeting of ten EU-VET Project Partners was organised by the EU-Delegation office, New Delhi at Bangalore on 1-2 December to take stock of the activities being carried out by the implementing organisations, achievements, challenges and updating of activities and plan for the remaining project period. Ms Anasuya Gupta from EU-Delegation office, New Delhi welcomed all the participants and Ms Archana from MYRADA moderated the interactive session where all partners made presentations of their projects. An exposure visit to skill training centres of MYRADA was organised on 2 December.



Session in progress at the EU-VET Partners' Meet

On Project Dynamics

With the objective to acquaint the new service providers to the operational procedures of project implementation and reporting and accounting formats of FVTRS, two one-day Project Implementation Plan (PIP) meetings were held at Dimapur-Nagaland on 12 October and at Jodhpur on 23 December. Ten service providers from Assam, Nagaland, Madhya Pradesh, Rajasthan, and Jammu attended these meetings.

Dimapur: Stressing on the need of proper maintenance of reports and timely reporting, Mr ML Satyan, Project Manager (EU) facilitated sessions on FVTRS, need for skill training and reporting formats prescribed by FVTRS. Participants utilised the opportunity to clarify their doubts. Ms Akokla Imsong, Regional Manager (Dimapur) discussed issues related to keeping track of trainees after completion of the training and checking emails regularly. Dr P Basak, Governing Body member of FVTRS explained the importance of effective and timely project implementation to the participants.



Service Providers at the PIP Meeting, Dimapur

Jodhpur: Sessions on overview of FVTRS, EU supported project, dynamics of skill training, guidelines for effective project implementation, reporting/accounting formats and procedures, communication guidelines were held to orient the representatives of the new service provider organisations. Meeting was facilitated by Mr ML Satyan and Mr Ankur Kachhwaha, Regional Manager, Jodhpur.



Service Providers at PIP Meet, Jodhpur

Learnt about the Market Dynamics

Dimapur: Mr Senti Jamir, Executive Officer, KVIB, Dimapur-Nagaland after inaugurating the market fair took a session on 'Entrepreneurship and Marketing' interacting with trainees from north-eastern States (27 participants from five service provider organisations). The occasion was the two-day Regional Market Fair organised at Naga Shopping Complex, Dimapur-Nagaland on 12 October.

It has provided an opportunity to the service providers and trainees from north-eastern region to showcase their art-works (framed weaving, handloom, traditional bamboo products, and apparel) and to understand the market dynamics. Participants had registered good amount of sales, and articulated on the learnings of the exposure meaningfully.



Market Fair at Dimapur, Nagaland

Jodhpur: The two-day Regional Market Fair was organised at Jodhpur on 22 and 23 December. The objective of the Market Fair was to showcase the skills of the school dropout and illiterate youth by displaying their products and in the process to facilitate linkages for better marketing opportunities for those products. It was also an awareness raising event on the importance of skill training among the general public. Eight service providers participated in this Market Fair. Mr Narayan Singh Gehlot, Inspector- DIC, Jodhpur was the Chief Guest who inaugurated the fair. More than 500 people visited the fair which registered good sales.

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Jodhpur Market Fair

'Dream Big and Make it Real'

Chief Guest Prof. MP Singh (Director Training and Placement, VNS group of Institutions) quoted the above phrase, citing examples of successful entrepreneurs of present time to motivate the participants at Youth Convention on 'Need for skill training' held at Bhopal on 15 November. 78 trainees from four service provider organisations of northern region attended.

The objective was to sensitise youth about the need of VET and also ways to develop their skills. Group discussions, presentation by trainees and screening FVTRS documentary film 'Not Born To Burn' were done to make the participants understand the need and importance of skill training. An interactive game session for trainees was facilitated by Mr Prashanth RB, Central Documentation Officer (EU), to make them aware about the importance of team work, coordination and various skills.



Discussion at Bhopal Youth Convention

Entrepreneurs' Convention

Two one-day Entrepreneurs' Convention on 'Role of Entrepreneurship Development in Skill Training' were held at Dimapur on 13 October and at Bhopal on 16 November. 88 trainees from Assam, Manipur, Nagaland, Madhya Pradesh, and Rajasthan attended.

Dimapur: In the inaugural address, Chief Guest Mr Sani Pongen of IIE, Nagaland State Representative spoke on the need of entrepreneurship development, relevance of new technology and informed about the schemes of loans available for entrepreneurs under Prime Minister's Employment Generation Programme (PMEGP), Credit Guarantee Trust for Small and Medium Enterprise (CGTSME), and assistance from IIE explaining eligibility criteria, subsidy at different stages for skilled workers.

Successful trainees shared their experiences during the sessions. Dr P Basak, FVTRS Governing Board member explained the need of soft skills and motivation in developing entrepreneurial and employability skills among the trainees.



Entrepreneurs' Convention at Dimapur

Bhopal: The objective of the Convention was explained by Mr BK Panda, Asst. Project Manager (EU). Group activities, discussions, experience sharing and role plays were facilitated to ensure active participation of trainees. Chief Guest Mr Tarun Katare, Manager DTIC encouraged the participants to explore different government schemes available in the area. A panel discussion was held by resource persons Mr Susheel Sharma, Director of HARD, Dr Salini Saxena, Secretary of PECSS, Fr Alexander Jesudasan, Youth Director, Bhopal Pastoral Centre on support system and facilitation of micro enterprises. They spoke on different ways to explore good earning, importance of entrepreneurship, etc. Session was moderated by Mr Ankur Kachhwaha, Regional Manager, Jodhpur.



Presentation by Trainees at Bhopal Entrepreneurs' Convention

EU Mid-Term Evaluation

A mid-term evaluation has been initiated by the European Union for its partners in India. Mr Stefano, the EU Evaluator, will be conducting evaluation of VANDANA project, Chitradurga, Karnataka on 4-5 January, 2012 and for The Dedicated People's Union and Women Development Organisation in Imphal, Manipur on 6-9 February 2012. The Evaluator will have meetings with the management team, trainees and other stakeholders like, government officials, employers, MFIs etc. He will also verify documents/ records related to the skill training projects.

Miscellaneous

- EU quarterly report (Jul-Sep 2011) was sent to the European Union, Delhi on 4 October.
- Five organisations were visited for pre-assessment and 16 projects for monitoring in three regions.

Cotinued from Page 3...

A 14-years old girl refused to get married saying, 'I want to do something in my life first'. This incident shows today's youth understand the importance of skills and want to be responsible, said **Mr NK Chatterjee**, Director, Advanced Training Institute (DGET). We need a thought shift from unemployment to employability in a country where 65 per cent population is below the age of 25. World is looking for more and more skilled and trained youth from India, mentioned Mr Chatterjee.



Mr NK Chatterjee

Dr Malini Bhattacharya, Formerly member of Lok Sabha and Chairperson of West Bengal Commission for Women raised the issue of 'Skills as Right' for women engaged in the unorganised sector. 93 per cent women do various kinds of work in the unorganised sector not chosen but thrown to them. Women working in the unorganised sector have some livelihood skills to survive which are of no use in today's market. There is mismatch in what skills women have and what sector she is working in. Though feminisation of labour is increasing in unorganised sector, the challenge is to provide marketable skills, equal wage and dignity of work to women, concluded Dr Bhattacharya.



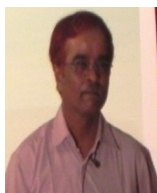
Dr M Bhattacharya

Mr Pankaj Kumar, Chief Officer of Bernhard Shulte Ship Management talked about the vast opportunities and requirement of trained youth in shipping industry, as India has 6000 Km long coastal areas.



Mr P Kumar

The need of imparting the awareness on HIV/AIDS to youth was highlighted by **Dr PSN Rao**, MD, MKCG Medical College, Berhampur, Odisha. He also explained the process of incorporating HIV/AIDS awareness programme into the curricula by FVTRS in consultation with the Misereor Consultant.



Mr PSN Rao

Ms Anita Sharma from GIZ, New Delhi spoke on the importance of



Ms Anita Sharma

tailor-made curricula for effective implementation of vocational training.

Conference concluded with the valedictory session at 4.30 pm attended by partners, members of governing board, advisory committee, forum and staff of FVTRS. Winners of NSC 2011 quiz competition were awarded with feedback and suggestions received from the participants.



Valedictory Session of the Conference

Forthcoming Events

5 January: PIP Meet and monitoring visit at Guwahati, Assam

5-6 January: Field visit by Dr Stefano De Santis, Evaluator-EU to VANDANA, Chitradurga, Karnataka

10 January: Meetings with KVIC and the Employers Federation of India, Mumbai

11-12 January: Visit to Regional office at Jodhpur, Rajasthan

13 January: Promotional Consultation at Nagpur, Maharashtra

18 January: SAFF Meet at Kochi, Kerala

20-21 January: Caritas India Golden Jubilee Meet at New Delhi

27-28 January: Workshop on Jackfruit preservation and health issues at Shanti Gram, Thiruvananthapuram, Kerala

29 January: Best Social Worker Annual Presentation Ceremony at Kottayam Social Service Society, Kottayam, Kerala

31 January: Interview for Project Monitoring Officer at Bangalore

1-3 February: Staff Educational Tour to Mangalore and Gokarna, Karnataka

6-9 February: Field visit by Dr Stefano De Santis, Evaluator-EU to two projects in Manipur

17-19 February: International Meet on Vocational Training by NIOS, New Delhi

12-15 March: Interface Meeting, Stakeholder Education and Market Fair at Hyderabad, AP

20-21 March: Youth & Entrepreneurs' Conventions at Guwahati, Assam

22-23 March: Market Fair at Indore, MP

29 March: Governing Board Meeting at Bangalore

From ED's Desk

Maruti Versus Mercedes

Nursing profession being one of the big exports from India and where two-thirds of its nursing schools are based in South India which is 20% to India's 1.2 billion population, it reveals how opportunities are denied to the adolescent girls in the north of India. This is an example how service sector skills are badly explored, attended to and promoted in India when we cry hoarse on the skill gap and plan to raise an ambitious army of 500 million skilled workers by 2022. The conspicuous absence of initiatives lacking in the agriculture sector where 52 per cent of the population depends on primary agriculture is another pointer in this context. We need to have a strategy where 'skills for everyone' to be thought of unlike an industry-driven approach where skill-sets that cater only to a microscopic minority. We need in the country many skill development corporations and not just one corporation to impact a triggering effect to skills needed to all sectors.

We talk today of high-end skills when we have about 96 per cent of the workforce belongs to the unorganised sector of which majority of them have never seen a school or dropped off before they reached the 10th class. The school dropout rate today is estimated at 60 to 80 per cent. It is beyond the comprehension of anyone, how the high-end skills can be caught, captured and applied by a school dropout youth in all its manifestations at the workplace. This means in other words analogically, we need to have a standardised approach in the country where the skilled workforce has knowledge on Maruti 800 skill-sets and not on Mercedes 350 skill-sets, if we mean an all inclusive approach.

Albert Joseph



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