GSIF @

TRI TRANSFORM RURAL INDIA

An Initiative of **TATA TRUSTS**

YUVA OPPORTUNITY FACILITATION HUB (YOFH) / YUVA COMPASS

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GSIF Project Scope

❑ Project Output : Framework for setting up the Yuva Compass Hub Model.

This will assist in operationalizing and scaling the hub for providing economic restoration for migrant laborer's and rural youth.

❑ Activities :

1. Understand the proposed YOFH Model

2. Understand the digital architecture and tools that have been evaluated

3. Create a high-level process flow document

4. Create the governance structure for monitoring the implementation of the program
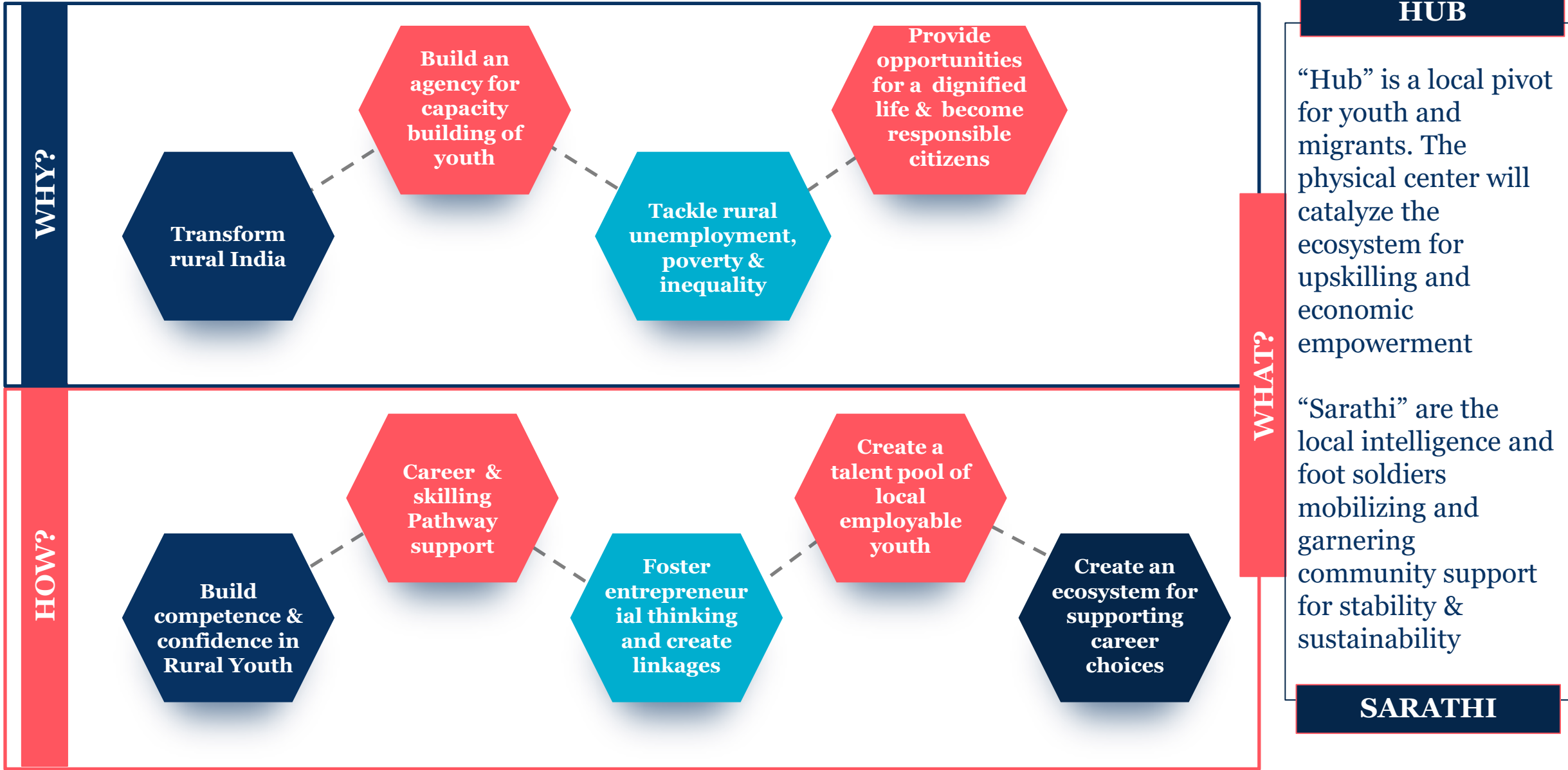
5. Risk Mitigation Plan (FMEA)

❑ Timelines : From May 18th – June 30th , 2020 - 6 weeks

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Project Deck Outline

- Program Level

  - Framework

  - Intervention Model

  - Highlights

  - ToC

  - SWOT

- Operating Model

  - Intervention Cycle

  - High Level Process Maps

  - Governance Structure

  - Risk/ Mitigation Plan

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YOFH : Genesis

WHY?

- **Transform rural India**
- **Build an agency for capacity building of youth**
- **Tackle rural unemployment, poverty & inequality**
- **Provide opportunities for a dignified life & become responsible citizens**

HOW?

- **Build competence & confidence in Rural Youth**
- **Career & skilling Pathway support**
- **Foster entrepreneurial thinking and create linkages**
- **Create a talent pool of local employable youth**
- **Create an ecosystem for supporting career choices**

WHAT?

HUB

"Hub" is a local pivot for youth and migrants. The physical center will catalyze the ecosystem for upskilling and economic empowerment

"Sarathi" are the local intelligence and foot soldiers mobilizing and garnering community support for stability & sustainability

SARATHI

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YOFH : Framework

Who is the Beneficiary

Rural Youth and migrants aged 18-34 years

Where is the project operating

2 States, 3 Blocks : Jharkhand - Gola ; Madhya Pradesh - Manawar & Khategaon

(Proposed – 15 More blocks)

Intervention

Will vary upon each the Pathway. Alumni support will be provided for 2 years
Pathways – Employment, Skilling, Entrepreneurship and Higher Education

Impact

- Rural Economic Growth
- Social Harmony
- Empower Youth to lead a dignified life & become responsible citizens

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YOFH : Highlights

TRI shall act as a platform builder, a catalyst and convener for driving rural development by empowering rural youth/ migrants

For Youth
- Higher Career Satisfaction
- Sustain in their chosen pathway
- Access to various opportunities
- Support structure to make an informed career choice
- Lower Dropout from training courses
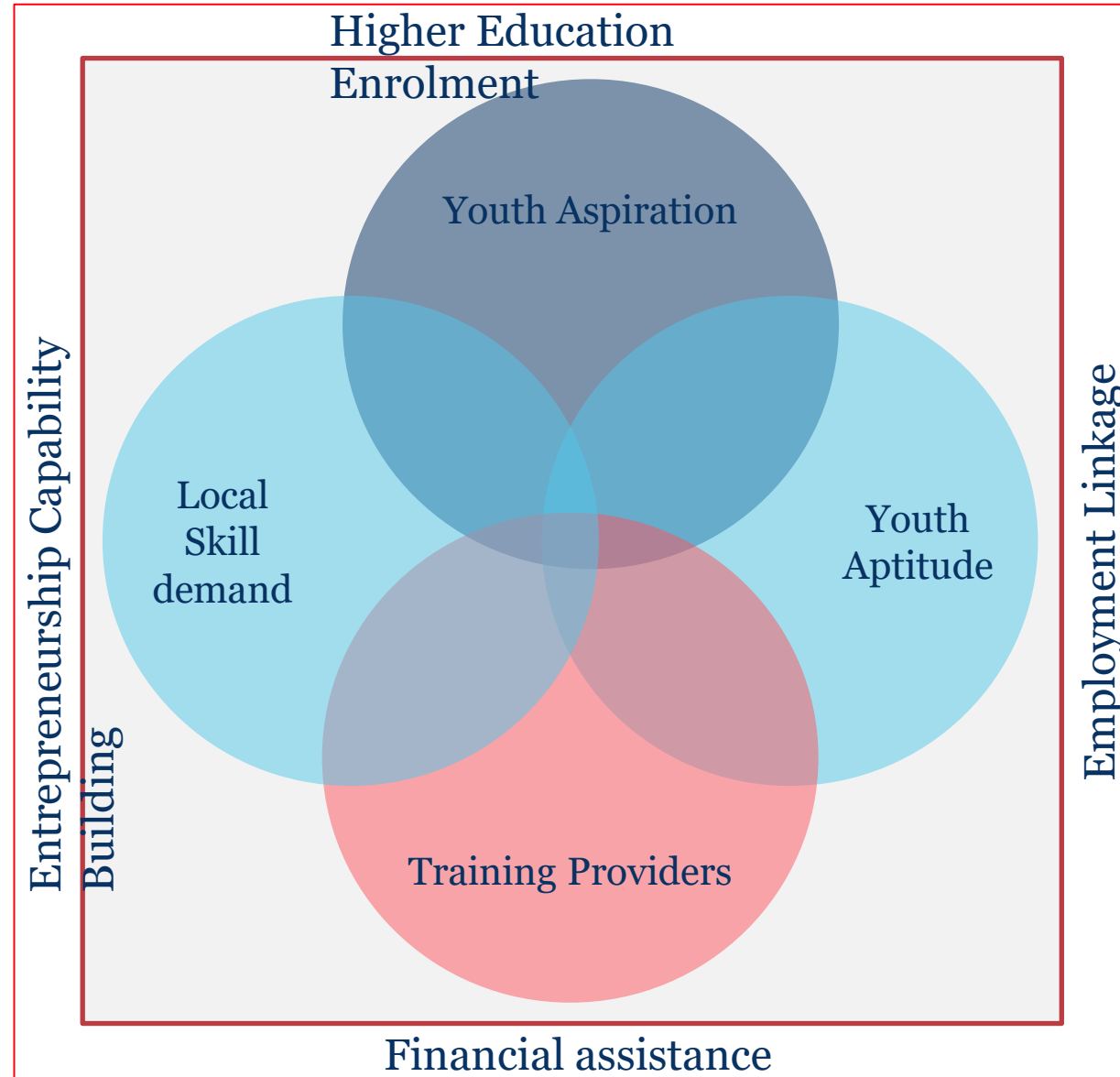
SDG Linkage:
Direct:
Goal 8 : Decent Work & Economic Growth
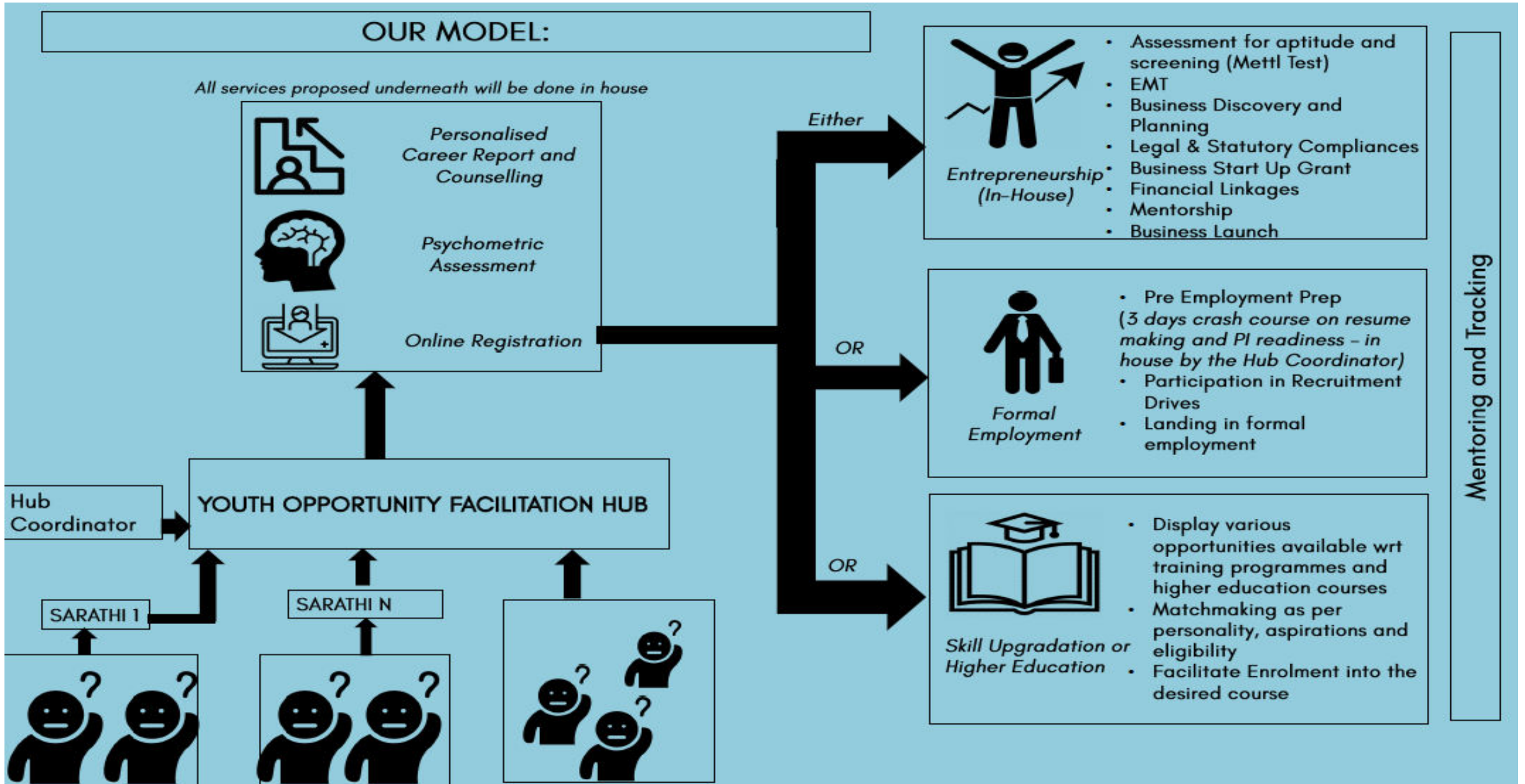**Indirect:**
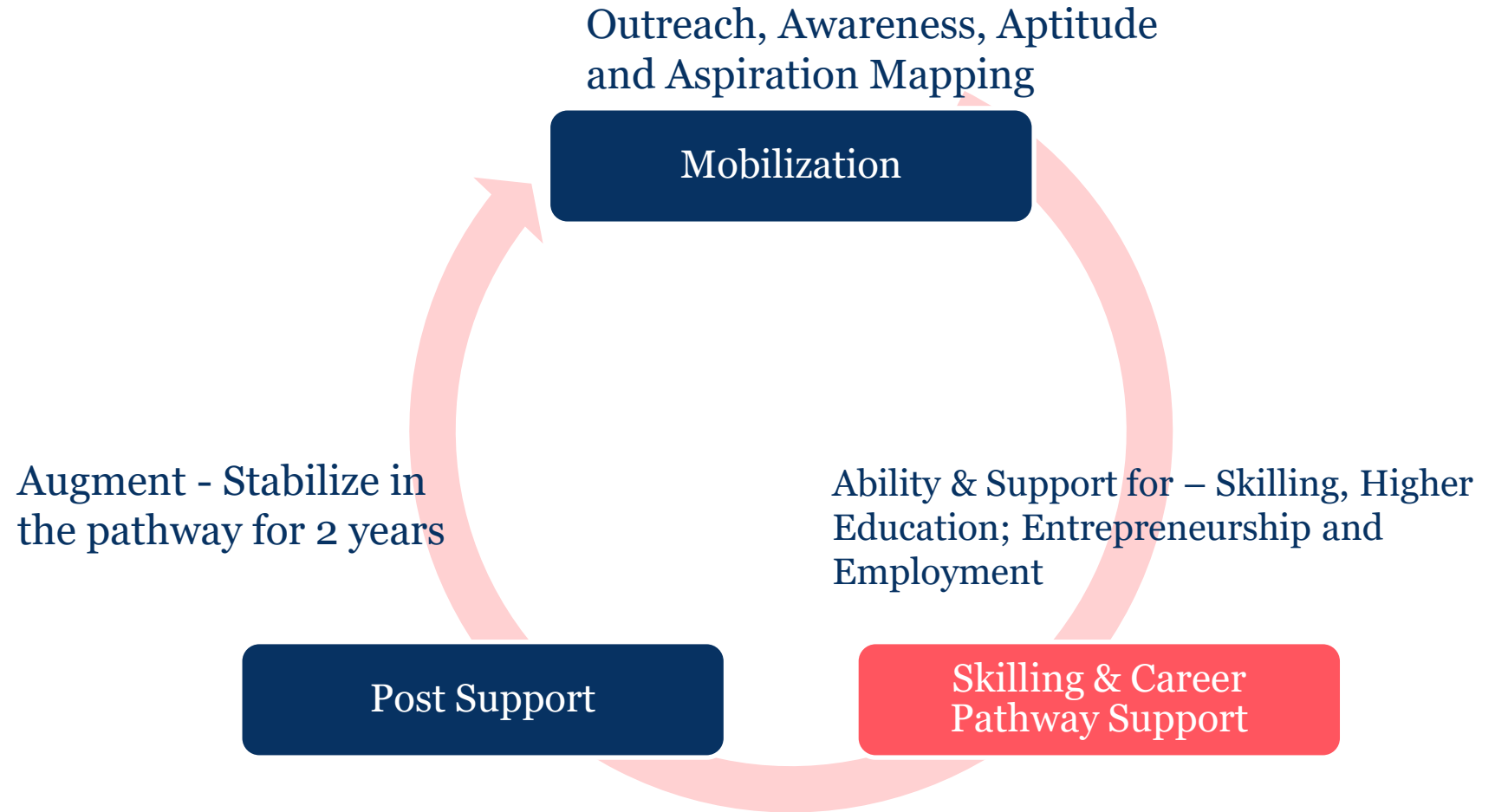Goal 10: Reduced Inequality
Goal 1 No Poverty
Goal 2: Zero Hunger
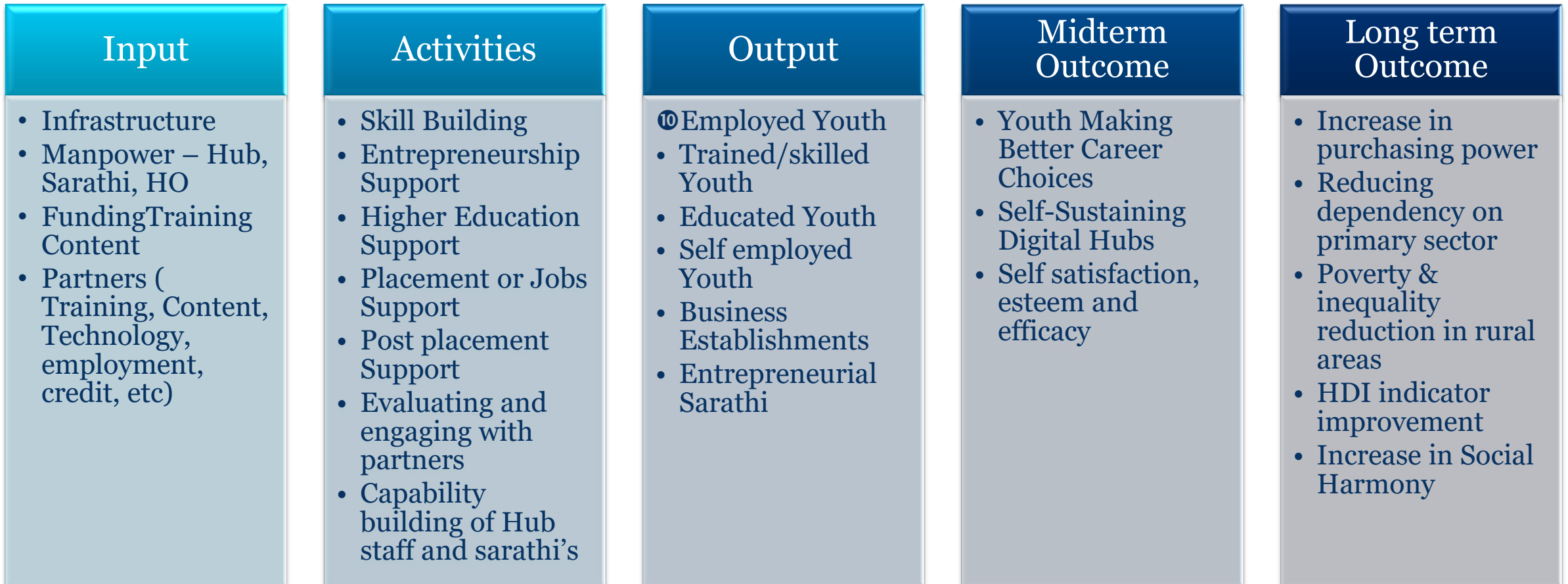Goal 3: Good Health and Well-being
Goal 4: Quality Education

YOFH Operating Model

YOFH : Intervention Cycle

Outreach, Awareness, Aptitude and Aspiration Mapping

Mobilization

Ability & Support for – Skilling, Higher Education; Entrepreneurship and Employment

Augment - Stabilize in the pathway for 2 years

Post Support

Skilling & Career Pathway Support

Partner Involved

Fully TRIF Owned

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YOFH : Theory of Change

Input	Activities	Output	Midterm Outcome	Long term Outcome
• Infrastructure • Manpower – Hub, Sarathi, HO • FundingTraining Content • Partners (Training, Content, Technology, employment, credit, etc)	• Skill Building • Entrepreneurship Support • Higher Education Support • Placement or Jobs Support • Post placement Support • Evaluating and engaging with partners • Capability building of Hub staff and sarathi's	❿Employed Youth • Trained/skilled Youth • Educated Youth • Self employed Youth • Business Establishments • Entrepreneurial Sarathi	• Youth Making Better Career Choices • Self-Sustaining Digital Hubs • Self satisfaction, esteem and efficacy	• Increase in purchasing power • Reducing dependency on primary sector • Poverty & inequality reduction in rural areas • HDI indicator improvement • Increase in Social Harmony

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SWOT Analysis

INTERNAL FACTORS

STRENGTHS (+)

- Collaborative Scalable Model
- Strong Local Presence for sustainable impact
- Leveraging Digital Tools
- Brand presence & Network
- Donor Funding

WEAKNESSES (–)

- Administrative Challenge: Multi Agency Collaboration & Wide Range of Projects
- Difficulty in managing rural Infrastructure
- Catering to domain skills, which require specialized labs
- Inability to standardize

EXTERNAL FACTORS

OPPORTUNITIES (+)

- Reverse Migration due to COVID
- Demographic Dividend
- Availability of educated, skilled youth
- Government focus and ecosystem for skilling
- Non-explored rural terrain

THREATS (–)

- Demand & Supply of local opportunities
- Credible/up to date data sources
- Rise in Unemployment/ Slower economic progress
- Regional Disparity
- Disengaged youth

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Migrant Workforce Analysis

Based on 243 responses from 3 blocks in MP and Jharkhand

Eligibility profile: The Age Group of the returning migrants largely (69%) fall in the 18 to 25 years' category which falls under the "youth category". Similarly, the education levels also show close to 50% of these returned migrants have education levels between 5th to 10th Std ~ most of the employment related short term (DDUGKY, PMKVY, NSDC) and long term (ITI) skilling programmes are designed for this eligibility segment

Secondly, the income profiles show that 69% of the returned migrants earn somewhere between INR 5000 to INR 15,000 per month which is close to the wage of a semi-skilled worker (NSQF level 3 to NSQF level 4 passed)

Third, the skill profile indicates a large portion of the returned migrants are either skilled or semi-skilled ~75%.

Lastly, the aspiration mapping suggests close to 50% of the respondents wanted to opt for employment (largely within the State) post lockdown and 16% wanted to stay back and start some form of enterprise using their acquired skills. Thus meaningfully engaging them and helping them navigate back to the workforce would be of utmost importance

Restoration Plan :
Identify skills required viz local supply of Jobs
Identify free online courses for upskilling/reskilling
Identify employment partners
Link skilled migrants with employment partners
Conduct local area economic analysis for entrepreneurship
Capability building of entrepreneurs
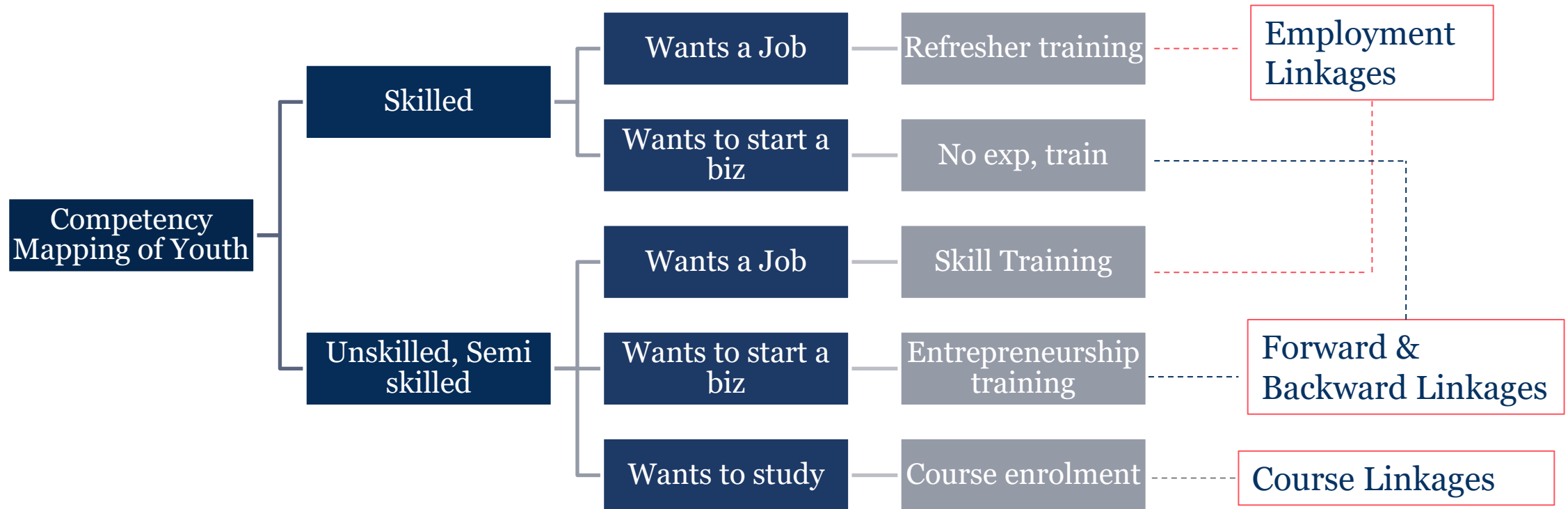Identify partners – banks/financial institutions for credit linkage
Assign mentors

Skill Ecosystem in India

Ministry of Skill Development & Entrepreneurship, MHRD,	SSDM, NSDC, NSDA, SSCs, NCVT, SCVT, Labour Laws, Minimum Wages Act	ITIs, Training Providers, Captive Training by Employers,	Marginalised societies, Unemployed youth,

NSQF

MORD, Other Central Ministries	Financial Institutions, Apprenticeship Act	Schools, Universities, Assessment Companies	Low income Group, School & College Students
Key Bodies	**Enablers**	**Implementing bodies**	**Beneficiaries**

Sectoral Challenges :
- Employer's apathy towards illiterate/acquired skills youth
- Most Jobs need displacement to Tier 1, 2 cities
- Lack of awareness amongst youth on various skill trainings offered
- Mismatch between youth aspiration and Job offered
- Scalability of training programs. providers, high capex infrastructure needed
- Regulatory barriers eg. Labour Laws, ensuring minimum wages for all
- Low salaries offered at entry level

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Pathways Offered

Competency Mapping of Youth

- **Skilled**
  - Wants a Job → Refresher training ----- **Employment Linkages**
  - Wants to start a biz → No exp, train
- **Unskilled, Semi skilled**
  - Wants a Job → Skill Training
  - Wants to start a biz → Entrepreneurship training ----- **Forward & Backward Linkages**
  - Wants to study → Course enrolment ----- **Course Linkages**

*Note: Skill, Semi- Skilled & Unskilled are defined as per Government Guidelines

Stakeholder Mapping

Partners & Service Providers
- Training Service Providers
- Infrastructure Partners
- Employment Partners
- Credit Partners
- Franchisee Partners
- Entity Support Partners (Legal/Human)

Target Beneficiaries
- Rural Youth (Age 18-34 yrs)

Community
- Village Level Organizations
- Block Level Organizations

Selection and Orientation

Field support, Assistance and regular M&E

TRIF Leadership

Guiding Frameworks

Hiring and Training

Program Implementation

Hub Operations, Field Support & Assistance

Operation Managers
- Block Manager
- State Manager

Hub Staff
- Hub Managers
- Sarathis

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SIPOC – YOFH Overall

S Supplier(s)	**I** Input(s)	**P** Process	**O** Output(s)	**C** Customer(s)
▪ Partners ▪ Mentor ▪ Donor	▪ Aspiration / Aptitude mapping ▪ Hub Infrastructure ▪ Partners ▪ Resources ▪ Hub Staff, Sarathi		▪ Employed Youth ▪ Youth Enrolled in higher education ▪ Youth owning business ▪ Trained/skilled Youth ▪ Trained Hub Manager ▪ Entrepreneurial Sarathi	▪ Rural Youth/ Migrants ▪ Donors ▪ Partners

Pre-requisites

- Identify and Orient Sarathis
- Identify , Recruit and orient Hub Manager/Staff
- Infrastructure Readiness at Hub
- Build Partnerships

Mobilization

- Mobilize, counsel & enroll youth
- Conduct Psychometric Test and Aspiration Mapping

Skilling & Career Pathway Support

- Conduct Foundation
- Linkage based on pathway
  a. Skilling – training provider
  b. HE – course & financial assistance
  c. SE – conduct training & forward-backward linkages
  d. Job – course & Job linkage; OJT/ Apprenticeship support
- Governance & monitoring

Post Pathway Support

- Alumni relations
- Alumni Tracking and Impact

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Operations Model

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A. Pre-requisites

- ✓ Identify and Orient Sarathis

- ✓ Identify, Recruit and Orient Hub Manager/Staff

- ✓ Infrastructure Readiness at Hub

- ✓ Build Partnerships

Program Manpower Planning

Program Team
Identify the manpower required to execute the program. This also includes the program shared staff at the HO, field teams which are dedicated to the specific program

Size of the team depends on
1. Volume of work
2. Productivity and utilisation
3. Location of operation
4. Org hierarchy for program
5. Support /shared team members

Recruitment
1. HR / Recruitment policy already in place
2. Opportunities to leverage the existing team
3. Roles and Responsibilities
4. Designation

Skills Required
1. Technical Skills
2. Language Skills
3. Experience

Team Formation

03 Field Team

02 Program Core Team

01 HO CORE Team

Field Team
Team in contact with the Beneficiaries/communities

Program Core Team
Team to execute/monitor the program
PMO solely responsible for the program + relationship building

HO Core Team
Leadership and Shared services team

A.1 - Identify and Orient Sarathi's

Hiring
- SHGs Pass on the Information to community
- Nominations through SHGs and Village Representatives

Selection
- Receive Individual Application from Candidates
- Conducting a written examination
- Federation members will be conducting interviews in consultation with TRIF using standardized questionnaire

Orientation
- A 3 day orientation Training covering modules - Communication to Community Stakeholders & Outreach, Partner Representatives Introduction, Locally Available Jobs, Challenges & Resolution
- Operations Team, Hub Manager and Capability building Partners will conduct the training using inhouse content

➢ Eligibility Criteria - 1. Matriculation Pass 2. 18 year old or more 3.Communication Skills 4. Basic Numeracy & Reading 5. Basic proficiency on Mobile Usage 6. Locally Available Person 7.Facilitation and Mentoring Skills

➢ Span – Every hub will have 3-4 Sarathis. Each Sarathi will be responsible for 5 Revenue villages reporting into the Hub Manager

➢ Part time resource w/variable pay linked to candidates mobilized each month

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A.2 – Identify, Recruit and Orient Hub Manager/Staff

Hiring
- Information passed on to SHG, Cluster Level Federation, Block Level Federation

Selection
- Interested Candidate visits Block Office
- Candidate gives a written Expression of Interest and shares resume
- Standardized assessment is conducted via a written test, Group Discussion and a personal Interview and a set scoring sheet

Orientation
- TOT and Hub Management Training – 15 day residential program conducted by Training Partners
- Orientation for TRIF ?

➤ Eligibility Criteria for Hub Manager - 1. Graduation 2. Work Experience- 2-3 years in Rural Areas 3. Soft Skills: Good Communication , Interpersonal skills, IT Skills 4. Technical Skills : MS Office Internet & Emails 5. Counselling
➤ The Hub Manager will be responsible for the functioning of the hub and local Sarathis. They will report to the Block Manager

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A.3 Infrastructure readiness at Hub

Standard Hub Guidelines to be followed for branding, facilities, resource availability

Facility size in terms of rooms, basic amenities and safety standards to be adhered to

Hub Staff for each center
1 Hub Manager + 3-4 Sarathi's + Other support Staff

Infrastructure requirement in terms of furniture, computers, internet bandwidth

Signage and logo guidelines + display of POSH and other policies

- TRIF Hub Manager and Partner will manage the facility

Brand Book
APRIL 2020

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A.4 Build Partnerships

Why Partner

01 — Scale

02 — Depth

03 — Ecosystem

04 — Economies

05 — Collaboration

06 — Leverage

07 — Knowledge

Ease of access to the Rural Ecosystem & Market jointly

- **Entry into new geographies**
- **Reduction in TAT**

Expanding program outcome

- **Competitive Advantage**
- **Access to pooled resources**
- **Reduction in Cost**

Leveraging collective effort of a group of Partners

Bargaining power with govt and donor

Learning and leveraging from others

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A.4 Build Partnerships
Role of Partners

Train & certify the Candidates in accordance with Course mandate
Existing Partners : HHH, Pan IIT, QUESS Corp, B- Able, Dreamweaver
Selection Criteria :
A. Institute Specific Parameters – Infrastructure, Industry Participation, Administrative Transparency
B. Training Specific Parameters - Training Infrastructure, Trainers, Teaching Methodology , Training Outcome , Employment Outcome

Establishing, Operationalizing & Sustaining the Hub after TRIF exit
Existing Partners : NexConnect Ventures
Selection Criteria :
Infrastructure Readiness as per the Brand Guidelines (refer infra slide)
Depending upon the nature of Institution (Community center, educational institute, entrepreneur run center) requirements will vary.

Linking Employable youth to Jobs
Existing Partners : AISEC, Yashaswi , CII
Selection Criteria :
A. Org Specific Parameters – Team size, Industry Participation, Employer partnerships, Govt partnerships, Administrative capability
B. Past Performance -
Track record, Free/ nominal fee, minimum outcome guarantee

Training
1

Infrastructure
5
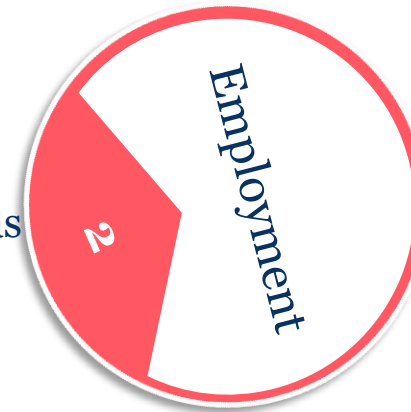
Role, Selection Criterias
&
Existing Relationships

Employment
2

Franchise
4

Credit
3

Expanding the existing business into rural areas by assisting the Rural Youth to develop as an entrepreneur catering to rural market
Partners to be developed
Selection Criteria :
A. Compliance Specific - Registered entity, investment range, >2 yrs existence, turnover, people employed, scaling plans and opportunity
B. Local Demand/Supply - raw materials, Demand, support for training and assistance

Providing required capital to acquire the fixed & current assets for micro-enterprises
Existing Partners : Rang De, Avanti
Selection Criteria :
A. Org Specific Parameters – Rural friendly, footprint, past achievement, capital base
B. Credit specific indicators : Loan Amount disbursed, credit processing procedure, interest rates, repayment terms, collaterals required, duration for processing, fund capex and working capital, ease of application and disbursement

A.4 Build Partnerships

Partnership Development

Set the Selection and Due Diligence Process
- *List of selection criteria*
- *Process for vetting Partners*

Prioritize the Partners
- *Ranking the Partners on Selection Parameters*

Due Diligence
- *Validating the necessary documents & certifications*

1

3

5

Sustaining Partnership

2

4

6
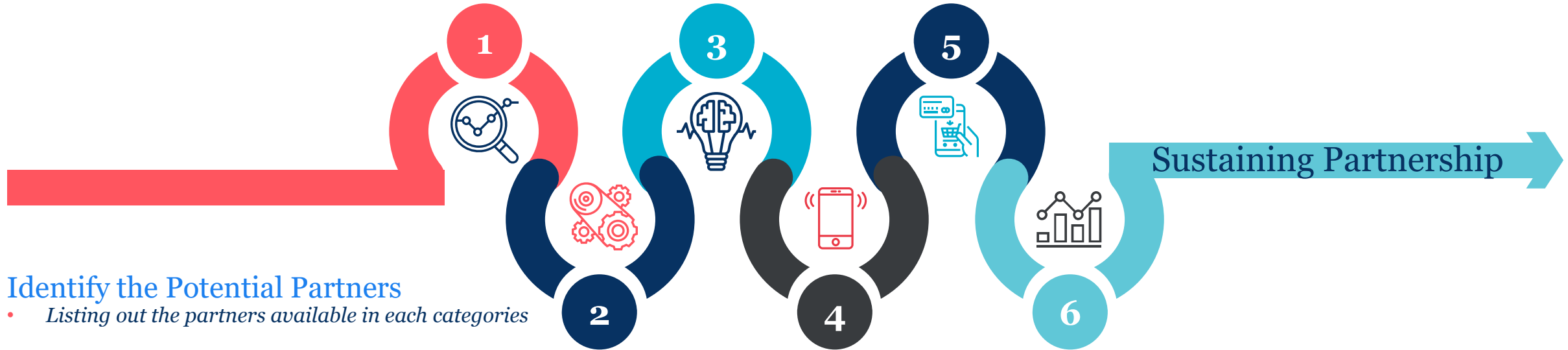
Identify the Potential Partners
- *Listing out the partners available in each categories*

Introductory Calls & Meetings with the Partner
- *Introduction on Partnership*
- *Discussions to arrive at terms & conditions*

Signing an MOU
- *MOU based on mutual agreement*

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A.4 Build Partnerships

Structure of a formal MoU

Risk &Mitigation

Deliverables of the Program
Project Outcomes

Responsibilities of TRIF &
Partner

Communication Plan
Escalation Plan

Goal

Budgets

Term of MOU

Exit Clause

Momorandum of Understanding

GUIDE for Partnership

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B. Mobilization

✓ Mobilize, counsel & enroll youth

✓ Conduct Psychometric Test and Aspiration Mapping

B.1 Mobilize, Counsel and Enroll Youth

01 **Outreach and Awareness Building**
- Introductory Meeting & Contact Sharing with SHGs, VO, Gram Sabha, Federations
- TSP Mobilization Drives
- Listing the Youth by SHG Members & Group Meetings of Youth

02 **Parental Confidence Building & Motivational Activities**
- Meeting Parents at Home
- Making Parents Visit the Training Centers
- Making village leaders to share good words about work
- Previous Students Sharing Success Stories

03 **Registration, Enrolment & Monitoring**
- Student Registration in Sarathi Application
- Document Collection for identity and age
- Monitoring Student progress

04 **Relationship Sustainability**
- Attending the SHG, Gram Sabha & Federation Meetings Regularly
- Sharing the achievements of the program with Community Stakeholders

- Primary Responsibility will be with Sarathis. Managed and Monitored by Hub Manager

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B.2 Conduct Psychometric Test and Aspiration Mapping

For all youth irrespective of their pathways

- Conduct a Psychometric evaluation to understand the youths aptitude
- Understand their aspirations and constraints, map to pathways

- Conduct 1-0-1 Career Counselling Camps

- Link youth to the Partners for further support

- Ensure a mandatory process step for realistic expectation setting with youth
- The upcoming Digital Architecture will enable conducting psychometric test at the time of registration

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C. Skilling & Career Pathway Support

✓ Conduct Foundation Training

✓ Linkage based on pathway

- a.Skilling – training provider

- b.Higher Education – course & financial assistance

- c.Self Employment – conduct training & forward-backward linkages

- d.Job – course & Job linkage; OJT/ Apprenticeship support

✓ Governance and monitoring

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C.1 Conduct Foundation Training

For all youth irrespective of their aspirations and pathways

When
Upon enrolment, a 12-15 hrs course will be conducted online at hub or on their mobile device

What
Topics covered : Agency building, Personal Capacity Building, Motivation, etc

Who
The course will be conducted by Hub Manager and Sarathis

- Content Development is in progress

C.2 Linkage based on pathway

a. For youth interested in Skill training

- Providing information regarding training courses available based upon Aptitude, Aspiration and Availability
- Enrolment with Training Partners

- Courses which require a Fee, loan facilitation support will be provided via NABARD Skill loans in Jharkhand
- Varied skill training provided to youth

Training Partners onboarded - Pan IIT, IL&FS, Vivo Health Care, AISECT, Ques Corp, DB Tech, School of Dignity, Head Held High, Dream Weaver, B-Able, Tata Strive

- Classification of skills according to NSQF Levels
- Create a comprehensive listing of skill, training partners, course duration

C.2 Linkage based on pathway

b. For youth interested in Higher Education – Course Selection + Financial Assistance

- Providing information regarding education courses available, eligibility criteria
- Filling out the online application form for desired course

In Conversation with partners for financial support to students - Buddy4Study & Tata Trust

Course Partners → AISECT, ITIs (MPSSD), CGDI (Indore)
Enrolment Month → July – August

Standardizing courses offered across Hubs, providing tuition support will augment outcome

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C.2 Linkage based on pathway

c. For youth interested in Entrepreneurship

Providing 5 day Entrepreneurship Management Training at the Hub covering topics like achievement motivation, self reflection, skill gapping

-Guide in Discovering/ Strengthening Business Ideas
-Research and Create local opportunity bank of viable businesses (Own + Franchise)

-Assist in preparing Business Plans, Capital Requirement, Profitability
-Training Partners onboarded

Entity Establishment & Development Support
- Credit Linkage Partners for Financial Support
- Support Services for Legal Compliances
- Mentor for business guidance & social capital

C.2 Linkage based on pathway

d. For youth interested in Employment

Providing 3 day personal interview readiness training at the Hub covering topics like resume building, working within teams, relationship and personality management

-Spreading information regarding placement drives conducted by NEEM and other employment partners
-Incase upskilling is needed, youth will be directed to training partners

-Facilitating OJTs, Apprenticeships and formal employment via Partners
-Existing Partners - AISECT, Yashaswi, CII

-Reduce Displacement, Capitalize on Local Opportunities via Partners
-Creating a Comprehensive List of Skills per NSQF levels with sectors, job descriptions and average salary will assist in setting expectations of youth

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C.3 Governance and Monitoring

1 - Success Indicators

- o   1.1 -For the program

- o   1.2 –For the Process

2 - Governance

- o   2.1 -For the program

- o   2.2 –For managing the Relationship

- o   2.3 –For the Process

  - ▪ 2.3.1 - Mobilization

  - ▪ 2.3.2 –Pathway Linkage

  - ▪ 2.3.3 –Alumni
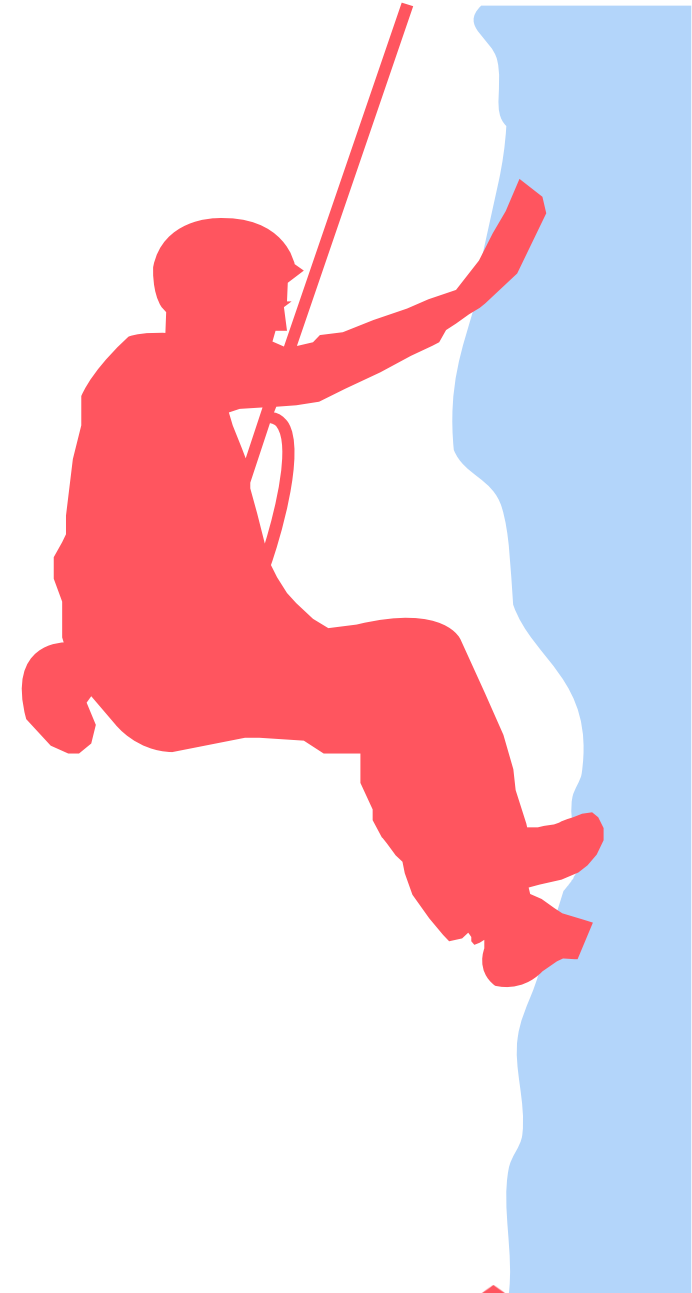
C.3. 1. Identifying Success Indicators

Performance Indicators need to be at 2 levels : Identify the success indicators based on the problems to be addressed by the program (Impact indicators) and Process Monitoring indicators (Process level indicators)

Process Level	Program Level
Process Indicators – Are output indicators which will help in monitoring and governing the program. It will help measure the efficiency and effectiveness of the program • **Based on activities of the program**	**Impact Indicators – are outcomes of the program on end beneficiaries. It will establish the efficacy of the program** • **Based on theory of change and impact framework**

Examples	KPIs for a Process	Impact assessment - Baseline, Midline and Endline

- Indicators are important to determine if the program is efficient and to inform Donor and Govt how to scale up or replicate those that are successful.

- By tracking indicators on outcomes and impacts we can assess whether the program is delivering the anticipated benefits.

- Detect obstacles and take swift remedial and correction action in-time

C.3. 1.1 Program Level Indicators
• Based on Theory of Change and Impact Assessment framework

Methodology

TRIF will use a combination of quantitative and qualitative methods to establish indicators and track progress for the program

Tools

Sarathi App for demographics and aptitude testing

Data collected electronically for qualitative analysis

Baseline

The purpose of this will be to capture the as-is data for the project.
 Baseline data to be collected :
1)   X
2)   X
3)   x

Frequency - ?

Midline

Will we do Midline assessment ?

Frequency - ?

Endline

The purpose of the final evaluation is to assess whether the project achieved the results outlined in the results framework and, through the impact evaluation, to estimate the overall impact of the project. implementation, management, lessons learned, sustainability, and impact to for ensure continuity of the project.

Frequency - ?

C.3. 1.2. Process Level Indicators

Internal Monitoring towards key milestones of the Project

This acts as a guide for Process Management. It becomes an important tool supporting Organization management. Process Governance enables and steers the execution, involving the whole organization and clarifying what should be done, who should do it and how

T I M E L I N E S

PROCESS GOVERNANCE

Q U A L I T Y

To ensure Timelines, Quality and Adherence to the process

Plan for Data Collection

Identify the person for Data Collection

Identify the tool for Data Collection

Check the implementation at Ground Level

Synthesise Data

Publish Data

Review & Take action

D a t a C a p t u r e

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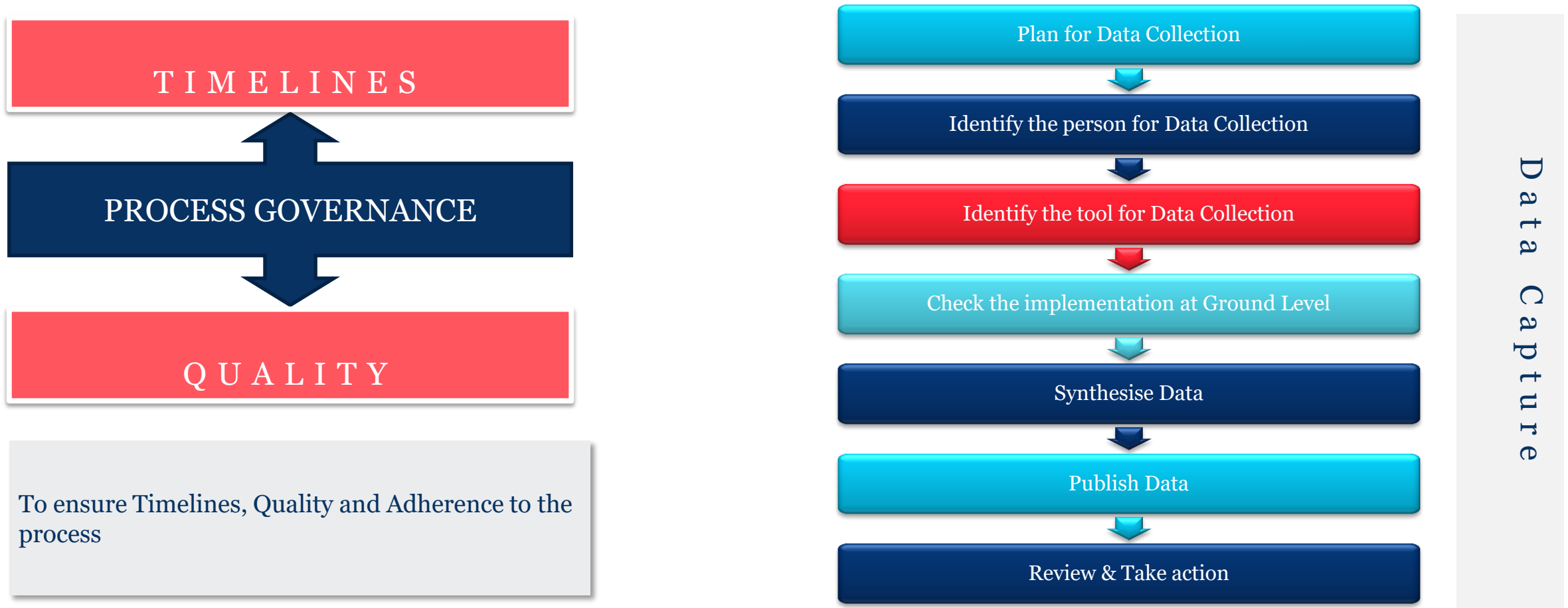
C.3. 1.2 Proposed Process Key Performance Indicators (Reported at a set frequency) (1/3)

Process Step	Sub Step	Operational Indicators	Operational Definition	Operational Target
At which step in the process this metric needs to be tracked	Breakdown of Steps	An observable and measurable entity	A procedure agreed upon for translation of a concept into measurement of some kind Defined with a Formula	Target as agreed upon by organisation and team
Pre-Requisites	Hub Staff	• No of Sarathi Required No of Sarathi Present • Attendance of Hub Manager • Attendance of Sarathi • Attrition% of Hub Staff	Total number of Hub Staff required v actual, their attendance % and attrition%	• Sarathi < 80 % of requirement • Hub Manager = 100% • Attendance < 90% • Attrition >10%
	Identification & Orientation of Sarathis	• No of applications received • No of Candidates interviewed • %Staff attended orientation training • Time taken for recruitment	Time taken and throughput of recruitment process	• Staff trained < 90%
	Infrastructure Readiness	• Infrastructure score%	Infrastructure available scored against the standard list	• Infra score <80%
	Building Partnerships	• No of Training Service Providers • No of Employment Partners • No of Content Providers • No of Service Providers • No of Financial Partners • No of Franchise Partners • No of Partnership not renewed/ dropped out • No of partner meetings conducted	Total number of MoUs signed per category of partners	• Set targets for number of partnerships

C.3. 1.2 Proposed Process Key Performance Indicators (Reported at a set frequency) (2/3)

Process Step	Sub Step	Operational Indicators	Operational Definition	Operational Target
Mobilization	Outreach and Enrolment of youth	• No of Youth in Village (as per list of SHG) • No of Youth Mobilized • No of youth parents met • No of Youth Registered • No of Youth attended the Counseling • No of Youth attempted Psychometric Test • No of Youth Aspiration Mapping • No of Youth Aspiration Mapping & Eligibility Mapping Matched • No of Youth Enrolled	Total number of Youth across each steps till enrolled.	• Mobilized < 30 youth per month • Enrolled <25 youth per month
Skilling & Career Pathway Support	Foundation Program	• % completion of Foundation Program	No of Youth completed FP/No of Youth Registered	• 100% of registered youth
	Skilling Program	• No of Youth referred to training partners • %Skilling aspirants	Number of youth referred to each training partner/ Total number of youth registered wanting skill support	% Referred < 80%
	Skilling Training Partner	• No of Youth Enrolled in Skilling Program • No of Youth completed the training • No of Youth Certified • No of Youth Dropped out • % Trained Success Rate	Trained : Number of youth completed the training program via Partner support	% Trained < 80%

C.3. 1.2 Proposed Process Key Performance Indicators (Reported at a set frequency) (3/3)

Process Step	Sub Step	Operational Indicators	Operational Definition	Operational Target
Skilling & Career Pathway Support	Entrepreneurship Program	• No of Youth aspired to set up Business • (BI + BDP)/No of Business Launched • Mentor to Youth Ratio • Entrepreneurship Success Rate (SR) • Time taken for setting up enterprise	• SR=>No. of Business running Post One Year of Mentor Support completion/No. of Business Setup • No of Mentor / No of youth	• Cycle Time of setting up a business > 90 days • Mentor to Youth Ratio = 1 • SR <70%
	Credit Partner	• Credit Success Rate (CSR) • Time taken for loan	• CSR →No of youth recd /No of youth applied • Assess credit support thru partner	• CSR → 100%
	Employment Program	• No of youth referred to Emp Partner • No of Youth Attended the PI Training • %Employment aspirants	Number of youth referred to each emp partner/ Total number of youth registered wanting employment support	% Referred < 80%
	Employment Partner	• No of Youth Placed Outside home district • % Employed • Time taken for employment	• No of Youth Placed / No of Youth referred via partner	• %Employed <70% • Cycle time for employment >30 days
	Higher Education	• %HE Aspirants • No of youth recd financial assistance • No of youth referred to HE partner	Number of youth referred to each HE partner/ Total number of youth registered wanting higher education support	% Referred < 80%
	Higher Education Partner	• % Youth graduated • No of Youth Enrolled in Higher Education	• No of Youth completed course/ Total number of youth referred	• %Graduated <80%
Post Pathway Support	Alumni	• No of Alumni Registered • No of Contactable Alumni post 60 days • No of alumni events	Alumni willing to share the contact details for future linkage Alumni contacted post program after 60 days	• Alumni registered < 90% of youth supported • Contacted Alumni <90%
Outcome/ Impact Indicators	Sustainability	• %Remaining in respective jobs/ biz	Remaining in their respective jobs/biz for 90 days/ Total youth employed + started biz	• Retention Ratio <50%

C3.2 Governance Structure

HO Program CORE TEAM

Program Level (a)

Relationship Level (b)

Process Level (c)

Societal/ Programmatic Impact

Program Level Policy eg Escalation, Recruitment

Risk Assessment & Mgt

Government/ Partner

Community

Donor

Ownership & Accountability

Communication

Monitoring

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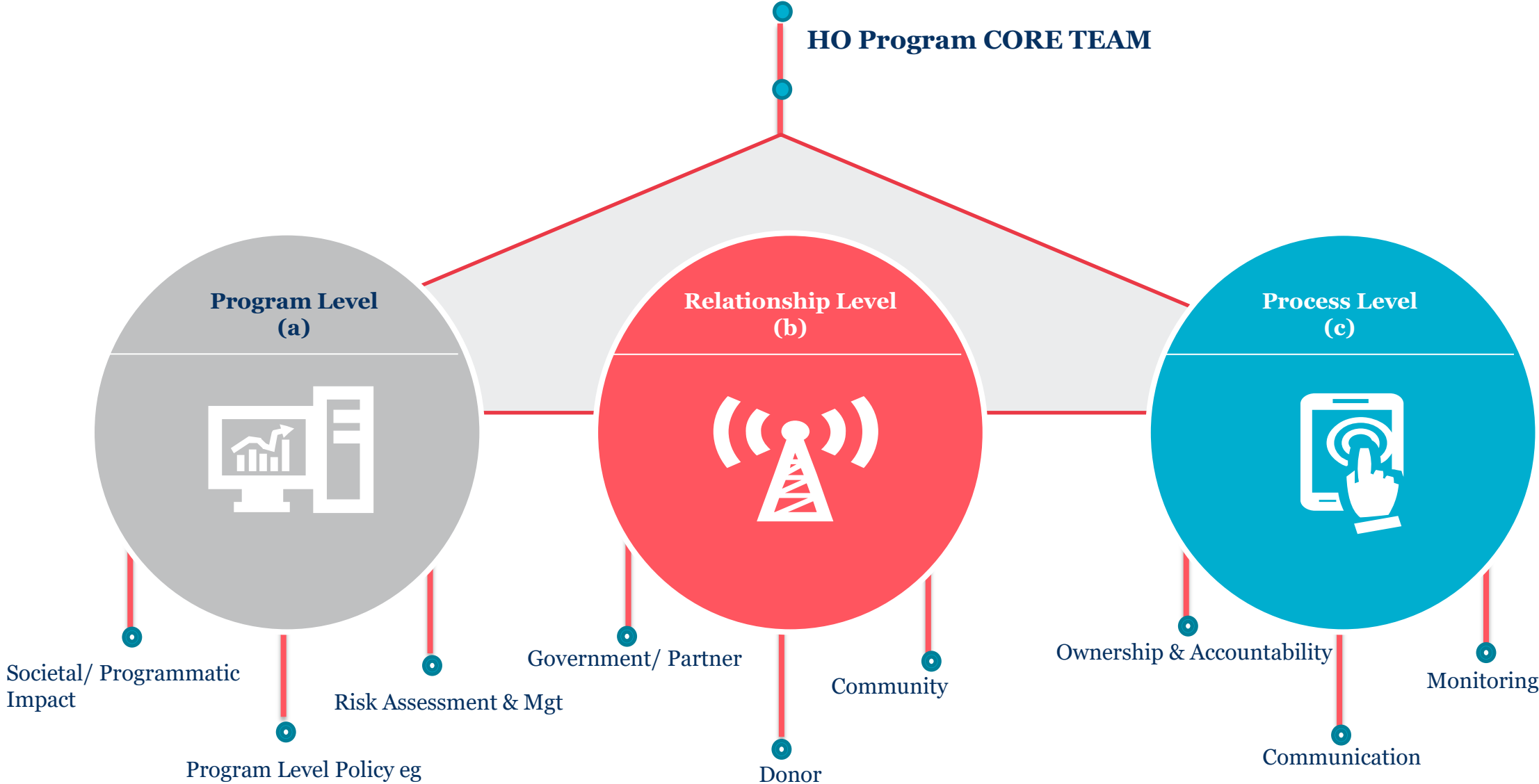
C.3.a Governance – Program Level

Internal Governance towards anything that needs a change in the Program

Activity	Description	Inputs	Outputs	Owner	Notes and Resources
Manage and track decisions	The Project Manager is responsible for ensuring that decisions that need to be made are made before they impact the project and that the decisions are placed in the repository of record for future reference. This is especially important for projects that have a long duration or high turnover as this mitigates the likelihood of rehashing decisions that were made early in the project. When a decision is recorded the following information is recommended: Date of decision, description of trigger and final decision made by the project team.	Discussion from project team	Project decision tracking log Decision	Project Manager	Decision Log
Project change management	The project charter defines the project change management process that will be used to manage significant changes to the project scope, budget, or schedule. During the monitoring and controlling phase, this process must be executed.	Project change request form and log	Project change	Project Manager and Project Sponsor	Change Request Form
Manage and track action items	The Project Manager is responsible for ensuring that tasks too small to appear in the project schedule are recorded and completed.	Project action items	Updated action items list and completed task	Project Manager	Item Tracking

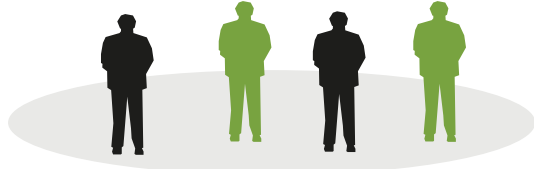# C.3.b Governance – Relationship Level
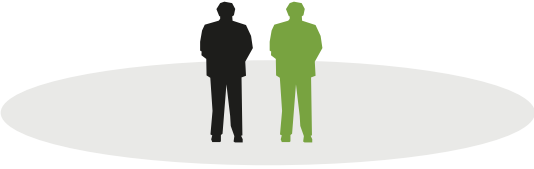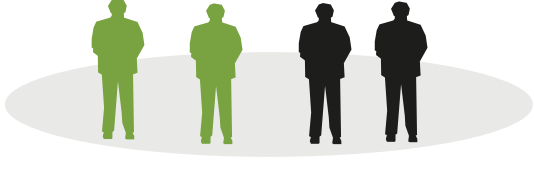
External Governance towards relationship maintenance between Partners, Govt, Donor and Community

- Define a Communication Plan with the each stakeholder
- Determine the Frequency of reporting
- Finalize the Reporting format

Activity	Description	Inputs	Outputs	Owner	Notes and Resources
Execute and revise communication plan	The various forums and communication mechanisms identified in the communication plan continue to be performed as the project progresses. As the project moves into new phases, additional types of communication activities may become necessary and activities previously done may need to evolve or be eliminated as participants change or the project focus shifts	Project communication plan	Project communication log (optional) Resulting project communication plan changes	Project Manager and Communications Lead	
Execute and revise project schedule	Keep the project schedule updated by obtaining status on project tasks and updating those tasks in the project schedule. The project schedule should be monitored and updated regularly.	Task status Issues Approved change requests Decisions	Updated project schedule	Project Manager	Discuss and communicate any changes to the project schedule with the team. If the changes result in delay, or new risks to the project, notify the project sponsor and stakeholders as early as possible.
Monitor and manage risks and issues	An initial list of risks and management approaches are identified in the project charter. The project manager must monitor the risk list, identify any that have become issues, and implement the contingency plan identified in the project charter.	Project charter (risks section)	Implemented contingency plan	Project Manager	Risk Register Issue Log

C.3.b External Stakeholder Communication Plan

The objectives set for the communication plan should meet the "SMART" test: It should be specific, measurable, achievable, realistic and time-focused.

Stakeholder	Objectives	Frequency	Key Participants
• Partner	• Relationship Review • Escalation Handling • Priority Alignment • Program Risk Management	**Quarterly Meetings** Face to Face Meeting	**Partners** • (Officials, contact details)　　**TRIF** • (Sr Team)
• Donor	• Project Progress Review • Utilization and Opportunity • Program Risk	**Monthly/ Qtrly Meetings** Presentation, Email, Conference calls, Face to Face meeting	**Donor** • (Officials)　　**TRIF** • (Sr. Team)
• Community	• Relationship Review • Resource Management • Knowledge Management	**Monthly/Weekly Meetings** Face to Face Meeting	**Community** • (Officials)　　**TRIF** • Project Manager

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C.3.b Escalation Plan

The purpose of this process is to ensure unanticipated issues and action items assigned to a specific person for action are tracked to resolution. However, when a resolution cannot be reached, the item should be escalated to ensure a decision is made before it causes impact to the project

TRIF Team	Details	Level 1	Level 2	Level 3
	Owner	SPM??		
	Role	Project Lead		
	Email ID	??		
	Contact #	??		

Partner Team	Details	Level 1	Level 2	Level 3
	Owner	TBD		
	Role	Consultant		
	Email ID			
	Contact #			

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C.3.c Governance – Process Level

Review Meeting at multiple layers

TRIF Program Team → External Stakeholders (Partners, Govt, Donors, Community) + Sr level strategy review meetings

Management Level

TRIF Program Team → Operations/field level review meetings

Ground level

This approach will help in resolving issues immediately and improving the program with better communication and Governance

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C.3.c Governance – Process Level

Data Capture and Review mechanism – User Responsibility / Escalation

To capture, synthesise, publish and conduct review meetings on time using data reports to discuss feedback on the program to improve it continually

Reports	Process	Benefit	Who	When	How	Frequency	L1 Escalation	L2 Escalation
Enrolment Report	Mobilization	To capture demographics of youth	Sarathi	At the time of registration	Using the app	As and when needed	Hub Manager	Program Manager
Hub Operations Report	Review	To review Hub operations	Hub Manager	Month End	Excel dashboard format	Monthly	Block Manager	Regional Manager
Youth Tracking Report	Pathway	To review program output	Sarathi	Post Registration	Using the app	Monthly	Hub Manager	Program Manager
Quarterly Review Report	Program Overview	Strategic Decisions, Donor Reporting	Block Manager	Quarter End	Data Analysis & Presentations	Quarterly	State Leader	TRIF SLT
Training Reports	Orientations & Capacity Building	Better Trained Staff Members	Block Manager	Post Training Completion	Capacity assessment data & Qualitative Training Reports	Quarterly	State Leader	TRIF SLT
Partner Report	Pathway tracking	Better program and partner mgt	Block Manager	Quarter End	Data Analysis & Presentations	Quarterly	State Leader	TRIF SLT
Alumni Relations Report	Post Pathway Support	Sustaining the Hub	Hub Manager	Post Pathway Success	On digital architecture	Quarterly	Block Manager	Regional Manager

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C.3.c Governance – Process Level.....contd

Meeting	Agenda	Attendees	Frequency	How	L1 Escalation
Sarathi Meet	To discuss outreach, youth enrolment, challenges	Sarathis & Hub Manager	Weekly	Face-to-Face	Block Manager
Community Connects	To understand community needs	Sarathis & Community heads	Monthly	Face-to-Face	Hub Manager
Hub Meet	To review Hub operations	Hub & Block Manager	Monthly	Excel dashboard format	Program Manager
Partner Meets	Expectations Setting, Performance Review, Grievance Redressal	Partner Officials, TRIF Senior Leadership Team,	Quarterly	Face to Face	TRIF SLT
Alumni Meets	Mentoring & Handholding, Peer Connects	Alumni, Candidates, Hub Leaders & Operations Managers	Quarterly	Face to Face	Operations Managers
Donor Meets	Program Review & Fund Sustainability	TRIF SLT + Donor Officials	Quarterly	Face to Face	Governing Body Officials

D. Post Pathway Support

✓ Alumni relations

✓ Alumni Tracking and impact

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D.1 Alumni Framework - Proposed

Who does this framework cater to?

- An Alumni is a youth who has been associated with YOFH Hub

What will the network facilitate ?

- It is a network for providing professional, personal, social, economic support for well-being of youth

Why do we need the alumni framework ?

- Youth – Support structure for better economic opportunities and guidance
- Org – Better and sustained program outcomes. Create motivated youth leaders for strengthening communities

When do we Enroll and the tenure of support ?

- Upon registration
- For a period of 2-3 yrs

How do we engage with the alumni ?

- In person (Meets and Events at Hub, Sarathi visits)
- Tracking of outcomes via phone, home visits, etc

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D.1 Potential Alumni Components

Economic empowerment
- Social Security Schemes
- Job Melas, employment opportunities
- Entrepreneurship support

Peer Connect and others
- Alumni platform -exp / knowledge sharing, success stories
- Alumni as givers – job referrals, mentorship , pay forward
- Youth Leaders

Professional development
- Upskilling/ Reskilling
- Career Workshops
- Mentoring

Social & personal well-being
- Awareness of happy and healthy living
- personal growth
- Counselling

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Lag Indicators

1. Indicating the Lag indicators within the control of TRIF

Key factors that need to be executed on time, failing which the entire Program timelines will get delayed

1 Hiring/ Setting up local teams

2 Funds from Donor

3 Building Partnerships

4 Infrastructure Setup

5 Capacity Building of Staff

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Lag Indicators

2. Indicating the Lag indicators outside the control of TRIF

Partner

- Does not engage, under perform
- Delays / Resists sharing youth data
- Changes in the Team
- Changes in their Program/Strategy

Donor

- Donor does not respond
- Change in donor funding strategy
- Delay in funds from the Donor

Community

- Lack of Adequate Engagement
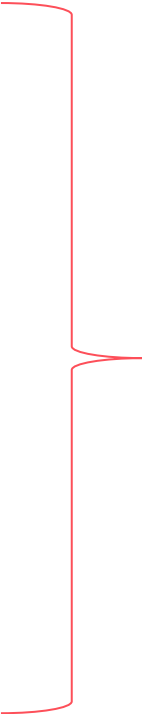- Socio Political Issues

Risk/ Mitigation Plan

Microsoft Excel Worksheet

Risks Involved

Click on the link for training >>

https://www.youtube.com/watch?v=jZUu2n-6xtk

List down all the challenges and obstacles

Challenges

Risks

Mitigation Plan

Technical	Risk 1	Mitigation Plan 1
Political	Risk 2	Mitigation Plan 2
Cultural	Risk 3	Mitigation Plan 3
Legal	Risk 4	Mitigation Plan 4

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References/ Best Practices

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Summary of Effective & Innovative Practices from the Sector

VALUE CHAIN	SUB-STAGE	FEATURED COMPANY / NGO	EFFECTIVE OR INNOVATIVE PRACTICES
PRE-TRAINING	Mobilisation of target group	DISHA - India Development Foundation, UNDP and Xyntéo, supported by IKEA Foundation	Cadre of 'Skill Sakhis' who are members from local SHGs, sharing common experiences with women in the community, thereby acting as a friend, guide and mentor to them
		Castrol India	Leveraging local bodies and leaders such as trade unions and mechanics' associations to mobilize widely dispersed mechanics and gain their trust
		DB Tech Society	'Village Saturation Model' wherein maximum possible trainees are mobilised from one village, thereby generating peer pressure from a large section of the village to ensure that trainees complete the course and remove inhibitions that parents may have about sending their children to different locations for work.
	Pre-training and counselling	Ambuja Cement Foundation	Counselling parents, especially for girls, at all stages of the programme to sustain gains and generate additional motivation to attend trainings
		Tata Group: Tata Strive	Innovative methods for mapping interest, career discovery and self- discovery through picture based assessments and audio-video material
		PANKH portal: UNDP	Online career guidance tool supported by offline career counselling to enable girls to explore career opportunities
TRAINING	Curriculum development and trainer selection	Asian Paints Colour Academy	Setting up brick-and-mortar and mobile training centres, modelled as education academies to position the modern-day painter as an educated, skilled professional
		Construction Skills Training Institutes	Curricula designed in partnership with the UK construction industry training board, tapping into in-house talent to identify master trainers and organizing residential workshops to regularly upgrade skills
	Delivery of Training	DHFL-SEED India	Hub and spoke model wherein training is conducted in the evenings in local centres on a daily basis, with a weekly visit to the hub centre for practical sessions and reimbursing transport costs
		SkillTrain	Delivery of content through its online platform and YouTube channel that hosts expert videos on various trades
	Life Skills delivery	DreamCatchers	An intense foundation course that uses the Strong Interest Inventory (SII) framework to impart life skills that are deemed to be required at the workplace.
		QUEST Alliance	Digital Life Skills toolkit for trainers which incorporates various multimedia tools. Also uses a blended learning model consisting of interactive digital lessons for youth.
		VikalpKriya	Imparting life skills that go beyond workplace requirements and fall in the realm of gender empowerment through role plays, art and music

*Reference : Skills and Livelihood Report by Samhita

Summary of Effective & Innovative Practices from the Sector

VALUE CHAIN	SUB-STAGE	FEATURED COMPANY / NGO	EFFECTIVE OR INNOVATIVE PRACTICES
POST-TRAINING	Placement in jobs	PARFI	Runs a series of 'rural Gurukuls' aiming at 100% placement, with training being financed through short-term loans facilitated by NABARD, repaid on commencement of employment
	Post-training support	Nudge Foundation's Life/Guard	Supports newly employed trainees through health insurance, finance and career counselling through a network of alumni centres
		Gram Vaani	Participatory communication approach for girls involving voice messages that allow peers to share experiences, success stories and ways of dealing with migration issues.
		Pratham	Low-cost hostels with basic amenities that act as 'touch points' for migrant workers, especially women, along with counselling services
		Aarusha Homes	Provides short-to-medium term housing to lower income workers with a number of basic services for a modest fee
	Entrepreneurship support	deAsra Foundation	Online portal offering pre-designed business templates for various trades alongside significant offline support through 'Udyogmitras'
		Mann Deshi Foundation and Bank	Supports rural women entrepreneurs through a 'doorstep' approach wherein credit is provided and recovered at the entrepreneur's doorstep, alongside incentives to motivate husbands of the entrepreneurs
	Assessing social impact	Godrej Industries	Assessing the impact of a programme by tracking the same set of trainees over a period of time (longitudinal study)
		Dream a Dream	Scientific and systematic method to capture and quantify the changes in behavioural change and life skills, thus offering a way to track and report impact