



Government of Sindh

Benazir Bhutto Shaheed

Youth Development Program

Sindh Technical Education & Vocational Training
Authority

Modified
PC - I



ESTIMATED COST Rs. 2155.23

Provincial Coordination Unit

Chief Minister's Secretariat

Government of Sindh.

Provincial Coordination Unit

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GOVERNMENT OF PAKISTAN

PLANNING COMMISSION

PC-1 FORM

(SOCIAL SECTORS)

1.	Name of the Project:	Sindh Skill Development Program Component-I, II, III
2.	Location:	i. Sindh Province ii. Map of the area indicating project location attached at Annexure I.
3.	Authority responsible for:	
	i. Sponsoring:	I. Chief Minister's Secretariat Sindh II. World Bank
	ii. Execution:	I. Provincial Coordination Unit Benazir Bhutto Shaheed Youth Development Program, II. Sindh Technical Education & Vocational Training Authority, Karachi.
	iii. Operation and Maintenance:	Not applicable

4. (a) Plan Provision:

- The project specially is not included in the medium-term/five years plan. However, this project is in conformity with the initiatives taken by present Government to improve skilled ability through training in various trades.
- This project will be part of the massive training program for the youth initiated by the present Government under the title: BENAZIR BHUTTO SHAHEED YOUTH DEVELOPMENT PROGRAM.

Sindh is facing a growing youth unemployment crises. People of the province are facing challenges of decent and sustainable jobs.

<i>Total Block Provision</i>	<i>Amount already committed for this project</i>	<i>Amount proposed for this project</i>	<i>Balance available</i>
<i>COMP-I</i>	<i>1,606.88</i>	<i>1,606.88</i>	<i>-</i>
<i>COMP-II</i>	<i>430.00</i>	<i>430.00</i>	<i>-</i>
<i>COMP-III</i>	<i>118.35</i>	<i>118.35</i>	<i>-</i>
<i>TOTAL</i>	<i>2,155.23</i>	<i>2,155.23</i>	

(b) Provision in the (PSDP-2011, 2012 would be made available.

The project specially is not included in PSDP-2011, 2012, however BBSYDP have greater focus of Government Sindh due to their effectiveness to eradicate poverty through development/non development funds/foreign assistance through World Bank loan funding. The Government of Sindh is also committed to finance this project on same pattern.

This project is to be financed through:

➤ Local Funding (20%)

This project will be initiated in the light of directions given by Chief Minister Sindh during meeting with World Bank Project preparation Mission Visited Sindh from April to July, 2010. Government of Sindh is committed to provide funds up to **Rs. 431.45 Million** for this project. The required local allocation of funds for BBSYDP in the budget 2011-12 would be obtained through block allocation under Chief Minister's directives or to be provide through Provincial PSDP/resources as decided by the Technical Committee in its meeting held on 14-12-2010 and PDWP meeting held on 03-02-2011

Foreign Funding (80%)

This project is to be financed out of Foreign Funding. World Bank Funding of **Rs.1,724.184** Million is committed; for which the Bank has expressed renowned willingness for training of 45,000 youths under BBSYDP for a period of 03 years from 2011-12, 2012-13 to 2013-14.

The World Bank has offered funding finance with some suggestions and same were discussed in last meeting of the Provincial Steering Committee held on 16-07-2010. The PSC approved amendments in the Guidelines Version III including lowering of stipend to Rs. 2500 per month at flat rate and dislocation allowance.

The World Bank has also offered loan under Sindh Skill Development Project with following three components.

1. Component –i Improving and expanding short term training
2. Component –ii Establishing of market driven institutional training program
3. Component- iii strengthening management of STEVTA institutions and quality assurance.

The Component-I will be implemented by BBSDP, where as the rest of components by STEVTA. The World Bank will finance 80% of training cost Rs. 1285.50 million whereas Government of Sindh will finance 10% of Training cost (Rs. 321.38 millions) .

Component-II

Establishing Market-driven Institutional Training Programs (430 Millions)-03 yrs
(Operational Guidelines are attached at Annex-B)

This component will consist of a “fund” to finance STEVTA expenditures to run and (re-) design existing or new training programs in selected reformed training institutions. The program aims to establish 80 market driven programs.

Concept: Project fund will be allocated through a competitive fund mechanism which allows training institutions to access funds for upgrading selected programs based on transparent criteria. The fund will be finance the Government’s recurrent and investment expenditures contingent upon achieving concrete results indicating the successful establishment of a market-driven training program. The component will also be designed to introduce a set of reforms intended to foster more dynamic institutions as detailed below. Detail is available in the Program Guidelines, attached as Annex----- will provide the framework implementation of this component.

Eligibility Proposals and Selection: All STEVTA and other GoS Vocational, technical, and professional training institutions will be eligible to submit proposals subject to minimum criteria of 70% of positions filled. Orientation workshops will be held and consultants will be contracted to work with interested institutions to develop competitive proposals. STEVTA will constitute a professional and independent selection committee, with private sector participation, that will evaluate the proposals. The main selection criteria will be the potential to cater to local market demand, quality of proposal for up gradation and poverty level of the Region in which the institution is located. The selected programs will be required to have explicit private sector support for the design of the program and employment of their graduates.

Institutional Reforms: The selected institutions will be required to implement a set of institutional reforms, namely increased private sector participation in institution management, increased sustainability in financing, measurement of outcomes, and decentralization to a limited extent. Institutions must agree, as a condition of gaining funds to upgrade or start a new program, to implement with the support of STEVTA the following reforms:

- A private sector program advisory council consisting of industry professionals to advice on the curriculum and skills for the upgraded program.
- The institution is entitled to keep their own generated revenue without reduction in STEVTA’s regular financing.
- The institution commits to assign a full time staff person to coordinate on job training, provide career guidance and counseling, and assist graduates with job placement.

- Regularly conduct tracer studies of the labor market performance of their graduates.
- Maintain transparent and efficient procurement and financial management practices.

The program guidelines document the implementation and maintenance of the institutional reforms.

Eligible expenditures for the training programs: It is anticipated that component II will finance the running and upgrading of up to 80 programs at an estimated maximum of USD 50,000 per program inclusive of purchase of training software, training hardware and renovation of facilities. It is understood that the cost of upgrading existing, or starting new, programs will vary between programs. The estimated expenditures will be defined and budgeted in the Memoranda of Agreement between STEVTA and each participating institution. Upon selection of the training program to be upgraded, STEVTA will submit the full list of selected proposals to the Bank for approval for subsequent funding.

STEVTA would provide institutions with funds to allow them to maintain teaching and purchase these items, and the Bank would reimburse STEVTA in tranches linked to achievement of the following indicators/outcomes by at least 80% of the participating programs.

- i. Signing of the memoranda of understanding between STEVTA and institution detailing the planned (re-) design.
- ii. Completion of the standards, curriculum, equipment lists and assessments;
- iii. Completion of the purchase of equipment, renovated facility and trained teachers, and
- iv. Enrollment of the first class in the graduated / new program at least 80% planned capacity.

Verification of each indicators: The Bank would reimburse STEVTA for expenses when STEVTA confirms that each items is completed, which will be verified on a sample basis by a third party.

Linkage with component 3 for development of standards and TA for implementation of institutional reforms. Once a program area is selected either for upgrading or new development, technical assistance will be required by the Sindh Board of Technical Education (SBTE) and / or Sindh Trade Testing Board (STTB) to develop pr adapt related occupational and training standards, curriculum, training equipment lists, and performance and knowledge assessments in cooperation with the institutions which have been selected to upgrade or start these programs. Technical assistance related to these activities, and to assist institutions in developing the PPP governance and management programs defined previously described, will be procured centrally by STEVTA and provided to STTB and / or SBTE and institutions. Financing and description for these activities is included under component-III.

Monitoring and Evaluation. There are several important monitoring and evaluation processes that will be integrated into the project design. First, these will be careful documentation of the completion of each stage of program development cited above (i.e. memoranda of understanding, curriculum materials, equipment purchased, and trainees enrolled) that will be maintained by STEVTA and made available to the Bank to support any request for reimbursement from the project. Second, as noted in the minimum criteria described previously, each participating institution must cooperate with STEVTA in implementing annual graduate tracer studies from all programs at the institution.

Component-III:

Strengthening Management of STEVTA, Institutions and Sindh Quality Assurance (Rs.118.35 Million)- 3 Years

(Operational Guidelines are attached at Annex-B)

The component will finance technical assistance, and small amounts of equipments and supplies, to support:

- The STEVTA
- The institutions participating in component-II, including support to the Sindh Board of Technical Education (SBTE) and Sindh Trade Testing Board (STTB) to develop related standards, curricula and assessment: and
- The implementation of enhanced monitoring and evaluation services including, but not limited, to tracer and net impact studies of training programs, and needs assessment.

Concept. Several packages of technical assistance would be implemented including: (a) one small and immediate contract support institutions in preparing proposals, including local needs assessments, to apply for funding provided under component-II to upgrade existing, or develop new program's (b) a larger package of integrated assistance to support curriculum development, and strengthening of related governance, and training policies and services at both STEVTA and institutions participating Component-II; and (c) a separate third party evaluation contract to complete tracer and net impact studies of training conducted by STEVTA institutions and under the BBSYDP program supported under Component-I. Other small amounts of technical assistance may be needed during implementation. The assistance would include a combination of short term international and local consultants, and short term international and local consultants, and short term international training (study tours) and local training as appropriate.

Cost. The cost of this component is budgeted at USD 1,000,000 (5% of total cost). 90% (\$950,000) is allocated to technical assistance, 10% (\$ 50,000) for equipment and supplies. The design and cost of the three packages of technical assistance are as follows and amount to about USD 910,000, with USD 40,000 remaining unallocated to address additional Technical Assistance Priorities as they emerge during project implementation.

- Support to Training Institution for assist them development proposals for Component-II. Two person months of on-site international consultative assistance, USD 40,000. The assistance is scheduled immediately at the start of the project.
- Support to STEVTA, Institutions, and the SBTE and STTB to Implement Component-II. The assistance will be focused in two areas: (a) upgrading and/ or development of 30 new occupational standards, training standards, curriculum, performance and knowledge assessment and related tutor training for implementation in up to 80 institutions selected under Component-II, and (b) development of STEVTA guidelines and related institutional staff and management training to strengthen / implement (i) institutional governing boards and program advisory committees, (ii) on-job training, career counseling, and job placement programs, (iii) potentially customized quick start training programs for enterprises. This assistance includes a combination of short term international (34 person months), short term local consultants (70 person Months) international study tour (110 person Weeks), and local training session (60 several day group training session The overall cost of this package would be approximately USD 700,000.
- Support to STEVTA, and local institutions, to implement: (a) a Province-wide Training Needs Assessments on an annual basis, which would build on the experience of the current KCCI employer survey, to identify trades and occupations in demand; (b) annual tracer studies of graduates of institutional training programs; and (c) a quasi experimental design net impact study of Component.
 - i. One or several evaluation firms/ consultants would be contracted to undertake these studies. The cost, including international and local consultants, surveys – data collection, and analysis and training would cost approximately USD 200,00

The World Bank is agreed to provide required foreign assistance loan proposal under Sindh Skill Development Project (SSDP) for emergency job training for vulnerable youth in Sindh for training

to youth affected by economic recession, under Benazir Bhutto Shaheed Youth Development Program (BBSYDP) for demand driven and performance-based skill training to assist youth enter the labour market and will also support the implantation of the BBSYDP in coordination and to arrange its short-term training programs to improve the skills set and employability of the un-employed youth. The project would seek to pilot reforms of the selected set of public training programs and strengthen the management capacity of the BBSYDP in Sindh.

The PC-I of the scheme was considered in the Technical Committee in its meeting held on 14-12-2010 in P&D Department whereby observations were raised in the Technical Committee brief and replies furnished by the sponsors were discussed one by one and following points were agreed by the forum.

- The Sponsoring Agency would be the Chief Minister's Secretariat and World Bank,
- Guide line prepared by the STEVTA would be the part of the PC-I and details of annual recurring in respect of STEVTA may also be added in the cost of STEVTA components.
- Requirement of BBSYDP and STEVTA for the year 2010-2011, may be reworked out as per available time period, as the scheme would be considered/approved by the C.DW.P/E.C.E.C.
- Provision of Rs.138.640 million proposed for escalation may be deleted from the BBSYDP component.
- Chief Minister's Secretariat/ BBSYDP /STEVTA would ensure counterpart funding during 2010-2011 and subsequent years through Provincial P.S.D.P/ resources.
- The justification with regard to BBSYDP component in respect of projects prepared without need assessment
- All lists of equipment / furniture etc. prepared by the BBSYDP & STEVTA would be signed and also attached with PC-I
- Replies furnished by the BBSYDP and STEVTA would be the part of PC-I and the same may be attached with the PC-I.

Decisions

- The scheme was cleared for consideration of P.D.W.P Forum
- The sponsors may up-date the PC-I in light of above agreed points and updated PC-I would be circulated for consideration of P.D.W.P Forum

All the agreed points as referred to above have been complied one by one and PC-I of the scheme has been updated, modified accordingly. Justification with regard to BBSYDP component in respect of project has been prepared on the basis/ recommendations of “**Training Need Assessment**” and “**Tracer Study**” conducted by PCU-BBSYDP with coloration of Training partners is also **Annexed VI**.

In Light of the above decisions, PC- I of the scheme was prepared and got modified/ updated and placed in the PDWP forum in its meeting held on 3 February, 2011 where by the observations of the working paper and replies furnished by the BBSYDP/ STEVTA were discussed in detail and following decision were taken:

Decisions

- The scheme was cleared at a cost of Rs. 2876.350 million for onward transmission to the Federal Government for consideration of competent forum i.e. CDWP/ ECNEC at Federal level.
- The BBSYDP / STEVTA will furnish copy of PC- I for counter signature of the Additional Chief Secretary (Dev.) to P&D Department.
- The BBSYDP/ STEVTA will forward requisite copies of PC- I (s) to the Planning Division, Government of Pakistan, through Development Section of P&D Department, Govt. of Sindh after counter signature of Additional Chief Secretary (Dev.).

But the World Bank Team has visited BBSYDP and Government of Sindh high officials from 14 Feb 2011 to 17 Feb 2011, whereby team leader of the World Bank has agreed to provide 80% Cost of the Project while 20% cost would be bear by the Government of Sindh as indicated in the Plan Provision vide # 4 (a & b) of the PC- I.

5. Project Objective

- The project shall develop skilled, competent and knowledgeable workforce, capable to respond to fast changing need of the economy and to contribute in the national economic development by assisting them in getting opportunities for gainful employment or prepare them for self employment.
- The Government of Sindh has taken a mega initiative for addressing the issues of poverty and un-employment through Human Resource Development (HRD) in the province by initiating a program titled: “BENAZIR BHUTTO SHAHEED YOUTH DEVELOPMENT PROGRAM”. The program aims at providing opportunity for short term employment and skill development to semi-literate and educated un-employment Youth in Sindh for a period varying from 3 to 4 months. However, training activities will continue for 12 months. The unemployed Youth will be offered various skill development opportunities and job-oriented certification courses to adapt to local and international job-markets. The main objectives of the program are to provide quality training and certification through professional institutes as well as on-job training to the unemployment educated youth in Sindh to cater to the needs of public and private sector in local and international markets by providing them stipend to help contain poverty on one hand and on the other increase their employability in local and international job-markets. In addition to this object of the project would enhance, support and strengthening Short-Term Vocational Training Program in Sindh Province and to improve the skills set and employability of trainees, Secondly, the project would seek to Pilot Public Private Partnerships in operation of selected training institutions and strengthen management capacity of BBSYDP in Sindh.
- The proposed loan aims to mitigate the negative impact of the food, fuel and financial crises on employment and income of vulnerable youth by equipping them skills that are in-demand and that will facilitate their (re-)entry into the job-market. The loan objective is to provide emergency job training to up to 50,000 crises-affected vulnerable youth living in urban areas of Sindh

- through an innovative short-term training program that includes job-placement support to help find employment and earn income.
- The elected government of Sindh while recognizing the plight of jobless semi literate and educated youth of Pakistan has decided to launch a program to employ 5 lakh youth having age between 18-24 years throughout the country province wise and impart them employable skill through short and medium term (3 to 12 months training).
 - The task before Sindh Government is to impart this training to one lakh youth in province using its existing Technical Training Centers/Dep't and where inevitable outsource the courses by outsourcing the training institutes / organizations of private sector (PP).

Keeping these objectives in view, Sindh Government has opened the venues for such opportunities for youth to be trained in the employment skill under this project with following objectives.

- Enhance employment of youth through skill training. Target is to train un-employment youth belonging to lower income group of province in employable skills.
- Relevant Skills for Industrial and Employability
- Assuring Quality for skills Development
- Meet the emerging demand growing Industries & Development projects.
- Development of Employable skilled workers primarily for wage-employment in industries.
- Provision of basic skills for the rural poor primarily for sled-employment.

KEY OBJECTIVES:

- The objective of the component is to provide demand and performance –based skilled training to assist youth enters the labor market. This component will also support the implementation of BBYDP.
- The Bank will be truly affective in achieving in desired outcome of employment, disadvantaged Youth of Province and training providers shall be held accountable for reaching minimum employment rate target.
- A reasonable stipend at flat rate of Rs.2500 per month to each trainee will be paid during training period to the neediest trainees in the Sindh Province. Therefore total cost of stipend would be Rs. 409.050000 for 45, 000 Trainees in the program.
- The World bank will finance 80% of training cost, 20% of the cost by GOS of stipends and dislocation allowance at the rate of Rs. 2500 and Rs. 3000 per trainee respectively which is likely to be attractive for youth regardless of being motivated for training/ or desired to take up the career for trainee in the receiving training of the public / private sector training and training in STEVTA institutions which comes to total amount of training Rs. 1522302452 stipend 409.050000 and dislocation allowance Rs. 122,715,000/-.

- In the component-i monitoring system has been also buildup which includes 20.10 million
 - (a) Attendance of trainees
 - (b) Assessment of training quality
 - (c) Assessment of competency of tutors\
 - (d) Use of training material &
 - (e) Revalidation of curriculum being used.
- During the training program, impact on the social and general need of the Sindh Province will help in improving the project design and implementation of rural youth in the training program which shall reduce poverty reduction and employment
- The training program shall provide social assessment, coverage assessment, methodology , financial management arrangements, cross cutting issues, implementation arrangements costing , tracer study, employer survey, dissemination of the findings from the tracer study and employer study, procurement, training need assistance, development of curriculum for new institutions, 3rd party validation and Sindh youth employment services(management expenses/cost) etc.

All the institution will be responsible to maintain 30% employment rate of period the trainee in the training.

- Bank will financing for preparation for skill development program (SSDP) which would be implemented through Benazir Bhutto Shaheed Youth Development Program BBSYDP. The project proposes to support the Government of Sindh in strengthening its short term training programs to improve the skills set and employability of the unemployed youth in province . Secondly, the project would seek to pilot reforms of a selected set of public training programs and strengthen the management capacity of the TEVT system in Sindh. Establishing demand driven institutional training progress and strengthen management of BBSYDP in the province of Sindh in the existing Technical training Centers / departments and where inevitable outsource the courses by outsourcing the training institutes / organizations of private sectors , Institutions in Sindh will provide Quality assurance.
- In addition to above, the objective of this loan would improve the impact and quantity of existing short term program under Benazir Bhutto Shaheed Youth Development Program (BBSYDP) helping youth in getting employment. The loan will expand and increase the impact of existing BBSYDP which has been operating for last two years and has already trained over 65,000 youth. The loan will finance re-current cost of delivering training services for approximately 45,000 trainees over a three years period. This loan will contribute to STEVTA'S goal of training 75,000 annually 2010-2013 through BBSYDP. The target group includes semi-literate youth with Eight to Ten years schooling including females and youth from rural areas. Some program will cater to unemployed graduate with 05-10 or an intermediate degree (12) years schooling. The trainees will be between 18-24 years age in Sindh Province, it will provide demand driven

and performance based skilled training programs by contracting public and private training institutes to deliver the trainees. BBSYDP has developed and refined a detailed set of guide lines for execution and operational and operational and the program is relatively well known in the Province.

- **OVERALL OBJECTIVES:**
- Provincial Coordination Unit, Benazir Bhutto Shaheed Youth Development Program aims at producing skilled manpower in Sindh Province in shortest possible time to cater the need of local and International market/ Industry.
- To enhance employability of graduate trainees by moving from supply based system to demand driven one through elevated quality.

SPECIFIC OBJECTIVES:

TO ENHANCE THE QUALITY AND OUTREACH OF TRAINING PROVISION PREDOMINANTLY IN RURAL PAKISTAN IN RESPONSE TO THE NEEDS OF THE ECONOMIC SECTORS.

Planning Commission, Government of Pakistan’s report for medium term development framework 2005 to 2010 reflexes that there is need to:

- Expand the pool of literate skilled labor
- Free education including Technical & Vocational Streams
- Emphasis on diversification so as to transform the system from supply orient to demand driven.
- Promote excellence enhance on skills
- Introduction of Skill Development of courses to avoid unemployment of school drop outs.
- Introduction of special courses of Skill Development to cater the demand of specific sectors.
- Expansion of Technical & Vocational Education and subsidies Technology Education and Training.
- Focus on rural areas, strength in rural trades and vocations.

According to the Pakistan School Statistics, 2006, the total enrollment in the age group 15-16 (Secondary education, education years 9-10) was estimated at 3.4 million in 2004-05. If MTFD targets for enrollment in 2009-10 are met, the enrolment at various tiers would be shown as below:

School Enrolments (percent), Present and Projected

Level, (age group, school year)

	2004-05	2009-10
Middle		
Age 11-13, class VI-VII	63%	95%
Secondary		
(Age 14-15; class IX-X	44%	77%

The present enrolment in TEVT institutions is 209,000 which corresponds to only 1.76 percent of numbers in age group 14-15, with another 114,000 engaged in territory level diploma and certificate programmers, compared with over 32,6000 enrolled in programs of Bachelor's and above (Source: the state of Education in Pakistan, 2004, Ministry of Education).

Allowing for new entrants in the labour market, it is planned to effect a major increase in annual intake for skills and technical education to 0.4 million persons by 2010. Of the 0.33 million are planned as annual intake in public institutions, while the remainder are expected to be part of private sector involvement. The introduction of the skills and technology stream in 2000 high schools (equally divided among boys and girls) 14-15 to enter the program each year, siring a reasonable degree of proficiency in proper accreditation after high school.

New Technical and Vocational Institutes will be established, with the ultimate target of at least two in every district (of which one will be for women) by the end of the MTDF period). Every effort will be made to enhance the ability of Provincial and District Government's , but also hire many more teachers and develop their capacity for delivering (Source: MTDF 2005-10). The proposed project is vital, to its own degree of continuation, if we wish to achieve the above objectives and a paradigm shift in our economic and social orientation.

- **Description and justification of the Project/ components / outputs**

The development objective is provide to demand driven and performance based skill training to assist to entire the labor market for emergency job training to up to 50,000 crises-affected vulnerable youth through an innovative short-term training program that included job placement assistance. The program includes specific targeting through a public advertisement campaign; matching of job interests with training and job opportunities; performance based contracts with training providers; and job-placement support to increase the likelihood of finding employment and income. The project will finance the recurrent costs of delivering training and job-placement service to approximately 50,000 trainees over a 36 months period.

- **Type of remaining:** The loan will finance short-term training (3-12 months) with the objective if assisting trainees to qualify an entry-level air conditioning and refrigeration repairman, hotel room attendant, call-center operator etc. The training focuses on imparting both occupational technical skills and some soft skills. Where relevant, the training will include the teaching of academic skills such as English and Mathematics. Also, training providers are required to will be done to the exists that certification exists for the particular

- **Contracting if training providers:** The training will be provided by transparently selected training providers. The project implementing agency will, on a semi-annual basis, issue rounds of training. Training providers submit Technical Committee based on predefined criteria. Training

agreements are negotiated and standardized training contracts are signed between the selected training providers and the loan administrators.

- **Performance-based training:** Several innovations will be introduced. In particular, the project will require that training providers, as a condition for funding, commit to minimum level of job placement of the trainees. This requirement will be build into the performance criteria of an initial 30% job placement and/or continuing requirements seeks to provide a strong incentive for provider to train youth skills that are in demand, and weed out poor performing providers to train youth in skills that revised semi-annually based on performance.
 - **Information on inputs,** output, and outcomes (i.e. placement in employment) will be analyzed in completion reports submitted by training providers. This reporting would be verified on a sample basis by contracting a call center to contract the graduates and their reported employer.
 - **Stipend:** Trainees will receive a monthly living stipend to sustain their life hood and cover basic needs. The stipend will be a flat rate of Rs.2, 500 (US\$30). Further, trainees attending training more than 75 km away from \their home are entitled a dislocation allowance ranging from Rs. 2,000 -3,000 (US\$25-US\$35). The stipend is conditional upon 85% attendance, which is monitored and enforced. The stipend will enable access to training for marginalized youth who otherwise are unable to pay for training or job placement. The trainee stipend and dislocation allowance will be paid directly into the trainee’s bank account. The average cost per trainee would. Including the stipend is approximately Rs. 33830 (US\$395).
 - **The complement** the training, 15% of the loan will finance private firms and NGOs to provide employment services to assist youth finding a job. This employment services will include assistance for self-employment
 - The loan will also finance the monitoring of training of trainees job placement employment and income gain as well as the loan implementation besides the monitoring and evaluation carried out by each training provider. The implementing agency will carry out following monitoring activities.
 - i. On-site visits to training providers,
 - ii. Review and enforcement of reporting requirements of training providers
 - iii. Tracer study of trainees to measures job placement , short terms and medium employment outcome and income obtained by trainees,
 - iv. Undertake impact evaluation of achievements at the end of the project.

Linkage of the Loan and activities to GFRP and RSR program objectives and eligibility criteria and to those of the JSDF Emergency Window.

- The project objective is fully aligned with the objectives and criteria of the Rapid Social Program . It aims to provide immediate assistance to the most vulnerable and equip them to improve their livelihood. Vulnerability among youth has increased dramatically as a result of the fact that Pakistan has been severely impacted by the higher food and fuel prices and financial crisis. After a period of steady growth , the combined effects of the global food, fuel, and financial crises took quite a toll of the economy. The current account and fiscal deficits increased, inflation surged and growth slowed. Pakistan is supported by an IMF fiscal adjustment program to restore fiscal balances to a sustainable level. The current fiscal deficit significantly limits the Government capacity to invest in social programs, including programs of emergency training.

The Focus of the project is further aligned with Rapid Social Response program in that it supports investments in the labor market, income support for the unemployed , training and job creation. Youth training , skill assessment and testing, and job- counseling are listed as indicative activities supported under the RSR program.

The Food, fuel and financial crises and national security turmoil have resulted in a significant sourcing of the labor in market for vulnerable groups. Youth employment declined by 500,000 led by a decline in employment in rural areas. Female employment has decreased by 300,000. The dramatic decline in employment comes at a time where every year as many as 1 million young people leave school and enter the labor market. Although no systematic analysis has been done on the impact of the recent financial crisis, it is clear that the crisis has contributed to the decline in employment, and that the targeted groups are bearing the brunt of the job-destruction. Young people, in particular rural young women are struggling to find employment and over 60% of them work as unpaid family workers. The increased unemployment has made young people vulnerable to a range of anti social and criminal behavior. Vulnerable youth are targeted by illegal sectarian and insurgency organizations which are causing great harm to the country. It is expected that helping these crisis-affected vulnerable groups to enroll in demand-driven training programs will enable them to engage in productive activities and put them on a path towards earning a stable income.

The project targets the most vulnerable, includes innovative ways to reach vulnerable youth through public advertisement campaigns , matching their interests and preferences with available jobs, competitively select training providers capable of providing training that meet criteria of quality, relevance and job placement and result in helping vulnerable youth to find productive employment. The flexibility the new model of training provides is essential in responding to the existing emergency needs of vulnerable youth. Also, this model of contracting training allows for much higher degree of accountability for results.

The project complements the Bank’s human resources development program in Pakistan. The project will pilot a new and innovative model of flexible and demand –driven training which if effective would be incorporated into the Bank human resources project under preparation. Further, the model could be extended to other provinces in Pakistan, notably to the insurgency –prone areas of Pakistan (Khyber Pakhottonkhawan and FATA) where there is an equally great demand for emergency job training. The innovative approaches will be scaled up in the follow –up Bank project will help sustain the project achievements.

(a) General Objectives of the Project

- To coordinate, facilitate and monitor BBSYDP activities in Public and Private Sectors through PMCU.
- To coordinate Government of Sindh's initiative of skill development of jobless semi literate and educated youth of Pakistan. The program is to employ 100,000 youth (age 18-24) throughout the Sindh province and impart them, employable skills through short and medium term courses through different line departments.
- To engage public / private sector to train / employ 45,000 youth (15,000/ in each year) in the public / private sector institutes and agencies other than working with line departments of GOS, in the employable skills / sectors, in the first phase.

The program aims to:-

- Enhance employability of youth through skill development and training. Target is to train 45,000 youth (15,000 in each year) un-employed youth belonging to lower income group of province in employable skills / sectors, in the first phase.
- Develop relevant Skills for trade, industry and service sectors leading to economic Development
- Improve Access, Equity and Employability
- Assure Quality for Skills Development
- Meet the emerging demand in industrial, trade and service sectors and create self-employment opportunities.

(b) Specific Objectives of the Project

- Specific objective of the project is to provide training in the job oriented fields in the private sector to 45,000 i.e. 15,000 each year (2011-12, 2012-2013 and 2013-2014) jobless youth of Sindh up to September, 2013. The training courses are being selected keeping in view present requirement of skilled workers in different sectors. The proposed sectors and training courses are mentioned at **(Annexure II)**.
- 75% interest charges to be borne by government on microfinance facility to successful / deserving trainees selected on the merit basis.

a) Description, Justification and Technical Parameters :

Government of Sindh is planning to provide employment opportunities for jobless youth ranging from under metric to post-graduate level in Sindh for which the present government has announced “**Benazir Bhutto Shaheed Youth Development Program**”. These trainings will give direct benefit to the jobless individuals through increasing their qualification as per market demand. This will increase the public and private business efficiency and earn foreign exchanges through export of surplus manpower.

6.1

<p>I. Describe the project and indicate existing facilities in the area and justify the establishment of the Project.</p>	<p>The project has very clearly defined objectives which shall address the unemployment means the project in the Province. It envisages that no additional workshops, labs, and class rooms shall be constructed for training the youth, where as the existing 49 training centers of the main Manpower Training established in Sindh for skill development shall impart the employable skill training to youth targeted in this Project.</p>
<p>II. Provide technical parameters and discuss technology aspect of the Project.</p>	<p>The occupants / trades are selected in sector where employment is available. In this regard the employer federations/ Associations and groups of industries have been consulted.</p> <p>The curriculums consisting of the skills and operations for imparting of the training for 3 to 12 months are available which are based on 80% hand on practical and, 20% related theoretical knowledge. The training methodology and activities are-predefined in the respective curriculum. Periodical progresses of the contents are also made compulsory.</p> <p>The Project is designed for 3 years duration, while preparation the decision taken in the series of the meetings held on the subject in the month of January, February, April & June,2010 with World Bank and as per guidelines prepared by Provincial Coordination Unit-BBSYDP and have been made technical parameters accordingly.</p>
<p>III. Provide details of Civil works, equipment, machinery and other physical facilities required for the project.</p>	<p>The capital cost (civil works) is not required for this project, however, essential equipment, machinery and other physical facilities will be required for the project as at Annexure.III</p>
<p>IV. Indicate governance issues of the sector relevant to the project and strategy to resolve them.</p>	<p>Several training issues including low productivity, low skills, low enrollment, teacher's shortage, quality of vocational training program etc continue to constrain</p>

	<p>development at large, technically competent workforce in the country. It is generally felt that existing technical training system has not been able to cater to the challenges posed by the new work environment, and is unable to meet fast changing training requirements for our trade and industry. This has resulted in the skilled shortages and skills gapes.</p> <p>The Project has suggested the ways and means to optimum utilization of training programs through Public and Private Partnership training infrastructure and facilities including manpower and technological resources available with them which will enable to address the above referred issues besides affective and efficient monitoring mechanism would also be developed to ensure effective micro level governance .</p>
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6.2 In addition to above, the following sector specific information be provided:

Education, training and manpower:

<ul style="list-style-type: none"> • Give student –teacher ratio for the project and national average for the proposed level of education. 	<p>The proposed student teachers of the project are 20:1. However, the national average in respect of TEVT is 17:1 (Source NAVTEC survey 2006)</p>
<ul style="list-style-type: none"> • Year- wise proposed enrollment of the institution for 5 years 	<p>The Proposed duration of the project is 3 years. While enrollment figure within one year is proposed to be 15,000/- trainees which will be bifurcated in public and private sector as per market needs will also be analyzed through this project.</p>
<ul style="list-style-type: none"> • For scholarships projects, indicate number of scholarships to be awarded each year along with the selection criteria 	<p>This project envisages 45,000 trainees to be enrolled in the program and shall be paid stipend @ 2,500 flat rates along with dislocation allowance in accordance with procedure prescribed by Finance Department/ World Bank.</p> <p>The Project has devised the selection criteria which are based on poverty and under privilege youth of the facilities shall preferred and awarded enrollment. Provided he/she fulfills the requirement of minimum prescribed qualification and age.</p>

<ul style="list-style-type: none"> • Provide faculty strength in relevant discipline , in case of expansion of facilities 	<p>No regular post will be created for the project, however, the external faculty will be engaged in remuneration of Rs. 12,000/- for 3 months may be hired from market in case of new trades to be introduced / expansion in facilities.</p>
<ul style="list-style-type: none"> • Indicate the extent of library and laboratory facilities available in case of secondary, college and university education. 	<p>Not applicable</p>
<ul style="list-style-type: none"> • Provide details of technical staff required for operation & maintenance of laboratories 	<p>Not applicable</p>

(a) Justification / Feasibility:

The project has very clearly defined objectives, which shall address the unemployment in the province. It envisages that no additional workshops, labs, and classrooms shall be constructed for training of the youth. The existing training institutes / organizations in the private / public sectors shall impart employable skill trainings to youth targeted in this project. Subsequently these trained youth will have high probability to get employment in the relevant sectors.

The occupations/ trades are selected from those sectors where bright employment opportunities are available. In this regard the employer federations/associations and group of industries have been consulted.

The curriculum consisting of the skills and operations for imparting of the trainings for 1 to 12 months duration are available which are based on practical and related theoretical knowledge. The training methodology and activities are pre-defined in the respective curriculum. Periodical progresses of the contents are also made compulsory. Presently, numerous Training Centers managed by private sector are imparting skill development program from basic to advance level.

(i) Methodology :-

- The Government of Sindh will publish Expression of Interest (EOI) for engaging leading organizations in different sectors and MOU for the public sector.
- The organizations will respond with their proposals for training and internship program
- The proposals will be evaluated by Technical Committee consisting of public/private sector members
- The contract will be executed between the government and the organization for the implementation of the proposal
- Funds will be transferred as per contract agreement
- Inauguration and graduation ceremony.

- Data generation, monitoring and third party validation
- Post-training feedback and hiring / placement of trainees.
- The training proposal would be evaluated by Technical Committee and would be approved by the competent authority.

(ii) Selection of Trainees

- Selection criteria for the trainees would be developed with the help of each organization
- The trainees will be selected on agreed criteria (poverty cum merit) through advertisement
- Eligible candidates can avail only one training
- List of successful applicants will be published on the program website and they will be informed individually

(iii) Stipend for the Trainees

The Stipend will be calculated based on minimum eligibility criteria of the training course, at the flat rate of Rs.2, 500/-per month.

- Dislocation cost is admissible to trainees, who will be undertaking training outside their own district and travel more than 70 kilometers will be calculated on actual basis.
- Monthly Stipend will be paid to eligible candidates through National Bank account in their home district, who maintain stipulated attendance (as determined by the Provincial Steering Committee) in trainings & satisfactory performance in Institute

(iv) Selection Criteria for Training Institutions:

- The selection of training institute shall be in a manner that all the districts in the province are covered.
- The selected institutes must fulfill the specific training needs of particular training discipline / position in terms of training material, modules, qualified faculty and the same should be sent to BBSYDP.
- Training Institutes are expected to monitor the performance of the trainees and submit the monthly progress report to the PCU-BBSYDP.
- There will be periodic monitoring of Training Institutes by the PCU-BBSYDP.

Trainees' Selection Criteria:

Trainees' Selection Criteria will be adopted as per General Guidelines issued from time to time by Provincial Coordination Unit of BBSYDP duly approved by the competent authority.

The Selection of trainees shall be in a manner that all districts in the province are covered. Age bracket shall be training-specific, preferably between 18-24 years.

- Minimum qualification must be at least middle for the training courses.

- Preference will be given to:-
 - Candidates from households with less income*.
 - At least one candidate from each unemployed family;
 - Women candidates.
- A candidate will be provided the opportunity for only one training course in a year.
- All candidates will be required to apply for a specific name of training course and position.
- The selection of applicants will be merit-based.
- Applicant will be required to apply to the training institutes / organizations as specified in the advertisements.
- List of successful applicants will be published on the program website, newspaper and pasted at the notice boards of relevant Training Institutes / Organization.

To be determined through “Undertaking Form”

(v) Applications:

- Standard Application Form has been designed by Provincial Coordination Unit application form as at (**Annexure-IV**)
- Application Form shall be published in the Newspapers and posted on the PCU-BBSYDP’s website.
- Applicant must attach following documents with their applications:-
 - NIC of Self
 - Domicile Certificate (Self or Father).
 - One passport size photograph.
 - An “Undertaking” to abide by the rules and procedures of BBSYDP and of Training Institute / organization.
- Online Application and undertaking facility will be provided through the program website.
- Successful applicants will be required to provide their bank account details for payment of stipend and dislocation allowance.
- The applicant applying for trainings in more than one course / organization, will be eligible to avail one training only.

(VI) Advertisement:

All program activities related to trainings/employment must be carried out in a transparent manner and through wide publicity in media as per following arrangements provided by PMCU in its general guidelines:

- PMCU will advertise the EOI for training institutes / organizations for achieving maximum participation of private sector and to observe transparency.

- The sector-wise details containing the courses / trainings must be published in Newspapers as well as on the proposed website of PMCU for facilitation of applicants.
- The list of successful candidates will be published in newspapers.

(vi) Implementation Methodology:

- The project will be implemented with following terms of references:
 - Invite proposals through EOI for selection of Training Institutions / organizations and define complete TOR for outsourcing the trainings,
 - Evaluate and approve the prequalification of the training institutions / organizations and award of the contracts to the selected Training Institutions / organization.
 - The PCU-BBSYDP in consultation with the Institutes/organizations will advertise the trainings programs and select the candidates.
 - Define the code of conduct for the candidates / training institutes / organizations for effective utilization of the training facilities,
 - The PCU-BBSYDP will have power to disqualify and terminate the contract of any Institute/ Organization and candidate who will not maintain the code of conduct.
 - Training Cost will be paid as per Contract and Stipend / Dislocation Allowance to the trainees will be disbursed as per General Guide Lines (Version – IV).
 - The PCU-BBSYDP will ensure the monitoring mechanism in order to implement the project in transparent manner.
 - The training cost indicated in the PC-I is a rough cost estimate and Contract amounts will be on the basis of actual cost.
 - The allocation of funds and powers of re-appropriation within the budget to provincial government departments and PCU will rest with the PSC, BBSYDP on the recommendation of PCU.

7. Capital Cost Estimates:

i.	Date of estimation of the project:	Feb,2011
ii.	Capital cost requirement:	Nil
	Revenue Cost	
	Component-I	Rs.18.75 Million
	Component-II	Rs. 430.00 Million
	Component-III	Rs.118.35 Million

iii. **Component- wise & year-wise physical activity:**

Items	Unit	Year-I	Year-II	Year-III
		(2011-12)	(2012-13)	(2013-14)
Comp-I	45,000 trainees	33%	33%	34%
Compo-II	Purchase & up gradation of durable goods etc.	40%	40%	20%
Compo-III	Capacity building of STEVTA institutes	40%	40%	20%

Physical Capital cost is worked out on the basis of each item of work as stated above and provides information as per following:

Year –wise / component wise financial phasing

	Item	Year-I			Year-II			Year-III			Total Estimated Cost
		Total Cost	Local	FEC	Total	Local	FEC	Total	Local	FEC	
Comp-I	Total number of trainees 45,000	1606.88 million	106.054	424.216	530.270 million	106.054	424.216	530.270 million	109.268	437.072	1606.88 Millions
Compo-II	Purchase & up gradation of durable goods etc.	430.00 million	34.40 %	137.60%	172.00	34.40%	137.60 %	172.00	17.20	68.80	430.00 Million
Compo-III	Capacity building of STEVTA institutes	118.35 million	9.68	37.872	47.34	9.68	37.872	47.34	4.734	18.36	118.35
Total											2155.23

IN CASE OF REVISE PROJECTS, PROVIDE:

<ul style="list-style-type: none"> Projects approval history, year wise PSDP allocations, releases and expenditures. 	Not applicable
<ul style="list-style-type: none"> Item wise, year wise actual expenditure and Physical progress. 	Not applicable
<ul style="list-style-type: none"> Justification for revision of PC-I and variation in scope of the project if applicable. 	Not applicable
<ul style="list-style-type: none"> Item wise comparison of revised cost with the approved cost and given reasons for variation. 	Not applicable
<ul style="list-style-type: none"> Indicate exchange rate used to work out FEC in the original and revised PC-I 	Not applicable

8. **Annual Operating Cost after Completion of the Project.** Not Applicable

- Item wise annual operating cost for 5 years and sources of financing Not applicable

9. **Demand and Supply Analysis**

The nature of work and demand for skills are changing in Pakistan and employment opportunities are shifting across industries and trades. The profile of the Pakistani work force in 2004 (Labor Force Survey, 2003-04) showed 43.1 percent engaged in agriculture, 13.8 percent in manufacturing and mining in services, wholesale and retail 14.8 percent, community and social services 15.0 percent, construction 5.8 percent 5.7 percent and 1.9 percent others. Since year 2000, there has been a shift of 5.3 percent employed Labor Force from agriculture sector to manufacturing / mining (2.2 percent) and services (3.1 percent) Source MTDF, 2005-2010.

Keeping in view the foregoing, the Medium Term Development Framework (MTDF-2005-10) fixes the target of training of 50,000 trainees per annum for 3 year per annum by the year (2011-12) 15,000 trainees through existing and new network of training institutes / facilities to meet the upcoming skilled workforce demand of the country.

As evident from the above explanation the present demand supply gap of skilled force in the country is 99.9168 trainees per annum (NAVTEC survey 2006). Based on design capacity per shift, the output of the proposed project is 15,000 trainees per selected program per batch. The batches of 3-12 months courses will be conducted.

10. **Financial Plan and Source of Financing**

FINANCIAL PLAN

A) **Equity:**

Indicate the amount of equity to be financed from each source.

1) Sponsors own resources	NIL
2) Federal government	NIL
3) Provincial government	20 %
4) DFI,s/ banks	NIL
5) General public	NIL
6) Foreign equity (indicate partner agency)	80 %
7) NGOs / beneficiaries	NIL
8) Others.	NIL

b). **Debt :**

(Indicate the local & foreign debt, interest rate, grace period and repayment period for each loan separately. The loan repayment schedule be also **annexed**).

Will be indicated in Agreement with Bank

- c). Loan along with source GOS / FEC
- d) Weighted cost of capital NIL

11. A). PROJECT BENEFITS AND ANALYSIS:

I) Financial assumption	No informed benefit (income) is envisaged. No fees is charged from trainees, and trainee will be provided free of cost. In addition stipend of Rs.2, 500/- per month will be paid to enrolled trainees. The graduates of SSDP under BBSYDP those who will be employed locally with contribute to increased domestic production because of their skills training. (Increased human capital) that will be reflected in increased earnings. Graduates who will be employed international market will bring increased foreign currency remittances into the country. Exact financial benefit and analysis will be done the through impact evaluation.
II) Social environment	Under this project Young girls/ boys from lower , middle class families will get training in job oriented trades / vocations. This will enable the passed out to get employment or start their own business (self-employed) which will increase their income. Thus social economic conditions of the families will be uplifted.
III) Environmental negative/ positive	No environmental affect is seen
IV) Income to the Project	Not applicable
V) Quantify benefit to the target group	Young boys/ girls will get training along with stipend and dislocation.
VI) Environment impact assessment	This project does not have any adverse affect on the environment. It will make the beneficiaries environment friendly.

B. **PROJECT ANALYSIS.**

1) Quantifiable output of the project	45,000 young girls/ boys will get training in employable skills.
2) Unit Cost analysis	Rs. 33829 will incur to trained each trainee
3) Employment generation (Direct/Indirect)	It is expected that 25-35% of graduated trainees would be able to get job in local and International market. 10 – 20% will be self employed /direct employment and 10-20% of would seek help in getting job / self employment because of skill development.
4) Impact of delays on project cost and viability	No impact delays is visualized

12.

Implementation schedule / Action Plan: 3 Years.

Date of Start of the Project July, 2011

Date of Completion of the Project June, 2014

Activity Plan is **Annexed** at V.

This action plan will be implemented subject to issuance of Administrative Approval of PC-I and timely release of funds from the Finance Department, Government of Sindh.

Sustainable public-private partnership is required to optimize the benefits of the project. There should be close liaison between the Government and social responsive private sector to reduce unemployment and poverty reduction in the Province.

12. **Management Structure and Manpower Requirement for PCU-BBSYDP**

(i). The Project will be executed by Provincial Coordinator PCU-BBSYDP through supporting staff and available office equipment and furniture .However, essential required items of office equipment and furniture would be purchased on need basis besides commodities charges would be also made for Sindh Youth employment services management expense for which details are prepared and proposed for approval. The organization chart is attached at Annexure VI.

(ii) **Management Structure and Requirement of STEVTA**

The following overall arrangements were work out and will be submitted to suggestions and approval within Government of Sindh and the World Bank.

The Planning and Development Department will ultimately have the overall responsibility for implementing and monitoring the project on behalf of Government of Sindh. A Sindh Skill Development Leadership Team headed by the Additional Chief Secretary, Planning & Development Department, and consisting of the heads of the two main implementing bodies (STEVTA and BBSYDP). The team will plan and oversee implementation. The Leadership Team will be assisted by Project Coordinator and Deputy Project Coordinators. The Leadership Team will meet at least quarterly to plan and coordinate project activities.

STEVTA will be in charge of the overall reporting of the project activities, fiduciary reports and reporting of performance. BBSYDP will provide the information as per schedule agreed in the Leadership Team. The above mentioned Project Coordinator will be charge of the aggregation of the information from BBSYDP to STEVTA.

- Component 1 is implemented by the BBSYDP Program.
- Component 2 is coordinated by STEVTA and implemented by the selected technical and vocational institutions with STEVTA's assistance.
- Component 3 is implemented by STEVTA.

The Bank team will present the above draft project implementation arrangement with the lawyer and management to ensure it meets requirements and other manpower requirement during execution and operation of the project would be provided by skills / professionals officials in STEVTA.

Testing and Certification: The test / Examination shall be conducted Sindh Board of Technical Education / Sindh Trade Testing Board. Certificates will be issued pass outs trainees.

14. **Additional projects/decisions required**

No investment is being made in this project.

15. Certified that the project proposal has been prepared on the basis of instructions provided by the Planning Commission for the preparation of PC-I for Social Sector projects

Component- I

Component- II & III

Prepared by 1.

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ANNAXURE-V
ACTIVITY CHART/WORK PLAN FOR THE YEAR 2010-11, 2011-12 AND 2012-13
SINDH SKILL DEVELOPMENT PROGRAM (SSDP)
IMPROVEMENT AND EXPENDING SHORT TERM TRAINING UNDER
BENAZIR BHUTTO SHAHEED YOUTH DEVELOPMENT PROGRAM (BBSYDP)

Sr. No.	Activity	1st. Quarter	2nd. Quarter	3rd. Quarter	4th. Quarter	1st. Quarter	2nd. Quarter	3rd. Quarter	4th. Quarter	1st. Quarter	2nd. Quarter	3rd. Quarter	4th. Quarter
		July.2011 to September .2011	October.2011 to December.2011	January 2012 to March, 2012	April,2012 to June.2012	July.2012 to Sep2012	Oct2012 to Dec.2012	Jan2013 to March, 2013	April, 2013 to June. 2013	July.2013 to Sep.2013	Octo.2013 to Dec.2013	Jan 2014 to March, 2014	June, 2013 to Aug. 2013
1	Preparation and approval of PC-I	*											
2	Issuance of Administrative Approval	*											
3	Submission of DRO & release of Funds	*				*				*			
4	Publication of EOI for short listing Training Providers	*			*				*				
5	Advertisement for inviting applications from prospective trainees	*			*				*				
6	Publication of Bids for procurement of physical assets	*				*							
7	Nomination of PCU Officers/Staff for development of Capacity Building	*	*	*	*	*	*	*	*	*	*		
8	Opening of Technical Proposals submitted by Training Providers	*			*				*				
9	Opening of bids with regard to procurement of goods	*				*							
10	Evolution of Technical Proposals	*			*				*				
11	Holding of test for selection of trainees throughout the province	*			*				*				
12	Entry of forms submitted by candidates	*			*				*				
13	Approval of Procurement Committee for Goods	*				*							
14	Opening of Financial proposals of shortlisted Training Providers	*			*				*				
15	Meeting of Technical Committee for	*			*				*				

	awarding contract to Trainers												
16	Signing of Contract with Training Providers	*			*				*				
17	Announcement of Result of the successful candidates	*			*				*				
18	Placement of successful candidates for training	*				*				*			
19	Training to be started and will be continued till completion	*	*	*	*	*	*	*	*	*	*	*	*
20	Payment of 1st Installment of Training Cost to the Training Providers	*				*				*			
21	Annual training achievement				*				*				*
22	Continuous Monitoring of Training Program	*	*	*	*	*	*	*	*	*	*	*	*
23	Payment of monthly Stipend with dislocation allowance to the trainees		*	*	*	*	*	*	*	*	*	*	*
24	Payment of monthly Training Cost to the Training Providers		*	*	*	*	*	*	*	*	*	*	*
25	3rd. Party Monitoring and Evaluation of training program					*	*	*	*	*	*	*	*
26	Final training target Achievement of Training Program												*

