



DDU-GKY Best Practices

at

**Orissa Rural Development and Marketing Society
(ORMAS)**



National Institute of Rural Development and Panchayati Raj

Ministry of Rural Development and Panchayati Raj

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1. About ORMAS

Orissa Rural Development and Marketing Society (ORMAS) is an autonomous professional body under the aegis of Panchayati Raj Department, Government of Odisha. Registered under Societies Registration Act-1860, it has been rendering yeomen services in livelihood promotion and rural product marketing in Odisha since 1991. The Society plays critical role in facilitating marketing of rural products and in giving competitive edge for its promotion. A large proportion of rural households, producers in general and the rural artisans in particular who live in less favoured, marginal or more complex environment get advantage from it. At present, it is functioning in all the 30 districts across the State under the direct supervision of the respective district administration

2. Objectives

The key objectives of ORMAS are:

- a) Livelihood promotion through cluster development with focus on collectives like SHGs and Producer Groups
- b) Value addition of rural products and to provide infrastructural support
- c) To provide capacity building, technology and market access to the rural poor for getting remunerative price
- d) Provide a platform for sale and display of rural products by organizing and participating exhibitions (inside and outside state)
- e) To undertake market research, planning, coordination and market forecasting.
- f) To up-grade skills of rural youth in different trades as per market demand and provide placements in organized sector

3. Activities Performed under DDU-GKY

Some of the key activities performed by ORMAS in the implementation of DDU-GKY programme in the state of Orissa are as following:

a) Project Appraisal and Selection of PIAs

- Submission of proposals by PIAs round the year
- Score card used for appraising projects
- Conduct Desk appraisal, Field Appraisal, Project screening, Project Approval Committee
- Selecting PIAs for imparting training & provide Placement

b) Project/Training Commencement

- Training Centre Readiness
- Facilitate in Mobilization and Identifying target groups
- IEC camping for awareness generation at grassroots level

c) Monitoring

- Ensuring that PIAs maintain quality in training & placement

d) Capacity Building of PIAs and other Stakeholders

- Training of Trainers
- PIAs (Operation and Quality team)
- Distt. and Block level functionaries

e) Other Activities

- Establish Migration Support Centres
- Establish Career Guidance Centres
- Organise Alumni Program
- Model Training Centres and Finishing schools
- Skill Gap Studies
- Placement Cell

4. Best Practices in Project Appraisal & PIA Selection

4.1 Preference

ORMAS gives preference (in following order) in allocating DDU-GKY projects to PIAs who provide/are:

- a) Foreign placements (500 or more candidates, salary of US\$ 500 per month)
- b) Champion Employers (10,000 jobs in 2 years with assured career progression)
- c) Captive Employment (500+ jobs)
- d) Industrial Internship - 1 year with 75% placement (500 or more candidates, salary Rs. 10,000 per month)
- e) Long term Courses more than 1 year long (over 100 candidates)
- f) Educational institute (CGPA = 3.5 or more) or Community College (received funding from UGC / AICTE)
- g) PIA who has completed 3 SGSY special projects/ DDU-GKY projects in last five years
- h) PIA having skilled 20,000 candidates with 75% placement in last five years
- i) Any other project by a Category 'A' PIA
- j) Foreign placements (200 - 499 candidates, salary of US\$ 500 per month)
- k) Captive Employment (200-499 jobs)
- l) Any other project by a Category 'B' or 'C' PIA

4.2 Priority to a PIA's Category

Based on the past experience, a PIA falling under a specific category is assigned minimum marks as a part of the PIA selection process

- Category A 600
- Category B 300
- Category C 0

4.3 Assessment Criteria and Weightages

Assessment criteria and corresponding weightages given to PIAs are as following:

- Financial Profile 20%
- Proposal 30%
- Previous Skill Experience 30%
- Training Infrastructure 20%

4.4 Project Screening Committee

Project Screening Committee comprises following officials:

- State Mission Director, OLM cum Member Secretary, ORMAS (IAS) -- Chairman
- Executive Director, ORMAS--- Member
- Dy. Secretary of Finance Deptt. Govt of Odisha--- Member
- Dy. CEO, OLM --- Member
- Procurement specialist --- Convener

4.5 Project Approval Committee

Project Approval Committee comprises following members:

- Commissioner -cum- Secretary in Panchayati Raj Deptt. GOO ---- Chairman
- State Mission Director, OLM cum Member Secretary, ORMAS (IAS) ---- Member
- Director Employment Mission (IAS)-- Member
- Executive Director -ORMAS--- Member
- Joint Secretary Panchayati Raj Deptt. ---- Member
- Dy. Secretary of Finance Deptt. Govt of Odisha--- Member
- Dy. Secretary, Operation, OLM--- Member
- Procurement Specialist, ORMAS- Convener

4.6 Sanction Conditions & Additional Targets to the Existing PIAs

- a) A Project can be sanctioned to a PIA for a period of 3 years, but the target and the project cost is approved on yearly basis depending on the performance of PIAs in the 1st year and 2nd year
- b) All existing PIAs implementing DDU-GKY projects in Orrisa submit a proposal to continue the project in the subsequent year
- c) The proposal of PIAs for the 2nd year is considered, if the PIA has achieved 70% of total training target (including OJT) for the 1st year and 50% of placement target from those trained
- d) The category of the existing PIAs is rated through the process of grading and rating by ORMAS on the basis of approved criteria and the same is considered for allotment of physical and financial targets to the PIAs for the 2nd year
- e) The target of PIA of category A is given 5 times (training cycle) of the existing approved capacity of training centers or the proposal of PIA whichever is less
- f) The target of PIA of category B is given 3 times (training cycle) of the existing approved capacity of training centers or the proposal of PIA, whichever is less
- g) The target of PIA of category C is given by the Project Approval Committee (PAC)

5. Best Practices in Project/Training Commencement

- a) Without informing ORMAS and respective district authorities, PIA cannot start the training
- b) Before releasing first instalment, ORMAS inspects PIA's Training Centre (TC) availability through existence of Rent Agreement, Compliance of TC with the standards as per SOP, Training Plan, Dedicated Bank Account, etc.
- c) During each verification, the Center Manager/ Q team officer and verifying officer of DRDA/ ORMAS should give the sign-off for readiness
- d) Facilitate in Mobilization and Identifying target group
 - Mobilization by ORMAS is done under the punch line - **Mission 20"**.
 - Mission 20', special intervention by Odisha Livelihoods Mission & ORMAS which focuses on strengthening the skilling programme implementation value chain by making the "Community - the flag bearer"
 - Ultimate aim of the Mission is mobilising 20 lakh rural youths and making them employable by skilling them in market responsive trades either through Placement linked Skill Training programmes or through Self-Employment Training Skill Training programmes.
 - Ensure the pace and quantity by keeping the quality intact and to create a sustainable Skilling Ecosystem the Mission aims at adapting a Bottom Up Approach
 - Focused Strategies for Project Implementation
 - ✓ Inclusive Mobilisation Approach through involvement of Cluster Level Forum (CLF) and Gram Panchayat Level Federation (GPLF)

- ✓ Household wise identification of eligible and interested youth masses for DDU-GKY programme
- ✓ Block Mission Management Unit (BMMU) have a distinctive role in ensuring proper mobilisation and counselling of youth masses
- ✓ Block Project Manager (BPM) remains the key person accountable for the entire process in the DDU-GKY programme for their respective blocks
- ✓ Enrolment drive in every Gram Panchayat Level Federation to provide a comprehensive picture of DDU-GKY programme and identification and enrolment of interested and eligible youth
- ✓ Counselling camps at regular intervals followed by tagging of youth in order to maintain an incessant flow of information and mobilization of target mass.

6. Best Practices in Project Monitoring

6.1 Different Levels of Monitoring

- a) Monitoring and Reporting by Q-Team (Monthly once to the DSMS and CC to ORMAS in the 5.2A format for running centers and D1, D2 format for not started centers)
- b) Monitoring by District officers of ORMAS (each month once) and Report to ORMAS
- c) Regular Review (monthly once) at ORMAS HQ attended by PIA state Head and Q-team with all compliances and due correction / improvement in gaps identified by the Monitors
- d) All records as Per SOP maintained at Center and Finance records (SOP-II) at the state office of PIA
- e) All the activities undertaken by ORMAS are documented properly. A highly professional expert has been appointed for the same

6.2 PIA as Development Partners

- a) An Advisory & Co-ordination Committee of Development Partners (Member from PIAs) has been formed with following objectives:
 - To build a platform where all the Development Partners unitedly share their experiences, challenges and expectations of implementing DDU-GKY project
 - To establish a participatory support system covering all Partners which will ensure strengthening of Mobilization, Counselling, Placement & Post placement activities
 - To analyse, formulate and advice new ideas, intended towards improvement in the outcome of DDU-GKY project
 - The Committee shares it's report to ORMAS and ORMAS takes the final decision
 - The above committee has been divided into to six subcommittees with some special activities as detailed below:

1. Mobilization & IEC Committee

- Integration PIA Mobilisers with Mission 20'
- Standard incentive structure for PIAs mobiliser
- Define activities of PIAs mobilisers
- Devising mobilization strategy in coordination with state officials
- Development of Brochures, Pamphlets, Video Clipping

2. Placement & Post Placement Committee

- Database of placement organizations in different trades
- Coordination with Placement cell of ORMAS
- Industrial Linkages
- Placement tie up & Industrial Meet
- Apprentice Programmes in coordination with industries
- Strengthening on On the Job Training
- Development of Tracking Methodology for tracking of candidates for 12 months

3. Migration Support Centre Committee:

- Coordination with MSC organization {Sampark for Bangalore & Agrasar for Gurgaon} & assisting them in generating a complete database of candidates working in the aforesaid places

4. Curriculum & Content Development, Assessment & Certification Committee

- Standardize the content & curriculum of all PIAs for all sectors,
- Ensuring proper coordination with Certification agency & streamlining the process of certification

5. Innovation Committee

- Parents Meet
- Exposure Visit
- Financial Literacy
- Social Security Scheme
- Career Progression activities, advanced skill training to candidates
- Alumni Meet
- Organizing Cultural Meet

6. Rating & Grading Committee

- Finalizing the rating & grading tool

6.3 Rating and Grading

- a) Rating of PIA Training Centres to ensure quality infrastructure and Training Process

- b) Grading of PIAs to ensure overall Training and Placement Quality
- c) Incentivising PIAs based on Grades: Additional Project Sanctions to existing PIAs depends on Grades awarded through Rating & Grading
 - Grade A PIAs: 5 times of existing approved capacity and 25% of 2nd Instalment on provision of placement documents
 - Grade B PIAs: 3 times of existing approved training capacity
 - Grade C PIAs: To be decided by the Project Approval Committee and Payment on Batch wise basis
- d) Rating and grading is being undertaken twice a year.
 - Total Marks: 500
 - Marks Assigned to centre-300
 - Marks Assigned to management -200
 - Mark is calculated out of 100 after adding all the marks.
 - Mark secured above 75- Awarded A Grade
 - Mark secured more than 50 and less than 75- Awarded B grade
 - Mark secured less than 50- Awarded C grade

7. Best Practices in Capacity Building of Stakeholders

- a) International Certification to Trainers in collaboration with Australian Skill Development Private Limited & Common Wealth Educational Media Centre for Asia to develop ITAC {International Training & Assessment Course} Master Trainers
- b) Odisha the first & only State to implement the Training of Trainers programme
- c) Target to train 1000 certified Master Trainers across the State

8. Other Best Practices

8.1 Placement Cell

- a) A five-member expert team deployed for scoping negotiation and establishing linkages among employers and training partners
- b) Mapping of Demand and Supply across various sectors
- c) Expand the career possibilities and growth trajectories of DDU-GKY trainees
- d) Reflection of industry needs through customization of training curriculum
- e) If PIA is not able to submit bank statement, voucher of EPF and ESI is acceptable instead

8.2 Migration Support Centre

- a) Support for life and living in the worksites during placement phase to ensure their stability and long-term employment

- b) Two Migration Support Centres established in Gurgaon and Bangalore
- c) Plans to extend the Migration Support Centre for more places having larger concentration of placed candidates

8.3 Employer Engagement

- a) Engaging Captive Employers as Project Implementing Partners to ensure placement of trained candidates
- b) Odisha has on boarded 13 Captive Employers for e.g Shahi Exports, Safe Express, ASMACS, Care Hospitals, Care Hospitals, Café Coffee Day etc.
- c) Plans to conduct regular workshops with employers to have an overview of the workforce requirement and improvisation of training process

8.4 Manpower

- a) Size: There are 30 dedicated persons working in the State Office and 60 persons in the districts dedicated to DDU-GKY projects
- b) Leadership: Shri B. N Das has been in the leadership role for driving DDU-GKY projects in the state from the beginning and hence has ownership and continuity in decision making

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