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Report

Evaluation of Vocational Skill Development of Youths in Nainital District, Uttarakhand, India



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EXECUTIVE SUMMARY

- 1) The overall goal of the project on Vocational Skill Development of Youth in Nainital District, Uttarakhand, India (VSD) is to offer young people in Uttarakhand and Belgium opportunities for a successful future thru training, coaching and exchange programs. It is envisaged that such initiatives would enable youths to become leaders in their own sphere and some become entrepreneurs. The three-year project started in March 2019 with funding of Euro 120,000 from the Collibri Foundation of Colruyt Group.
- 2) The primary purpose of the evaluation is for learning and accountability, with the objective of increasing project effectiveness. The specific objective is to conduct a quick evaluation of the ongoing activities, output and outcome of the project before embarking on the final year work.
- 3) The evaluation was carried out in Nainital district of Uttarakhand covering the blocks of Ramnagar, and Kotabagh. It consisted of collecting information thru field visits to project area, group discussions with farmers and participants, in-person and telephonic interviews with representatives from PnP, trainers, and other experts familiar with the context.
- 4) Of the three broad objectives, there is progress with regard to the first objective of imparting training and coaching to young people in the age-group of 15 to 29. The pandemic of year 2020 with its restrictions on travel and overall disruption in business constrained opportunities to work on the other two objectives related to (1) visit of Belgium students for experiential learning opportunity and (2) enabling Colruyt customers, co-workers and partners to connect with farm producers.
- 5) In three years, the VSD project sought to reach out to 315 youths for training and coaching. At the time of this evaluation in February 2021, it has been able to reach 175 youths below the age of 35, and 233 in total if we include individuals of all age group in project area. If all participants of an online training program from non-project area is also considered, the total number increases to 466.
- 6) The intervention currently imparts five different types of training - organic farming, plumbing and welding, and agri-entrepreneurship. Once the lockdown eased, it also introduced a training on tractor driving and another on bio-floc fish farming in online mode. Except for the training on Bio-Floc Fish Farming, PnP collaborates with specific training partners.
- 7) Around 43% of the participants are female. However, there is much variation in gender-wise distribution of participants across the different training programs. Since the tractor driving programme was conceptualized for women, all participants are female. But for open training programs like plumbing and welding, the participants are only male; reflecting the gender norms that generally govern career choices among youths.
- 8) The project is relevant for all stakeholders. The training programs are embedded in the organic rice project of PnP in the Nainital district of Uttarakhand, and the primary beneficiaries have been the children of the organic rice producers in the project area. The objectives and envisaged outcomes align with PnP's vision of healthy, and prosperous plant and people. With its focus on training and coaching of young people and enabling entrepreneurial and employment opportunities, the program also aligns with CF's mission and vision. Further, considering that the state of Uttarakhand recently passed the act of making certain districts organic, the project contributes to the developmental

imperatives at the state level and also aligns at the national level with its emphasis on skill and enterprise development.

- 9) The current set of activities of the VSD project is aligned towards achieving the stated overall goal to offer young people opportunities for a successful future through training, coaching and exchange. However, while the project has been able to work with young people in Uttarakhand in India, its effectiveness in terms of reach to Belgium youths is limited due to the pandemic. Since the impact of the interventions are not measurable in monetary terms, it is difficult to look at the efficiency of the program numerically.
- 10) One tangible outcome is the perceived increase in employability because of the certification given to the participants on successful completion. The certifications strengthen candidature while applying for some government jobs and tendering for civil works. Similarly getting a driving license after tractor training was much valued by all the female participants and their family members.
- 11) There are some observable instances of emerging leadership and enterprise development. Participants from two different batches have registered companies to package and sell organic produce. Similarly, two or more participants from the plumbing and welding batches often get together whenever there is a big assignment to be completed. Experienced plumbers and welders have taken some of their younger batchmates as apprentice.
- 12) Organic farming and tractor driving training are the two programs where women have participated very enthusiastically and there is an observable sense of achievement and confidence. While the organic training did not challenge the status quo, tractor driving training is breaking gender norms within the community. Women learning to drive is quite novel and radical in this particular context. Participants shared the joy of getting the opportunity to learn a skill which traditionally only men had, the sense of achievement of passing the test and getting the license, not having to depend on other to come and plough their field, and reduction in drudgery.
- 13) One of the unintended outcomes has been the formation of informal network of participants in the project area, connected to each other and PnP thru WhatsApp. At an organizational level the project has enabled PnP to make direct connect with the next younger generation of rice producers.
- 14) Sustainability of the project in terms of the net benefit over a longer duration, will depend to a large extent on the continued interest of the beneficiary households to be engaged in cultivation of organic rice and allied activities.
- 15) On the whole, the VSD project has been able to reach 55% of 315 individuals in the age group of 15 to 29 years. And it will be able to reach the remaining 140 young people comfortably in the remaining time period of the project. Considering the circumstances prevailing globally, it would be worthwhile to revise / reconceptualise the other two broad objectives.
- 16) Key recommendations for increase the programme effectiveness are (i) re-look and realign agri-entrepreneurship with objectives and maybe by supporting capacity building of emerging enterprises, (ii) reach out to individuals belonging to SC/ST/OBC communities to increase the programme effectiveness. (iii) increase the upper limit on age to 35 for better outcomes, (iv) build on the informal network and collectivise young people to start product or service enterprises in organic chain, (v) build relationship with other local institutions for better reach and relationship,



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(vi) consider introducing training programs like digital/ social marketing that are useful to the young and also helps in building support capabilities for small organizations (vii) increasing the visibility of organizational work to increase recall value among state and national level stakeholders (h) Towards fulfilling the other two objectives of project, consider exploring virtual internships for Belgium students and use of digital tools to connect customers, co-workers and partners with rice farmers.





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1. ABOUT THE PROJECT

The overall goal of the project on Vocational Skill Development of Youth in Nainital District, Uttarakhand, India (VSD) is to offer young people in Uttarakhand and Belgium opportunities for a successful future thru training, coaching and exchange programs. It is envisaged that such initiatives would enable youths to become leaders in their own sphere and some become entrepreneurs. The three-year project started in March 2019 with funding of Euro 120, 000 from the Colibri Foundation of Colruyt Group.

Based in Belgium, Colruyt Group consists of over forty brands in food retailing, non-food and fuel, wholesale and foodservice catering to individuals and businesses. Its sister organization Colibri Foundation attaches great importance to social involvement and entrepreneurship. Colibri Foundation has been supporting education projects all across the world for more than 15 years with the objective to make young people more independent, to broaden their outlook and to increase their knowledge. Aligned with its overall mission, it supports the VSD project in Nainital district of Uttarakhand, India. Table 1 shows the broad and the specific objectives of the project.

Table 1: Broad and Specific Objectives of the VSD project

Broad Objectives	Specific Objectives
I) To support education in developing countries thru training of young farmers in organic farming and other skills, and linking them to the rice value chain projects.	a) Imparting techniques of organic rice farming to 180 youth
	b) Vocational training in farm equipment repairs and maintenance skills of 90 youth improving employability, particularly self-employment in rural areas
	c) Training in entrepreneurship development of 45 youth in the years 2019-22 on how to establish, and manage agri-machine service centres.

Broad Objectives	Specific Objectives
II) To connecting young people from the education project with those from Belgium.	Encourage exchange visits by youth from Belgium to the project area in Nainital district – 20 youth in the years 2020-22.
III) To consciously involving customers, co-workers, and partners, in particularly Colruyt IT Consultancy India Pvt Ltd.	Colruyt customers, co-workers and associates bond well with producers and understand the value chain from farm to fork.

While PnP and Collibri Foundation are the direct stakeholders in the project, other key ecosystem participants are (a) Colruyt Group, Belgium, and (b) RMB of Coop, Switzerland, (c) Nature Bio Foods Limited and its sister organization – (d) Fair Farmers Foundation. Training organizations and knowledge partners like GB Pant University of Agriculture and Technology (GBPAUT), Bank of Baroda Rural Self-Employment Training Institute (RSETI), National Bank for Agriculture and Rural Development (NABARD), Uttarakhand State Training Center of Organic Farming and MSME-Technology Development Center among others. State and national level agencies in skill development like National Skills Development Corporation, also have a role since some of their policies directly or indirectly shape the outcomes of the project. Figure 1 gives an overview of the key partners and stakeholders

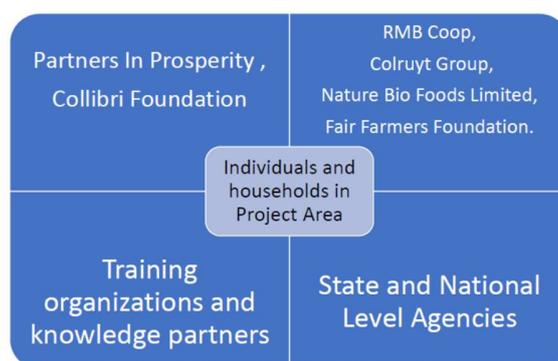


Figure 1: Key Stakeholders and Partners in the Ecosystem



2. PURPOSE OF THE EVALUATION

The primary purpose of the evaluation is for learning and accountability, with the objective of increasing project effectiveness. The specific objective is to conduct a quick evaluation of the ongoing activities, output and outcome of the project before embarking on the third and final year work. It is hoped that the evaluation will aid project management decisions by assessing the past and planning for the future by:

- 1) Ensuring that project activities reflect the organization’s mission and goals, and the project is on target at mid-term.
- 2) Staying accountable to stakeholders and Collibri Foundation by keeping them informed
- 3) Assessing the feasibility of different activities, and refining existing approaches.
- 4) Recording and disseminating best (and worst!) practices and results
- 5) Giving inputs for future activities and plans

3. METHODS AND DATA

Data collection was guided by the Theory of Change as outlined in the project document. It consisted of collecting information thru secondary sources and desk research, visiting the project area for discussion with farmers, training participant and project staff, in-person and telephonic interviews with representatives from PnP, trainers, and other experts familiar with the context.

Table 2: Data Collection

Data Collection Method	Source / Respondents	Purpose
Field Visit	Discussion with Farmers / Participants	Get a sense of the project area, PnP’s work, and impact thru interaction with project staff and beneficiaries.
Desk Research	Organic Farming, Skill Development Landscape	To check for alignment and new possibilities
	National and State Level Policies	
	Colruyt group / Collibri Foundation	
Secondary Data About the Project	PnP	About the project, interventions, participants
Interviews	PnP Officials, Field Staff and Others	



4. FINDINGS

The VSD project is located in the Ramnagar and Kotabagh blocks of Nainital district of Uttarakhand, India (see Figure 2). It is embedded in the rice project intervention of PnP and is anchored on its relationships with rice producers and their households. Around 4000 farmers are directly associated with the project.

As mentioned above, the VSD project has three broad objectives. At the time of this evaluation, some progress can be seen with regard to the first objective of imparting training and coaching to young people in the age-group of 15 to 29. The pandemic of year 2020 with its restrictions on travel and overall disruption in business constrained opportunities to work on the other two objectives related to (1) visit of Belgium students for experiential learning opportunity and (2)

enabling Colryut customers, co-workers and partners to connect with farm producers. Thus, the findings of this evaluation pertain primarily to the first objective. However, some recommendations have been made towards fulfilling the other two objectives in the remaining time period.

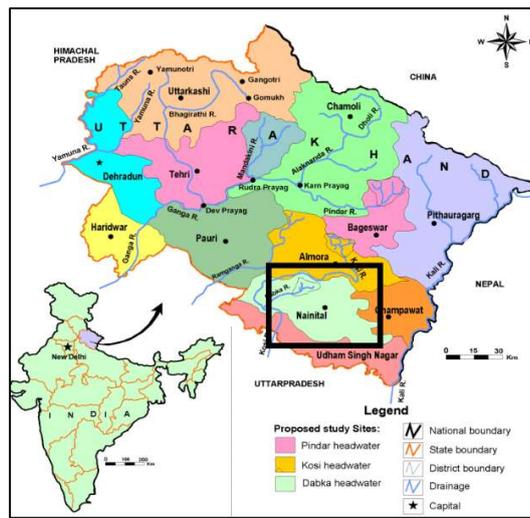


Figure 2: Location of the VSD project, Nainital District, Uttarakhand, India

Image Source: <https://ugecviewpoints.wordpress.com/2016/03/29/rapid-urban-growth-in-mountainous-regions-the-case-of-nainital-india/>

Table 3 gives a broad overview of the trainings held till the time of the evaluation. Five different types of training were being imparted to young people. While the project started with the trainings on organic farming, plumbing and welding, and agri-entrepreneurship, the other two on tractor driving and bio-floc fish farming started recently in October 2000. Except for the training on Bio-Floc Fish Farming, PnP collaborates with specific training partners. Training partners are selected on the basis of their accessibility in terms of location, relevant content, capacity to conduct non-residential and residential programmes (in case of organic farming), cost of training per batch and most importantly that they are recognized by the government to conduct assessment and certify participants on successful completion. The certificate of successful completion can be used by the students while applying for specific jobs and/ or seeking government contracts.

Table 3: Details of the Training Programmes

Name of Training	Objective	Duration	Training Institution	Methodology	No of Training
Organic farming	Imparting techniques of organic rice farming to farm youth	7 days	Uttarakhand State Training Center of Organic Farming, Majkhali, Ranikhet, Uttarakhand	Institutional (Theory + Practical)	4
Plumbing & Welding Tools	Vocational training of youth in farm equipment repair and maintenance skills	45 days	MSME Center, Government of India, Kaniya, Ramnagar, Uttarakhand	Institutional (Theory + Practical)	2
Agri-Entrepreneurship	Training in entrepreneurship development	-	For BOB-RSETI trained candidates	Post Training Support (Scholarship + Facilitation)	1
Tractor Driving	To promote women led agriculture by imparting tractor driving training to young girls	15 days	Kumaon Motor Driving Training School, Haldwani, Uttarakhand	On Ground / Onsite (Theory + Practical)	2
Biofloc	On line Training on Biofloc Fish Farming	14 days	Partners in Prosperity	On Line Training + Assessment	1

Till date, around 10 trainings have been conducted. Within the project area, potential participants are reached via word-of-mouth and thru existing project linkages. In recent times, WhatsApp is also being used to inform communities about any upcoming trainings. Participants in a particular batch generally belong to same or nearby villages. Group participation addresses safety related concerns and enables girls to enroll for training programmes. Groups from same or nearby villages were also preferred for the tractor driving training because the instructor came to the village to train the women participants.

In three years, the VSD project sought to reach out to 315 youths for training and coaching. At the time of evaluation 233 individuals from the rice project area participated in the trainings. Figure 3 gives the distribution of participants from the project area across the five training programs. If all participants of the online training program on BioFloc fish farming are considered, the total number of participants increase to 466.

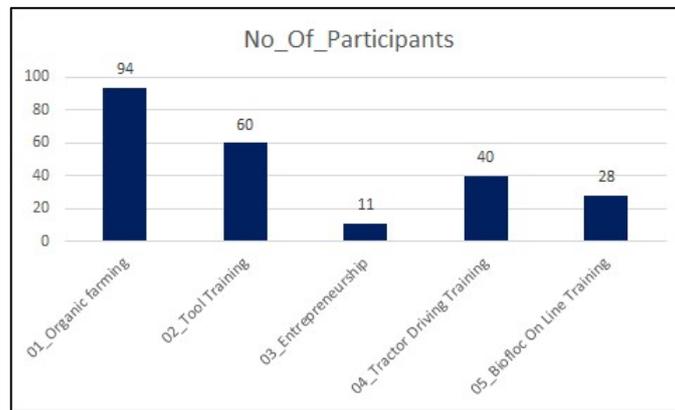


Figure 3: Number of participants in different training programmes

Of the 233 participants from the project area, 175 are under the age of thirty (see Figure 4).

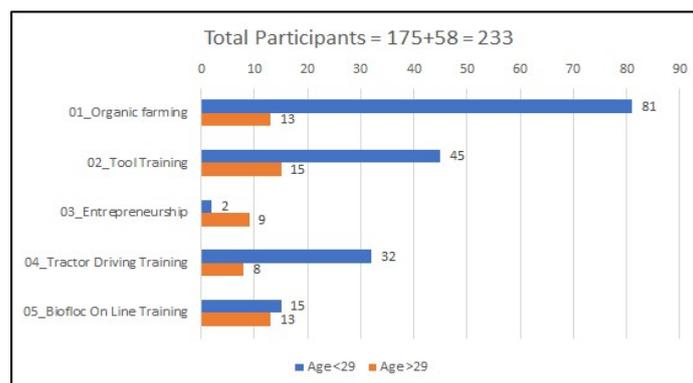


Figure 4: Distribution of participants by Age

Focusing only on the 175 youths below thirty, around 43% of the participants are female. However, there is much variation in gender-wise distribution of participants across the different training

programs (see Figure 5). Since the tractor driving programme was conceptualized for women, all participants are female. However, it can be seen that in open training programs like plumbing and welding, the participants are only male; reflecting the gender norms that generally govern career choices among youths.

It can be observed that although the training on organic farming is a residential programme requiring participants to stay away from home for around 15 days, enrollment of women almost equals that of men. This is primarily because participants were mobilized in groups where people know each other, so that their guardians do not have any safety concerns and allow them to go. One spillover effect of such group mobilization has been that each village now has an informal group of individuals with similar training and maybe outlook.

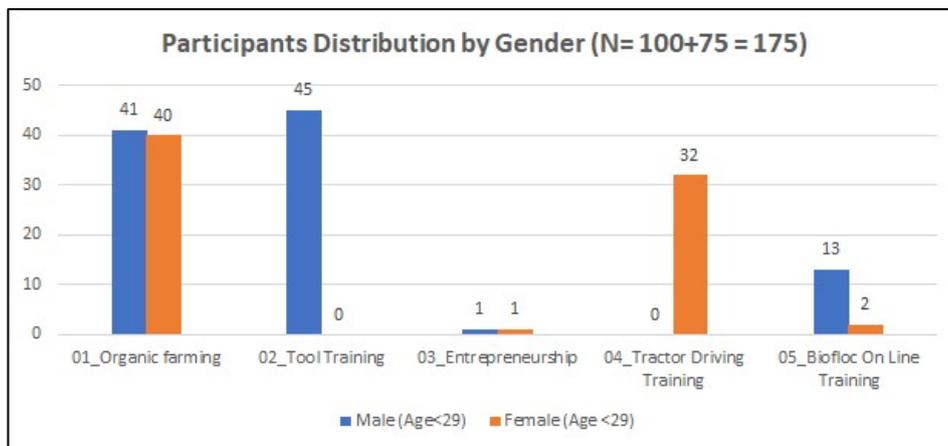


Figure 5: Distribution of participants by Gender

Table 4 gives the distribution of the participants as per highest education and social category. It is based on the data available is for participants from four training programmes. Corresponding data was not collected for the Bio-Floc Fish Farming training since it was online. It can be observed that, while the training programmes has been able to reach out to individuals with different levels of education attainment, similar conclusion cannot be drawn for social category. Although majority of rice producers in project area belong to general category, there are young people from

other social category who might benefit from the training. Further, it can be observed from the data that majority of women who participated in tractor driving training are graduates and post-graduates.

Table 4: Distribution of Participants by Education and Social Category

Training	Education					Social Category		
	VII	X	XII	Graduate	Post-Graduate	General	OBC	SC
Organic Farming	6	20	32	17	3	74	1	3
Tool Training	5	13	27	-	-	38	2	5
Entrepreneurship	1	-	1	-	-	2	-	-
Tractor Driving	0	-	8	17	7	31	1	-
Total	12	33	68	34	10	145	4	8

Table 5 summarizes the findings against the three broad objectives of the VSD project. Thus, it can be seen that on the whole it has been able to almost 55% of individuals in the age group of 15 to 29 years. And it would be able to reach out to the remaining 140 young people comfortably in the remaining time period of the project. Of the five training programmes, the design and implementation of the one related to training in entrepreneurship development might require a re-look. Similarly, considering the circumstances that is prevailing globally, the other two broad objectives might require a revision.



Table 5: Summary of Findings

Broad Objectives	Specific Objectives	No of Participants (Age < 30)	Total No of Participants
I) To support education in developing countries thru training of young farmers in organic farming and other skills, and linking them to the rice value chain projects.	a) Imparting techniques of organic rice farming to 180 youth	81	94
	b) Vocational training in farm equipment repairs and maintenance skills of 90 youth improving employability, particularly self-employment in rural areas	45	60
	c) Training in entrepreneurship development of 45 youth in the years 2019-22 on how to establish, and manage agri machine service centres	2	11
	d) Tractor Driving Training	32	40
	e) BioFloc Training	15	28

II) To connecting young people from the education project with those from Belgium.	Encourage exchange visits by youth from Belgium to the project area in Nainital district – 20 youth in the years 2020-22.	-	-
III) To consciously involving customers, co-workers, and partners, in particularly Colruyt IT Consultancy India Pvt Ltd	Colruyt customers, co-workers and associates bond well with producers and understand the value chain from farm to fork.	-	-

5. DISCUSSION

The OECD-DAC framework is used for analyzing the findings for relevance, effectiveness, efficiency, impact and sustainability. While the discussion pertains primarily to the findings related to the training programs, some implications can be drawn for planning for achieving the other two objectives.

a) **Relevance: Is the intervention doing the right things?**

The relevance of the project is assessed by looking at the extent to which the intervention objectives and design respond to beneficiaries, align with the vision and mission of both Collibri Foundation, and PnP, and reflect the policies and development priorities of the state and country.

All the training programs are embedded in the organic rice project of PnP in the Nainital district of Uttarakhand, and the primary beneficiaries have been the children of the organic rice producers in the project area. The objectives and envisaged outcomes align with PnP’s vision of healthy, and prosperous plant and people, and its mission to partner with communities, governments, enterprises and other institutions to alleviate poverty, build healthy environment, and secure livelihood for all. With its focus on training and coaching of young people and enabling



entrepreneurial and employment opportunities, the program also aligns with CF's mission and vision. Further, considering that the state of Uttarakhand recently passed the act of making certain districts organic, the project contributes to the developmental imperatives at the state level and also aligns at the national level with its emphasis on skill and enterprise development.

Against the backdrop of the Covid 19 pandemic in 2020, the relevance of the project has increased multi-fold. Agriculture in rural India provided the required cushion to cope with the economic and social uncertainties. During the lockdown, activities related to farming provided the necessary avenues to be gainfully engaged. Young men, who otherwise would have migrated to some other places for employment and education stayed back or returned to work on their family farms. During the initial days of complete lockdown, there were some issues related to availability of inputs and labour, but the traditional practice of working on each other's fields as and when required helped the farming community to tide over the difficult times. With growing awareness and concern for health and immunity, there is a renewed interest in organically grown produce, and thereby a potential market waiting to be tapped. Further, at the project level, PnP could respond to the latent need of the women farmers by initiating the tractor driving training for women. Further, the online training mode for the Bio-Floc Fish Farming demonstrates the possibilities of related interventions new normal. At the organizational level, there has been a tradeoff at the objectives. Restrictions on travelling due to the pandemic hindered progress on the other two objectives.

b) Effectiveness: Is the intervention achieving its objectives?

The current set of activities of the VSD project is aligned towards achieving the stated overall goal to offer young people opportunities for a successful future through training, coaching and exchange. However, while the project has been able to work with young people in Uttarakhand in India, it still needs to work with Belgium youths. With a mix of different types of training, PnP has been able to reach out to both people with and without land in the project area, and with adequate gender representation. Further, it has been able to initiate new sets of training looking at the needs and changed external environment.



c) Efficiency: How well are resources being used?

Since the impact of the interventions are not measurable in monetary terms, it is difficult to look at the efficiency of the program numerically. In terms of inputs, the program has one project manager and a field assistant. The average cost for one training, including organizational level expenses are around two lakhs per batch.

d) Impact: What difference does the intervention make?

The number of individuals trained gives one direct measure of impact, however it is difficult to measure specific impact of the VSD project in terms of increase in earning potential, or self-employment or mitigation of involuntary migration. But since most individuals belong to the families of rice producers in the project area, it is expected that some learning from the trainings will be applied in daily household work

One tangible outcome is the perceived increase in employability. Training in organic farming and plumbing and welding are given in collaboration with government approved agencies. They also assess the participants and give a certificate on successful completion. The certificate in plumbing and welding is considered is valid while applying for army and other government jobs, and tendering for civil works contract in government institutions. A lot of students perceived value in this proposition and hence enrolled for the project. Similarly, it is expected that if the Government of Uttarakhand starts recruiting for posts like inspectors and certifiers for organic farming, the students who have been trained will have an edge over other aspirants. Similarly getting a driving license after tractor training was much valued by all the female participants and also their family members.



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While it is difficult to measure leadership outcomes in any program intervention that focusses primarily on vocational training, there are some observable instances of emerging leadership and enterprise development. Although participants in a batch generally belonging to same, the training programs have also enabled youths from different villages to be acquainted with one another. This had led to interesting instances of individuals coming to work or set-up enterprises together. Thus, two or more participants from the plumbing and welding batches get together whenever there is a big assignment to be completed. Similarly, experienced plumbers and welders have taken some of their younger batchmates as apprentice. In another significant development, two participants from the same batch of training on organic farming have got together to setup a business that sources organic produce like pulses, millets and spices from various regions, package it and sell it under the brand name of Hill Crops. Similarly, another participant had set up a firm selling organic produce under the brand Himalayan Harvest.

Organic farming and tractor driving training are the two programs where women have participated very enthusiastically and there is an observable sense of achievement and confidence. Being residential, the training on organic farming required the participants to stay away from home for few days. This was a new experience and exposure for many of them. For young married women participant who belonged to some other place, the training enabled them to get familiar with nuances of organic farming. While the organic training did not challenge much of the status quo, the tractor training is breaking some of the gender norms within the community. Tractors being a

heavy vehicle are generally driven by men. So when the proposition came from a senior women farmer during one of PnP's meeting with them, it was taken as a novel and radical in the context, leading to the conceptualization and implementation of the tractor driving training. Among the many benefits that the women shared was the opportunity to learn a skill which traditionally only men do, the sense of achievement of passing the test and getting the license, will no longer have to wait for the tractor driver to come and plough their field, not dependent on men for small tasks within the village, using the tractor to reduce their drudgery.



One of the outcomes at the organizational level is the connect that PnP has been able to make with the next younger generation of rice producers. The WhatsApp group of the participants that has been formed is also a valuable network that can be leveraged by PnP to increase bonding and connect.

e) Sustainability: Will the benefits last?

Sustainability refers to the continuation of benefits from a development intervention after the project has been completed. Individuals will continue to derive some benefits thru application of skills acquired, exposure and confidence gained thru participation in the trainings.

However, the net benefit of the intervention over a longer duration, will depend to a certain extent on the continued interest of the beneficiary households to be engaged in cultivation of organic rice and allied activities. Not many young people actively consider organic farming as a livelihood option because of the uncertainties involved. Currently, the rice project by assuring buyer and remuneration gives the required incentive to farmers to adopt organic cultivation. The trainings



have been able to renew interest in agriculture among youth, but it is difficult to judge the willingness of the to continue, especially once other opportunities start emerging post-pandemic.

However, if certain steps are taken to re-enforce the capacity building and support enterprise development, there might be improvement in the likelihood that the net benefit flows over time. One can be to collectivize young people willing to be in organic farming and enable them to start local related product or service enterprises. Other is to support the three new entrepreneurs thru training in business development and entrepreneurship.

6. RECOMMENDATIONS

The three-year VSD project started in March 2019. As on March 2021, it has been able to reach 175 individuals between the age of 15 and 29, 433 if we consider individuals over 29 years old and not staying in the project area. Thus, it appears to be on-track with regards to its first objective of improving opportunities for young people thru training in vocational skills and would be able to reach out to 315 students by end of March 2022. Considering the restrictions on travel across countries for the year 2020, progress on other two objectives has been constrained. Following recommendations are made to improve the overall effectiveness of current program and planning for future extensions.

- 1) The focus of the program intervention is on individuals in the age group of 15 to 29. To increase the outcome and sustainability of the program, it might be worthwhile to increase the upper age limit to 35. The state of Uttarakhand is known for out-migration of its people for education, employment and marriage. There is a preference among young to seek employment in armed forces and other government departments. It takes time for individuals to finally decide to stay and work in the region, even on their farms. Increasing the age to 35 would also enable young women to participate, especially those who got married to families in the region and might have been engaged in family responsibilities. It would be helpful to initiate and familiarize them with organic farming. Such a step might



lead to more tangible, observable and sustainable outcomes of training, since their applications would be more within the project area.

- 2) Currently, the participants for the training are reached out thru farmers and families associated with the rice and other projects of PnP using word-of-mouth. And farming community in the region generally belong to upper caste categories. To increase inclusiveness in reach and outcome, it would be worthwhile to reach out to individuals belonging to different social categories / non-farm households in the project area and thru other local institutions and channels. An immediate step might be to initiate a special-drive for training in welding / plumbing for young people belonging to SC/ST communities.
- 3) Building relationships and also with local level institutions will opens space and opportunities for initiating other kind of ventures for youths from non-farming background. This includes fishery, solar lighting systems, water-harvesting systems, waste management and recycling plants, among others. Another possible intervention can be leadership training for women in Self Help Groups and in panchayats that would help PnP to gain familiarity and trust among local administration.
- 4) Introducing training programs that are perceived to be useful to the young and also helps in building support capabilities for small organizations at the local level. These include basic training in digital skills and trainings in social media / digital marketing. Some possible examples are: basic MS office, creating videos using mobile phones, website, and mobile app development/adoption for market linkage, using Whatsapp, YouTube for market linkage, tally etc.
- 5) In a short period of time, the project has shown an outcome of capability development in atleast some individuals who are setting up their own ventures. It would be worthwhile to support some select individuals in business and enterprise development.
- 6) Related to above, can be raining on building market linkages in local context. While the rice project assures rice producers appropriate remuneration for their organic produce,



farmers are unable to get a premium for other crops – millets, pulses, spices and vegetables that they also grow. Since the project area is located in the Corbet Tiger Reserve Area which sees heavy footfall of tourists and also has many resorts sourcing from local areas, there is a potential market that can be tapped for employment generation. Further, training can be provided for enterprise development in producing organic inputs.

- 7) At the organizational level, PnP can consider increasing the visibility of its work with organic producers, and other activities of the VSD project. Such engagements help to create recall value in the project context and might help the organization in positioning itself as one having experience in handholding organic producers.
- 8) PnP in consultation with CF can consider exploring digital/ virtual medium for fulfilling the other two objectives. One of the positive outcomes of the pandemic has been the increase in familiarity and willingness to use the ICT tools for all possible ventures. Engagement of Belgium students can be conceptualized in form of virtual internships, virtual exchange and collaboration among youths from different locations.
- 9) With regards to third objective, a repository of videos and/ or experiential tours using augmented reality can be experimented with to enable customers and partners get familiar with the context.
- 10) For better tracking and reporting on the outcome / impact of the training programme, PnP might consider putting in place a data management system.



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