

Skilling India: Evaluation of Multi Skills Development Centres

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Otojit Kshetrimayum



V.V. Giri National Labour Institute

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* Otojit Kshetrimayum is Associate Fellow & Coordinator, Centre for North East, V.V. Giri National Labour Institute, NOIDA

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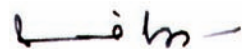
Foreword

The study is an outcome of the project on “Evaluation of Multi-Skill Development Centres (MSDC) at Bangalore and Gulbarga, Karnataka” commissioned by the Directorate General of Employment & Training (DGE&T), Ministry of Labour and Employment (now under the Ministry of Skill development and Entrepreneurship). The objective of the study is to evaluate the performance/impact and analyse the physical and financial return of MSDCs or Karnataka German Technical Institutes (KGTIs) and to provide recommendations for enhancing the effectiveness of the scheme.

The study has shown that the targets related to trainings are well achieved. MSDCs provide holistic training with right mix of knowledge, skill and attitude matching to present industry requirements that have benefitted many trainees and the industry.

Based on the field visits at respective centres at Bangalore and Gulbarga, it was observed that: with limited infrastructure and manpower, KGTI is providing quality skill training to the trainees with adequate hands on exposure and providing skilled manpower to the industry. Chances of employability and competence level of the trainees have increased significantly. Considering this, MSDC could be considered as a model centre having technical support from international agency and direct coordination between the training institutes and the industry for vocational training and skill development at par with international standards.

The study will definitely benefit the policy makers, researchers and institutions/organisations working in the area of skill development.



Manish K. Gupta
Director General

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Otojit Kshetrimayum

I

Introduction

Background

One of the important objectives of the National Skill Development Policy, formulated by the Ministry of Labour and Employment in 2009 is to address the skill shortages and skill mismatches in the country by focusing on market driven skills in partnership with the industry. The National Policy on Skill Development and Entrepreneurship, 2015 under the Ministry of Skill Development and Entrepreneurship supersedes the policy of 2009 to meet the challenge of skilling at scale with speed, standard (quality) and sustainability. The vision of the Policy is “to create an ecosystem of empowerment by skilling on a large scale at speed with high standards and to promote a culture of innovation based entrepreneurship which can generate wealth and employment so as to ensure sustainable livelihoods for all citizens in the country”.¹

The Government of Karnataka’s policy on skill development aims at empowering its people through improved skills and training and makes them employable for the world market. This realization borne out of the fact that the formal technical education and training system due to their inherent weaknesses produce trainees with immense deficiencies in desired occupational competencies. The major weakness of the formal education and training are: dilapidated/ neglected training facilities, high student-trainer ratio, lack of competent trainers with little knowledge of modern technological innovations and training methodology and most importantly course and curriculum are not in accordance to market requirements.

Under the above scenario, the Government of India established model Multi Skills Development Centres (MSDC) as centres of international excellence, offering advance technology training courses sustainably to benefit people and industry. The scheme was started as a Centrally Sponsored Scheme (CSS) and is being implemented as a pilot scheme in Bangalore and Gulbarga in Karnataka. The duration of the scheme is for four years (2011-2015) and the funding is equally shared (50:50)

¹ National Policy on Skill Development and Entrepreneurship, 2015 was formally unveiled by the Prime Minister of India on 15 July, 2015.

between Government of India (GoI) and Government of Karnataka (GoK). Based on the success of the model MSDC, it has been planned to replicate the scheme in other states as well. It is expected that the both the MSDC's will be self-sustainable from fourth year onwards by meeting all operational costs from the income generated. MSDC has been registered as "Karnataka-German Technical Training Institute (KGTTI)" to create a brand of "Karnataka-German".

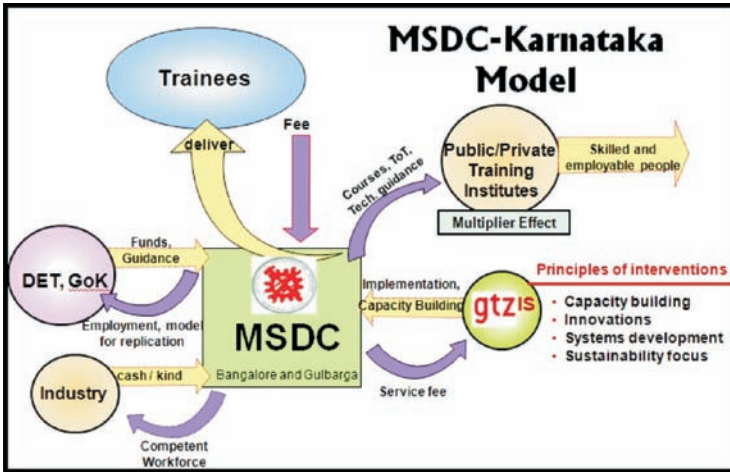
Concept of MSDC

The main concept behind MSDCs in Bangalore and Gulbarga is to develop them as international level training institutions offering an array of long and short duration courses in advance areas of technology. The Department of Employment and Training (DET), Government of Karnataka is the owner of the MSDCs. DET is recommended to form a Special Purpose Vehicle (SPV) to set up and manage the two MSDCs at Bangalore and Gulbarga and also has the mandate to establish appropriate governance structures for their operational autonomy. The GIZ IS have been assigned with the responsibility to hand hold each MSDC for four years and provide expert support in building capacities and systems.

Features of MSDC

The salient features of the MSDC are (i) setting up of world class advanced technology training institutes in Bangalore and Gulbarga, set up on German standards, systems and technological competence, (ii) offering high-tech-oriented technical training in combination with technical services, incubation, blended learning and consultancy; (iii) fixed long term (1-3 Years duration) courses and flexible market-driven short courses (less than 3 months) in the domain of modern technology as complementary measures (iv) strong interface with industry to secure relevant employment for the trainees, (v) supporting and hand holding other vocational training institutes' development and up-gradation for enhanced outreach and impact, (vi) integrated concern for the disadvantaged groups and female trainees, (vii) stand-alone solution (not attempting reform of formal training system, but a showcase success story for other agencies to replicate in the state). The detail model of MSDC, Karnataka is given in Chart 1.1.

Chart 1.1: MSDC-Karnataka Model



Strategy for MSDCs

MSDC's are created to work as an autonomous body, free to design the courses, develop appropriate training methodology and follow the international systems. MSDC's are vested with full financial, administrative and academic autonomy to respond quickly and flexibly to changing market requirements, thereby ensuring demand oriented service delivery. The Government takes the role of a provider and facilitator. The training programs offered are in the nature of fixed long duration courses and short duration modular courses complementing each other. The MSDCs maintain close and active linkages with the industries especially for curricula development, performance assessment and apprenticeships (Chart 1.2). The course curricula are designed based on German Competence Based Training (CBT) model. Trainers have the requisite qualification and working experience in the field/industry and offered decent salaries and performance linked incentives. Training in instructional methodology, assessment and evaluation processes are organised with the help of German experts (Chart 1.3). Assessment and evaluation systems are held to ensure that each trainee acquires the competency as per the curriculum. The focus is on the individual trainee and to ensure that he/she acquires the skills and competence as per the requirement of the industry in the region. Attempts are made for joint certification of courses with German organisation. Focuses are also given to ensure optimum utilisation of the facilities such as building, training labs and workshop. It is expected that the knowledge and capacities developed in the two model MSDCs will be shared with several skills training institutes, thereby positively impacting skills training and employment.

Chart 1.2: MSDC-Industry Interface

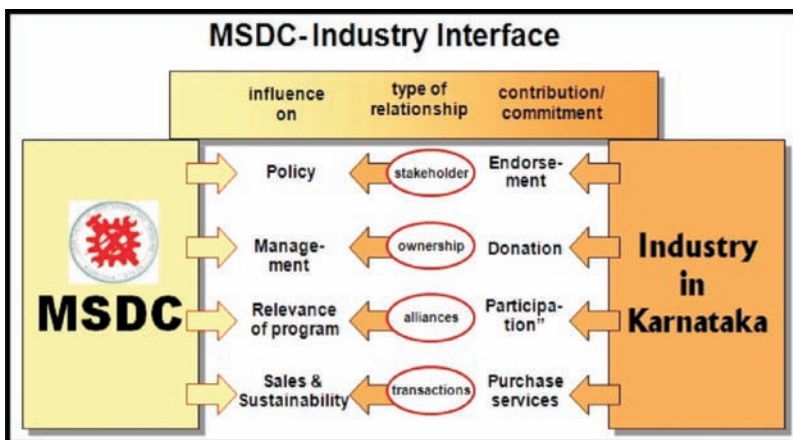


Chart 1.3 Course Contents of Training



Training Courses

MSDC Bangalore will offer a total of 10 long duration training programs with a yearly intake of 320 trainees and 19 short duration training and has set up 5 technical departments. The total training capacity of MSDC Bangalore is 1600 trainees/Year. The estimated project cost of MSDC, Bangalore is Rs. 4173 Lakhs to be spent on capital costs and operation costs including service fees of GIZ and buffer for capital investment.

MSDC Gulbarga will offer a total of 6 long duration training programs with an intake of 210 trainees per year and 26 short duration training

courses. The training capacity is around 1800 trainees/Year. The estimated project cost of MSDC, Gulbarga is Rs. 3912 Lakhs to be spent on capital costs and operation costs including service fees of GIZ and buffer for capital investment

The total project cost for MSDC-Karnataka is Rs. 8085 Lakhs. Out of this, the shares for the Government of Karnataka and the Government of India are Rs. 4862 Lakhs and Rs. 3223 Lakhs respectively.

Objective of Evaluation

The broad objective of the evaluation is to examine the performance/impact and analyse the physical and financial return of MSDCs and to provide recommendations for enhancing the effectiveness of the scheme. The detail objectives are as follows:

- (i) To examine the performance/impact assessment of MSDCs and benefits accrued to the beneficiaries;
- (ii) Analyse the physical and financial returns and establish a relation between the two;
- (iii) To identify or suggest various methods of enhancing the effectiveness of the MSDCs.

Scope of Evaluation

The evaluation focuses on some key areas which affect implementation of the scheme. It covers the following:

- (i) Achievement of the objectives of the scheme.
- (ii) Benefits accrued to the beneficiaries in terms of competence, employment, salaries, etc.
- (iii) Physical and Financial returns and cost benefit analysis.
- (iv) To assess the need of changes in requirement of infrastructure and resources including buildings, machines, equipment, etc.
- (v) To redesign the delivery/implementation *modus operandi* to successfully meet the objectives of the scheme.
- (vi) Study overlaps of objectives with other schemes of DGET

Methodology

The evaluation of the scheme has been undertaken by examining the detailed project proposal and making a visit to both the MSDC/KGTII centres (MSDC or KGTII is used interchangeably in this study) at

Bangalore and Gulbarga. Data were collected from primary and secondary data source. The field visit was made from 3rd to 10th September, 2014 to the two centres and five industries. Interaction and discussions with the Joint Secretary, MSDC; Director, Joint Director; GIZ IS officials; trainers and students; and officials from industries were held during the visit. Questionnaires were developed for various stakeholders i.e., the ongoing trainees, passed out trainees and trainers for the assessment. Visits were also made to the construction sites of the new campuses at Gulbarga and Bangalore.

Data were collected from 114 and 130 ongoing trainees from Bangalore and Gulbarga centres respectively. Out of this, 100 were selected from each centre based on the questionnaires filled with complete details. Feedback from 54 and 51 passed out trainees from Bangalore and Gulbarga centres respectively were collected. Data were also collected from 12 and 14 trainers from Gulbarga and Bangalore respectively to assess the performance of the institute and trainees.

The Evaluation Tools that were used in the study were questionnaires, interviews/interactions, performance/feedback summary records, feedback from both MSDC centres and industries.

II

Performance Assessment of MSDCs

The performance assessment of MSDCs was done by examining the following:

- (i) Achievement of objectives of the scheme
- (ii) Assessment of trainers
- (iii) Feedback taken from the companies
- (iv) Information provided by MSDCs and their trainees
- (v) Assessment of gap between target and achievement based on Detailed Project report (DPR)

Objectives of the Scheme

- To set a world class advanced technological training institute on German/international standards, systems and technological competence.
- To train persons in high tech discipline and run courses on international standards in close collaboration with industry for ITI passed out, diploma and degree engineer.

Comparison of the Objectives of the MSDC scheme and other Schemes of DGET

Various schemes for training under the DGET are as follows:

- Craftsmen Training Scheme (CTS)
- Advanced Vocational Training Scheme (AVTS)
- Apprenticeship Training Scheme (ATS)
- Skill Development Initiative Scheme (SDIS)
- Special Coaching Scheme for Scheduled Castes/Scheduled Tribes
- Vocational Rehabilitation Centers
- Women Training

It is observed that there is no overlapping of objectives of MSDC scheme with other schemes of DGET. Advanced Technology Vocational Training courses offered from the two KGTTIs in Bangalore and Gulbarga are not currently offered in the existing ITI/ITCs or any other schemes of DGET

covering various job seekers/student groups from 8th Pass to Engineering level. Courses offered from the two KGTTIs will show the way for modernization and up-gradation of the existing ITI/ITCs. These courses are unique in nature and will have an opportunity for the candidates to move forward vertically to obtain Diploma/Degree. However, it shall be flexible in operation and the management shall take decision as and when required to introduce new courses and new tie ups with Industry.

The KGTTIs will be independent and flexible in designing courses and awarding certificates. The KGTTIs are established as Government owned registered society with full operational autonomy, in order to respond quickly to the changing requirements of Industries.

2.1 Assessment of Achievement of Objectives of the Scheme MSDC/ KGTTI as a centre of international excellence

Because of the training methodology, facility and the learning environment at KGTTI, Bangalore and Gulbarga makes the centres a centre of international excellence. KGTTI provides holistic training with right mix of knowledge, skill and attitude matching to present industry requirements. All its training programs are finalized based on industry needs. All the equipments are of international standard. Some of the courses have certifications offered by Industry partners like CISCO and FESTO wherein they have global acceptance. It has equipment procured from FESTO, CISCO, Volkswagen, Lucas Nulle which are international companies and involved in global training. The training layout is as per their international standard.

KGTTI as different from other institutes

Some of the courses like CCNA, Welding, CNC, CAD/CAM are also being run by other training institutes mainly in Bangalore. Most of these private training institutes compromise on quality of training in terms of providing right equipment. These centres mainly use simulation softwares to demonstrate practical training. This is rightly addressed in KGTTI by imparting practical Hands-On training. In 80:20 ratios, 80% practical training is provided and 20% necessary theory inputs are given. Also, KGTTI is having close cooperation with industry in offering the programs.

Equipments available in KGTTI of international standards and specifications in consonance with the industry

Most of the training programs being offered in KGTTI centres are in association/partnership with Industry. It has procured equipment

(through open tender) from world's leading companies like FESTO (for Automation), CISCO (for Networking), Volkswagen (for Automotive), DMG Mori Seiki (for Manufacturing), Lucas Nulle (for Electrical) which are international companies and involved in global training.

Curriculum development for each course

Firstly, GIZ IS has conducted survey in identification of trades being offered in each KGTTI centre. During the survey GIZ IS interacted with related Industry and Industry Chambers in identifying the manpower requirements and accordingly trades were selected.

The curriculum being offered in KGTTI centres is designed by GIZ IS Short term experts (subject matter experts) in consultation with industry partners/other training providers. Subsequent modifications to all courses are done by each KGTTI as per ISO 9001: 2008 system procedures.

Admission process (commencement of batch) for short and long term courses

All the short term training programs being offered are on first cum first served basis and as per the eligibility criteria set for each course. For the long term programs, selection process is through the admission test and ranking.

Instructional material

The MSDC Centres are providing the most relevant courses as demanded by the industry through introduction of latest technology in the technical content as well as training methods. MSDC Centres adopted extensive use of multi-media content and innovative teaching aids to deliver the training. Course modules have significant inputs from industry partners and from the GIZ experts to train the students on the state-of-the-art global industrial technology. GIZ has also prepared course material and exercise books to provide for the trainees, and developed question bank/ exercises for assessment of the trainees. Since the training programmes are highly skill oriented, a large component of the programme emphasis is kept on practical training.

Assessment and evaluation system for trainees

To determine how well a student has undergone training and also read the supporting training material, an online assessment examination is conducted for each trainee at the end of the course. This gives an unbiased view of the trainee.

Skill assessment test is also conducted for each trainee and asked to perform the job and then evaluated by looking at various parameters like time taken to write the program/conduct the experiment, accuracy and quality of work etc. Skill assessment test is conducted for all the trades being offered at KGTTI centres by varying the parameters like creating faults/defects and assessing the candidates in trouble shooting abilities.

ISO 9001:2008 standards have been put in place so that all the process starting from admission to training need assessment to conducting training, evaluation of performance of both trainers and trainees are done consistently across all the programs and centres so as to achieve same standard at all the centres.

Recruitment & Performance assessment/appraisal for trainers

Recruitment Rules for appointing staff at various levels being prepared by GIZ IS was approved by the Governing Council and the same rules were followed so far in the recruitment process. However, suitable amendments will be incorporated to the document as and when need arises by obtaining approval from GC.

At the end of every year of operation each trainer/faculty is given performance appraisal form to be filled and submitted to the Director. The review is based on their key responsibility areas. Also importance is given for student feedback on each trainer. Faculty is asked to submit the report on a standard format. Based on the recommendations made by his supervisor and acceptance by the Director, confirmation and continuation of his services and other monetary benefits will be sanctioned. Again this process is governed by ISO9001:2008 system.

Nature and scope of institution/industry tie-ups (collaboration) with KGTTI

With support and guidance from GIZ IS, MSDC Centres at Bangalore and Gulbarga established structured linkages with the industry for a cross fertilization of ideas and knowledge sharing. The linkage aims at improving the benefits from the training courses through continuous interaction and feedback, inputs for improvement in content, assessment standards etc. Industry is also participating actively in various technical aspects of the training courses, faculty development along with joint certification of the training program being offered for better acceptance and employability of the trainee. Industry inputs are also in the form of:

- **Factory Visits:** To enable the trainees to get a feel of the actual working environment

- Guest Lectures: By industry professionals, particularly for advanced level courses
- a) MSDC centres partnered with CISCO (industry leader) in offering courses in Hardware and Networking, Routing and Switching and Network Security. CISCO provides course curriculum, online course content, trainee assessment and joint certification. CISCO also offers trainees to visit the CISCO establishment at Bangalore to give exposure on latest developments.
 - b) MSDC Centre tied up with industry partner FESTO, Germany in offering various courses like Hydraulics, Pneumatics, Programmable logic controllers, Sensors and Robotics in Industrial Automation area. This linkage helps in continuously updating trainers in order to keep pace of the latest developments in the industry. To ensure quality standards of training imparted, a process of joint certification by FACT (FESTO Authorized and Certified Training Centre) is being adopted at MSDC Bangalore.
 - c) MSDC Bangalore also tied up with German Car maker Volkswagen, in offering Service Technician and Service Advisor training programs. This association helps MSDC to train industry ready technicians and advisors in the Automobile sector. Volkswagen expressed interest in running long term programs in Autotronics area. The collaboration involves providing equipment, training of trainers and issue of joint certification.

Table 2.1: Comparative fees structure of courses in KGTTI & other institutes (Major courses from each course vertical)

Sl. No.	Courses	Course Vertical	KGTTI (Fees in Rs.)	Other institutes (Approx. Fees in Rs.)	Fees Difference in Rs.(KGTTI to Others)
01	Advance Diploma in Information Technology	Information Technology	25,000	65,000	Rs. 40,000 (160%)
02	3D Product Design	Manufacturing	6000	15,000	Rs.9000 (150%)
03	Certificate Course in CNC Programming and Operation	Manufacturing	20,000	35,000	Rs.15,000 (75%)

04	Certificate course in CNC Machine Operation	Manufacturing	5000	9000	Rs.4000 (80%)
04	Diploma In Tool and Die Making	Manufacturing	18,000/ Semester	35,000/ Semester	Rs.17,000 (94%)
05	Advance Welding (TIG and MIG)	Welding	12,000	30,000	Rs.18,000 (150%)
06	Electrical Motor and Pump Maintenance	Electrical	5000	12,000	Rs.7000 (140%)
07	Certificate course in Industrial Automation Technician	Industrial Automation	9000	15,000	Rs.6000 (67%)
08	Certificate Course in Industrial Automation Designer	Industrial Automation	10,000	25,000	Rs.15,000 (150%)
09	Automobile Service Advisor Talent Program	Automobile	6500	18,000	Rs.11,500 (177%)
10	Certificate Course in Basic Embedded Systems	Embedded Systems	9000	12,000	Rs.3000 (33%)
11	Certificate course in Advance Embedded Systems	Embedded Systems	9000	15,000	Rs.6000 (67%)

The comparative fee structure of 10 selected courses in KGTTI and other institutes has shown that it is significantly lower in all the courses at KGTTI with difference ranging from 33% to 177% for different courses.

2.2 Assessment of Trainers

The strength of trainers/faculties at the time of conducting the field study in Gulbarga and Bangalore centres were 12 and 14 respectively.

Table 2.2: Trainers by Sex

Sex	Gulbarga (N=12)	Bangalore (N=14)
Male	12	12
Female	-	2
Total	12	14

In Gulbarga, all the trainers were male, while 12 of the 14 trainers in Bangalore were male.

Table 2.3: Trainers by Residence

Residence	Gulbarga	Bangalore
Same district	10	9
Other district	1	3
Other state	1	2
Total	12	14

In Gulbarga, out of the 12 trainers, 10 were from the Gulbarga region and one each from other district and another state.

In Bangalore, out of the 14 trainers, 9 were from the Bangalore region, 3 from other district and 2 from another state.

Table 2.4: Trainer by Age

Age (in years)	Gulbarga	Bangalore
22	-	1
23	-	2
25	2	2
26	1	1
27	-	1
28	2	1
29	2	2
30	1	2
31	1	-
33	1	-
34	1	1
37	-	1
43	1	-
Total	12	14

In Gulbarga, the age of the trainers ranges from 25 to 43 years with an average age of 30 years, while in Bangalore it ranges from 22 to 37 years with an average age of 28 years.

Table 2.5: Trainers by Educational Status

Education level	Gulbarga	Bangalore
B. Tech	-	4
BCA	1	-
BE	1	2
B.Sc. IT	-	1
M. Tech	2	2
MBA	-	1
Diploma	4	-
ITI	4	3
ITI ATS	-	1
Total	12	14

In Gulbarga, out of the 12 trainers, eight of them were having ITI/Diploma, two with M. Tech and one each with BCA and BE.

In Bangalore, out of the 14 trainers, three of them were having ITI certificates and one with ITI and Apprenticeship certificate, four with B. Tech, two each with BE and M. Tech, and one each with B.Sc. IT and MBA.

Nearly 50% of the trainers were having ITI/Diploma indicating that KGTTI provides opportunities to this group of trainees to become trainers/faculties.

Table 2.6: Trainers by Work Experience

Experience of Trainers	Gulbarga	Bangalore
1 year	1	1
2 year	1	1
3 year	2	1
3 year and 6 months	-	1
3 year and 8 months	-	1
4 year	2	2
5 year	-	2
6 year	1	1
6 year and 6 months	-	1
7 year	3	-
10 year	1	1
12 year	-	1
16 year	-	1
17 year	1	-
Total	12	14

In both Gulbarga and Bangalore centres, trainers were having work experience ranging from 1 to 17 years.

Table 2.7: Trainers by Designation

Designation	Gulbarga	Bangalore
CCNA Instructor	-	2
Jr. Engineer	6	3
Sr. Engineer	1	5
Sr. Manager	1	1
Technician	4	2
Welding Technician	-	1
Total	12	14

In Gulbarga, 50% of the trainers were holding the post of Jr. Engineer, 33% as Technician followed by Sr. Engineer and Sr. Manager.

In Bangalore, 36% of the trainers were holding the post of Sr. Engineer, 21% each as Jr. Engineer and Technician followed by CCNA Instructor and Sr. Manager.

Table 2.8: Trainers by Employment Status

Employment Status	Gulbarga	Bangalore
Regular (Full Time Contract)	12	10
Short Term	-	4
Total	12	14

In Gulbarga, all the trainers are under full-time contract initially for two years and can be extended in block of two years.

In Bangalore, 10 out of the 14 trainers are under full-time contract initially for two years and can be extended in block of two years, while the remaining four are under short term contract.

Table 2.9: Trainers by Date of Joining the Institute

Joining the institute	Gulbarga	Bangalore
October 2011	2	2
November 2011	1	-
March 2012	2	-
July 2012	2	1
August 2012	1	-
October 2012	1	1
November 2012	-	1
December 2012	1	-
January 2013	2	-
September 2013	-	1
June 2014	-	8
Total	12	14

In Gulbarga, the service duration of the trainers at the centre ranges from 36 to 20 months, while it ranges from 36 to 3 months in Bangalore.

It is observed that in Bangalore, 8 (57%) out of the 14 trainers had joined just recently about three months back. This is an unusual trend. There is a need to introspect on this issue and make an effective policy related to retention of trainers.

Table 2.10: Trainers by Selection Process

Selection Process	Gulbarga				Bangalore			
	Yes	No	DNR	Total	Yes	No	DNR	Total
Written	-	12	-	12	5	9	-	14
Interview	12	-	-	12	14	-	-	14
Practical test	2	7	3	12	6	8	-	14
Got appointment letter with all the details	12	-	-	12	14	-	-	14

Regarding selection/recruitment process in Gulbarga, all the trainers had appeared for interview. There was no written test for everyone but practical test for two of the trainers were conducted.

Regarding selection/recruitment process in Bangalore, all the trainers had appeared for interview. Out of the 14 trainers, five had given written test and six had practical test.

This data implies that interview was common for all the trainers in both the centres. However, there is ambiguity regarding the conduct of written and practical test during the selection process of trainers in both the centres. Therefore, it requires a systematic and uniform procedure for this.

Table 2.11: Resource Availability, Facilities and Activities at the Institutes

Resources	Gulbarga		Bangalore	
	Yes	No	Yes	No
Got adequate equipments	12	-	13	1
Got equipments timely	12	-	14	-
Satisfied with practical infra	12	-	14	-
Satisfied with theory infra	12	-	14	-
Support for upgradation	12	-	13	1
Involved in identification of the equipments	12		14	
Involved in course curriculum development	12		14	
Got salary timely	12	-	12	2

Almost all the trainers are satisfied with the resource availability, facilities and activities at both the centres.

Table 2.12: Satisfaction Related to Trainees' Entry Level Qualification and Evaluation Process

Satisfaction	Gulbarga		Bangalore	
	Yes	No	Yes	No
Trainees' entry level qualification	8	4	10	4
Evaluation process	11	1	14	-

The trainers in both the centres were satisfied with the evaluation process of the trainees. However, nearly 30% of the total trainers felt that in some cases there was a gap or mismatch between the minimum qualifications/knowledge/skill that the trainees had and the curriculum taught at the centres.

Table 2.13: Trainees' Regularity and Punctuality

Trainees' Punctuality	Gulbarga	Bangalore
Always	12	14
Occasionally	-	-
Never	-	-

The trainers in both the centres reported that the trainees were always regular and punctual.

Table 2.14: Trainers by Monthly Salary

Salary (in Rs.)	Gulbarga	Bangalore
12000	-	1
12469	-	1
13498	1	-
13547	-	1
13600	-	1
13684	1	-
14400	1	-
14889	1	-
16325	-	1
18000	-	1
18169	1	-
19293	1	-
21093	1	-
21949	2	-
22000	1	1
22500	-	1

24815	-	1
28200	-	1
28340	-	1
29246	-	1
30000	1	-
35000	-	1
56000	-	1
69000	1	-
Total	12	14

In Gulbarga, the monthly salary of the trainers ranges from Rs. 13,498 to Rs. 69,000 and almost none of the trainers have same salary except two.

In Bangalore, the monthly salary of the trainers ranges from Rs. 12,000 to Rs. 56,000 and none of the trainers have same salary.

In Bangalore, all the staffs including the Director, trainers, and administration and accounts staffs had attended professional development and capacity building programmes ranging from one to seven trainings. Out of the 17 staffs, only 7 had attended both national and international training. The training days varied from 5 to 67 days.

In Gulbarga, all the staffs including the Director, trainers, and administration and accounts staffs had attended professional development and capacity building programmes ranging from one to seven trainings. Out of the 19 staffs, only 12 had attended both national and international training. The training days varied from 5 to 59 days.

2.3 Assessment of Feedback from the Companies

Table 2.15: Companies by Services Provided to KGTTI

Services	Company				
	CISCO	FESTO	Volkswagen	DMG Mori Seiki	Lucas Nulle
Curriculum Development	Yes	-	-	--	--
Offer Exposure Visit	Yes	-	-	-	-
Involvement in Evaluation	Yes	-	-	-	-
Placement Assistance	-	-	-	-	-
Training of Trainers	-	Yes	Yes	-	-
Joint Certification	Yes	Yes	Yes	-	-
Provide Equipments	Yes	Yes	Yes	Yes	Yes
Provide Course Material	Yes	-	-	-	-

Five companies at Bangalore namely, CISCO, FESTO, Volkswagen, DMG Mori Seiki and Lucas Nulle are closely associated and providing various services to KGTTI. All these five companies provide equipments to KGTTI. Three companies viz, CISCO, FESTO and Volkswagen are providing joint certification courses at KGTTI, Bangalore.

Table 2.16: Companies by Placements Provided to KGTTI

S No.	Name of Company
1	ACE Designer
2	Alstom Limited
3	Bill Forge
4	BOSCH
5	IFB Automotive Pvt. Ltd.
6	Indo MIM Tech Pvt. Ltd.
7	KGTTI
8	Kirloskar Toyota o
9	Microland Pvt. Ltd.
10	Micro Precision Pvt. Ltd.
11	Nandi Toyota
12	Sansera Engineering
13	Software company
14	Tafe Access
15	Unique Precision
16	VG Whitefield
17	Vinayak Skoda

17 companies including KGTTI have provided placements to the passed-out trainees of KGTTI. All these companies are based in Bangalore.

Table 2.17: Feedback from Companies about KGTTI

S No.	Description	Feedback
1	View about the training being provided at KGTTI	Excellent, the students can be straight away put on job; It has been imparting training to students with latest technology in line with industrial employment; It is useful and it takes care of the basic responsibilities.

2	View about difference observed between students of KGTTI and other institutes working in the company in terms of technical skills and confidence level	Technical skills and competency of KGTTI students are very good. KGTTI students are prepared to take on the job. Others, we have to train for final touch. The students from KGTTI are having more practical knowledge compared to students from other institutes. The students from KGTTI are aware of the basics and their confidence level is better compared to others.
3	View about KGTTI being able to provide quality skilled manpower that is required by the industry	KGTTI definitely provides quality skilled manpower required by the industry.
4	View about company's plan to recruit more students from KGTTI in future	The companies are ready to recruit the students from KGTTI as and when required.
5	Any suggestions for improving the training standards at KGTTI	Course on Basic English Writing & Communication Skills may be included in the curriculum.

2.4 Information Given by MSDCs and Their Trainees

Table 2.18: Trainees' Capacity Per Year

Year	Bangalore		Gulbarga	
	Target	Achieved	Target	Achieved
2012-13	600	756	700	814
2013-14	900	906	1000	1073
2014-15 (as on 31 st August, 2014)	1000	464	1200	485
Total	2500	2126	2900	2372

Although the projected trainees capacity per year in each MSDC is 3000, with limited infrastructure and manpower both the centres have been able to fulfill annual target set by each of the centre during the year 2012-13 and 2013-14. As on August, 2014, the total trainees passed out from Bangalore and Gulbarga centres are 2126 and 2372 respectively.

Table 2.19: Faculties' Capacity in Each Centre

Centre	Total capacity of faculty	Faculty as on 31 st August, 2014
Bangalore	40	14
Gulbarga	40	12

The total faculty capacity in each centre is 40. However, only 35% and 30% of the total faculty posts are filled in Bangalore and Gulbarga respectively.

Table 2.20: Feedbacks from students related to Assessments of Content, Format and Trainers at the end of each course in respective departments

Bangalore

Department	Average Grade (Out of 5 points scale*)
Information Technology	4.3
Welding	4.6
Manufacturing	4.7
Embedded Systems	4.6
Industrial Automation	4.4
Service Advisor Program	4.8
Overall average	4.6

*Five points scale: 1-Poor; 2-Average; 3-Good; 4-Very Good; 5- Excellent

Each centre had collected feedbacks from students related to Assessments of Content, Format and Trainers at the end of each course in respective departments. The average rating of all the batches of courses under a department was examined. It was observed in Bangalore centre that the Information Technology and Industrial Automation departments need to improve their performance as compared to other departments. The overall average rating of all batches under the six departments was 4.6, which is at par with excellent in the five points scale.

Gulbarga

Department	Average Grade (Out of 5 points scale)
Information Technology	4.3
Welding	4.3
Manufacturing	4.0
Electrical Maintenance	4.1
Information Technology	4.4
Overall average	4.2

*Five points scale: 1-Poor; 2-Average; 3-Good; 4-Very Good; 5- Excellent

It was observed in Gulbarga centre that all the five departments need to improve their performance, particularly Manufacturing and Electrical Maintenance departments. The overall average rating of all batches under

the five departments was 4.2, which is quite below excellent in the five points scale. There should be an attempt by all the departments to achieve at least an average grade of 4.5 or more.

Table 2.21: Department-wise Student Yearly Enrolment and Placement Details (as on July, 2014)

Bangalore

Department	2012-13		2013-14		2014-15		Total	
	Enrolled (E)	Placed (P)	E	P	E	P	E	P
Information Technology	338	105	369	136	92	55	799	296
Welding	61	49	88	82	25	25	174	156
Manufacturing	106	67	159	108	62	55	327	230
Embedded Systems	116	35	214	110	199	50	529	195
Computer Literacy	135	-	22	-	-	-	157	-
Industrial Automation	Not started	-	41	25	22	15	63	40
Service Advisor Program	Not started	-	13	13	21	21	34	34
Total	756	256 (34%)	906	474 (52%)	421	221 (53%)	2083	951 (46%)

In Bangalore, there has been increasing trend in yearly enrolment of students. 34%, 52% and 53% of the students enrolled in 2012-13, 2013-14 and 2014-15 respectively have got placement. Therefore, we could observe an increasing trend in placement of students in companies. Out of the total students enrolled during the last three years, 46% of them have got placement. It was found in Bangalore that many of the students were either undergoing studies in other institutes or working or gone for higher studies.

Gulbarga

Department	2012-13		2013-14		2014-15		Total	
	Enrolled (E)	Placed (P)	E	P	E	P	E	P
Information Technology	309	128	117	135	82	50	508	313
Welding	97	75	100	85	107	75	304	235
Manufacturing	376	195	684	500	157	150	1217	845
Computer Literacy	32	-	106	-	-	-	138	-
Electrical Maintenance	Not Started	Not Started	66	25	34	30	100	55
Total	814	368 (45%)	1073	745 (69%)	380	305 (80%)	2267	1448 (64%)

In Gulbarga, there has also been increasing trend in yearly enrolment of students. 45%, 69% and 80% of the students enrolled in 2012-13, 2013-14 and 2014-15 respectively have got placement. Therefore, we could observe an increasing trend in placement of students in companies. Out of the total students enrolled during the last three years, 64% of them have got placement. It was found in Gulbarga that most of the students were probable job seekers. More emphasis therefore needs to be given for an effective placement mechanism for students.

KGTTI gives priority and job opportunity to its students is evident from the fact that six of its passed out students were appointed as technician and trainers in KGTTI. Their monthly salary ranges from Rs. 14,535 to Rs. 18,169.

2.5 Assessment of Gap Between Target and Achievement w.r.t. DPR

	Proposed in project proposal (DPR)	Achievement till now or implemented	Remarks
1	Yearly training capacity in Bangalore is 1600 and in Gulbarga it is 1800	Bangalore-906 (2013-14); Gulbarga-1073 (2013-14)	DPR figures refer to the capacity of full-fledged centre with all staff in position. At present both the centres are in temporary location and minimum staff due to space constraints. Once the centre moves its own building by Aug/Sept2015 expansion activities will start and reach the projected figure of 1600 and 1800 within 1 year.
2	Target group of proposed MSDC is school leavers for long term courses and employed industrial staff and jobseekers for short term courses who need competence enhancement	Yes	-
3	To provide employment opportunities to 10 Lakhs people in next five years in the state of Karnataka.	4350 trainees have been trained till date at KGTTI centres	Govt of Karnataka set a target of training 10 Lakhs youth in the state in the next 5 years through ITI/VTC and from all training providers. Both KGTTI centres will train 3400/per year as per DPR however it is expected that both KGTTI centres will train 6000 trainees per year by extending the working hours for benefit of youth of Karnataka and also contributing handsomely to the mission of GoK.

4	All programmes will follow German Vocational education and training standards	Yes	-
5	Course curriculum will be developed and provided by GIZ IS	Yes	-
6	Student-Teacher ratio	Varies from course to course; and centre to centre, for eg. 48:1 (Workshop); 17:1 (CCNA); 13:1 (BW);	Government of Karnataka has approved staff strength of 40 in each centre over a period of 4 years. The present staff strength at each centre is about 13. Hence, student teacher ratio will improve as we expand and move to new building.
7	GIZ IS suggested for long term courses (1-3 years) mainly in Bangalore complemented with short term courses and in the Gulbarga focus will be on short to medium duration courses complemented by few long duration courses	Not a single long term course launched; Short term course started in few branches in Bangalore. Only one long term program started in September 2014 and short term courses started in few branches in Gulbarga	Long term course will also be started from the next academic year when the centre will move to its own new campus.
8	Five technical programmes proposed in the proposal for Bangalore that is Automotive Mechatronics, Tool and Die and Precision Manufacturing, Electronic Design and Manufacturing, Industrial Automation, Environmental Engineering.	Automotive Mechatronics, Environmental Engineering have not been started. Some of the short term courses started in Tool and Die and Precision Manufacturing. Bangalore has identified one new course Volkswagen Service Advisor, which is not identified in the proposal.	These courses require huge space and we have made provision in KGTTI own building at Peenya. Based on market demand and with approval of governing council, KGTTI can take up such training, though not identified at the time of preparation of project proposal.
9	Five technical programmes proposed in the proposal for Gulbarga that is Construction, Manufacturing and Tools and Die making, Electrical and Electronics maintenance, Refrigeration and Air conditioning and Advance Welding.	Construction technology, Electrical and Electronics maintenance, Refrigeration and Air conditioning have not started yet.	Construction Technology and Air Conditioning courses have not yet been started due to space constraints. It will be taken up in due course.

10	Total 10 long duration and 26 short duration courses will offer from Bangalore	Not a single long term course launched. Short term course started in few branches.	All long courses will happen after moving to KGTTI own building and recruitment of full staff strength. The present staff status is 14 out 40 sanctioned post.
11	Total 6 long duration and 19 short duration courses will offer from Gulbarga	Only one long term program started in September 2014 and short term courses started in few branches	All long courses will happen after moving to KGTTI own building and recruitment of full staff strength. The present staff status is 12 out 40 sanctioned post.
12	Appropriate instructional material in English and Kannada	Instructional material in Kannada has not been provided.	Material exists for low end courses e.g Welding.
13	Concerned for disadvantaged group and female trainee	Very few enrolment of female and disabled trainees.	We have been approaching the concerned department for sponsorship. Expected to get training orders shortly.
14	Each MSDC would support other vocational training institute for development, up gradation and enhanced outreach impact	-	KGTTI Gulbarga has already started supporting 2 ITI and many more centres are likely to avail facilities and train the trainer program. KGTTI Bangalore & Gulbarga conducted trainers' training program for ITI staff in CNC manufacturing.
15	Career counselling by GIZ	-	The local GIZ experts positioned at respective centres are involved in career counselling.
16	Training and capacity building of trainer by GIZ	Yes	-
17	Guidance and placement assistance	Yes	-
18	Part time programmes will be offered for upgrading other target groups after office hours.	Yes	-
19	MSDC will offer need based services to the industry and other organizations	Yes	-

20	Strong interface with industry to secure relevant employment for the trainee	<p>Industry tie-ups up to now with three companies, FESTO for Automation, CISCO for IT sector and Volkswagen for Auto sector.</p> <p>CISCO provides course curriculum, online course content, trainee assessment and Joint certification. CISCO also offers trainees to visit the CISCO establishment at Bangalore to give exposure on latest developments.</p> <p>FESTO helps in continuously updating trainers in order to keep pace of the latest developments in the industry. To ensure quality standards of training imparted, a process of joint certification by FACT (FESTO Authorized and Certified Training Centre) is being adopted at MSDC Bangalore.</p> <p>The collaboration with Volkswagen involves providing equipment, training of trainers and issue of joint certification.</p>	
22	Training in instructional methodology, assessment and evaluation process will be organized with the help of German experts	Yes	
23	GIZ IS will provide support in the recruitment of staff of MSDCs likewise preparation of job description, qualification, experience and testing of professional, technical social, and language skills.	Yes	

GIZ IS support at MSDC Bangalore and Gulbarga proposed in DPR		
Proposed	Status till August, 2014	
24	Team leader with experience in German Vocational training system (48 person month-sharing time for both the MSDCs)	Since September 2011
25	2 senior vocational training experts (48 person month each stationed at respective MSDCs)	Since September 2011
26	Project coordinator (48 person month)	Not provided
27	20 person- months of senior international short term experts (10 person-months for each MSDCs)	10.02 Person Months Completed
28	80 person-months of short term national experts (40 person-months for each MSDCs)	78.01 Person months Completed
29	2 administration cum accounts assistants (48 person-months each for both MSDCs)	Since August 2011
30	GIZ IS will support by organizing training programs for trainers and staff of MSDCs at various German Vocational Training Centres in India and abroad. GIZ IS will take care of all associated costs.	Already given in the table of trainers section
31	International Training of 50 months (25 person-months of international training for each MSDC)	11.59 Person Months Completed
32	National Training of 80 months (40 person-months of national training for each MSDC)	24.78 Person Months Completed
33	GIZ IS will be responsible for the monitoring and supervision of all managerial and training affairs	Yes

III

Assessment of Benefits to Beneficiaries

Assessments of benefits to the beneficiaries were carried out by assessing the feedback from both the ongoing and passed-out trainees.

3.1 Assessment of Ongoing Trainees

Table 3.1: Trainees by Sex

Sex	Gulbarga	Bangalore
Male	78	75
Female	22	25
Total	100	100

In both the centres, nearly 75% of the trainees are male, which indicates lesser enrolment of females.

Table 3.2: Trainees by Residence

Residence	Gulbarga	Bangalore
Same district	70	65
Other districts	30	35
Total	100	100

In Gulbarga 70% of the trainees belongs to the same district and in Bangalore it is 65%. It shows that the respective centre caters to students mostly hailing from the adjoining areas where the centre is located.

Table 3.3: Trainees by Age

Age	Gulbarga	Bangalore
16	1	0
17	19	4
18	36	14
19	11	18
20	8	10
21	4	19
22	6	19
23	4	5
24	5	4
25	1	0
26	2	3
27	1	1
28	0	1
29	1	1
35	1	0
40	0	1
Total	100	100

In both the centres, about 94% of the trainees are within the age group of 16-24 years. This implies that most of the trainees are the youths who have just completed their schooling or graduation and getting ready to be in the workforce.

Table 3.4: Trainees by Educational Status

Educational status	Gulbarga	Bangalore
Diploma	12	19
Matriculation	25	31
Intermediate	28	11
Graduation	33	38
Post graduation	02	01
Total	100	100

In both the centres, about 63% of the trainees are matriculate, intermediate and diploma holders while about 37% are graduate and post-graduate degree holders. It implies that the centres are catering to predominantly the school leavers and employed industrial staff and jobseekers who are in need of competence enhancement.

Table 3.5: Trainees by Categories

Categories	Gulbarga	Bangalore
SC	29	7
ST	5	3
OBC	24	23
Minority	11	10
Others	31	57
Total	100	100

69% and 43% of the trainees belong to the combined social category of SC, ST, OBC and Minority in Gulbarga and Bangalore respectively. This shows that the centres are providing opportunity to the disadvantaged groups of the society for empowering them through improved skills and training.

Table 3.6: Trainees by Sponsorship

Sponsored	Gulbarga	Bangalore
Yes	32	29
No	68	71
Total	100	100

Nearly 30% of the total trainees got sponsorship related to their course fees through the Centrally Sponsored Scheme, Swarna Jayanti Shahari Rozgar Yojana (SJSRY).

Table 3.7: Trainees by Trades

Course name	Gulbarga	Bangalore
Advanced Diploma in Information Technology	5	0
Advanced Welding	1	0
ARC TIG MIG	0	1
Auto CAD	5	0
Basic Welding	13	0
CATIA V5	0	1
CCMPM	8	0
CCNA	17	4
CISCO	0	17
CNC Programming & Operation	0	1
Diploma CNC Programming & operation	2	0
Embedded Controller	0	1
Embedded Modular	0	2
Embedded System	0	7
Embedded Technology	0	4
TIG MIG	0	1
IAE	0	1
Industrial Automation	0	15
Manufacturing Technology	0	32
MIG Welding	1	0
VGSATP	0	10
Welding TIG MIG	0	3
Workshop	48	0
Total	100	100

In Gulbarga, maximum number of trainees is enrolled in Workshop that is run in collaboration with Central University of Karnataka followed by CCNA and Basic Welding. In Bangalore, maximum number of trainees is enrolled in Manufacturing Technology followed by CISCO and Industrial Automation.

Table 3.8: Assessment of Content, Process and Delivery Dimensions in Both the Centres

Items	Gulbarga N(100)				Bangalore N(100)			
	YES	NO	DNR	Total	YES	NO	DNR	Total
Presentation helpfulness for participants	100	-	-	100	100	-	-	100
Training method appropriateness	100	-	-	100	100	-	-	100
Training material consistent with objective	100	-	-	100	98	2	-	100
Training material adequacy	96	4	-	100	100	-	-	100
Time adequate to share trainer experience	97	3	-	100	100	-	-	100
Trainers having good knowledge	99	1	-	100	100	-	-	100
Course suitable to requirement	94	3	3	100	99	0	1	100
Timing suitable to requirement	92	8	-	100	100	-	-	100
Course fee relevance	87	6	7	100	97	1	2	100
Get reading materials	90	9	1	100	96	4	-	100
Reading material helpfulness in understanding	93	6	1	100	97	2	1	100
Theory class sufficient	99	1	-	100	100	-	-	100
Theory class comprehension	98	1	1	100	99	1	-	100
Practical class sufficient	98	1	1	100	99	1	-	100
Doubt clarification opportunity	99	0	1	100	99	1	-	100
Infrastructure and practical equipment adequate	98	2	-	100	97	3	-	100
Industry exposure	23	76	1	100	25	75	-	100

About 90% of the total trainees responded positively in terms of course content, teaching methodologies, reading materials, theory and practical classes and availability of equipments etc. Nearly 75% of the total trainees have not attended any exposure trip to industry. It is therefore recommended that exposure trip to industry or interaction with the industry people and the students should also be given priority.

Table 3.9: Assessment of Courses in Both the Centres

Items	Gulbarga N(100)							Bangalore N(100)						
	Very Poor	Poor	Average	Good	Very Good	DNR	Total	Very Poor	Poor	Average	Good	Very Good	DNR	Total
Course content	1	-	2	63	34	-	100	-	-	1	47	52	-	100
Course material	1	2	8	57	32	-	100	-	-	5	42	53	-	100
Theory class	-	-	5	39	56	-	100	-	-	4	35	61	-	100
Practical class	-	-	-	39	61	-	100	-	-	6	26	68	-	100
Resource persons	1	-	18	37	44	-	100	-	-	7	39	54	-	100
Trainers	-	-	2	34	64	-	100	-	-	4	23	73	-	100
Timings	1	1	16	40	42	-	100	-	-	8	38	54	-	100
Location	1	-	13	38	48	-	100	-	-	13	43	43	1	100
Infra of theory class	-	-	2	47	51	-	100	-	-	2	32	65	1	100
Infra of practical class	-	-	2	32	66	-	100	-	-	3	27	69	1	100

The overall assessment of the courses provided at KGTTI by the trainees was good and satisfactory.

Table 3.10: Competence Evaluation Before and During Training

Competency		Gulbarga N(100)						Bangalore N(100)					
		None	Low	Average	High	DNR	Total	None	Low	Average	High	DNR	Total
Analysis capacity	Before	7	44	44	5	-	100	16	45	35	4	-	100
	After	-	-	38	62	-	100	-	14	35	51	-	100
Problem solving	Before	5	40	48	7	-	100	13	40	39	8	-	100
	After	-	1	28	71	-	100	-	13	35	52	-	100
Information management skill	Before	19	33	43	5	-	100	20	38	33	9	-	100
	After	-	-	35	65	-	100	-	16	29	55	-	100
Interpersonal skill	Before	10	30	43	17	-	100	5	52	38	5	-	100
	After	1	-	18	81	-	100	1	6	45	48	-	100
Oral & written communication	Before	3	26	58	13	-	100	14	39	37	10	-	100
	After	-	-	24	76	-	100	-	13	26	61	-	100
Elementary computer skill	Before	16	21	46	12	5	100	14	30	44	11	1	100
	After	-	9	26	60	5	100	-	12	25	62	1	100

Decision making	Before	1	40	46	13	-	100	20	27	42	11	-	100
	After	-	-	23	77	-	100	-	17	18	65	-	100
Capacity to work in interdisciplinary team	Before	2	29	59	9	1	100	4	35	52	9	-	100
	After	-	1	24	74	1	100	-	4	20	76	-	100
Capacity to learn	Before	9	26	55	10	-	100	2	27	60	11	-	100
	After	-	-	23	77	-	100	-	1	18	81	-	100
Capacity to apply knowledge in practice	Before	1	36	52	11	-	100	5	31	55	9	-	100
	After	-	-	26	74	-	100	-	5	23	72	-	100
Concern for quality	Before	11	35	41	13	-	100	4	39	48	9	-	100
	After	-	1	32	67	-	100	-	2	18	80	-	100
Ability to work autonomously	Before	10	39	43	8	-	100	15	32	43	10	-	100
	After	-	-	27	73	-	100	-	14	11	75	-	100
Capacity to generate new ideas	Before	1	31	49	9	-	100	10	43	41	6	-	100
	After	1	-	17	82	-	100	-	9	17	74	-	100
Capacity for organization and planning	Before	2	34	58	6	-	100	5	25	64	6	-	100
	After	-	1	31	67	-	100	-	5	20	75	-	100
The greater self confidence	Before	3	34	51	12	-	100	-	26	55	19	-	100
	After	1	-	12	87	-	100	-	-	15	85	-	100

In both the centres, almost all the trainees have responded that there has been improvement in their competency levels from before attending the course and during the course.

Table 3.11: Satisfaction Related to Training at Both the Centres

Satisfaction	Gulbarga	Bangalore
Very dissatisfied	3	-
Dissatisfied	2	-
Neither dissatisfied nor satisfied	7	1
Satisfied	55	41
Very satisfied	33	58
Total	100	100

About 90% of the trainees were satisfied with the training provided at KGTTI.

Table 3.12: Expectation for More Job Opportunities

Expectation	Gulbarga	Bangalore
Yes	73	85
No	-	-
Can't say	26	13
DNR	1	2
Total	100	100

Nearly 80% of the trainees felt that they would get more job opportunities after attending the course at KGTTI.

Table 3.13: Trainers' Regularity and Punctuality

Punctuality	Gulbarga	Bangalore
Always	87	94
Occasionally	8	2
Never	1	-
DNR	4	4
Total	100	100

About 90% of the trainees had mentioned that the trainers were regular and punctual during the classes.

Table 3.14: Trainers' Motivation Efficacy

Motivation Efficacy	Gulbarga	Bangalore
Yes	100	99
No	-	1
Total	100	100

All the trainees had mentioned that the trainers were effective in providing motivation to learn, excel and succeed in life.

Table 3.15: Assessment of training recommendation to others by the trainees in both the centre

Item	Gulbarga	Bangalore
Yes	93	99
No	7	1
Total	100	100

In Gulbarga 93% and in Bangalore 99% respondent reported that they will recommend the course to the others.

As an overall assessment, these two centres at Bangalore and Gulbarga provide training facilities to trainees belonging to the adjoining areas where

the centre is located as nearly two-third of the trainees belong to the same district. The trainees are the youth between the ages of 16-24 years who will be joining the workforce. Such centres, therefore will contribute in skilling and upskilling of the youth as outline in the National Policy on Skill Development and Entrepreneurship, 2015. The centres are catering predominantly to the school leavers and jobseekers who would opt for vocational training and also employed industrial staff for competence enhancement. More than half of the total trainees belong to the disadvantaged groups, SC, ST, OBC and Minority implying that these centres are providing opportunities to the youth from these sections of the society for empowering them through improved skills and training. The overall assessment of the courses provided at KGTTI was up to the mark and effective in terms of course content, teaching methodologies, reading materials, theory and practical classes and availability of equipments etc. and that there has been improvement in their competency levels during the course.

3.2 Assessment of Passed-out Trainees

The assessment for the passed-out trainees from both the centres was done in industries at Bangalore where they had got placement. Feedbacks have been received from 105 passed-out trainees. There are 51 and 54 respondents from Gulbarga and Bangalore respectively.

Table 3.16: Passed-out Trainees by Sex

Sex	Gulbarga	Bangalore
Male	47	45
Female	4	9
Total	51	54

88% of the trainees are males while the rest are females.

Table 3.17: Passed-out Trainees by Education

Education	Gulbarga	Bangalore
Matriculation/ITI	51	29
Intermediate	-	3
Graduation	-	16
Diploma	-	6
Total	51	54

All the respondents from Gulbarga centre were either matriculate or ITI certificate holders, while those from Bangalore centre were matriculate or ITI certificate holders, intermediate, graduate or diploma holders.

Table 3.18: Passed-out Trainees by Course

Course name	Gulbarga	Bangalore
IT Essentials	-	5
Advanced Welding	10	-

Basic Welding	3	-
CCNA	-	1
CNC Lathe	15	-
CNC Milling	4	-
CNC Turning	4	-
Diploma CNC Programming & Operation	4	7
Embedded System	-	19
Industrial Automation	-	3
Manufacturing Technology	-	6
MIG Welding	11	-
VGSATP	-	13
Total	51	54

The courses that the respondents from Gulbarga centre had attended were CNC Lathe, MIG Welding, Advanced Welding, CNC Milling, CNC Turning, Diploma in CNC Programming and Operation.

The courses that the respondents from Bangalore centre had attended were Embedded System, VGSATP, Diploma in CNC Programming and Operation, Manufacturing Technology, IT Essentials, Industrial Automation and Basic Welding program.

Table 3.19: Passed-out Trainees by Date of Passing the Course

Passing the course	Gulbarga	Bangalore
January 2013	6	-
February 2013	12	-
March 2013	8	1
April 2013	2	-
May 2013	1	-
June 2013	1	-
August 2013	9	-
October 2013	4	-
November 2013	-	1
February 2014	-	5
March 2014	-	4
May 2014	-	3
June 2014	7	18
July 2014	1	1
August 2014	-	15
September 2014	-	6
Total	51	54

Although the course in both the centres was started from November 2011, nearly 85% of the respondents from Gulbarga centre had completed their

course during January to October, 2013, while 96% from Bangalore centre had completed their course during February to September, 2014.

Table 3.20: Passed-out Trainees by Date of Joining the Company

Joining the Company	Gulbarga	Bangalore
July 2013	-	1
August 2013	34	-
September 2013	3	-
October 2013	1	-
December 2013	1	-
January 2014	1	-
February 2014	1	1
March 2014	2	-
April 2014	-	1
May 2014	-	1
June 2014	-	1
August 2014	8	16
September 2014	-	6
November 2014	-	2
Studying	-	25
Total	51	54

In Gulbarga, 67% and 16% of the respondents had joined the company in August 2013 and August 2014 respectively. In Bangalore, out of the 54 respondents, 29 were working and the remaining 25 were pursuing higher studies. From those who were working in Bangalore, 55% and 20% of the respondents had joined the company in August 2014 and September 2014 respectively.

Table 3.21: Working Passed-out Trainees by Designation

Designation of Trainees	Gulbarga	Bangalore
Apprentice Trainee	46	4
CNC Operator	1	3
Executive TS	-	1
Industrial Automation Expert	-	2
Junior Engineer	-	1
Machine Operator	-	1
Maintenance Engineer	-	1
Operator	-	2
Service Advisor	-	13
Software Developer	-	1
Technician	4	-
Total	51	29

While 90% of the respondents from Gulbarga centre were apprentice trainees, it is only 14% for the Bangalore centre. On the basis of job profile, Bangalore centre has more trainees working in diversified positions.

Table 3.22: Working Passed-out Trainees by Company

Name of company	Gulbarga	Bangalore
ACE Designer	-	2
Alstom Limited	10	-
Bill Forge	-	3
BOSCH	-	2
IFB Automotive Pvt. Ltd.	14	-
Indo MIM Tech Pvt. Ltd.	22	-
KGTII	-	2
Kirloskar Toyota	1	-
Microland Pvt. Ltd.	-	1
Micro Precision Pvt. Ltd.	4	-
Nandi Toyota	-	9
Sansera Engineering	-	4
Software company	-	1
Tafe Access	-	2
Unique Precision	-	1
VG Whitefield	-	1
Vinayak Skoda	-	1
Total	51	29

The list of companies where the passed-out trainees from Gulbarga centre were working is Alstom Limited, IFB Automotive Pvt. Ltd., Indo MIM Tech Pvt. Ltd., Kirloskar Toyota Manufacturing, and Micro Precision Pvt. Ltd.

The list of companies where the passed-out trainees from Bangalore centre were working is ACE Designer, Bill Forge, BOSCH, Microland Pvt. Ltd., Nandi Toyota, Sansera Engineering, Software company, Tafe Access, Unique Precision, VG Whitefield, and Vinayak Skoda. Two of the passed-out trainees from Bangalore centre are working in the centre.

Table 3.23: Assessment of Content, Process and Delivery Dimensions in Both the Centres

Particulars	Gulbarga N(51)				Bangalore N(54)			
	YES	NO	DNR	Total	YES	NO	DNR	Total
Presentation helpfulness	51	-	-	51	53	1	-	54
Training method appropriateness	51	-	-	51	54	-	-	54
Training material consistent with objective	51	-	-	51	54	-	-	54

Training material adequacy	51	-	-	51	53	1	-	54
Time adequate to share trainer experience	51	-	-	51	54	-	-	54
Trainers having good knowledge	51	-	-	51	53	1	-	54
Course suitable to requirement	51	-	-	51	52	1	1	54
Timing suitable to requirement	48	3	-	51	54	-	-	54
Get reading materials	51	-	-	51	54	-	-	54
Reading material helpfulness in understanding	51	-	-	51	54	-	-	54
Theory class sufficient	51	-	-	51	53	1	-	54
Theory class comprehension	50	1	-	51	53	1	-	54
Practical class sufficient	49	1	1	51	54	-	-	54
Doubt clarification opportunity	44	7	-	51	54	-	-	54
Industry exposure	38	13	-	51	16	38	-	54
Infrastructure and practical equipment adequate	47	1	3	51	53	1	-	54

The feedback related to content, process and delivery of the courses in both the centres was satisfactory. However, more than 50% of the respondents had mentioned that there was lack of industry exposure during their courses.

Table 3.24: Assessment of Courses

Particulars	Gulbarga						Bangalore					
	V. Poor	Poor	Average	Good	V. Good	Total	V. Poor	Poor	Average	Good	V. Good	Total
Course content	1	-	2	25	23	51	-	-	-	17	37	54
Course material	-	-		28	23	51	-	-	1	32	21	54
Theory class	-	-	1	16	34	51	-	-	4	14	36	54
Practical class	-	-	-	17	34	51	-	-	-	12	42	54
Resource person	-	-	-	19	32	51	-	-	4	21	29	54
Trainers	-	-	1	18	32	51	-	-	1	17	36	54
Timings	-	-		31	20	51	-	-	3	22	29	54
Location	-	-	1	21	29	51	-	-	2	20	32	54
Infra of theory class	-	-	-	17	34	51	-	-	-	10	44	54
Infra of practical class	-	-	-	20	31	51	-	-		13	41	

The feedback related to assessment of the courses in both the centres was very good in most of the cases.

Table 3.25: Competence Evaluation Before and After the Course

Particulars		Gulbarga N(51)						Bangalore N(54)					
		None	Low	Average	High	DNR	Total	None	Low	Average	High	DNR	Total
Analysis capacity	Before	8	30	12	-	1	51	-	33	20	1	-	54
	After	-	3	25	22	1	51	-	-	24	30	-	54
Problem solving	Before	1	39	10	-	1	51	-	21	30	3	-	54
	After	-	-	12	38	1	51	-	-	18	36	-	54
Information management skill	Before	5	25	20	-	1	51	2	20	29	3	-	54
	After	-	2	15	33	1	51	-	-	19	35	-	54
Interpersonal skill	Before	4	43	3	-	1	51	2	20	26	6	-	54
	After	-	-	28	22	1	51	-	-	20	34	-	54
Oral & written communication	Before	1	35	14	-	1	51	-	24	29	1	-	54
	After	-	-	11	39	1	51	-	-	23	31	-	54
Elementary computer skill	Before	11	29	10	-	1	51	-	20	32	2	-	54
	After	10	1	16	23	1	51	-	2	16	36	-	54
Decision making	Before	1	27	22	-	1	51	2	26	23	3	-	54
	After	-	-	7	43	1	51	-	-	23	31	-	54
Capacity to work in interdisciplinary team	Before	2	34	14	-	1	51	2	24	28	-	-	54
	After	-	-	11	39	1	51	-	-	19	35	-	54
Capacity to learn	Before	-	24	25	1	1	51	-	25	27	2	-	54
	After	-	-	5	45	1	51	-	1	19	34	-	54
Capacity to apply knowledge in practice	Before	2	38	10	-	1	51	1	20	29	4	-	54
	After	-	-	11	39	1	51	-	1	16	37	-	54
Concern for quality	Before	2	38	9	1	1	51	1	27	23	3	-	54
	After	-	-	21	29	1	51	-	-	18	36	-	54
Ability to work autonomously	Before	7	24	19	-	1	51	1	23	28	2	-	54
	After	-	-	13	37	1	51	-	1	15	38	-	54
Capacity to generate new ideas	Before	3	33	14	-	1	51	1	25	25	3	-	54
	After	-	-	16	34	1	51	-	-	17	37	-	54
Capacity for organization and planning	Before	8	37	5	-	1	51	1	21	29	3	-	54
	After	-	4	14	32	1	51	-	1	16	37	-	54
The greater self confidence	Before	2	28	20	-	1	51	2	27	23	2	-	54
	After	-	-	7	43	1	51	-	-	23	31	-	54

In both the centres, almost all the trainees have responded that there has been significant improvement in their competency levels before and after attending the course.

Table 3.26: Satisfaction Related to Training at Both the Centres

Satisfaction	Gulbarga	Bangalore
Very dissatisfied	2	1
Dissatisfied	-	-
Neither dissatisfied nor satisfied	-	2
Satisfied	17	19
Very satisfied	32	32
Total	51	54

Nearly 95% of the total respondents were satisfied with the kind of training provided in both the centres.

Table 3.27: Satisfaction Related to Their Job & Workplace

Satisfaction	Gulbarga	Bangalore
Very dissatisfied	3	1
Dissatisfied	1	-
Neither dissatisfied nor satisfied	1	2
Satisfied	25	11
Very satisfied	21	15
Total	51	29

90 % of the total respondents were satisfied with their job and the workplace.

Table 3.28: Assessment of Trainers' Regularity and Punctuality

Punctuality	Gulbarga	Bangalore
Always	50	48
Occasionally	-	3
Never	-	1
DNR	1	2
Total	51	54

Nearly 93% of the total respondents had mentioned that the trainers were regular and punctual during their courses.

Table 3.29: Assessment of Trainers' Motivation Efficacy

Motivation	Gulbarga	Bangalore
Yes	50	53
No	-	1
DNR	1	-
Total	51	54

98% of the respondents felt the trainers were effective in motivating the trainees.

Table 3.30: Recommendation to Others

Recommendation	Gulbarga	Bangalore
Yes	46	52
No	4	2
DNR	1	-
Total	51	54

Nearly 93% of the total respondents had reported that they would recommend the training at KGTTI to others.

Table 3.31: Facility for Post Course Guidance by the Centres

Post Course Guidance	Gulbarga	Bangalore
Yes	34	43
No	16	11
DNR	1	-
Total	51	54

Only 73% of the total respondents had received post course guidance from the centres. There is a need to improve this facility to the students.

Table 3.32: Clarification of Objectives at the Beginning of the Course

Clarification of Objectives	Gulbarga	Bangalore
Yes	47	48
No	2	4
DNR	2	2
Total	51	54

About 90% of the total respondents reported that the objective of the course was clarified at the beginning of the training.

Table 3.33: Achievement of the Objective of the Course

Achievement of the Objective	Gulbarga	Bangalore
Yes	50	53
No	-	-
DNR	1	1
Total	51	54

98% of the total respondents reported that the objective of the training was achieved at the end of the course.

Table 3.34: Improvement in Skills

Item	Gulbarga			Bangalore		
	Yes	No	Total	Yes	No	Total
Improved skills	46	5	51	49	5	54

90% of the total trainees had responded that there was significant improvement in skills after attending the course at KGTTI.

Table 3.35: MSDC Certificate Valued in the Job Market

Certificate Valued	Gulbarga	Bangalore
Yes	51	51
No	-	1
DNR	-	2
Total	51	54

Almost all the respondents had remarked that the MSDC certificate was valued in the job market.

Table 3.36: Passed Out Trainees by Time of Joining the Job After Course Completion

Item	Gulbarga	Bangalore
1 month	17	24
2 months	-	2
3 months	-	1
4 months	8	2
5 months	13	-
6 months	13	-
Total	51	29

This table shows that 33% of the respondents from Gulbarga joined the job within a month after completing the course and the rest 67% within four to six months of course completion. In Bangalore, 82% of the respondents joined the job within a month after course completion, while the remaining 18% within two to four months of course completion.

Table 3.37: Passed Out Trainees by Current Monthly Earning

Salary amount (in Rs.)	Gulbarga	Bangalore
3000	-	2
4000	-	2
5000	-	2
6000	-	1
7000	13	-

7300	1	-
8000	2	-
8300	1	2
8500	10	2
8700	1	-
9000	1	-
9500	4	-
10000	-	4
10500	-	1
11000	-	1
12000	18	3
12500	-	2
12600	-	3
17000	-	1
20000	-	2
28000	-	1
Total	51	29

In Gulbarga, the current monthly earning of passed out trainees ranges from Rs. 7000 to Rs. 12,000. 35%, 25% and 19% of the respondents were earning Rs. 12,000; Rs. 7000 and Rs. 8500 respectively.

In Bangalore, the current monthly earning of passed out trainees ranges from Rs. 3000 to Rs. 28,000.

Table 3.38: Comparison of Previous and Current Monthly Earning of Passed Out Trainees from Gulbarga

S No.	Salary amount (in Rs.)	Gulbarga		
		Previous	Current	Remarks
1	Respondent 1	5000	8700	Increment (Rs. 3700)
2	Respondent 2	5000	8300	Increment (Rs.3300)
3	Respondent 3	5000	7000	Increment (Rs.2000)
4	Respondent 4	5000	7300	Increment (Rs.2300)

In Gulbarga, out of the 51 passed out trainees who were currently working, only four of them had previously been working. Comparing the previous and current monthly earning of these four respondents, it was observed that there was increment ranging from 74% to 46% in all the cases.

Table 3.39: Comparison of Previous and Current Monthly Earning of Passed Out Trainees from Bangalore

S No.	Salary amount (in Rs.)	Bangalore		
		Previous	Current	Remarks
1	Respondent 1	3000	3000	No Increment
2	Respondent 2	3000	3000	No Increment
3	Respondent 3	4000	4000	No Increment
4	Respondent 4	4000	4000	No Increment
5	Respondent 5	4000	20333	Increment (Rs.16,333)
6	Respondent 6	6500	8300	Increment (Rs.1800)
7	Respondent 7	5000	8500	Increment (Rs. 3500)
8	Respondent 8	6000	8500	Increment (Rs.2500)
9	Respondent 9	10000	12500	Increment (Rs.2500)
10	Respondent 10	10000	12600	Increment (Rs.2600)
11	Respondent 11	15000	28000	Increment (Rs.13,000)
12	Respondent 12	7000	12000	Increment (Rs.5000)
13	Respondent 13	7000	12000	Increment (Rs.5000)
14	Respondent 14	8500	12600	Increment (Rs.4100)
15	Respondent 15	10000	20000	Increment (Rs.10,000)
16	Respondent 16	5000	10500	Increment (Rs.5500)
17	Respondent 17	4000	5000	Increment (Rs.1000)
18	Respondent 18	4000	5000	Increment (Rs.1000)

In Bangalore, out of the 29 passed out trainees who were currently working, only 18 of them had previously been working. Comparing the previous and current monthly earning of these 18 respondents, it was observed that there was increment ranging from 408% to 25% in 14 cases, while there was no increment in four cases.

To sum up, there has been significant improvement in the competency levels of the trainees before and after attending the course and the KGTTI certificate was well recognized and given much value in the job market. The working passed-out trainees have got placement and started working between one to six months after the course completion. There has been huge increment in monthly salary for those trainees who had previously been working.

Main Reason to Join the Course by Passed Out and Ongoing Trainees

Maximum respondents from both the centres responded they have joined the course to improve their technical skills and practical exposure, to get good job opportunity in specific stream and to gain more knowledge. Some respondents from Gulbarga responded that they have joined the centre as part of their course in Central University of Karnataka. Some of them responded that they have joined the centres as more facilities were available than other institutions. Few of them responded that they have joined the centre to increase their employability prospects in the job market and also for upward mobility in their career.

IV

Analysis of Financial and Physical Returns

The total project cost of MSDC at Bangalore and Gulbarga is Rs 8085 lakh out of which the contribution of the Government of Karnataka and Government of India are Rs. 4862 and Rs.3223 lakh respectively as shown in Table 4.1. Government of India has to release a total amount of Rs. 32.23 crore for this project to Government of Karnataka. First installment of Rs. 16.12 crore was released on 26.03.2013 and the second installment of Rs. 12.23 crore was released on 07.11.2013. The balance amount of Rs. 3.88 crore would be released on receipt of the Utilisation Certificate for the amount already released.

**Table 4.1: Yearly Funds Flow Requirements-GOK-GOI
(Bangalore and Gulbarga)**

MSDC	2011-12	2012-13	2013-14	2014-15	Total Rs. in Lakhs
GOK	1000	1500	1400	962	4862
GOI	0	2000	830	393	3223
Total Rs. in Lakhs	1000	3500	2230	1355	8085

Table 4.2: Source of funding in various financial year (in Lakhs)

Area	Bangalore					Gulbarga				
	11-12	12-13	13-14	14-15	Total	11-12	12-13	13-14	14-15	Total
GoK	500	750	700	481	2431	500	750	700	481	2431
GoI	0	1000	540	202	1742	0	1000	290	191	1481
Total	500	1750	1240	683	4173	500	1750	990	672	3912

Out of the total project cost of Rs. 8085 lakh, the fund flow requirement of Bangalore is Rs. 4173 and Rs.3921 lakh in Gulbarga.

Table 4.3: Consolidated financial details for MSDC Bangalore

Description (Rs. in Crores)	11-12	12-13	13-14	14-15 till August 2014	Total
Investment in capital assets	1.935	9.9928	8.02115	1.02	20.96895
Service charges for project mgt & implementation (GIZ IS)	1.3236	2.2472	1.1236	-	4.69440
Operational expenditure	0.50	0.75	1.0000	0.90	3.15000
Operational loss	0.50	0.5852	0.3216	0.1114	1.5182
Total	3.7586	12.99	10.14475	1.92	28.81335

Out of the total fund of Rs. 4173 lakh available for Bangalore, Rs. 2881 lakh has been spent till August 2014. This shows that about 69% of the total fund has been utilised.

Table 4.4: Consolidated financial details for MSDC Gulbarga

Description (Rs. in Crores)	11-12	12-13	13-14	14-15 till August 2014	Total
Investment in capital assets	1.935	9.9928	8.02115	1.02	20.96895
Service charges for project mgt& implementation (GIZ IS)	1.3236	2.2472	1.1236	-	4.6944
Operational expenditure	0.50	0.75	1.00	1.0	3.25
Operational loss	0.5	0.4176	0.0918	0.0027	1.0121
Total	3.7586	12.99	10.14475	2.02	28.91335

Out of the total fund of Rs.3921 lakh available for Gulbarga, Rs. 2891 lakh has been spent till August 2014. This shows that about 74% of the total fund has been utilised.

Table 4.5: Yearly Income (Revenue Earning) and Expenditure (operational cost, in Lakhs) Details

Centres	2012-13			2013-14			2014-15 till August, 2014		
	Exp.	Income	Recovery Ratio	Exp.	Income	Recovery Ratio	Exp.	Income	Recovery Ratio
Bangalore	91.03	32.51	36%	79.57	47.41	60%	33.51	22.37	67%
Gulbarga	76.24	34.48	45%	83.10	73.92	89%	35.51	35.24	99%
Total	167.27	66.99	40%	162.67	121.33	75%	69.02	57.61	63%

The sustainability (meeting all operational costs from the income generated) trend in Bangalore is increasing from 36%, in 2012-13 to 67%, in August 2014. In Gulbarga sustainability trend has increased from 45% to 99% in respective years. Financial sustainability is the unique feature of the MSDC project. The fee charged by MSDCs from the trainees is not exorbitant but rather market oriented. By the end of third year of operation of MSDCs from the temporary buildings the cost recovery ratio is about 90%, inspite of free training being offered to SC/ST trainees.

Table 4.6: Analysis of financial return (income from training)

Area	Expected (in DPR)					Actual given by MSDCs				
	11-12*	12-13	13-14	14-15	Total	11-12	12-13	13-14	14-15 Till August 2014	Total
Bangalore	9	90	200	330	629	9	32.51	47.41	22.37	111.29
Gulbarga	6	90	200	330	626	6	34.48	73.92	35.24	149.64

*11-12 actual

Revenue earning is categorized into two parts i.e. income from training and income from consultancy. However, the consultancy service has not been started in both the KGTIs. Out of the total revenue earning expected during the project period, 18% and 24% could only be generated through training in Bangalore and Gulbarga respectively.

Table 4.7: Analysis of physical return (no. of trainees to be trained)

Area	Expected (in DPR)					Actual (given by MSDC)			
	11-12*	12-13	13-14	14-15	Total	Nov 11- Mar 13	13- 14	Apr 14- Aug14	Total
Bangalore	172	800	1500	2000	4472	756	906	464	2126
Gulbarga	159	900	1800	3000	5859	814	1073	485	2372

*11-12 actual and rest projected

This table shows target and achievement of physical return till August 2014. Out of the total trained trainee expected during the project period, 48% and 40% could only be trained through training in Bangalore and Gulbarga respectively.

This shows vast difference in target which can be achieved by own building and infrastructure.

List of Recurring expenses

The recurring expenses include salary for guest faculty, contract faculty, professional fee, security salary, water supply, electricity, telephone, rate, taxes and duties & other administrative expenses, travelling allowance, printing, stationary, publicity, advertisement, course material, books and periodicals, raw material and consumables, repair & maintenance (AMC, Mechanical & Civil), Vehicle hiring/fuel expenses, vehicle maintenance and miscellaneous expenses.

Conclusion and Policy Suggestions

The objective of the study is to evaluate the performance/impact and analyse the physical and financial return of MSDCs and to provide policy suggestions for enhancing the effectiveness of the scheme. It is observed that there is no overlapping of objectives of MSDC scheme with other schemes of DGET. Advanced Technology Vocational Training courses offered from the two KGTTIs in Bangalore and Gulbarga are not currently offered in the existing ITI/ITCs or any other schemes of DGET covering various job seekers/student groups from 8th Pass to Engineering level. Courses offered from the two KGTTIs will show the way for modernization and up-gradation of the existing ITI/ITCs. These courses are unique in nature and will have an opportunity for the candidates to move forward vertically to obtain Diploma/Degree. However, it shall be flexible in operation and the management shall take decision as and when required to introduce new courses and new tie ups with Industry.

The KGTTIs are independent and flexible in designing courses and awarding certificates. The KGTTIs are established as Government owned registered society with full operational autonomy, in order to respond quickly to the changing requirements of Industries. Considering this, MSDC could be considered as a model centre having technical support from international agency and direct coordination between the training institutes and the industry for vocational training and skill development at par with international standards.

Although there is a gap between the estimated target in the DPR and actual achievement of KGTTI centres at Bangalore and Gulbarga, it is a fact that with limited infrastructure and manpower, KGTTI is providing quality skill training to the trainees with adequate hands on exposure and providing skilled manpower to the industry. Maximum representation of backward classes, scheduled castes and scheduled tribes is the evidence of the fact that institute is providing opportunity to the disadvantaged groups. The comparative fee structure of some selected courses in KGTTI and other institutes has shown that it is significantly lower in all these courses at KGTTI with difference ranging from 33% to 177% for different courses. It, therefore, provides opportunity to financially weaker and disadvantaged sections of the society.

Tie ups with the international companies like Volkswagen, CISCO, FESTO is the evidence of international standard equipments used in training. Joint certification with the companies and support at various phases of implementation of the project by the GIZ professionals is the evidence of standard vocational training based on international standards. About 90% passed out and ongoing trainees reported the course content, methodology, delivery dimensions etc. is satisfactory and suggested to continue in future.

Maximum passed out trainees reported that it is helpful in enhancing competence level, getting better employment, and resulting in increase self earning and more job opportunity. Trainers have also reported that they are satisfied with facilities and resources available at KGTTI. It can be concluded that MSDC has a positive impact on all the sections of society i.e. Industry, individual, family and society. Data also suggests that it has significantly improved the overall quality of life of the people who are associated with the centres.

As the country presently faces a dual challenge of paucity of highly trained workforce, as well as non-employability of large sections of the conventionally educated youth, who possess little or no job skills, MSDC could be considered as a model centre for vocational training and skill development at par with industry requirements and international standards. MSDC scheme could be extended and implemented as a model centre in other states of the country.

Policy Suggestions

- Suggestions on sustainability of the scheme as the funding capacity of the Government of India is limited:
Financial sustainability is the unique feature of the MSDC project. The fee charged by MSDCs from the trainees is not exorbitant but rather market oriented. By the end of third year of operation of MSDCs from the temporary buildings the cost recovery ratio is about 90%, inspite of free training being offered to SC/ST trainees.
- Suggestions related to redesigning the delivery/implementation modus operandi to successfully meet the objectives of the scheme:
 1. More flexibility to each Centre's Director to have tie ups with industries and universities to offer long term programmes
 2. More financial powers to Centre Director like MSME Tool rooms.
 3. Staff Contract period should be at least 5 years.
 4. Expanding the services of the Institute in the state as well as in the country.
 5. GOI share may be released directly to the KGMSDC Society Account for speedy implementation of the project.
- There should be equal remuneration for the same faculty post or some standard criteria should be followed.
- Same selection process should be followed for the selection of trainers of respective stream.
- Benefits like medical facility, DA, TA, HRA, LTA etc. should be provided to all the faculties.
- Women candidates should be encouraged to apply for the post of trainers and appropriate steps should be taken up for their retention.
- Since most of the students do not have basic knowledge of English, they are unable to write simple words and sentence in English correctly. Therefore, training should be provided in local language also so that

they will be able to understand theoretical aspects. Remedial English class can also be initiated for these students.

- Exposure trip to industry or interaction with the industry people and the students should also be given priority. The centres should include exposure trip to industry as part of the curriculum in each course, either short or long term courses. The centres should also invite people from industries for interaction with the students.
- There should be equal format for students' course completion certificates in both the centres.
- Course materials should be provided for each course irrespective of the duration of the course.
- The centres should provide course material, not only in English but also in local language.
- Guest lectures should be arranged from industry persons for recent updates in industry and applied knowledge.
- A dedicated placement cell for providing assistance to students should be established in each centre.
- Few more courses related to the existing departments should be started.
- Information about the institutes and the courses should be given wide publicity.
- Fee concession and government scholarships should be provided to the students from poor family background.
- Job security should be provided to the trainers by making appointment on permanent basis. The probation period of the trainers appointed may be two years. In case of contractual appointment of trainers, the tenure should be atleast for five years, that may converted to permanent appointment based on the performance of the trainers. This will be helpful to the institutes as the trainers were getting regular advanced trainings related to the course and it will be an asset to the institutes in the long run.
- Service conditions and promotion policy of the trainers and other staffs should be clearly outlined and implemented.
- Evaluation of trainers should be based on teaching skills, knowledge of the subject, and feedback from students.
- Employee's family should be covered in medical policy.
- As other course's certificates are issued by companies like CISCO etc., manufacturing technology course should also be certified by the company.
- Proper guidance and support should be provided to the students to participate in skill competitions.
- Institute should start training for employees of the industry by procuring related equipments.
- Capacity building or skill upgradation training should be provided and made compulsory for the trainers/faculties at least for every six months.
- Basic entry level knowledge of the trainees should be assessed for each course so that a basic standard could be maintained.

Appendix I

PHOTOS OF THE PROJECT DIRECTOR'S VISIT TO INDUSTRY, CONSTRUCTION SITE AND KGTTI



**Discussion with the personnels, trainees and the Project Director at
the Sansera Engineering Company, Bangalore**



**Discussion with the personnels, trainees and the Project Director at
Micro Precision Company, Bangalore**



Discussion with the trainees and the Project Director at Nandi Toyota, Bangalore



Visit of the project director to the construction site of KGTTI, Gulbarga Centre



Observation of construction work at KGTTI, Gulbarga Centre



Discussion with the KGTTI and GIZ IS personnels



Collecting feedback from the trainers at the KGTTI, Bangalore Centre



Group Photo of the Project Director with the KGTTI and GIZ IS officials and trainers

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