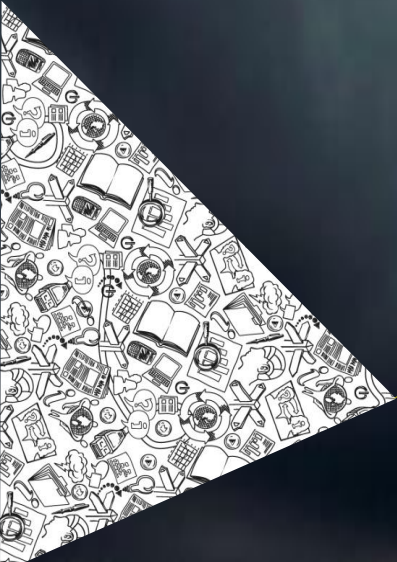


Benazir Bhutto Shaheed Youth Development Program, Government of Sindh

Consolidated report on
Third Party Validation of BBSYDP
Training Programs under SSDP
Component-I and Phase V -
Government of Sindh (GOS)



Building a better
working world



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1. Executive Summary

1.1 Brief Overview

The Government of Sindh has launched a major initiative, titled “Benazir Bhutto Shaheed Youth Development Program”, for addressing the issues of poverty and un-employment through Human resource development in the province. The Program aims to provide opportunities for short-term employment and skill development to approximately 100,000 semi-literate and educated unemployed youth in Sindh for a period varying between 3 months to one year.

EYFRSH had been engaged by BBSYDP through contract dated 11 October 2013 signed between Provincial Coordination Unit Benazir Bhutto Shaheed Youth Development Program (BBSYDP), Government of Sindh and Ernst & Young Ford Rhodes Sidat Hyder to carry out third party validation of the training program.

This report describes the consolidated results of the validation exercise carried out by Ernst & Young Ford Rhodes Sidat Hyder on behalf of Benazir Bhutto Shaheed Youth Development Program for Phase V training program of SSDP component I (referred as SSDP below) involving 62 TSPs covering 172 trades and Government of Sindh (GOS) training program involving (referred as GOS below) 58 TSPs covering 72 trades. The engagement included the following components:

- ▶ Validate curriculum achievement by TSPs as per agreed program guidelines;
- ▶ Validate certification of trainees by TSPs and external bodies;
- ▶ Validate post training employment facilitation by TSPs as per agreed program guidelines;
- ▶ Review and evaluation of the process of entire training program.

The following is the summary of key information relating to the entire validation exercise:

Title of the project:	Third party validation
Contract date:	11 October 2013
Training phase of validation:	Phase V
Conducted by:	Ernst & Young Ford Rhodes Sidat Hyder
Period covered in our scope of work	11 October 2013 to 31 May 2014
Areas covered	<ol style="list-style-type: none"> 1. Validation of curriculum achievement by TSPs as per agreed program guidelines; 2. Validation of certification of trainees by external bodies; 3. Validation of post training employment facilitation by TSPs as per agreed program guidelines. <hr/> <ul style="list-style-type: none"> ▶ Review and evaluation of the process of entire training program
Total institutes validated	<ul style="list-style-type: none"> ▶ SSDP component I Phase V = 62 TSPs ▶ GOS Training Program Phase V = 58 TSPs
Total trainees attended (as per data provided by BBSYDP)	<ul style="list-style-type: none"> ▶ SSDP component I Phase V = 6,195 Trainees ▶ GOS Training Program Phase V = 2,911 Trainees

Total physical verifications conducted of TSPs	<ul style="list-style-type: none"> ▶ SSDP component I Phase V = 62 TSPs ▶ GOS Training Program Phase V = 58 TSPs
Date of signing of contract:	11 October 2013
Date of submission of inception report	25 October 2013
Date of submission of reports for respective work components*	<ol style="list-style-type: none"> 1. Curriculum attainment = 4 December 2013 2. Certificate verification = 31 January 2014 3. Employment facilitation verification = 27 March 2014 and Updated on 11 June 2014
Date of submission of project Final consolidated report	30 June 2014

*Summary of outcome from each component has been included in this report as well to provide a complete assessment from our validation exercise. In some cases whereby additional data / information has been provided to the validation team after issuance of the above reports, the same have also been updated in the report to provide our final assessment.

1.2 Highlights of the validation exercises

Component 1 - Validate curriculum achievement by TSPs as per agreed program guidelines;

To validate the curriculum achievement process, we prepared document review tool and interview form to evaluate and validate the performance of each TSPs through desk and document review and telephonic interview of trainees on a sample basis. For this we reviewed relevant documents such as TSPs contract, curriculum of training & completion reports, tests results, status reports submitted by TSPs and PMRs monitoring reports by BBSYPD and contacted selected trainees and conducted interviews through telephone to assess experience from the trainings and validate the attainment of curriculum against each trade by TSP.

Summary of validation activities

SSDP

Based on our validation exercise of the level of curriculum attainment of 172 trades conducted by 62 TSPs using the information shared by the program team, the following provides our overall assessment of such trades which on an overall level is **satisfactory**:

- ▶ 157 trades (representing 91 percent of the total trades) have been rated as '**satisfactory**' based on the results from procedures performed by the validation team. Such trades have either low / medium risk findings as detailed in Annexure 1.1 below.
- ▶ 15 trades (representing 9 percent of the total trades) have been rated as '**not satisfactory**' based on the results from procedures performed by the validation team. Such trades have medium / high risk findings as detailed in Annexure 1.1 below.



Kindly note that the above validation status has been updated subsequent to issuance of our draft report on curriculum attainment on 4 December 2013 based on additional evidences / supporting documentations provided by the BBSYDP program team.

GOS

Based on our validation exercise of the level of curriculum attainment of 76 trades conducted by 56 TSPs using the information shared by the program team, the following provides our overall assessment of such trades which on an overall level is **satisfactory**:

- ▶ 65 trades (representing 86 percent of the total trades) have been rated as **'satisfactory'** based on the results from procedures performed by the validation team. Such trades have either low / medium risk findings as detailed in Annexure 1.2 below.
- ▶ 11 trades (representing 14 percent of the total trades) have been rated as **'not satisfactory'** based on the results from procedures performed by the validation team. Such trades have medium / high risk findings as detailed in Annexure 1.2 below.



Kindly note that the above validation status has been updated subsequent to issuance of our draft report on curriculum attainment on 4 December 2013 based on additional evidences / supporting documentations provided by the BBSYDP program team.

Summary of Key Findings

During our validation exercise of curriculum achievement the following major findings were noted, which have also been reported in the earlier reports issued for each component:

- ▶ There was no documentary evidence that the TOT session was conducted by the institutes before start of the training session for any of the trades under SSDP component I and GOS training program.
- ▶ The number of trainees as per the attendance submitted by the TSP did not match with what was mentioned in the PMR report for the same date in certain instances.
- ▶ In certain instances trainee contact details provided to us by the program team were either incorrect or their contact numbers had changed.
- ▶ Many of the trainees reported incorrect trainer name(s), which may indicate that trainers who actually provided the training were different from the trainers whose CVs were provided by respective TSP to the program.
- ▶ In certain instances, trainees either reported that they did not appear in the final examination but their results was made available OR reported a different result from what was reported by the TSPs to the program team.

For details, please refer to section 4.1 for SSDP Component I and section 4.4 for GOS training program.

Component 2 - Validate certification of trainees by TSPs and external bodies;

After curriculum attainment validation, the second stage was to validate and verify that certificate of trainees has been issued by TSPs and external bodies (where applicable) at the end of each training. At the end of curriculum attainment, every TSP is required to conduct an examination and award certificates to graduated trainees. Certificates awarded by TSPs were either internal certificates issued directly by TSP, duly endorsed by the TSP and the issuance Board [(such as Trade Testing Board (TTB)] or by the external Board after conducting examination of trainees. For the certificate distribution TSPs conducted a final exam, organized certification distribution ceremony and issued training certificates to trainees on agreed format as per BBSYDP requirement.

To validate the certificate distribution process, we prepared a document review tools and interview form to evaluate and validate the performance of each TSPs through field visit review and telephonic interview of trainees on a sample basis. For this purpose, we reviewed relevant documents such as TSPs contract, curriculum of training and completion reports, tests results, test papers, certificates distribution evidence (photographs and videos) status reports submitted by TSPs and monitoring reports by BBSYDP and contacted selected trainees to conduct interviews through telephone to assess experience from the trainings and validate the certification distribution and external endorsement and certification by the TSPs.

Summary of validation activities

SSDP

Based on our validation procedures to verify the certification distribution process to trainees for 172 trades conducted by 62 TSPs using the information shared by the TSPs and the program team, the following provides status of our assessment for trades till the date of our validation i.e. of 31 May 2014:

	Certificates Distributed for completed Trainings	*Certificates Distribution data not provided on timely basis	*Trainings in process (during our validation exercise)	Total
Institutes	49	11	2	62
Trades	130	31	11	172
% of trades	76%	18%	6%	-

* Please refer to Annexure 4a for details of trades and TSPs for certificates not yet distributed for completed trainings and trainings in process, hence not covered for performance of validation procedures.

Following is the assessment of 130 trades for which certificates have been distributed by 49 TSPs:

- ▶ 110 trades (representing 85% percent of the trades where certificates have been distributed) have been rated as **'satisfactory'** based on the results from procedures performed by the validation team. Such trades have either low / medium risk findings as detailed in Annexure 2.1 below.
- ▶ 20 trades (representing 15% percent of the trades where certificates have been distributed) have been rated as **'not satisfactory'** based on the results from procedures performed by the validation team. Such trades have medium / high risk findings as detailed in Annexure 2.1 below.



Kindly note that the above validation status has been updated subsequent to issuance of our draft report on certificate distribution verification on 31 January 2014 based on additional evidences / supporting documentations provided by the BBSYDP program team.

GOS

Based on our validation procedures to verify the certification distribution process to trainees for 82 trades conducted by 58 TSPs using the information shared by the TSPs and the program team, the following provides our status of the our assessment of such trades till the date of our validation as of 31 May 2014:

	Certificates Distributed for completed Trainings	*Certificates not yet Distributed for Completed Trainings	*Trainings in process (during our validation exercise)	Total
Institutes	47	9	2	58
Trades	66	10	6	82
% of trades	63.4%	29.3%	7.3%	-

** Please refer to Annexure 4a for details of trades and TSPs for certificates not yet distributed for completed trainings and trainings in process.*

Following is the assessment of 66 trades conducted by 47 TSPs:

- ▶ 51 trades (representing 77% percent of the trades where certificates have been distributed) have been rated as **'satisfactory'** based on the results from procedures performed by the validation team. Such trades have either low / medium risk findings as detailed in Annexure 2.2 below.
- ▶ 15 trades (representing 23% percent of the trades where certificates have been distributed) have been rated as **'not satisfactory'** based on the results from procedures performed by the validation team. Such trades have medium / high risk findings as detailed in Annexure 2.2 below.



Kindly note that the above validation status has been updated subsequent to issuance of our draft report on certificate distribution verification on 31 January 2014 based on additional evidences / supporting documentations provided by the BBSYDP program team.

Summary of Key Findings

During our validation exercise of curriculum achievement the following major findings were highlighted:

- ▶ During our visits to TSPs, in certain instances attendance reported in the PMRs provided by BBSYDP management and PMRs available with the respective TSP did not match.
- ▶ There were some instances where the data / information as per attendance register and PMR available with TSP were not consistent.
- ▶ In certain instances, the TSP attendance records maintained by the TSP at a given date did not match with the attendance reported in the MIS by TSPs for the same date.
- ▶ In several instances, TSPs did not provide answer sheets or any other evidence to corroborate that exams/tests (final exam) were conducted during the course of the training.
- ▶ There were some instances where answer sheets were not available for our review.
- ▶ In several instances, trainees informed that the respective TSP has not yet conducted the certificate or award ceremony.

For details, please refer to section 4.2 for SSDP Component I and section 4.5 for GOS training program.

Component 3 - Validate post training employment facilitation by TSPs as per agreed program guidelines

As per training contract with each TSP, each TSPs is required to provide employment facilitation to 30% (for PST Wing) of the total registered trainees.

As per the BBSYDP program guidelines (version V) section 'post training employment verification' page 22, a trainee would be treated as being employed if he is either:

Criteria	Description
Direct / timescale basis	From unemployed to employ or from lower wages to higher wages
Self-basis	Establishment of business/entrepreneurship etc.
Indirect basis	When one is qualified in one field but gets employment in other field
Wage basis	When one is engaged in earnings on daily basis
*Continued / Further Education	In case a trainee after completion of the training prefers for higher study instead of job or is unwilling to do a job such number of trainees may be considered as employed

After certificate distribution validation, the third exercise was to validate and verify that TSPs have provided employment facilitation to at least 30% of their assigned trainees. For employment facilitation process each TSP was required to conduct seminars, arrange interviews in a manner to facilitate trainees for employment, assist trainee for continuous education, preparation and submission of employment status on a prescribed format by BBSYSP of atleast 30% trainees.

To validate the employment facilitation process, we prepared a document review tools and interview form to evaluate and validate the performance of each TSP through field visit review and telephonic interview of trainees on a sample basis. For this we reviewed relevant documents such as employment status, evidence of employment, evidence of facilitation, evidence of seminar for facilitation, TSPs contract, curriculum of training and completion report submitted by TSPs to BBSYDP. Further we contacted selected trainees to conduct telephonic interviews to assess experience from the trainings and verification / validation of employment status provided and whether the TSPs provided employment facilitation and conducted seminars in this respect.

Summary of validation activities

SSDP

Based on our validation procedures to verify the employment status provided to trainees for 172 trades conducted by 62 TSPs using the information shared by the TSPs and the program team, the following provides status of our assessment of such trades till the date of our validation as of 31 May 2014:

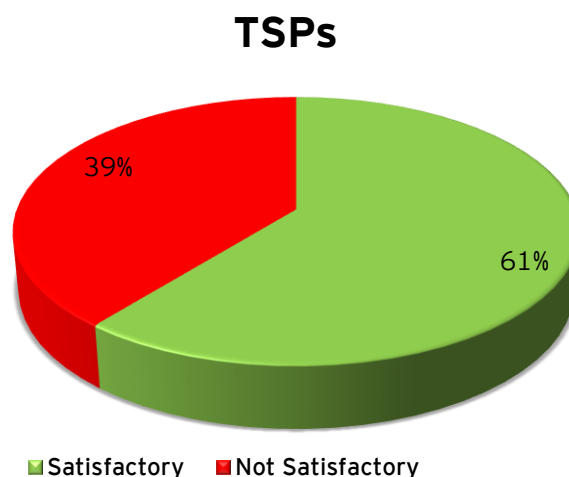
	Employment Verification of completed Trainings with minimum 30% employment	*Employment Verification of completed Trainings with less than 30% employment	**Employment status provided but certificate not yet distributed	**Employment status not provided	**Trainings in process (during our validation exercise)	Total
Institutes	46	3	7	4	2	62
Trades	110	20	25	6	11	172
% of trades	64%	11.6%	14.5%	3.5%	6.4%	

**Please refer to Annexure 4b for details of trades and TSPs where employment status has been provided but it does not meet the minimum 30% employment criteria, hence such TSPs are not eligible for payment as per the clause 11 of the contract with TSPs, which states that 'final payment will only be made upon award of external / internal certificates to trainees by TSP and confirmation of job facilitation offer of employment to at least 30% trainees'.*

***Please refer to Annexure 4b for details of trades and TSPs where certificates not yet distributed, employment status not provided for completed trainings and trainings in process.*

Following is the assessment of employment verification of trades for which employment status with minimum 30% employment have been provided and certificates have been distributed by the TSPs:

- ▶ 28 TSP (representing 61% percent of the TSP where employment status have been provided) have been rated as **'satisfactory'** with respect to achieving at least 30% employment based on the results from procedures performed by the validation team. Such trades have either low / medium risk findings as detailed in Annexure 3.1 below.
- ▶ 18 TSP (representing 39% percent of the TSP where employment status have been provided) have been rated as **'not satisfactory'** with respect to achieving at least 30% employment based on the results from procedures performed by the validation team. Such trades have medium / high risk findings as detailed in Annexure 3.1 below.



Kindly note that the above validation status has been updated subsequent to issuance of our draft report on verification of employment facilitation on 31 May 2014 based on additional evidences / supporting documentations provided by the BBSYDP program team.

GOS

Based on our validation procedures to verify the employment status provided to trainees for 82 trades conducted by 58 TSPs using the information shared by the TSPs and the program team, the following provides status of our assessment of such trades till the date of our validation as of 31 May 2014:

	Employment Verification of completed Trainings with minimum 30% employment	*Employment Verification of completed Trainings with less than 30% employment	**Employment status provided but certificate not yet distributed	**Employment status not provided	**Trainings in process (during our validation exercise)	Total
Institutes	43	3	1	9	2	58
Trades	54	3	1	18	6	82
% of trades	65.9%	3.7%	1.2%	22.0%	7.3%	

**Please refer to Annexure 4b for details trades and TSPs where employment status has been provided but it does not meet the minimum 30% employment criteria and they are not eligible for payment as per the clause 11 of the contract with TSPs that final payment will only be made upon award of external / internal certificates to trainees by TSP and confirmation of job facilitation offer of employment to at least 30% trainees.*

***Please refer to Annexure 4b for details of trades and TSPs where certificates not yet distributed, employment status not provided for completed trainings and trainings in process.*

Following is the assessment of employment verification of trades for which employment status with minimum 30% employment have been provided and certificates have been distributed by the TSPs:

- ▶ 29 TSP (representing 67% percent of the trades where employment status has been provided) have been rated as **'satisfactory'** with respect to achieving at least 30% employment based on the results from procedures performed by the validation team. Such trades have either low / medium risk findings as detailed in Annexure 3.2 below.
- ▶ 14 TSP (representing 33% percent of the trades where employment status have been provided) have been rated as **'not satisfactory'** with respect to achieving at least 30% employment based on the results from procedures performed by the validation team. Such trades have medium / high risk findings as detailed in Annexure 3.2 below.



Kindly note that the above validation status has been updated subsequent to issuance of our draft report on verification of employment facilitation on 31 May 2014 based on additional evidences / supporting documentations provided by the BBSYDP program team.

Summary of Key Findings

- ▶ In several instances, no documentary evidence was provided by the respective TSP for organizing facilitation seminar for trainees to help them explore employment opportunities OR any other facilitation activities such as arranging appointment / meetings with employers or any correspondence with the employer.
- ▶ Many of the trainees who were contacted, informed our team that no such seminar was conducted or facilitation provided to the trainees with access to prospective employers.
- ▶ In certain instances, trainees informed that they were not employed (as per BBSYDP guidelines mentioned above), however, trainee name was appearing in the course completion report specifying the status of employment compiled by respective TSP for each trade.

For details, please refer to section 4.3 for SSDP Component I and section 4.6 for GOS Component II.

Review and evaluation of the process of entire training program

As per the terms of our engagement we performed process review / evaluation of following key areas of program cycle:

1. Trainee selection and validation,
2. Stipend payment to trainees,
3. TSPs selection,
4. Curriculum completion,
5. External certification,
6. Post training employment facilitation,
7. Payment to TSPs.

We performed the following activities in this respect:

- ▶ Prepared a detailed list of all the activities/ procedures to be covered in the review exercise with focus on entire evaluation of the training process;
- ▶ Understand the current state of each activity carried out by the BBSYDP management;
- ▶ Identify improvement opportunities in the current practices and make recommendations on remedial measures to improve the overall functioning of the program including key learnings and action points derived from the validations performed;
- ▶ Compile issues and findings in the final validation report;
- ▶ Obtaining final comments from process owners / key officials of BBSYDP (if required) in respect of findings / issues and recommendations identified.

Key Learning and Action Points

Key Recommendations:

- a) In few instances, we noted that trainees were placed into trades which they had not opted for. We recommend that once trainees are allocated to their respective trades automatically by the MIS, Program team should consider to recheck and verify that trainees have been allocated accordingly to the trades requested they opted for and share details with them in advance so that they are aware of facts and reason.
- b) Most of the trainees contacted for validation of curriculum attainment reported that stipend was not received at all or was not received for the entire training period. Though this was not specifically covered under current scope of our validation, however, noted as an additional information during the exercise. Program Management should consider devising a process through which stipend payment to the trainees are made in timely basis or at least before the training period is completed.
- c) The Program team may also request each TSP to maintain stipend payment register on a monthly basis to obtain acknowledgment of trainees for stipend payment. The same should be then be reported to BBSYDP management on a monthly basis for appropriate actions.
- d) During our validation exercise, we noted that in some instances trainers were changed subsequently by TSPs without informing BBSYDP program team. In this respect, we

recommend that for replacement of trainer, all the TSPs should be required to report to and obtain prior approval from BBSYDP management.

Further BBSYDP should consider devising a process for PO's to verify, at the time of monitoring visit, whether TSP's trainer is the same person as specified by TSP at the time of selection.

- e) During our curriculum validation exercise, we noted a number of weaknesses in the monitoring activities performed by the respective DMCs and POs. Some of the key weaknesses include:
- There is no documented criteria as to how many visits need to be performed by DMCs / POs in a month for each type of training. Accordingly, the same is currently being performed as per the discretion of the respective DMC / PO.
 - There are no defined follow-up / remedial measures which should be taken by BBSYDP program team in case any discrepancies are noted during the monitoring visits.
 - There is no process defined to obtain feedback from trainees as to the quality of trainings provided and to assess whether trainings are provided according to BBSYDP guidelines.

To streamline the day to day internal monitoring process, BBSYDP should consider developing an agreed plan / timelines for monitoring visits to different TSPs to be carried out by the respective Program Officers (PO).

Further, BBSYDP should consider defining specific actions points / remedial measures to be taken in case any discrepancies are identified during monitoring visits. Such as:

- Increasing the number of monitoring visits in a month;
- Issuing formal letters to TSPs to improve their conduct.

In addition, for assessing the quality of trainings provided, BBSYDP should consider devising a process for PO's to obtain feedback from the trainees during their monitoring visits to TSPs. The feedback should be obtained on at least the following aspects:

- Is training free of cost?
- Satisfaction with the quality of practical content delivered during the training session?
- Have syllabus/study plan been provided?
- Have provided sufficient tools and equipment for training?
- Have provided books or manuals or any hand-outs?
- Daily average duration of class.
- Have received stipend for last month?
- Is training will be useful in improving your chances of getting wage and self-employment?
- Two main problems hindering the learning process.

- f) Against each monitoring visits conducted by DMC, PO should develop a practice to confirm filling of sufficient and complete details in PMRs as during our validation exercise, we noted that in various instances PMRs prepared by the DMCs were either not filled correctly or were missing certain key information.

Further, DMCs and POs should also check compliance of actual training completed with the training plan submitted by TSPs and the reason for any differences should be noted so that appropriate actions and follow-up can be conducted with TSPs for its timely resolution.

- g) During our validation exercise, various differences were noted in curriculum completion status reported by TSPs and that noted by DMCs in their PMRs. In this respect, BBSYDP should instruct each TSP to submit a monthly curriculum completion status report to BBSYDP comprising at least the following:
- No of chapters completed as per Plan
 - No of test conducted as per plan
 - Percentage of course completion

This will help respective POs to easily reconcile the curriculum completion status as reported by TSPs and DMCs and in case of any discrepancy, to address and resolve the same in a timely manner.

- h) To improve the records of trainee attendance maintained at the respective TSPs. A standard template should be specified by BBSYDP for taking manual attendance of each trainee attending the training and obtaining their signatures on the same. Further, at month end, each TSP should be required to submit scan copies of the manual attendance sheet as per specified template to DMCs and POs for their records.
- i) As specified in the program guidelines each TSP should prepare and obtain confirmation of materials, items and stationary provided to each trainee against each trade. In this respect to ensure uniformity of reporting, a standard template should be developed by BBSYDP program team and provided to each TSP for their reporting purpose.
- j) To ensure uniformity in certificate contents and format, BBSYDP should instruct each TSP to submit certificate distribution details (such as internal certificates, or internal certificates with external endorsement or external independent body certificates) including sample certificates to BBSYDP and obtain prior approval on the same before distribution of certificates.

Further, PO's should verify that TSPs have distributed the certificates as per the agreed format and should also obtain list of trainees who were awarded certificates with acknowledgement and pictures of certificate distribution ceremony on a timely basis.

2. Background and Scope

2.1 Introduction to Assignment Background

The Government of Sindh has launched a major initiative, titled “Benazir Bhutto Shaheed Youth Development Program”, for addressing the issues of poverty and un-employment through Human resource development in the province. The Program aims to provide opportunities for short-term employment and skill development to approximately 100,000 semi-literate and educated unemployed youth in Sindh for a period varying between 3 months to one year. The unemployed youth will be offered various skill development opportunities and job oriented certification courses to adapt to local and international job markets. This will help contain poverty and improve the socio-economic conditions of common citizens. In addition, the public and private sector business efficiency will increase through a well-placed, developed and skilled workforce.

2.2 Programme Overview and Objective

As per the contract dated 11 October 2013 signed between Provincial Coordination Unit Benazir Bhutto Shaheed Youth Development Program (BBSYDP), Government of Sindh and Ernst & Young Ford Rhodes Sidat Hyder, the overall scope and extent of the Third Party Validation (TPV) is to:

1. Validate curriculum achievement by TSPs as per agreed program guidelines - A separate draft report has been issued vide our letter referenced ADV/198/2014, dated 4 December 2013;
2. Validate certificates issued to trainees by the concerned external bodies - A separate draft report has been issued vide our letter referenced ADV/259/2014, dated 30 January 2014;
3. Validate post training employment facilitation by TSPs as per agreed program guidelines - A separate draft report has been issued vide our letter referenced ADV/299/2014, dated 27 March 2014 and an updated report issued vide our letter referenced ADV/397/2014, dated 11 June 2014;

Based on the overall scope of the TPV and the information shared with our team, by the program management, for validation of certificates issued by the concerned external bodies and distributed to trainees by the respective TSPs, we understand that BBSYDP has engaged 62 Training Service Providers (TSPs) for SSDP component I during the first cycle of the program and 58 TSPs for Phase V - GOS Training Program covering the period from May 2013 to September 2013. These TSPs were selected in 22 locations / districts of Sindh, using the World Bank’s procurement guidelines for the engagement of consultancy services dated January 2011 for SSDP Component I and SPPRA rules 2010 for Phase V - GOS Training Program. Each TSP was then assigned one or more trades as per the capacity of the TSP.

Trades were selected by the program based on BBSYDP Training Need Assessment Document and can be broadly categorized into the following:

S. No.	Sectors
1	Agro-Horticultural Trades
2	Arts & Handicraft
3	Chemical Industry
4	Civil Engineering
5	Engineering / Mechanical Trades (Basic Level Engineering) C&M
6	Food Industry
7	Health Services
8	Hotel and Hospitality
9	Information Technology
10	Leather Industry
11	Livestock & Fisheries Trades
12	Low Level Dynamic Trades for Small Industry / House Hold Focus Leading to Full / Part Time Business / Employment
13	Office Automation Trades
14	Teachers Training
15	Textile, Garments, Embroidery & Tailoring
16	Sports Industry
17	Banking & Accounting

2.3 Scope of Work

As per the contract signed between Provincial Coordination Unit Benazir Bhutto Shaheed Youth Development Program, Govt. of Sindh and Ernst & Young Ford Rhodes Sidat Hyder, dated 11 October 2013, the scope and extent of the Third Party Validation (TPV) is to identify strengths and gaps in implementation and monitoring of the on-going training program in PSTW-Phase-V/SSDP to highlight areas for further improvement.

The scope of work shall involve:

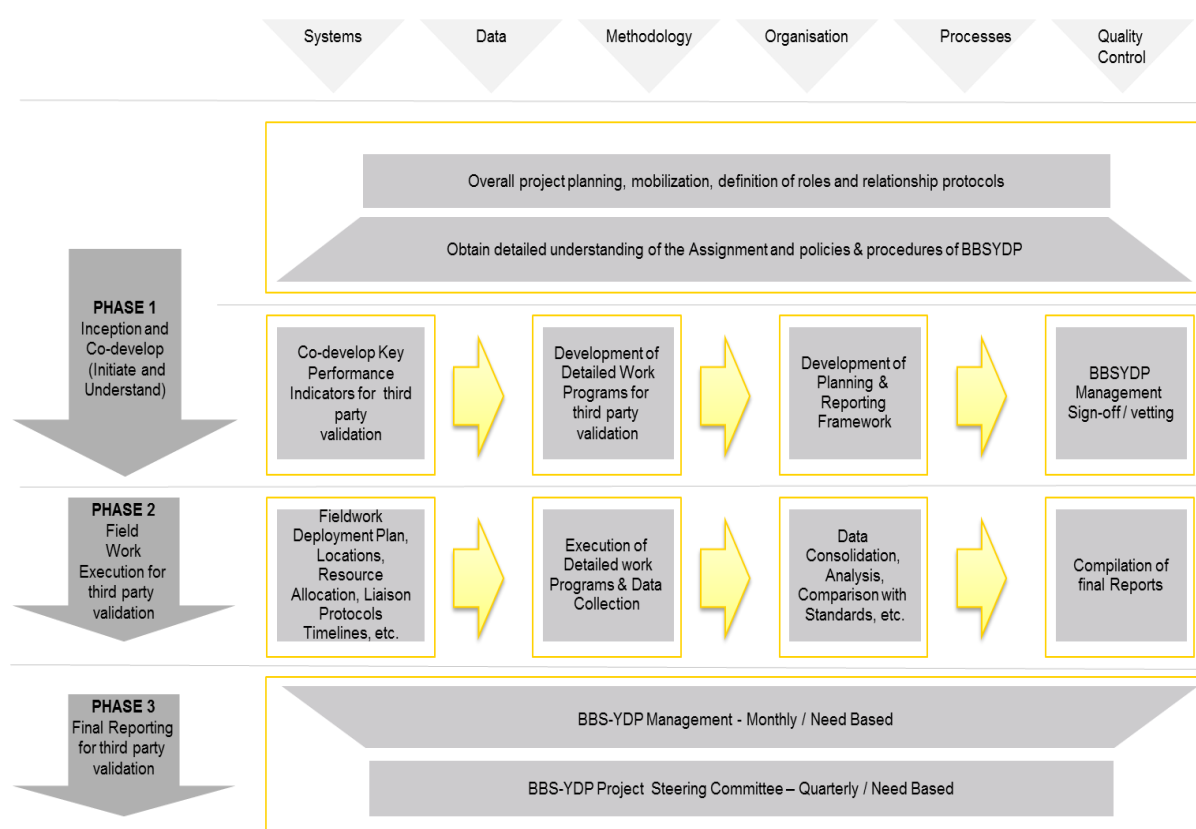
- I. deployment of suitable technical staff for validation & post training employment verification
- II. understanding of overall design & objectives
- III. ascertain the level of curriculum attainment
- IV. validation of external certificate authenticity
- V. verification of post training employment facilitation according to the specifications given in BBSYDP Program Guidelines-V
- VI. recommending specific remedial measures to achieve the required standards
- VII. submission of periodic deliverable progress reports.

3. Approach and methodology

OVERVIEW OF OUR APPROACH AND METHODOLOGY

The diagram below illustrates the description of activities to be performed under the assignment specific approach and the roles and responsibility of each team member for this assignment. The project will be carried out in phases to ensure the required scope and project objectives are met.

Overview of Our Approach and Methodology



Please refer below for details of procedures performed under each phase.

Phase	Objective	Activities to be performed
Phase 1: Inception (Initiate and Understand)	Overall project planning, mobilization, definition of roles and relationship protocols	<ul style="list-style-type: none"> a) Review of project related documents and guidelines including SOPs, Baseline reports b) Detailed understanding the structure of the program and related activities through discussion / interviews with relevant management personnel and walk through of transactions c) Based on the above understanding and review, finalize a list of KPIs / objectives for performing validation exercise with the management.

Phase	Objective	Activities to be performed
	Co-Develop Validation and Inspection Framework	<p>a) Prepare a detailed list of all activities/ functions to be covered in the Validation exercise with focus on:</p> <ul style="list-style-type: none"> i) Curriculum attainment ii) External certification iii) Post training employment facilitation <p>b) Develop detailed tool / work programs for validation and inspection, specifying the nature, timing, location (either head office or TSPs) and extent of procedures/ tasks, in light of the provisions and above requirements.</p> <p>c) Finalize reporting performas, in light of the above, and discuss with the management of BBSYDP for gaining input and vetting.</p>
Phase 2: Execute Third Party Validation	<p>1. Validate curriculum achievement by TSPs as per agreed program guidelines</p> <p>2. Validate certification of trainees by external bodies;</p> <p>3. Validate post training employment facilitation by TSPs as per agreed program guidelines.</p>	<p>Head office</p> <p>a) Finalize the validation tool / work program for:</p> <ul style="list-style-type: none"> i) Curriculum achievement by TSPs as per the agreed program guidelines. ii) External certification as per the agreed program guidelines. iii) post training employment facilitation by the TSPs as per the agreed program guidelines <p>b) Review relevant documents such as curriculum completion reports, tests results and award of external certification, trainee-wise employment details etc. submitted at head office by the TSPs and identify per trade and per TSPs status of:</p> <ul style="list-style-type: none"> i) curriculum completion, ii) external certification, iii) Post training employment facilitation. <p>c) Develop an interview / survey questionnaire for trainees to assess:</p> <ul style="list-style-type: none"> i) experience from the trainings, ii) status of curriculum completion by the TSPs, iii) award of independent certification, iv) post training employment, and v) Identify the areas of improvements. <p>d) Device a sampling strategy to select a representative sample from the registered trainee data provided by the management. Select the sample based on such sampling approach.</p> <p>e) For the sample selected, contact selected trainees and conduct interview through telephone or in person meetings (where possible):</p> <ul style="list-style-type: none"> i) Fill out the interview form ii) Identify non-compliances /deviations. iii) Compile and collate results

Phase	Objective	Activities to be performed
		<p>f) Finalize the validation tool / work program for validation of the overall process and activities performed by BSS-YDP as per the agreed program guidelines.</p> <p>e) Obtain required information from the management,</p> <p>f) Execute work programs,</p> <p> i) To validate the trainee selection and placement,</p> <p> ii) To validate TSPs selection,</p> <p> iii) To validate stipend payment to trainees through attendance and related records,</p> <p> iv) To validate payment to TSPs as per the agreed protocols / milestones achievement,</p> <p> v) To review process for monitoring trainees and trainings provided by TSPs,</p> <p>g) Identify non-compliances from prescribed procedures.</p> <p>h) Identify deviations from KPIs</p> <p> i) Identify any discrepancies in maintenance of records and documents in field/ area/ head offices.</p> <p> ii) Compile and collate discrepancies and discuss with the management.</p> <hr/> <p>Field visits</p> <p>a) Deploy team for physical visit to the contracted training institutions by BBSYDP (120 both for SSDP and GOS projects) all over Sindh to validate the above status reported by the TSPs.</p> <p>b) Based on discussion with the management prepare / agree a field visit plan to visit each training institute at least once (unless those institutes where access is not available for reasons beyond our control).</p> <p>c) With the help of BBSYDP management inform TSPs as per agreed plan.</p> <p>d) Send information request to the TSPs beforehand for review of sample documents during the field visits such as attendance records, testing scheme, tests/exams records, certification records and post training employment facilitation records (CVs placement, arrangement of employer interviews etc.),</p> <p>e) Obtain required information from the TSPs,</p> <p>f) Execute predefined tool / validation checklist and work programs,</p> <p>g) Identify non-compliances from prescribed procedures,</p> <p>h) Identify deviations from KPIs and status reported by TSPs,</p> <p>i) Identify any discrepancies in maintenance of records and documents,</p> <p>j) Compile and collate discrepancies and discuss with the TSPs.</p>

Phase	Objective	Activities to be performed
		<p>Reporting</p> <ul style="list-style-type: none"> a) Compile and collate discrepancies from the above procedures and discuss with the management. b) Conduct internal quality control review of all the work carried out by our staff c) Submit trade (training)-wise and TSP-wise status report as of 30 September 2013. d) Obtain management comments and finalize reports e) Submit final reports to the management
Phase 3: Final Reporting	Overall Process Validation and Reporting	<ul style="list-style-type: none"> a) Prepare final Validation and Inspection Report for the BBSYDP Management and Steering Committee / Board <ul style="list-style-type: none"> i) Compile issues and findings in Final Validation and Inspection Report. ii) Recommendations on remedial measures to improve the overall functioning of the program including key leanings and action points derived from the validations performed. iii) Status and findings on verification of post training employment facilitation iv) Obtaining final comments from process owners / key officials of BBSYDP (if required) in respect of findings / issues and recommendations identified. b) Carry out internal quality control reviews for all the submission to BBSYDP. c) Submit final reports to key stakeholders as per reporting plan. d) Conduct close-out meetings and obtain feedback from the management of BBSYDP.

4. Key Issues and findings of the validation exercise:

SSDP Component - I

Trade-wise, TSPs-wise validation status summary with respect to:

SSDP Component - I

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
1	Green Valley Institute of Science & Technology	Basic Electronics (Mobile & UPS Repairing)	Dadu	Satisfactory	Satisfactory	Satisfactory
		CIT (I.C.T & Office Automation)	Dadu	Satisfactory	Satisfactory	
2	Sufi's Computer Institute	CIT - Office Automation	Dadu	Not Satisfactory	Satisfactory	Satisfactory
3	Ajmal Khan & CO (Regd)	Excavator Operator	Ghotki	Satisfactory	Satisfactory	Satisfactory
		House Electrician	Ghotki	Satisfactory	Satisfactory	
		Dumper Operator	Ghotki	Satisfactory	Not Satisfactory	
		Tractor Operator	Ghotki	Satisfactory	Not Satisfactory	
		Crane Operator	Ghotki	Satisfactory	Satisfactory	
		Mixture Machine Operator	Ghotki	Satisfactory	Satisfactory	
		Welding 06-G Multi Welder	Ghotki	Satisfactory	Satisfactory	
4	Glamour Institute of Information Technology	CIT - Office Automation	Ghotki	Satisfactory	Satisfactory	Satisfactory
		Banking Accounting	Ghotki	Satisfactory	Satisfactory	
		Home Electrician	Ghotki	Satisfactory	Satisfactory	
5	Hafizul Millat Institute of Information Technology & Business Administration Daharki	Office Automation & Secretarial Work or CIT	Ghotki	Satisfactory	Not Satisfactory	Not Satisfactory
6	Information Technology College Ghotki	CIT	Ghotki	Satisfactory	Satisfactory	Not Satisfactory

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
7	Islamic Institute of Information Technology	CIT - Office Automation	Ghotki	Satisfactory	Satisfactory	Satisfactory
		A + Networking	Ghotki	Satisfactory	Satisfactory	
8	Dynamics Solution	Certificate in Microsoft. Net	Hyderabad	Satisfactory	Satisfactory	Satisfactory
		Certificate in PHP Programming	Hyderabad	Satisfactory	Satisfactory	
9	Aptech Computer Education Hyderabad	MCITP	Hyderabad	Satisfactory	Satisfactory	Not Satisfactory
		Dot Net Programming	Hyderabad	Satisfactory	Satisfactory	
		PHP Programming	Hyderabad	Satisfactory	Satisfactory	
		Accounting & Book Keeping	Hyderabad	Satisfactory	Satisfactory	
10	SZABIST Hyderabad	Multimedia Graphics	Hyderabad	Satisfactory	Satisfactory	Not Satisfactory
		Fast Track Diploma in Fashion Designing	Hyderabad	Satisfactory	Satisfactory	
		PHP	Hyderabad	Satisfactory	Satisfactory	
		Beautician	Hyderabad	Satisfactory	Satisfactory	
		Tailoring, Stitching & Dress Making	Hyderabad	Satisfactory	Satisfactory	
11	Faith College of I.T	Dot Net Programming	Hyderabad	Satisfactory	Satisfactory	Not Satisfactory
		PHP	Hyderabad	Satisfactory	Satisfactory	
		Auto Cad 2D	Hyderabad	Not Satisfactory	Satisfactory	
		Computerized Accounting Using Peach Tree	Hyderabad	Satisfactory	Satisfactory	
12	Royal Institute of I.T	CIT	Jacobabad	Satisfactory	Not Satisfactory	Not Satisfactory
13	Zahoor Computer Training Institute	CIT (5 subjects)	Jacobabad	Satisfactory	Satisfactory	Not Validated
		House Electrician	Jacobabad	Satisfactory	Satisfactory	
14	HB Institute of Comm & Technology	CIT	Jacobabad	Satisfactory	Satisfactory	Satisfactory

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
15	Gender Resource Centre	CIT	Jamshoro	Not Satisfactory	Satisfactory	Not Satisfactory
		Stitching & Hand Embroidery	Jamshoro	Not Satisfactory	Satisfactory	
16	Roshni Foundation Institute Kamber	CIT (Certification in IT)	Kambar	Satisfactory	Not Satisfactory	Satisfactory
		Tailoring & Stitching	Kambar	Satisfactory	Satisfactory	
17	110 Solutions	CIT (5 subjects)	Karachi	Satisfactory	Satisfactory	Satisfactory
18	Skilltech International Karachi	System Administrator	Karachi	Satisfactory	Not Validated	Not Validated
		Civil Engineering 2D, 3D Autocad	Karachi	Satisfactory	Not Validated	
		Industrial Technician	Karachi	Satisfactory	Not Validated	
19	Institute of Management Accountants Pakistan	Commercial Banking (Banking)	Karachi	Satisfactory	Satisfactory	Satisfactory
20	Pakistan Readymade Garments Technical Training Institute Karachi	Stitching Machine Operator	Karachi	Satisfactory	Not Validated	Not Validated
		Garment Machine Mechanic	Karachi	Satisfactory	Not Validated	
		Merchandising & Marketing	Karachi	Satisfactory	Not Validated	
		Pattern Cutting & Grading	Karachi	Satisfactory	Not Validated	
		Export Import Documentation	Karachi	Satisfactory	Not Validated	
		CAD / CAM/CIM Computerized Pattern Generation System	Karachi	Not Satisfactory	Not Validated	
21	Onwire Education	CIT - CCNA	Karachi	Satisfactory	Satisfactory	Satisfactory
		MCITP 2008	Karachi	Satisfactory	Satisfactory	
22	Pakistan Institute of Professional Science	Banking & Insurance	Karachi	Satisfactory	Not Validated	Not Validated
		(CIT) Office Automation / Secretarial Work	Karachi	Satisfactory	Not Validated	
		Sales & Marketing	Karachi	Satisfactory	Not Validated	

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
23	Jauhar Degree College	PHP	Karachi	Satisfactory	Satisfactory	Satisfactory
		CIT	Karachi	Satisfactory	Not Satisfactory	
		Computerized Accounting	Karachi	Satisfactory	Satisfactory	
24	Ensign Communique Pvt Ltd	Customer Service & Call Centre Operation	Karachi	Satisfactory	Satisfactory	Satisfactory
		Supply Chain Management with ERP Practices	Karachi	Satisfactory	Satisfactory	
		Teacher Education & Educational Technologies with Entrepreneurial Skills & E-Learning Tools	Karachi	Satisfactory	Satisfactory	
25	Haidri IT Services (Pvt) Ltd	MCPD	Karachi	Satisfactory	Satisfactory	Satisfactory
		MCITP	Karachi	Satisfactory	Satisfactory	
26	Indus College Gulshan-e-Iqbal Karachi	(CIT + Office Automation OS	Karachi	Satisfactory	Satisfactory	Satisfactory
		Fashion Designing and Textile Designing	Karachi	Satisfactory	Satisfactory	
27	EDUTEK Institute of Professional Studies	Customer Clearing Agent / Office Automation (Sales Marketing)	Karachi	Satisfactory	Not Validated	Not Validated
28	PHMA Institute of Knitwear Technology Karachi	International Marketing & Merchandising	Karachi	Satisfactory	Satisfactory	Satisfactory
29	Noor College	Computerized Accounting	Karachi	Satisfactory	Satisfactory	Satisfactory
		Media Art	Karachi	Satisfactory	Satisfactory	
30	Gems and Jewellery Training and Manufacturing Center (GJTMC)	Studded Jewellery Making	Karachi	Satisfactory	Not Validated	Not Validated
		Bead & Wire Jewellery Making	Karachi	Satisfactory	Not Validated	
		Designing	Karachi	Satisfactory	Not Validated	
		Gems Stone Identification	Karachi	Satisfactory	Not Validated	

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
		Gems Stone Cutting	Karachi	Satisfactory	Not Validated	
31	Global Aviation	Diploma in Air Ticketing in Tariff	Karachi	Satisfactory	Not Validated	Not Validated
32	Al-Ghouse Polytechnique Institute	Dot Net Programming	Karachi	Satisfactory	Satisfactory	Satisfactory
		Auto Cad (Civil & Mechanical)	Karachi	Satisfactory	Satisfactory	
		CIT -Office Automation and Secretarial Work	Karachi	Satisfactory	Satisfactory	
		Electronics cum Technician	Karachi	Satisfactory	Satisfactory	
		House Electrician / General Electrician	Karachi	Satisfactory	Satisfactory	
33	Vocational Training Centre (Girls) (VTC)	Beautician	Karachi	Not Satisfactory	Satisfactory	Not Satisfactory
		Readymade Garments Designing & Stitching	Karachi	Not Satisfactory	Satisfactory	
34	Government Poly Technique Institute (Women)	Ready Made Garments Designing & Stitching	Karachi	Satisfactory	Not Satisfactory	Satisfactory
		Beautician	Karachi	Satisfactory	Satisfactory	
		CIT	Karachi	Satisfactory	Satisfactory	
35	Transworld Education Bureau Institute of Business & Information Technology	CIT	Karachi	Satisfactory	Satisfactory	Satisfactory
		Computerized Accounting	Karachi	Satisfactory	Satisfactory	
36	Memon Industrial & Technical Institute	CNG kit Installation	Karachi	Satisfactory	Satisfactory	Not Validated
		Generator Operator & Mechanic	Karachi	Satisfactory	Satisfactory	
		UPS Repairing & Installation	Karachi	Satisfactory	Satisfactory	
		Refrigeration & Air Conditioning	Karachi	Satisfactory	Satisfactory	
		Auto Mechanic	Karachi	Satisfactory	Satisfactory	

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
		Dress Making/Sewing & Cutting (for Boys)	Karachi	Satisfactory	Satisfactory	
		Embroidery (Female)	Karachi	Satisfactory	Satisfactory	
		Textile Design	Karachi	Satisfactory	Satisfactory	
		Cooking & Baking (Female)	Karachi	Satisfactory	Satisfactory	
		Industrial Electrician	Karachi	Not Satisfactory	Satisfactory	
		General Electrician	Karachi	Satisfactory	Satisfactory	
		Auto Electrician	Karachi	Not Satisfactory	Satisfactory	
		Plumbing	Karachi	Satisfactory	Satisfactory	
		Motor Cycle Mechanic	Karachi	Not Satisfactory	Satisfactory	
		Dress Making/Sewing & Cutting (for Girls)	Karachi	Satisfactory	Satisfactory	
37	Government Poly Technique Institute Women Landhi- 3	Ready Made Garments Designing & Stitching	Karachi	Satisfactory	Satisfactory	Not Satisfactory
		Beautician	Karachi	Satisfactory	Satisfactory	
38	Mukesh House of Education	Auditing, Banking, Finance	Karachi	Satisfactory	Not Satisfactory	Satisfactory
39	Al-Faiz Institute of Computer Technology	CIT	Karachi	Satisfactory	Satisfactory	Satisfactory
40	Baqai Medical University	Medical Technician (Introduction to Basic Medical Technology)	Karachi	Satisfactory	Satisfactory	Satisfactory
41	TECHNOCRAT COLLEGE OF I.T.	Auto Cad	Khairpur	Satisfactory	Not Satisfactory	Not Satisfactory
		Financial Accounting	Khairpur	Satisfactory	Not Satisfactory	
		CIT	Khairpur	Satisfactory	Not Satisfactory	
42	ORION SOFT TECHNOLOGIES, IT Education & Solutions Provider	CIT	Khairpur	Satisfactory	Not Satisfactory	Not Satisfactory

S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
43	Sachal Sarmast Institute of Nursing Khairpur	Dispenser	Khairpur	Satisfactory	Not Validated	Not Validated
		Laboratory Technician	Khairpur	Satisfactory	Not Validated	
		X-Ray Technician	Khairpur	Satisfactory	Not Validated	
		Ultra Sound Technician	Khairpur	Satisfactory	Not Validated	
		ECG Technician	Khairpur	Satisfactory	Not Validated	
		Ophthalmology Technician	Khairpur	Not Satisfactory	Not Validated	
44	Govt. Information Technology Training Centre, Khairpur	Office Automation / Secretarial Work	Khairpur	Satisfactory	Not Satisfactory	Not Satisfactory
		Graphics	Khairpur	Satisfactory	Satisfactory	
45	SZABIST Job Skill Training Centre	Computerized Accounting	Larkana	Satisfactory	Satisfactory	Not Satisfactory
		Islamic Banking	Larkana	Satisfactory	Satisfactory	
		CIT - Secretarial Work / Office Automation	Larkana	Satisfactory	Satisfactory	
		Sindhi & regional Language Computing	Larkana	Satisfactory	Satisfactory	
46	National Welfare & Human Development Organization	Cereamic / Kashi	Matiari	Satisfactory	Satisfactory	Not Satisfactory
47	Muhammad Institute of Science & Technology	Dot Net Programming	Mirpurkhas	Satisfactory	Not Validated	Not Validated
		Oracle DBA	Mirpurkhas	Satisfactory	Not Validated	
		PHP Programming	Mirpurkhas	Satisfactory	Not Validated	
		Multimedia Graphics	Mirpurkhas	Satisfactory	Not Validated	
		Banking / Islamic Banking	Mirpurkhas	Satisfactory	Not Validated	
		Financial Computerized Accounting	Mirpurkhas	Satisfactory	Not Validated	
		Accounting & Auditing	Mirpurkhas	Satisfactory	Not Validated	
48	Paras Comp. Academy	CIT	Mirpurkhas	Satisfactory	Satisfactory	Not Satisfactory

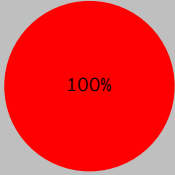
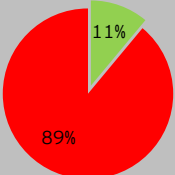
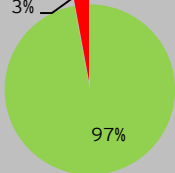
S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
49	Zainab Memorial Centre of Excellence Naushero Feroze	Oracle 10g	Naushero Feroze	Satisfactory	Not Satisfactory	Satisfactory
		MCITP	Naushero Feroze	Satisfactory	Not Satisfactory	
		CIT	Naushero Feroze	Satisfactory	Not Satisfactory	
		Auto Cad	Naushero Feroze	Satisfactory	Not Satisfactory	
		PHP	Naushero Feroze	Satisfactory	Not Satisfactory	
50	Iqra College of Computer Science Sanghar	CIT - Office Automation & Internet	Sanghar	Satisfactory	Satisfactory	Not Satisfactory
51	SZABIST Shaheed Benazirabad	PHP	Shaheed Benazirabad	Satisfactory	Satisfactory	Not Satisfactory
	SZABIST Shaheed Benazirabad	CIT - Secretarial Work / Office Automation	Shaheed Benazirabad	Satisfactory	Not Satisfactory	
	SZABIST Shaheed Benazirabad	Oracle	Shaheed Benazirabad	Satisfactory	Satisfactory	
	SZABIST Shaheed Benazirabad	Marketing & Sales	Shaheed Benazirabad	Satisfactory	Not Satisfactory	
	SZABIST Shaheed Benazirabad	Entrepreneurship	Shaheed Benazirabad	Not Satisfactory	Not Satisfactory	
52	Parus Beauty Parlor & Training Centre	Beautician	Shaheed Benazirabad	Satisfactory	Not Validated	Not Validated
53	National Technical Institute for Girls	Tailoring & dress Making / Machine Embroidery	Shaheed Benazirabad	Satisfactory	Not Validated	Not Validated
54	Blessing Institute School of Paramedics / BISP	CIT	Sukkur	Satisfactory	Not Validated	Not Validated
55	Zenith Academy of Information Technology	Sales & Marketing	Sukkur	Satisfactory	Satisfactory	Not Satisfactory
		PHP	Sukkur	Satisfactory	Satisfactory	
		CIT	Sukkur	Satisfactory	Satisfactory	
56	Comsit Computer College	Oracle	Sukkur	Satisfactory	Not Validated	Not Validated
		CIT	Sukkur	Satisfactory	Not Validated	
		Multimedia & Graphics	Sukkur	Satisfactory	Not Validated	

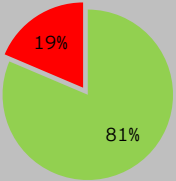
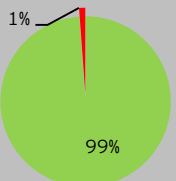
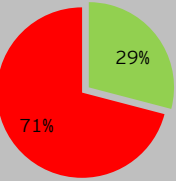
S.NO	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
		Auto Cad (Civil Electrical)	Sukkur	Satisfactory	Not Validated	
		Dot Net Programming (MCSD)	Sukkur	Not Satisfactory	Not Validated	
		Banking Accounting & Auditing	Sukkur	Not Satisfactory	Not Validated	
57	Sukkur Institute of Business Administration	Certificate in Banking & Accounting	Sukkur	Satisfactory	Satisfactory	Not Validated
		MCITP	Sukkur	Satisfactory	Satisfactory	
		Early Child Education (ECE)	Sukkur	Satisfactory	Satisfactory	
58	Technocrat College of I.T	CIT	Sukkur	Satisfactory	Not Validated	Not Validated
59	Saki Institute of Science & Technology	Oracle	Sukkur	Satisfactory	Satisfactory	Satisfactory
		Beautician	Sukkur	Satisfactory	Satisfactory	
		Dot Net	Sukkur	Satisfactory	Satisfactory	
		PHP	Sukkur	Not Satisfactory	Satisfactory	
60	SZABIST T. M. Khan	MCSE / MCITP	Tando Mohammad Khan	Satisfactory	Satisfactory	Satisfactory
		Secretarial Work / Office Automation	Tando Mohammad Khan	Satisfactory	Satisfactory	
		Oracle	Tando Mohammad Khan	Satisfactory	Satisfactory	
		Multimedia Graphics	Tando Mohammad Khan	Satisfactory	Satisfactory	
		Entrepreneurship	Tando Mohammad Khan	Satisfactory	Satisfactory	
61	Allama Iqbal Open University	CIT	Umerkot	Satisfactory	Satisfactory	Satisfactory
62	Roshni Shahdadkot	Tailoring & Stitching	ShahdadKot	Satisfactory	Satisfactory	Satisfactory
		CIT	ShahdadKot	Satisfactory	Satisfactory	

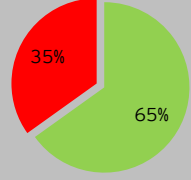
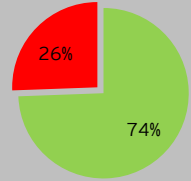
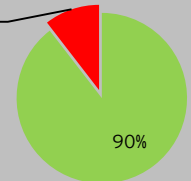
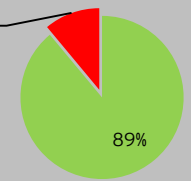
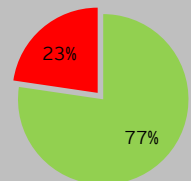
4.1 Component 1 - Validate curriculum achievement by TSPs as per agreed program guidelines;

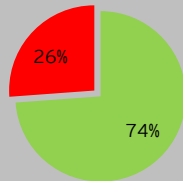
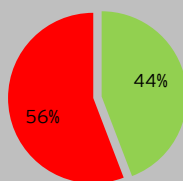
Summary of Key Findings

Based on our validation exercise of curriculum attainment of 172 trades the following is the summary of key findings:

S. No.	Key Findings	
	Description	Trade Percentage
Findings from our desk review		
1.	<p>As per the contract each training institute is required to conduct a training to train the trainer (TOT) / refresher session for their trainers before the training is provided to the trainees.</p> <p>However, during our desk review we were not provided with any documentary evidence that the TOT session was conducted by the institutes before start of the training session for any of the 172 trades under SSDP component I.</p>	 <p>100%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 100% of trades</p>
2.	<p>As per the program guidelines, monitoring will be conducted by the BBSYDP monitoring team on a regular basis and Progress Monitoring Report (PMR) will be prepared by the team which will also include among other things the attendance count as at the date of monitoring which should be duly signed by the BBSYDP monitor and the institute.</p> <p>During our review, where we compared attendance records as per PMR report with attendance records provided by the respective TSP to the BBSYDP, we noted that in 153 out of 172 trades, the count of trainees as per the attendance submitted by the TSP did not match with that mentioned in the PMR report of the same date.</p>	 <p>89%</p> <p>11%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 89% of trades</p>
3.	<p>As per the program guidelines, monitoring will be conducted by the BBSYDP monitoring team on a regular basis and Progress Monitoring Report (PMR) will be prepared which will include among other things course completion percentage (%) as of the date of monitoring and should be duly signed by the BBSYDP monitor and the institute representative.</p> <p>As part of our desk review, we noted the course completion report (indicating percentage completion) submitted by the TSP after the last PMR date was not in line with the average course completion period percentage as reported in the previous reports. This</p>	 <p>97%</p> <p>3%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 3% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
	was noted for five out of 172 trades. Further, no evidence was provided to substantiate if any extra training classes were conducted to achieve the reported increased course completion percentages.	
4.	As per the training contract each institute is required to prepare and submit a formal Training Timeline to the BBSYDP, in which among other things; the number of tests to be conducted are also identified. During our desk review, for 172 out of 172 trades, we were not provided with the test papers for all the tests conducted to confirm whether the number of tests were conducted as planned.	 <p>■ No Exception ■ Exception This exception was noted in 19% of trades</p>
5.	As per the training contract each institute is required to prepare a formal Training Timeline in which the number of tests to be conducted are also identified. During our desk review we noted that for two out of 172 trades, number of tests planned in Training Time Lines were not conducted as per the plan.	 <p>■ No Exception ■ Exception This exception was noted in 1% of trades</p>
<p>Findings from interviews with selected sample of trainees:</p> <p>For the 172 trades carried out under SSDP Component I, having a total population of 6,156 trainees, we contacted a sample of 630 trainees and organized telephone calls with the trainees to obtain their direct input on the program. Further our interview questions focused on trainees assessment of the level of curriculum attainment and quality of program. During our telephonic interview with such selected trainees we noted following key findings:</p>		
1.	We noted that for 122 trades out of 142 trades, in certain instances trainee contact details provided to us by the program team were either incorrect or there was no response from the trainee.	 <p>■ No Exception ■ Exception This exception was noted in 71% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
2.	We noted that for 60 out of 142 trades, trainees reported incorrect trainer name(s), which may indicate that trainers who actually provided the training is different from the trainer whose CVs has been provided by TSP to the program.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 35% of trades</p>
3.	We noted that for 44 out of 142 trades, trainees reported that they were not provided with any curriculum / syllabus.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 26% of trades</p>
4.	We noted that for 18 out of 142 trades, trainees reported that the curriculum was not completed fully as reported by the TSP to BBSYDP.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 10% of trades</p>
5.	We noted that for 19 out of 142 trades, trainees did not recall the duration of the training and when the training was initiated or completed.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 11% of trades</p>
6.	We noted that for 39 out of 142 trades, trainees either reported that the equipment / consumables were not provided or reported that raw materials for training was not provided and they had to bring the same at their own expenses.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 23% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
7.	We noted that for 45 out of 142 trades, trainees reported that they did not observe monitoring team visiting the institute, whilst they were attending the training.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 26% of trades</p>
8.	We noted that for 96 out of 142 trades, trainees either a) reported that they did not appear in the final examination but their results was made available OR b) reported a different result from what is reported by the TSPs to the program.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 56% of trades</p>

4.2 Component 2 - Validate certification of trainees by TSPs and external bodies;

Summary of Key Findings

Details of field visits

As part of our scope of work, our validation teams visited all the 62 TSPs which are implementing SSDP Component I training program in different districts of Sindh covering 172 trades.

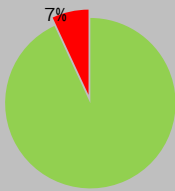
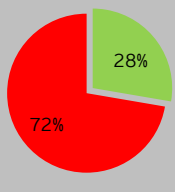
Our visit included review of documents for each trade at the respective TSP to validate certificates distributed to trainees along with other procedures as detailed in our scope of work.

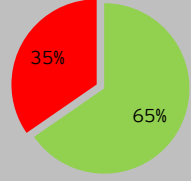
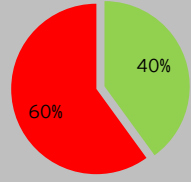
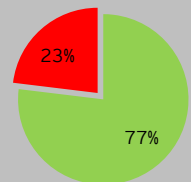
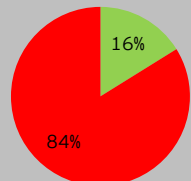
We visited the above TSPs and observed general conditions in the facilities (including class room, equipment for trainings, as well as cross verified the documents, answer sheet of students and records relating to external endorsement / certification maintained by the TSPs).

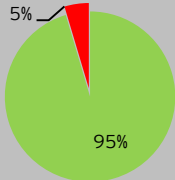
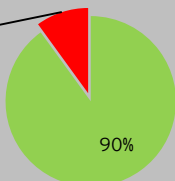
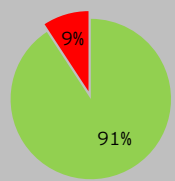
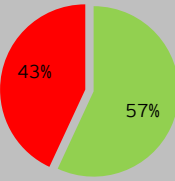
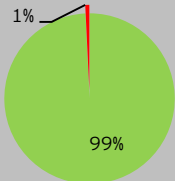
We also interviewed trainees on a sample basis who were available in the respective TSPs and filled survey questionnaires and interview forms to assess and cross verify the information provided by TSPs.

As specified in executive summary above, out of a total of 62 TSPs, 49 TSPs have distributed certificates to successful trainees in 130 Trades as of 27 January 2014.

Following are the summary of key findings with respect to the above Trades which were identified during our field visits and documents review. For detailed findings with respect to the same.

S. No.	Key Findings	
	Description	Trade Percentage
1.	<p>As per the program guidelines, monitoring will be conducted by the BBSYDP monitoring team on a regular basis and Progress Monitoring Report (PMR) will be prepared by the team, specifying the attendance count as at the date of monitoring visit. Further such count is required to be duly signed by the BBSYDP monitor and the respective institute.</p> <p>During our visit to the TSPs, we noted the following based on our sample selected of 5 PMRs:</p> <ul style="list-style-type: none"> In 9 out of 130 trades, PMRs (obtained from BBSYDP) were not available with the respective TSPs. 	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 7% of trades</p>
2.	<ul style="list-style-type: none"> In 94 out of 130 trades, attendance reported in the PMRs provided by BBSYDP management and PMRs available with the respective TSP did not match. 	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 72% of trades</p>

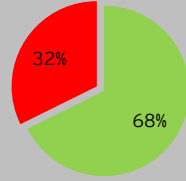
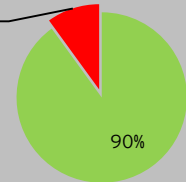
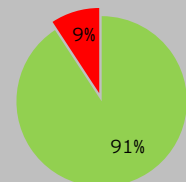
S. No.	Key Findings	
	Description	Trade Percentage
3.	<p>▶ In 45 out of 130 trades there were some instances where the attendance register and PMR available with TSP also did not match.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 35% of trades</p>
4.	<p>As per the program guidelines, every TSPs had to maintain a daily attendance register duly checked and verified by an In-charge. During our visit to the TSPs, we noted the following based on our sample selected for 5 days on a random basis:</p> <p>▶ In 78 out of 130 trades there were some instances where the TSP attendance records maintained by the TSP at a given date did not match with the attendance reported in the MIS by TSPs for the same date.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 60% of trades</p>
5.	<p>As per the contract each TSP should maintain trade wise monthly records of tests conducted and the entire record in hard and soft form should be available of each BBSYDP graduate. During our visit to the TSPs, we noted the following:</p> <p>▶ in 30 out of 130 trades, number of question papers for the test / exams provided by the TSPs did not match with the number of question papers for the test / exams provided by BBSYDP during our desk review.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 23% of trades</p>
6.	<p>▶ in 109 out of 130 trades, we were not provided with any answer sheets or any other evidence to corroborate that exams/tests (final exam) were conducted during the course of the training.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 84% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
7.	<p>As per the contract each TSP should hold certificate award ceremony and maintain the video or any other evidence of the graduation ceremony. During our visit, we noted that:</p> <ul style="list-style-type: none"> In 6 out of 130 trades, certificates distribution evidence was not provided to verify that the certificate distribution ceremony was conducted to distribute certificates to graduate trainees. 	 <p>5% 95%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 5% of trades</p>
8.	<ul style="list-style-type: none"> In 13 out of 130 trades, list of trainees awarded and received certificates was not provided by the TSP. 	 <p>10% 90%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 10% of trades</p>
9.	<ul style="list-style-type: none"> in 12 out of 130 trades, where applicable evidence related to external endorsement of certificates or external examination and award of certificates by external body was not provided by the TSP. 	 <p>9% 91%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 9% of trades</p>
10.	<p>During our visits to TSPs we conducted a review of complete records of sample selected trainees. During the review of selected trainees, we noted the following:</p> <ul style="list-style-type: none"> For 56 out of 130 trades there were some instances where answer sheets were not available for our review. 	 <p>43% 57%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 43% of trades</p>
11.	<ul style="list-style-type: none"> In 1 out of 130 trades, there were instances where the final exam percentage as per system for the few trainees, did not match with percentage specified on respective answer sheet provided to us for review by TSP. 	 <p>1% 99%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 1% of trades</p>

Findings from interviews with selected sample of trainees to whom certificates have been distributed:

We have carried out interviews of successful trainees on a sample basis who have been awarded certificates under SSDP Component I as of 31 May 2014 (i.e. 130 trades by 49 TSPs) having a total population of 4077 trainees.

We contacted a sample of 398 trainees and organized telephone calls or face to face interviews at TSPs with the trainees to obtain their direct input on the program and verify the status of certificate distribution reported by the TSPs. We noted the following key findings during our interviews:

S. No.	Key Findings	
	Description	Trade Percentage
1.	<ul style="list-style-type: none"> ▶ For 42 out of 130 trades, trainees informed that the respective TSP has not yet conducted the certificate or award ceremony. 	 <p> ■ No Exception ■ Exception This exception was noted in 32% of trades </p>
2.	<ul style="list-style-type: none"> ▶ In 13 out of 130 trades, trainees informed that the respective TSP has not yet issued them the certificates, however their names were appearing in the list of '<i>trainees issued certificate</i>' submitted by the TSP. 	 <p> ■ No Exception ■ Exception This exception was noted in 10% of trades </p>
3.	<ul style="list-style-type: none"> ▶ In 12 out of 130 trades, trainees informed that they did not appear in the final exam however their names are appearing in the list of '<i>trainees issued certificate</i>' submitted by the TSP. 	 <p> ■ No Exception ■ Exception This exception was noted in 9% of trades </p>

4.3 Validate post training employment facilitation by TSPs as per agreed program guidelines;

Summary of Key Findings

Details of field visits

As part of our scope of work, our validation teams visited all the 62 TSPs which are implementing SSDP Component I training program in different districts of Sindh covering 172 trades.

Our visit included review of documents for each trade at the respective TSP for employment verification of trainees along with other procedures as detailed in our scope of work.

We visited the above TSPs and observed general conditions in the facilities (including class room, equipment for trainings, as well as evidence related to employment to verify the employment status reported by TSPs.

We also interviewed trainees on a sample basis who were available in the respective TSPs and filled survey questionnaires and interview forms to assess and cross verify the information provided by TSPs.

As specified in executive summary above, out of a total of 62 TSPs 45 TSPs have provided employment status of trainees meeting the at least 30% employment to trainees criteria and have also provided certificates to trainees in 110 Trades as of 31 May 2014.

Following are the summary of key findings with respect to the above Trades which were identified during our field visits and documents review. For detailed findings with respect to the same.

S. No.	Key Findings	
	Description	Trade Percentage
1.	<p>As per the contract each TSP shall conduct seminar and facilitate the employment of at least 30% trainees and can provide adequate evidence in respect of the employment of trainees. During our visit to the TSP we noted that</p> <ul style="list-style-type: none"> ▶ in 82 out of 110 trades, no documentary evidence was provided by the respective TSP for 1) organizing a facilitation seminar for the trainees to help them explore employment opportunities OR 2) any other facilitation activities such as arranging appointment / meetings with employers or any correspondence with the employer. 	<p>■ No Exception ■ Exception</p> <p>This exception was noted in 75% of trades</p>

Findings from the interviews with the trainees (selected sample) from the employment status provided by the TSPs :

We carried out interviews of successful trainees on a sample from the employment status provided by the TSPs under Phase V - SSDP training program as of 31 May 2014 (i.e. 110 trades by 45 TSPs) having a total population of 4170 trainees and graduated population of 3573 respectively.

We contacted a sample of 420 trainees for 110 trades and organized telephone calls or face to face interviews at TSPs with the trainees to obtain their direct input on the program and verify the status of employment reported by the TSPs. We noted the following key findings during our interviews:

S. No.	Key Findings	
	Description	Trade Percentage
1.	<p>As per the contract each TSP shall organize 2 to 3 seminar to facilitate the trainees with access to future prospective employers. During our telephonic interview:</p> <ul style="list-style-type: none"> ▶ For 78 out of 110 trades, most of the trainees who were contacted, informed our team that no seminar was conducted or facilitation provided to the trainees with access to prospective employers. 	<p> ■ No Exception ■ Exception This exception was noted in 71% of trades </p>
2.	<ul style="list-style-type: none"> ▶ For 41 out of 110 trades, most of the trainees informed that they were not employed (as per BBSYDP guidelines mentioned above), however, trainee name was appearing in the course completion report specifying the status of employment compiled by respective TSP for each trade. 	<p> ■ No Exception ■ Exception This exception was noted in 37% of trades </p>

GOS Phase - V

S. No.	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
1	Young Sheedi Welfare Organization	Driving	Badin	Satisfactory	Satisfactory	Not Validated
2	Indus Institute	CCNA	Badin	Satisfactory	Satisfactory	Satisfactory
		CIT	Badin	Satisfactory	Satisfactory	
3	Excel Development Organization (EDO)	CIT	Dadu	Not Satisfactory	Satisfactory	Satisfactory
4	Rise Institute Information Technology	CIT (Major Office Automation)	Dadu	Satisfactory	Satisfactory	Satisfactory
5	Aamir Institute of Management Science & IT	CIT	Ghotki	Satisfactory	Not Satisfactory	Not Satisfactory
6	Cyber Village Academy of I.T Dharki	CIT - Office Automation	Ghotki	Satisfactory	Satisfactory	Satisfactory
		A + Networking	Ghotki	Satisfactory	Satisfactory	
7	MAHIK VOCATIONAL INST.	Dressing Making & Designing	Ghotki	Satisfactory	Satisfactory	Not Satisfactory
8	MIT Software Solution Hyderabad	CIT	Hyderabad	Satisfactory	Satisfactory	Satisfactory
9	Data Link	CIT (Office Automation)	Hyderabad	Satisfactory	Satisfactory	Satisfactory
10	Bell Labs	CIT	Jamshoro	Satisfactory	Not Validated	Not Validated
11	Sub Rose Beauty Parlor	Beautician Course (Full Course with Books, Journal and Practical)	Karachi	Satisfactory	Satisfactory	Not Satisfactory
12	Advance Institute of Management & I.T	(CIT +Office Automation)	Karachi	Satisfactory	Satisfactory	Satisfactory
13	Beauty Care Beauty Parlor	Beautician Course with Books, Journal and Practical	Karachi	Satisfactory	Satisfactory	Satisfactory
14	Bright Scope College of Business & Information Technology	CIT	Karachi	Satisfactory	Not Validated	Not Validated
15	Khowaja Institute of I.T and Management Sciences	Computerized Accounting	Karachi	Satisfactory	Not Satisfactory	Satisfactory
		Computer Graphics and Web	Karachi	Satisfactory	Not Satisfactory	

S. No.	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
16	Apex Educators	CIT	Karachi	Satisfactory	Satisfactory	Satisfactory
17	Saba Beauty Parlour	Full Beautician	Karachi	Satisfactory	Satisfactory	Satisfactory
18	Mark Private Limited	CIT (5 subjects)	Karachi	Not Satisfactory	Satisfactory	Not Satisfactory
19	Makhdoom Bilawal Youth Development	Dress Making	Karachi	Satisfactory	Not Validated	Not Validated
20	Horizent Computer & Coaching Centre	CIT	Karachi	Satisfactory	Not Validated	Not Validated
21	Urooj Beauty Parlor	Beautician	Khairpur	Not Satisfactory	Not Validated	Not Validated
22	Benazir Beauty Parlor Khairpur	Beautician	Khairpur	Satisfactory	Satisfactory	Not Satisfactory
23	Mubashir Model School & I.T Institute Gambat	CIT	Khairpur	Satisfactory	Satisfactory	Satisfactory
24	Sabheeta Academy of Computer Science and Information Technology	CIT	Khairpur	Not Satisfactory	Satisfactory	Satisfactory
		Dot Net	Khairpur	Satisfactory	Satisfactory	
		Oracle	Khairpur	Satisfactory	Satisfactory	
25	Roshni Vocational & beauty Parlour Training Centre	Dress Making	Khairpur	Satisfactory	Satisfactory	Not Satisfactory
26	College of Social Sciences & IT Larkana	CIT	Larkana	Satisfactory	Satisfactory	Satisfactory
27	Larkana Institute of Computer Science & IT	CIT	Larkana	Satisfactory	Not Satisfactory	Satisfactory
28	Computer World Institute of Information Technology	CIT (Office Automation)	Larkana	Satisfactory	Satisfactory	Not Satisfactory
29	Classic Academy of Computer Science	Certificate Information Technology	Larkana	Satisfactory	Satisfactory	Not Validated
30	Dot Com Institute of Information Technology	CIT (5 subjects)	Larkana	Satisfactory	Satisfactory	Satisfactory
		Dot.Net Programming (TTB)	Larkana	Satisfactory	Satisfactory	
		Computerized Accounting (TTB)	Larkana	Satisfactory	Satisfactory	
31	Shaheed Benazir Bhutto (S.B.B) Computer Center Moro	CIT	Naushero Feroze	Satisfactory	Not Satisfactory	Satisfactory

S. No.	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
32	3IT Iqra Institute of Information Technology	CIT	Naushero Feroze	Satisfactory	Satisfactory	Satisfactory
33	Shan-e-Sindh Vocational Training Centre	House Electrician	Naushero Feroze	Satisfactory	Satisfactory	Satisfactory
		AC Repairing	Naushero Feroze	Satisfactory	Satisfactory	
34	Computer Community Development College Mehrabpur	CIT	Naushero Feroze	Satisfactory	Not Satisfactory	Satisfactory
35	Jinnah Institute of Modern Science & Technology Moro	CIT & Office Automation	Naushero Feroze	Satisfactory	Not Satisfactory	Not Validated
36	Z. Institute of Information Technology	CIT	Naushero Feroze	Satisfactory	Not Satisfactory	Satisfactory
37	Sawera Women Vocational Centre	Tailoring & Stitching	Qambar Shahdadkot	Satisfactory	Satisfactory	Satisfactory
38	Gateway College of Computer & Management Sciences	CIT (Office Automation / Secretarial Work)	Sanghar	Satisfactory	Satisfactory	Satisfactory
39	TechSys Solutions Institute of Technology Nawabshah	(OMS + CIT) Specilization in Secretarial Duties	Shaheed Benazirabad	Satisfactory	Satisfactory	Not Satisfactory
40	Micron Institute of Information Technology	CIT - Office Automation	Shaheed Benazirabad	Satisfactory	Satisfactory	Not Satisfactory
41	Indus Institute of Information Technology	CIT	Shaheed Benazirabad	Satisfactory	Satisfactory	Satisfactory
42	Technomen Institute of I.T Shikarpur	CIT - Office Automation	Shikarpur	Satisfactory	Not Validated	Not Validated
43	Technocrat	CIT	Shikarpur	Satisfactory	Not Validated	Not Validated
		Financial Accounting	Shikarpur	Not Satisfactory	Not Validated	
44	Khowaja Institute	Computerized Accounting	Shikarpur	Satisfactory	Not Satisfactory	Satisfactory
		Computer Graphics & Web Designing	Shikarpur	Satisfactory	Not Satisfactory	
45	ZENITH	CIT	Shikarpur	Not Satisfactory	Not Satisfactory	Not Satisfactory
46	Burraq Institute of Information Technology & English Language Center Sukkur	CIT - [Office Automation]	Sukkur	Satisfactory	Satisfactory	Not Satisfactory

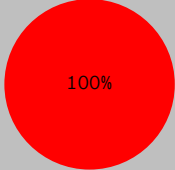
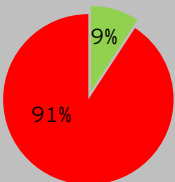
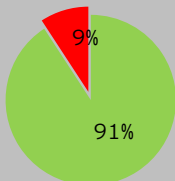
S. No.	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
47	Paradise Institute of Computer Science	CIT (5 subjects)	Sukkur	Satisfactory	Not Satisfactory	Satisfactory
48	Shah Latif Computer & English Language Center Rohri	CIT	Sukkur	Satisfactory	Satisfactory	Satisfactory
49	Glance Institute of Information Technology	CIT / Office Automation	Sukkur	Satisfactory	Not Satisfactory	Not Satisfactory
50	Khowaja Institute of I.T Sukkur	Computerized Accounting	Sukkur	Not Satisfactory	Not Satisfactory	Not Satisfactory
		Computer Graphics and Web Designing	Sukkur	Not Satisfactory	Not Satisfactory	
51	LEADER ACADEMY	CIT (Specialized in Multimedia Graphics)	Sukkur	Satisfactory	Satisfactory	Satisfactory
52	Sukkur Institute of Science & Technology	CIT	Sukkur	Satisfactory	Not Validated	Not Validated
53	EdFord Institute of Information Technology Sukkur	Auto Cad	Sukkur	Satisfactory	Not Validated	Not Validated
54	Nari Development Organization	Ladies Tailoring/Embroidery	Tando Mohammad Khan	Satisfactory	Satisfactory	Not Satisfactory
55	Super SysTech Computer	(CIT) Office Automation	Umerkot	Satisfactory	Satisfactory	Satisfactory
		AutoCad 2D & 3D (Civil)	Umerkot	Not Satisfactory	Satisfactory	
56	Karachi Vocational Training Centre	Block Printing	Karachi	Satisfactory	Satisfactory	Not Validated
		Carpentry	Karachi	Satisfactory	Satisfactory	
		Front Office	Karachi	Satisfactory	Satisfactory	
		Machine Embroidery	Karachi	Satisfactory	Satisfactory	
		Office Assistant	Karachi	Not Satisfactory	Satisfactory	
		Screen Printing	Karachi	Satisfactory	Satisfactory	
		Tailoring	Karachi	Not Satisfactory	Satisfactory	
		Zari Work	Karachi	Satisfactory	Satisfactory	
		CIT	Karachi	Satisfactory	Satisfactory	
57	Muskan Beauty Parlor	Beautician	Ghotki	Not Validated	Not Validated	Not Validated
		Dress Making / Fashion Designing	Ghotki	Not Validated	Not Validated	

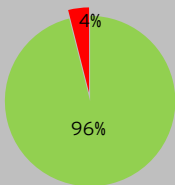
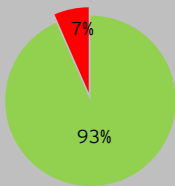
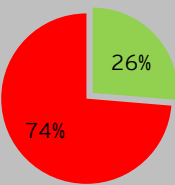
S. No.	Name of TSPs	Trade	District	Curriculum	Certification Verification	Employment Verification
58	South City Institute of Management & Tech.	Banking / Accounting	Karachi	Not Validated	Not Validated	Not Validated
		Textile Production MGMT	Karachi	Not Validated	Not Validated	
		Weaving Operator	Karachi	Not Validated	Not Validated	
		Apparel Production	Karachi	Not Validated	Not Validated	

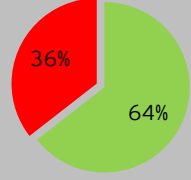
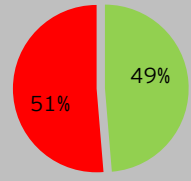
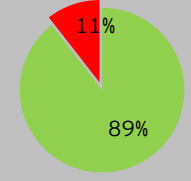
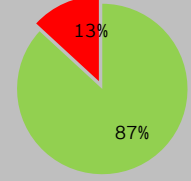
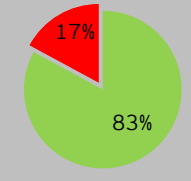
4.4 Component 1 - Validate curriculum achievement by TSPs as per agreed program guidelines;

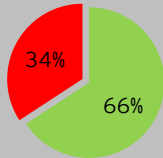
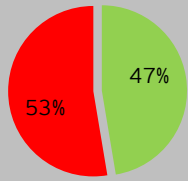
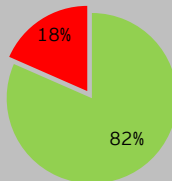
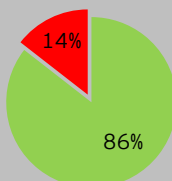
Summary of Key Findings

Based on our validation exercise of curriculum attainment of 76 trades the following is the summary of key findings:

S. No.	Key Findings	
	Description	Trade Percentage
Findings from our desk review		
1.	<p>As per the contract each training institute is required to conduct a 'train the trainer' (TOT) / refresher session for their trainers before the training is provided to the trainees.</p> <p>However, during our desk review we were not provided with any documentary evidence that the TOT session was conducted by the institutes before start of the training session for any of the 76 trades under Phase V - Phase V - GOS training program</p>	 <p>100%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 100% of trades</p>
2.	<p>As per the program guidelines, monitoring will be conducted by the Phase V - GOS training program monitoring team on a regular basis and Progress Monitoring Report (PMR) will be prepared by the team which will also include among other things the attendance count as at the date of monitoring which should be duly signed by the Phase V - GOS training program monitor and the institute.</p> <p>During our review, where we compared attendance records as per PMR report with attendance records provided by the respective TSP to the Phase V - GOS training program, we noted that in 69 out of 76 trades, the count of trainees as per the attendance submitted by the TSP did not match with that mentioned in the PMR report of the same date.</p>	 <p>91%</p> <p>9%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 91% of trades</p>
3.	<p>As per the program guidelines, monitoring will be conducted by the BBSYDP monitoring team on a regular basis and Progress Monitoring Report (PMR) will be prepared which will include among other things course completion percentage (%) as of the date of monitoring and should be duly signed by the Phase V - GOS training program monitor and the institute representative.</p> <p>As part of our desk review, we noted the course completion report (indicating percentage completion) submitted by the TSP after the last PMR date was not</p>	 <p>91%</p> <p>9%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 9% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
	<p>in line with the average course completion period percentage as reported in the previous reports. This was noted for 7 out of 76 trades.</p> <p>Further, no evidence was provided to substantiate if any extra training classes have been conducted to achieve the reported increase in course completion percentages.</p>	
4.	<p>As per the training contract each institute is required to prepare and submit a formal Training Timeline to the Phase V - GOS training program, in which among other things; the number of tests to be conducted are also identified. During our desk review, for three out of 76 trades we were not provided with the test papers for all the tests conducted to confirm whether the number of tests were conducted as planned.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 4% of trades</p>
5.	<p>As per the training contract each institute is required to prepare a formal Training Timeline in which the number of tests to be conducted are also identified. During our desk review we noted that for five out of 76 trades, the number of tests planned in Training Time Lines were not conducted as per the plan.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 7% of trades</p>
<p>Findings from interviews with selected sample of trainees:</p> <p>For the 76 trades carried out under Phase V - GOS training program, having a total population of 2,748 trainees, we contacted a sample of 273 trainees and organized telephone calls with the trainees to obtain their direct input on the program. Further our interview questions focused on trainees assessment of the level of curriculum attainment and quality of program. During our telephonic interview with such selected trainees we noted following key findings:</p>		
1.	<p>We noted that for 56 trades out of 76 trades in certain instances, trainee contact details provided to us by the program team were either incorrect or there was no response from the trainee.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 74% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
2.	We noted that for 27 out of 76 trades, trainees reported incorrect trainer name(s), which may indicate that trainers who actually provided the training is different from the trainers whose CVs have been provided by TSP to the program.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 36% of trades</p>
3.	We noted that for 39 out of 76 trades, trainees reported that they were not provided with any curriculum / syllabus.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 51% of trades</p>
4.	We noted that for 8 out of 76 trades, trainees reported that the curriculum was not completed fully as reported by the TSP to BBSYDP.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 11% of trades</p>
5.	We noted that for 10 out of 76 trades, trainees were not able to recall the duration of the training and when the training was initiated or completed.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 13% of trades</p>
6.	We noted that for 13 out of 76 trades, trainees either reported that the equipment / consumables were not provided or reported that raw materials for training was not provided and they had to bring the same at their own expenses.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 17% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
7.	We noted that for 26 out of 76 trades, trainees reported that they did not observe monitoring team visiting the institute, whilst they were attending the training.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 34% of trades</p>
8.	We noted that for 40 out of 76 trades, trainees either reported that they did not appear in the final examination but their results was made available OR reported a different result from what is reported by the TSPs to the program.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 53% of trades</p>
9.	We noted that for 14 out of 76 trades attendance reported by the trainees did not match with the attendance reported by the TSP.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 18% of trades</p>
10.	We noted that for 11 out of 76 trades trainees contacted, the number of tests undertaken by the trainees did not match with the data reported by the TSP.	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 14% of trades</p>

4.5 Component 2 - Validate certification of trainees by TSPs and external bodies;

Summary of Key Findings

Details of field visits

As part of our scope of work, our validation teams visited all the 58 TSPs which are implementing SSDP Component I training program in different districts of Sindh covering 82 trades.

Our visit included review of documents for each trade at the respective TSP to validate certificates distributed to trainees along with other procedures as detailed in our scope of work.

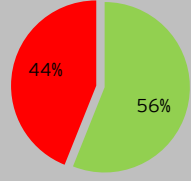
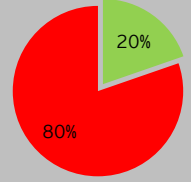
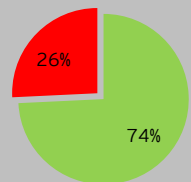
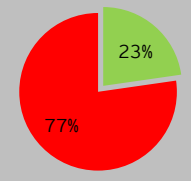
We visited the above TSPs and observed general conditions in the facilities (including class room, equipment for trainings, as well as cross verified the documents, answer sheet of students and records relating to external endorsement / certification maintained by the TSPs).

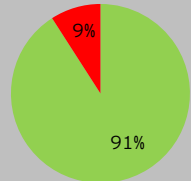
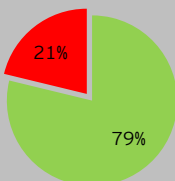
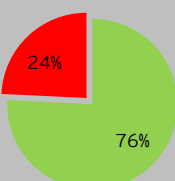
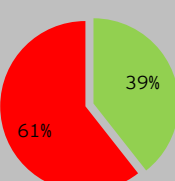
We also interviewed trainees on a sample basis who were available in the respective TSPs and filled survey questionnaires and interview forms to assess and cross verify the information provided by TSPs.

As specified in executive summary above, out of a total of 58 TSPs, 47 TSPs have distributed certificates to successful trainees in 66 Trades as of 31 May 2014.

Following are the summary of key findings with respect to the above Trades which were identified during our field visits and documents review. For detailed findings with respect to the same.

S. No.	Key Findings	
	Description	Trade Percentage
1.	<p>As per the program guidelines, monitoring will be conducted by the BBSYDP monitoring team on a regular basis and Progress Monitoring Report (PMR) will be prepared by the team, specifying the attendance count as at the date of monitoring visit. Further such count is required to be duly signed by the BBSYDP monitor and the respective institute.</p> <p>During our visit to the TSPs, we noted the following based on our sample selected of 5 PMRs:</p> <ul style="list-style-type: none"> ▶ In 31 out of 66 trades, PMRs (obtained from BBSYDP) were not available with the respective TSPs. 	<p>■ No Exception ■ Exception</p> <p>This exception was noted in 47% of trades</p>
2.	<ul style="list-style-type: none"> ▶ In 32 out of 66 trades, attendance reported in the PMRs provided by BBSYDP management and PMRs available with the respective TSP did not match. 	<p>■ No Exception ■ Exception</p> <p>This exception was noted in 48% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
3.	<p>▶ In 29 out of 66 trades there were some instances where the attendance register and PMR available with TSP also did not match.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 44% of trades</p>
4.	<p>As per the program guidelines, every TSPs had to maintain a daily attendance register duly checked and verified by an In-charge. During our visit to the TSPs, we noted the following based on our sample selected for 5 days on a random basis:</p> <p>▶ In 53 out of 66 trades there were some instances where the TSP attendance records maintained by the TSP at a given date did not match with the attendance reported in the MIS by TSPs for the same date.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 80% of trades</p>
5.	<p>As per the contract each TSP should maintain trade wise monthly records of tests conducted and the entire record in hard and soft form should be available of each BBSYDP graduate. During our visit to the TSPs, we noted the following:</p> <p>▶ in 17 out of 66 trades, number of question papers for the test / exams provided by the TSPs did not match with the number of question papers for the test / exams provided by BBSYDP during our desk review.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 26% of trades</p>
6.	<p>▶ in 51 out of 66 trades, we were not provided with any answer sheets or any other evidence to corroborate that exams/tests (final exam) were conducted during the course of the training.</p>	 <p>■ No Exception ■ Exception</p> <p>This exception was noted in 77% of trades</p>

S. No.	Key Findings	
	Description	Trade Percentage
7.	<p>As per the contract each TSP should hold certificate award ceremony and maintain the video or any other evidence of the graduation ceremony. During our visit, we noted that:</p> <ul style="list-style-type: none"> In 6 out of 66 trades, certificates distribution evidence was not provided to verify that the certificate distribution ceremony was conducted to distribute certificates to graduate trainees. 	 <p>91% 9%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 9% of trades</p>
8.	<ul style="list-style-type: none"> In 14 out of 66 trades, list of trainees awarded and received certificates was not provided by the TSP. 	 <p>79% 21%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 21% of trades</p>
9.	<ul style="list-style-type: none"> in 16 out of 66 trades, where applicable evidence related to external endorsement of certificates or external examination and award of certificates by external body was not provided by the TSP. 	 <p>76% 24%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 24% of trades</p>
10.	<p>During our visits to TSPs we conducted a review of complete records of sample selected trainees. During the review of selected trainees, we noted the following:</p> <ul style="list-style-type: none"> For 40 out of 66 trades there were some instances where answer sheets were not available for our review. 	 <p>39% 61%</p> <p>■ No Exception ■ Exception</p> <p>This exception was noted in 61% of trades</p>

Findings from interviews with selected sample of trainees to whom certificates have been distributed:

We have carried out interviews of successful trainees on a sample basis who have been awarded certificates under SSDP Component I as of 31 May 2014 (i.e. 66 trades by 47 TSPs) having a total population of 2196 trainees.

We contacted a sample of 215 trainees and organized telephone calls or face to face interviews at TSPs with the trainees to obtain their direct input on the program and verify the status of certificate distribution reported by the TSPs. We noted the following key findings during our interviews:

S. No.	Key Findings	
	Description	Trade Percentage
1.	<ul style="list-style-type: none"> ▶ For 22 out of 66 trades, trainees informed that the respective TSP has not yet conducted the certificate or award ceremony. 	<p> ■ No Exception ■ Exception This exception was noted in 33% of trades </p>
2.	<ul style="list-style-type: none"> ▶ In 9 out of 66 trades, trainees informed that the respective TSP has not yet issued them the certificates, however their names were appearing in the list of '<i>trainees issued certificate</i>' submitted by the TSP. 	<p> ■ No Exception ■ Exception This exception was noted in 14% of trades </p>

4.6 Component 3 - Validate post training employment facilitation by TSPs as per agreed program guidelines;

Summary of Key Findings

Details of field visits

As part of our scope of work, our validation teams visited all the 58 TSPs which are implementing Phase V - GOS training program in different districts of Sindh covering 82 trades.

Our visit included review of documents for each trade at the respective TSP for employment verification of trainees along with other procedures as detailed in our scope of work.

We visited the above TSPs and observed general conditions in the facilities (including class room, equipment for trainings, as well as evidence related to employment to verify the employment status reported by TSPs.

We also interviewed trainees on a sample basis who were available in the respective TSPs and filled survey questionnaires and interview forms to assess and cross verify the information provided by TSPs.

As specified in executive summary, out of a total of 58 TSPs, 43 TSPs have provided employment status of trainees meeting the at least 30% employment to trainees criteria and have also provided certificates to trainees in 54 Trades as of 31 May 2014.

Following are the summary of key findings with respect to the above Trades which were identified during our field visits and documents review. For detailed findings with respect to the same.

S. No.	Key Findings	
	Description	Trade Percentage
1.	<p>As per the contract each TSP shall conducted seminar and facilitate the employment of at least 30% trainees and can provide adequate evidence in respect of the employment of trainees. During our visit to the TSP we noted that</p> <ul style="list-style-type: none"> ▶ in 37 out of 54 trades, no documentary evidence was provided by the respective TSP for 1) organizing a facilitation seminar for the trainees to help them explore employment opportunities OR 2) any other facilitation activities such as arranging appointment / meetings with employers or any correspondence with the employer. 	<p>This exception was noted in 69% of trades</p>

Findings from interviews with selected sample of trainees from the employment status provided by the TSPs :

We carried out interviews of successful trainees on a sample from the employment status provided by the TSPs under Phase V - GOS training program as of 31 May 2014 (i.e. 54 trades by 43 TSPs) having a total population of 2090 trainees and graduated population of 1988 respectively.

We contacted a sample of 250 trainees for 54 trades and organized telephone calls or face to face interviews at TSPs with the trainees to obtain their direct input on the program and verify the status of employment reported by the TSPs. We noted the following key findings during our interviews:

S. No.	Key Findings	
	Description	Trade Percentage
1.	<p>As per the contract each TSP shall organize 2 to 3 seminar to facilitate the trainees with access to future prospective employers. During our telephonic interview:</p> <ul style="list-style-type: none"> ▶ For 43 out of 54 trades, most of the trainees who were contacted, informed our team that no seminar was conducted or facilitation provided to the trainees with access to prospective employers. 	<p>This exception was noted in 80% of trades</p>
2.	<ul style="list-style-type: none"> ▶ For 41 out of 54 trades, most of the trainees informed that they were not employed (as per BBSYDP guidelines mentioned in above), however, trainee name was appearing in the course completion report specifying the status of employment compiled by respective TSP for each trade. 	<p>This exception was noted in 31% of trades</p>

5. Review and evaluation of the process of entire training program

5.1 Trainees Selection and Validation

To execute the training program, BBSYDP places nation-wide advertisement in the newspapers published in three languages (English, Urdu and Sindhi) for enrolling the trainees. BBSYDP including district wise field offices collects manual application form from general public, and also have an online system through which application can be submitted within the deadline specified in the advertisement. After receiving training forms, using the general criteria, short-listing of training is carried out. After initial shortlisting all the forms received are entered in the MIS system.

Once MIS data shortlisting is complete, BBSYDP engages an independent service provider National Testing Services-NTS to conduct an evaluation test to sort out eligible trainees for trainings. BBSYDP check and verify all mandatory requirements for trainees along with NTS's exam results. After meeting all requirements, BBSYDP through MIS allocates trainees in different trades of TSPs under the responsibility of designated Programme Officer (PO). Further, each PO circulates an allocated trainee list to all TSPs for academic documents verification. Each PO scans each trainee CNIC for NADRA verification. After CNIC verification trainee wise, PO register trainees in MIS system of BBSYDP.

After registration on MIS, each PO (district wise) intimates TSPs for submission of training plan and to start trainings from the specified date. For monitoring purpose, each PO visits his/her TSPs on a random basis and prepares a monitoring report called Progress Monitoring Report (PMR).

5.2 Stipend Payment to trainees

Each Program Officer (PO) intimates to TSPs for opening of trainee's account in a specified country's scheduled bank for payment of trainee's stipend. After opening of bank accounts, each TSP sends a list of trainees along with their account number. PO sends a list of trainee's and their account number to concerned bank's branch for confirmation. After confirmation, PO reconcile TSP's trainees list with BBSYDP's MIS based registered trainees and stipend is released according to the specified criteria.

BBSYDP management considers the following specified criteria for stipend calculation:

- ▶ 85% and above attendance in a month, stipend payment would be full.
- ▶ Below 85% attendance in a month, stipend payment would be half.
- ▶ Below 60% attendance in a month, stipend payment would be zero.

After stipend calculation, PO issues a stipend cheque within 12 to 15 days of next month to concerned bank's branch and instruct to credit stipend amount into respective trainee's accounts after getting approval from PCU.

5.3 TSPs Selection:

BBSYDP's Provincial Coordination Unit (PCU) gives an advertisement in country's newspaper published in three languages (English, Urdu and Sindhi) for submission of 'Request for Proposal' (RFP) from TSP's as well as newly established Institutions within a reporting deadline. After submission the same, PCU scrutinizes all TSP's submitted documents and feeds the data into the system. For new TSPs, Concerned Program Officer (PO) visits TSPs for evaluation and prepares an TSPs evaluation report for all TSPs. TSPs which get 40% and above marks are eligible for shortlisting. After shortlisting, PO calls shortlisted TSPs for negotiation. After negotiations and

finalization of terms and conditions, BBSYDP's Provincial Coordination Unit (PCU) awards contract to the selected TSPs.

5.4 Curriculum Completion:

After signing of contract between BBSYDP and TSPs, PO intimates TSPs for preparation and submission of training plan. Program Officer (PO) and District Monitoring Coordinators (DMCs) verifies curriculum completion status through monitoring visits to TSPs and note down curriculum details on standard PMR template manually. During curriculum, each TSP is responsible to conduct test and examinations as per agreed training plan submitted to PO and announced results on a timely basis.

5.5 External Certification:

At the time of submission of RFPs, PCU required TSPs to affiliate itself with the Examination Board and submit registration documents including registration certificate to BBSYDP.

At the end of training, the final exam will be conducted and graduation ceremony should be held by TSP in which successful trainees are awarded training certificates. After completion of training, each TSP is required to either issue certificates in its own name (where external certification body exists) or get the certificates endorsed through a recognized external body or have a recognized external body to directly issues training certificates after conducting external examinations. The certificates distribution status is then submitted to concerned PO of BBSYDP along with all the supporting documentation.

5.6 Post Training Employment Facilitation:

Employment means any service for which remuneration is received by a person against service. Employment includes the following:

- ▶ Direct Timescale Basis (from unemployed to employ or from low to higher wages)
- ▶ Self-Basis
- ▶ Indirect Basis (when one qualified in one field but gets employment in other field)
- ▶ Wage Basis
- ▶ Continued/Further Education

After completion of training, each TSP is required to facilitate at least 30% of attended trainees regarding employment and submit trainees employment status in prescribed format within a period of 6 months to the concerned Program Officer (PO). BBSYDP verify trainee's employment facilitated by TSP via adopting the following:

- ▶ By contacting the employed graduates through telephone.
- ▶ By visiting / contacting the employer.

5.7 Payment to TSPs

Training cost to TSPs can be categorized in the following:

Two months training:

- ▶ 20% on opening of bank accounts of trainees (directly / indirectly)
- ▶ 15% one month after start of training
- ▶ 25% end of training subject to third party validation
- ▶ 40% after award of certificates to trainees and confirmation of 30% employment

Three to Six months training:

- ▶ 20% upon registration and facilitation of trainee's bank account.
- ▶ 15% one month after start of training.
- ▶ 20% upon completion of 50% curriculum validated by third party
- ▶ 25% upon completion of 75% curriculum validated by third party.
- ▶ 20% upon completion of 100% curriculum, award of certificates to trainees and confirmation of 30% employment.

Seven to Twelve months training:

- ▶ 20% upon registration and facilitation of trainee's bank account.
- ▶ 15% one month after start of training.
- ▶ 20% upon completion of 50% curriculum validated by third party
- ▶ 25% upon completion of 75% curriculum validated by third party.
- ▶ 20% upon completion of 100% curriculum, award of certificates to trainees and confirmation of 30% employment.

More than Twelve months training:

- ▶ 20% upon registration and facilitation of trainee's bank account.
- ▶ 15% one month after start of training.
- ▶ 20% upon completion of 50% curriculum validated by third party
- ▶ 25% upon completion of 75% curriculum validated by third party.
- ▶ 20% upon completion of 100% curriculum, award of certificates to trainees and confirmation of 30% employment.

All TSPs are paid by BBSYDP after satisfactory completion of each milestone as specified above after obtaining required internal approvals.

S. No.	Observation	Improvement Idea
1. Training Selection and Validation		
1.1	During our validation exercise, we noted in few instance trainees were placed into trades which they had not opted for.	We recommend that once trainees are allocated to their respective trades automatically by the MIS, Program team should consider to recheck and verify that trainees have been allocated accordingly to the trades requested / opted for.
2. Stipend Payment		
2.1	During our validation exercise, most of the trainees contacted reported that stipend was not received at all or was not received for the entire training period. Further, we noted there is no process in place to monitor and obtain acknowledgements from trainees against stipend payment.	Management should consider devising a process through which stipend payment to trainees be made on a timely basis or at least before the training period is complete. Further, for monitoring and oversight perspective, the Program team should request each TSP to maintain stipend payment register on a monthly basis to obtain acknowledgment of trainees for stipend payment. The same should then be reported to BBSYDP management on a monthly basis for appropriate actions.
3. TSP's Selection		
3.1	During our validation exercise, we noted in certain instances trainers were changed subsequently by TSPs without informing BBSYDP program team.	In this respect, BBSYDP should consider devising a process for PO's to verify, at the time of monitoring visit, whether TSP's trainer is the same person as specified by TSP at the time of selection. Further, in case replacement of trainer is required, all the TSPs should be required to report to and obtain prior approval from BBSYDP management.
	During our validation exercise, we noted Program Officers / DMCs visits TSPs on a random basis without any monitoring plan / schedule.	To streamline the day to day internal monitoring process, BBSYDP should consider developing an agreed plan / timeline for monitoring visits to different TSPs to be carried out by the respective Program Officers (PO) / DMCs.

S. No.	Observation	Improvement Idea
4.	<p>Curriculum Completion</p> <p>As per our understanding, PO / DMC checks curriculum completion during each monitoring visit (conducted on a random basis) and notes down the same by filling a Progress monitoring Report (PMR) as per specified format.</p> <p>During our validation exercise, we noted several instances whereby Progress Monitoring Reports (PMR) filled by concerned PO during the monitoring visits of TSPs were incomplete.</p>	<p>Against each monitoring visits conducted by DMC, PO should develop a practice to confirm filling of sufficient and complete details in PMRs as during our validation exercise, we noted that in various instances PMRs prepared by the DMCs were either not filled correctly or were missing certain key information.</p> <p>Further, DMCs and POs should also check compliance of actual training completed with the training plan submitted by TSPs and reason for any differences should be noted so that appropriate actions and follow-up can be conducted with TSPs for its timely resolution.</p> <p>For assessing the quality of trainings provided, BBSYDP should consider devising a process for PO's to obtain feedback from trainees during each visit to TSPs. The feedback should be obtained on at least the following aspects:</p> <ul style="list-style-type: none"> ▶ Is training free of cost? ▶ Satisfaction with the quality of practical content delivered during the training session? ▶ Have Syllabus/study plan been provided? ▶ Have provided sufficient tools and equipment for training? ▶ Have provided books or manuals or any hand-outs? ▶ Daily average duration of class. ▶ Have received stipend for last month? ▶ Is training will be useful in improving your chances of getting wage and self-employment? ▶ Two main problems hindering the learning process.
4.3	<p>During our validation exercise, various differences were noted in curriculum completion status reported by TSPs and that</p>	<p>In this respect, BBSYDP should instruct each TSP to submit a monthly curriculum completion status report to BBSYDP</p>

S. No.	Observation	Improvement Idea
	noted by DMCs in their PMRs.	<p>comprising at least the following:</p> <ul style="list-style-type: none"> ▶ No of chapters completed as per Plan ▶ No of test conducted as per plan ▶ Percentage of course completion <p>This will help respective POs to easily reconcile the curriculum completion status as reported by TSPs and DMCs and, in case of any discrepancy, to address and resolve the same in a timely manner.</p>
4.4	During our curriculum validation exercise, we observed that in few occasions TSPs only submitted online attendance sheets on a monthly basis to respective POs. We understand that this may result in fake attendance prepared and reported by TSPs.	<p>To improve the records of trainee attendance maintained at the respective TSP. A standard template should be specified by BBSYDP for taking manual attendance of each trainee attending the training and obtaining their signatures on the same.</p> <p>Further, at month end, each TSP should be required to submit scan copies of the manual attendance sheet as per specified template to DMCs and POs for their records.</p>
4.5	During our validation exercise, we noted most of the TSPs did not maintain and submit to BBSYDP the materials / items list provided to trainees for training.	As specified in the program guidelines each TSP should prepare and obtain confirmation of materials, items and stationary provided to each trainee against each trade. In this respect to ensure uniformity of reporting, a standard template should be developed by BBSYDP program team and provided to each TSP for their reporting purpose.
5. External Certification		
5.2	During our validation exercise, we noted most of the TSPs did not distribute certificates on timely basis i.e., after training completion, neither they submitted certification details with their concerned PO.	<p>To ensure uniformity in certificate contents and format, BBSYDP should instruct each TSP to submit certificate distribution details (such as internal certificates, or internal certificates with external endorsement or external independent body certificates) including sample certificates to BBSYDP and obtain prior approval on the same before distribution of certificates.</p> <p>Further, PO's should verify that TSPs</p>

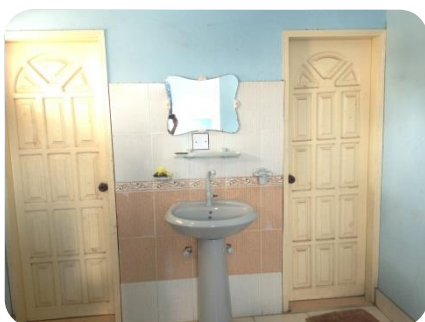
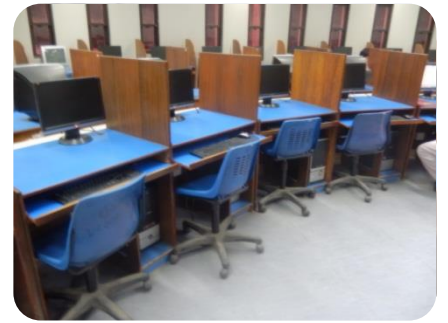
S. No.	Observation	Improvement Idea
		have distributed the certificates as per the agreed format and should also obtain list of trainees who were awarded certificates with acknowledgement and pictures of certificate distribution ceremony on a timely basis.
6. Employment Verification		
6.1	During our validation exercise, we noted most of the TSPs did not maintain proper record related to correspondence / interview with employer for trainees' employment.	BBSYDP should instruct each TSP to maintain proper records for employment facilitation with them and also report the same to the respective POs on a timely basis.
6.2	During our validation exercise, we noted most of the TSPs did not prepare and submit employment status on timely basis to their concerned PO.	BBSYDP should consider imposing timelines on which documents related to employment should be prepared and shared with each PO by TSP. If these documents have not been submitted timely or approval have not been obtain for delay these should not be accepted.

6. Field Visit to TSPs

As part of our scope of work, our validation teams visited all the 62 TSPs which are implementing SSDP Component I training program in different districts of Sindh covering 172 trades. Also our validation teams visited all the 58 TSPs which are implementing Phase V - GOS training program in different districts of Sindh covering 76 trades.

We visited the above TSPs and observed general conditions in the facilities (including class room, equipment for trainings, as well as evidence related to certificate distribution and employment facilitation to verify the distribution of certificates and employment status reported by TSPs. Following are the pictures of some of above TSPs taken by us during the field visits:





7. Other matter

We have carried out the validation and developed this report as per the scope of work mentioned under contract signed between Provincial Coordination Unit Benazir Bhutto Shaheed Youth Development Program, Govt. of Sindh and Ernst & Young Ford Rhodes Sidat Hyder, dated 11 October 2013. This report is solely for assisting BBSYDP in their review of the TSPs.

The above work steps do not constitute either an external audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements; we do not express any assurance thereon. Had we performed additional work steps or had we performed an audit or review in accordance with International Standards on Auditing or International Standards on Review Engagements, other matters might have come to our attention that would have been reported to you.

Our comments are based on the work carried out on the basis of information provided by BBSYDP, the stakeholders and other publicly available information. In performing our work, we have assumed the genuineness of all signatures and the authenticity of all documents submitted to us, whether original or copies.

In accordance with our policy, neither EYFRSH nor any Partners or employees undertakes responsibility arising in any way whatsoever, to any person other than the management of BBSYDP in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence. All validation and analyses in this report, conclusions or assessments have inherent limitations.

The findings in our report are based on our documents review from 1 December 2013 and up to 20 January 2014. We have not undertaken to update our report for events or circumstances arising after that date.

Any changes to the activities, documentations, key internal controls, policies and procedures subsequent to our discussion with management, of which we have not been informed, have not been evaluated by us and accordingly we do not report on any shortcomings in the same.

The information, advice or recommendations relating thereto contained in this report, in draft or final form, provided to BBSYDP by us during this engagement are given in confidence.

No other EY Entity other than EYFRSH shall have any legal duty of care to the client in connection with the performance of any of the Services by its personnel, and the client shall be entitled to rely only on EYFRSH for the performance of the Services or with respect to any Report. The client [and its affiliates or other persons or entities for or in respect of which any of the Services are provided] shall have no recourse, and shall bring no claim whether based on breach of contract, tort, strict liability, breach of warranty, failure of essential purpose or otherwise against any EY Entity (other than EYFRSH), or against any subcontractors, members, shareholders, directors, officers, managers, partners, principals or employees of EYFRSH or any other EY Entity ("EY Persons"), or any of the assets of any thereof, in connection with the performance of the Services or otherwise under this Agreement.

Neither EYFRSH nor any of its subcontractors will be liable to BBSYSP or TSPs for any consequential, incidental, indirect, punitive or special damages (including loss of profits, data, business or goodwill, collectively, "Excluded Damages") in connection with the performance of the Services or otherwise under this Agreement, regardless of whether such liability is based on breach of contract, tort, strict liability, breach of warranty, failure of essential purpose or otherwise, and even if the Company is advised of, or the parties had contemplated, the likelihood of such Excluded Damages.

The aggregate liability of EYFRSH and its subcontractors to BBSYSP or TSPs in connection with the performance of the Services or otherwise under this Agreement shall be limited to the fees actually received by EYFRSH in respect of the Services directly relating to and forming the basis of the client's claim, regardless of whether liability is based on breach of contract, tort, strict liability, breach of warranty, failure of essential purpose or otherwise. The preceding limitation shall not apply to liability that has been finally determined to have resulted from the fraud or other willful misconduct by or on behalf of EYFRSH.

BBSYSP or TSPs shall not bring any claim relating to the Services or otherwise under this Agreement after 12 months of the act or omission alleged to have caused this claim.

Any liability shall be governed by, and construed in accordance with, the laws of Pakistan as if it were made and fully to be performed in such jurisdiction by residents thereof.

The Services and the information, records, data, advice or recommendations relating thereto contained in any reports, materials, presentations or other communications, written or otherwise, in draft or final form, provided by EYFRSH (collectively, "Reports") are intended solely for BBSYSP or TSPs information and internal use (consistent with the purpose of the engagement). The client may not rely on any draft Report. EYFRSH shall have no obligation to update any final Report for events occurring after its delivery.

Our report to you is based on the information provided, discussion with management personnel, interviews and work steps performed. We have not, except to such extent as you requested and we agreed to undertake, sought to verify the accuracy of the data or the information and explanations provided by management. There is an inherent risk involved in deriving factually incorrect information from these sources; accordingly, the correctness of information contained therein cannot be assured.

EYFRSH assumes no responsibility whatsoever in respect of or arising out of or in connection with the contents of this report to any third parties. If others choose to rely on the contents of this report, they do so entirely at their own risk.

This report discharges of our obligations under the said assignment. Furthermore, any queries in respect of this assignment and the report would be responded to by us if inquired within a period of 3 weeks from the date of this report.

8. Risk Ratings

Trades Overall Consolidated Ratings

Procedures	Rating								
Desk Review	High	High	High	Medium	Medium	Medium	Low	Low	Low
Interviews	High	Medium	Low	High	Medium	Low	High	Medium	Low
Overall Rating	NS	NS	NS	NS	S	S	NS	S	S

NS Not Satisfactory

S Satisfactory

Individual Area Rating

Following definition has been used for rating of documents reviews and trainees interviews procedures:

Rating:	Description
High	An area where significant findings were identified during the review based on the pre-defined procedures undertaken and where the quantum of findings represents a critical exposure to BBSYDP.
Medium	An area where both significant and non-significant findings were identified during the review based on the pre-defined procedures undertaken and where the quantum of findings represents a lower exposure to BBSYDP.
Low	An area where non-significant findings were identified during the review based on the pre-defined procedures undertaken and where the quantum of findings represent a minimal exposure to BBSYDP.