



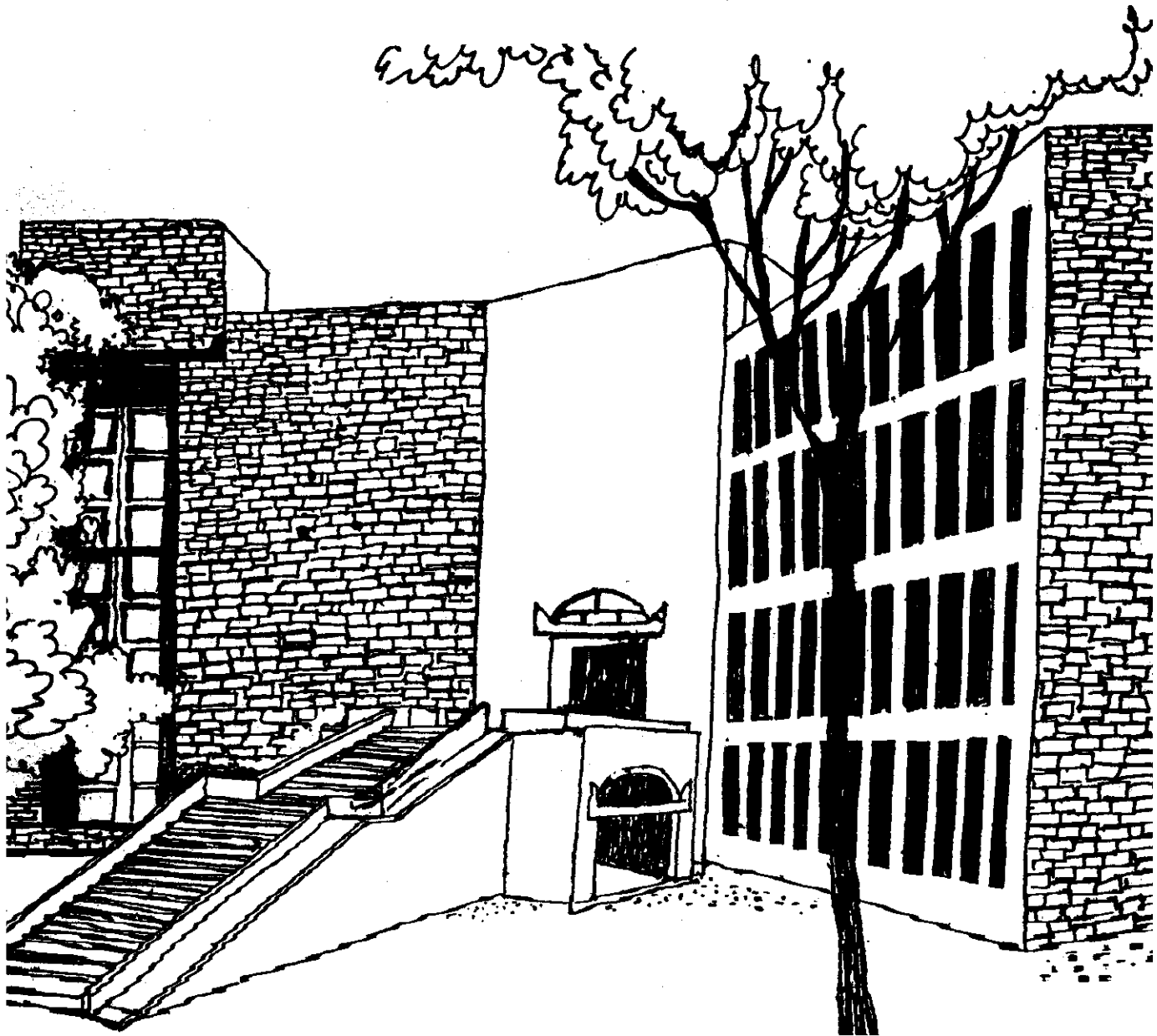
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# Working Paper



TRYSEM SYSTEM

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## TRYSEM SYSTEM

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### ABSTRACT

TRYSEM program is viewed as system with definite goal and an environmental of its own. The content of monitored information is analysed. It is suggested that the diagnostic value of the monitored data is low. The concurrent corrective actions can be formulated better if the format of monitored data is expanded to include additional items, which have been identified.

# TRYSEM SYSTEM

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## INTRODUCTION

TRYSEM is an acronym standing for Training Rural Youth for Self-Employment. It is a national programme started in 1979 as a part of the Integrated Rural Development Programme (IRDP).

Large unemployment and underemployment in rural areas has been a matter of concern. The educational system has not been very effective in preparing the youth for vocations. Economic compulsions contribute to drop-outs at various stages of schooling. The TRYSEM programme is intended to help the rural youth gain useful skills and create avenues for self-employment.

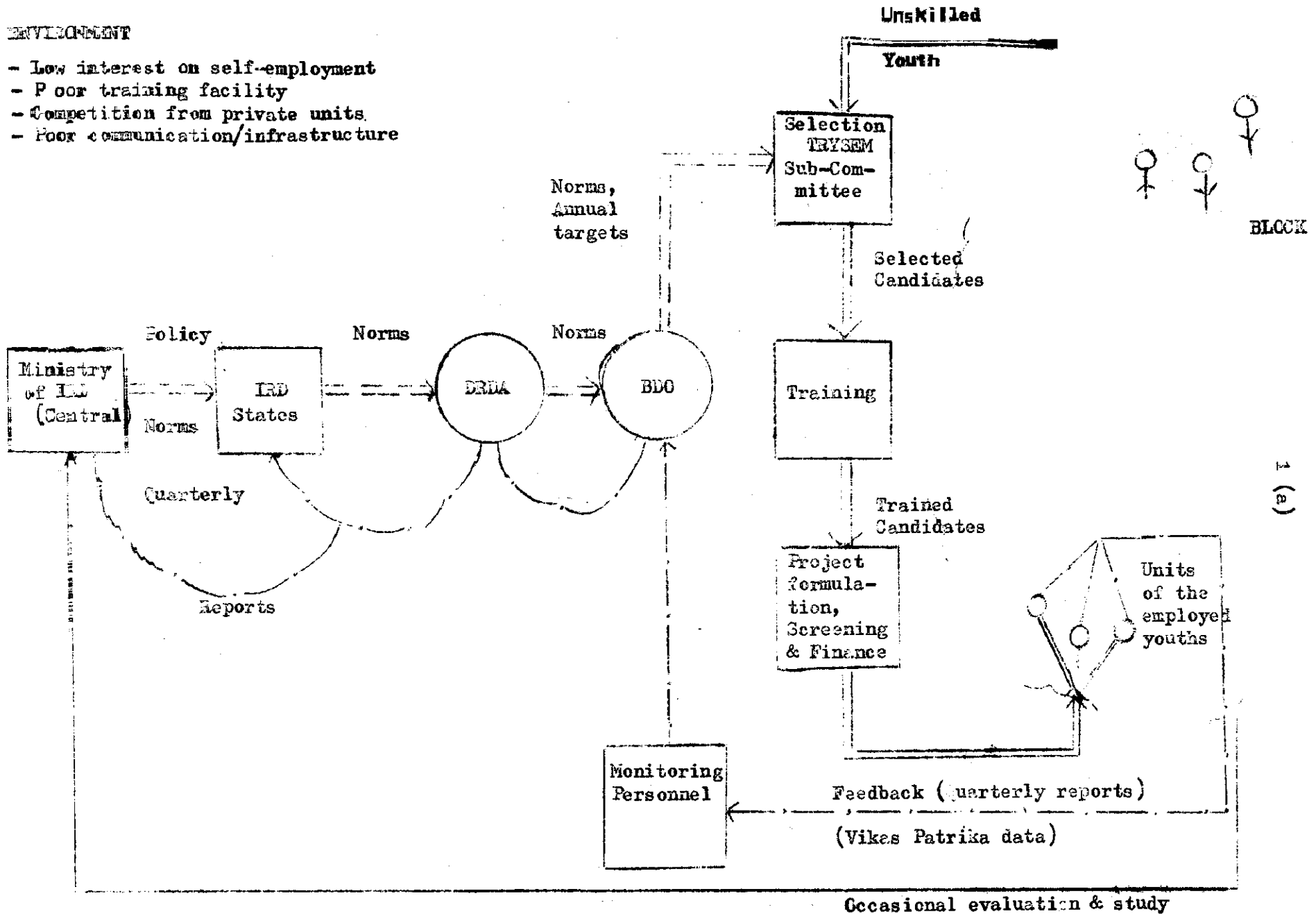
The idea was to select a minimum of 40 youths, men and women, in each of the 5000 blocks and train them in some vocational skills and entrepreneurship. They are expected later to set up their own units, such as units for repair and maintenance of agricultural machinery, bee keeping, basket weaving, bakery etc. The details of TRYSEM are given in the appendix. We shall examine the TRYSEM as a system.

## LAYOUT

Fig (1) shows the layout of the TRYSEM system based directly on the description. Only the essential elements

**ENVIRONMENT**

- Low interest on self-employment
- Poor training facility
- Competition from private units.
- Poor communication/infrastructure



1 (a)

Fig (1) TRYSEM SCHEMATIC

Occasional evaluation & study

have been included in this diagram. The youth are selected from the block and sent for training among the master craftsmen and other institutions. After training they are helped in formulating a project proposal and obtaining necessary financial assistance. Their programme is monitored periodically by the Block Development Officer (BDO). The information on the progress of the programme is sent by the BDO to DRDA. The latter sends it to the Union Ministry with a copy to the state rural development department.

#### FEEDBACK CONTROL SYSTEM

The description of the TRYSEM programme makes it clear that it is intended to operate as a feedback control system. The forward loop elements are the selection unit, the training unit, <sup>and</sup> the financing units. Monitoring is now an integral part of the system. The information on those who pass through the training unit and set themselves up on vocations and trades, is collected regularly. The TRYSEM graduates are expected to maintain their 'Vikas Patrika', a booklet containing all the relevant details about their progress. The information so collected is received by the BDO who compiles and sends it to DRDA. The latter compiles it for all blocks and sends the reports directly to the Union Ministry every quarter, with a copy to the state counterpart. The monitoring personnel constitute the feedback elements of the system. Fig.(2) shows the format of information collected by the monitors.

Fig.(2) : Feedback Data Currently Compiled

(a) Proforma of Quarterly Progress Report on 'TRYSEM'

Date: \_\_\_\_\_ for the quarter ending \_\_\_\_\_

	SC*	ST*	Women	Total
	<u>Candidates</u>	<u>Candidates</u>	<u>Women</u>	<u>Total</u>

No. of persons who completed training during the quarter :

Total No. of persons undergoing training at the end of the quarter

No. of training persons (including those of previous quarters) who set up their self-employment ventures during the quarter :

No. of persons (including those of previous quarters who have taken up wage employment during the quarter) :

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\*SC-Scheduled Caste  
ST-Scheduled Tribe

(b) Vikas Patrika

Each candidate selected for training is provided with a booklet which contains identification details and some information on the progress of his ventures after graduation.

The environment of a system is any thing, phenomena or process that has bearing on the performance of the system but about which not much can be done. The TRYSEM system has an environment. The relevant aspects of this environment are (a) scattered youth but concentrated training facilities, often in taluk or district towns, (b) growth of private entrepreneurs and industrial units. (c) poor entrepreneurial culture among the people.

#### DISCUSSION

The distinguishing property of a feedback control system is that it uses information (feedback) on its own output/performance to modify its inputs so as to keep its performance at the stipulated level.

Whether or not, the TRYSEM works as a feedback control system will depend on what the answer is to the question : What is done with the information collected by the monitoring personnel? If the information on actual achievement is merely transmitted upwards and is not used to take corrective actions needed, then the system will merely have an appearance of a feedback control system but in reality will not work as such.

First, let us examine the content of data collected and transmitted (Fig.2). We propose to use three criteria - timeliness, precision and diagnostic value - to judge the usefulness of monitored data. For this purpose we shall concentrate on the block.

Considering, it take six months to one year to complete the cycle of selection, training and placement, the choice



of three months periodicity of review is quite reasonable. Also, since in a block, a complete enumeration is done of the candidates at various stages, the data can be considered basically precise.

The data base does appear weak on the third criteria - diagnostic value. As of now one can use the data primarily to get the idea of growth in the numbers in training and in employment and the disparity between the actual and the stipulated. (Fig. 3). This is useful more for the purpose of general review and planning at higher levels.

It is not adequate however in one sense. It will not readily draw attention to the problem areas.

Let us take some examples. If the matter of concern is merely the overall shortfall in either the overall achievement or in number under training at a time, it will be readily obtained from the data currently compiled. But if one wishes to find out whether the shortfall is caused by drop-outs during training or due to failure to get viable project formulated and funded, will not be readily known. It will not be readily known, if the drop-outs or lack of financial support are associated with any particular vocations. Again, if one wishes to find out whether the quality of training is better at the craftsmen or formal technical institutions, it will not be readily possible. Such information can be used to successively improve selection criteria of trades, candidates and of the trainers. Such information can be used concurrently and in successive batches.

With a view to increase the diagnostic value of the feedback data, it is suggested that the following be added to the

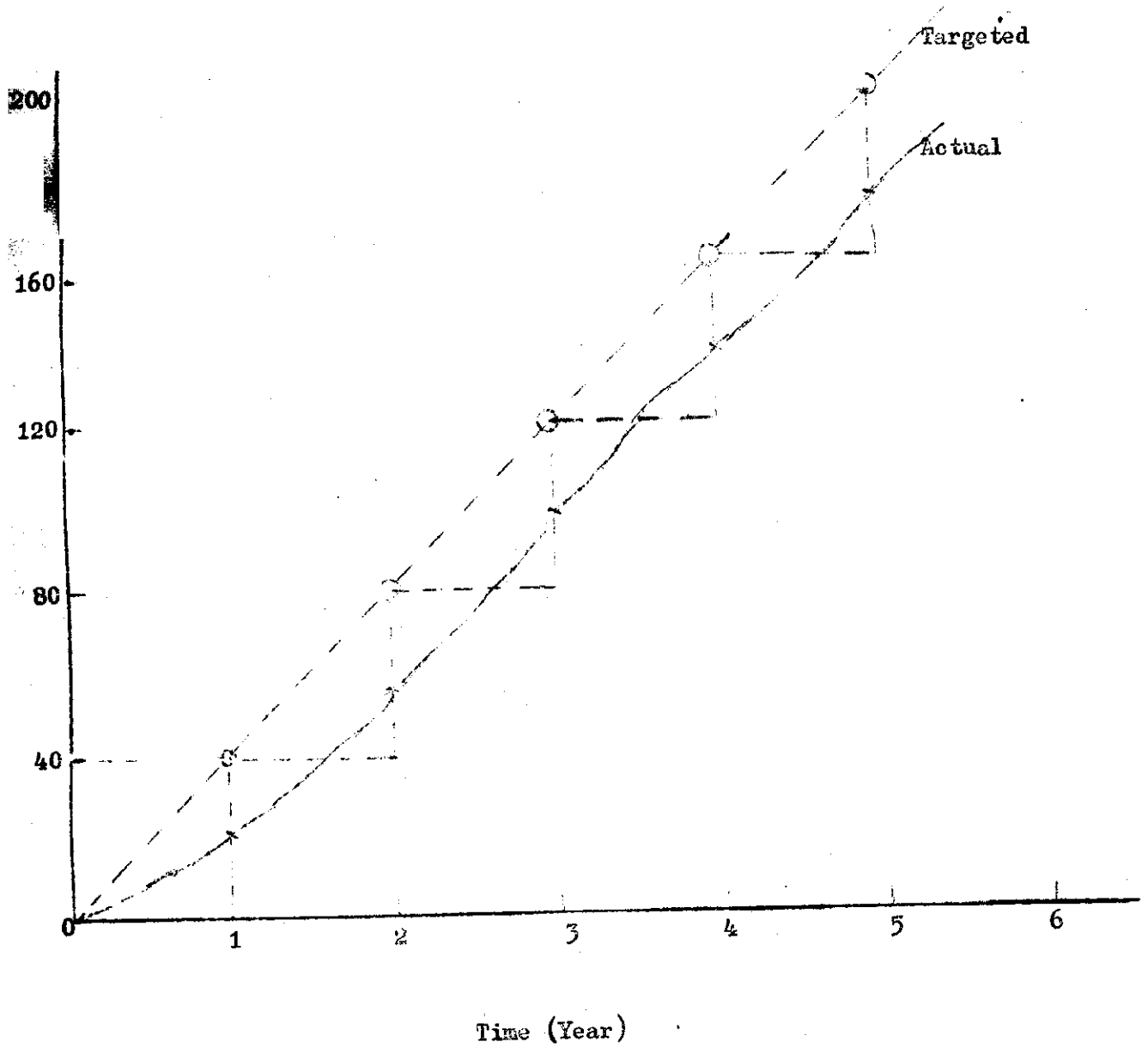


Fig. 3 Target and Actual (hypothetical)

diagnostic value of the feedback data, it is suggested that the following be added to the list of data of the format.

- No. of candidates under training dropped out without completing during the quarter, trade details.
- No. of ongoing units closed down during the quarter, trade details.
- No. of trained youth waiting for approval of projects at the end of the quarter, duration of the wait.
- No. of project proposals of graduates found unacceptable for funding, trade details.
- No. of self-employed graduates opting for wage employment during the quarter.
- No. of wage employed graduates opting for self-employment
- No. of graduates without any income generating occupation at the end of the quarter.

As of now only the normal functions of BDO and others concerned with management of TRYSEM are well defined. What should be done by way of concurrent corrective are not well defined. It can be argued that since the types of situations needing on the spot corrective are different in each block and are unpredictable, uniform policy can not be laid out. It is true. But the very meaning of feedback and monitoring is to build capacity in the system to handle variations meaningfully. And a pre-requisite for it is the availability of information on performance of the system in such form as to alert the

managers of need for corrective and additionally to point the area needing corrective.

In absence of such feedback, it is left only to the dynamism, initiative of the BDO and others. But presence of such a feedback can better direct the dynamism and initiative of the managers.

No doubt the information which is sent upto the centre and state presently does get analysed and the analysis must be influencing the norms and policies that subsequently flow from there to the field. But what we are pointing out is the need for enabling the first official to formulate and take actions that become necessary immediately. Such officials are the BDO and the DRDA.

The evaluative studies have revealed that the weakest area in the programme is the preparation of sound project proposal by/for the trainees. As a result, it is reported many keep searching for a vocation for a long time, some never find it; some do set up units but run into difficulty. In some cases too many units of the same type came up leading to undue competition and eventual closure of some. This is an area which requires concurrent attention and correctives by the Officer-in-charge of the programme at the Block. This will require that he be in constant touch with the training institutions at all stages of the youth's progress and activate the corrective measures as and when a problem emerges. It will also mean, that the project formulation be a part of the training itself and be remaining along with courses of training. The problems such as the units becoming sick, undue competition etc. is of course the type which must influence the choice of trade in the subsequent periods. Such problems point to weaknesses at the level of block and district level committees charged with

scanning the environment identifying and allocating trades to the to ality of blocks and trainees.

#### CONCLUSION

In order to ensure that TRYSEM functions as a feedback control system, as is clearly the intention, there is need to define more clearly the concurrent control/corrective actions that can and should be taken up by BDO who is the first person to know of actual current state of the system in the block. Presently now, the main tasks are more clearly defined, not so the corrective actions.

The data monitored is suited to indicate only the numerical growth in number of youths, having graduated, starting their own units. The data base is weak in diagnostic value. The items included in currently used feedback format need to be enlarged in order to enhance the diagnostic value of the feedback.

## TRYSEM\*

## 1. SELECTION

Whenever the selection is to be made the BDOs should arrange to procure lists of eligible, willing and suitable youngmen and women from village level workers, revenue officials extension officers, panchayat leaders, community leaders, Yuvak and Mahila Mandals, voluntary agencies officials and non-officials working in the fields of agriculture and allied activities, Khadi and village industries, handlooms, handicrafts, coir, sericulture etc. Intimation should also be sent to all primary middle and high schools, technical schools, ITIs, Polytechnics, production cum training centres, co-operatives etc.

As soon as the particulars of the various candidates are received in the block office, preliminary selection is done on the basis of norms already given to block office.

The final selection is done by a block level selection committee. The members of these should include the BDO, Chairman of block Panchayat Samiti one representative of the most reputed voluntary agency of the block, Principal of the nearest ITI one representative from a Khadi and Village Industries organization and the branch managers of all the banks which are concerned with the area of the block from which candidates are being selected. Other members may also be nominated in accordance with the need.

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\* Excerpted from TRYSEM Handbook published by the Ministry of Rural Development, New Delhi.

## 2. IDENTIFICATION OF VOCATIONS

Once youth are selected the identification of opportunities for gainful employment is to be undertaken by the district heads of the respective development departments and their block level counterparts.

A list of project ideas with brief project profile is prepared at the district level and tested in the field by the block level officers. (based on the data thrown up, the ideas and profiles should be continuously modified and updated).

Based on agricultural activities vocations such as production of seeds, seedlings, fish seeds, poultry, pig-gery, seri-culture, etc. could be taken up as self-employment ventures.

In the field of industries the main emphasis has to be laid to the processing of surplus available from agriculture, horticulture, animal husbandry, forestry, minerals etc. and the utilization of local skills and crafts.

## 3. MATCHING OF YOUTH WITH VOCATIONS

A vocation prepared by the youth is checked for potential in the area. The area of land held by his/her father, the area that the father is willing to set apart for his wards, self-employment activity, the number of cattle they possess, the vocational background of the family, the skills and aptitudes of the candidate etc. are all factors that are considered while finally suggesting a suitable vocation to the youth.

The project is discussed by the representative of the selection committee and on the basis of availability of training facilities, the potential return on investment, cost benefit ratio, conformity to the development plan and list of activities identified for the area, bankability of the proposal, availability of raw materials marketing prospects etc. and other pros and cons whatsoever a decision by consensus is being taken for each candidate.

#### 4. TRAINING

Since capacity of training institutions is limited the primary mode of training would have to be non-institutional. Under this mode are classified master craftsman, skilled artisans progressive farmers, industrial and servicing units commercial and business establishments. All these may collectively be referred to as 'master-trainers.'

The trainers are initially selected by the development and extension functionaries. These are again considered in the meeting of the governing body of District Rural Development Agency (DRDA) or in its TRYSEM Sub-committee. The final list is made by BDO.

The trainers are attached to a suitable technical institution available in the district which may train the master trainers.

After the training is over the skills acquired by the trainees (master trainers) should be tested by holding a trade test.



Various monetary incentives are given to the TRYSEM trainees to support their living during training.

Nominal monetary help is also given to the master trainers. The duration of the training course is not fixed. The training courses can be made particularly relevant to the specific needs of the local area and only such skills as are needed immediately may be provided. This can be done by preparing training modules for such set of physical skills. Such modules could be used to impart a number of related skills also.

Normally the course should not exceed six months in duration. Whenever longer courses lasting upto one year are considered desirable these may be got approved by the State level co-ordination committee on IRD (SLCC). For courses with even longer duration, a reference to the central government will be necessary.

## 5. TRAINING AND MANAGEMENT

Management should be an integral part of the curriculum. The management inputs should be interwoven with technical skills. There should be a project approach right from the stage of selection of avocation. The model syllabus for the management inputs is given in Annex-3, page 43. All the concepts to which a trainee is exposed should be simultaneously operationalised.

## 6. PROJECT FINANCING

The action group should start work on preparation of the project report. This will be done by suitably modifying

the model project profiles prepared at the district level, the Development Commissioner (Small Scale Industries) the Small Industries Service Institutes, the Khadi and Village Industries Commission, financial institutions and DRDAs. The model profiles would have to be adopted to the actual conditions in the field.

The project report would provide for the financing through subsidies and loans. The subsidies would be available according to the general IRDP pattern.

The subsidy funds may be released by the DRDAs or the BDOs, preferably the latter.

The bankers involvement is ensured from the very beginning through associating them with the selection of youth. Once they approve the selection of a youth, this itself amounts to a sort of conditional sanction of loan.

The state governments have to assist the banks in recovery of the overdues by enacting the legislation recommended by the Talwar committee.

Regional rural banks and cooperative credit institutions should also be activated and used for extending credit to TRYSEM beneficiaries.

## 7. RAW MATERIALS, MARKETING AND MACHINERY

The state controlled raw materials can be made available to TRYSEM youth at depots. Such depots may be started in the public, corporate and cooperative sectors.

With regard to supply of machinery, the main emphasis has to be on the private trading channels. But assistance

can be given to youth by the Managers looking after machinery in the DICs or by the officers of the Khadi and Village Industries Commission and state boards. In many cases the KVIC have appointed registered manufacturer of improved machinery. The focal centres for the non-farm sector will also be able to develop prototypes of technologically advanced equipment and machinery. These can then be produced on a commercial scale by involving manufacturers in the small sector through the good offices of the DICs.

Generally marketing will not be a problem wherever the production is either goods or services. However, the panchayats and other local bodies should build shops in the growth centre village as remunerative assets and then lease at concessional rates to TRYSEM trainees.

At the second level the retail outlets of cooperative societies, registered societies and trusts organization of the decentralised sector, khadi bhandars, registered agricultural markets and mandis can be used.

It may be necessary to supplement the efforts of all these agencies by setting up of rural marketing and service centres (RMCs) or Village Industries Marketing Organizations (VIMOs). Some of these have already been set up by the All India Handicrafts Board, KVIC, etc.

At the district level, there could be offices of the State Rural Industries Corporations, State Industries Corporations, and the like. One could also try to federate the cooperative into district federations, District Supply and Marketing Societies (DSMs) as recommended by the National

Committee on Development of Backward areas could be established.

Organizations in the public, corporate and cooperative sectors at the state and national levels would take care of most of the marketing activity at these levels. Some sort of catalytic and gapfilling role could be performed by the state rural industries corporations.

The central and state governments do encourage the marketing of village products by appropriate provisions in their store purchase policies. Many governments now permit purchase of products of rural industries and artisans at prices certified by DIC, or KVIC boards, without calling for tenders. Such a policy could be adopted by other state governments and public sector organizations.

At the village level, the multipurpose village level worker is still the mainstay of the rural development programmes.

At the block level, the leadership is provided by the BDO and his team of extension officers. Many states are trying to sanction additional posts of extension officers in charge of industries, monitoring, credit and TRYSEM.

#### FEEDBACK ELEMENTS

##### Monitoring, Evaluation and Publicity:

In order to monitor the progress of each TRYSEM youth the IRD Vikas Patrika is used. The details of assistance rendered to the youth from time to time are entered in Vikas Patrika. This enables the BDO, VLW and the bank to watch the progress of a youth from stage to stage.

Progress of the scheme on an overall basis is monitored through a simple quarterly report. This is sent by each DRDA directly to the Ministry, with a copy to the state government. The progress is reviewed in meetings of the DRDA, SLCC and CPSC and the district, state and central levels respectively.

Conferences, seminars and meetings are held in order to resolve doubts and obtain a feedback from the field.

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