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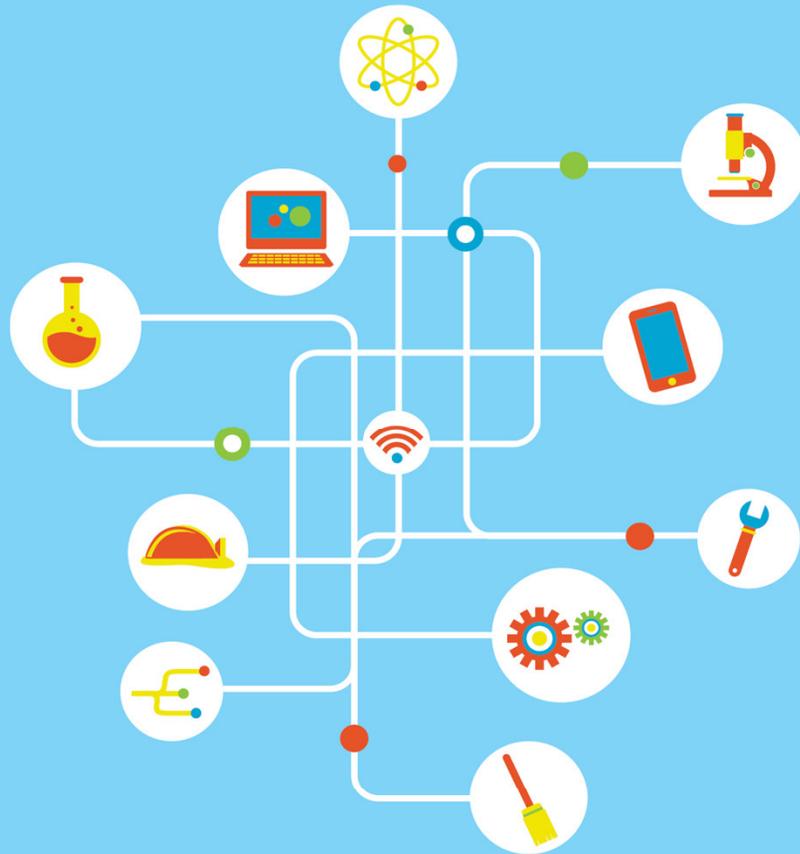
2016 ADB International Skills Forum Innovative Practices in Skills Development

19–21 September 2016 • ADB Headquarters, Manila, Philippines

Skills Development for priority sectors: An Indian perspective

Abhinav Madan

20th September 2016





Mr. Abhinav Madan **Managing Director**

Gram Tarang Employability Training Services Pvt. Ltd.
Centurion University's School of Vocational Education & Training

Skills Development for priority sectors: An Indian Perspective



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Skill development for priority sectors: stakeholders' perspective



Four Stakeholders identified in the value chain:

1) Government, 2) Industry, 3) Training Provider & 4) Trainee



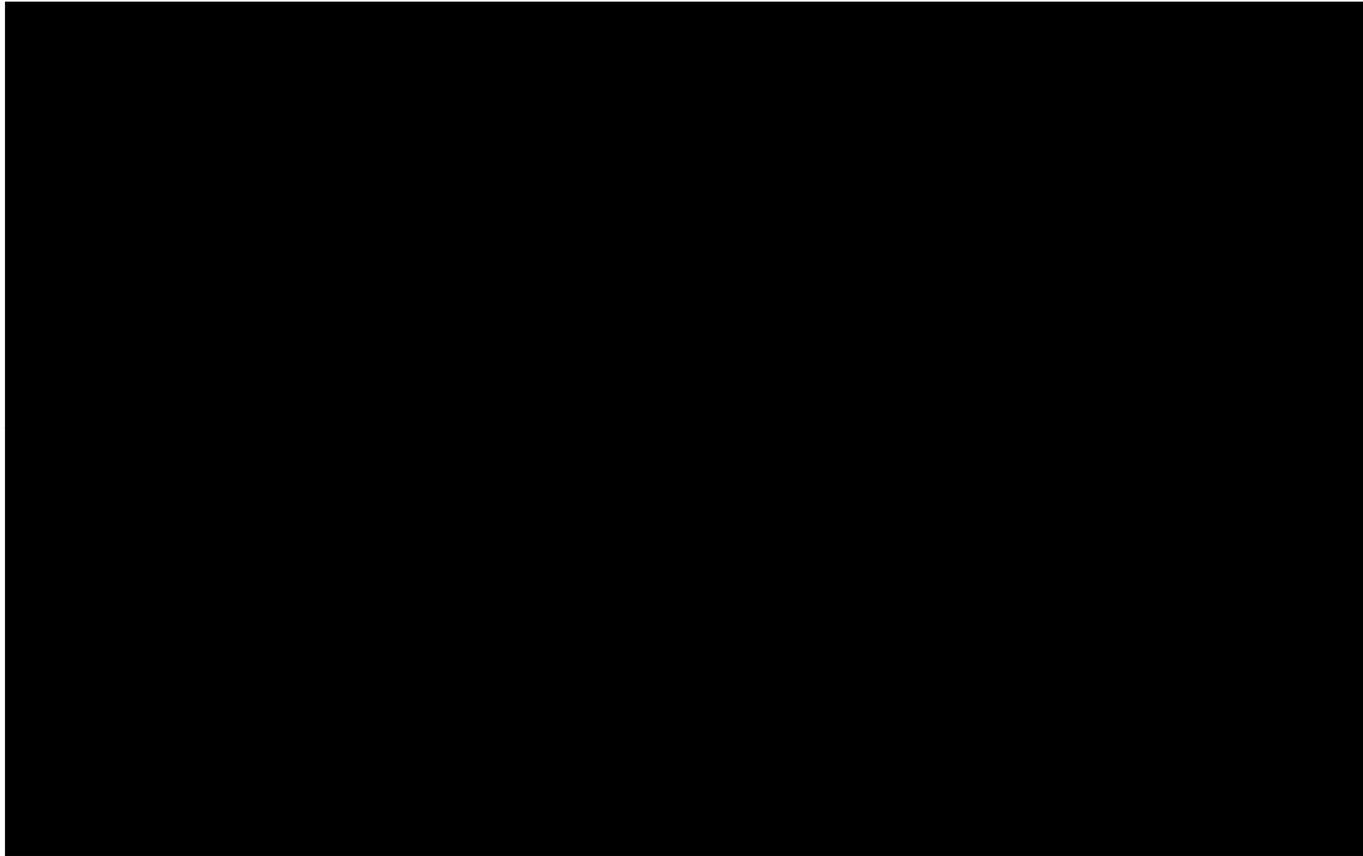
Trainee's perspective



1

Opportunities &
Livelihoods

Opportunities for livelihood: Bhanupriya



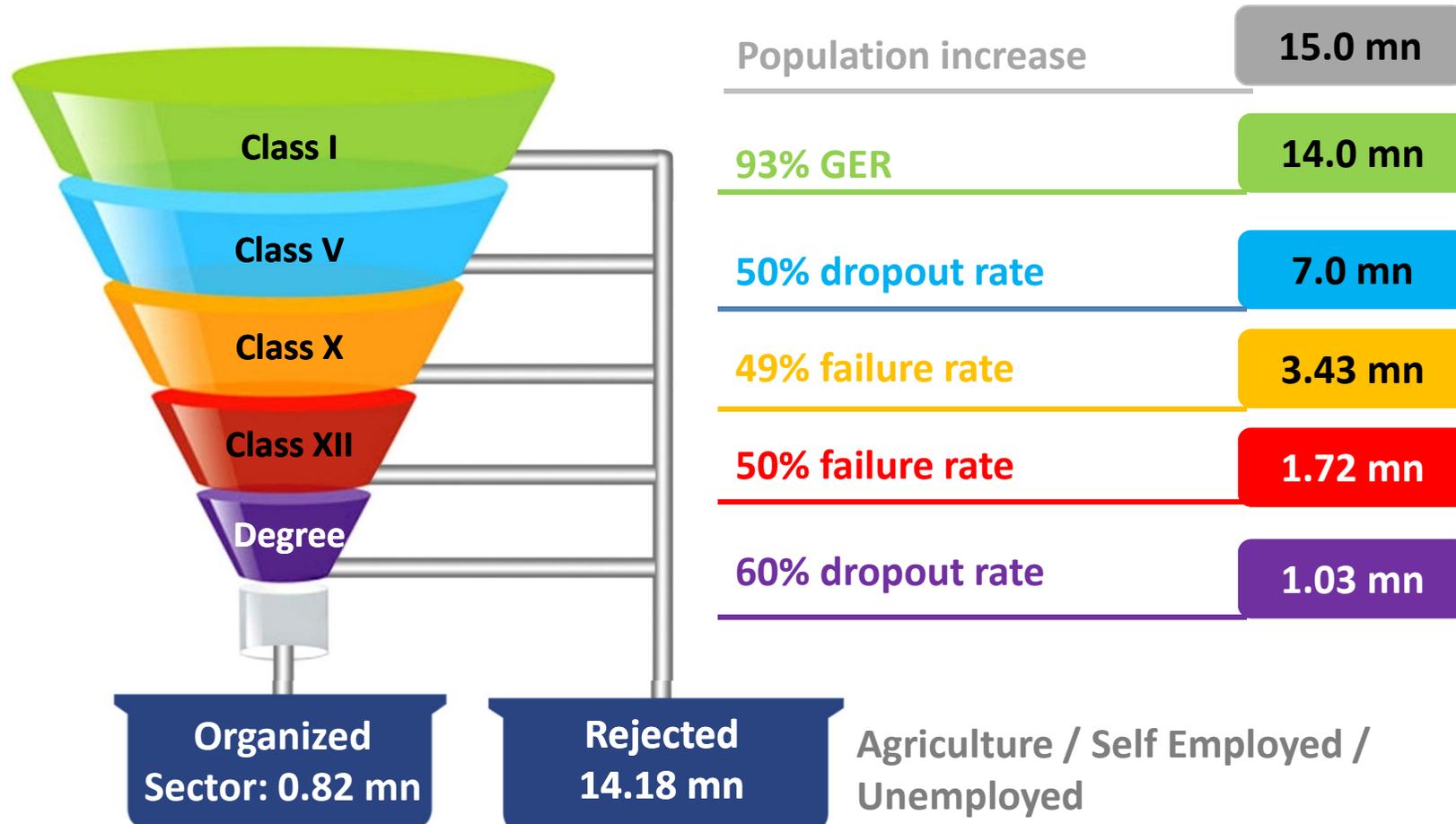
So what livelihood opportunity does Bhanupriya have?

Dropouts from HRD Funnel

1

Demographics:
Supply side

Source: deispune.org & indiastats.com



High dropout & failure rates at each academic hurdle negating the demographic dividend

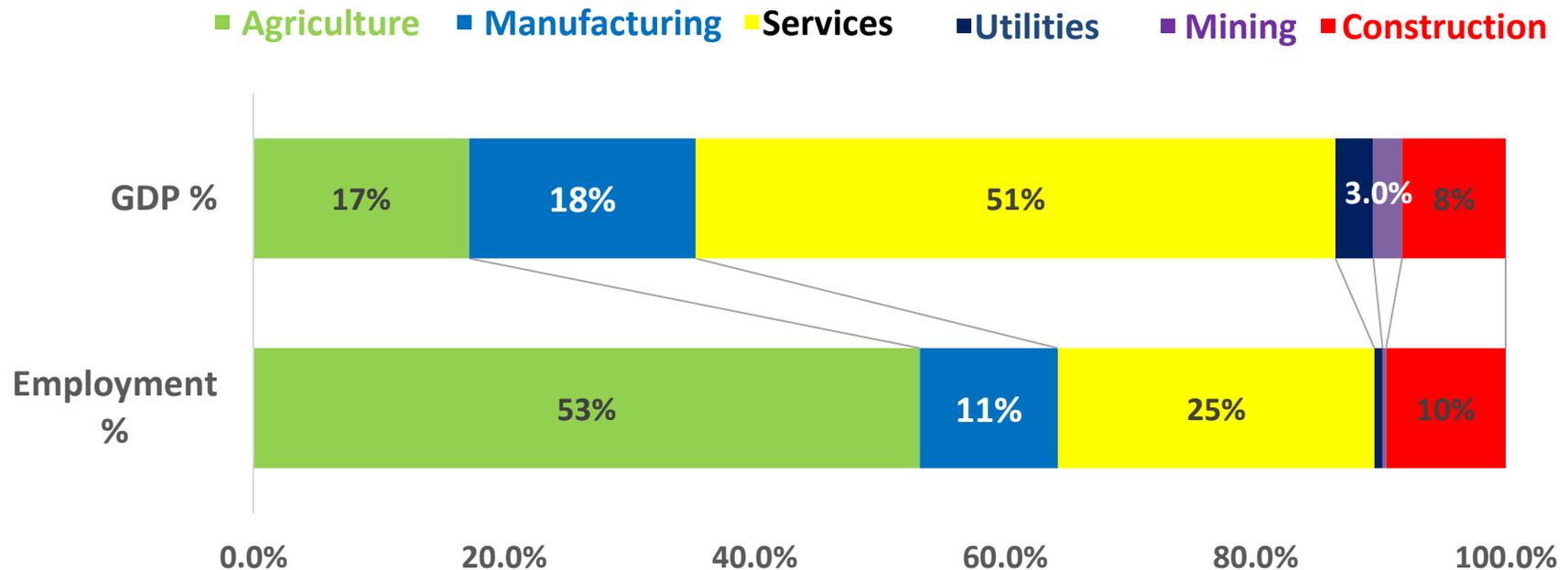


Industry's perspective

2

GDP v
Employment

GDP contribution v Employment



Source: Economic Survey 2015

Disproportionate share of employment in sectors

2

Identifying priority Sectors

Priority sector identification



- Sectors with high employment opportunities:**
Financial services & healthcare, retail & hospitality
- Sectors that cannot be completely automated (e.g. Apparel production, Hospitality, Beauty & Wellness)**
- Sectors that are aspirational for youth (IT/ITeS, Automotive)**

2 Issues with industry engagement

Challenges faced by Industry: A Blue collar perspective

Manpower Shortage

- Shortage of manpower across industry, high search costs but lack of willingness to spend on training

High Attrition

- High demand of manpower results in quick job changes at small increments

Regulatory Framework

- Labour law compliance results in contractual employment & forced attrition

Skills & Qualifications disconnect

- Qualifications aplenty, skills scanty

Unique situation of excess demand and supply



Government's perspective

3

Governance

Government's priority areas & cross support



Cross support across key government initiatives:
Make In India & Skill India

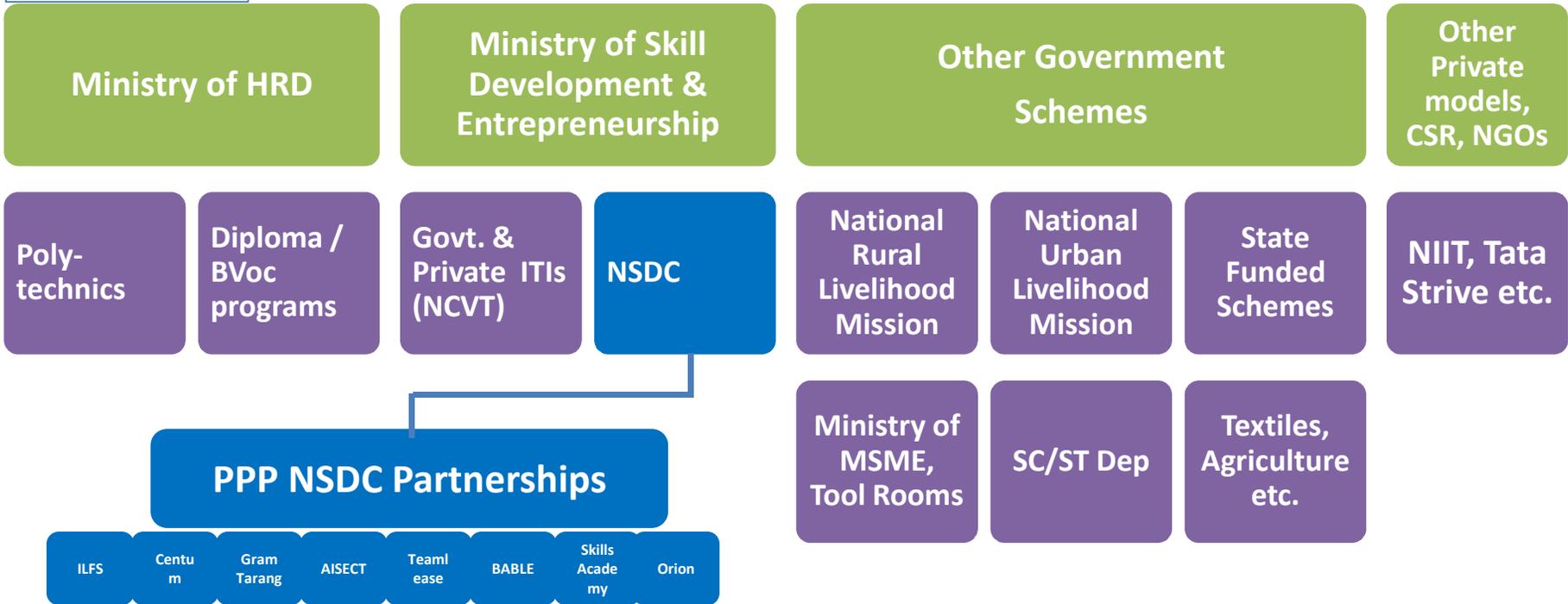
3

Skilling Ecosystem

Vocational Education & Training Ecosystem in India



500 mn Skilled Indians by 2022



22 ministries involvement in skill development being brought under MSDE; focus on sustainability

3

Innovation in
governance

Encouraging innovation & industry involvement



सत्यमेव जयते

MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP
GOVERNMENT OF INDIA



सत्यमेव जयते

Government of India
Ministry of Human Resource
Development

NAPS

- National Apprenticeship Promotion Scheme
- Dual Mode

QP/NOS

- NSQF alignment; National Occupational Standards

NSDC

- NSQF in schools
- Sector Skill Councils

NEEM

- National Employability Enhancement Mission

UGC

- CBCS, NSQF Implementation
- Bachelor in Vocational (B.Voc.)

Flexible delivery models – multiple entry & exit points through NSQF



Training Provider's perspective



4

Successful Models

Successful models: Public Sector



Industrial Training Institute

**Directorate General of
Training (NCVT ITIs)**

Non-subsidy based TVET | 11,000 + Public & Private ITIs



**Ministry of Rural
Development**

Placement linked training for Rural Youth
Rigorous SOPs, monitoring & technology usage



ORMAS

**Odisha state
development agency**

Awarded by GoI | 50,000 trained (DDU GKY) Best practice: Mobilization | 30 + SDCs in PPP mode



**Punjab Skill
Development Mission**

Consolidated schemes under PSDM,
Setting up MSDCs in PPP model



**National Skill
Development Corporation**

PMKVY | PMKK | Sector Skill Councils |
NSQF in schools

**In search of a balance between social impact,
scalability, sustainability**

4

Successful Models

Successful models: Private Sector



Nettur Technical Training Foundation

Setup with Swiss support 43 years ago; paid model with high quality training & placements



Don Bosco Fr Agnel / Boys Town

200 + ITIs, Provider of free of cost training in remotest of areas



IL&FS

Largest skill provider in the country; strong user of technology for scaling



Centurion University – Gram Tarang

Community outreach in disadvantaged & troubled regions; University linkage for higher education



ICICI Foundation Tech Mahindra

CSR funded programs: industry partnerships / TP delivery

**Established pockets of excellence – few and far
between**

Key challenges

1. Short term focus not in synch with aspirations of youth

2. Value of Underlying skill certification: equivalence / acceptance

3. Government schemes are procedural focus & not outcome focused

4. Industry is marginal to the whole process (standards, assessment & curricula) and pays no premium for skills

5. Employability is poorly understood: No focus on soft / life skills / career pathing

Established pockets of excellence – few and far between

The big one: Horizontal & vertical mobility



BLUE COLLAR

GREY COLLAR

WHITE COLLAR

	School Dropouts	ITI	Diploma	Professional Degree	Post Graduation
Job Role	Fitter/Helper	ITI Fitter / Machine Operator	Machine Operator	CNC Programmer	Production / Operations Manager
Employment Opportunity	SME	Manufacturing Sector, PSUs	Manufacturing Sector, PSUs	Specialized Industries	Manufacturing Sector, PSUs
Starting Monthly Income (INR)	3,000 – 5,000	6,000 – 10,000	8,000 – 12,000	10,000 - 20,000	20,000+
Monthly Income after 5 Years (INR)	5,000 – 7,000	8,000 – 12,000	12,000 – 20,000	30,000+	50,000-100,000+

Career Ceiling for School Dropouts



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Our Learning:

**How does one build a quality
skill development institute?**

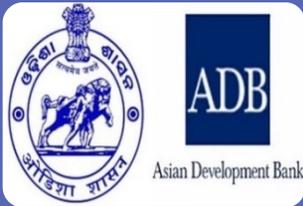
STEP I

Training infrastructure development



MSDE: Pradhan Mantri Kaushal Kendra

- Scheme announced by MSDE for developing 1 Model Skill development center per district (540+) in PPP mode



Govt. of Odisha: ASTIs & Block Level SDCs

- Block Level SDCs: GoO funded 5,000 sq ft centers
- Region level ASTIs: ADB supported scheme



Govt. of Punjab: Multi Skill Development Center

- 30,000 sq ft of space for 5 MSDCs across Punjab
- Given to TPs through tendering process

Various schemes focusing on quality infrastructure development

STEP II

Thought through Revenue Model

Skill Programs: Any skill based, vocational or technical course offering certification upto diploma level

Self funded,
paid courses

33%

Government
funded
Schemes

33%

Industry
funded
Programs

33%

Original Plan: $1/3 \times 1/3 \times 1/3$

STEP II

Currently skewed scenario

Skill Programs: Any skill based, vocational or technical course offering certification upto diploma level

Self funded,
paid courses

30%

Government funded
Schemes

60%

Ind-
ustry

10%

Overdependence on govt. subsidy; which is hurting the paid model

STEP III

Industry engagement in program design

Automotive Sector



Manufacturing Sector



- Appliances
- Material handling
- Interio
- Process Equipment



Apparel & Textiles



Services: Hospitality, IT/ITeS



Industry engagement in curricula, manpower requirements & certification

STEP IV

Pedagogy: Theory, practice & production



Experiential
Based Learning

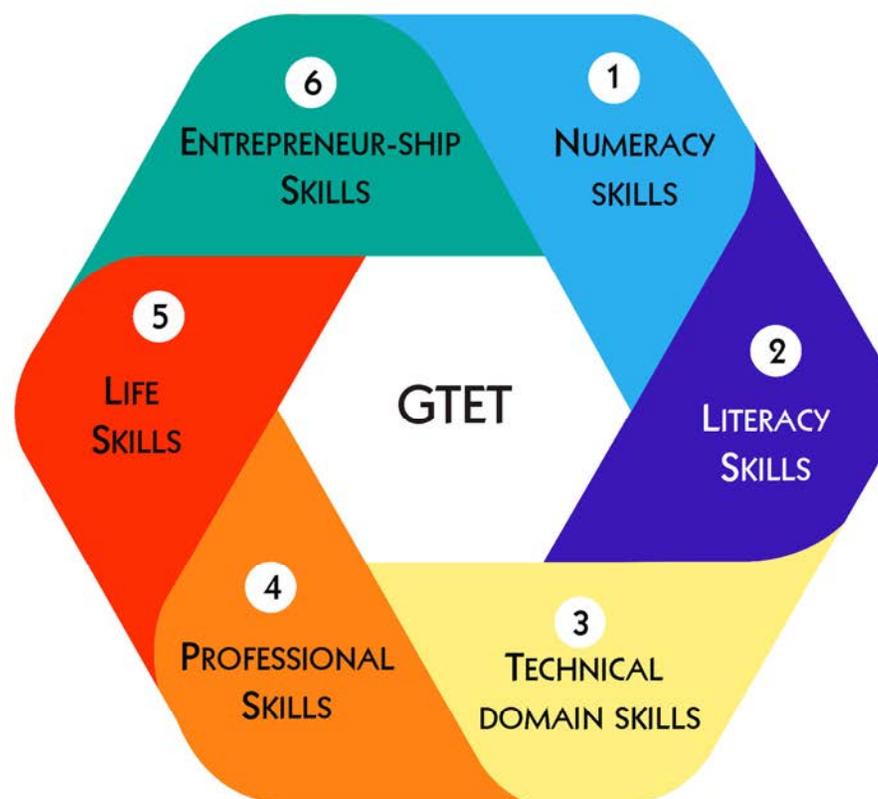
Practice
Oriented
Pedagogy

Hands on
knowledge &
skills

STEP IV

Pedagogy: Six dimensions of skills

- 1 Numeracy skills** : Ability to use mathematical understanding and skills to solve problems and meet the demands of the job e.g. workshop measurement, calculation & basic arithmetic.
- 2 Literacy skills** : Capacity to read, understand and appreciate various forms of communication including spoken language, printed text and digital media required for the industry & trade.
- 3 Technical domain skills** : Trade specific technical or core knowledge & practical skills required for expertise in a trade.
- 4 Professional Skills** : The key behaviors, actions and thinking processes necessary to build a successful career like values, ethics, integrity, teamwork, communication, planning, time management & leadership etc.
- 5 Life Skills** : Abilities for adaptive and positive behavior that enable individuals to deal effectively with the demands and challenges of work life & employment like IT literacy, financial literacy & legal literacy, financial planning for self and family, health, health, hygiene & sanitation.
- 6 Entrepreneurial Skills**: Encouraging students to gain hands on experience & through live production & incubating them to become nano/mini/micro entrepreneurs.



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STEP V

Trainers

1) Trainer recruitment: Ex-servicemen or industry professionals

2) Trainer development: Industry based training & University linked

- Pool of 350 existing vocational trainers in the ecosystem
- 500+ Diploma, B Tech & M Tech faculty
- 80,000 + alumni with work experience in industry

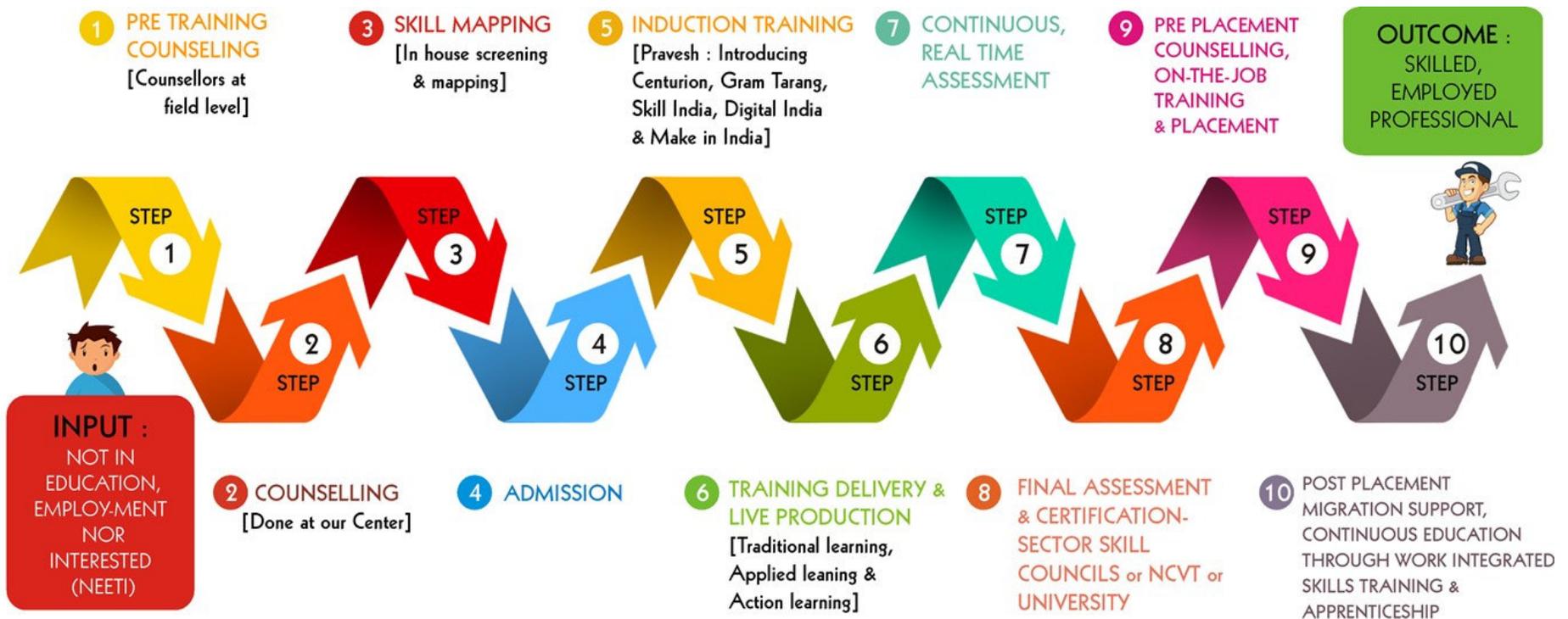
Training of Trainers Programs

- German partnership – Master trainers from Germany spent 3 months to train our trainers
- UKIERI – UK India Education Research Initiative exchange program for employability skills
- Godrej & Boyce – TOTs for RAC Mechanic, Woodwork carpentry, Forklift Maintenance
- Ashok Leyland – ToT for Heavy Vehicle Service Technician
- Yamaha – ToT for 2 wheeler service technician
- Volvo Eicher – ToT for commercial vehicle service technician
- CCD- ToT for Retail, Hospitality associates
- Tool Room – ToT for CNC Programming, CAD/CAM
- GAP Foundation – for life skills

Trainer recruitment & development is key

STEP VI

Village to workplace: Migration & Retention



10 stage training cycle needs focus on migration from stage 1 of process

Gram Tarang – Centurion University Model

4 Categories of students



Equality & Diversity

Creating a comprehensive skills ecosystem



सत्यमेव जयते
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP
GOVERNMENT OF INDIA



Centurion
UNIVERSITY

MSDE, Govt. of India

- Partnership with NSDC – Seed funding
- NCVT ITIs & DGT Empaneled Assessor
- Work Integrated ITI & Apprenticeship

Gram Tarang

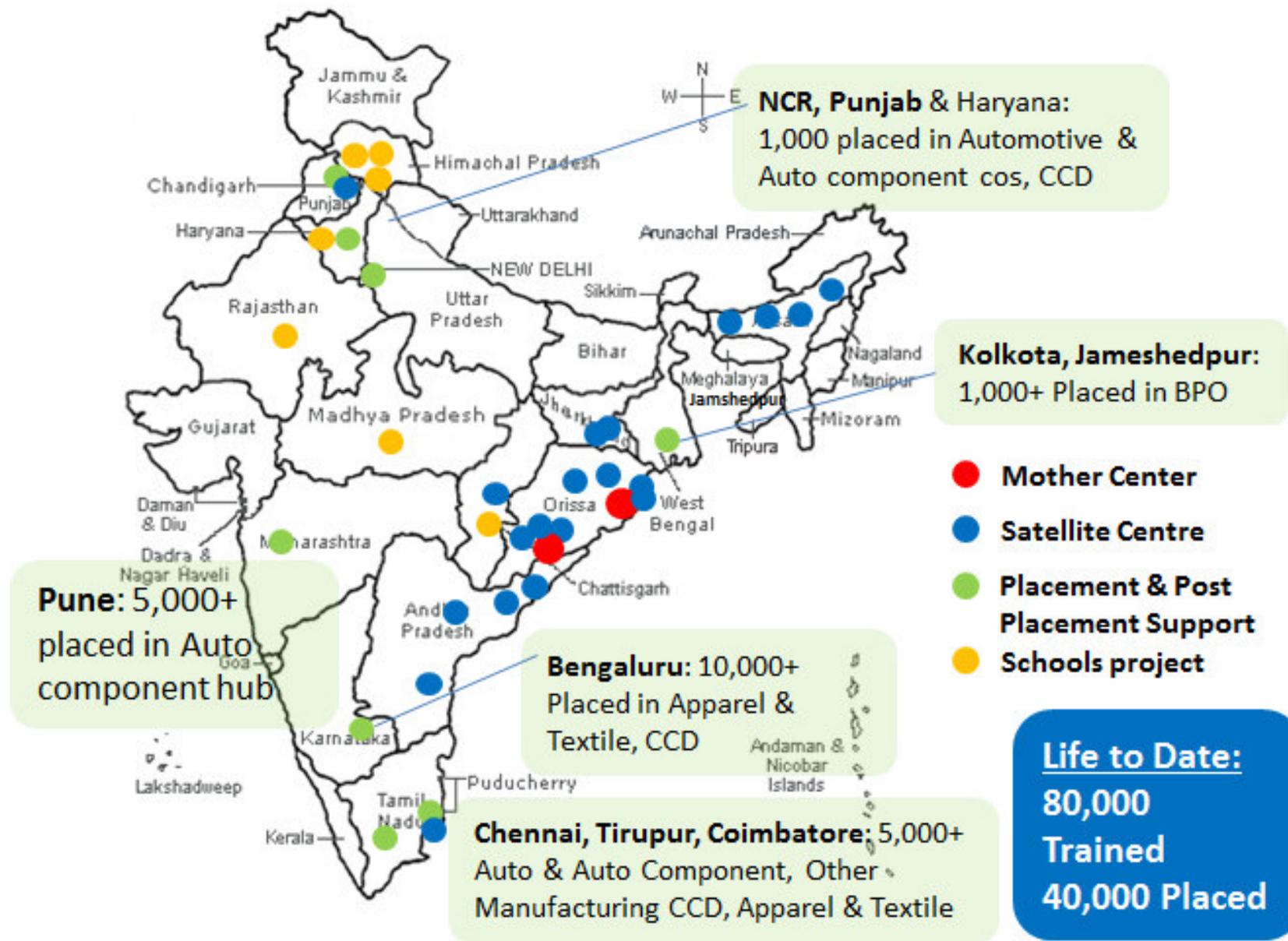
- Industry Partnerships
- Program Implementation
 - Mobilization
 - Training
 - Placement
 - Post placement support

CUTM

- Knowledge support
- Training of trainers
- Accreditation & Certification
- UGC approved Certifications aligned to National Skill Qualifications Framework



A Public Private Partnership Social Entrepreneurship



23 centers | 11 states | 23,000 trained in 2016 In a hub & hub model



**Sewing Machine Operators | Garment
Export Industry
Jobs: Bangalore, Chennai, Tirupur**



**Jobs: Machinists | Assembly Line Operators in
Production lines
Work Location: Pune, Chennai, NCR**



CNC Operators & CNC Programmers
Automotive & Auto Component Industry
Work Location: Pune, Chennai, NCR



Hyundai Motors Passenger Car Service Technician



Ashok Leyland Commercial Vehicle Technician

A photograph of a yellow Godrej forklift operator in a field. The operator is wearing a white shirt and grey trousers, sitting on the forklift. The forklift has 'Godrej' written on the mast and the side. In the foreground, there are several blue and orange barrels and a blue pallet. The background shows a large open field with some buildings and trees in the distance. A semi-transparent blue banner with a grid pattern is overlaid on the image, containing the text.

Forklift Operators | Factories

Work Location: Odisha, Maharashtra



Refrigeration & AC mechanics | Dealers & maintenance companies
Work Locations: Metros



Carpenters & Furniture Technicians
Self Employment
Work Locations: Tier II/III cities

Yamaha Two Wheeler Technicians

Work Location: Dealer Points in Odisha





1,000 + Cafe Brewmasters across India
Café Coffee Day



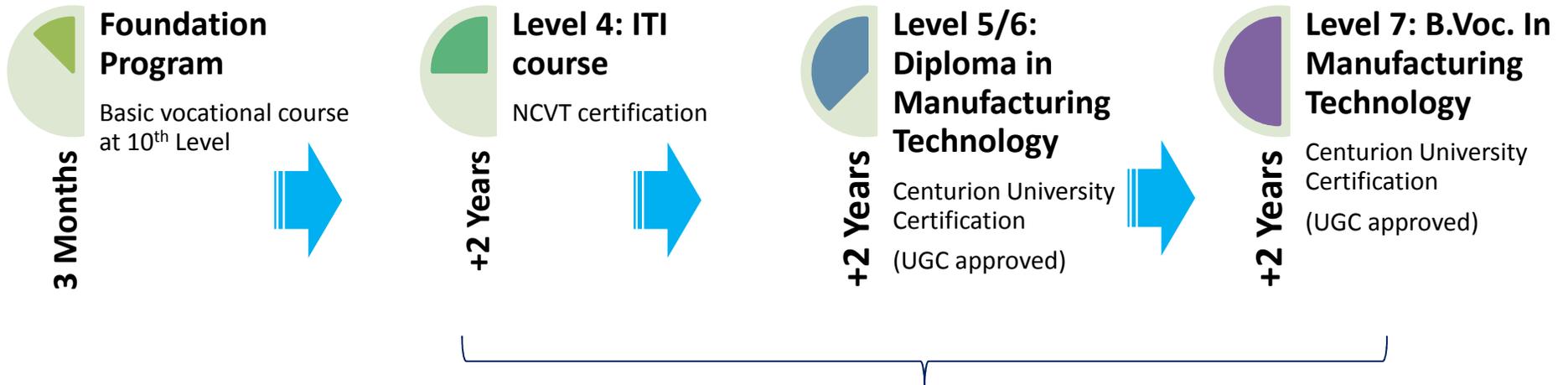
Learn together | Live together |
Migrate together

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Best Practice

Career Progression through Lifelong learning

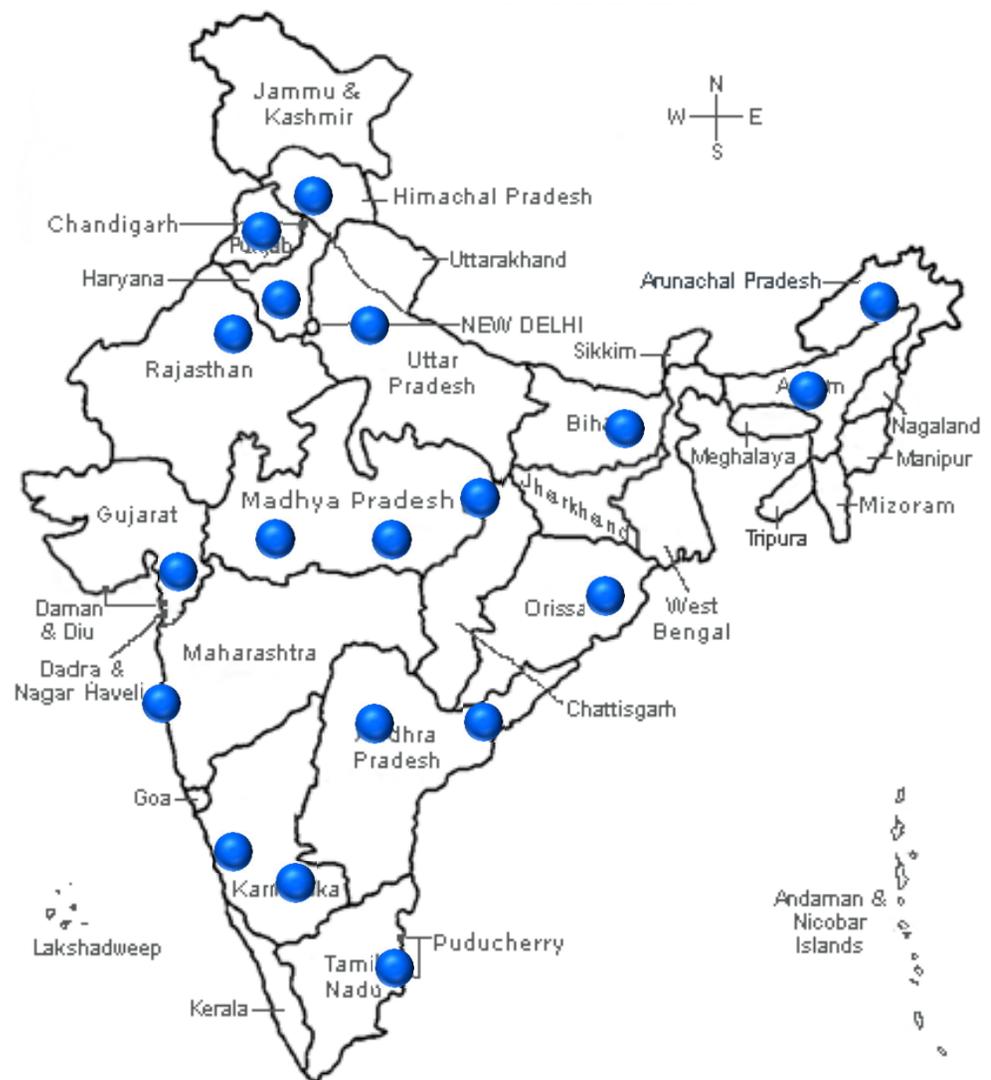


- School dropouts enrolled in NIOS
- 3 month full time residential course
- **Work Integrated Learning** through:
 - Contact Classes @ training room in factory or nearby
 - e-learning/self learning through content developed by Gram Tarang
 - Recognition of Prior or workplace learning

Enabling life long learning – to take youth from where they are to where they want to be

VISION 2022

To reach a
capacity of
training 100,000
youth per annum

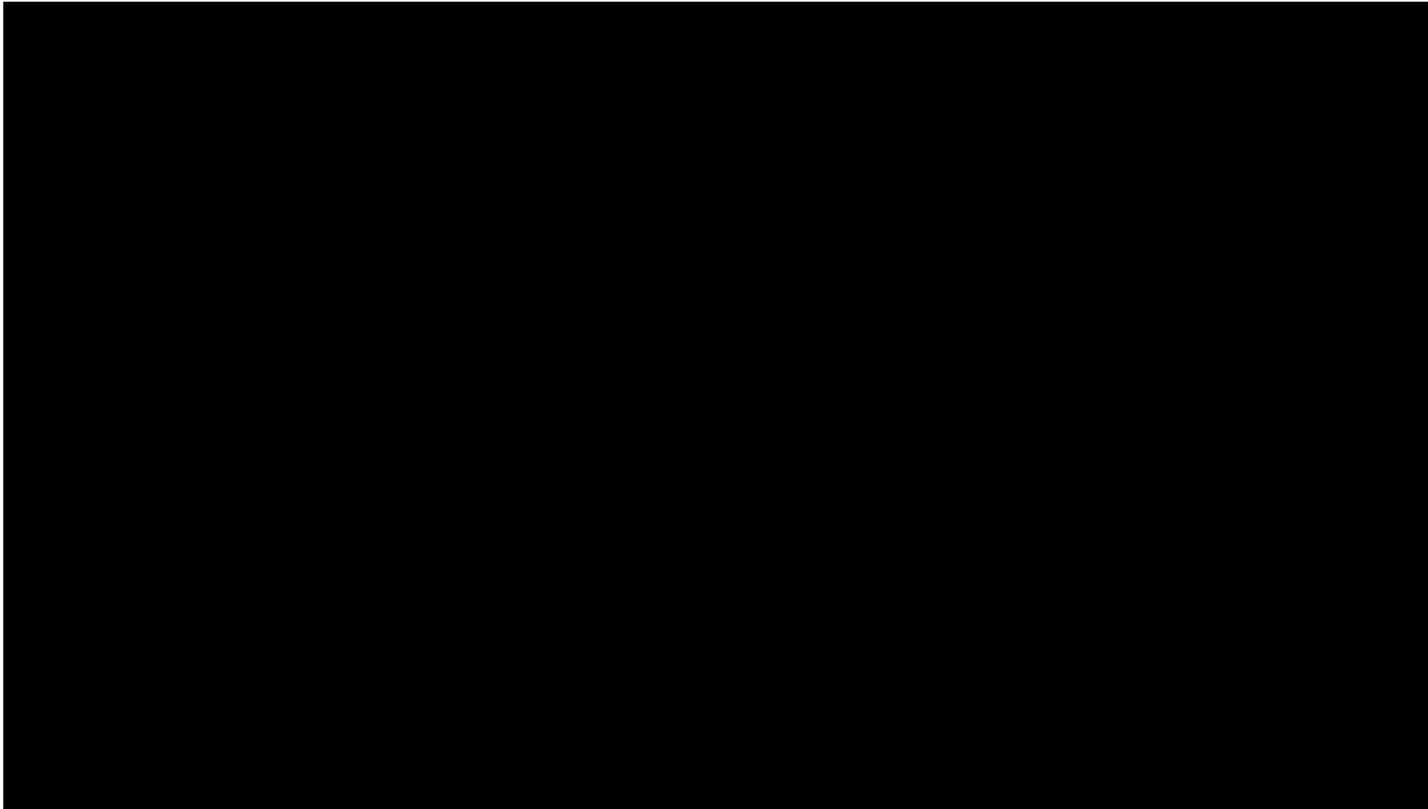


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Aspirations: Reena Naik



How skill development can help fuel Reena's aspirations...

**Taking our youth from where they
are to where they want to be**



Going the extra mile to support our youth...

The world of hopes & possibilities

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