

# **Beyond Institutional Skill Development**

## **Challenges and Opportunities**

**Skills for Sustainable and Inclusive Growth**  
**ADB, Manila**  
**Dec 13<sup>th</sup>, 2011**

# Background

- India
  - Twenty years of reforms; Why doesn't it feel right?
- Five Labour Market Transitions
  - Farm to Non-Farm
  - Rural to Urban
  - Unorganized to Organized
  - Subsistence self-employment to Decent wage employment
  - School to Work
- Context
  - Population repackaged; 1 million per month
  - Teamlease; people supply chain company; 5 min, 5%
  - Agony and Ecstasy
  - Child's 2 decisions

# Policy Context

Employability/ Education Regime

Unemployability;  
58%, Skills vs.  
Certificates

Market  
Failure

Repair different  
from Prepare; 6mo,

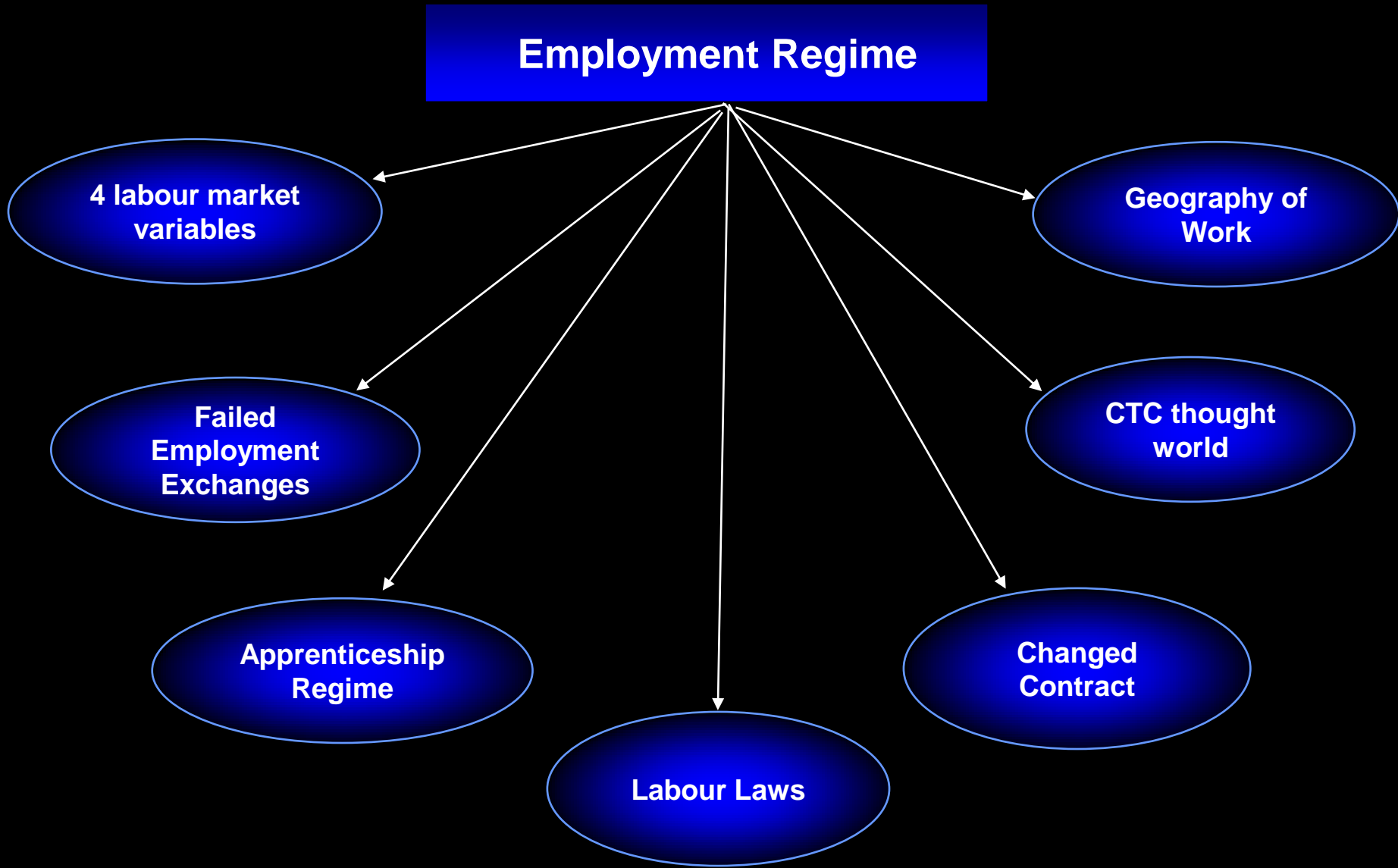
Centre  
regulates but  
state delivers

Not self-  
healing; NOC  
code mismatch

Not work ready;  
BA, Inflexible  
10+2+3

Entry Gate/  
Exit gate

# Policy Context

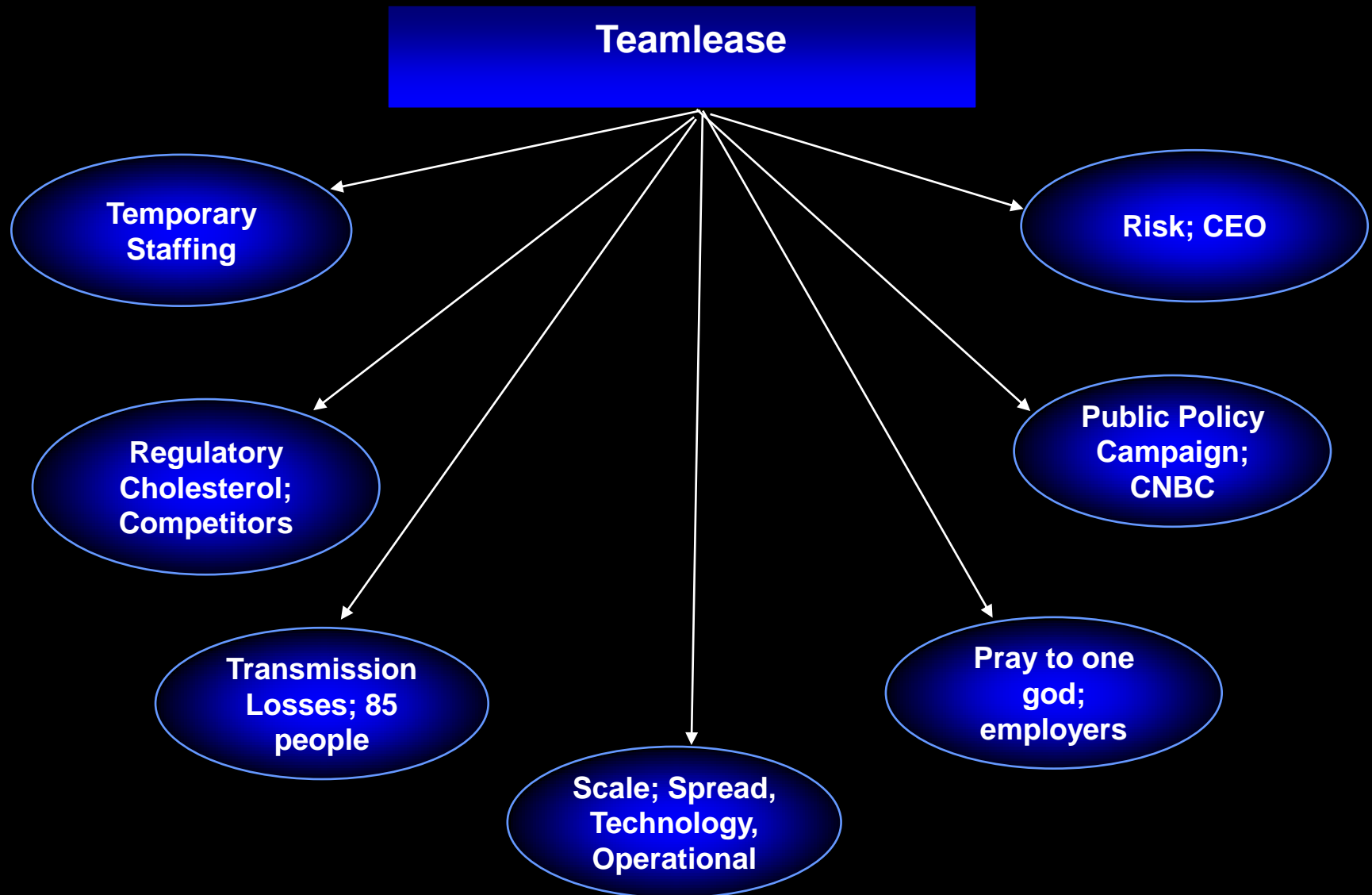


# Entrepreneurial Context

- Innovation at Intersection;
  - P and P and N
  - Education, Employment and Employability
  - F & D & C
- Money and Mandate; more cooks vs. new recipe
- Need institutions, processes and resources at three levels:

– Immediate	Matching	Connecting Supply to demand
– Medium Term	Mismatch	Repairing Supply for demand
– Long Term	Pipeline	Preparing Supply for demand

# Strategy in 2004



# Stakeholder Feedback

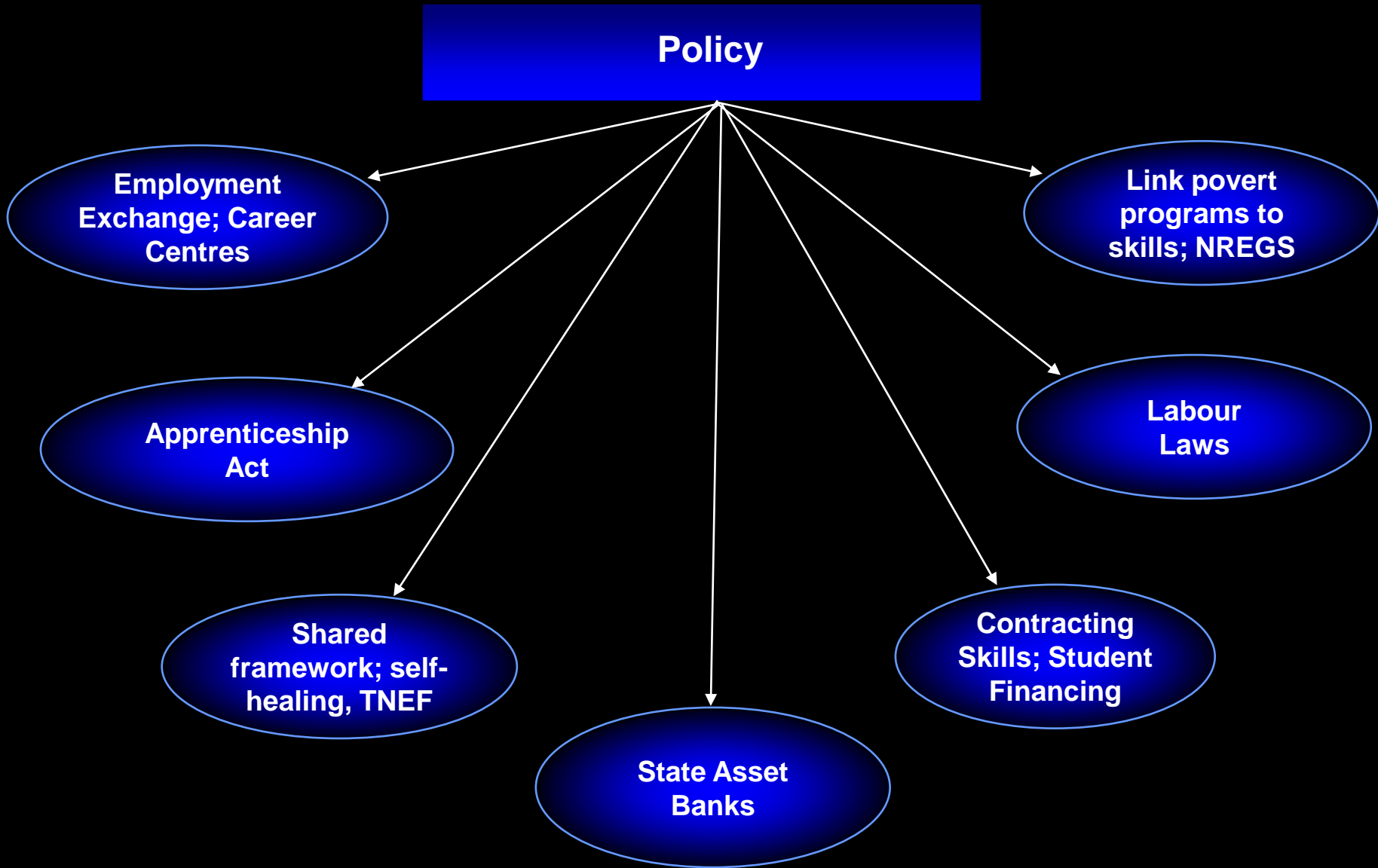
- Employers
  - Lower hiring standards but can't manufacture e'es ; 3 holes in bucket
  - Think differently about stock and flow
  - Long Tail of locations
- Candidates/ Parents
  - Single location for 5 services
  - Qualification Corridor; vertical mobility
  - Multi-Modal Delivery
  - Job outcome
- Policy Makers
  - Execution at Scale
  - Distrust; Credible Long term platform
  - Outlays to Outcomes; Employer linkages
  - Software for hardware

# Teamlease Strategy in 2011

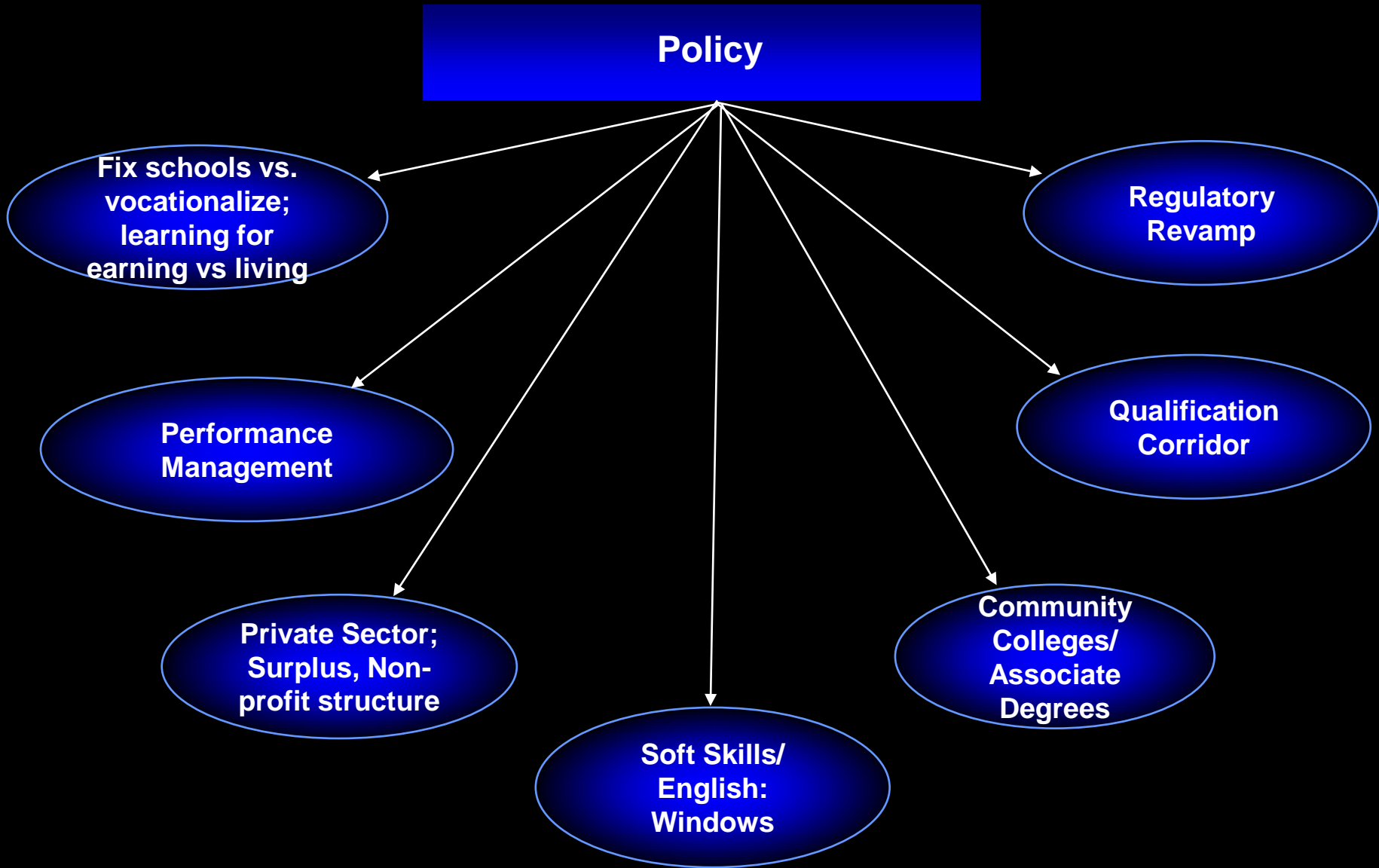
<b>Employment</b> TL 75,000	<b>Employability</b> IIJT, ITHS	<b>Education</b> TLU
<b>Corporate</b> 1400, ELS	<b>Government</b> 9 States	<b>Individuals</b> 0.5 m, 6,000
<b>Centres/ Campus</b>	<b>Cloud/ Satellite</b> E-learning, T3	<b>Apprentice/ OJT</b> Netap



# The Policy Agenda



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# Reflections - Public Policy Campaign

- Challenges - Myths/ Assumptions

- Too long; tenure mismatch
- Organized labour is labour; Distributional coalitions
- Skills stigma; corridor to jobs, formal jobs, qualifications
- Education is superior to training; Vocational University
- Rights thought world

- Learning's

- Important to learn but India Scale; Not western to be modern
- Messenger more important than message; prototype at scale
- States; SCVT, E'Xchanges, PPPs, Labour laws?

# Closing Thoughts

- India

- WSJ in 1994
- Unique Time in India; Entrepreneurial triad
- Missed tryst with destiny; 300 million
- New appt; 3E agenda is national policy triad
- Biggest question is how to get change?

- Way forward

- Daily spectacle of tragedy; losing their future
- Public Policy Framework evolving; NSDC, States, Pvt. Universities
- Impossible trinity; cost, quality, scale
- Private sector true contribution will take time; distrust
- Our strategy; Calvin and Hobbes

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