

# Skilling ecosystem in India

Unlocking the potential of youth

September 2020





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# Foreword

**“Today, the world and India need a skilled workforce. If we have to promote the development of our country then our mission has to be skill development and Skilled India,” Narendra Modi, Prime Minister.**



India is one of the youngest nations in the world with over 62% of the population in the working age group and about 54% of the population below 25 years of age. In the next 20 years, the labour force in the industrialised world is expected to decline by 4%, while it is likely to increase by 32% in India. This highlights the need to enhance the skills of the available workforce to improve their employability and contribution to the economic growth of the country.

In line with this vision, skilling in India has transformed from a disbursed and distributed model with multiple government bodies to a cohesive and unified model under the Ministry of Skill Development and Entrepreneurship (MSDE). Skilling in India is seeing some great reforms and policy interventions, which are reinvigorating and re-energising the country's workforce and are preparing the youth for job and growth opportunities in domestic as well as international markets.

The MSDE introduced two initiatives **Common Norms Notification (CNN)** to specify the input standards, outcomes, funding norms, fund flow mechanism, mechanism for monitoring and tracking and empanelment of training providers and assessors and **National Skill Qualification Framework (NSQF)**, a competency-based framework that organises all qualifications according to a series of levels of knowledge, skills and aptitude. These levels, graded

from one to 10, are defined in terms of learning outcomes, which the learner must possess regardless of whether they are obtained through formal, non-formal or informal learning.

This transformation signified the need to rapidly expand the skills training sector. A significant effort was made to bring more private sector organisations into the system. Going forward, skilling is being aligned with industry partnerships and demand-driven courses to create employment-ready workforce.

The management framework of various skilling schemes is being strengthened through the latest technologies for transparency and efficient monitoring.

Various user-friendly applications are being developed and utilised for increasing the reach of the initiatives.

In this dynamic world, we need to keep revisiting our policies and focus on building a quality focussed and demand-driven learner-centric skill ecosystem. In addition, we need to improve the linkages between education, skilling and industries.

This publication summarises the initiatives taken by the government and Grant Thornton Bharat LLP's contribution.

**Ravinder Reddy**  
Partner, Public Sector



A close-up portrait of a young woman with dark hair, smiling warmly at the camera. She is wearing a dark blazer over a light pink top with a bow. The background is a bright, out-of-focus office or modern interior with large windows and soft lighting.

# Reforms in skilling landscape



## Initiatives towards standardisation in skilling

### India's demographic dividend<sup>1</sup> is an opportunity for economic growth

With more people in the workforce and fewer children or elderly to support, a country has a bright prospect for exponential economic growth through planned investments and policies.

**Table 1: Workforce of India**

Year	Indian population (Age group 15-59)
2020	62.6% (increasing year-on-year)
2036	~65% (reach its peak)

Government of India is capitalising the available workforce by strengthening vocational education and training programmes and operationalising new schemes in skilling.

A dedicated skill ministry, **MSDE** was set up in 2014 and since then the number of Industrial Training Institutes (ITIs) have grown by over 40%, currently, more than 15,000. A special emphasis was placed on short-term training programmes with focus on quality through introduction of **NSQF**. This is a quality assurance framework to ensure uniformity in programmes, consistency in training and convergence on learning outcomes.



#### Disintegrated model

A disbursed and distributed model with multiple government bodies involved



#### Unified model

A cohesive and unified model under a single agency, aligned to the single vision of skilling the Indian youth

“

Education, vocational training and lifelong learning are central pillars of employability, employment of workers and sustainable enterprise development.

”

**International Labor Organization**



1. According to United Nations Population Fund (UNFPA), demographic dividend refers to the economic growth potential (of a country) that can result from shifts in a population's age structure, in particular, when the share of the working-age population which is 15 to 64, is larger than the non-working-age share of the population

# Journey of transformation

India is committed to promoting vocational education and training through bold and meaningful actions.

The earliest efforts of the government to promote vocational education in the country can be traced back to 1956 when **National Council** for training in vocational trades was formalised through establishment of ITIs.

In 2008-09, **National Skill Development Corporation (NSDC)**, a not-for-profit organisation, was formed. This organisation was established to attract private sector investment in skilling.

The year 2014 is considered to be a major turning point when **MSDE** was formed and Skill India Mission was launched. National Skill Development Agency (NSDA), National Skill Development Corporation (NSDC), National Skill Development Fund (NSDF) and 33 Sector Skill Councils (SSCs) were brought under the umbrella of MSDE. Key focus of the ministry is the co-ordination of skill development efforts across the country, integration of demand and supply of skilled manpower, and upgradation of skills and encouragement of entrepreneurship.

All the skill development programmes and schemes were brought the Skill India Mission to bring coherence between

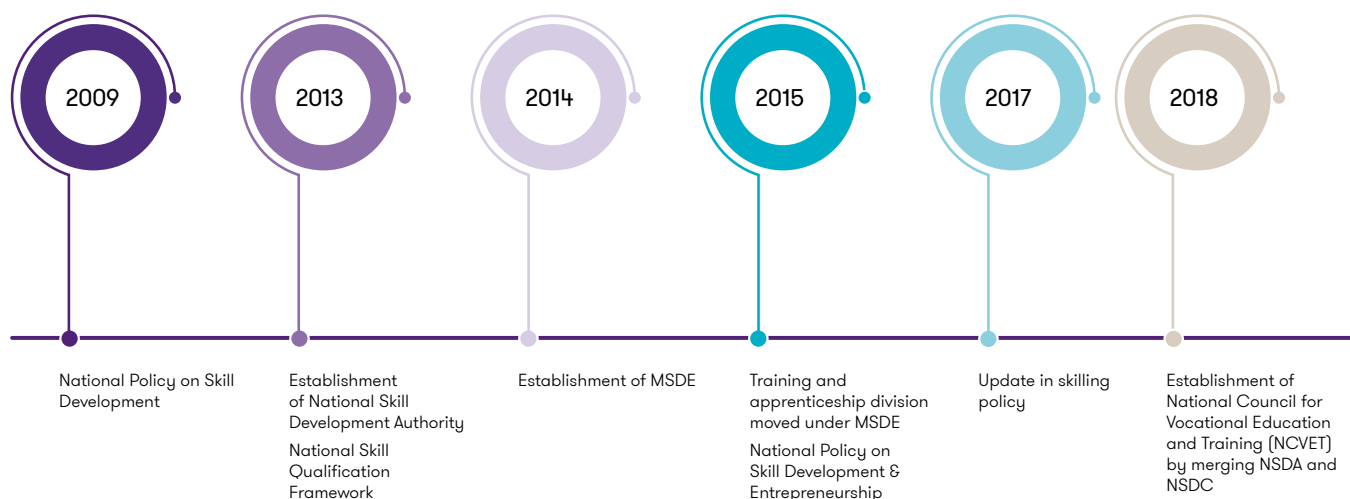


**Skill India**  
कौशल भारत - कुशल भारत

various ministries and departments. A set of guidelines were created to amplify the brand recognition and the Skill India logo was used for common branding of skilling initiatives taken by central or state governments.

To further create convergence between ITIs and the new skill Initiatives of the government, two verticals from Directorate General of Employment and Training (DGET) - DDG (Training) and DDG (Apprenticeship Training) were transferred to the MSDE on 16 April 2015.

**The National Council for Vocational Education and Training (NCVET)** was formed in December 2018, by merging the existing regulatory institutions in the skills space - National Council for Vocational Training (NCVT) and National Skill Development Agency (NSDA). The objective was to integrate fragmented regulatory system and infuse quality assurance across the vocational training value chain for better outcomes.





# Current ecosystem

The MSDE formulates policies for all other ministries and NSDC to strengthen skill development initiatives.

One of the key aims of MSDE is to ensure that India meets its target of skilling and upskilling 500 million people by 2022.

## Key stakeholders under MSDE

### NCVET

It regulates the functioning of entities engaged in vocational education and training. The key functions of NCVET are:

- Recognise and regulate award bodies, assessment bodies and skill-related information providers
- Approve qualifications developed by award bodies and SSCs
- Indirect regulation of vocational training institutes through award bodies and assessment agencies
- Research and information dissemination
- Grievance redressal

### NSDC

It focuses on quality assurance, information systems and training the trainer academies either directly or through partnerships. The key functions of NSDC are:

- **Implement** government schemes
- **Enable** standards and accreditation systems of trainings through SSCs and partnerships with employers, etc.
- **Provide** knowledge and advisory services through skill gap studies, advisory services, etc.
- **Fund** select private sector skilling initiatives

NSDC has also been working to create awareness about skill ecosystem and has rolled out electronic and print campaigns apart from the reality show highlighting the need for skilling, named Hunarbaaz.

## State Skill Development Missions (SSDMs)

SSDMs operate under the National Skill Development Mission, along with 20 central ministries/departments for implementation of more than 40 schemes/programmes on skill development.

The erstwhile NSDA, now merged into the NCVET, acts as the nodal agency for all SSDMs. The objective of each SSDM is to coordinate the skill-related activities of different departments at the state level.

The function of SSDMs is broadly to implement state government and central government-initiated skilling interventions for various targeted groups. SSDMs also have the autonomy to formulate skill development programmes for their specific states, while serving as coordinating bodies to promote convergence of implementation efforts in the state, in line with the national objectives.

### SSCs

The objective of SSCs was to bridge the gap between the industry demand and skill available in the country. Till date, there exists 38-approved SSCs, with over 600 corporate representatives in the governing councils. SSCs are responsible for creating national occupational standards (NOSs) and prescribing qualification packs, development of competency framework, conducting training of trainer (ToT) programmes, carrying out skill gap studies and assessing and certifying trainees on the curriculum aligned to NOSs developed by them.







# Interventions for empowering the workforce



# Pradhan Mantri Kaushal Vikas Yojana (PMKVY)



## Objective

Provision of industry-relevant skill training for better livelihood



## Implementation

Centre and state governments (NSDC), under two components – Centrally Sponsored Centrally Managed (CSCM), and Centrally Sponsored State Managed (CSSM)



## Launch

2015, further extended to 2016-20.



## Total outlay

INR 12,000 crore



## Target

Train 1 crore beneficiaries



## Sectors

31, covering 577 job roles

## Short Term Training (STT)

- Aimed to benefit candidates in school/college dropouts or unemployed
- Training provided according to the NSQF
- All job roles are NSQF Level 5 and below
- Includes training in soft skills, entrepreneurship, financial and digital literacy
- Duration ranges between 150 and 300 hours, depending upon the job role
- Post training, candidates receive placement assistance from training partners (TPs)
- Entire training and assessment fees are paid by the government in alignment with the common norms

## Recognition of prior learning (RPL)

- For individuals with prior learning experience or skills, desirous of obtaining assessment and certification for their skills
- Certification of grade in accordance with NSQF
- Offers bridge courses to cover the gap in candidates' knowledge as per NOS, or to upskill as per industry demand-supply
- Consists of only a mandatory 12-hour orientation, extended up to 68 hours in case of additional bridge courses

## Special projects

- For fresh skilling projects, which may not be conducted under STT
- Training for job roles that are not defined under the available NOSs/QPs

PMKVY supports establishment of training centres called Pradhan Mantri Kaushal Kendras (PMKKs) to facilitate excellence in industry-driven courses for better employability. Each PMKK is provided with an assured minimum training mandate for three years.

## Other MSDE schemes

- UDAAN
- Scheme of Scheme of Community Development Through Polytechnics (CDTP) (implemented by MSDE through NSDC)

## Skills Acquisition and Knowledge Awareness for Livelihood (SANKALP)

SANKALP is a World Bank-funded initiative of the MSDE to operationalise the Skill India Mission by setting in motion the sub-missions proposed under the NSDM. It is an outcome-oriented programme with a special focus on decentralised planning and quality improvement.



### Objective

Institutional strengthening (at national, state and district level), quality assurance, inclusion of marginalised population and expanding skills through public private partnerships (PPPs)



### Implementation

MSDE as the nodal agency, supported by NSDA, NSDC, SSDMs, other project implementing agencies (PIAs) and a project management unit (PMU)



### Launch

January 2018; extended for 6 years until March 2023



### Total outlay

INR 4,455 crore, including a loan of INR 3,300 crore from the World Bank



### Target

Quality, market relevance and accessibility of skill development programme with PPP



### Intervention

District Skill Development Planning (DSDP) Award, Mahatma Gandhi National Fellowship (MGNF), regional workshops, best practices portal and thematic workshops





## National Apprenticeship Promotion Scheme (NAPS)

NAPS was launched by GOI with the aim of promoting apprenticeship training and increasing the engagement of apprentices from 2.3 lakh in 2015 to 50 lakh cumulatively by 2020.

It provides reimbursement of 25% of the prescribed stipend subject to a maximum of INR 1,500 per month per apprentice and shares the cost of basic training for fresher apprentices up to INR 7,500 per apprentice for a maximum duration of 500 hours/three months.



### Objective

Promote apprenticeship  
Provide financial support to establishments to undertake apprenticeship programmes



### Implementation

Directorate General of Training (DGT), NSDC and CEOs of the SSCs, state governments through state apprenticeship advisers (SAAs) or SSDMs or SSCs



### Launch

July 2015, with a target to be achieved by 2020



### Total outlay

INR 10,000 crore



### Target

20 lakh apprentices by 2020



### Sector

Covers five categories: Trade, graduate, technician, technician (vocational), and optional trade apprentices



# Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)

DDU-GKY is a placement-linked skill development programme for the rural poor youth. Being run by the Ministry of Rural Development (MoRD) as part of the National Rural Livelihood Mission (NRLM), the scheme intends to provide quality training at the centres benchmarked to global norms and facilitates the movement of the beneficiaries into mainstream labour markets. The scheme plays an instrumental role in supporting government programmes such as Make in India.



## Objective

Add diversity to the incomes of rural poor families  
Cater to the career aspirations of rural youth



## Implementation

DDU-GKY, national unit at MoRD, as the policy-making, technical support and facilitation agency. The DDU-GKY state missions providing implementation support, PIAs implementing the programme through skilling and placement projects



## Launch

September 2014



## Total outlay

INR 4,455 crore, including a loan of INR 3,300 crore from the World Bank



## Target

62,85,906 persons assigned to 1,489 projects so far



## Sectors

50 industry sectors, covering more than 502 trades

## Key features of DDU-GKY

- Demand-led skill training to the rural poor between the age of 15 to 35 years, fully-funded by the government
- Social inclusion of candidates through mandatory coverage of socially disadvantaged groups
- 'Kaushal Panjee' mobile app for registration of prospective training candidates
- Incentives for job retention, career progression and foreign placements
- Mandatory placement to at least 70% of the trained candidates
- Post-placement support, migration support and alumni network
- All programme activities are subject to clear and comprehensive standard operating procedures (SOPs). All inspections are supported by geo-tagged, time-stamped videos or photographs.

## Other MoRD schemes

- National Urban Livelihood Mission
- National Rural Livelihood Mission
- Rural Self Employment and Training Institutes (RSETI) Scheme
- Himayat: For Jammu & Kashmir (under DDU-GKY)
- Roshni: For left-wing extremism-affected districts (under DDU-GKY)



# समर्थ (Samarth) Scheme for Capacity Building in Textile Sector (SCBTS)

The Ministry of Textiles (MoT) had previously implemented the flagship scheme (2010 to 2017) of skilling in textiles sector, Integrated Skill Development Scheme, with a target to provide 15 lakh additional skilled workers to the textiles sector by 2017. Under the scheme 11.14 lakh persons were trained by March 2018 and 8.41 lakh persons were provided placement.

In a bid to leverage the institutional capability created by the ministry and the synergy achieved with the industries and state governments, it continued its efforts for skill development through 'समर्थ' (Samarth) – a placement-oriented programme for meeting the skill requirements of textiles industry. 'समर्थ' (Samarth) caters to the entire value chain of textiles except spinning and weaving in the organised sector.



## Objective

Skilling the youth for gainful and sustainable employment in the textile sector, through demand-driven, placement-oriented NSQF-compliant skill development in the organised sector  
Provides skilling and skill upgradation in the traditional sectors of textiles



## Implementation

Textile industries and their associations, state governments and sectoral organisations of the MoT itself



## Launch

2017-18



## Total outlay

INR 1,300 crore



## Target

Train 10 lakh beneficiaries



## Sectors

Eight sectors, covering 73 courses across both organised and traditional sectors

## The scheme utilises the most advanced technology-oriented features in the Indian skill development domain:

- Aadhaar-enabled biometric attendance system
- Dedicated mobile app for geo-tagged, time-stamped physical verification of training activities, candidate enrollment and grievance redressal
- CCTV recording of all training activities
- A dedicated multilingual call centre in eight Indian languages
- Robust management information system (MIS) for real-time online monitoring of the training lifecycle

## Other major national-level schemes

- **Seekho aur Kamao** (Learn and Earn), **USTTAD** (Upgrading the Skills and Training in Traditional Arts/Crafts for Development, and **Nai Manzil**: Ministry of Minority Affairs
- **Deendayal Antyodaya Yojana**: Ministry of Housing and Urban Poverty Alleviation
- **Hunar se Rozgar Tak**: Ministry of Tourism
- Scheme for Higher Education Youth in Apprenticeship and Skills (**SHREYAS**): Ministry of Human Resource Development
- Skills Strengthening for Industrial Value Enhancement (**STRIVE**): Directorate General of Training



# Glimpse of our work

Supporting GOI in skill  
development initiatives



# Project Management Unit (PMU) for RSLDC

Rajasthan Skill and Livelihoods Development Corporation (RSLDC) is the nodal agency for all skilling and livelihood-related activities in Rajasthan.

It is the first skills and livelihoods development mission in the country.

RSLDC implements the centrally-sponsored skill development schemes (DDU-GKY and PMKVY) and state government skill initiatives, such as Employment Linked Skills Training Programme (ELSTP), Regular Skills Training Programme (RSTP) and Mukhya Mantri Yuva Kaushal Yojana (MMYKY), in Rajasthan.

Being the nodal agency for skilling in the state, every department with funds/schemes for skill development needs to collaborate with RSLDC for execution.

## Client's need

The agency was facing challenges of covering multiple sectors, with numerous NSQF courses to create skill development and livelihood opportunities for the underprivileged and increase skilled labour force income levels of deprived people within the state.



**36**  
sectors to be covered



**400+**  
NSQF compliant courses to be taken



**Increase**  
skilled labour force and  
income levels of the  
underprivileged

## Our unique propositions



### Strategies

for actualising the most suitable livelihoods for the underprivileged



### MIS

for monitoring of key performance indicators (KPIs) and outcome indicators



### Monitoring

large-scale skill development programmes



### SOPs

for execution of contracts, policy reforms and advocacy



### Innovations

for skill and entrepreneurship development



### Flexibility

to allow participation of NGOs, schemes, private sector partners and other government schemes for multiplication of benefits



# Impact and achievements

## Awards received during our tenure

Category of award	Award received from	Type of award received	Year
Best State in Skill Development	ASSOCHAM	Diamond Trophy	2017-18
Smart Governance in Skill Development	SKOCH	Silver Award	2017-18
Best State in Skill Development	SKOCH	Platinum Award	2017-18
Best State in Skill Development	SKOCH	Platinum Award	2018-19
Smart Governance in Skill Development	SKOCH	Silver Award	2019-20



**4 lakh+**

youth have been trained under various schemes of RSLDC. 5001^ youth trained under special projects



**2 lakh+**

candidates have had third-party assessments until 18 November 2019



**1.6 lakh+**

trained youth have been successfully placed



National Skill Summit, Rajasthan, 20 December 2019: The event signified the first CXO meet under DDU-GKY for developing the Action Plan 2019-22.





# PMU for Integrated Skill Development Scheme (ISDS)

The scheme by the Ministry of Textiles caters to the needs of skilled manpower of textile and related segments such as, apparel, handicrafts, handlooms, jute, sericulture and technical textiles through training programmes.

ISDS has been lauded as one of the most successful initiatives of GOI to enhance the capacity and employability of the beneficiaries.

## Client's need

The ministry sought support to train 15 lakh candidates with an outlay of INR 1,900 crore.

The scheme was to be implemented pan India.

### The assistance was also sought for:

- Conceptualisation, commissioning and implementation of the entire training programme
- Operationalisation of the programme to ensure quality training
- Development of robust and transparent monitoring mechanism
- Roadmaps for trainings to achieve the target of 12th Five Year Plan
- Policy formulation and financial advisory
- Performance evaluation and analysis of the implementing partners



**INR 1,900 crore**  
outlay



**15 lakh**  
candidates to be trained



**36**  
states/UTs to be covered

## Our unique propositions

Our PMU team supported MoT to achieve the laid targets through:



Developed SOPs, scheme guidelines and policies for management of training programme



Framework for employment-oriented programme with yardstick of 70% placement of the trained candidates



Industry partnerships for industry linked trainings for better employability



Web-based MIS for capturing training lifecycle



Integrated MIS for real-time attendance of trainees with Aadhaar details for live monitoring of the trainings and avoid duplicity of candidates



Auto-generated QR-code embedded certificates for successfully assessed trainees



Interactive public dashboard for transparency and visibility of training programmes at state and district levels

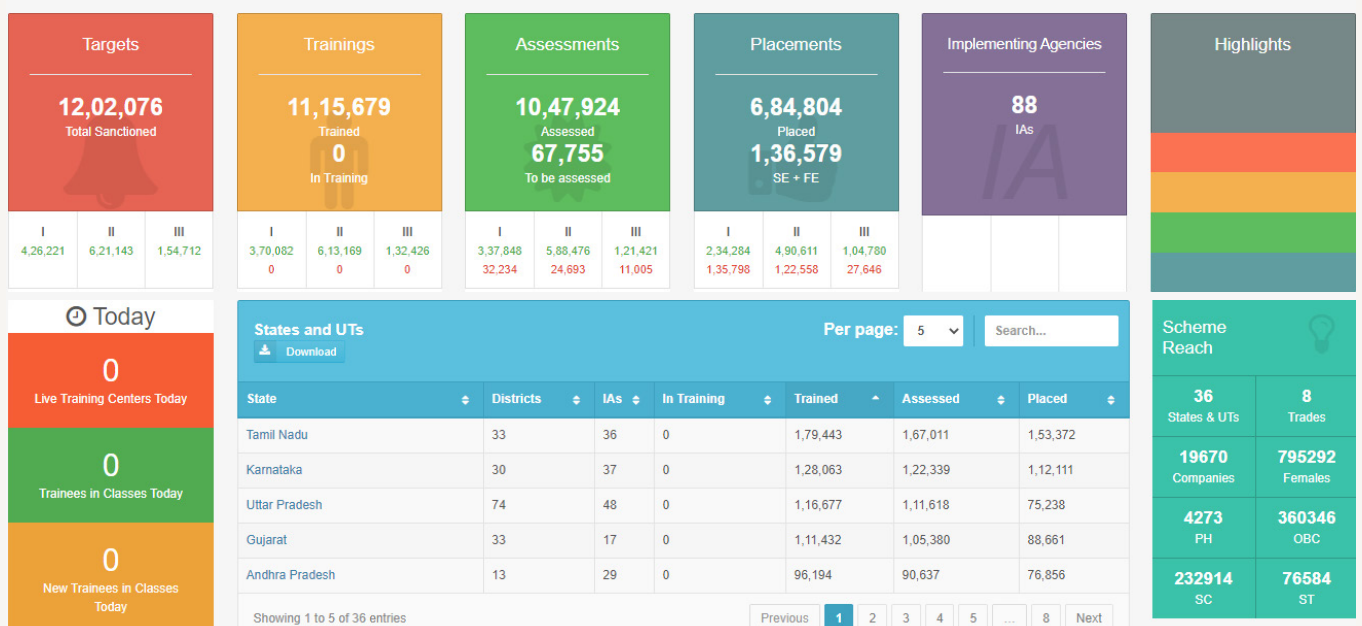


Deployment of qualified subject matter experts (SMEs) for end-to-end monitoring





**Prime Minister Narendra Modi** at an ISDS Training Centre in Dantewada, Chattisgarh, on 9 May 2015.



Public dashboard for visibility and transparency launched by Minister of Textiles Smriti Irani on Good Governance Day.

# Impact and achievements



**11.15 lakh**  
skilled workforce



**4,273**  
specially abled  
beneficiaries



**7.5 lakhs+**  
women beneficiaries



**8**  
trades covered



**2.0 lakhs+**  
SC beneficiaries



**36**  
states covered



## Success stories of the beneficiaries



For Kumari Bai, educating her children was the first priority. She was looking for a gainful employment to improve her family's financial condition. On successful completion of the training under ISDS by CMAI, she is now employed as an Sewing Machine Operator (SMO) with Mandhana Industries Pvt. Ltd. and earns INR 8,500 per month along with other benefits of provident fund (PF) and employee's state insurance.

**Kumari Bai**



Rani experienced a positive change in her life after she completed training by Modelama Exports under ISDS. She is now employed with Shahi Exports and earns INR 7,400 per month. She also gets employment benefits in the form of PF and ESI.

**Rani Kumar**



Pawan comes from a LWE-affected district of Bihar. He was unemployed before Matrix Clothing enrolled him under ISDS in Gurugram to become a skilled quality checker. He is now earning a salary of INR 8,000 per month at Matrix Clothing.

**Pawan Kumar**



Girdhar comes from a poor rural family of Malwan, Fatehpur in Uttar Pradesh. He was unemployed prior to undergoing training with Shri Lakshmi Cotsyn Ltd. After receiving training under ISDS, he has been placed as an Assistant Tailor in Shri Lakshmi Cotsyn Ltd. and now earns a salary of INR 8,299 per month.

**Girdhar Gopal**





# PMU for ‘समर्थ’ (Samarth) Scheme for Capacity Building in Textile Sector



**INR 1,300 crore**  
outlay



**10 lakh**  
total beneficiaries to be  
trained



**8 sectors**  
covering the entire value chain  
of textiles except spinning and  
weaving in the organised sector

MoT launched ‘समर्थ’ (Samarth) in 2017-18 to replicate the immense achievements of ISDS – with a target to skill 10 lakh youth in three years.

Since its inception, Samarth has been supported by Grant Thornton's team of experts specialising in skill development sector-specific project management, policy development and IT interventions.

## Client's need

The ministry's key ask from the PMU was a basic inventory of management and monitoring tasks, along with a desire to automate monitoring of compliances through a comprehensive web-based portal.



**Designing**  
of scheme parameters and  
implementation mechanisms



**Framework**  
to assess the scheme's performance



**Monitoring**  
compliances and progress of IAs



**MIS**  
with spot-on checks, monthly audits,  
etc. to track progress of the scheme



**Call centre**  
with regional language coverage



**Mobile application**  
for monitoring and feedback

## Our unique propositions

Owing to the expected large scale of Samarth's implementation and the ministry's desire to implement automated monitoring of compliances, our team implemented some of the most recent technologies in the domain.



### Partner with leading industries

- Promoting exclusive empanelment of industry partners
- On-boarding of major industry associations prominent in textiles clusters



### Technology driven transparent system

- Digital signature certificate (DSC) verified online proposal submission
- Multi-level evaluation of proposals with DSC implementation at each level
- A user-friendly paperless system for empanelment
- Mobile app for physical verification of training centers by more than 250 verification agencies
- Automated mapping of training centers (TCs) to nearest physical verification agency
- Geo-tagged time-stamped photographs of all verifications



### Comprehensive monitoring

- Automated allocation of training capacity as per verified training center infrastructure
- MIS integrated with ABBAS system for Aadhaar-verified enrollment and real-time attendance
- Auto-generated online assessment certificates embedded with QR codes
- Online payment module for invoicing, approval and generation of sanction orders
- Automated placement and post-placement tracking



## Multi-lingual helpline

Toll-free helpline in eight Indian languages: Hindi, English, Bengali, Kannada, Malayalam, Punjabi, Tamil and Telugu

**SOPs** for call verification

**Recording** facility for all calls

**Data analysis** of inbound and outbound traffic

**Telephonic verification** of beneficiaries and placement agencies





# Impact and achievements



**150+**  
direct industry  
partners



Traditional sector training  
programmes with Central Silk Board,  
and Development Commissioners of  
Handlooms and Handicrafts



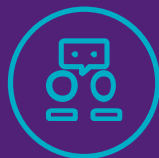
**2 lakh+**  
captive placement  
generated



**100+**  
NSQF-aligned courses in  
traditional sectors



**18**  
state government  
projects



Training programmes for  
reskilling, upskilling and new  
skilling





Stakeholders' consultation workshop chaired by Union Minister of Textiles Smriti Irani, 14 May 2018



MOU signing ceremony under Samarth, attended by Union Minister of Textiles Smriti Irani and representatives of 18 state governments. 14 August 2019



# Technical support agency (TSA) for MSRLM under DDU-GKY

Maharashtra State Rural Livelihood Mission (MSRLM), Government of Maharashtra is a state-level nodal unit for implementation of DDU-GKY.

Supporting MSRLM since 2017, in its endeavour to impact rural poverty through a range of comprehensive and strategic livelihoods interventions in a time-bound manner.

## Client's need

MSRLM required assistance as a central coordinating and monitoring unit for the DDU-GKY programme, which entails project management support at the state, district and sub-district levels.

The key components of our support to MSRLM as their state TSA include:

- 1 Support implementation tracking
- 2 Monitor and support PIAs and beneficiaries
- 3 Enable policy implementation in key thematic areas such as, youth mobilisation and counselling, training and placement, financial management, MIS, procurement and provide necessary logistical and operational support
- 4 Monitor and support PIAs and beneficiaries
- 5 Use Public Finance Management System (PFMS) for management of funds and check any diversion
- 6 SOP compliance check for infrastructure set-up, training milestones accomplished for subsequent disbursements

## Our unique propositions



### Effective mobilisation

created linkages with federation of self-help groups and NGOs



### Collaborative platform

amongst PIAs for creating a common pool of candidates, led to 80,000 job opportunities for eligible candidates



### Proactive compliances

knowledge dissemination for adherence with SOP compliances



### On-boarding credible PIAs

From 47 to 110, including Maruti Suzuki, Adani, JetServe Aviation, Tata, IDEMI, CIPET, IGTR, etc



### 'Own a Batch' concept

Any company can undertake a batch of 10 to 25 students and tailor their trainings according to the needs of their company



### Downsizing targets

Limiting targets to a small number to achieve within a stipulated time and additional allocation on successful attainment.

Grading of PIAs and closure of unsuccessful projects

# Impact and achievements



Target beneficiaries  
1,58,335



Commencement  
56,888



Enrolments  
per centre per month  
increased from 400 to 1,600



Jobs offered  
37,969



Training centre  
capacity  
17,522



Capacity utilisation  
of centres increased from  
less than 40% to 75%  
across centres

## Multi-Sector Industries Partnership

We supported MSRLM in organising the third CXO Multi-Sector Industries Partnership Summit on skill development in Mumbai. The theme of the summit was **'Joining Hands for a Skilled Maharashtra'**.

The Summit initiated a discussion on the future skills required by many industry sectors in consultation with major private sector players and SSCs.





# PMU for Shri Vishwakarma Skill University (SVSU)

Shri Vishwakarma Skill University (SVSU) is the first government skill university in the country, renowned for its unique Industry Integrated Dual Education Model (IIDEM) programme.

## About programme

SVSU is the pioneer of formalising a unique 'earn while you learn' model of vocational training.

60%

university credits for on-the-job training (OJT), earning a stipend

40%

university credit for classroom training

The IIDEM offers several exceptional advantages to students.



Application-based  
experiential learning



On-job training and earning  
industry experience



Ability to secure an income during  
education



Government-issued and recognised  
degree/diploma



Haryana **CM ML Khattar** with SVSU Vice Chancellor, Raj Nehru, at SVSU Construction Skill Academy

## Client's need



### Programme implementation

Project management support for the implementation of existing ecosystem for employment-linked vocational trainings



### Process adherence

Assist in process adherence of execution of the Industry Integrated Dual Education Model (IIDEM) through analytical dashboards and IT tools



### Programme scale and strengthening

Acting as an enabler for strengthening the industry linkages and placement in domestic and overseas market



### Analytics and reporting

Measuring the performance of the programme through daily/weekly and monthly reports with customised real-time dashboards, by developing a single platform MIS for end-to-end programme tracking



### Marketing and promotion

Creating awareness of the programme benchmarking with the international markets, alumni meets, and showcasing the success stories. Further, enhancing visibility of SVSU's programmes across states and on various media platforms

## Our unique propositions



### Cutting-edge technologies

- Management Information System
- Mobile app for two-way feedback system
- IVR-based tool for candidate and industry engagement
- Customised dashboards for each stakeholder
- Intelligent Career Aspiration Mapper (I-CAM) for career counselling



### Project Management Support

- Designing of SOPs and formulation of protocols
- Benchmarking with national and international best practices
- Scaling up of SVSU's programme by onboarding reputed industry partners
- Establishment of an Entrepreneurship Cell, through linkages with large industry startups



### Branding and Promotion

- Social media marketing
- Conducting alumni meets
- Sharing success stories
- Identification of Brand ambassadors for IIDEM model



# Due diligence partners of NSDC

## Assisting in engaging the private sector to help skill 15 crore Indians by 2022

We are the oldest due diligence partners retained by NSDC to conduct due diligence on proposals it receives for funding, evaluating the proposals on parameters such as social, commercial and financial sustainability.

### Client's need

Technical due diligence

Financial due diligence

Evaluation under PMKVY, PMKK and Recognition of Prior Learning (RPL)

Evaluation of funding and non-funding proposals on following parameters:



Applicants' management and financial **capability**



Past training **experience**



**Readiness** to roll out

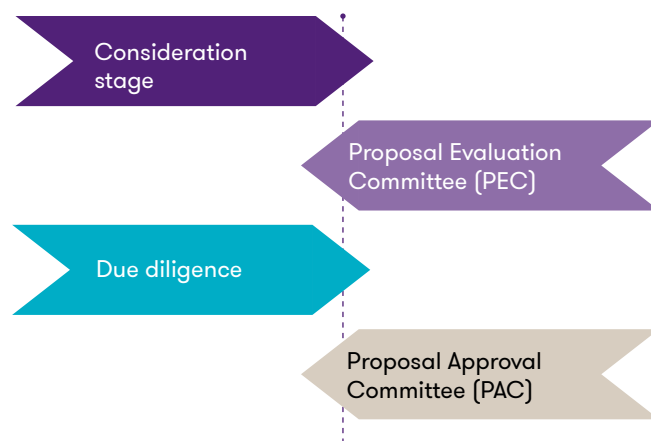


**Location** analysis



**Overall** roll out plan

### Our unique proposition







## Due diligence on proposals

**We support NSDC in empanelment of training partners under PMKVY by evaluating the viability of proposals through:**

- Detailed risk analysis
- Financial due diligence
- Interactions with subject matter experts
- Inputs from partners involved in the proposal



## On-ground verifications

**Under the PMKK centres of excellence, we undertake:**

- Extensive field visits
- Validation of location, site, and infrastructure
- Technical and financial evaluation with respect to:
  - Management and financial capability
  - Validation of proposed financial viability plan
  - Training experience
  - Cluster infrastructure



# PMC for Madhya Pradesh Higher Education Quality Improvement Project

Benefiting almost 8 lakh college students in government institutions in Madhya Pradesh

The Madhya Pradesh Higher Education Quality Improvement Project (MPHEQIP) is a collaborative effort of the Government of Madhya Pradesh's Department of Higher Education (DHE) and the World Bank to improve quality of higher education in the state.

## Client's need

The initiative worth USD 430 million aims to:

- Improve education outcomes for students in higher education in government institutions
- Increase the effectiveness of the higher education system



## Our unique proposition



**Plan, schedule**  
implementation of the project



**Monitor**  
progress and quality of work



**Financial**  
management, preparing project accounts, procurement and risk management



**Assess**  
achievement of project objectives



**Change**  
management, training calendars, legal compliances



**Reforms**  
such as NAAC, remedial classes, industry interactions, training of teachers



**Progress**  
monitoring against physical and financial plans and budgets



**Implementation**  
assistance for governance reforms, policy changes, NAAC accreditation, etc.

# Project components



## Academics

- E-content
- Subject laboratories
- State institute of higher education training and research
- Remedial classes
- Curriculum reform



## ICT

- Smart class
- Language lab
- E-library
- Computer labs
- Financial management system
- Connectivity provisions
- IT portal



## Civil

- Civil works at 200 colleges
- Building for 50 building less colleges
- Disabled friendly barrier-free architecture



## Excellence

- NAAC
- Governance benchmarking
- Centre of excellence
- Entrepreneurship development programme
- Industry collaboration



## Others

- Sports and gym
- Call centre for student support
- Financial assistance to disadvantaged students
- Infrastructure for additional 50 building-less colleges



# Impact and achievements

Out of the 11 disbursement linked indicators (DLIs) defined by the World Bank, **MPHEQIP has attained 100% achievement** for all but two.

Below is a glimpse of the remarkable impact we have helped achieve on ground.



**247 colleges**

directly benefited



**516 colleges**

indirectly benefited



**216 colleges**

institutional development plans developed



**8,000 faculties**

benefited overall



**2,500+ new faculties**

appointed and deployed



**4,000 faculties**

trained in various contemporary domains



**Uniform chart of account**

and financial management system implemented across 200 colleges



**Annual reports**

submitted on DHE portal for three years by 200 colleges



**Financial assistance**

schemes for students have been studied for their impact and improvement



**Governance benchmarking**

exercise conducted by 00 colleges



**NAAC accreditation**

self-study reports submitted by 142 colleges



**Centres of Excellence**

to be set up in 15 university teaching departments in three state universities



**Remedial classes**

introduced and conducted for weaker students



**Cambridge assessment**



**Employment status**

of 70% graduates of year 2018-19, tracked in 2019-20

# Project Management Team and Skill Gap Study for KVTSDC

The Karnataka Vocational Training and Skill Development Corporation (KVTSDC) is the Government of Karnataka's flagship organisation for skill development in the state. KVTSDC aims to bring the state's training institutes at par with global standards in vocational training, by developing competent and committed skills craftsmen to match world standards.

## Client's need

KVTSDC required consulting services to analyse and reform Karnataka's skill development ecosystem in line with the objectives of SANKALP. Our support was envisaged for:



Cluster-wise and sector-wise  
skill gap study



Social inclusion initiatives for the  
marginalised population



Assessment of the impact of  
KVTSDC's interventions



Capacity building and  
strengthening of district ecosystem



Formulation of state and district  
level Skill Development Plans



Ensuring private participation for  
market-relevant programmes



Public policy formulation and  
internal policy reforms for improved  
organisational effectiveness



Management and development of  
digital platforms



Management of the course  
curriculum, assessment and  
certification of trainees



Convergence of skill development  
programmes under SSDM

## Our unique proposition



Capacity building of mission teams at districts and taluks



Digital solutions to facilitate registrations on state skill registry and migrant portal



Convergence plan for skilling programmes across the state's departments and ministries



Mobile app-based solutions for three-way connected feedback from trainees, trainers and industries/employers



Creating special provisions for empanelment of direct industry partners



Digital job fairs with our 50+ industry partners



Industry meets and fairs for driving domestic and overseas placements



Robo-calling and screening solution for mobilisation, screening and job profile matchmaking



Backward and forward linkages for entrepreneurship development



Best practices portal for capturing testimonials, case studies, videos, innovations in skills






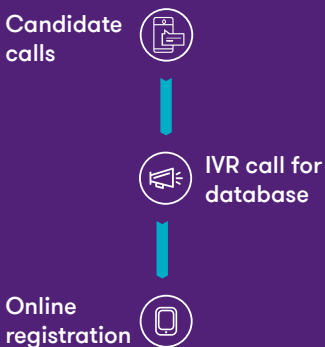
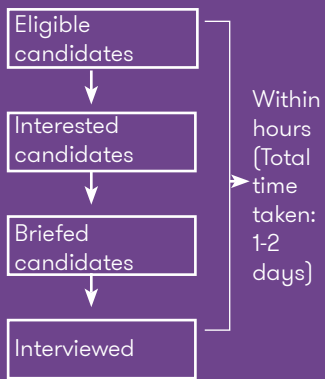
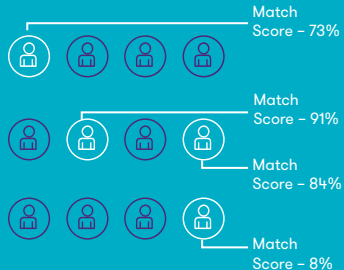
Customised dashboards for real-time monitoring



Alumni meets and events for sharing success stories



## Innovative digital solutions

<b>Technology</b>	Platform for digital registration	Online screening	Digital industry engagement
<b>Interface</b>	 <p>Registration through phone/ app/IVR calls</p>	 <p>Turbo-hire algorithm to select right candidate</p>	 <p>Robo call for screened candidates</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>No physical meetings</li> <li>Reduced time period</li> <li>Interviews on phone</li> <li>No geographical limitation</li> </ul> 	<ul style="list-style-type: none"> <li>Lesser friction points</li> <li>Less resource laden</li> <li>Reduce cognitive bias</li> <li>Increased efficacy</li> </ul> 	<ul style="list-style-type: none"> <li>Create new work profiles</li> <li>Wide placement opportunities</li> <li>Digital issuance of offer</li> <li>New jobs for candidates</li> </ul> 

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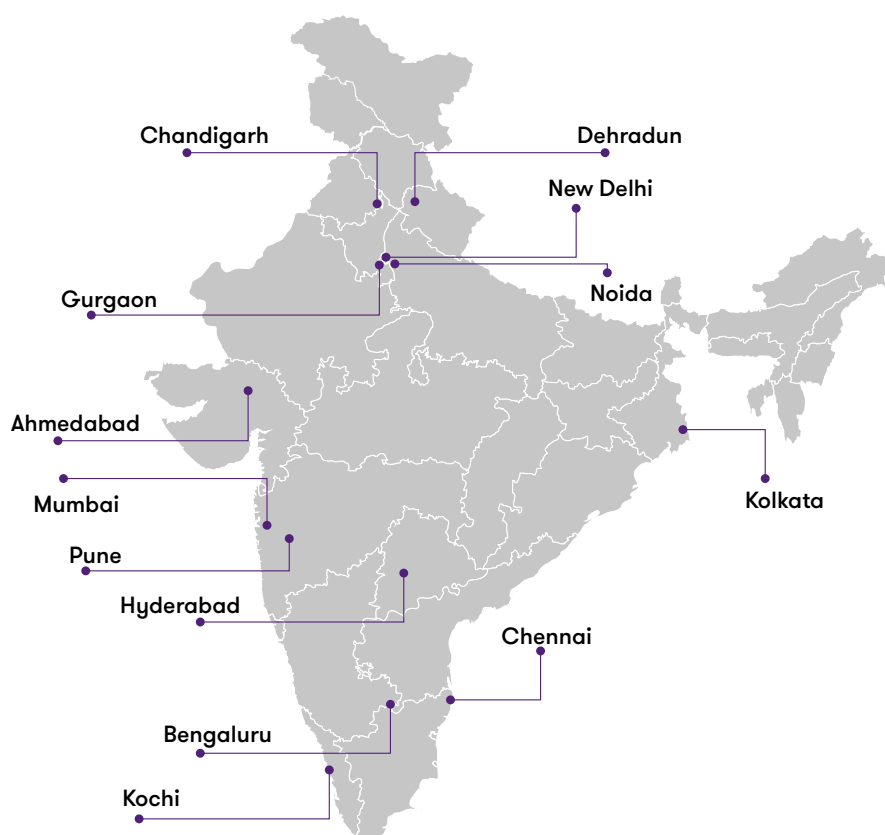
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