

Background

In the next 15 years, the world is expected to face a shortage of **47 Million¹ workers**, while in India there is a **55 million²** strong bottom-of-the-pyramid rural youth population unable to access work opportunities, due to socio-economic constraints and poor infrastructure. This presents an unprecedented demographic opportunity and requires skilling with scale, speed, standards (quality) and sustainability.

The Ministry of Rural Development, addressing the twin challenges of finding upward mobility for an emerging youth population of **282 million (67% of India's youth)**, and contributing to the economic growth of the country, pioneered 'placement-linked skill training for wage employment' in the initiative, Deen Dayal Upadhyaya–Grameen Kaushalya Yojana (**DDU-GKY**).

Introduction

DDU-GKY is the skilling intervention of the Ministry of Rural Development. It manages the entire lifecycle of the process, from investing into Skilling Projects (at no cost to the trainees or employers) to tracking career progression over a period of 12 months.

The main features of DDU-GKY are:

- Unambiguous focus on rural youth from poor families in the age group of 15 to 35
- With Social Inclusion in its composition (SC/STs 50%, Women 33%, Minorities 15% and Persons with Disabilities 3%) along with preference to vulnerable groups
- With pioneering initiatives like:
 - Financial inclusion – Bank accounts & insurance
 - Support for job retention (post-placement support through direct benefit transfer to beneficiaries' bank accounts)
 - Incentive to PIAs for Career Progression
 - Incentive to PIAs for International Placement
 - Tablet-PC as a training tool
 - Focus on Attitude, Skills & Knowledge
 - Training in Functional English, basic IT Skills and Soft Skills
 - Framework of Guidelines and detailed Standard Operating Procedures (SOPs) to define quality with transparency and accountability
- Ownership of the entire lifecycle of the training and placement process:
 - Policy making and planning

¹A FICCI E-Y study

²Census 2011, rural unemployed / marginally employed population between 18 and 35

- Implementation
- Monitoring and evaluation
- Feedback loop with a self-learning principle
- Through Market-linked, training in PPP (Public-Private Partnership) mode:
 - Multi-modal engagement policies for Champion & Captive Employers, Industrial Internships
 - Training partners from the leading organizations in the industry, reputed educational institutions and NGOs
 - Curriculum framing and Assessment through NCVT (National Council on Vocational Training) or SSCs (Sector Skills Councils) of NSDC
 - Industry facing initiatives like Skills Meet and CxO Meet
 - Industry partnerships for latest technology and trends
- By Building an eco-system approach:
 - Ensure availability of manpower – DDU-GKY SOP e-Learning & Certification software
 - Strengthen assessment and certification affiliates
 - Demand assessment agencies
 - Appraisal agencies
 - Reference framework for Migration Support Centre
 - Sustainable BFE/ BFT NOS to create soft rural human assets, and strengthen the delivery of MGNREGS
- Financial transparency by implementing Public Financial Management System (PFMS) for end-to-end implementation to track & report every Rupee spent
- Spanning over 450 job roles³ and skills
- Assuring placement of 75% of all candidates, through support to the PIA as well as relationships with industry
 - With a minimum monthly salary of Rs. 6,000/-
- Tracking performance post placement

Achievements⁴

³In sanctioned Projects as on 31 Mar 2016

⁴All figures as on 31 Mar 2016

DDU-GKY is currently being implemented in 20 States and UTs, across 568 districts and impacting youth from 6,219 blocks. It is currently implemented in 697 projects, in partnership with over 319 Project Implementing Agencies.

At present, DDU-GKY has nearly 1,100 approved Training Centers with over 270,000 candidates in training, On-the-Job training and placements, across 82 sectors, and over 450 job-roles.

From 2012, DDU-GKY has sanctioned projects to train over 1.6 million youth, at a total cost of Rs. 5,653 Cr (~US\$ 830 Mn). Over 775,000 have been trained, of whom over 495,000 have been placed in jobs since.

Implementation Architecture

DDU-GKY follows a 3-tier implementation model. The primary tier is the National Unit (NU) that functions as the policy-making, technical support, facilitation and investing agency. The next tier is the DDU-GKY State Skill Missions (SSMs) under the State Government/ State Rural Livelihood Missions (SRLM); who co-invest as well as directly supervise and/ or engage with implementation agencies. The last tier is the Project Implementation Agency (PIA). These are publicly or privately held organizations from specific sector industries, education and training or NGOs who have a reputation in delivering skilling, training and development programs.

Technology

In keeping with changing times, industry landscape and blue-collar job roles, DDU-GKY, through its PIAs, has invested into technology for everyday use. Some examples:

- A Geo-Tagged Time Stamped Biometric Attendance Record
- Provision of a Tablet PC for all recruits, to teach them some basic computing skills as well as specific trade skills
- Presence of Computer Labs and e-Learning Labs at Training Centres
- Use of CCTV captures in remote monitoring and performance evaluation of classroom activity
- Blended learning content, comprising of Videos, Interactive sessions and classroom sessions
- Internet enabled ERP & MIS software across the value chain
- Online Project Proposal Appraisal software with built-in prioritization of PIAs and projects and scoring of proposals
- DDU-GKY's eSOP Training and Certification software (internet enabled) to ensure availability of trained and certified manpower across the skilling eco-system

Sub-programmes for regional inclusion

DDU-GKY has initiated some special plans for different regions in the country:

- North-East:
 - 10% of DDU-GKY's capital investment is reserved for projects from this region
- Project Himayat: applicable in Jammu & Kashmir
 - Aimed at training and placing 100,000 youth from J&K
 - Till date, Himayat has trained 56,917 candidates, of whom 42,751 have been successfully placed
- Project Roshni: applicable in 27 LWE prone districts
 - Currently, 23 projects have been sanctioned with a total Investment of Rs. 248.45 Crores, aimed at training over 54,036 candidates at the end of 3 years

Industry Partnerships

DDU-GKY provides special partnership programs that support Industry to collaborate with the program to meet their own internal HR and talent requirements. These include:

A Champion Employer Policy whereby organizations that need 5000+ people per annum can tie up DDU-GKY. Café Coffee Day is a Champion Employer of DDU-GKY and promises to recruit 13,000 rural poor youth in 2 years. Apollo MedSkills has committed an intake of over 10,000 trained candidates in Health Care in 2 years. Similarly Manpower Group and Shivashakti Bio Technologies, have each committed to training and placing 10,000 rural poor youth over the next 2 years.

A Captive Employer Policy in which an entity that can provide 500 or more captive jobs annually in own or subsidiary agencies/companies.

An Industrial Internship program relevant for skilled manpower driven industries that enables them to scale up without sacrificing on current production.

DDU-GKY also gives preference to training agencies, which have proven experience in providing overseas placement in jobs starting at a minimum of US\$ 500 per month.

Awards

On September 23, 2015, DDU-GKY received the SKOCH Award for “**Strengthening of Program Implementation and Governance through conversion of YP State into Action Plan State**” through a competitive and rigorous selection process employed by the SKOCH Foundation, competing against more than a 1,000 nominations from all across the country.

DDU-GKY also won the SKOCH Order-of-Merit for “**e-Governance**” for qualifying amongst India's Best – 2015 in Smart Governance in the same competition.

In December of 2015, a case study of the transformative governance at DDU-GKY was selected for inclusion in the **Sitaram Rao Livelihoods Asia** competition and published in their compilation of cases, 2015.

In January of 2016, a case study of the transformative governance at DDU-GKY was also selected by the **Department of Administrative Reforms & Public Grievances (DARPG)** for publication in their Compendium of Case Studies 2016.