

A Compendium of Case Studies: National Skill Development Corporation's Market Led Programmes

Improve quality of lives through skill development under Fee based Model



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National Skill Development Corporation

National Skill Development Corporation (NSDC) was set up as Public Private Partnership (PPP). The Government of India through Ministry of Skill Development & Entrepreneurship (MSDE) holds 49% of the share capital of NSDC, while the private sector has the balance 51% of the share capital. NSDC aims to promote skill development by catalyzing creation of large, quality and for-profit vocational institutions. Further, the organisation provides funding to build scalable and profitable vocational training initiatives. Its mandate is also to enable support system which focuses on quality assurance, information systems and train the trainer academies either directly or through partnerships. NSDC acts as a catalyst in skill development by providing funding to enterprises, companies and organizations that provide skill training. It also develops appropriate models to enhance, support and coordinate private sector initiatives. The differentiated focus on 37 sectors under NSDC's purview and its understanding of their viability will make every sector attractive to private investment.

An Overview

NSDC has 700+ affiliated training partners (TP) including over 50 % funding partners. The TPs have come up with different models for enhancing skill development achieve the Skill India Mission. During the reporting period from 2012-13 to 2019-20, NSDC TPs have trained 120.79 Lakhs candidates and have placed 50.22 lakhs of trained candidates (42% of the total trained candidates). The TPs have very unique models for skill training primarily fee based and under government schemes as well as Corporate Social Responsibility (CSR). They have impacted lives of youths positively as well as improving the quality of lives of their families.

A Compendium of Case Studies: National Skill Development Corporation's Market Led Programmes captures few case studies of NSDC TPs to highlight successful skill development models, recognizing their efforts for skill development and help the ecosystem to learn from these good practices. NSDC will come up with the series of case studies.

Health Bhi and Wealth Bhi

Introduction

The Delhi Paramedical & Management Institute (DPMI), established in Delhi in 1996, aims to address the demand and supply gap for a skilled workforce, especially in the healthcare sector. The institute has been growing steadily as continuous improvements such as high-quality training and industry engagement have led to a good track record in internships and placements. In 2015, in a bid to scale up, DPMI joined NSDC as a funded Training Partner. DPMI has trained a total of 25,140 candidates and has a stellar placement record of 97%. It has 54 training centres across the country.

Skill Training Delivery

Over the past 24 years, DPMI has started training in the field of Paramedical Sciences such as Medical Lab Technology, Operation Theatre Technology, Radiology Technology, and Hospitality sector such as Front Office Executive, F & B service, Housekeeping courses, which are affiliated with National Skill Qualification Framework (NSQF). Skill based technical education plays a vital role in national human resource development by creating skilled manpower, enhancing industrial productivity and innovation, and promoting the hidden talent of students. To create a stimulating and flexible learning environment, the institution provides a learning platform that promotes innovation and leadership in the field of Paramedical Sciences. DPMI has state of the art infrastructure in the form of classrooms and practical laboratories. Candidates come from all over India to undertake courses with the duration ranging from 540 hours to 1,800 hours. The course fee ranges from Rs 35,000 to Rs 55,000. Along with technical skill, soft skills

are provided by the experienced and expert trainers from relevant industries.

Therefore, DPMI has become a great recruitment option for employers.



STUDENTS AT DPMI



Output, Outcome and Impact

Dr. Purshotam Lal, Chairman - Metro Group of Hospitals, expressed his happiness to associate with DPMI as the institute has achieved tremendous progress and has become a leading academic institution, dedicated to bridging the demand and supply gap in the healthcare sector. The DPMI's progress is evident, as it has successfully placed over 24,000 students with several leading hospitals and hospitality companies such as AIIMS, Safdarjung Hospital, Apollo Hospital, Moolchand Hospital, Jaypee Hospital, Fortis Hospital, Max hospital, Dr. Lal Path labs, SRL Diagnostics, Diagno Labs and Border Security Force Diagnostic Labs and reputed Hotels such as Taj Hotel, Oberoi Hotel, Le-Meridian, Radisson Hyatt Regency, Cruise liners in India and abroad. **Mr. Akash Kapoor**, Learning Manager of Hyatt Regency, Gurgaon, appreciated the students of DPMI. He said that *"The students have a great attitude, which is a prerequisite to being successful in the hospitality industry and possess good technical skills. We hire a considerable number of students from DPMI each year to be a part of our hotel operations and all of them have performed immaculately"*.

They had initially been earning an average monthly salary of Rs. 15,000, with the highest salary being Rs. 25,000. The alumni have reached up to the post of Scientific Officers in Hospitals/ Healthcare facilities. These Paramedical trainees have been serving society at large by improving the health of its citizens. During the COVID-19 pandemic in 2020, students served in hospitals with utmost dedication and sincerity. The story of **Ms. Ritu Tomar** motivates the youth to choose careers in the healthcare sector. Ms. Tomar completed course in Operation Theatre Technology. She had undergone training at Rajiv Gandhi Super Specialty



DPMI
DIPLOMA IN PARAMEDICAL & MANAGEMENT INSTITUTE

DPMI 22 years of Progress

MEET OUR STARS

Ritu Tomar
Diploma in Operation Theatre Technology

Training completed at Rajiv Gandhi Super Speciality Hospital.
Now working as an OT Technician in Safdarjung Hospital, Delhi.

Hospital, Delhi, and is now working as an OT Technician at Safdarjung Hospital, with a monthly salary of Rs. 18,000. With this money she meets both her own expenses and her family's needs. She contributed during the COVID-19 pandemic and is now planning the next steps in her career.

Continuous Improvement

The core challenge faced by DPMI at times is to constantly keep updating and upgrading the course content in accordance with industry needs and imparting smooth and regular classes to the students during the COVID-19 pandemic. DPMI promptly started online classes for students of its skill centres during the lockdown and is continuing to do so in 2021 as well.

Way forward

DPMI has grown into a group with dedicated employees. The future plan is to reach out people at the grassroot and interior parts of India through online learning programmes and use digital learning as a way to empower people with skills. DPMI continues to expand operations throughout India by opening new Skill Centres across the country. It is following the blended learning teaching methodology for the Healthcare & Hospitality programmes.

Fit Hai to Hit Hai India

Introduction

Founded in the year 2003, K11 School of Fitness Sciences is India's most prestigious vocational training school in the field of fitness education. It offers courses in the field of Personal Training and Sports Nutrition. Since becoming an approved Funded Partners of National Skill Development Corporation (NSDC) in 2016, they have trained 9,587 candidates and placed 5,557 candidates, including 37 international placements. K11 School of Fitness Sciences is the leading human resource providers to the Indian Fitness Industry.

Fitness Industry and Market Size

The fitness industry has already crossed \$1.1 billion in 2017 as per the Deloitte India Report. Initiatives like the Government of India's 'Make in India' campaign and International Yoga Day have helped the sector gain more recognition as being bankable and profitable. Though there are a few big players, but SMEs have 80% of the market share. The ground for institutes in the sector is fertile and very few have taken advantage of this great opportunity. The Government of India has started the 'Fit Hai To Hit Hai India' programme under the *Fit India* campaign. India, being a young country with over 70% of its population being under 35 years old - many are passionate about fitness.

Skill Training Delivery

To turn passion into profession, K11 has been professionalizing the Fitness Industry by offering Courses in Personal Training and Sports Nutrition. The Personal Training course is aligned to the National Skill Qualification Framework (NSQF) under the Sports, Physical Education, Fitness & Leisure Sector Skill Council, India. The courses in Personal Training course meets International standards as laid down by the International Confederation of Registers for Exercise Professionals (iCREPS). Based on an independent audit by an iCREPS appointed United Kingdom based auditing body, PD: Approval, K11 was awarded the status of a Centre of Excellence and a Certificate of Approval was issued by REPs India. This ensures that K11 graduates can apply for Personal Trainer positions in the Fitness Industries in six member nations of iCREPS, namely - United Arab Emirates - UAE, Australia, New Zealand, South Africa, Ireland and Poland. K11 has partnered with the National Academy of Sports Medicine (NASM), USA. Candidates who avail trainings covered under this partnership will have also access to

NASM's best-in-class, online global fitness education and have the opportunity to attain USA's National Commission for Certifying Agencies' accredited qualifications via the globally reputed NASM-CPT Certification. A K11 student who completes the NASM CPT programme, will be eligible to apply for jobs as a Personal Trainer in the United States of America (USA).



The duration of courses such as Personal Training comprises of 223 hours including 75 hours of practical training whereas Sports Nutrition has 132 hours classroom training. The courses are offered across its five schools with AV equipped classrooms for theory lectures and a state-of-the-art gym floor as a laboratory for practical training. Additionally, a student has the option to learn through the 'Attend Class from Home' module, where the student gets to attend the theory lectures live via a two-way interactive video conferencing facility. The course fee is Rs. 83,200, which may be paid in installments. Post training, the assessment is done by Independent Assessors who are expert in the field.

The dedicated Student Support Cell is responsible for providing support to the students in resolving queries that may pertain to lecture timings and schedule, exams, certifications, placements and any other issues they may have. K11's dedicated Student Placement Assistance Cell engages with the industry to provide gainful employment for the trainees. The placement team prepares students for interviews by helping them in preparing their resume, conducting mock interviews, teaching them grooming etiquette etc. It engages with employers/gym owners

and other industries and gets Placement Request/Application Forms to assess their demand and unique needs. The list of shortlisted students is shared with the employers or employers are requested to conduct campus interview in the school.



Output, Outcome and Impact

Since 2016-17, K11's efforts have led to 9,587 candidates being trained successfully and a placement rate of 58% (5,557 candidates). Candidates as General Trainers have an average income of Rs. 15,000 per month, whereas those placed as Personal Trainers get in between Rs 25,000 - Rs 50,000 in top end gyms such as Fitness First (Dubai), Nitro Bespoke, Anytime Fitness, and many other top end gyms in India and across the globe. Recognition by REPS India helped 37 students get international placement with an average monthly income of Rs. 45,000. The profession allows students to venture out as freelancers after having worked with a Gym for a few years. Some students have established their own venture by setting up their own Gyms, Personal Training Studios and Consultancy Firms with an average monthly income of over Rs. 2.5 lacs.

Ms. Shreya Roy, Founder, Massai Fitness, was working in a company but was focused on fitness and used to weigh 110 kgs. She enrolled with K11 and reduce her weight and bust preconceived nutritional myths, achieving a sustainable healthy lifestyle. Subsequently, she quit her job and opened a fitness consultation company. She credits K11 for all her success. She encourages youth to pursue the profession by completing courses in K11.

Continuous Improvement

The Covid-19 pandemic had a huge impact on the business. Accepting Government directives during the lockdown, K11 had to close all centres as the nature of training is physically. It was quick to respond to this challenge and adapted accordingly. The school, to maintain continuity in business, developed the online interactive programme 'Attend Class from Home' (ACFH) for their students by providing online theory classes and practical session at their convenient place, under guidance of its special trainers.

Way forward

The pandemic forced the organisation to come up with a unique solution (ACFH) moving from a physical classroom to a blended model with mix of online theory and physical practical classes. This has helped to expand its reach across boundaries, particularly remote areas. This model will help the school to cater to the ever increasing and rapidly growing Fitness Industry in India and across the globe. K11 will also be launching the Yog Prashikshak RYT course, recognised by the Register for Exercise Professionals (REPS) India.

Giving Wings

Introduction

Operating since 1993, the Institute of Air Hostess Training (Frankfinn) aims to meet the skill resource requirement of the Aviation Industry and providing gainful employment to youth with high aspirations. The leading Air Hostess Training Institute has over 53 training centres across India and a training centre in Dubai as well. Being the approved training partner of National Skill Development Corporation (NSDC) and the Tourism & Hospitality Skill Council (THSC), it has been offering seven courses in the field of Aviation, Hospitality, Travel and Customer Service. So far, it has trained more than 60,000 candidates and successfully placed more than 70% of them, including international placements.

Skill Training Delivery

Frankfinn has been providing courses such as Aviation, Hospitality and Travel Management; Hospitality, Travel and Customer Service; Hospitality Management; Aviation and Hospitality Services; Airport Ground Services; and Aviation, Hospitality, Travel and Customer Services. These courses, spanning anywhere between 6 to 11 months, are accredited by Sector Skill Councils or by industry bodies such as ICM, UK-A (a leading certification body of repute, recognised in more than 130 countries). Candidates with XII to Post Graduate qualifications are interviewed in person as well as counselled about the course details, training modules and opportunities post training, prior to the admissions. Before joining the courses, students are clear about their expectation from the institute during training, employment opportunities, the expected salary range after training, as well as the work and time they must put in. The service sector has a higher demand for women candidates, resulting in a relatively higher number of women enrolling in the courses i.e., more than 70 %. Depending on the courses, the fee varies from Rs. 50,000 to Rs.1,50,000 for the entirety of the course. It has several modes of payment such as onetime payment, Installment, availing Bank loans, as well as sponsorship through CSR plans.

The Centres and classrooms are designed to ensure a warm but extremely professional environment, with fully air-conditioned classrooms, high standards of hygiene, well equipped grooming rooms and the latest multimedia audio video systems making them world class facilities. Most of the centres have built-in mock aircraft cabins to resemble the inside of an aircraft. This helps the candidates to get acquainted with the inside of an aircraft from day

one. Frankfinn's highly educated and experienced trainers, with over 20 years under their belts as Cabin Crew or in Five-star hotels, conduct the classes. **Ms. Darshita**, Aviation Trainer shared that *"we prepare the candidates for the highest paying careers in Aviation, Hospitality, Travel Management & Customer Service. The training encapsulates soft skills modules in Aviation, Grooming, English Communication, Personality Development, Interpersonal Skills, practical swimming, interview preparation, and in-flight detailed cabin services familiarisation. Excellent and rigorous training gives wings to the candidates in the Aviation Industry as Cabin crew & Ground staff"*. A student development matrix monitors each candidate on individual performance and the development of soft skills imparted by the trainers. The dedicated Customer Care Cell helps resolve any issues faced by the candidates in a timely manner.



Output, Outcome and Impact

The company has over 2,000 employees with a strong 70 members placement cell. It has at least one placement cell member at each centre and the remaining are in the regional offices and the Head Office. The team consists of the experts for Public Relations, Placements, MIS, as well as Tele Calling. Since 2016, it has trained more than 35,000 candidates and placed

25,000. A candidate placed as a member of the Cabin Crew earns within a range of Rs. 25,000 to Rs. 1,75,000 per month; the average income stands at Rs. 32,000 per month, plus incentives. All the candidates are given placement support post training till they are placed. This is attested by by Ms. Ankita Saxena who said that *“Frankfinn helped me learn about the requirements of the industry, polished my skills & enhanced my Personality. The In-flight familiarization with airlines and interview readiness orientation helps the candidates to get their dream job as Cabin Crew. I was placed in Indigo Airlines with a monthly salary of Rs 35,000 plus other benefits”*. Employers also acknowledge the efforts of the company. Mr. Akash, Manager, Oman Air, has visited a centre and liked the hospitality and infrastructure of the centre. He shared that *“the students were well groomed, professionally dressed, disciplined and quick to respond to the customers, which are important for our sector.”*



The Wall of Fame of successfully placed candidates motivates their peers and attracts other aspirants. Frankfinn has been featured time and again in Limca Book of Records for the Best Cabin Crew Placements. It has received several awards from the Ministry of Civil Aviation,

Ministry of Skill Development and Entrepreneurship, ASSOCHAM, PHD Chamber of Commerce and Industry, and the Tourism and Hospitality Skill Council.

Continuous Improvement

Frankfinn claims that one out of five Cabin Crew and ground staff across airlines are from the institute. There are few small local players but there is no competitor at the national level. The company has been working hard to improve its quality and performance on a continuous basis so as to maintain the standard of quality attached to its brand name in the market. The course curriculum is constantly updated as per Industry requests. Candidates from rural/interior areas are also very keen to join these high paying industries. The key challenge for rural candidates is traveling to major cities for enrolling in our centres as well as the cost of living in these cities.

Way forward

The Government of India has made plans for more airports beyond the infrastructure put in place in metro cities. The company, from time to time, aligns with government initiatives to provide skilled human resource to the new airports. Frankfinn plans to set up 20 new training centres in the next five years. Therefore, it will enhance outreach to various parts of the country to spread awareness about its various programmes to get more aspirants to advantage of the opportunities it has to offer. Frankfinn also continuously upgrades the course curricula in consultation with industry experts and with its own market research team. It seeks support from NSDC for association with national as well as international bodies, which would help improve its courses and enhance its placement record.

Mr. Anshul Gauba, Director, Sales & Operations, says that *“As per the International Civil Aviation Organisation (ICAO), the Aviation sector is expected to regain globally and emerge stronger than before because of the continued efforts of various international and domestic organisations, the Government and a vaccine in place. This will also create a huge shortfall of trained professionals in this and other affiliated sectors. We are ready to help in filling the gap created due to pandemic. We continue to fly the dreams”*.

Rural Skill Gurukuls

Introduction

PanIIT Alumni Reach for India Foundation (PARFI), based in Mumbai, was started in the year 2011. In 2013, it partnered with NSDC as a funded partner. Since its inception, it has trained 18,939 and placed 15,954 candidates through Rural Skill Gurukul, of whom 97% are from vulnerable groups such as ST (69%), OBCs (22%), and SC (6%). Ninety-two percent candidates are from left wing extremist effected (LWE) areas in Jharkhand and 12% are women. At present, it has 32 operational Gurukuls with a cumulative capacity of 9,200 candidates.

Pan-IIT Alumni Foundation brings the spirit of IITians to building India's first best-in-class, economically viable public-vocational-education system. It has started a market led programme with guaranteed jobs in top companies, designed to positively impact women and disadvantaged groups. The programme is made affordable through association with the Government of India for leveraging infrastructure and 100% skill loans. It is led by alumni from prestigious institutes in India, who brings with them the global experience of leading MNCs, armed forces and the Government. All institutions are managed by ex-armed forces personnel from relevant trade backgrounds. They are responsible for shaping up the candidates, improving their life skills, discipline and professionalism, in addition to technical skills. The teaching faculty are industry practitioners with work experience in India and abroad.

Skill Training Delivery

Rural Skill Gurukul offers 24 courses focusing on the construction sector. The residential training allows rural youth to harness the technical acumen and perform efficiently in their respective trades during their employment. The fee for the 50-day-long residential programme is Rs. 10,000. Candidates have accessed skill loan from NABARD. The rural youth are given an orientation after admission, which includes an introduction to the construction industry, success stories of alumni and team building exercises. Highly experienced trainers conduct theory classes along with introducing various tools, power tools and construction equipment used across the Industry. The trainees have full day practical trainings and on-the-job training with time-based tasks in groups. Soft skill is provided to the candidates before and after their technical training. Soft Skills classes are conducted by the Principal, a military veteran on daily basis includes interpersonal skills, effective communication, emotional intelligence, goal

orientation and group bonding via various games and exercises. The students found weak in interpersonal skills are mentored and guided from time to time and improvements in their attitude and performance are recorded. Apart from soft skills, they participate in sports, Yoga and recreational activities in order to foster bonding among the students and eventually build a strong support system among themselves. On completion of training, in addition being evaluated by an independent agency, all students are assessed by the employers to test their industrial knowledge, general awareness, apart from core industrial skills, competencies and techniques. Rural Skill Gurukuls offer post placement support for retention at their worksite.



Rural Skill Gurukuls have partnered with leading employers such as Shapoorji Pallonji Constructions Private Ltd. (SPCL), JMC, L&T, Manlift India Pvt. Ltd. The low attrition and high productivity of Gurukul students has ensured that employers have continued their relationship with the organisation and strengthened it further. The candidates are getting an average monthly salary of Rs. 15,000. A few candidates have been promoted to higher skilled job roles such as foreman and site supervisors within a short time span of their employment, with salary of Rs. 20,000 per month. Considering higher retention of women candidates, the employers are willing to invest towards hiring more.

Mr. Tapas Mahto from Kamalpur Village, East Singhbhum, Jharkhand with a 10th Standard education was wondering how to get a job. He learnt (through referral) about GURUKUL, Khunti

and enrolled in the Electrician course. The centre had state-of-the-art training infrastructure, professional trainers and the staffs offered massive support and encouragement to the candidates. Recalling his days at Gurukil, Tapas said *“I had a very tough time managing the strict day long routine with multiple activities, including sports, during the initial days of my training. The initial discomfort became part of my life and fun, making me independent, confident, disciplined*



and a better person. The serious learning is giving a premium now, as I bagged a job with Voltas in Dubai with Rs 20,000 per month plus accommodation”.

Continuous Improvement

Rural Skill Gurukuls have faced a few key challenges and have come up with feasible solutions such as (i) employing Female Trainers - residential training centres are in rural hinterlands and this prevents many women from applying, therefore, necessary adaptations have been made to enable gender diversity; (ii) *Quality Infrastructure and Capability* - the current infrastructure facility available in the vocational institutions is inadequate in India considering the huge demand of labour, therefore highly skilled trainers have been made available; (iii) *Mobilisation* - the enrollment of the students for vocational education, particularly, the Construction Sector has become an extremely challenging task as technical trades are associated with low salaries and lack of recognition, this is something the institute is working on; and (iv) *Employer’s buy-in* - the industry doesn’t give premium to the candidates with formal skill training but various partnerships are being undertaken to ensure that this problem is tackled head-on.

Way forward

Building on the success and learnings in Jharkhand, Rural Skill Gurukuls aim to impact 2.1 million beneficiaries, including 1.1 million women in the next five years by replicating the model in four high Multi-dimensional Poverty Index (MPI) states of India. The skill loans component has been adopted by NABARD and NSDC to scale up this model.

NavJyoti Gives New Light and New Life

Introduction

Navjyoti Global Solutions Pvt. Ltd. was established on 23rd August 2012 in Gurugram, Haryana. Since being establishment, it has trained 65,805 candidates and placed 45,372 of them (including 60% women candidates) with special focus on Persons with Disability (PwD). It was a funded and Placement Partner of NSDC in 2019. Being an NSDC Training Partner, it has received different projects from NSDC. In association with industry leader Godrej, it has created opportunities for women in non-traditional sectors such as Plumbing, in partnership with Powerlinks, it has established enterprises for widows in and has started a movement for employing PwDs in local areas.

Skill Training Delivery

Navjyoti has more than 30 centres across the country, with an annual capacity of more than 15,000 candidates, managed by a 60-member-strong team. It has built a 16,000 Sq ft state of the art building, which is fully accessible to Divyangjan in Gurugram and includes provision such as an incubation centre exclusively for Divyangjan. Navjyoti started skill training for women with support from Godrej and Powerlinks and for PwDs with support from the Government under PMKVY. The mobilisation team, consisting of experienced members, encouraged women candidates to take up non-traditional job roles like Plumber, and Electrician in the slums of Gurgaon and Mumbai. However, it engaged with local leaders to mobilise widows in Varanasi to train them in the Self-Employed Tailor course. Different methods such as organising camps, advertisements, door to door campaigning, online surveys ect. were adopted to mobilise eligible PwD candidates, including visually impaired, hearing impaired and those affected by locomotor disabilities in Delhi NCR, Bihar, Rajasthan, Himachal Pradesh, Madhya Pradesh and Punjab for fully residential training programmes. Certified trainers have provided training to these candidates. While training widows, there was already a demand for the goods they were producing, and trainees started stitching products in the factory. Navjyoti helped them start a company to set up a factory for stitching products and selling it in the market. This helped the candidates earn while learning. The candidates, being employees of the factory, were provided machines to a total of 80 candidates.



Output, Outcome and Impact

Navjyoti has placed 35,805 candidates in 3,000 companies since its inception. During the last three years, it has trained 7,548 and placed 4,854 women and PwD candidates. The average monthly earning of candidates is Rs. 12,000, with highest salary being Rs. 25,000 per month. Around 50 widow candidates have become self-employed by earning an average of Rs. 8,000 to Rs. 10,000 per month.

Ms. Savita is from Chaubeypur, Varanasi. She lost her husband six years ago but got support from her in-laws to cope with the shock of her new normal. Last year, she lost both her father-in-law and mother-in-law. Though she faced huge mental and social trauma, she wanted to be economically independent to give a quality education to her both children. Her father supported her whole-heartedly. She came across Navjyoti



Global Solutions' awareness campaign and learnt about free skill development in her area. She took the opportunity and enrolled for the Self-Employed Tailor course. She was very disciplined, hardworking, and regular throughout her training. Considering her financial condition, she used to walk for 5 km daily to the training centre to save Rs. 20 in transportation costs. Post training, she started working with Navjyoti, stitching uniforms for the DDU-GKY project, made face masks during the pandemic and distributed the same to the local Municipality and earned a monthly income of Rs. 12,000. She continues to work hard to meet her family's requirements and fulfill her children's dreams and ambitions.

Continuous Improvement

The mobilisation of women for non-traditional job roles, widows for training and PwD candidates has been very challenging. Women candidates and their parents were very reluctant for them to pursue job roles such as electrician and plumber. The social stigma attached to widowhood made it very difficult for them to come out for training. The mobilisation team engaged with PwD candidates tries to understand their specific needs, provide suitable job roles, offer solutions like hostels and guidance for placement. This candidate-centric approach is the reason why PwD candidates trust Navjyoti to look after their best interests. Securing placement for PwD candidates was very difficult. Employers, particularly the small industries, were very reluctant. But Navjyoti is very actively engaged with employers and sent its trainees for seven days to the organisations on trial basis, giving the opportunity to both employers as well as candidates to take decisions about how well they fit together. This practice has shown employers hiring PwD candidates that given an opportunity these candidates can make valuable contributions to their organisations. Further, it has also helped PwDs candidate gain confidence in their skills.

Way forward

The organisation wishes to share its insights on training and managing widow, women and PwD candidates with other training partners. To this effect, it has created already E-Content hosted online for SSC for Persons with Disability and has also created a Learning Management System (LMS) facility. It is ready to give digital based standardized training services to all SSCs and TPs.

Mr. Gurusharan Khurana, Founder of Navjyoti, appeals society for PwD Candidates as “*Daan Nahein, Kaam Chaiye.*” (We don't want charity; but want jobs for PwDs).

Sakhi Swavlamban - Empowering Rural Women

Introduction

The Drishtee Group has been providing skill training and placement since 2003. But it was in 2012 that the Drishtee Skill Development Centre, based in Delhi, became an NSDC Partner. Till date, it has trained 39,172 candidates and placed 5,905, of whom 45% are women. The agency, with support from PNB MetLife, has started the Sakhi Swavlamban Programme to empower rural women to set up and operate their enterprise, which is self-reliant and sustainable.

Rural families, especially women, have been facing severe challenges in earning a sustainable livelihood. Though self-employment and enterprises are the solutions to address rural poverty, but there are challenges such as a lack of market-based skilling, gaps in market linkage and poor access to capital and credit. The Sakhi Swavlamban Programme was started in 2018, in partnership with PNB MetLife's larger umbrella programme "DAMINI", dedicated to the development and empowerment of rural women. The Sakhi Swavlamban Programme was implemented in 50 villages, Kashi Vidyapeeth Block, Varanasi District, Uttar Pradesh, over a span of three years, through four critical elements i.e. (i) *Two-way supply chain model* - Bringing the desired inputs to rural producers and taking the final output to the market by developing the cost-effective supply chain solutions with options like local pooling and multi-hopping structures; (ii) *Multi-Skill Centre in a Hub-and-Spoke Model* - Developing customised training programmes for relevant skills through Hub-and-Spoke model; (iii) *Cashless System transaction platform* - promoting virtual digital wallet based market transactions for input and output, need and opportunity for barter structures beyond money, like commodity exchange or value based inputs transfers; and (iv) Access to market-connecting producers with consumers on a virtual platform in an affordable manner.

It identified rural women's groups through family mapping and resource mapping to help them become agents of change and take ownership of



their enterprise. It provided skill training and capacity building through a Hub-and-Spoke Model, where the more highly skilled women operate the hub for training, and those who are not as skilled, function as spokes in a cluster of 10-15 villages. After the trainees are assessed, the candidates who secure an A Grade become eligible as producer and can receive business from Hubs. The fabric is prepared and cut as per the design provided by highly experienced candidates at the hub and given to the spokes in readymade 'DIY' (Do it yourself) condition for stitching. The products range from garments such as Kurtis, Nighties, Palazzos, Skirts, Jackets, Kurtas etc. and cater to both a male and female clientele. Similarly, Sakhi Swavlamban has also expanded to food processing, and makes cottage cheese, curd, green vegetable and spices. Participants collect the food (milk, vegetable etc.), add value by sorting and packing, and sell in the urban market to the retailers, as well as consumers at their doorsteps.



Ms. Soni Tiwari is a clothing and textile producer connected with Sakhi Swavlamban in Kakrahiya village, Varanasi. Being single mother, she has been living with her parents and two children. *“I got training and guidance to become a producer with the support of Drishtee. It was my first source of income. In 2019-20, I was able to earn Rs. 5,000 from stitching. It felt really good to earn in return for my labour. This will help me to give a bright future to my children as I am earning for my children. I want to educate my children in an English medium school.”*

Output, Outcome and Impact

As a training partner with NSDC, it trained and provided courses to 124 women for stitching. Out of the certified candidates, 70 women became self-employed producers and received

orders to stitch garments in their own houses. This has helped rural women both at hubs as well as the spokes to earn regular additional income. Other groups including Micro-Enterprise Groups have also started food processing to produce and sell veggie bags, Cow milk bottles, Cow milk paneer and spices. They have been able to earn a monthly income of approximately Rs. 1500 - Rs. 1800 by working 2 hours a day. They have also inculcated the practice of saving from this income. Having a regular income has empowered women within their families and allowed them to participate in the decision-making process at home.

Way forward

The Sakhi Swavlamban Programme will focus on building partnerships with different local agencies and organisations for generating work and to onboard subject matter experts and trainers to provide short and long-term training. In the next three years, its target is to reach 1,500 rural women and generate additional income for their families.

Positivity Attracts Possibilities

Introduction

The Adani Skill Development Centre (ASDC) is a section 8 not-for-profit organisation that seeks to work in line with the Government of India's Skill India Mission, to bridge the demand and supply gap for a skilled workforce. Since its establishment in 2016, the organisation, based in Gujarat, has been actively working towards providing skill training in 10 states. In 2017, it became a non-funded training partner with the National Skill Development Corporation. So far, it has trained 62,000 candidates, 60% of whom are women. It has also successfully placed over 22,000 candidates through self-employment or wage employment.

Skill Training Delivery

ASDC has over 80 Fixed and Outreach centres. They offer over 45 job roles, such as, Self-Employed Tailor, Sewing Machine Operator, Beauty Therapist, Pedicurist and Manicurist, GST with TALLY, Assistant Electrician, General Duty Assistant, Retail Sales Associate, Food and Beverage Service Steward, Welding Technician, Fitter Mechanical Assembly, Crane Operator, Mud Work, Digital Literacy, Financial Literacy, Basic Functional English, Mobile Phone Hardware Repair Technician, Domestic Data Entry Operator, Solar PV Installer, Mining Machinist, Retail Trainee Associate, Assistant Beauty Therapist, Mehndi Specialist, 3D Printing, Non Domain Skills, and others. The trainings for these can span between 60 to 420 hours. The fee is highly subsidized, ranging anywhere between 0 - Rs. 2,000, as ASDC's Corporate Social Responsibility programme covers most of the costs. The organisation also ensures that only the most experienced trainers are brought on board, and that additional capacity building modules like Digital Literacy, Banking etc. are also taught. The candidates are also supported when availing government documents like PAN card, and Udyog Aadhar registration. All candidates are given at least three opportunities for getting employment either wage employment or self-employment. ASDC has a best and unique practice, namely the 'Own a Batch System', wherein during or after training, the eligible candidates get selected by an Employer.

Output, Outcome & Impact

ASDC has trained over 62,000 candidates and placed over 22,000 candidates through securing either wage employment or Self-Employment for them. It has MoUs with over 80 employers, with Adani, GAIMS Hospital, Arvind Mills, ISS, Portea, Future Group as some of the major recruiters. Many self-employed candidates have started their business in the Apparel & Beauty

Sector. Their average monthly income is Rs. 8,000 to Rs. 10,000. This has positively impacted the candidates by enhancing their skills, their quality of life and helping emphasize their right to dignity and respect within their family, community and society at large. A story of Mr. Raviraj encourages other candidates.

Mr. Raviraj hails from a village near Mundra, Kutch in Gujarat. He lost his father when he was young. Raviraj recalls *“Having lost my father I was experiencing deep, emotional pain, but failed to take my work and studies seriously. Over time, faced with harsh reality, I became more and more aware of my responsibilities. I started looking for suitable job.”* His cousin told him about the opportunities in Adani Ports, but he realized that he needed adequate skilling, as well as certification for these jobs. He came to know about ASDC’s “SAKSHAM” training centre - Mundra, Kachchh and enrolled in the RTG Crane Operator course for a period of 3 months. He attended theory classes and simulator-based training at the Port. He got a job as a Crane Operator in APSEZ, Mundra with a monthly salary of Rs. 12,000, which grew to Rs. 18,000 in 2.5 years. He says that *“To achieve a goal in life, one must convert positive energy and hard work into possibilities, the rest will fall into place automatically.”*



Continuous Improvement

ASDC has mandated continuous learning. To ensure this, the entire staff attends up-skilling programmes every two months. This ensures that updated skills are delivered in classroom also. Cross-Learning has also been made a part of the day-to-day learning, enhancing the quality of learning as students gain knowledge and expertise in multiple domains from different departments. To this end, lectures by Visiting/Guest faculty members are planned with a defined schedule.

Way forward

In the next two years, ASDC plans to expand operations from 10 states to Pan-India. Considering future requirements, ASDC aims to provide skill training in keeping with NSDC's courses through an eLearning Platform to all students across the board. It will also provide placement support to candidates who have completed these online courses.



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