

UDAAN

Impact Assessment Report

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Last but not the least we would like to thank hundreds of Udaan candidates who gave their precious time for responding to the questionnaire.

Ank Aha Private Limited

EXECUTIVE SUMMARY

The Udaan Project started in 2011 for addressing the needs of the educated unemployed in J&K who are graduates, post graduates and three year diploma engineers with an aim to provide skills and job opportunities to the youth and also exposure to corporate India towards the rich talent pool available in J&K. The target was to reach out to 40,000 youth in J&K over a period of 5 years so as to bridge the gap between, youth from J&K who are unable to find employment in many companies as either they are unaware of the opportunity in the companies or the companies which are unaware of the talent pool that exists in J&K.

An impact assessment on the project was carried out to encapsulate feedback of the stakeholders, quantify impact the program has created on an individual's capacity to generate income, assess skill enhancement created and gauge the mobility of youth from Jammu and Kashmir. Also, this study was done to identify areas where improvement may be necessary to enhance impact and recommendations of the stakeholders for the same.

Further, the study was to provide a qualitative and quantitative assessment and analysis of the value chain and results of the project as per project objectives. A randomized sampling assessment methodology was taken on where a two pronged method was adopted: 1.) data collection including in-person and telephonic interviews with the candidates was conducted through a random selection of candidates (with a five percent error margin) and 2.) qualitative interviews were conducted with key stakeholders to assess the strengths of the program. The study sample design was flexible enough to accommodate candidates from different training statuses such as dropped out from training, currently employed, job offer made etc. to name a few, spread across years 2012 to 2017 from twenty districts of J&K. The questionnaire was structured in a way to include the answers we sought out from the core questions.

The study concluded that the impact of the project was overall positive. For example, there has been a marked increase in the earnings of the candidates who completed UDAAN, and employment level of the cohort is more sustainable. However, some pain points remained, like job retainment over longer periods is a low and measures have to be taken to address this. From a mobility perspective the program has created significant impact in terms of candidates moving out of J&K but a pain point of retainment remains, with a significant percentage coming back to the state after working for some time. These candidates even though back in J&K involve themselves in income generating employment activities which significantly improves their financial condition.

Also, the program has given an opportunity to plethora of candidates belonging to remote areas of J&K, who without the stipend model of Udaan may not have been able to improve their technical and soft skills. This golden opportunity has not only resulted in better job prospects for them but has also boosted their confidence to ensure swift movement in corporate hierarchy.

From a macro perspective, the project generated hope for the whole community in offering opportunities beyond and has resulted in numerable positive externalities. Using the skills learned, adolescents improved their family economy by getting employed or opting for self-employment opportunities and provided a good example for other natives.

Stakeholders such as companies who were interviewed, recommended providing post placement monetary support for a fixed tenure to candidates who have taken up jobs through Udaan. They suggested that monetary support would enhance retention rate of candidates in the job. Candidates from the program requested for mentoring and discussion forums. According to them, experience exchange between peers & other candidates could happen and social capital created by Udaan could be utilized for the benefit of peers.

From the impact assessment conducted, the understanding developed is that both corporates and NSDC have put in a great deal of effort to improve employability and monetary status of J&K youth. And measures like Udaan have nudged the whole community of J&K to take a step towards improving quality of their lives.

INTRODUCTION

There has been a persistent and pressing need to enhance the employment opportunities in the State of Jammu and Kashmir and to formulate a jobs plan involving both the public and private sector, especially for the youth. In this context, an 'Expert Group', chaired by Dr. C. Rangarajan and consisting of prominent members like Sh. N. R. Narayana Murthy and Sh. Tarun Das, was constituted by the Prime Minister on 18th August 2010.

The mandate of the expert committee was to tackle two primary issues¹:

1. Identifying and enhancing employment opportunities
 - a. in the various sectors within the state
 - b. outside the state
2. Skill Development for improving employability of
 - a. the youth
 - b. the craftsmen

Though India is one of the youngest nations in the world, our abundant young labour force has a massive shortage of skills. In the case of Jammu & Kashmir, the situation of skill shortage is further exacerbated. This is due to the unstable political environment in the state that continues to plague the state. There is a general sense of unrest among the youth in J&K. The Expert Group made two recommendations to address the issues under its mandate. One of the recommendations was to set up a special industry initiative (SII), where companies across industry sectors partner with educational institutions and run special training programmes to enhance employability for the youth in J&K. Thus, UDAAN was formulated in 2011. The target of this scheme has been to reach out to 40,000 youth in J&K over a period of 5 years. The scheme aims to cover graduates, post graduates, professional degree holders and three-year engineering diploma holders.

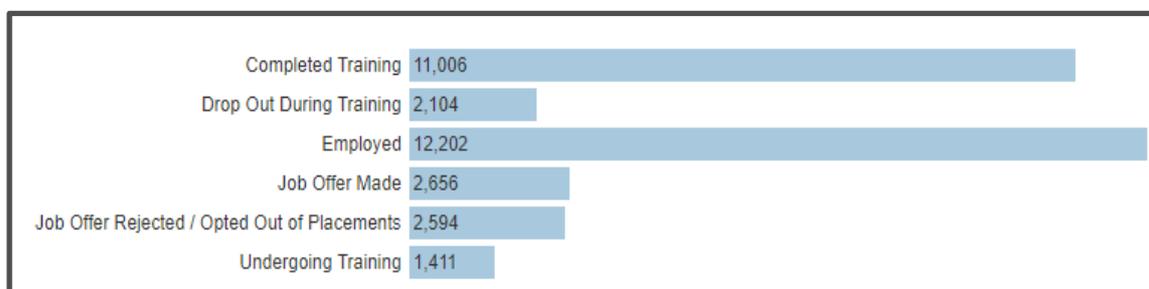
Objectives of UDAAN:

1. Increase employability of youth in Jammu and Kashmir
2. Increase mobility of youth from Jammu and Kashmir and provide exposure towards various employment opportunities outside the state.
3. Incentivise Indian corporate entities to visit Kashmir

Youth from J&K are unaware of the opportunities available in companies and companies are unaware of the talent pool present in the state. Udaan was envisioned to bridge this gap, and catalyse the creation of a healthy ecosystem.

¹ Report of the Expert Group on Employment in Jammu & Kashmir, Gol, New Delhi, February 2011

As on 31st October 2017, 31,973 candidates have enrolled for UDAAN. The status of the candidates is as follows.



Out of 31,973 candidates, 1,411 are currently undergoing training².

OBJECTIVE OF ASSESSMENT

In October 2017, the National Skills Development Corporation commissioned a study to Ank Aha to understand the effectiveness of the UDAAN program. The objective of this assessment is as follows.

1. To assess the extent to which Udaan:
 - a. Has increased mobility of youth from Jammu and Kashmir and provided exposure towards various employment opportunities outside the state
 - b. Has increased employability of youth in Jammu and Kashmir
 - c. Incentivised Indian corporation to visit Kashmir and employ kashmiri youth
2. To review the lessons learned from the process of project implementation and prepare a comprehensive summary of the results compared with the goals and objectives outlined in the project document.

METHODOLOGY

Given that UDAAN programme has been operational for the past 6 years, an ex post facto analysis is the only possibility for impact assessment. Impact assessment can be quantitative or qualitative or both. A mixed methodology is the most common practice, where the qualitative insights can be used to interpret quantitative trends.

The most commonly used quantitative methodologies are longitudinal and cross sectional surveys. Longitudinal surveys compare changes that have occurred among a group of respondents over time. Longitudinal surveys are usually costly, as they require large sample sizes to ensure representativeness and entail at least two separate survey rounds (baseline and follow-up). A needs assessment could be performed, preceding the baseline survey to establish the relevance of the intervention. Following that, indicators have to be identified which are direct determinants of the

² Data provided by National Skill Development Corporation(NSDC)

impact that the intervention is expected to have. The follow - up round captures the change in the said indicators. These surveys also involve logistical difficulties related to locating and interviewing persons from the baseline survey.

Cross-sectional surveys examine impact through a one-time survey. They tend to be more time efficient and less costly than longitudinal surveys, but they too have their limitations. In particular, measuring impact at one point in time limits the ability to measure change in a reliable way and establish plausible evidence of impact. Given the ex post facto nature of this survey, cross - sectional is the appropriate method.

A proper impact assessment is the determination of the difference between an outcome caused due to an intervention and an outcome in the absence of the said intervention. A quasi - experimental study compares the differences between two groups that emerge on their own. A non - experimental study seeks to understand the differences of a single group at different periods in time. Our overall methodology is a mixture of quasi - experimental and non - experimental methods.

This impact assessment study is an Ex-Post Facto analysis of cross sectional data points which have been selected in a quasi-experimental manner. Firstly to understand the details of the program the team spoke in person with candidates who have completed Udaan training and also did some literature review such as the presentation made by NSDC during the inception of the program and also media reports which talked about the program.

Post this we were able to formulate a survey which could be used for obtaining data points needed for impact assessment. The questionnaire was designed so that following could be captured

- **Pay Increase:** To determine the monetary impact the training has created annual income just after Udaan and current income was taken into account
- **Location:** An important objective of Udaan was to increase mobility of youth from Jammu and Kashmir and provide exposure towards various employment opportunities outside the state. To capture this location after training and current location was taken into account
- **Employment status:** An important objective has been to enhance employability of the youth hence employment status just after training and current employment status was taken into account
- **Overall Training :** To understand whether the training has enhanced the soft skills and technical skills of the candidates parameters like training quality , infrastructure, curriculum were asked
- **Corporate Awareness and Career Progression:** To understand whether the training was able to make the candidate aware of the corporate opportunities outside J&K , draw a career progression map and prepare the candidate for future challenges in their sector the above parameters were taken into account.

This questionnaire was then used to do a pilot study and the team called up around 80 Udaan candidates across different status indicators. This led to a better understanding of the program and also few changes in the questionnaire were made.

As opinions of Udaan candidates from all across India was to be taken into account and their contact numbers were available telephonic survey was conducted. This survey was conducted on 6500 candidates out of whom 480 people completely filled the responses. We wanted to achieved 480 phone calls because we recognized that this would provide a minor margin of error.

To determine the impact the program has been able to achieve in the last 6 years, sample was chosen from 20 districts of Jammu and Kashmir from 2012 till present across different status indicators which were

- Completed Training
- Drop Out During Training
- Employed
- Job Offer Made
- Job Offer Rejected / Opted Out of Placements
- Undergoing Training

In Udaan corporates are the training providers hence we spoke to 5 of them, spread across sectors

1. Information Technology - Experis IT
2. Healthcare - Vivo Healthcare
3. Mechanical -Tata Motors
4. Education - MBD
5. Accounting – KPMG

An open ended questionnaire was shared with them and inputs provided on telephonic conversation was recorded by the team. The questionnaire captured the following

- What was there objective behind joining the program and was it fulfilled?
- How was their experience during the program and post placement?
- What were the major issues they faced during the program? And what steps were taken to address those issues if any?
- What were the problems reported to them by the candidates for different scenarios such as dropping out from training, rejecting job offer etc.? And what steps were taken to address those issues if any?
- Suggestions if any to improve the program

ASSESSMENT

The Udaan program started with a twin objective of enhancing awareness of youth of Jammu & Kashmir about corporate opportunities present outside Jammu and Kashmir and also to apprise the corporate world about the talented human resource which could be utilized by them. The program was strategically designed so that it results in a win-win situation for both stakeholders where the youth gets access and information about corporate opportunities which they were not aware without bearing any incremental cost and the corporates get talented resource which are trained on industrial standards and are ready to deliver value from their first day of work.

To have a tangible measure of the impact of the programme, the impact on skill level (or skill enhancement) has been linked to change in income level. Now to obtain a change in income level caused only due to the intervention, the quasi - experimental method has been taken advantage of. A treatment group and a control group were identified from already existing groups.

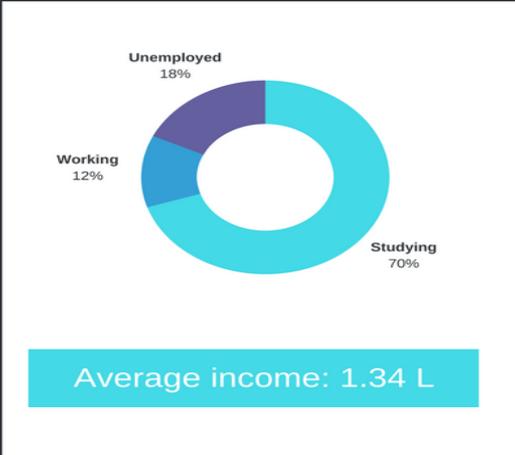
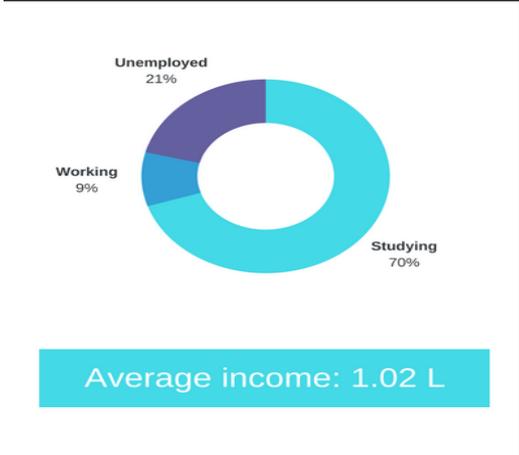
1. Treatment group: The group of candidates who have enrolled for UDAAN and have completed the training programme.
2. Control group: The group of candidates who have enrolled for UDAAN but have dropped out of training, whatsoever the reason.

The diagram on the next page indicates that these groups are not identical, but definitely similar in key aspects. The average income at baseline (pre UDAAN) is higher for the treatment group, but the profile of candidates is similar. A marked increase in income has been observed for both groups immediately post UDAAN (40.2% for treatment and 34.3%). The assumption here, which was validated during surveys with candidates who dropped out, is that most of them either went back to J&K for work or for pursuing higher education.

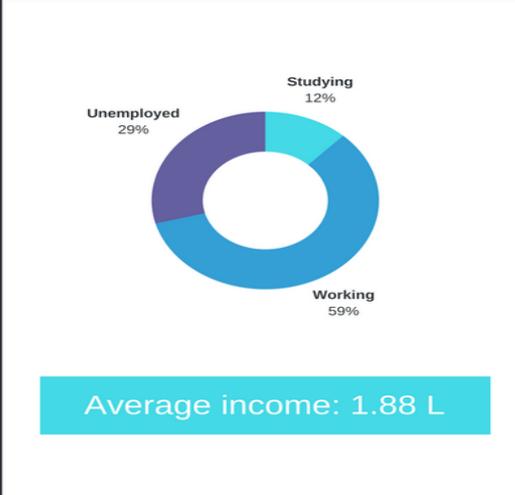
But over a longer period of time, this rise in income level has not been sustained. But the drop is more marked for the control group as compared to the treatment group (28.2% increase for treatment and 11.7% increase for control). More importantly, employment levels do not seem sustainable.

1. 59% of the sample was working post UDAAN, but this has dropped to 50%.
2. 43% of the sample was working after dropping out of UDAAN, but the current rate is 29%.

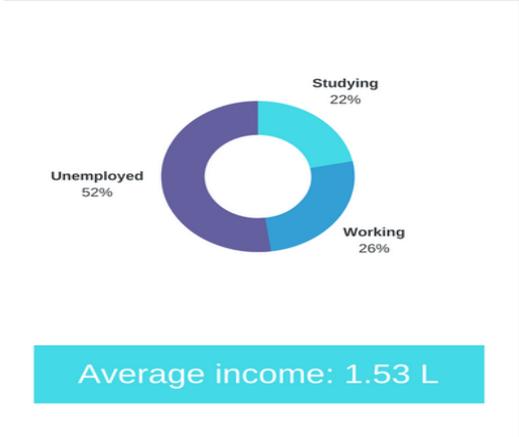
Baseline Profile



Post Udaan



Current Status



CONTROL GROUP

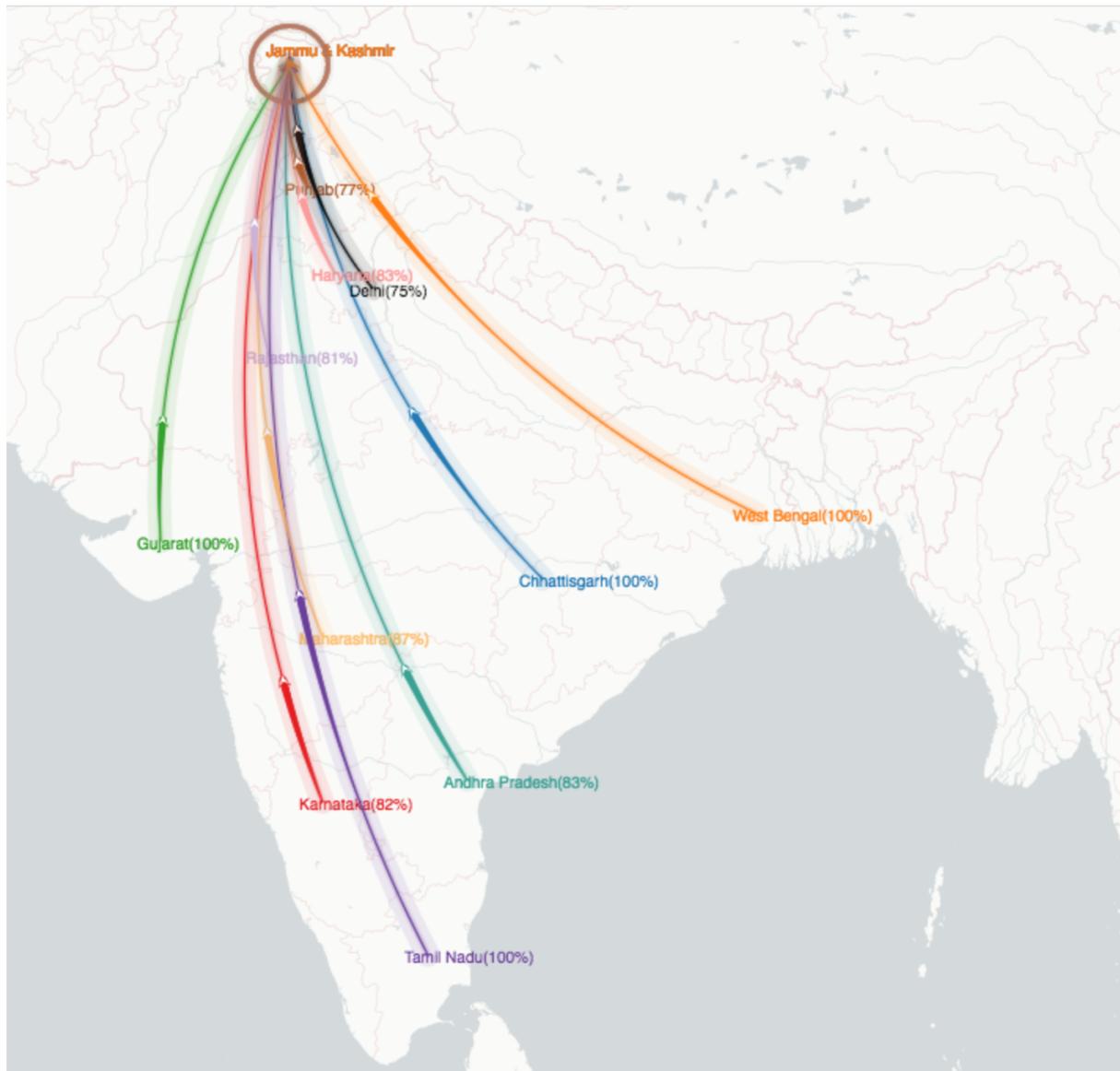
TREATMENT GROUP

UDAAN also tried to relocate youth from J&K to various cities in India, thus opening up widening



their ambit and integrate them into mainstream opportunities. As the flow map indicates, UDAAN has done a great job by training candidates in various locations all over the country.

But retaining candidates in those states seems to be problematic, as indicated. Most of the candidates from our sample study have shifted back to J&K. The number next to the name of the state indicates the percentage of people who have gone shifted back to J&K. Delhi seems to have the highest retainment percentage (25%).



Summarizing, sustaining employment levels and retaining candidates in their employment roles seems to be the major challenges. On the upside, there is an increase in income level of candidates who complete the training programme, whether they shift back to J&K or not.

Feedback from stakeholders

The value chain of Udaan can be divided into below mentioned 4 segments

- Candidate Selection
- Training and Career Progression
- Placement
- Post Placement Support

Candidate Selection

To understand the finer points of candidate selection in Udaan we spoke to corporate partners to understand their perspective. One of the feedbacks we received was that access to talent pool was a challenge as the program was encountering poor candidate mobilization and hence there is an imminent need for better coordination with mobilising centers to enhance awareness about the benefits of the program to the right target group.

Also lack of screening was sighted as a problem faced by corporates, where according to Udaan program an individual can get trained only once, but one of the corporates have found candidates who have applied for the program even after completing the program once. This not only results in loss of opportunity for fresh talent looking out to Udaan program for career progression but also damages the credibility of the program.

An important point to be noted here is that most of these candidates have applied in early years of inception of Udaan program when there was no unique Id but with the coming of Unique Identity Card AADHAR new candidates applying for the program won't be able to get through Udaan if they have completed the training once.

While conversing with the candidates we found that they would like to have a much more clear picture in terms of salary offered later, job location, job description to be set during the initial meeting with corporate before they choose which profiles to apply through the registration process.

Training & Career Progression

The final objective of any training program is to make the candidate aware about

- current trends and opportunities of his/her chosen sector and
- rightly skill the candidate so that they can extract maximum value out of the training and also
- prepare for the future career challenges which can be foreseen

The objective of training under Udaan program has not been any different, the design and delivery of training has been such that youth from Jammu and Kashmir could extract maximum value, not only in terms of placement in a firm with good pay package by improving their technical knowledge base, but also grooming their personality so that they could swiftly ascend the corporate hierarchy.

Stakeholder Rating (in %)



A: Rated 4 and above on a scale of 5, B: Rated 2 and below on a scale of 5

Quality of Training

When candidates were asked to rate the training quality on a scale of 1-5, 53% of the candidates rated 4 and above whereas only 21 % rated 2 and below. On an average candidates were satisfied with the trainers and training infrastructure provided by the corporates which according to them were aligned with industry requirements. The candidates also had a positive feedback towards the curriculum design which according to them had a good mix of theoretical and practical aspects and hence 48% rated it as 4 or more on a scale of 5.

According to the corporates the decision undertaken to formulate specific course structure were based on

1. Analysing the need based gap of the sector
2. According to the skill of the youth (graduates & PG) and requirement of the industry
3. Empirical evidence of the market trend and requirement of the client.

Also the right mix of theory and practical of training module, as experienced by the candidates was developed

- In consultation with trainers and in house content writers
- In consultation with subject experts in respective areas along with the feedback of the placement partners and NSDC
- According to the National Skill Qualification Framework (NSQF)

One of the major successes of the program came from the fact that around 56% of candidates thought that the program was able to provide required soft skills, rating it above 4 on a scale of 5 and an overall rating of 3.5 on a scale of 5. Though miniscule number of candidates pointed out that assistance for interview preparation by the trainers is not up to the mark and needs significant improvement in terms of direct alignment to industry needs.

Enhancing employability of the youth has been an objective of the Udaan, one of the critical factors in achieving this has been making them accustomed to job locations around India where they would be placed after the training. To achieve this end the Udaan training was decided to be held in metropolitans which were also job hubs of India, but a major problem which could have been faced that most of the Udaan applicants are graduates and post graduates who are looking for job opportunities but as of now do not have any source of income. If in this case the applicants were supposed to stay in big cities on their own expense then success of this program would have been very limited with predisposition towards economic well to do and the overall objective of the program would have been defeated.

Hence monthly stipend of INR 2500 was provided to each candidate with residential and food facility provided at training location free of cost during the complete duration of training program. The candidates were satisfied with food and lodging facility provided by the corporates with 60% rating 4 and above on a scale of 5 and also all of the candidates replying that they received most of their stipend instalments on time. According to the candidates these two facilities were critical for

enhancing the impact of Udaan, otherwise they wouldn't have been able to afford the same. When asked about if they had any safety concerns candidates denied any concerns regarding the same.

Measures were also undertaken by Corporates to make the candidates acclimatize into the new environment during the training such as

- Sensitizing the trainers and management about the problem faced by candidates
- Providing them counselling support.

Stakeholder Rating (in %)

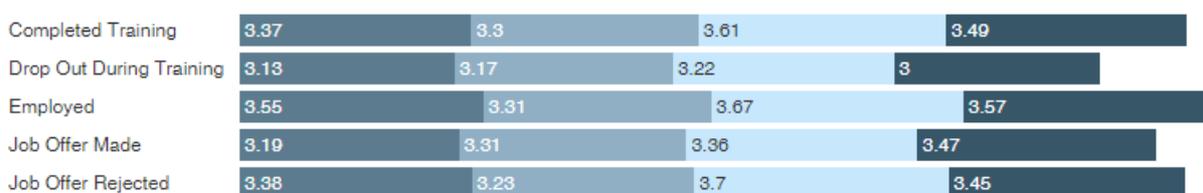


A: Rated 4 and above on a scale of 5, B: Rated 2 and below on a scale of 5

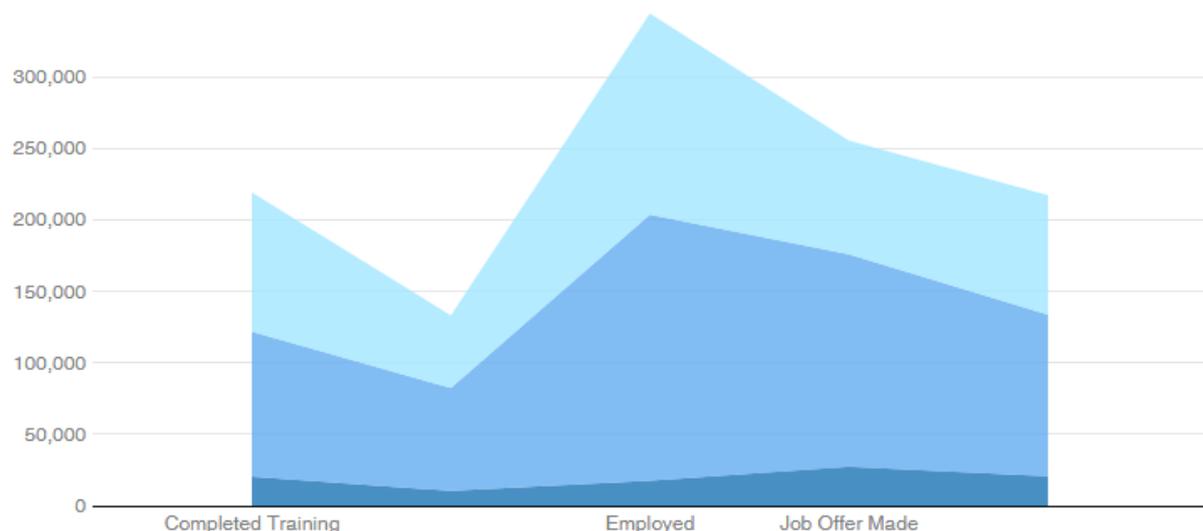
The comparative analysis of status of training with average annual income presents a very clear picture where employed candidate are getting higher pay than those who dropped out during training or rejected the offer letter. Also candidates explained that low pay scale was one of the reasons for them to reject job offers but the first graph details that the trainings incapability in providing satisfactory corporate awareness and career progression opportunity could be very important reasons for dropping out of training or rejecting offers made.

Stakeholder Rating

■ Training Quality ■ Curriculum Design ■ Training Infrastructure ■ Soft Skills



■ Annual Income Before UDAAN ■ Average of Annual Income After UDAAN ■ Average of Current Income



Awareness of Corporate Opportunities

Providing exposure to the graduates and post graduates of Jammu and Kashmir to the best of corporate India was one of the aims of the programs, on this parameter the performance of the program suffered a major setback with 34% of the respondents rating their satisfaction level on a scale below 2.

The candidates expressed that most corporates were not very proactive in helping them out to look for opportunities in job markets and seldom walk in interviews were provided in job roles which did not match their job profile. Also specifically candidates in IT sector job roles, communicated that they did not see significant value add in terms of enhancement of awareness about corporate opportunities.

Future Career Prospects & Probable Career Challenges

Udaan program not only provides candidates about current opportunity in the sector and career growth but also prepares them for career challenges they will be facing in the coming future. Candidates when asked about career prospects and challenges had a mixed response with candidates saying that felt that program did well in terms of career prospects but was ill prepared to have discourse on future challenges.

Placement

Udaan program has ensured that placement is a priority under the program with the corporates required to present a plan during their proposal as to how will they absorb the number of candidates who are being trained.

Candidates placed

A major problem faced by the program is that a significant percentage of candidates reject job offers or come back to J&K after working for some time. While interviewing the Corporates, the team found that the common reasons were

- Offer of government jobs
- Personal reasons
- Uncomfortable with the allocated location of the training or job
- High salary expectation without enough job experience
- Homesickness
- Inability to adjust with weather and unforeseen health issues

These reasons align with what candidates had to say on the issue of job rejection and moving back to home state. Common reasons cited by candidates were:

- Low pay package
- Lack of flexibility to adopt work shift

- Location is not convenient
- Homesickness
- Allured by Government job
- Higher studies

A general notion about the basis of rejection of job offers is that the low pay package offered immediately post training. However, a closer look at the results offers one more explanation about rejection of offers. When asked to how well the program was able to prepare candidates for their future career challenges, the group that rejected offers responded negatively, as opposed to an overall positive response by the remaining cohort.

Therefore, it is possible that the reason is more complex than just saying that the pay package was low. Efforts have to be made towards providing better clarity towards future growth prospects.

Employee satisfaction with the candidates

All the Corporates agreed that the objective of providing them with a talent pool was achieved through UDAAN programme. They stated that they received rich talent pool who were highly motivated and this process helped them uplift the youth in J&K.

Post Placement Support

The candidates moving back to home state after working for few months is a major challenge faced by the program for which the corporates have suggested to provide post placement support/retention package which will incentivize them into continuing their job which not only makes them habitual with lifestyle of new place of work but also they start looking for better opportunities in their own field.

RECOMMENDATIONS

- The corporate partners and candidates suggested that it would be beneficial if post placement support /retention package of INR 2500-3500 could be provided to candidates for around a year while they are employed. This will act as an incentive for the candidates to continue with their job and time being below detailed issues will be addressed
 - The candidate will get habitual to new city lifestyle
 - Give candidates some financial support in which they could shift to the new job which will automatically result in higher CTC.
- The candidates lack vision as to how their continuing with the training or the job will be beneficial to them in the long run. To address this problem success stories of the program should advertised and such successful candidates should be made to address candidates undergoing training.
- Lack of a system through which candidates could address their career apprehensions and other queries is a major problem to address this
 - A mentoring system could be put in place where candidates could be mapped to mentors who would be able to guide them in streamlining their career
 - A closed forum for discussion should be formulated where candidates could discuss their queries, inform of job opportunities in their firm etc.

In short this is to utilize the social capital created by Udaan for the benefit of their peers.
- The result clearly shows correlation between the training's incapability in addressing issues of career prospects and future challenges which results in drop out and low retention rate in job hence measures should be taken to modify the training curriculum so that courses address the above mentioned issues and helps individual candidate draw a career growth plan for themselves.
- Awareness about corporate opportunities was a point of concern for most of the candidates, measures such as visiting faculty from same corporate sector could come in enlighten the students it would help them in enhancing their awareness.

ANNEXURE

CANDIDATE QUESTIONNAIRE for UDAAN

SHORT INTRODUCTION:

Questionnaire no. _____ Date: _____

UDAAN Impact Assessment Survey

Personal Details Already Captured	QUESTIONS	RESPONSES (CLOSE ENDED)		
	Name			
Age				
Gender				
	Pre Udaan	Just Post Udaan	Current	
Address (District, State)				
Employment Status				
.. Wage Employed/ Self employed				
.. Unemployed				
Education				
Earning (INR per year)				
If received placement after UDAAN	How long did you work in the job?(months)			
Training Program	Rate the trainers quality on 1-5 scale, if 5 is the highest		Scale of 1 to 5:	
	Rate the course structure as a mix of practical and theoretical aspect on a scale of 1 to 5 , with 5 being a very good mix		Scale of 1 to 5:	
	Were you satisfied with the infrastructure environment in which training took place on a scale of 1-5 with 5 being very satisfied?		Scale of 1 to 5:	
	Were you satisfied with the soft skills support provided during the program on a scale of 1-5 with 5 being very satisfied?		Scale of 1 to 5:	

Ease of reallocation	Were you satisfied with lodging facility provided during the training on a scale of 1-5 with 5 being very satisfied?	Scale of 1 to 5:
	Were you satisfied with food quality provided during the training on a scale of 1-5 with 5 being very satisfied?	Scale of 1 to 5:
Stipend	Were all stipends received during the duration when in training?	Yes/No :
	Were the stipends during the complete duration of training program received on time?	Yes, Sometimes was late, Never received on time
Post Training Assessment	Were you satisfied with the awareness Udaan has provided about opportunities existing with the corporates, rate on a scale of 1-5 with 5 being very satisfied?	Scale of 1 to 5:
	Were you satisfied with the clarity the program has provided on future job prospects, rate on a scale of 1-5 with 5 being very satisfied?	Scale of 1 to 5:
	On a scale of 1-5 with 5 being very well, how well was the program able to prepare you for future career challenges?	Scale of 1 to 5:

CORPORATE QUESTIONNAIRE for UDAAN

UDAAN Impact Assessment Survey

Personal Details Already Captured	Name :
	Year of establishment :
	Sector:
	Number of Employees/Turnover:
1.	What was your motivation behind opting for UDAAN program?
2.	How did you find the shortlisting process of Corporates for the UDAAN program?
3.	How did you decide which specific courses to offer in your sector?
4.	How were the training modules developed?
5	What measures are undertaken to ensure that the candidates can acclimatise to the new environment (cultural integration)?
6	What are the common reasons cited by candidates who dropped out of training?
7	What measures was taken by you to rectify those issues?
8	What are the common reasons cited by candidates who rejected job offers?
9	UDAAN program had an objective of providing corporate India with exposure to the rich talent pool available in the J&K? Do you think that objective has been achieved?
10	Are you part of any other training/skilling programmes? How will you compare it with UDAAN?

11	The retention of candidates in the jobs provided after UDAAN is very low, why do you think such is the situation and what measures should be taken to rectify this problem?
12	A significant number of candidates we talked preferred going back to their home state, why do you think such is the situation and what measures should be taken to rectify this problem?
13	Any feedback for making UDAAN better?



Transforming the skill landscape

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About National Skill Development Corporation (NSDC): National Skill Development Corporation, working under the aegis of Ministry of Skill Development & Entrepreneurship, is a unique public-private-partnership which aims to catalyze creation of quality vocational training ecosystem in India. 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. Since establishment in 2009, NSDC has trained more than 2 crore people through its partnership with 600+ training partners, wide a robust network of 11,000+ training centers spread over 600 districts across the country. NSDC has institutionalized 37 Sector Skill Councils and is also implementing Government's flagship skill development schemes such as Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Pradhan Mantri Kaushal Kendra (PMKK), National Apprenticeship Promotion Scheme (NAPS), among others.

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