



NSDC CONNECT

MAY-JUNE 2024

SPECIAL
ISSUE

LEADING THE SKILLING
ECOSYSTEM

NSDC'S ROLE IN
EMPOWERING
INDIA'S WORKFORCE



NSDC GOVERNMENT
PROGRAMMES

GRASSROOT
CHAMPIONS OF
SKILL DEVELOPMENT



NSDC RESEARCH &
IMPACT

ENABLING OUTCOME
DRIVEN SKILLING
INTERVENTIONS

REIMAGINING THE SKILLING ECOSYSTEM NSDC MAKING INDIA THE SKILL CAPITAL OF THE WORLD



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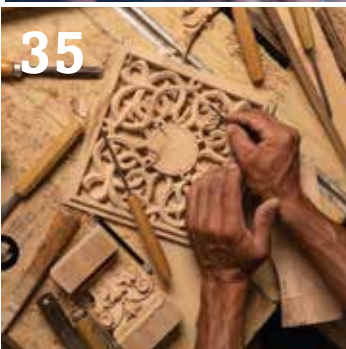
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NSDC REIMAGINING THE SKILLING ECOSYSTEM



Dear Readers,

Welcome to the ninth issue of NSDC Connect!

Since September 2023, our team has been publishing this monthly magazine with the mission to expand and enrich the many discourses around the skilling ecosystem in this country. Over this period, we have published deep dive articles on issues of importance, stories of impact, interviews with diverse voices in the skilling community, and data backed research papers. But this special issue of Connect takes a step back delves into various teams within NSDC who play the role of champions and warriors in the mission to making India the Skill Capital of the World.

Skilling a country as large and as diverse as ours is a complex and ambitious endeavour that cannot be done without the commitment, hard work, and creativity of hundreds of people who, day after day, show up to work and keep the engine of progress running.

Through these pages, dear reader, I am honoured to present the key divisions within NSDC that take up specific roles and functions and seamlessly work with each other to achieve skilling and employability goals at scale. Each team at NSDC comprises of dynamic and highly skilled professionals and leaders who take up ambitious goals, and work towards it every day with passion and purpose.

Whether it's the Research & Impact team providing the rigorous knowledge base for creative thinking, or the Digital Team developing critical infrastructure such as NSDC TRUST to enable tech-led solutions, the various divisions within the organization always strive to keep innovation at the forefront of skills development. Beyond impact and digital teams, you will also read about Academy, International, Apprenticeship, and Government Programmes team which are consistently working with students, partners, and institutions to bring the larger Skill India Mission to fruition through effective implementation, advisory, and network building. Additionally, the issue also explores the role of the Sector Skill Council (SSC) Governance team in

facilitating a sectoral approach to skilling and capacity building by building channels of collaboration with industry bodies and provide monitoring and support to the 36 Sector Skill Councils currently operating in India. approach to skilling and capacity building by building channels of collaboration with industry bodies and provide monitoring and support to the 36 Sector Skill Councils currently operating in India.

In January 2024, our organization was awarded with the Great Places to Work certificate which stands a testament to the organizational excellence that we enable and cherish. I truly believe that is through our leaders and people that NSDC has been able to achieve this milestone. As we present this special issue of Connect themed around the work of NSDC, I also want to take the opportunity to acknowledge and applaud the purposeful leadership of the senior leaders of NSDC who nurture young talent in their teams and bring a wealth of experience, diverse knowledge, and a mission-oriented mindset to the organization.

With each edition, our hope is to create a more inclusive, impactful, and innovative space of discourse for all our readers and contributors. This can only happen through your engagement with the stories and your feedback. I invite you, dear readers, to immerse yourselves in the enriching narratives woven within these pages, and to join us in our mission to propel the wheels of skill development ever forward.

Thank you for your unwavering support and dedication to the cause of skill development.

Warm regards,



VED MANI TIWARI
CEO, NSDC

NSDC Connect embodies NSDC's values: Integrity, Innovation, Inclusion, and Impact. We aim to provide trustworthy, innovative, and inclusive content that aims to make a positive impact on education and skill development. Join us in reimagining a better future.

LEADING THE SKILLING ECOSYSTEM: NSDC'S ROLE IN EMPOWERING INDIA'S WORKFORCE



The spotlight story of this issue delves into India's skill development trajectory, from historical beginnings to contemporary initiatives, and it emphasizes the pivotal role of the National Skill Development Corporation (NSDC) in empowering the nation's workforce. As the principal architect of the skilling ecosystem in India, NSDC operates as an impact focused and future ready organization. The article highlights NSDC's evolution, core functions, and impactful programmes that are reimagining the skilling and livelihoods landscape and positioning India for global leadership in skill development.

Overview of the Skilling Ecosystem

In the realm of human development, the influential work by Nobel Laureate Amartya Sen elucidates the concept of capabilities rooted in the essence of “being and doing”. At the heart of capability approach lies the conviction that true freedom is not merely the absence of constraints, but the presence of opportunities to flourish. In this paradigm, skills emerge as potent catalysts, enabling individuals to traverse the landscapes of opportunity, to determine their destinies with empowerment.

Within the economics of human development, skills are not mere commodities to be traded; they are the bedrock upon which capability stands. They permeate individuals with the prowess to navigate life's complexities, to seize the reins of their existence, and to sculpt their own narratives.

India's journey in skill development traces back to its post-independence era, with a primary focus on establishing Technical Vocational Education and Training (TVET) institutions, primarily in manufacturing and engineering trades. The establishment of the first Industrial Training Institute (ITI) in 1969 marked a significant milestone, followed by the inception of the Central Staff Training and Research Institute (CSTRI) in Kolkata.

With the advent of economic liberalisation in India during the 1990s, ushering in a new era of rapid growth in sectors like IT and services. This necessitated a paradigm shift in skill development strategies to cater to the evolving needs of the economy. Recognizing the imperative to expand the capacity of the skills training sector, concerted efforts are made to engage the private sector and foster innovation in skill development initiatives.

Today, India stands poised to become the skill capital of the world, boasting one of the youngest populations globally. This demographic dividend presents a golden opportunity to harness the potential of the youth through skill development, paving the way for a workforce that is not only skilled but also industry ready.

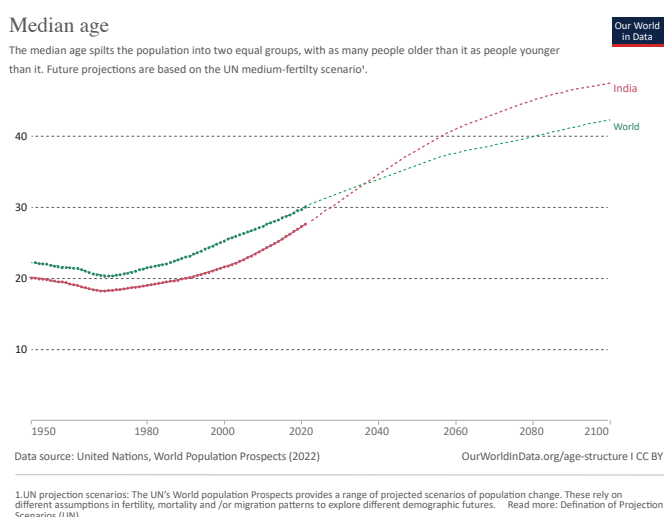


Figure 1: India's median age trendline. Source: Median age (ourworldindata.org)

To realize this vision, the Ministry of Skill Development and Entrepreneurship launched the National Skill Development Mission (NSDM) in 2015. This ambitious initiative provides a comprehensive institutional framework to accelerate and scale up skill development efforts across the nation. The dynamic and competitive global business landscape demands a constant upgradation of skills, and India is committed to meeting this demand by enhancing its skill training infrastructure and aligning it with industry requirements.

The success of the Skill India Mission hinges on the collective efforts of various stakeholders, including government bodies, training providers, educational institutions, employers, Industry Bodies/Associations and Awarding Bodies. Through coordinated action and advocacy, India aims to bridge the gap between demand and supply of skilled workforce, ensuring its competitiveness on the global stage.

Evolution of NSDC

The National Skill Development Corporation (NSDC), established on July 31, 2008, is a not-for-profit public limited company incorporated under the provisions of the Companies Act, 1956 (corresponding to section 8 of the Companies Act, 2013). It was conceived as a unique model through a Public Private Partnership (PPP), with the Ministry of Finance playing a pivotal role in its creation. 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.

Initially, NSDC focused on financing and supporting private sector-led Technical and Vocational Education and Training (TVET) ecosystem. However, with the establishment of the Ministry of Skill Development and Entrepreneurship (MSDE), its role expanded. NSDC became an implementer of government programs such as Pradhan Mantri Kaushal Vikas Yojana (PMKVY), while also incubating Sector Skill Councils (SSCs). Post-2021, NSDC aimed to be a think tank, focusing on strategic thinking, strengthening digital infrastructure, and increased its footprint in the global market. At present, NSDC is a custodian of Skill India Digital Hub (SIDH) and reorients itself towards new-age skilling and emerging sectors.



Figure 2: Evolution of NSDC

NSDC aims to become 'World's largest platform for Skills, Jobs, and Entrepreneurship'. To achieve this, the organization is guided by four core values, or 4Is.



Figure 3: NSDC's Core Values

- Impact (planet, people and prosperity)
- Inclusivity (gender, economic, social, cultural, geographic, linguistic, and technological)
- Innovation (digital first, impact accounting, and social capital)
- Integrity (trust and transparency)

Hence, NSDC is the principal architect of skilling ecosystem.

NSDC's mission is, by 2025 Skill and reskill/upskill 25 million individuals, skill and reskill/upskill 15 million from disadvantaged socio-economic groups, and operationalise 50,000 skill centres.

NSDC's target audience includes unemployed youth, school dropouts, underprivileged communities, and individuals seeking to enhance their employability through skill development programmes. It also caters to the needs of industries and employers by providing a skilled workforce to meet their requirements.

Role of NSDC

NSDC has assumed a multifaceted role in advancing India's skilling landscape. Primarily, NSDC serves as a catalyst in both formulating policies and executing them effectively. It spearheads the creation of private sector capabilities while fostering robust connections across industries to address the prevalent skill deficit. Moreover, NSDC plays a pivotal role in establishing essential frameworks such as monitoring mechanisms, assessment protocols, and standardization procedures for job roles and curricula.

The NSDC facilitates initiatives that can potentially have a multiplier effect as opposed to being an actual operator in this space. It plays three key roles:



Figure 4: Key Functions of NSDC

• Funding and Incentivizing

NSDC provides financing, grants, and incentives to private sector initiatives based on viability and player type. Its goal is to foster strong business models and reduce reliance on grants.

• Enabling Support Services

NSDC facilitates various support services like curriculum development, faculty training, and student placement mechanisms. It establishes standards and accreditation systems in collaboration with industry associations.

• Shaping/Creating

NSDC actively supports large-scale private sector participation in skill development by identifying critical skill groups, developing models, and attracting potential players.

NSDC's purview also encompasses the management of prestigious events like IndiaSkills and WorldSkills competitions further elevating the nation's skill ecosystem. Through strategic engagements with diverse stakeholders including engagement with State Governments, entities of the Government of India, international agencies, industries, corporates, non-profits and academia, NSDC endeavours to synergize skilling initiatives across varied geographies. Additionally, its proactive involvement in grassroots activities, entrepreneurship programmes, and liaison with political representatives underscores its commitment to fostering comprehensive skill development nationwide.

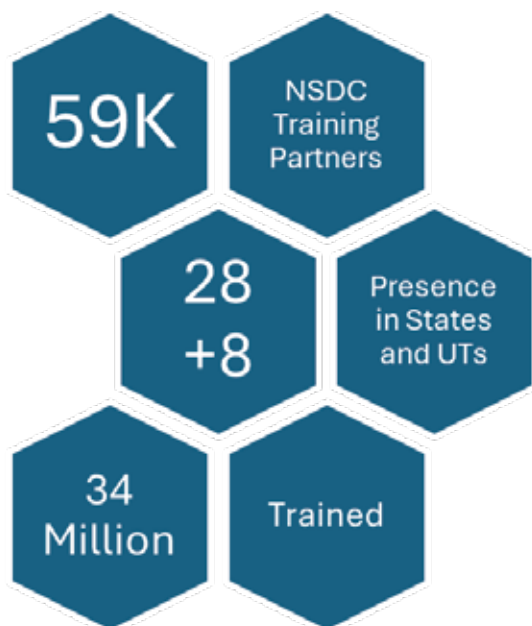


Figure 5: NSDC Engagement Snapshot

Core Services and Impact

To align with the National Skill Mission of India, NSDC engages in a wide range of activities to enhance employability and bridge the skill gap in India. The core services are as follows:

1. **Sector Skill Councils:** These operate as autonomous body under the aegis of the NSDC. They are designed to ensure that the skill training ecosystem meets the demands of the various sectors by identifying skill gaps and industry standards through developing National Occupational Standards (NOS) and Qualification Packs (QP). Till date NSDC has incubated 36 Sector Skill Councils (SSCs).
 2. **Industry Partnerships and Corporate Social Responsibility:** NSDC collaborates with diverse stakeholders who wish to be part of the "Skill India Mission" these partnerships include both providing financial support to the organisations or through non-financial collaborations for effective outreach and wide access to skill trainings. As of 2024, NSDC has effectively come into 64 partnerships, 574 training partners and has over 1019 training centres.
 3. **NSDC International Limited:** This subsidiary was created in 2021 to bring a holistic approach for skill development for a global audience. It enables global careers by unlocking global opportunities, aggregating international demand and cultivating a diverse pool of skilled professionals for international work. NSDC International Ltd. has connected with over 100 global employers and deployed over 58,266 candidates successfully in international jobs across 12 sectors..
 4. **NSDC Academy:** This platform was created in 2023 to serve students with in-demand skills, complementing their existing educations in order to unlock their full potential. It offers comprehensive suite of industry aligned courses to bridge the skill gap between the industry and the education sector.
5. **Skill Impact Bond:** The Skill Impact Bond is India's first development impact bond that focuses on outcomes-based financing tool that leverages private sector capital and expertise for skilling and employment, with the goal of benefitting 50,000 young Indians over four years, 60% of whom would be women. The coalition comprising HRH Prince Charles's British Asian Trust, the Michael & Susan Dell Foundation, The Children's Investment Fund Foundation, HSBC India, JSW Foundation and Dubai Cares, with FCDO (UK Government) & USAID as technical partners has brought together a ~ INR 130 Cr fund to benefit 50,000 young people in India over four years. So far, 29,907 candidates have been enrolled and 18,416 have been placed.
 6. **Schemes and Programmes Implementation:** NSDC catalyses skilling initiatives by implementing large scale schemes:
 - a. **National Apprenticeship Promotion Scheme:** Under the Apprentices Act 1961, the apprenticeship program is being implemented by MSDE at the national level. MSDE has entrusted NSDC with the implementation of the scheme and apprenticeship training in Optional Trades. In this scheme a person is engaged by a company as an apprentice and gains classroom (theory) learning for a short period, followed by on-the-job (practical) training in order to improve and refine their skills to make them future ready. Since 2018-19 close to 3 million apprentices have been engaged and over 250,000 establishments have registered, as of May 2024.
 - b. **Pradhan Mantri Kaushal Vikas Yojana:** It is a flagship scheme of the MSDE with the primary objective to enable Indian youth to take up industry relevant skill training that will help them in securing a better livelihood. Individuals with prior experience are also assessed and certified under Recognition of Prior Learning (RPL). Skill training will be imparted under three categories: Short Term Training (STT), Recognition of Prior Learning (RPL) and Special Projects (SP). Over 2.3 million candidates have been enrolled, 840,000 have been trained as of May, 2024.
 - c. **Pradhan Mantri Kaushal Kendra:** The MSDE intends to establish visible and aspirational Model Training Centres (MTCs) in every district of the country. These training centres will be called PMKKs. These centres are exclusive, iconic and marketed as the best-in-class skill development centres. They run industry-driven courses of high quality with a focus on employability.
 - d. **PM Vishwakarma Scheme:** It envisages to provide

end-to-end holistic support to traditional artisans and crafts people in scaling up their conventional products and services. The scheme aims to support in providing recognition of artisans and craftspeople, provide skill upgradation, access to credit, digital empowerment and platform to brand and market linkages. As of May 2024, 450,000 have registered and 430,000 have received basic training.

7. **Skill India Digital Hub:** Under the aegis of MSDE, NSDC has harnessed technology effectively through the creation of an API-based Digital Public Infrastructure - Skill India Digital Hub (SIDH). This platform brought all skilling initiatives together in a single digital platform. It extends industry-relevant skill courses, job opportunities, and entrepreneurship support to accelerate skilled talent hiring, facilitating lifelong learning and career advancement. Currently, over 880,000 individuals have downloaded the app, with over 8.2 million registered candidates.

Future Ready NSDC

As India strides forward towards becoming a knowledge economy, the spotlight falls squarely on the pivotal role of skill development in this journey. Over the past decade, the onset of the Fourth Industrial Revolution, marked by groundbreaking technologies like AI, automation, and big data, has reshaped the landscape of work, demanding a reorientation and transformational drive from companies worldwide.

In response to these seismic shifts, the National Skill Development Corporation (NSDC) has emerged as a beacon, embarking on a mission to upgrade the nation's skill ecosystem. Recognizing the imperative of embracing innovation and adaptability, NSDC endeavours to equip learners with future-ready skills, ensuring their relevance and competitiveness in an increasingly digitalized and automated world.

Crucially, NSDC's efforts align with the National Education Policy 2020, advocating for a holistic approach to skill development integrated within the education system. Through dedication, innovation, and a commitment to inclusivity, NSDC is fostering a seamless transition from education to employment, nurturing a skilled workforce primed for the demands of the 21st-century economy.



Yet, the journey towards empowerment extends beyond mere training and certification. It encompasses bridging gender disparities, addressing regional imbalances, and fostering a culture of lifelong learning. Efforts to ensure the inclusion of women and marginalized communities, along with initiatives to bridge urban-rural divides, underscore our commitment to a more equitable society.

In embracing the ethos of 'Viksit Bharat,' NSDC endeavours to leave no one behind, laying the groundwork for a future where every Indian has the opportunity to thrive. Through women-centric programs, rural prosperity initiatives, and urban development projects, we are building a nation where skill is the true leveller, empowering individuals and communities alike to realize their full potential in an ever-evolving world.



Ved Mani Tiwari

CEO, NSDC

Ved Mani Tiwari is the Chief Executive Officer of National Skill Development Corporation (NSDC) and Managing Director, NSDC International (NSDCI). He has three decades of experience working with the Government of India along with key corporates in wide range of sectors including infrastructure, energy, urban development, transportation, and education & Skill development.

NSDC DIGITAL: **SIDH**



The 21st century has often been heralded as the Asian century, but within its broad canvas, a vibrant story is now unfolding. The India moment—marked by robust economic growth, digital technology adoption, and an aspirational demographic dividend—is well and truly upon us.

In the last decade, India has embarked on an unprecedented digital transformation journey, shaping a future where technology serves as the backbone of its socio-economic development. This journey has led to the emergence of the Skill India Digital Hub (SIDH), a visionary initiative that promises to redefine skill development and lifelong learning in India. Initiated by the National Skill Development Corporation (NSDC) under the Ministry of Skill Development and Entrepreneurship (MSDE), SIDH represents a leap forward in aligning India's vast human resource potential with the demands of a digital-first world. While India's Ed-tech revolution has already received global acclaim, SIDH in several ways is a significant milestone in India's Skill-Tech revolution.

Instant Impact

Since its launch, SIDH has witnessed an overwhelming response. With over 8.2 million registrations in record time, its reach is extensive, spanning across more than 500 districts with a robust offering of more than 750 online skill courses. However, within these numbers, are stories that are emblematic of a rising India - one that is diverse, digital and dares to dream.

For Insha Tabasum (24 years), from Kupwara in Jammu & Kashmir learns app design on SIDH via her smartphone that she shares with four brothers. Insha is eager to explore more courses on SIDH, particularly in the fields of Technology, Science, and English, recognizing the platform as a significant opportunity for students like herself to learn and grow.

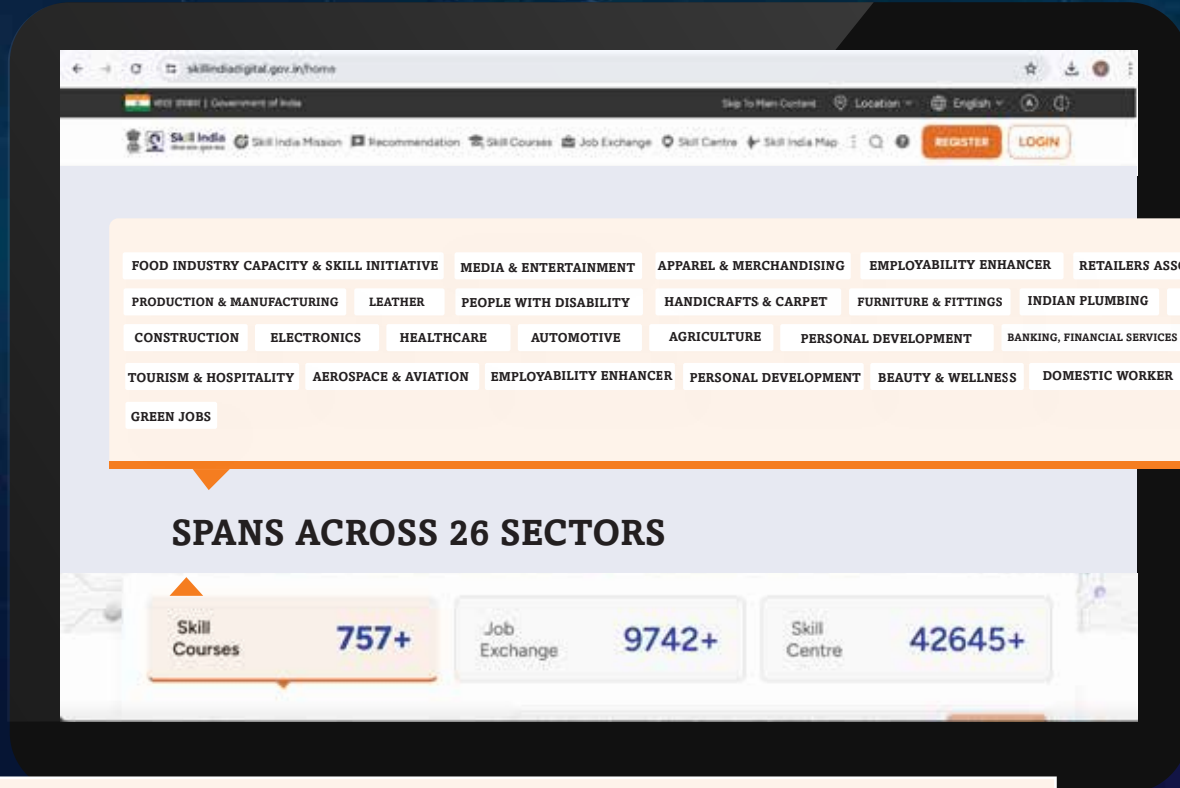


For Radha Kumari (17 years), from Bokaro, Jharkhand, her first smartphone that is funded by the Savitribai Jyotirao Phule Fellowship is her gateway to knowledge and skills. She also runs a thriving enterprise of selling LED bulbs with a group of women to supplement her family income. SIDH's 'Electrical Peripherals' course has assisted her in her journey to financial independence.

'सिद्ध'

SKILL INDIA DIGITAL HUB

ANYTIME, ANYWHERE

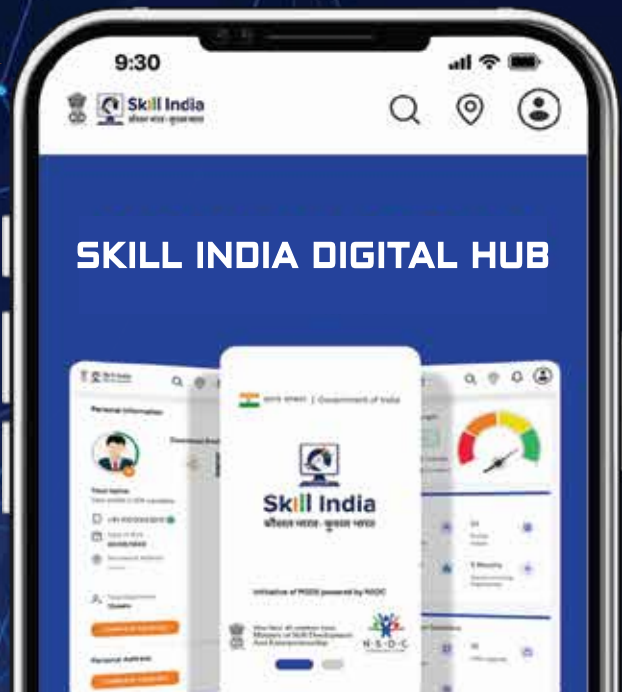


POPULAR SKILL COURSES

WEB DEVELOPMENT USING VISUAL STUDIO CODE | INTRODUCTION TO ENGLISH SKILLS | KISAN DRONE OPERATOR | FINANCIAL MANAGEMENT SKILLS | FINANCIAL LITERACY
BRANCH BANKING EXECUTIVE | CYBER SECURITY | TRAINEE ASSOCIATE | WEB DESIGN & DEVELOPMENT | PYTHON WITH ADVANCED AI

AVAILABLE
IN NINE INDIAN
LANGUAGES

हिंदी
गुजराती
बांग्ला
माराठी
उडिया
कन्नड़
तमिळ
तेलुगु



SIDH's Convergence Core

As SIDH continues to evolve, the impact of its convergence strategy becomes increasingly apparent. It weaves governmental initiatives into a cohesive narrative that amplifies India's skill development programmes at both macro and micro levels. With its intuitive and user-friendly interface, SIDH aids users in identifying, understanding, and enrolling in suitable skilling schemes with ease and efficiency. In a short span of time, SIDH has managed to integrate programmes from 14 central ministries to enhance accessibility and transparency of opportunities. These integrations simplify discoverability and access for users across India, allowing them to access a variety of programmes through a single interface. A noteworthy milestone was enabling the admission of more than 1.3 million ITI candidates across India through SIDH, making the entire process digital and user friendly for students, state administrators, and the DGT (Directorate General of Training). Furthermore, more than 4 million beneficiaries from the PMKVY as well the PM Vishwakarma schemes are testament to SIDH's role in connecting users to relevant government schemes.

Robust & Real-Time

As all pervasiveness of data combined with emerging technologies finds new ground, SIDH is well and truly up for the challenge. From customised recommendation systems to help users find relevant courses, job or apprenticeship opportunities to real-time public dashboards that depict popular courses, scheme enrolment, state-wise break ups etc., SIDH is current with a future focus. For instance, SIDH's Learner Analytics dashboard can help different stakeholders understand enrolment patterns, popular courses, regional splits etc., with ease.

In Amravati, Maharashtra, Samiksha Kene (24 years) regularly explores cybersecurity courses and finds the platform's learning format—particularly the animated content—more engaging than traditional book-based study. Further, in Daman & Diu, Suhridi Dipanjan Panchanan (21 years) taps into SIDH as she prepares to enter the workforce with her degree in Mechatronics. For her, SIDH gives her easy access to several technology courses that is helping her prepare for relevant job interviews.

In addition to helping learners make a choice, this also helps course creators, government departments and industry bodies understand the landscape at a macro level. This in turn, aids policymaking, investment, and partnership strategies. An evolving tenet here is the Skill India Map on SIDH that enables Geographic Information System (GIS) technologies to now show skilling centres, educational institutions, job, and apprenticeship opportunities at a national, state and even district level. With the integration of One District One Product (ODOP), economic clusters and a gap analysis feature, the Skill India Map is well on its way to providing a holistic view of the demand-supply landscape from multiple perspectives. In many ways, it is already a visual microcosm of India's skilling story.



SIDH also recognises the need of the current and future workforce to be attuned to the latest developments in the skilling, start-up, technology, and entrepreneurial world. The Skill India Connect (SIC) feature on SIDH presents an extensive curated collection (updated real time) of news in these areas from reputable sources around the world. Users can now scroll through news based on interest areas, preferences, and time. It is a feature that keeps in mind the scrolling nature of the youth and their desire to remain informed.

Furthermore, more than 4 million beneficiaries from the PMKVY as well the PM Vishwakarma schemes are testament to SIDH's role in connecting users to relevant government schemes.

International Acclaim



On February 14, 2024, ministerial delegates from 15 nations including Benin, Burkina Faso, Cameroon, Central African Republic, Cote d'Ivoire, Ghana, Guinea, Liberia, Mali, Mauritania, Nigeria, Sierra Leone, and Togo were introduced to SIDH's vision and potential at a World Bank conference. The overall receptivity, interest, and desire to replicate SIDH's model in different countries was palpable. Even at the International Labour Organizations (ILO), SIDH's concept was widely discussed and deliberated upon, especially focusing on how SIDH's modularised structure of registries can be migrated or ported to other countries as per need and relevance. This international interest aligns with SIDH's near-future objective of becoming a digital gateway for international mobility and a conduit between countries to transfer and harmonize skills, facilitate employment, and encourage enterprise.

The Future Is Now!

Despite all the humbling successes of SIDH, the unanimous belief that is we are just getting started. Plans are already afoot to expand SIDH's reach and adoption across the school and higher education landscape in line with the National Education Policy's (NEP, 2020) objectives of creating seamless pathways between skilling and education. We recognise the pivotal role of Indian entrepreneurs in India's growth story. Accordingly, SIDH is in the process of developing a marketplace where skills can be displayed, categorised, and connected to tangible opportunities. While Udhymkart has already been integrated with SIDH, soon every certified SIDH user will be able to be a seller to relevant buyers.

In our endeavour to democratise skilling, we soon hope to expand our Learning Partner base to include local and hyper local course providers to make SIDH offerings even more targeted and comfortable for various parts of India. While India is well on its way to becoming the third largest economy of the world in this decade, relevant skilling for our youth can catalyse this process. SIDH represents a shift towards a unified, technology-driven approach to skill development that is focused on integration, inclusion, and impact.

Scan the Wcode to download
Skill India Digital Hub (SIDH) App



Skill India Digital Hub - a state-of-the-art platform - is an integral part of India's Digital Public Infrastructure for the skilling ecosystem. Based on a mobile-first approach, the platform provides the embodiment of innovation and accessibility, designed to meet the evolving needs of India's diverse populace. Furthermore, Skill India Digital Hub is also a unified platform for all government initiatives in the skilling and entrepreneurship ecosystem - a go-to hub for citizens in pursuit of career advancement and lifelong learning. It is a journey to build a skilled, empowered, and future-ready India.

This article has been developed through a collaborative effort by the entire Skill India Digital Hub Team led by Ms. Shreshtha Gupta

Shreshtha Gupta

EVP, IT & Digital, NSDC and Director & CTO, NSDCI

Ms. Shreshtha Gupta, an expert in IT and Digital initiatives, brings extensive experience in spearheading digitalization across sectors globally. Currently focused on NSDC and NSDC International, she leads the creation of technology strategies aligned with corporate objectives. With a keen eye on excellence, she orchestrates the development of groundbreaking technology architectures, enabling the delivery of innovative solutions.



NSDC DIGITAL: TRUST



NSDC Trust is the brand name for NSDC's Digitally Verified Credential (DVC) service, based on the Verification-as-a-Service model. It enables a one-stop solution for hassle-free digital verification of an individual's or an entity's identity. NSDC Trust is an app-based solution which can be readily available for identity verification through API access. It offers identity-check and validated information across several government and non-government issued credentials. Individuals and organizations can begin their journey with us to build 'TRUST' in the ecosystem.

The Problem of Authenticity

In today's increasingly digital and interconnected world, the authenticity and verification of credentials are paramount across various sectors such as education, employment, and professional certifications. Traditional methods of issuing and verifying credentials are often fraught with inefficiencies, frauds, and delays. Employers, educational institutions, and certification bodies struggle with:

- **Manual Verification Processes:** Lengthy and cumbersome manual verification of credentials leads to delays and increased operational costs.
- **Credential Fraud:** The prevalence of forged or misrepresented credentials undermines trust and poses significant risks to organizations.
- **Data Security Concerns:** Sensitive personal and professional information is often vulnerable to breaches and unauthorized access during the verification process.
- **Lack of Interoperability:** Inconsistent standards and formats across different issuing bodies make it challenging to verify credentials seamlessly and reliably.

The Solution

Our solution addresses the critical need for a secure, efficient, and scalable method to issue and verify credentials digitally. By leveraging cutting-edge blockchain technology, we provide a platform which ensures that credentials are tamper-proof, easily verifiable, and instantly accessible. This not only enhances trust and transparency but also streamlines processes, reduces costs, and safeguards sensitive information.

NSDC Trust began its services by providing e-KYC services for candidates in the skilling ecosystem, along with PAN, TAN, and GST verifications for training institutions. These services have enforced 'trust' into the skilling ecosystem and assisted stakeholders to engage transparently. With past successes, all the verification services pertaining to individuals and entities were reimagined and introduced under 'NSDC Trust' for providing Digitally Verifiable Credentials. NSDC Trust took a leap forward, and was launched at full-scale with 140+ credentials to identify and authenticate an individual's:

- Proof of Identity
- Proof of Education
- Proof of Skills
- Proof of Work
- Proof of Finance

140+ checks covered across different categories







The digitally verifiable credentials opened the world of education, skilling, employment, and finance, for individuals. Along with verifying individuals, NSDC Trust also provides digitally verifiable credentials for an entity. Some of these credentials include verification of nature of business, KYC of signatory authorities (or directors), digital address verification, global debarment check, and on-field visit of the entity.

Benefits & Outcomes

1. **Streamlined Verification Process:** NSDC Trust's robust process of digitally verifiable credentials can lead to a more efficient and accurate verification process. This can reduce the administrative burden on institutions and improve the experience for end-users.

NSDC Trust has four building blocks, as mentioned below:

S. No	NSDC Trust Components	Description
1	 Open Trust Network (OTN)	A public permission decentralised network of verifiable credentials built using W3C open standards. The network ensures integrity, global-interoperability, and user-centricity of the credentials.
2	 Skill Pass Mobile Application	Skill Pass is a consumer credential wallet, that securely stores individual verifiable credentials and empowers them with granular control over their digital footprint.
3	 API Stack	A collection of trusted endpoints to easily issue and verify credentials.
4	 Verification Suite	A one-stop credential verification tool covering 140+ credentials in different categories. The web-based tool provides flexibility to organisations to custom design their verification flows for an individual.

Unique Features of NSDC Trust

1. **Consent-based sharing:** Holder consent is sought for sharing of credentials with a toggle feature for sharing.
2. **Provable authenticity:** Tamper-proof credentials from source with cryptographically verifiable authorship.
3. **Portability & interoperability:** To be built on open API Standards with QR code enabled reusable, and globally verifiable credentials.
4. **Enhanced security:** Verifiable credentials to be stored and transmitted using blockchain technology.
2. **Enhanced Security:** NSDC Trust has robust security measures in place to protect the integrity of digital credential verification, reducing the risk of fraud or tampering.
3. **Improved User Experience:** Digital credential verification solutions provided by NSDC Trust may offer a user-friendly experience for both institutions and the credential holders. This can lead to increased satisfaction and engagement.
4. **Compliance and Data Protection:** NSDC Trust can provide guidance and support to ensure that the verification process complies with relevant regulations and data protection laws, reducing the risk of legal issues.
5. **Time and Cost Savings:** Automation and standardization of the credential verification process will save time and resources for verifier entities, enabling staff to focus on other critical tasks.
6. **Reduced Fraud:** Implementing a trusted digital verification system, like NSDC Trust, can help in reducing the prevalence of credential frauds and ensuring the authenticity of academic credentials.



NSDC SKILL PASS

Goals

1. Universal Adoption and Integration

We envision a world where digitally verifiable credentials are universally adopted across industries, including education, healthcare, finance, and employment. Seamless integration with existing systems will ensure that credentials can be issued and verified effortlessly, regardless of the platform or geographic location.

2. Enhanced Security and Privacy

Our future vision prioritizes the highest standards of security and privacy. Leveraging advanced blockchain technology and cryptographic techniques, our solution will provide tamper-proof credentials that protect personal data and prevent fraud. Users will have complete control over their credentials, sharing them securely and selectively as needed.

3. Interoperability and Standardization

We aim to establish and promote global standards for digitally verifiable credentials to ensure interoperability between different systems and platforms across the globe. This will facilitate a more cohesive ecosystem where credentials from various issuers can be easily verified by different verifiers worldwide.

4. Streamlined Processes and Efficiency

Our solution will drastically reduce the time and resources required for credential issuance and verification. Automation and real-time verification will replace manual processes, resulting in faster, more accurate, and cost-effective operations for organizations and individuals alike.

5. Empowerment and Accessibility

We aspire to empower individuals by providing them with immediate access to their credentials and the ability to share them conveniently. This will enhance opportunities for education, employment, and professional growth, particularly in underserved communities.

6. Trust and Transparency

By building a transparent and verifiable system, we will foster greater trust among all stakeholders, including credential issuers, holders, and verifiers. This trust will be crucial in creating a reliable and respected framework for digital credentials globally.

7. Innovation and Continuous Improvement

We are committed to continuous innovation, leveraging emerging technologies such as AI and machine learning to enhance the functionality and user experience of our credentialing system. This will ensure our solution remains at the forefront of the digital transformation in credential management.

Past Successes

1. Created a single unified platform as NSDC Trust, for all verification needs, eliminating the hassle of managing multiple systems.
2. With access to over 140+ credentials across various categories including education, employment, identity, criminal records, bank accounts, and more, our platform ensures thorough verification of candidates.
3. Created fully automated workflows, guaranteeing the fastest turn-around-times in the industry. Minimized manual processes and enhanced efficiency.
4. Built direct integration with various government databases, facilitating swift pre-employment verifications, and ensuring data accuracy.
5. NSDC Trust Platform is a fully compliant solution, with robust features for digital consent recording, ensuring adherence to regulatory requirements.

Future Vision

Our vision is to become the global standard for digitally verifiable credentials, transforming the way credentials are managed and verified. By fostering trust, enhancing security, and streamlining processes, we aim to create a future where individuals and organizations can confidently and efficiently navigate the digital world.



Shreshtha Gupta

EVP, IT & Digital, NSDC & Director & CTO, NSDCI

Ms. Shreshtha Gupta, an expert in IT and Digital initiatives, brings extensive experience in spearheading digitalization across sectors globally. Currently focused on NSDC & NSDC International, she leads the creation of technology strategies aligned with corporate objectives. With a keen eye on excellence, she orchestrates the development of groundbreaking technology architectures, enabling the delivery of innovative solutions.



Abhijeet Kumar Singh

Manger - IT & Digital, NSDC

Abhijeet Kumar Singh is a seasoned professional with a proven track record in education and corporate strategy, particularly in partnership building. With 5 years of experience in education sector and a successful transition to NSDC, Abhijeet specializes in crafting innovative digital product strategies and fostering strategic partnerships. He is a young and enthusiastic professional with an MBA from XLRI, specializing in marketing and finance with computer science engineering degree from NIT Jamshedpur.

NSDC DIGITAL: JOBX

Sealed with
NSDC TRUST

Proof of Identity

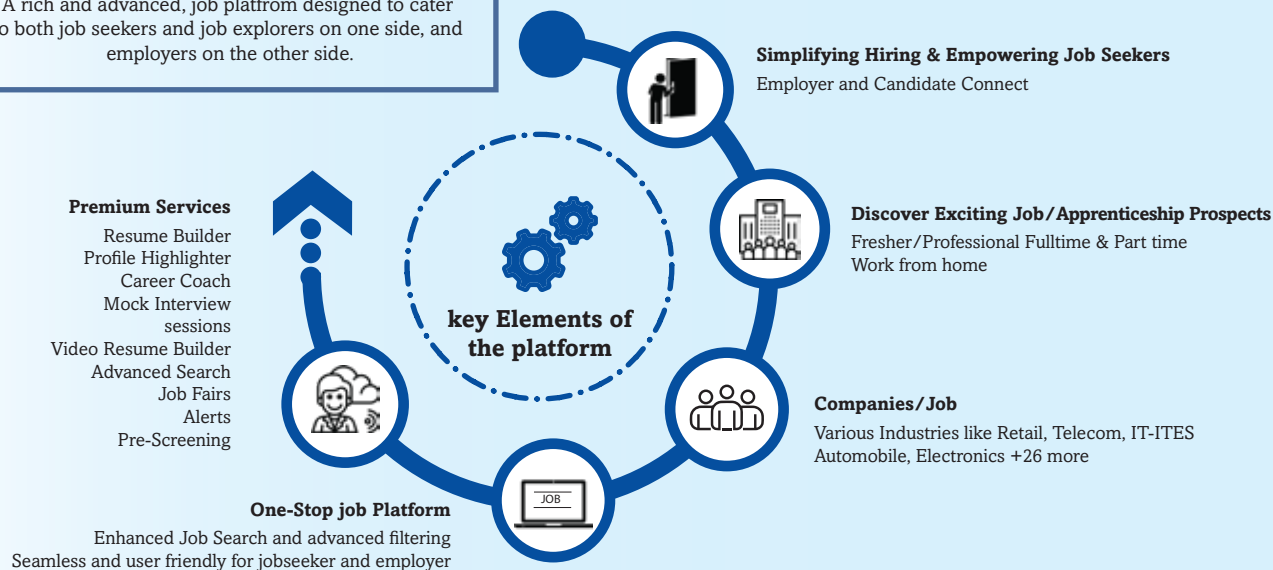
Proof of Education

Proof of Skill

Proof of Work

Creating an Innovative Job platform for all

A rich and advanced, job platform designed to cater to both job seekers and job explorers on one side, and employers on the other side.



Introduction

NSDC JobX is a revolutionary AI-powered job aggregation platform designed to transform the job market. By uniting global job listings and leveraging advanced AI for precise matching, NSDC JobX offers an unparalleled job search and hiring experience. Job seekers benefit from personalized job recommendations, comprehensive skill assessments, and seamless access to global opportunities. Employers gain access to a diverse and verified talent pool, enhanced candidate matching, and efficient hiring tools. NSDC JobX is more than just a job board; it is a dynamic ecosystem fostering professional growth, diversity, and efficiency.

The Problem

In today's dynamic job market, both job seekers and employers face significant challenges in finding the right match. Job seekers often struggle to navigate through numerous job boards, many of which offer outdated or irrelevant listings, while employers face difficulties in identifying and attracting the most suitable candidates due to inefficient and fragmented recruitment processes. The existing job boards lack advanced features that leverage new-age technologies, leading to prolonged job searches, unfilled positions, and suboptimal job matches. This results in wasted time, increased costs, and missed opportunities for both parties.

Key Challenges:

- 1. Fragmented Job Listings:** Job seekers must search through multiple platforms to find relevant job opportunities, leading to a time-consuming and inefficient job search process.
- 2. Inefficient Matchmaking:** Traditional job boards often use basic algorithms that fail to accurately match candidates with job openings, resulting in poor job fits and increased turnover rates.
- 3. Outdated Technology:** Many job boards rely on outdated technology that does not leverage the latest advancements in artificial intelligence (AI) and machine learning (ML), hindering the ability to provide personalized job recommendations and insights.
- 4. Lack of Personalization:** Job seekers receive generic recommendations that do not align well with their specific career goals and preferences, while employers struggle to attract candidates who truly fit their needs.
- 5. Limited Employer Tools:** Employers lack comprehensive tools to streamline the recruitment process, manage applicants effectively, and gain actionable insights from data analytics.
- 6. Data Privacy Concerns:** Both job seekers and employers are increasingly concerned about the security and privacy of their data on job platforms.

The Solution

NSDC JobX addresses these challenges, which is an AI-powered job aggregation platform that offers comprehensive features of a modern job board, enhanced by innovative and new-age technology.

Key Features and Benefits

1. Unified Job Search

Solution:

Aggregate job listings from multiple sources into a single platform, providing job seekers with a comprehensive view of available opportunities.

Benefit:

Saves time and effort by eliminating the need to visit multiple job boards.



2. Trusted and verifiable users

NSDC JobX has an underlying base of NSDC Trust, which empowers trust among the stakeholders, like employers get to hire from a pool of verified jobseekers. This, in turn reduces, effort for the employers to verify the credentials of the jobseekers repeatedly.

3. Global Access and Diversity

Aggregation of job listings from international markets offers job seekers access to a wide array of global opportunities. Promotes verified candidates to promote trust in hiring, enabling employers to tap into a rich, global talent pool.

4. Advanced AI Matching:

Solution:

Implement advanced AI algorithms that go beyond keyword matching to analyse skills, experience, preferences, and cultural fit.

Benefit:

Improves the quality of matches, leading to better job satisfaction and reduced turnover for employers.

5. Real-Time Updates and Notifications:

Solution:

Utilizes real-time data processing to ensure job listings and application statuses are always up to date.

Benefit:

Keeps job seekers and employers informed instantly, enhancing responsiveness and decision-making.

6. Personalized Job Recommendations:

Solution:

Leverages AI to provide personalized job recommendations based on the job seeker's profile, search history, and preferences.

Benefit:

Enhances user experience by delivering relevant job opportunities that align with career goals.

6. Seamless User Experience:

Solution:

A user-friendly interface with intuitive navigation and robust search filters to improve usability.

Benefit:

Increases platform engagement and satisfaction for both job seekers and employers.

8. Integrated Application Management:

Solution:

Provides tools for employers to manage job postings, track applications, and communicate with candidates through the platform.

Benefit:

Streamlines the hiring process, making it more efficient and organized.

9. Analytics and Insights:

Solution:

Offers analytics and insights for both job seekers and employers to understand trends, performance, and opportunities.

Benefit:

Empowers users with data-driven insights to make informed decisions.

Goals**1. Global Expansion**

- Expand the platform's reach to include job listings and users from international markets.
- Establish a presence in key global job markets, enabling cross-border job opportunities and talent acquisition.
- Provide job seekers with a wider array of opportunities and employers with access to a diverse talent pool.

2. Advanced AI and Machine Learning Enhancements

- Continuously improve the AI and machine learning algorithms for better matchmaking accuracy.
- Develop more sophisticated models that can predict job seeker success and employer satisfaction based on historical data and trends.
- Increase the precision of job recommendations and candidate matches, leading to higher placement rates and satisfaction.

3. Comprehensive Skill Assessments

- Integrate advanced skill assessment tools and certifications into the platform.
- Allow job seekers to showcase verified skills and employers to assess candidates' abilities effectively.
- Enhance the credibility of candidate profiles and streamline the pre-screening process for employers.

4. Enhanced User Experience and Personalization

- Develop more personalized user experiences through advanced user profiling and customization options.
- Offer tailored dashboards, job alerts, and career advice based on individual preferences and behaviours.
- Increase user engagement and satisfaction by delivering highly relevant content and opportunities.

5. Employer Branding Solutions

- Provide tools for employers to build and promote their brand on the platform.
- Enable companies to create detailed profiles, showcase their culture, and engage with potential candidates through multimedia content.
- Attract high-quality candidates by highlighting the unique aspects of the employer's brand and work environment.

6. Mobile Optimization

- Develop a fully optimized mobile application to complement the web platform.
- Ensure seamless access to job searches, applications, and employer interactions on mobile devices.
- Increase platform accessibility and usability, catering to the growing number of mobile users.

7. Community and Networking Features

- Foster a community of job seekers and employers for networking and knowledge sharing.
- Create forums, discussion boards, and virtual events to facilitate interactions and professional growth.
- Build a supportive and interactive ecosystem that benefits all users through shared insights and opportunities.





8. Data-Driven Insights and Reporting

- Develop comprehensive reporting and analytics features for both job seekers and employers.
- Provide actionable insights on job market trends, user engagement, and performance metrics.
- Empower users with data-driven decision-making capabilities, improving job search strategies and hiring processes.

9. Strategic Partnerships

- Form strategic partnerships with educational institutions, industry associations, and other relevant organizations.
- Integrate educational resources, training programs, and industry-specific job listings into the platform.
- Enhance the value proposition of the platform by offering additional resources that support career development and industry connections.

10. Continuous Innovation and Adaptation

- Stay at the forefront of technology and market trends to continuously innovate and adapt the platform.
- Regularly update features, incorporate user feedback, and explore emerging technologies such as blockchain for credential verification.
- Maintain a competitive edge and ensure the platform remains relevant and effective in meeting the evolving needs of job seekers and employers.

11. Trust and Transparency

By integrating NSDC Trust (a tool for Digitally Verifiable Credentials), our aim is to build a verified pool of skilled candidates.

JobX will foster greater trust among all stakeholders, including employers and jobseekers.

This trust will be crucial in creating a reliable and respected platform for employer and job-seeker matchmaking.



Scan the QR Code to download JOBX



Shreshtha Gupta

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NSDC INTERNATIONAL LIMITED: FUELLING INDIA'S INTERNATIONAL WORKFORCE MOBILITY



Introduction

Our demographic dividend lays the foundation for the demand of skilled Indian workforce. The Ministry of Skill Development and Entrepreneurship (MSDE) and National Skill Development Corporation (NSDC) have been anchoring this effort and are working to implement the global vision of Hon'ble Prime Minister to make India - the Skill Capital of the World. Their efforts are fuelling India's ascent by harnessing the potential of Indian youth and providing a path for global opportunities. To aid this, bilateral mobility arrangements have been signed between the Government of India and 18 countries to provide an enabling framework for collaboration. To drive these efforts and further the Skill India International Mission, NSDC set up a 100% subsidiary—NSDC International Limited (NSDCI) in October, 2021. The key value proposition for NSDCI is ethical and transparent recruitment of skilled Indians for overseas opportunities.

Strategic Areas of Intervention

The strategic areas of NSDCI's intervention are Talent Mobility, Capacity Creation, and Knowledge Advisory.

To facilitate Talent Mobility and ensure seamless international integration, NSDCI provides a comprehensive service for global workforce deployment: from talent identification and credential validation to training and post-deployment support.

In terms of Capacity Creation, NSDCI equips the Indian workforce with industry-relevant skills, global certifications, and language proficiency to build global competence through high quality and globally recognized skill development training.

Further, NSDCI provides strategic guidance through Knowledge Advisory to governments and global entities in the workforce skill development ecosystem aimed at skilling infrastructure enhancement and catalysing global development through regulatory and policy guidance.

In line with the objectives stated above, NSDCI conducted a study of 16 high potential countries to understand India's overseas employment landscape. It covered Saudi Arabia, UAE, USA, Canada, Qatar, Kuwait, Oman, Bahrain, Australia, Germany, Japan, UK, Singapore, Malaysia, Sweden, and Romania which form the countries that see substantial migration potential from India. A five-yearly potential of around 3.9 million Indian workforces has been identified for international deployment in these countries.

Further the study also helped in identifying the following 10 sectors as high-priority: Construction, Healthcare-Personal Care & Social Care, Hospitality & Tourism Management, Energy (Oil & Gas & Renewables), Education (Teachers), Shipping and Logistics, IT & Digital, Retail including Bike riders, Manufacturing, and Media and Entertainment.

Operationalizing the study, NSDCI has so far facilitated deployment of 58,266 candidates across multiple countries including Gulf Cooperation Council (GCC), Israel, Japan, UK etc. with 9,226 candidates sent to Israel and 1,366 candidates sent to Japan. To provide language training 12 centres have already been operationalized across the country. Furthermore, 20 NSDC affiliated centres have been opened for capacity

building with more than 12,000 candidates being trained so far.

Additionally, to connect with employers, outreach initiatives such as road shows have been held in UAE, Japan, and UK. The top countries of deployment facilitation are Israel, Saudi Arabia, Qatar, and UAE. The top sectors for deployment are Construction, Facility Management, Mechanical, electrical, and plumbing (MEP) and Healthcare respectively. Detailed relevant figures have been provided below:

Table 1: International Mobility Overview

Particulars	Number
Live Demand (Ongoing)	1112
Deployed Candidates	28227
Mobilization (Portal + Field)	58589
PKVY Trained Candidates	30600
NSDCI Network Partners	45
NSDCI Skill Centers Candidates	12059
Saudi Arabia's Skill Verification Program Candidate Registrations	27914



Country-Wise Deployment	
Country	Candidate Deployed
Kingdom of Saudi Arabia	37,124
Qatar	3,649
United Arab Emirates	2,945
Oman	1,094
Bahrain	935
Kuwait	399
United Kingdom	1,474
Japan	1,366
Israel	9,226
Germany	48
Finland	4
Australia	2
Grand Total	58,266



Sector-Wise Deployment	
Sector	Candidate Deployed
Construction	41,557
Facility Management	6,072
Engineering	2,380
Automotive	2,218
Oil & Gas	2,079
Tourism & Hospitality	1,654
Healthcare	1,570
Others	3,77
Logistics	193
Security	118
Agriculture	34
Food Processing	14
Grand Total	58266

Key Achievements for International Deployment of Indian Workforce

NSDCI undertakes several Government-to-Government (G2G) and Government-to-Business (G2B) partnerships to identify workforce requirement. Notably amongst these are the G2G partnerships with Israel, Mauritius, and Japan which has led to agreements that facilitated professional testing of more than 9,226 candidates for Israel, aggregated 1,100 jobs from Mauritius, and deployed 1,366 candidates to Japan. NSDCI is also involved in pre-departure training of candidates which has resulted in orientation of more than 127,171 candidates so far. For Government-to-Business (G2B) collaborations, NSDCI has run several strategic programmes including a Skill Verification Programme for Saudi Arabia with Takamol. Takamol is a leading company in the Kingdom of Saudi Arabia (KSA) that provides comprehensive solutions for government services and socio-economic activities, and through its partnership with NSDC, 27,914 candidates have registered so far.

Israel

To supply workforce for the human resource requirements in the construction and caregiver sector in Israel, India and Israel signed a Migration and Mobility Partnership Agreement (MMPA) to facilitate safe, orderly, and regulated migration. There is an active demand for 10,000 workers in the construction sector in Israel and NSDC has facilitated the selection of a total of 9,226 workers to cater to this demand. Out of this, 2,386 workers have already been trained and deployed to Israel. The stakeholders in this agreement are the Israeli Population Immigration Authority (PIBA), MSDE, NSDC, state recruitment agencies, employers, sourcing partners, and the candidates.

The process followed is as follows:

- The workforce demand is provided by PIBA
- The demand is then mapped to workforce supply through a collaboration between PIBA, NSDC and State government.
- The mobilization and sourcing are done by the state recruitment agencies, followed by verification by PIBA.
- The facilitation of professional test is done by NSDC.
- The selection is done by PIBA.
- Finally, NSDC provides pre-departure training, and the post-deployment support is provided by both PIBA & NSDC.

Mauritius

India signed a multi-sector G2G agreement with the government of Mauritius on May 10, 2023. The employers are responsible for air tickets, visa, and work permit processing. Candidates are not required to make any payment towards training, assessment, certification, emigration/immigration travel. The Indian Recruitment Agencies (IRA) are entitled to payments by employers prescribed by the Govt of Mauritius, for the purpose of

recruitment of workers in accordance with the agreement.

The current aggregated demand is 1,100 jobs.

The process is as follows:

- The demand aggregation is done by Business Mauritius through NSDC's Digital Job Exchange portal, JobX.
- NSDC then coordinates training and certification of workers, and the IRAs fulfil demands validated by employers in real-time.
- The pre-departure orientation training is conducted by NSDC, and post deployment support is provided by IRA.

Japan

Japan's Technical Intern Training Programme (TITP) memorandum of cooperation was signed in October, 2017. NSDC has been the monitoring body for implementing TITP since 2018. This programme covers 7 sectors, 86 job categories, and 158 job operations. Trained interns are sent to Japan for 'internship' for a period of 3 to 5 years. The sourcing agencies scout for skilled candidates and then train them in Japanese language, culture, and lifestyle. After completing the programme, the interns are expected to return to India to utilize their skills acquired in Japan or convert to Specified Skilled Workers (SSW) programme to continue working in Japan.

So far 1,366 candidates have been sent to Japan. NSDCI has set up a Japanese language training center in Gurugram, Haryana to implement a Train & Hire model for nursing care. Regular batches are held for a 9-month Japanese language training leading to jobs placement in Japan. Free accommodation and food are provided during the training.

Japanese delegations including Embassy of Japan, JICA, Japan's prefecture government departments, and employers regularly visit this center to interact with students.

The process for Japan is as follows:

- Identification of Employer/Recruitment company with a workforce requirement in Japan.
- Candidates' mobilization in India using tests covering logical reasoning, psychometric, and face-to-face interviews.
- Candidates screening through the identified Japanese recruitment company.
- The candidates thereafter undergo Japanese language paid training for 8-9 months culminating in Japanese & Skill Exams and interviews by employers.
- The candidates are then provided a certificate of employment/ VISA (valid for 3 months) which enables them to fly to Japan.
- In Japan, they are provided with post placement support by the sending organizations.

Finland

NSDC is also working in Finland for health workforce requirements.

The process is as follows:

- The programme starts with 3 weeks of candidate self-study initiated by an interaction with the clients.
- After that, 6 months of language and culture training are undertaken in which a flipped classroom format is employed with regular one-on-one or two-on-one sessions.
- The goal is to reach A2.1 language level which is undertaken after 8 weeks of language training.
- After successfully passing the exam, the contract is signed, and the residence permit process begins. Such language trainings take approximately 6 months (20 units) but continue until 1 week before departure.
- The process ends with a pre-departure orientation to make them ready for smooth integration into Finland's work environment.

Sectoral Emphasis and Skill Development

Healthcare Sector

As a result of ageing populations in many countries across the world, healthcare and caregiving have emerged a vital sectors of workforce demand. Hence, NSDCI is working closely with several global Healthcare organizations to cater to this demand by leveraging its demographic advantage. These include partnerships with the Indian Nursing Council, AIIMS Bathinda, NORKA, ODEPC, GNF, Ajinorah, Tern, LTSU, and AHPI. Internationally, it is working in partnership with Silk Road-Finland, Henry Ford Health, USA, CPL Healthcare, UK, and Care England. etc.



Language Training

Language skills are critical for international mobility, for language NSDC is focused on English, German, Finnish and Japanese languages. So far 2,529 candidates have been enrolled and 2,008 trained in language courses across India. It has partnerships with OET/Cambridge, TELC, Goethe Institute, etc. to ensure language skills as per international standards.

Partnerships

In terms of international partnerships, NSDCI has come to an agreement with Cambridge University press to upskill the Indian workforce in English language, and with CBLA (OET)- to conduct English pre-diagnostic assessment for nurses. Further NSDCI works with Skill Council of Canada-to bridge the skills gap, Goethe Institute-to build capacity of German language trainers, and with Auxilia- to impart German language proficiency to nurses.

To aggregate supply from India MoUs have been signed with 16 states (UK, MP, HP, Delhi, Goa, Maharashtra, Kerala, Manipur, Jharkhand, Andhra Pradesh, Karnataka, Telangana, Tripura, Odisha, UP and Haryana), and partnerships have been formed with state recruiting agencies-NORKA(Kerala) and TOMCOM(Telangana), HRNKL, and UPFC.



Skill India International Centres

NSDC is also working on setting up 30 Skill India International Centres, 2 of which are operational in Varanasi and Bhubaneswar. Skill India International Centre (SIIC), Varanasi is a nodal physical hub, catering to the entire lifecycle of skill-based emigration in Eastern UP. It is based out of ITI Karaundi and provides holistic support and focused international employment services for safe, ethical, and fair mobility with reduced cost and time. Its work has made it a trusted place for international skill-based mobility. It has been constructed on a 2-acre land area with a total covered area of 3050 sq m (2 Floors) in cooperation with a global industry partner. Labs have been set up for Electrical, HVAC, Automotive, Plumbing, Language, Scaffolding and Solar Technician. The campus also houses a Regional Driving Training Centre. As on April, 2024, a total no of 4,279 candidates have been sent to UAE, Saudi Arabia, Israel, Mauritius, etc. Pre-Departure Orientation Training (PDOT) is being provided for international mobility to Gulf countries, Israel, Mauritius, etc. A total of 2,962 candidates have been oriented so far. SIIC Varanasi is an outcome of close partnership between public and private entities and is a model centre for setting up other SIICs in the country.

SIICs act as finishing schools and provide training for priority job roles in government/business agreements. They are placement centres for candidates and interview centres for foreign employers. Counselling, domain skills, trade testing, soft skills & culture immersion, and PDOT, language training etc. are being undertaken. They also provide support services for emigration (applying for passport, visa, etc.) and post-placement support for candidates.

In all its work, NSDCI is leveraging technology for overseas mobility, it is using the Skill India Digital Hub (SIDH) and NSDC JobX portal as digital platforms to connect mobility aspirant with employer, government, and institutions.



The work of NSDC involves deep research and collaboration. Research and Orientation programmes for international mobility are being undertaken regularly. Such Pre-employment, pre-departure, and post-arrival orientation programmes are critical interventions to provide timely, accurate and credible information. They make a visible difference to the migration journey and help avoid harm, fraud and loss of money and time. To address this, country specific information kits have been made for 24 high priority countries which include Mauritius, Israel, Taiwan, Denmark, etc. These are expected to cater to current as well as anticipated deployments from the countries through public/private efforts and integration and assimilation for Indian workers in destination countries.

Conclusion

NSDCI is working as an enabler and creating an ecosystem for international mobility for Indian youth. It is expected that over a course of time, it will be able to reduce costs and time and provide a transparent, ethical mobility ecosystem for Indians for global opportunities.



Ajay Kumar Raina

EVP, NSDCI, Legal & Risk
Ajay Raina, based in Delhi, India, is currently a Senior Head Legal at National Skill Development Corporation.



Ashutosh Pratap Singh

General Manager, NSDCI
At NSDCI, he works on international research, technical advisory and government relations for International Mobility.

NSDC ACADEMY: DEMOCRATIZING SKILLING FOR THE 21ST CENTURY WORKFORCE

NSDC Academy Value Proposition



Introduction to NSDC Academy

NSDC since its inception has been collaborating with multiple institutions, partners, businesses, financial intermediaries etc., thereby creating synergies to expand the skill ecosystem. It is committed to bringing in new and innovative products to the market, ensuring holistic, and sustainable growth of the skill ecosystem. NSDC introduced NSDC Academy to focus on offering diverse learning opportunities, leveraging technology, and industry expertise to address evolving skill demands. Through NSDC Academy, individuals can access quality training and development programmes tailored to meet industry requirements, thereby facilitating sustainable growth, and enhancing employability prospects. NSDC Academy plays a key role in advancing skilling, upskilling, and reskilling mandates, opening doors to new audience segments, and creating new avenues for value generation.

NSDC Academy in the Skilling Ecosystem

NSDC Academy aims at fostering collaboration and synergy within the skill ecosystem by playing the role of a Skill Economy Multiplier. By bringing together learners, higher education institutions, corporates, and governments, NSDC Academy serves as a catalyst for multiplying the impact of skill development initiatives. This collaborative approach ensures that all stakeholders can leverage the best resources and opportunities available in the skill ecosystem.

Some of the frameworks and mechanisms to achieve this effect are listed below:

Credit Linked Programmes: NSDC Academy offers a diverse range of programmes and courses that are integrated into the curricula of higher education institutions. This integration ensures that learners not only acquire valuable skills but also earn credits that contribute to their academic qualifications. This approach enhances the relevance and value of skill development within the formal education system.

Vision

To pioneer accessible, technology-driven learning solutions that empower learners with the skills needed to thrive in a dynamic and evolving global workforce.

Mission

To democratize access to quality training and development programmes, bridging the gap between academia and industry demands and offering diverse learning opportunities tailored to meet the evolving skill requirements of the 21st-century workforce.

- **Pathway to Possibilities:** Through its industry-aligned, in-demand programmes and partnerships, NSDC Academy provides learners with pathways to explore and pursue various opportunities. By offering quality education and training that directly meets industry needs, NSDC Academy empowers learners to unlock their potential and pursue fulfilling career paths.
- **High-Quality, Industry-Relevant Education:** Leveraging strategic partnerships and collaborations, NSDC Academy ensures the delivery of high-quality, industry-relevant education and training. This approach enables learners to acquire skills that are in demand in the job market, thereby increasing their employability and facilitating upward mobility.

Overall, NSDC Academy is a transformative initiative that bridges the gap between education and industry, empowering learners to thrive in the rapidly evolving skill landscape.

Key Initiatives

- NSDC Academy is playing a pivotal role in transforming the higher education segment and empowering learners with the skills, knowledge, and opportunities they need to succeed in today's fast-paced and competitive world.
- **Integration of Skill Development into Higher Education Curriculum:** NSDC Academy has collaborated with higher education institutions to embed skill development programmes and courses into their curricula. This integration ensures that learners not only gain academic knowledge but also acquire practical, industry-relevant skills that enhance their employability.
- **Credit Transfer Programmes:** NSDC Academy has implemented credit transfer programmes wherein learners can earn credits for completing skill development courses offered by NSDC Academy. These credits can be transferred to their academic transcripts, allowing them to progress seamlessly through their higher education journey while simultaneously acquiring valuable skills.
- **Partnerships with Industry Experts and Corporates:** NSDC Academy has entered into partnerships with leading industry experts and corporates to design and deliver skill development programmes that align with current market demands. By leveraging industry expertise, NSDC Academy ensures that learners receive training on the latest technologies, trends, and best practices, thereby enhancing their competitiveness in the job market.
- **Work Integrated Learning Programmes:** NSDC has proposed running Work Integrated Learning Programmes for young working professionals, in association with universities, and programme partners. Integration of a Skill Development Course within a University's offerings is a strategic move to prepare students for the demands of the modern workplace. NSDC Academy is focusing on universities & institutions to introduce Skill module in their regular programmes for the students on the campus. The skill module would carry 20-40 credits and will be delivered by the NSDC associated delivery partner in offline/hybrid Mode. NSDC facilitates and manages Work Integrated

Degree Programmes by bringing industries, OEMs, tang Companies, and universities on a common platform.

The outline of this proposed programme is as follows:

- The programme will run for a duration of 3 Years in Hybrid mode.
- Students would have multiple entry and exit options.
- The students will be provided with internships and earn a stipend during the traineeship.
- Students shall go through 6 monthly assessments or as mandated by the University.
- The students will undertake degree programmes in sectors such as BFSI, Micro-Finance, Retail, Logistics, E-Commerce, Manufacturing, Telecom, Logistics, IT, Automobile, Construction, Agriculture, etc. for various job roles.
- Upon graduation, those who have undergone the training shall earn a work-experience certificate while also earning a salary or stipend.
- **Enhanced Infrastructure through State of Art Centers:** The project aimed at converting and upgrading the existing infrastructure at Higher Educational Institutes into a dedicated state-of-the-art **Center for Future Skills** where NSDC is investing for setting up the center and technical expertise for operating these centers. Under the project, candidates of the colleges will be trained on credit-linked industry aligned courses in the field of emerging technologies, which will replace the existing course from the UG programme curriculum and will result in 2-3 credits for each semester under the Curriculum Embedded Skilling Programme.
- In February 2024, NSDC Academy inaugurated its 1st Center for Future Skills at Poojya Doddappa Appa College of Engineering in Gulbarga, Karnataka where more than 5000 students would be trained at the center and will earn credits and global certifications of UNITY, CISCO, Microsoft, Palo Alto, etc. in the emerging technologies like Automation, AR/VR, Programming, Web Development, etc. every year
- **Micro Credential Programmes with Premium Institutions:** NSDC Academy, along with premium



Inauguration of NSDC Academy's 1st Center for Future Skills at Poojya Doddappa Appa College of Engineering in Karnataka on February 12, 2024, by NSDC CEO, Mr. Ved Mani Tiwari.

institutes like IIT Guwahati, IIT Ropar, and IIT Mandi introduced credit-linked certification programmes, delivering a comprehensive range of online educational programmes such as short-term, long-term, advanced, and executive certification programmes.

Under the programme, NSDC Academy is offering QP- backed certification programmes from premium institutes for graduates & working professionals. The programme includes a mix of live sessions, recorded lectures, assignments, and projects. Each module consists of ~8-10 sessions with one live TA-led discussion hour per week. NSDC Academy, IIT Guwahati, and Masai School have teamed up to introduce India's First Outcome-Driven Credit Course Programme under the *Daksh Gurukul* Initiative by IIT Guwahati. The programme would carry 20-24 credits and the course will be delivered jointly by professors from IIT Guwahati, and industry experts from Masai School.

Similarly, NSDC Academy launched a credit linked certification programme for a called *AI for Bharat* with IIT Ropar and Masai School, where the programme would carry 15 credits, and delivery will be done jointly by IIT Ropar and Masai School.

- **Technology-Enabled Learning Management Solutions:** NSDC Academy offers technology-enabled learning management solutions and platforms to make skill development more accessible and flexible for learners. These platforms can cater to diverse learning styles and preferences, allowing learners to engage with course materials at their own pace and convenience.
- **Assessment Support:** Proctored assessment support provided by NSDC Academy underscores the higher education institutions' dedication to upholding integrity and excellence in education. The adoption of proctored assessment solutions by NSDC Academy and HEIs, reflects a commitment to excellence, integrity, and continuous improvement in higher education. By embracing innovative assessment practices, institutions can ensure that their graduates are well-prepared to excel in their chosen fields and contribute meaningfully to society and the workforce.
- **Career Guidance and Placement Support:** NSDC Academy provides comprehensive career guidance and placement support services to help learners transition smoothly from education to employment. This includes resume building workshops, mock interviews, networking opportunities, and access to job portals, ensuring that learners are well-equipped to secure rewarding employment opportunities upon graduation.
- **Continuous Education and Lifelong Learning:** NSDC Academy promotes a culture of continuing education and lifelong learning by offering a wide range of upskilling and reskilling programmes. Encouraging learners to engage in continuous learning ensures that they remain competitive and adaptable in an ever-changing job market, fostering their personal and professional growth over the long term.
- **Academic Council:** Forming an Academic Council to incorporate industry inputs into the ecosystem by NSDC Academy is a strategic move that aligns with the evolving needs of the job market. The Academic Council will

establish standards and benchmarks for quality assurance and accreditation of programmes offered by NSDC Academy, ultimately benefiting learners, and contributing to the development of a skilled and employable workforce. By pursuing these initiatives, NSDC Academy can significantly contribute to the skilling ecosystem's growth, empower individuals with relevant skills, and bridge the gap between education and employment. This comprehensive approach ensures that learners are equipped to thrive in a dynamic and competitive job market while fostering sustainable socio-economic development.

Road ahead

The outlined goals for NSDC Academy indicate an ambitious roadmap for the future. Here is a suggested way forward to achieve these objectives:

- **600,000+ candidates to be Trained:** Training over 600,000 candidates by scaling up existing training infrastructure through a wide network of strategic partners across the country. This expansion will ensure broader access to skill development programmes across the country.
- **Launch of Premium Institute Programmes:** Collaborate with 10 more premium institutes to design and launch specialized skill development programmes tailored to meet industry demands. These programmes can focus on emerging technologies, niche skill areas, or specialized domains to cater to diverse learner needs.
- **Introduction of Work Integrated Programmes:** Develop and roll out 20 or more work-integrated programmes in collaboration with industry partners. These programmes should offer a blend of theoretical knowledge and practical experience through internships, apprenticeships, and industry projects, enhancing learners' employability and readiness for the workforce.
- **Expansion of Industry Partnerships:** Onboard 50 or more industry partners across various sectors to actively participate in curriculum design, skill delivery, and placement initiatives. Strong industry partnerships ensure that skill development programmes remain relevant and aligned with evolving market trends and demands.
- **Engagement with Higher Education Institutes:** Establish partnerships with 50 or more higher education institutes to integrate skill development courses into their curricula and offer credit-based learning opportunities to students. These collaborations bridge the gap between academic learning and industry requirements, fostering holistic skill development among learners.
- **Establishment of NSDC Owned Centers for Future Skills:** Set up 100 or more NSDC-owned Centers for Future Skills or Skill India Centers equipped with state-of-the-art facilities and infrastructure to deliver high-quality skill development programmes.

These centers serve as hubs for innovation, research, and training in emerging technologies and skill areas.

- **Expansion of Strategic Partnerships:** Forge strategic

partnerships with 150 or more organizations, including government agencies, international bodies, non-profit organizations, and industry associations, to leverage collective expertise, resources, and networks in advancing skill development initiatives.

- **Creditization of Courses:** Creditize 500 or more courses offered by NSDC Academy to enable learners to earn academic credits that can be transferred to higher education programmes. Creditization enhances the recognition and value of skill development courses, encouraging more learners to pursue skill-based education.

Conclusion

NSDC Academy stands as a beacon of innovation and collaboration in the realm of skill development and higher education. With its commitment to leveraging technology, industry expertise, and strategic partnerships, the Academy is poised to address the evolving skill demands of the 21st-century workforce.

By offering diverse learning opportunities, credit-linked programmes, and industry-aligned courses, NSDC Academy serves as a pathway to possibilities for learners, empowering them with in-demand skills and enhancing their employability prospects. The Academy's emphasis on affordability, quality, and sustainability ensures that skill development remains accessible and impactful for individuals from all backgrounds.

Through initiatives such as Work Integrated Learning Programmes, Skill Embedded Degree Programmes, Micro Credential Degree Programmes from IITs, State of the Art Center for Future Skills, industry collaborations, and formation of academic councils, NSDC Academy demonstrates a holistic approach to skill development, fostering integrity, excellence, and continuous improvement in the higher education ecosystem.

As NSDC Academy continues to expand its reach, establish new partnerships, and innovate its offerings, it holds the potential to catalyse transformative change in the skilling landscape, driving socio-economic growth and prosperity for individuals, industries, and the nation as a whole.



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VP, NSDC Academy

Throughout his career, he has excelled in building and managing teams, strategy, operations management, delivering impactful outcomes both in India and globally. Nitin has been part of and led teams at Dale Carnegie India, Harvard Business Corporate Learning and Xseed Education engaging with leading corporates. He further brings in varied experience delivering strategic mandates at Housing.com, VLCC Healthcare, OYO, and Sunstone.



Varun Batra

GM, NSDC Academy

As General Manager of NSDC Academy, Varun Batra leads a team Focused on building strategic partnerships, managing programmes, and spearheading key initiatives that drive impactful outcomes. Prior to this, Varun served as Senior Manager in ICICI Bank for over 5 years, where he was responsible for assessing and managing corporate credit risk. Additionally, he spent over 5 years at JWS Steel Limited as Manager, gaining valuable experience in project management.

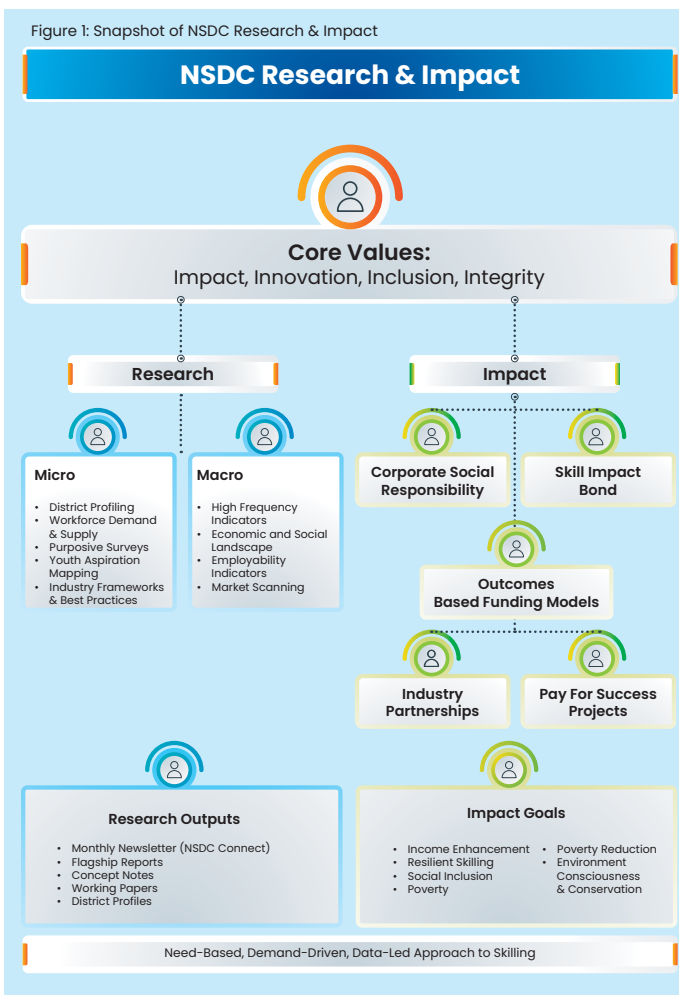
NSDC RESEARCH & IMPACT: ENABLING OUTCOME DRIVEN SKILLING INTERVENTIONS



Introduction

As the principal architect of the skilling ecosystem in India, NSDC is committed to being an enabler for the mission of a developed India@100. This ambitious goal cannot be achieved without consistent investment into the human capital of this country. One of the key contributors of this vision within NSDC, is its Research and Impact team, which serves as the **knowledge hub** and **creative center** of the organization.

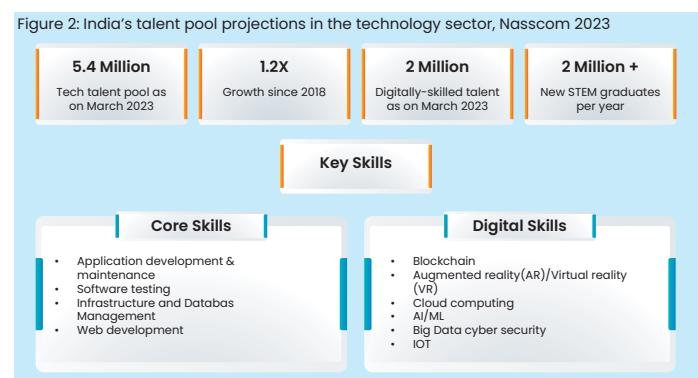
Espousing the core values of NSDC enshrined in Impact (planet, people, and prosperity), Inclusivity (gender, economic, social, cultural, geographic, linguistic, and technological), Innovation (digital first, impact accounting, and social capital) and Integrity (trust and transparency), NSDC Research and Impact is dedicated to maintaining high academic rigour and outcomes focus to deliver the ambitious goal of turning India into the skill capital of the world. This article delves into the vision, methodology, and tools with which NSDC Research and Impact consistently endeavours to be a champion for the goal of *Kushal Bharat, Viksit Bharat*.



Theory of Change

The Big Picture

Everyday workflow of NSDC Research and Impact is rooted in, and informed by, the macro level skills and livelihoods landscape of India as well as the larger mission of development. As per the India@100 report 2023, India will reach its highest levels of working age population at 68.9%, and lowest levels of dependency ratio at 31.2% by 2030ⁱ. This demographic advantage is complemented by a burgeoning middle class, projected to expand from 31% of the population in 2023 to 60% of the population in 2047, fuelling strong domestic consumption and presenting vast consumer markets for businesses (PRICE ICE 3600 survey data, 2023)ⁱⁱ. India also ranks number one in the world for talent and sourcing within the technology sectorⁱⁱⁱ, which positions it as a global talent leader and opens a wealth of possibilities to expand this advantage into other sectors.



With this background, the Amrit Kaal period of 25 years in India, leading up to the centennial anniversary of its independence, is a window of opportunity to bring about the transformations that support the growth and prosperity of its citizens.

The Challenges

Renowned economist Gary S. Becker, a Nobel Laureate, famously coined the term "human capital" as engine of growth. This concept encompasses a vast array of intangible assets, from knowledge and education to health, entrepreneurial acumen, and innovative skills. Human capital is not static; it is a dynamic reservoir that grows through investments in education, skilling, healthcare, and research and development endeavours.

Just like physical capital, human capital faces depreciation and obsolescence. Yet, through strategic investment, it can be cultivated and augmented to fuel economic growth. It stands as the linchpin of progress, nurturing a workforce equipped with the capabilities to thrive in an ever-changing economic landscape.

India's workforce presents a complex and dynamic scenario. The following observations are derived from Annual Report- Periodic Labour Force Survey 2022-23 (NSSO, 2023).

- With a population of 948 million individuals aged between 15-59 years, the country sees an annual net addition of 13 million people to its workforce, currently standing at 570 million.
- A significant portion, 500 million (88%), is employed within the informal sector, highlighting the challenges in formal job creation and social security.
- The Labour Force Participation Rate (LFPR) is at 42.4%, indicating the percentage of working-age population that is part of the labour force.
- Self-employment is more prevalent in rural areas with 170 million individuals, compared to 80 million in urban settings. Conversely, urban areas have a higher number of regular wage earners, with 110 million compared to 40 million in rural regions.
- Daily wage workers also show a rural-urban divide, with 8 crores in rural areas and 3 crores in urban.
- A significant gender gap persists, with female LFPR at 30.5% in rural and 20.2% in urban areas, suggesting socio-economic barriers that limit women's participation in the workforce.

However, much has been discussed about the skill deficit in the country, leading to a mismatch in the workforce and further resulting in unemployment rates. Several challenges must be addressed to realize the vision of India@100. In an Annual Report 2022-23 published by the MSDE (GoI, 2023)^v following are the challenges in the skilling ecosystem:

- Mismatch between demand and supply at the sectoral and spatial levels
- Narrow and often obsolete skill curricula
- Lack of mentorship and adequate access to finance for startups
- Inadequate impetus to innovation driven entrepreneurship
- Paucity of trainers, inability to attract practitioners from industry as faculty
- Lack of assured wage premium for skilled people

The above scenario clearly indicates that while India's skilling and livelihoods landscape is ripe with opportunities for growth and success, there is room for strategic interventions and outcomes-oriented implementation to realize this potential and make sure the most underrepresented sections of society can enjoy the fruits of India's growth story.

The Pathway

Keeping the scenario above in mind, following are the research questions that serve as the foundation for arriving at a Theory of Change for skilling landscape in India:

- What are the most effective strategies to address the urgent need for upskilling and reskilling its workforce in achieving its objectives of empowering the Indian workforce and bridging the skills gap?
- What measures can be implemented to address income inequality and increase the participation of women in the Indian labour force?
- What are the key organizational adaptation mechanisms and collaborative strategies needed to thrive in the future of work landscape and sustain the progress?
- How can we encourage a greater industry participation and buy-in for conducting skilling and livelihoods related interventions?
- How to develop a customizable and scalable model for skilling interventions?

Based on the research questions stated above, NSDC Research and Impact has developed a Theory of Change that serves as the guiding principle for both its research focus and the impact projects. The ultimate outcomes sought include need-based approaches, alignment of skill interventions with Sustainable Development Goals (SDGs), climate change mitigation and adaptation strategies, convergence with government schemes, gender-sensitive livelihood opportunities, collaborations with institutions working towards skill development, private sector

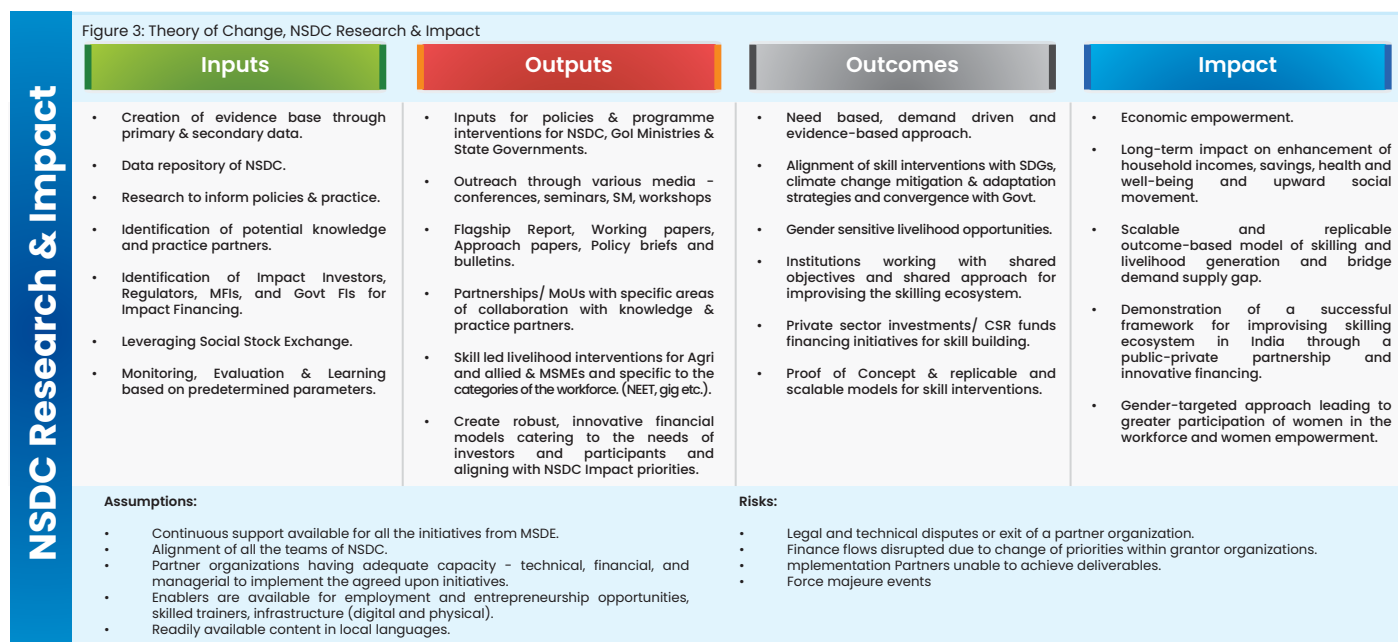
investment, CSR funds, and the development of proof of concept and scalable models.

Assumptions underlying this theory include the continuous support from stakeholders, the capacity and alignment of all NSDC and partner organization teams, and the availability of enablers such as skilled trainers, accessible content in local

languages, and supportive digital and physical infrastructure.

Identified risks include legal and technical disputes, disrupted financial flows, inadequate achievements by implementation partners, and force majeure events. Mitigating these risks is vital for the successful implementation of the theory of change, ensuring sustained economic empowerment for the population.

Figure 3: Theory of Change, NSDC Research & Impact



Research Focus

Methodology

The overall step by step guide for implementing the ToC are as follows:

1. District Level Profiling & Literature Review:

Identify relevant studies, reports, and data sources to supplement primary research findings.

2. Stakeholder Engagement:

- Engage with key stakeholders including district administration, civil society organizations, donors, philanthropic bodies, and community representatives.
- Conduct interviews, focus group discussions, and workshops to gather insights and perspectives.

3. Needs Assessment Studies:

- Demographic Analysis:
 - Collect data on education, livelihood, occupation, income, migration status, and other relevant demographic factors.
 - Utilize surveys, interviews, and existing data sources to gather comprehensive demographic information.
- Housing and Civic Amenities Assessment:
 - Evaluate housing facilities including sanitation, water supply, electricity, and other civic amenities.

- Conduct field surveys and assessments to understand the quality and availability of essential services.

c. Socio-Economic Profiling and Government Scheme Awareness:

- Profile socio-economic backgrounds, including existing livelihoods, food security, health status, and awareness of government schemes.
- Analyse data to identify gaps in scheme awareness and uptake.

4. Designing Skilling Interventions:

- Develop skilling interventions based on identified needs and demand.
- Collaborate with educational institutions, vocational training centres, and other relevant stakeholders to design effective programs.

5. Project Management:

- Implement robust project management practices to ensure smooth execution of activities.
- Allocate resources efficiently, monitor progress, and address challenges in a timely manner.

6. Midline and Endline Evaluation:

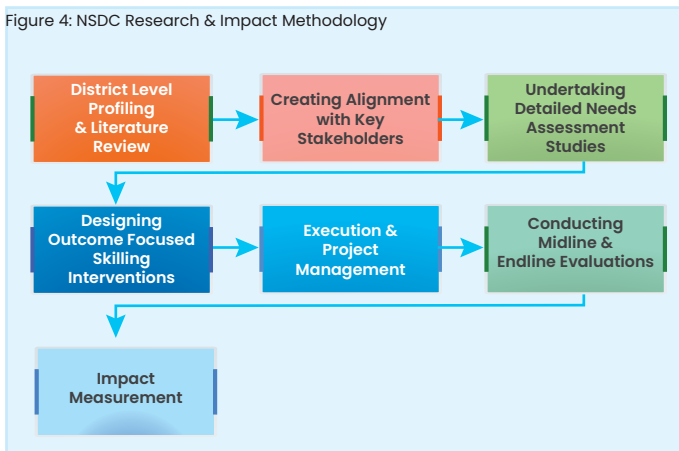
- Conduct midline and endline evaluations to assess the effectiveness of interventions.
- Use a combination of qualitative and quantitative methods to measure changes over time.

7. Impact Measurement:

- Measure the impact of interventions on key indicators such as livelihood improvement, skill development, and access to essential services.
- Analyse data to determine the extent of change and contribution towards project objectives.

The overall approach includes adopting a *need-based, demand-driven, and data-led* approach to intervention design and implementation and tailoring interventions to address specific needs and priorities identified through research.

Figure 4: NSDC Research & Impact Methodology



This methodology provides a structured approach to conducting research and implementing interventions aimed at improving socio-economic outcomes and addressing key challenges within target communities. By integrating stakeholder engagement, rigorous assessment, and impact measurement, the project can effectively contribute to sustainable development and positive change.



Intervention Targets

The target interventions outlined in this article are meticulously designed to address the diverse needs of our demographic, ensuring a holistic approach towards sustainable development.

The following is a succinct overview of the target focus:

- Population Group:** Our interventions prioritize inclusivity, with a special focus on current and future workforce as targets for skilling. This encompasses schools and adult students, as well as the existing workforce within formal and informal sectors. Collaborations with educational institutions such as colleges, universities, and vocational training centres are integral to extending our reach and impact.
- Sectoral Emphasis:** Recognizing the pivotal role of various sectors in fostering economic growth, our initiatives concentrate on Agriculture & Allied Industries, Manufacturing & Services, and Entrepreneurship. By strategically aligning interventions with these sectors, we aim to catalyse sustainable development and create opportunities for prosperity.
- Overarching Goals Alignment:** Our interventions are guided by overarching goals aimed at:
 - Align interventions with the overarching goal of enhancing climate change resilience, mitigation, and adaptation for vulnerable communities.
 - Ensure integration with key Sustainable Development Goals (SDGs) to maximize impact.
 - Convergence with Existing Government Schemes.
 - Collaborate with government agencies to leverage resources and maximize effectiveness.

High Frequency Indicators

Innovation is a core value for NSDC, and this reflects in the methodologies and exploratory approach adopted by the Research and Impact team. For instance, the data driven approach to proposing effective solutions is often informed by the team's research work with High Frequency Indicators. High Frequency Indicators (HFIs), by definition, provide a real-time insight into the rapidly changing socio-economic landscape. Although data driven decision making is not a new concept in the policy sphere, using HFIs conduct research and analysis helps overcome two principal challenges related to traditional economic data—unpredictability of economic shocks and substantial revisions to the data over time making them incomparable. Such databases are not very useful in correctly identifying economic shocks and their significance in real time.

Another advantage to using HFIs is that it eliminates the data obsolescence that may emerge from publication lags. In India,

both public and private stakeholders monitored the HFIs during the pandemic to track the course of economic activity under the emergency policy actions to contain the spread of infections. The Narrow Recovery Index by Citi Bank, Business Activity Index by State Bank of India, and Nomura India Business Redemption Index (NIBRI) became popularly discussed during the pandemic .

NSDC Research & Impact closely analyses the HFIs that are interlinked with the skilling ecosystem including labour market indicators, sales/demand indicators, and sentiment indicators. The research work has previously been published in the March issue of NSDC Connect, and more such papers are scheduled to be published in the subsequent issues.

Publications & Knowledge Repository

NSDC Research and Impact consistently creates knowledge products that inform the larger organization level strategies and helps with expanding the public discourse around skilling and livelihoods. NSDC Connect for example, is a monthly publication managed by the Research and Impact team to which several influential voices in the skilling ecosystem regularly contribute. This also helps with expanding our collaborative networks and give a platform to diverse perspectives around skilling.

Impact Projects

Beyond the ‘Think’ domain of NSDC Research & Impact, the team is dedicated to creating ‘On-ground’ meaningful impact by taking up on-ground projects in advisory as well as implementation capacity. While the research work conducted by the team forms the knowledge base for the whole organization, Impact Projects seek to implement the insights from research outputs into actionable measures of skilling and social impact. These projects are informed by the Theory of Change described above and seeks to adopt an-ecosystem and end-to-end value chain approach rather than just implementing skill development programmes in isolation. The goal is to make sustainable and long-term improvements in the rural and urban prosperity goals with an emphasis on inclusivity and environmental consciousness.

Another goal of these projects is to leverage external institutions both public and private to enhance capability and bring diversity to the kind of work that NSDC does. These projects are supported through outcomes-based financing models, blended finance, as well as CSR funds. NSDC Research & Impact has a dedicated team to develop external partnerships for impact projects and monitoring of these projects on ground.

- **Partnership with National Thermal Power Corporation (NTPC)** for skills and livelihoods project in multiple states across the country. Spanning over a period of 7 years, a total of 25,000 candidates were trained under this programme which resulted in jobs for 14,659 candidates in a variety of roles ranging from Agri-allied to manufacturing. 42% of the trained candidates were women and a 30.1% of the candidates were minorities.
- **Partnership with Pernod Ricard India Foundation (PRIF)** aimed at enhancing the livelihoods opportunities for the LGBTQ+ community in Thane district of Maharashtra. 40 of the 49 candidates for the Retail Sales Associate role and 38 out of 49 for the Front Office Associate role were successfully placed.
- **NSDF-NSDC partnership with Caterpillar India Pvt. Ltd.** aimed at the urban and rural underprivileged youth, and women to create a pool of self-reliant people who can be functional as skilled workforce in the fast-emerging service sectors in Jhalawar (Rajasthan) and Balangir (Odisha) from May 2019 to March 2023. A total of 200 candidates were trained out of which 18 were women. By the end of the programme, 87% of trainees were successfully placed.



Through CSR, NSDC Research & Impact has completed several outcomes driven projects such as:

There are many other high impact projects currently underway including an ongoing project with the Coal India Ltd. focusing on setting up **Multi-Skill Development Institutes (MSDI)** for

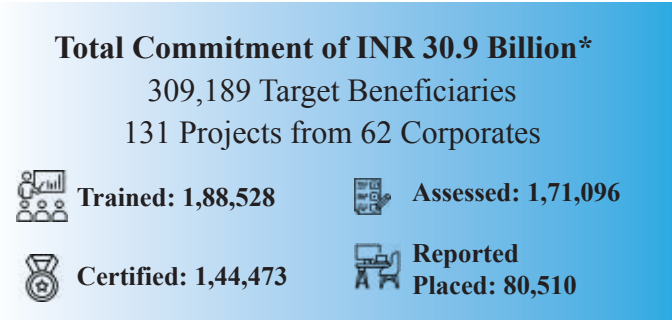


Figure 6: Impact Projects Snapshot (CSR)

mining affected communities in Jharkhand, Odisha, Madhya Pradesh and Chhattisgarh. In Chhattisgarh, the team is parallelly working on a Skill-led-Livelihoods Project in association with the Jan Shikshan Sansthan (JSS) parent organizations to implement Rural Prosperity Programmes. Aside from the CSR led projects, NSDC Research & Impact oversees the innovative Finance projects conducted within NSDC.

The Skill India Bond (SIB 1.0) is one such example which was launched in the year 2021 with the aim to provide employment linked skills training programme for 50,000 Indian youth with special focus on increasing women participation in workforce. **SIB 1.0 is India's first and largest impact bond in the skilling space** led by a coalition of partners, comprising of NSDC and the Michael & Susan Dell Foundation (MSDF) as Risk



Investors; The Children's Investment Fund Foundation (CIFF), JSW Foundation, HSBC India, and Dubai Cares as Outcome Funders; and the British Asian Trust as the Transaction Manager. The second phase of SIB 2.0 is currently being developed by the Research and Impact team and will soon be launched.

Conclusion and Road Ahead

As a team, NSDC Research and Impact lives by the ethos of continuous and lifelong learning. Each member of the team brings a diversity of experience and expertise which leads to creative thinking and effective execution on each project. Being a part of the skilling ecosystem as the knowledge center of NSDC is a big responsibility and a crucial one. Through its data driven research and outcomes driven execution, the team endeavours to make a positive impact in the growth story of this country. The most fundamental thing to remember in this journey is that every successful skilling intervention creates ripple effects of economic and social empowerment, not just for the individual, but also for the family and the community. With this human-centric approach, and the values espoused by NSDC, the Research and Impact will continue to play the role of an ally, enabler, partner and champion for the vision of *Viksit Bharat*.

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Ragini is an Education and Skilling sector professional with over 8 years of experience in diverse fields such as policy research, content development,

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NSDC GOVERNMENT PROGRAMMES: GRASSROOT CHAMPIONS OF SKILL DEVELOPMENT



Introduction:

National Skill Development Corporation (NSDC) plays a crucial role in India's efforts to enhance the skills of its workforce and promote economic development. The Government Programmes division within NSDC is responsible for coordinating and implementing various public programmes aimed at skill development across different sectors. The division is a focal point of contact with Ministry of Skill Development & Entrepreneurship (MSDE) and engages with other ministries from Government of India. The division is tasked with the implementation of flagship schemes like Pradhan Mantri Kaushal Vikas Yojana (PMKVY), schemes of high importance like PM Vishwakarma, and providing inputs for schemes of other Ministries like NAMASTE (training of Safai Karamchari), PM DAKSH, Training of Transgenders, Training for Geriatric Care, Jal Jeevan Mission, and Gati Shakti to name a few.

Vision

With a vision to be the driving force behind the successful implementation of government-funded skill development initiatives, fostering a skilled workforce that empowers individuals, strengthening industries, and propelling economic growth, Government Programmes division is committed to working towards enhancing quality trainings through technological interventions and engagement.

Mission

1. Facilitate strategic partnerships with government bodies at central, state, and local levels to effectively design and execute skill development programmes aligned with national priorities.
2. Enhance accessibility and inclusivity by developing innovative strategies to reach marginalized communities, ensuring equitable access to skill training opportunities.
3. Provide comprehensive support to government initiatives by offering expertise in programme design, implementation, monitoring, and evaluation to optimize outcomes and impact.
4. Foster collaboration between government agencies, training providers, institutes of national importance, and industry stakeholders to bridge skill gaps, enhance employability, and drive sustainable socio-economic development.
5. Continuously evolve policies, frameworks, and processes in response to dynamic market needs and emerging trends, ensuring the relevance and effectiveness of government-led skill development efforts.

The vision & Mission of this division reflects a commitment to collaboration, innovation, inclusivity, and adaptability, which are essential for teams tasked with supporting government programmes in skill development.

Role in Overall Skilling Ecosystem:

Programme Implementation

Designing and implementing skill development programmes to equip individuals with the necessary skills for employment and entrepreneurship in diverse sectors such as healthcare, construction, retail, IT, and more. Forging partnerships with industry stakeholders to understand skill requirements, develop industry-relevant training curricula, and ensure that skill development initiatives align with industry needs.

On completing the initial steps, centers are onboarded through the Center Accreditation & Affiliation process. Accrediting and monitoring training providers and centers are essential to maintain quality standards in skill training delivery and ensure that trainees receive high-quality education and practical skill sets. Under this, each Training Center (TC) is inspected on multiple parameters ensuring that the TC is conducive to initiate training with all the basic facilities and similar standards across the country.

Once the TC is ready, entities move to the stage of project creation and onboarding for which teams provide support through a series of workshops, handholding sessions, and dedicated resources aligned for project life cycle support. There are support mechanisms to ensure redressal of any sort of issue that the TP/TC might face. Once the project is started, there are mechanisms in place to ensure timely training delivery. The team extends support in cases of issues related to payments, IT tickets, and connecting with the Sector Skill Councils (SSCs) for assessment related concerns. There are dedicated teams looking after Training of Trainers (ToT), assessments, and Monitoring & Evaluation (MEL). These teams are dedicatedly looking at the quality aspect of training being implemented. There are mechanisms to take course correction and curtail any sort of discrepancy found during the implementation.

Projects under PMKVY Special Projects have targeted skill development programmes for specific groups such as youth, women, persons with disabilities, and marginalized communities to promote inclusivity and address socio-economic disparities. Throughout the implementation process, the division conducts rigorous monitoring and evaluation to assess programme outcomes and impact. This involves tracking key performance indicators, conducting surveys and assessments, and soliciting feedback from stakeholders. Evaluation findings are used to refine programme strategies, improve effectiveness, and inform future planning. Monitoring team ensures effectiveness of skill development programmes through performance metrics, and targeted feedback mechanisms to continuously improve programme outcomes and address any gaps or challenges.

Research and Innovation

A dedicated team engages in research and analysis to identify emerging issues, explore novel approaches to address challenges, and improve the effectiveness of government programmes.

Team works on evaluating the impact of training being imparted closely with the empaneled agencies tasked for collecting empirical data and its analysis. Thereafter inputs/recommendations are provided to the implementation wing of the division for enhanced outcomes.

Partnership and Collaboration

Engaging with a wide range of stakeholders is crucial for successful programme implementation. This includes collaboration with government agencies, industry associations, training providers, employers, and community organizations. By fostering partnerships and aligning objectives, the division ensures that skill development programmes meet industry standards and address the needs of both employers and trainees. Division is working on facilitating linkages between skilled individuals and potential employers through placement assistance, and collaboration with industry associations to enhance employment opportunities for trained candidates.

State Engagement

State Engagement team members are ambassadors of NSDC in States and UTs across the country. They are supporting Central Schemes and providing support to the skilling ecosystem of the State Governments. The State Engagement Officer (SEO) is the focal point of contact within the state for any skill related activity. They have emerged as the knowledge resources within the state who are approached by authorities for providing inputs on policies, and implementation framework. They are requested by authorities to be part of one or the other committee within the state focusing on developing the skill ecosystem, apprenticeship network and implementation of Central schemes. State team bridges the gap between various departments on matters related to skills.

Monitoring Evaluation & Learning

The monitoring of schemes of such an expanse is not an easy task. There is a dedicated team in the division which has brought in technological intervention and changed the way monitoring used to happen. Command and control center has been set up within NSDC which monitors live training. Teams are sent on surprise visits to the training centers, third parties are engaged for conducting virtual and physical visits and a dedicated call center is reaching out to candidates and doing validations, surveys, and feedback gathering. With the intent to bring in quality training, partners are provided with support and the chance to make course corrections. In the instances where serious concerns are observed strict action is taken against the discrepant.

Key Initiatives

The Government Programme Division of the National Skill Development Corporation (NSDC) undertakes various initiatives aimed at promoting skill development across India. While specific initiatives may vary over time, here are some key ones that the division might undertake:

Pradhan Mantri Kaushal Vikas Yojana (PMKVY)

Pradhan Mantri Kaushal Vikas Yojana (PMKVY) is a flagship initiative by the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India aimed at

providing skill training to the youth across the country. PMKVY 4.0, the latest iteration of the scheme, introduces several enhancements over its previous versions. Here are some of the key highlights:

- Industry Alignment and Demand-Driven Approach
- Focus on emerging sectors
- Digital and Hybrid Learning Models
- Focus on Soft Skills, Entrepreneurship, and On-The –Job (OJT) training

These enhancements in PMKVY 4.0 are designed to create a more adaptive, inclusive, and industry-relevant skill development ecosystem, ultimately aiming to better equip the youth for the dynamic job market and foster economic growth.

PMKVY

Total Centers Onboarded: 13,115

In March 2024, enhanced training infrastructure validation achieved with the introduction of Video Inspections.

- 1,336 Upskilling Locations
- 310 Skill Hubs Verified
- 788 Short Term Training

In our efforts to enhance the quality of skill development, PMKVY 4.0 has seen institutes of national repute participate in the scheme. Some classic examples of industry aligned trainings through the country's best educational institutes are –

- IIT (ISM) Dhanbad, a premier institution renowned for its contributions to India's mining sector, partners with PMKVY to offer the Assistant Mine Surveyor course. Launched in April 2023, this programme empowers school dropouts and unemployed youth with skills for a successful career in mining. The course has trained over 150 candidates, securing notable placements during the training period. It features best-in-class faculty, advanced lab infrastructure, and specialized LIDAR training, providing comprehensive education, and skill development.
- The Indian Institute of Technology (IIT) Mandi iHub has launched the innovative '*Drone Didi*' programme, an entrepreneurship development initiative for women. Focused on Agri-drone applications, this programme is a part of PMKVY 4.0 and has garnered recognition from NSDC. The '*Drone Didi*' initiative provides comprehensive training on drone flying, securing remote pilot licenses, and agricultural drone applications. Participants also receive support in entrepreneurship, mentorship, and market/credit linkages. The success of the '*Drone Didi*' programme was showcased to the Hon'ble President of India, Droupadi Murmu, highlighting its impact on women's empowerment in agriculture through drone automation.

PM Vishwakarma

Artisans and craftsmen represent the cultural backbone of societies in India, preserving traditional crafts and techniques passed down through generations. However, in today's rapidly evolving world, these skilled individuals often find themselves marginalized or left behind due to technological advancements and changing consumer preferences. To address this challenge and ensure the sustainability of traditional crafts, Government of India launched PM Vishwakarma scheme which is tailored to the needs of artisans and craftsmen.

PMVY

- Total Centers Onboarded: 4,775
- Government Centers 2,111
- Non-Government: Centers:2,664
- Centers Deactivated for non-compliance/non readiness: 1,250

The PM Vishwakarma Scheme, launched by the Hon'ble Prime Minister of India, is a comprehensive programme designed to promote entrepreneurship among artisans and traditional workers covering 18 trades and 10 subtrades, which largely belong to marginalized communities like Scheduled Castes (SC), Scheduled Tribes (ST) and Other Backward Class (OBC). Named after Lord Vishwakarma, the divine architect and craftsman in Hindu mythology, the scheme aims to unleash the creative potential and skill sets of marginalized communities.

PM Vishwakarma is being implemented as a Central Sector Scheme, fully funded by the Government of India. The scheme is being conjointly implemented by the Ministry of Micro, Small and Medium Enterprises (M/o MSME), the Ministry of Skill Development and Entrepreneurship (MSDE), and the Department of Financial Services (DFS), Ministry of Finance (MoF), Government of India. PM Vishwakarma has a budget outlay of ₹ 130 billion for five years up to FY 2027-28, for 3 million Vishwakarmas. The Scheme aims at providing several benefits to the Vishwakarmas, who are either self-employed or intend to set up their own small-scale ventures. The support provided through this Scheme to such beneficiaries will not only contribute to the preservation of cultural practices, generational skills, and '*Guru-Shishya Parampara*' but will also provide an identity and recognition to the Vishwakarmas.

Success Stories

Mr. Narasachari M, resident of K Byappanahalli, Mulbagal Taluk, district Kolar, Karnataka.

Narasachari was working under a carpenter as an assistant. He learnt about the PM Vishwakarma Scheme and moved to the nearest Government ITI at Kolar Gold Fields (KGF) and attended the training in March 2024. He was trained in carpentry by Mr. Ramamurthy.

During training, he learnt about the use of new age tools, creating online platforms to advertise products. This encouraged him to set up an independent shop with the help of loan/subsidy given by the government. He is now set to open a shop and start his entrepreneurial journey.

Mr. Amanur Rahman's journey from a traditional blacksmith to a certified Vishwakarma under PM Vishwakarma is highly inspiring. His decision to enroll in the scheme and undergo basic training at the Tool Room & Training Centre in Guwahati demonstrates his commitment to advancing his profession and embracing modern techniques. During the training, Rahman not only honed his blacksmithing skills but also gained crucial knowledge in digital literacy, financial literacy, marketing, branding techniques, and effective business management. This comprehensive training equipped him with the necessary tools to enhance his business practices and improve productivity. By qualifying the assessment and obtaining certification as a Vishwakarma under the Blacksmith Trade, Rahman has not only validated his skills but also opened new opportunities for growth and expansion in his profession.

The PM-Vishwakarma scheme has played a pivotal role in empowering individuals like Amanur Rahman by providing them with the means to acquire modern skills, knowledge, and resources to thrive in their respective trades. Rahman's success story serves as a testament to the effectiveness of such government initiatives in fostering entrepreneurship and economic development at the grassroots level.

Road Ahead

In the FY 2024-25 the division is targeting over 2.5 million enrolments, 100,000 ToTs, and redesigning the monitoring framework through tech intervention. This FY, the division is set to cross business of ₹20 billion, thereby making it the highest contributor for NSDC. The division's next major focus is to enhance training quality through targeted interventions of action research which enables one to improve at every step. With a team of young, energetic individuals, the perspective of age-old implementation has changed completely. Now, implementation is focused on technological usage with collaborative effort with the partners on the ground, instant resolution of concerns has enabled the division to achieve its financial goal in the past and with more focus will help in achieving the target this year as well.

Conclusion

In conclusion, the work undertaken by the Government Programme Division of the National Skill Development Corporation (NSDC) stands as a beacon of transformative change in India's socio-economic landscape. Through meticulous planning, strategic partnerships, and unwavering commitment, the division has successfully orchestrated the implementation of skill development programmes that not only bridge the gap between industry demands and workforce capabilities, but also uplift individuals from diverse backgrounds towards sustainable livelihoods. By addressing skill gaps, fostering industry collaborations, and ensuring quality training delivery, the division has empowered countless individuals with the tools and knowledge needed to thrive in a rapidly evolving job market. Moreover, their emphasis on inclusivity, evidenced by targeted programmes for marginalized communities, underscores their dedication to leaving no one behind in India's journey towards prosperity.



As the nation continues its pursuit of economic growth and social equity, the Government Programme Division of NSDC remains at the forefront, driving innovation, advocating for policy reforms, and championing the cause of skill development as a catalyst for national development. With their relentless efforts and vision for a skilled and empowered India, the division embodies the spirit of progress and serves as a testament to the transformative power of effective government-led initiatives.



Dr. Rishikesh Patankar

Vice President, Industry and Academia Collaboration

Rishikesh Patankar has more than two decades of experience including stints at World's largest e-Governance institution, National R & D Lab, top universities abroad, and Indian Navy. He holds an M. Tech and a Ph.D. degree in Computer Science.

APPRENTICESHIP: PAST, PRESENT AND FUTURE



Historically, apprenticeships have been a time-tested method of skill development. In India, traditional apprenticeships were prevalent in crafts, trades, and artisanal work. Young individuals would learn from experienced professionals, acquiring practical skills and knowledge through hands-on training. These apprenticeships were often informal and lacked standardized structures.

Apprenticeship Training in Modern India

Apprenticeship was considered a punishment in British India. The Apprentices Act, 1850 was the first British Raj era law meant to deal with the children in distress who were to be trained for trade and industry. This act provided that the children under the age of 15 years who committed petty offences were to be bound as apprentices.

Apprenticeship training in independent India started in 1961 with an act of the Parliament (Apprentices Act, 1961.) This moved Apprenticeship from the realm of rehabilitation to skill building and labour and was therefore placed with the Ministry of Labour and Employment. During the now infamous Inspector Raj, this was seen as a tool for compliance; and though a limited number of apprentices were trained in a few designated trades (courses notified by the Government of India in the official gazette), Apprenticeship training never really attained its full potential in the country since industry engagement was low. International leaders in apprenticeship training such as Switzerland, demonstrate that industry leadership is essential for

apprenticeship to take off and thrive. A comprehensive reform was introduced in the year of 2014 where Government of India brought many changes to the then apprenticeship programmes by introducing industry friendly trades called Optional Trades, giving flexibility to the industries to design their own courses, opening up the apprenticeship program to the services sector, and giving flexibility to industries to opt for apprentices between 2.5% to 15% of their workforce, amongst other changes.

Introduction to NSDC Apprenticeship Division

The National Skill Development Corporation (NSDC) is a unique public-private partnership in India under the Ministry of Skill Development and Entrepreneurship (MSDE). Established to catalyse the creation of large, quality vocational training institutions, NSDC has played a crucial role in enhancing India's skilling ecosystem. One of its significant initiatives is the Apprenticeship Programme, designed to bridge the gap between education and industry requirements by providing hands-on training and practical experience to young individuals. NSDC became the implementing partner for Apprenticeship in 2018 and created a comprehensive portal for Apprenticeship Lifecycle Management.

The apprenticeship division within NSDC is dedicated to creating and implementing this programme across different sectors, ensuring that the Indian workforce is well-equipped to tackle modern job market challenges.

Vision and Mission

The vision of NSDC is to establish a dynamic and responsive skilling ecosystem that supports industry-led training initiatives. By fostering partnerships between industry and educational institutions, NSDC aims to create a seamless transition from education to employment for apprentices. The division's mission is to promote and enhance the apprenticeship model, making it more accessible, efficient, and attractive to both employers and apprentices.

To achieve this vision, NSDC Apprenticeship Division focuses on several key objectives:

- **Enhancing Industry Participation:** Encouraging more industries to adopt apprenticeship programmes and contribute to skill development.
- **Improving Awareness and Perception:** Raising awareness among youth about the benefits of apprenticeships and changing the perception that vocational training is inferior to academic education by making apprenticeship aspirational.
- **Aligning Skills with Industry Needs:** Ensuring that the training provided through apprenticeships is relevant to current industry requirements and future trends by creating new courses.
- **Increasing Accessibility:** Making apprenticeship opportunities available to a wider audience, including marginalized and underserved communities.

Key Achievements since 2018

Achievement Parameter	2018-19	2023-24
Apprentices Engaged	35,333	9,30,953
Funds Disbursed	-	INR 880 Cr (Including INR 317 Cr. As DBT)
Establishments Actively Engaging Apprentices	7738	45,932

Role, Objectives, and Challenges

Apprenticeship serves as a bridge between the classroom and the workplace, allowing individuals to apply their knowledge in real-world settings.

This On-the-Job Training (OJT) is invaluable in developing job-ready skills that meet industry standards. However, there are several challenges and gaps that the apprenticeship division aims to address:

- **Lack of Industry Participation:** Despite the benefits, many industries are reluctant to invest in apprenticeship programmes due to perceived excessive costs and administrative burdens.
- **Limited Awareness Among Youth:** Many young people are unaware of apprenticeship opportunities or view them as less prestigious compared to traditional academic pathways.
- **Skill Mismatch:** There is often a gap between the skills taught in educational institutions and those required by industries, leading to unemployment or underemployment among graduates.
- **Regulatory Hurdles:** Complex and outdated regulations can hinder the implementation and expansion of apprenticeship programmes. An amendment to the Apprentices Act is being proposed to achieve the same.

NSDC addresses these challenges through various initiatives and partnerships, creating a more supportive and efficient framework for apprenticeships in India.

Genpact's Journey in Apprenticeship

Over the years, Genpact has had a great integration and performance track record of hiring and absorbing apprentices. Ritu Bhatia - Vice President of Human Resources shared the following insights on Genpact's apprenticeship model:

“At Genpact, we continue to support the Skill India mission of the Indian Government by advancing their Apprenticeship Program. We launched the program in the company in 2018 as pioneers in the industry and have hired over 17,000 apprentices so far, offering equal opportunity and hands-on training and providing aspiring professionals with many job opportunities to enhance their inclusion in the country's workforce. Additionally, we have achieved over 90% absorption rate for our apprentices annually, making it a best-in-class program compared to others in the industry. This year, we aim to hire over 5,000 apprentices, for which we have partnered with Team Lease.”*

*Team Lease is one of our leading Third-Party Aggregators, empanelled by MSDE to help companies manage Apprenticeship Lifecycle.

Key Initiatives

NSDC Apprenticeship division has undertaken several key initiatives to strengthen apprenticeship programmes in India. These initiatives are designed to enhance industry participation, improve training quality, and make apprenticeships more accessible.

Direct Benefit Transfer (DBT) Launch for Apprentices:

The introduction of the Direct Benefit Transfer (DBT) system for apprentices represents a significant advancement in the administration of apprenticeship programmes.

By ensuring that stipends are directly transferred to apprentices' bank accounts, this initiative not only modernizes the payment process but also brings several crucial benefits that enhance the overall apprenticeship experience for both employers and apprentices.

Firstly, the DBT system streamlines the payment process by eliminating intermediaries, which significantly reduces the administrative burden on employers. Traditionally, the payment of stipends involved multiple layers of processing, often requiring employers to manage extensive paperwork and navigate bureaucratic red tape. This could lead to delays and inefficiencies, impacting the timely disbursement of funds to apprentices. With the DBT system, the government directly transfers the stipend to the apprentices' bank accounts, simplifying the process for employers. This reduction in administrative workload allows employers to focus more on training and development activities rather than being bogged down by payment processing tasks.

Moreover, the DBT system ensures greater financial security for apprentices. Timely and direct transfers of stipends mean that apprentices receive their due payments without unnecessary delays, which can be crucial for their financial stability. For many apprentices, stipends are a primary source of income that supports their daily living expenses, including transportation, food, and accommodation. The assurance that these funds will be deposited directly into their bank accounts on a regular schedule helps apprentices plan their finances better and reduces the stress associated with uncertainties in payment.

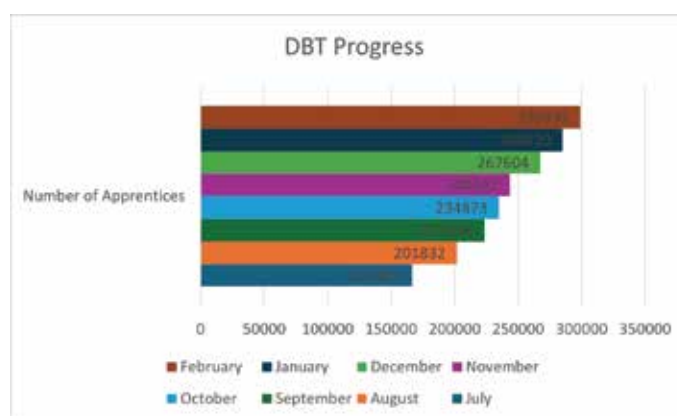
In addition to improving the efficiency and reliability of stipend payments, the DBT system also enhances transparency in the disbursement process. By creating a clear and direct link between the payment source and the recipient, the system minimizes the potential for corruption and fraud. In the past, intermediaries overseeing the transfer of funds could lead to discrepancies and unauthorized deductions, depriving apprentices of their full entitlements. The DBT system's direct transfer mechanism mitigates these risks, ensuring that apprentices receive the exact amount they are supposed to without any unlawful deductions.

Furthermore, the DBT system aligns with the broader goals of financial inclusion and digital banking. By necessitating that apprentices have bank accounts, it encourages them to engage with formal banking systems. This engagement can have long-term benefits, such as access to financial services, credit facilities, and savings schemes, which can be crucial for their financial growth and stability. Additionally, as apprentices become more familiar with digital banking, they are better equipped to navigate an increasingly digital economy, enhancing their overall financial literacy and capability.

The implementation of the DBT system also reflects a commitment to modernizing and digitizing government services. It is part of a larger trend towards leveraging technology to improve the efficiency and effectiveness of public service delivery. This initiative demonstrates how technology can be harnessed to create systems that are not only more efficient but also more equitable and transparent.

Overall, the introduction of the DBT system for apprentices

marks a significant step forward in the administration of apprenticeship programmes. By simplifying the payment process, ensuring timely and secure transfer of stipends, enhancing transparency, and promoting financial inclusion, the DBT system provides substantial benefits to both employers and apprentices. It reduces administrative burdens, provides financial security, fosters financial literacy, and supports the broader goal of digital transformation in public services. This initiative not only improves the apprenticeship experience but also contributes to building a more efficient and equitable system for workforce development.



DC Finance Team, PFMS

So far, NSDC has disbursed ₹ 3.17 billion through more than 2.2 million transactions across more than 6,000 companies in DBT over the last few months.

Awareness Campaigns

- Nationwide Cluster based outreach campaigns have been launched to educate youth about the benefits of apprenticeships.
- These campaigns use various channels, including social media, workshops, and seminars, to reach a wide audience.
- Common Service Center (CSC) has been onboarded as a Joint Apprenticeship Advisor for Village Level entrepreneurs (VLEs).
- As a result, there has been a significant increase in the number of young people considering apprenticeships as a viable career option.

Growth across Optional Trades

- NSDC has established sector-specific skill councils to ensure that training meets industry standards. These councils work closely with industry experts to develop curriculum and training modules that are relevant and up to date.
- Optional Trades have seen momentous growth over the last 5 years.
- More than 2.8 million Apprentices have been engaged in Apprenticeship since 2018 (64% in Optional Trades)

Road Ahead

As NSDC looks to the future, several strategic priorities will guide the expansion and enhancement of apprenticeship programmes in India:

1. Expanding to Emerging Industries

- NSDC plans to extend apprenticeship programmes to emerging industries such as renewable energy, healthcare, and digital technologies.
- These industries offer significant growth potential and require a skilled workforce to sustain their development.
- By focusing on these sectors, NSDC aims to create new opportunities for apprentices and address future skill needs.

2. Leveraging Technology: The integration of technology in apprenticeship programmes will continue to be a key focus.

- NSDC plans to leverage online platforms and digital tools to provide remote learning options, making apprenticeships more accessible to a wider audience.
- The use of technology will also enable more efficient monitoring and evaluation of apprenticeship programmes.
- NSDC Trust will be used for verification of establishment details and monitoring of establishments and TPAs by using geo fencing and blockchain technologies.

3. Strengthening Industry Partnerships

- NSDC will continue to build and strengthen partnerships with industries to ensure that apprenticeship programmes remain relevant and effective.
- These partnerships will focus on co-developing training modules, providing mentorship, and conducting regular assessments to facilitate job placements for apprentices.
- By working closely with industries, NSDC aims to create a more responsive and dynamic skilling ecosystem.

4. Enhancing Quality Assurance

- Ensuring the quality of apprenticeship programmes will be a top priority.
- NSDC plans to implement rigorous quality assurance mechanisms, including regular assessments and feedback from apprentices and employers.
- Continuous improvement will be driven by data and insights gathered from these evaluations.

5. Increasing Accessibility

- NSDC aims to make apprenticeship opportunities more accessible to marginalized and underserved communities.
- This includes targeted outreach programmes, financial support, and partnerships with local organizations.
- NSDC intends to prioritize assessments and promote 100% assessments in optional trades to ensure apprentices are certified upon completion of their training.

Conclusion

NSDC's apprenticeship programmes are a cornerstone of India's skill development strategy. By addressing critical gaps and fostering a skilled workforce, these programmes play a vital role in enhancing employability and productivity across various sectors. Through continuous improvement, strategic partnerships, and a focus on emerging industries, NSDC aims to scale apprenticeship programmes and make them a preferred pathway to employment for India's youth.

As the demand for skilled workers continues to grow, the importance of effective apprenticeship programmes cannot be overstated. NSDC's commitment to creating a robust and responsive apprenticeship framework is essential for meeting the evolving needs of the job market and ensuring that India remains competitive on the global stage. By empowering individuals with practical skills and industry-relevant knowledge, NSDC's apprenticeship programmes are paving the way for a brighter and more prosperous future for India's workforce.



Pangkhuri Borgohain

GM, Apprenticeship & Industry Collaboration, NSDC

Pangkhuri is an experienced professional boasting over 17 years in the skill development sector, currently holds the position of General Manager at the National Skill Development Corporation (NSDC), overseeing the Apprenticeship and Industry Collaboration division. With a focus on policy formulation and implementation, her expertise is notably prominent in skill development programmes.



Harshit Rana

Senior Analyst, Apprenticeship Operations, NSDC

Harshit Rana is a former Teach For India and Young India fellow. He has worked in fundraising with the prominent non-profits and Startups before moving to the apprenticeship division at NSDC a year ago.

SSC GOVERNANCE: FACILITATING INDUSTRY COLLABORATION IN THE SKILLING ECOSYSTEM



“National Skill Development Initiative will empower all individuals through improved skills, knowledge, nationally and internationally recognized qualifications to gain access to decent employment and ensure India’s competitiveness in the global market.” - National Skill Development Policy, 2009

Introduction

The National Skill Development Policy in India was launched in 2009 with an aim to enhance individual employability, ability to adapt changing technologies, and fulfill labour market demands. With the objective to create opportunities to acquire skills for all including women and persons with disabilities, develop high quality skilled workforce to the emerging needs of the market, enable the establishment of flexible mechanisms to cater the wide range of stakeholders, and enable effective coordination between different ministries, the Centre and the States and public and private providers.

The national policy opened the scope to operationalize institution-based skill development models, including ITIs/Vocational schools, polytechnics, etc through digital learning, apprenticeship opportunities, training for self-employment/entrepreneurial development & learning initiatives of sectoral skill development by different ministries/departments.

Role of the SSC Division in the ecosystem

With the onset of the national policy, the Prime Ministers’ National Council on Skill Development, an apex institution was set up involving the notable ministries/departments, and

National Skill Development Corporation (NSDC) was one of the members to cater to the governance of skill development initiative. To fulfil the objectives of enhancing, supporting, and coordinating private sector initiatives for skill development, NSDC has catalysed the formation 36 Sector Skill Councils (SSCs) as industry bodies.

The SSC Collaboration division acts as the bridge between NSDC and the SSCs in fostering collaboration and ensures the smooth functioning of these industry led bodies.

Since the creation of Ministry of Skill Development and Entrepreneurship (MSDE) in 2014, the SSC Collaboration division actively involves in collaborative work with the ministry to strengthen the skill ecosystem through various initiatives/programmes along with the Sector Skill Councils as the enabler.

Until 2015, the SSC Collaboration Division was responsible for the creation and setting up of the Sector Skill Councils by providing seed funding and guidance to help them become self-sustainable. The division facilitates collaboration between NSDC, SSCs and other stakeholders like industry bodies, academia, and government agencies to strengthen the skill ecosystem. The division transitioned towards the monitoring of

the Sector Skill Councils covering the operational and governance aspects after the release of Transit SSC 2.0 in 2016 and subsequently in 2019.

The Transit SSC 2.0 framework serves as the strategy and operational guidelines on which the SSC Collaboration division oversees the monitoring broadly in Operational and Governance aspects. This framework provides for the following guidelines for monitoring of SSCs:

- **Operational:** The division is responsible for designing the Annual Business Plan for every financial year upon which the Sector Skill Councils set their targets and achievements. Understanding the potential of each sector, the SSCs are encouraged to adequately increase their targets and outreach through different parameters such as trainings pertaining to non-government channels, Education Institutions, PMKVY & non-PMKVY certifications, TOT/TOA, Apprenticeships, affiliation with the training centres, creation of Centres of Excellence (CoEs), and placements. The performance of the SSCs is periodically reviewed and the rankings are released at the end of the financial year.
- **Governance:** Another important aspect of the monitoring is reviewing the governance structure of all the Sector Skill Councils through 21 compliance parameters. The SSC division at NSDC engages with a comprehensive approach of coordinating, collaborating, and monitoring the activities of SSCs that encompasses through the following crucial tasks:
- **Financial Oversight and Coordination:** One of the primary responsibilities of the division involves maintaining financial information of all the 36 SSCs through collection and synchronization of crucial documents like Utilization Certificates, Audited Balance Sheets, and annual reports that provides a clear picture of each SSC's financial health. The oversight also includes tracking the pending assessment funds for state and central schemes, ensuring timely payments by MSDE.
- **Meeting Coordination and Governance support:** To ensure effective governance, the SSC Collaboration division plays a key role here by collecting agendas and minutes for various governing body (GB), governing council (GC), and annual general meeting (AGM) meetings held by each SSC. Further, this information allows to identify and address any compliance issues related to meeting conduct.
- **Operational Data Management:** The team also plays a vital role in collecting and collating various operational long-term data like employee details, GB/GC member information, industry association details, and short-term data as per specific requirements from NSDC internal teams and MSDE. This comprehensive data allows for better analysis and decision-making across the NSDC ecosystem.

Other miscellaneous responsibilities involve addressing RTIs/grievances, collaboration with MSDE on various requirements, research, and documentation of reports/articles to understand international standards and frameworks for Sector

Skill Councils of different countries, create update notes with updated information on the performance of the SSCs. In conclusion, the SSC Collaboration Team plays a critical role in facilitating information flow, ensuring financial transparency, coordinating governance activities, and managing operational data for the 36 SSCs.

Key Achievements of the Sector Skill Councils

SSCs undertake various developmental functions in the overall skilling ecosystem by linking relevant industries for job placements across various economy sectors, On-Job-Training (OJT), apprenticeship, assessment of skill, training of trainers & assessors, creation of centres of excellence, counselling for candidates etc.

SSCs have worked extensively in the past on apprenticeships, qualification pack creation, Pradhan Mantri Kaushal Vikas Yojana (PMKVY) implementation, and special projects.

- Created nearly 2,700 Industry specific qualifications.
- Collaborated with Industry to align almost 1.65 million apprentices in nearly 600 job roles. In the FY 2023-24, around 931,000 apprentices were engaged and some SSCs have outperformed by engaging 190,194 (Automotive SSC), 84,361 (Electronics SSC), 70,642 (Retail SSC), 70,558 (IT-ITES) candidates for this programme.
- As part of PMKVY, SSCs have trained over 12.2 million candidates since 2016 under various segments like STT, RPL & Special Projects.
- SSCs have collaborated with various Industry & academic partners to align over 200 CoEs across India.
- A total of 49,818 ToT (Training of Trainers) and 16,212 ToA (Training of Assessors) certified in the FY 2023-24.
- At present, there are 2,059 active training partners and 8,308 operational training centres.

These interventions by the Sector Skill Councils have been addressing skill gaps, fostering employment opportunities, and contributing to the holistic development of individuals across diverse sectors.



Impact Stories

Logistics Sector Skill Council (LSC): Engaging Higher Education Institutions (HEIs)

Realising the need for immense work in facilitating Higher Education Institutions (HEI) to make their graduates industry-ready, the Logistics Sector Skill Council (LSC) created an exclusive Division called 'Education Initiatives' as early as in 2017. The Education Initiatives Division is headed by seasoned professionals from Academia, who guide the division to create apprenticeship-embedded degree and certificate programmes in the Logistics domain. The LSC-designed and supported UG Degree in Logistics was introduced in 14 institutions all over the country in the Academic Year 2019-20. Nearly 60% of the three batches of students, who graduated so far, are currently serving the Logistics industry. Starting with only 14 collaborating institutions and 400 students, the LSC now caters to 68 HEIs and about 2,500 students. The LMS maintained by LSC, through which course materials are accessed by faculty and students, is strengthened every year to accommodate additional HEIs and students. The EID Team of LSC is also strengthened by adding additional resources every year as the number of collaborating institutions increases.

Challenges and Resolutions: Providing adequate opportunities to the increasing number of graduates of LSC degrees for vertical progression to appropriate PG and Research degrees is indeed a challenge considering the near absence of PG degrees and research programmes in Logistics in the country. Towards resolving this, LSC has taken up a two-pronged strategy:

- a. The first strategy is to create adequate opportunities in India. LSC encourages select business schools to introduce Logistics specialisation as part of their MBA/PGDM Programme. LSC has designed a Logistics Specialisation Module that is offered to business schools for implementation. LSC provides the curriculum and course materials to the business schools implementing the module.
- b. The second strategy is to facilitate admission of LSC degree graduates to the PG research programmes of select foreign universities. LSC has been working on this strategy for about two years and has been in continuous discussions with a few universities abroad that offer higher degrees and research programmes in Logistics. Now, LSC has become a proud collaborator of the following select foreign Universities for admission of Indian graduates at a concessional tuition fee.
 - a. Bradley University, Illinois, USA
 - b. Anglia Ruskin University, Cambridge, UK
 - c. Aston University, Birmingham, UK
 - d. Lincoln University, Lincoln, UK
 - e. Technical University, Dublin, Ireland
 - f. Steinbeis Global Institute (Steinbeis University), Tübingen, Germany

Impact Created

- a. Introducing the dream career opportunities available in the Logistics sector to the young minds at the school level and assisting the students, who drop out of school due to social or economic reasons, to get apprenticeship training in Logistics job roles, paving the way for their gainful employment.
- b. Creation of well-trained youth for employment in various sub-sectors of Logistics at the entry level of the managerial cadre.
- c. Creation of professionals for Logistics process optimisation for employment in the Logistics sector at the middle level of the managerial cadre. These professionals help companies in reducing Logistics costs.

Future Outlook

LSC foresees 150 HEIs collaborating with LSC and serving 10,000 students in apprenticeship-embedded degree programmes by the Academic Year 2026-27.

Electronics Sector Skills Council of India: Leveraging CSR for Skill Development

LG Electronics India in association with ESSCI started a CSR initiative "LG Hope Technical Skill Academy" with a mission to establish world class Skill Academy, across India for skill development of under privileged youth by incorporating specific need-based training programme for skill up gradation, towards sustainable livelihood and employment.

The MoU was signed in July, 2022 to train approximately 1,800 candidates in Delhi for a span of three years. The academy got ready, and first batch commenced in November, 2022. So far, a total of 635 candidates have been trained and 108 are undergoing training. Around 350+ ITI candidates have also been enrolled for these upskilling training programmes at all three Academies. All trained students have been successfully placed with reputed companies like Haier, Daikin, Panasonic, Voltas etc. In 2023, LG India with ESSCI has set up two more academies at Hyderabad and Chennai. MoU has been signed on June 27, 2023 for both locations, and training was started in Oct-Nov of FY 2023. LG India is targeting approximately 5,000 candidates from underprivileged sections of society to be trained in a span of three years.

All these academies are not only focusing on technical training but human skills, employability, soft skills, customer handling, safety & hygiene training will also be given to make the youth industry ready. Some of the batches are for the ITI passed out students, who want to upskill themselves and want to explore their career in this field. These candidates will get placement with various brands, and they can also start their own business and work as freelancers. These Academies offer 100% free training to students, providing them with access to quality education. In addition, trainees are given uniform, bag, books, tool kit, fruit, and lunch free of cost.

The academy focuses on practical training, with approximately 80% of sessions dedicated to hands-on experience. Candidates engage in activities such as product dismantling, key part

functions, fault diagnosis, part replacement, complete repair, and installation/demonstration on actual products. This approach equips candidates with the necessary skills and confidence to excel in their careers. The academy places great importance on industry connections and offers 100% placement assistance to certified candidates. The academy actively collaborates with industry partners to create opportunities for candidates to connect with professionals, gain exposure to real-world scenarios, and expand their professional network. Additionally, the academy provides comprehensive support and guidance to certified candidates to secure employment. The combination of industry connections, and placement assistance enhances the prospects of candidates and increases their chances of success in the job market.

Automotive Skills Development Council (ASDC): Building An Engine of Progress Through Apprenticeships

India's automotive industry, a significant contributor to the nation's economic growth, is undergoing a period of remarkable transformation. The rise of electric vehicles, automation, and connected car technologies necessitates a workforce equipped with not just theoretical knowledge but also practical skills honed through real-world experience. This is where apprenticeships step in, playing a vital role in bridging the skill gap and ensuring the industry's continued success. Automotive Skills Development Council (ASDC) is like a coach for Indian youth in the automotive industry. They train young people with the skills needed for different jobs. They also partner with companies to create apprenticeships, where young people can learn on the job from experienced professionals. This helps them get a head start in their careers and ensures the industry has a skilled workforce for the future.

The Skill Gap Challenge

The Indian automotive industry boasts a promising future, projected to be the third largest globally by 2030. However, this growth hinges on the availability of a skilled workforce. A significant skill gap exists, with many graduates lacking the practical know-how required by employers. Traditional academic programmes often focus heavily on theory, leaving graduates unprepared for the realities of the shop floor. Here's where apprenticeships shine.

Apprenticeships provide a unique blend of theoretical knowledge and practical experience. Trainees gain valuable on-the-job training under the guidance of experienced professionals. This practical exposure allows them to develop essential technical skills relevant to their chosen field, be it automobile servicing, manufacturing, or design. Apprenticeships not only bridge the skill gap but also foster a culture of continuous learning, equipping individuals to adapt to the ever-evolving automotive landscape.

Apprenticeships: A Bridge to Success

The Government of India, recognizing the importance of apprenticeships, has launched the National Apprenticeship Promotion Scheme (NAPS). This scheme provides financial incentives to employers who hire apprentices, thereby encouraging greater industry participation in apprenticeship programmes.

Apprenticeships offer a unique solution to this challenge. They provide a structured learning environment where aspiring automotive professionals can gain practical skills alongside theoretical knowledge. Trainees work under the guidance of experienced professionals, learning the intricacies of various automotive functions, from vehicle assembly and maintenance to design and quality control.

Automotive Skills Development Council (ASDC) is at the forefront of promoting apprenticeship opportunities across the entire value chain of the automobile industry. Over the past year, ASDC has successfully integrated 150,000 apprentices into this sector. Many ASDC-trained students have not only secured apprenticeships but have also transitioned to permanent employment within the same organizations.

For instance, Shailesh Kumar from Lakhimpur Kheri secured an apprenticeship at Sandhar Technologies Limited in Gurugram. Driven by a dream to become a fully qualified automotive technician for personal and financial fulfilment, Shailesh discovered the ITI training program during his final year of high school. The apprenticeship allowed Shailesh to apply new learnings immediately, accelerating his professional development. As he embarks on this new career phase, Shailesh reflects on the transformative power of education and dedication, confident in his ability to positively impact his community.

Another inspiring story is that of Shashi Devi from Sitapur, Uttar Pradesh. Today, Shashi proudly works in the Assembly Division at Sandhar Technologies Limited in Haridwar, earning an attractive salary after completing apprenticeship training.

These stories highlight the significant impact of ASDC's initiatives in providing meaningful opportunities for India's youth, empowering them to achieve personal and professional success while contributing to the growth and innovation within the automotive industry.

Apprenticeships not only provide opportunities for individuals but also offer a low-cost resource to the industry, yielding significant benefits for companies. Here are two employer testimonials that highlight these benefits.

Mahindra & Mahindra Ltd.'s Swaraj Division Plant-1 hired 420 apprentices recently. The employer emphasized, "People are a company's greatest wealth, especially for jobs requiring specialized skills. Apprenticeships are an excellent way to cultivate this talent. They particularly benefit organizations with a singular vision that need people with very specific skill sets. Often, it is challenging to find such talent by merely scouting for individuals with the necessary skills. Apprenticeships allow us to build the right experience internally. Given the high costs of hiring and replacing employees, it makes financial sense to hire apprentices."

Sandhar Technologies Limited hired 272 trainees. Naresh Kumar Sharma, GM HR, Automotive Vertical & South Region, stated, "ASDC's training programmes and collaborations with automobile OEMs and universities are creating highly skilled automotive technicians capable of managing modern automotive technologies. Our collaboration with ASDC has led to a cultural shift within our organization, emphasizing the value of investing in trained personnel. We have successfully implemented ASDC schemes like NAPS/NATS/BOAT, providing skilled workers and promoting continuous learning. This collaboration has been crucial to our success, creating pathways for quality training and industry growth."

These testimonials underscore the crucial role of apprenticeships in building a skilled workforce while offering companies a cost-effective solution to meet their talent needs. The partnership with ASDC has proven to be a strategic advantage, driving both organizational success and industry growth.

Future Road Map of the Sector Skill Councils:

The effective growth of SSCs and its impact would depend on their preparedness and ability to meet the evolving skilling needs of the job market. In this regard, the focus of the SSCs to enable them to leap into the next stage of their lifecycle would be on the following:

1. Adopting technology in its activities for better outreach and stake holder engagement. The Digital learning system especially through Skill India Digital Hub (SIDH), will enable inclusivity and better access to skilling by all the stakeholders.
2. Focus on Future Skills especially new age skills like AI, Data analytics, Industry 4.0, IoT, etc.
3. International Mobility of Indian workforce needs to be facilitated by SSCs. Considering the increased focus on globalization of industries across the world and the demographic dividend of India, preparing youth to meet the global skill standards is essential to enable careers of youth.

4. An inclusive approach for skilling is needed to enable the ecosystem to meet the skilling needs across all the Sectors. The focus should be on facilitating new and effective ways of skilling to enable inclusion of all sections of the society and meet the diverse needs of the country.

To achieve the above objectives, it is essential to develop a very strong industry connect. SSCs will need to work closely with the Industry to understand the chaining skill needs and planning to meet their skilling needs accordingly. The SSC Collaboration Division is in a process of developing an operational framework to reimagine the Sector Skill Councils by the end of this year.



Ravi Verma
CS, CVO, & Vice President
(Compliance & SSC
Coordination)

Ravi Shanker Verma is the longest serving employee of NSDC – has been with NSDC since its inception in 2009. He is a qualified Company Secretary, Postgraduate in Commerce and Graduate in Law with over 35 years of experience. Currently, his job responsibilities include – Corporate Secretarial, Compliance, RTIs, Grievance Redressal, Parliament Matters, Vigilance, and SSCs Coordination. Known for managing multiple roles and ability to address complex issues clearly and effectively.



Anindita Roy
Senior Analyst, SSC Collaboration

Anindita is a working professional with over 6 years of experience in the fields of education, health, skill development and project management with specialization in the disability sector. Anindita has a masters' degree in Disability Studies & Action from Tata Institute of Social Sciences, Mumbai and is a certified rehabilitation social worker by Rehabilitation Council of India.



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