

Indo-German Programme
for Vocational Education and Training

Promoting Cooperative Skill Development



A Cluster Approach



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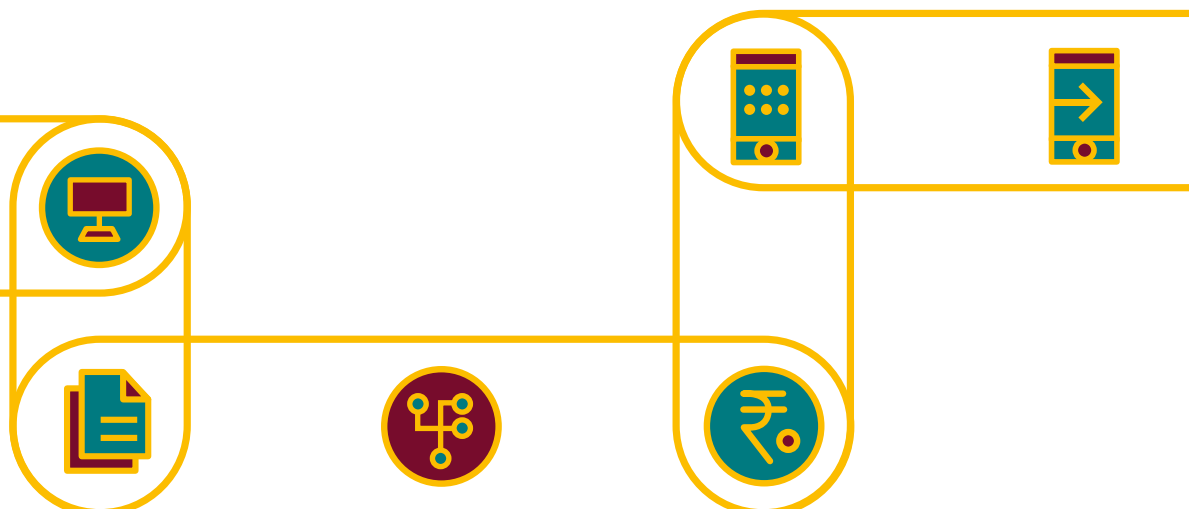
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India's Skills Challenge

By 2030, one in every five youth in the world will be Indian. India is one of the youngest nations worldwide and has the largest working-age population in the world. These facts combined with the country's immense economic development over the past 10 years have nurtured India's ambition to become a globally leading manufacturing hub.

At the same time, India's industries are facing an acute shortage of skilled workers. Recent analyses project that there will be a shortage of more than 130 million workers by the year 2022. Furthermore, the mismatch between the skill sets that are available in the labour market and those that are in demand is growing.

To address these challenges, the Government of India has made it a priority to rapidly scale-up skill development programmes across the country and to make them attractive to both youth and employers by actively involving the private sector in their design and implementation. In a country as large and diverse as India, this requires joint efforts and close coordination between of a vast variety of actors.



Who We Are

The *Indo-German Programme for Vocational Education and Training (IGVET)* is a joint initiative of the Indian Ministry of Skill Development and Entrepreneurship (MSDE) and the German Ministry for Economic Cooperation and Development (BMZ). It was first commissioned in 2016 and is

implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. Its overarching goal is to foster partnerships between public and private sector actors and to support the Government of India in its efforts towards scaling up skill development programmes across the country.

Our Approach

The work of IGVET is inspired by the German Dual System of Training, which effectively combines school-based learning with high quality, on-the-job training. Based on the German experience, we provide advisory services and guidance to public and private sector actors who seek to take the lead in creating and improving what we call a “cooperative skill development system”.

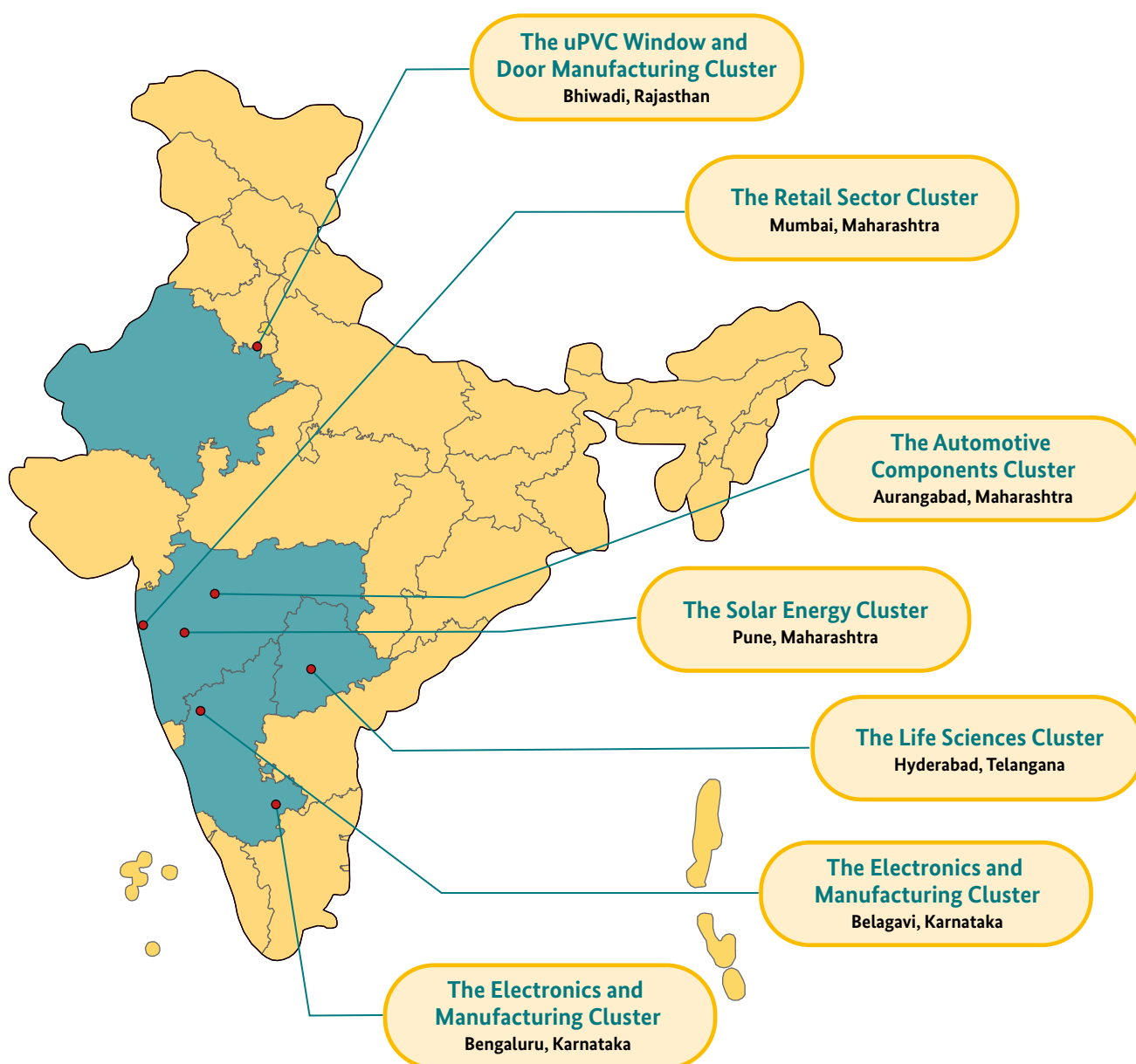
To ensure that all relevant actors are involved in this process, we have developed a **cluster approach**. The cluster approach allows micro-, small- and medium-size enterprises (MSMEs) as well as large-scale enterprises to co-define structures and processes that help to meet their demand for skilled workers. These structures and processes are integrated with the larger skill development system at the national level and thus contribute towards systemic change.



What is a Cluster?

A “cluster” is defined as a group of private sector companies from a specific sector in a specific region. This group of companies may be represented by a chamber or an industry

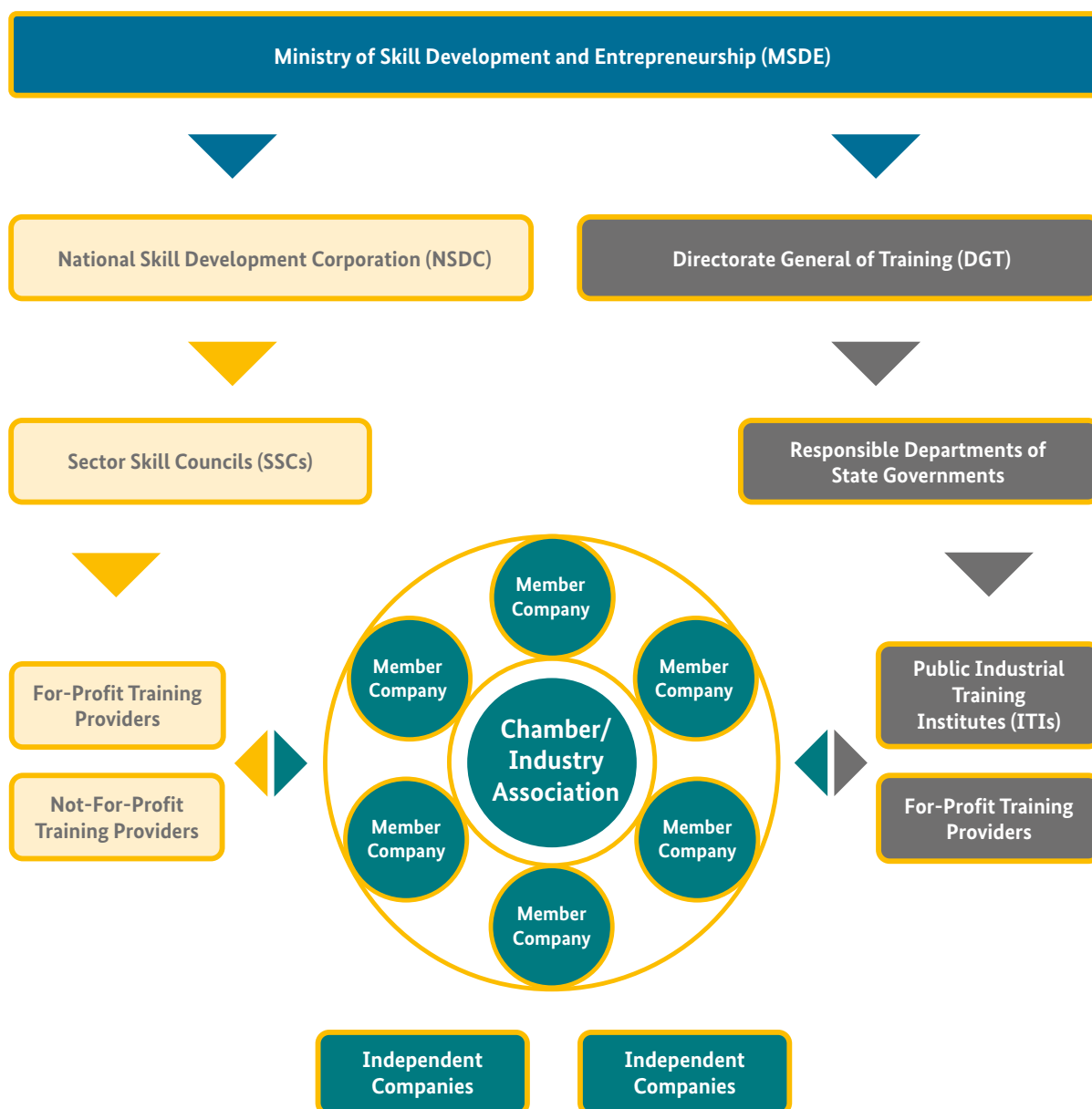
association or else share a common challenge or goal. As of August 2020, we are working with seven different industry clusters, across four Indian states:



What We Do

To address the shortage of skilled workers, we facilitate linkages between industry clusters and relevant public and private sector training partners. Depending on the regional skill development system, this may include Industrial Training Institutes (ITIs), for-profit and not-for-profit training providers as well as the

responsible Sector Skill Councils (SSCs). Furthermore, we support industry clusters in establishing a fruitful dialogue with public sector agencies at the federal, state and district levels. Together, these actors define the structures and processes needed for cooperative skill development.



Our Skill Development Programmes

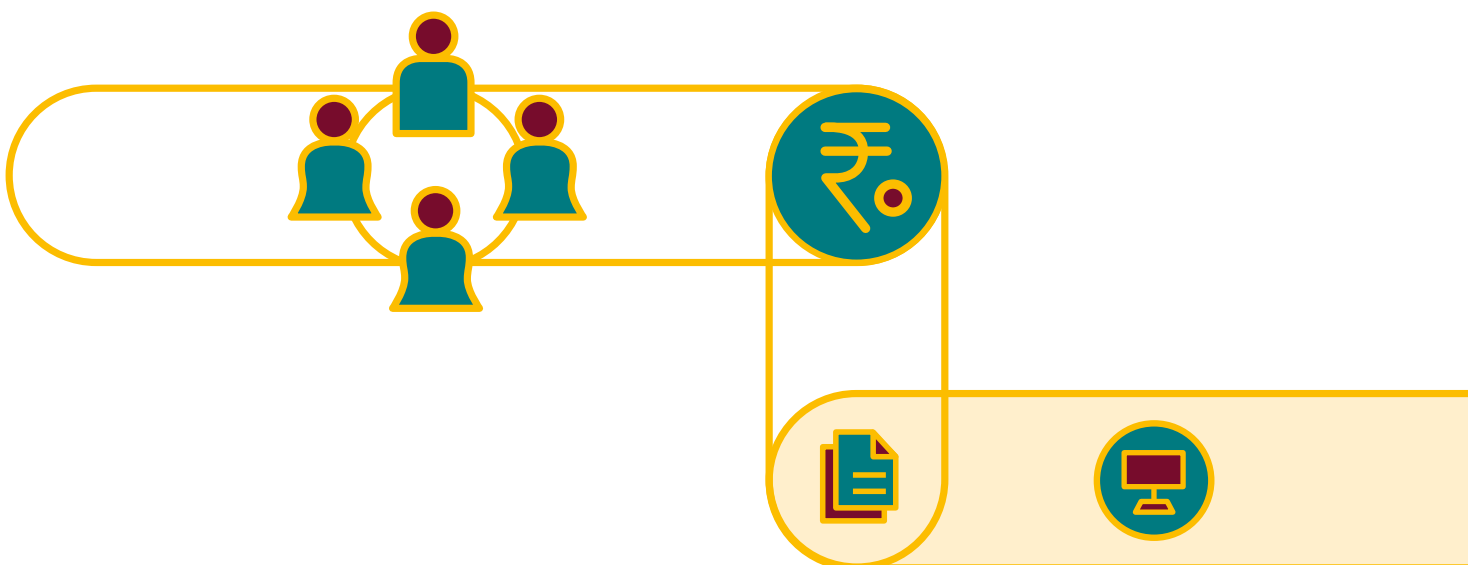
Once the required structures and processes are in place, we support industry and training partners in developing tailor-made skill development programmes. Based on the German experience, these programmes combine school-based learning with on-the-job training and are designed in a trainee-centred way. To allow for future replication and upscaling, the newly developed programmes are aligned with the existing

national training schemes and quality standards as defined by MSDE. Moreover, all new programmes are approved and certified by either the National Skill Development Corporation (NSDC), the responsible SSCs or the Directorate General of Training (DGT). This enables the graduates of the new programmes to receive official certification and to pursue formal employment in their respective fields.

Our Models of Cooperative Skill Development

In India, one size does not fit all. We have therefore supported each of the seven clusters in developing a unique model of cooperative skill development (i.e. set of structures and processes) that is tailored to the regional skill development system and addresses the

specific needs and challenges of the respective industry. The following pages provide an overview of the features and particularities of each of our cooperative skill development models.

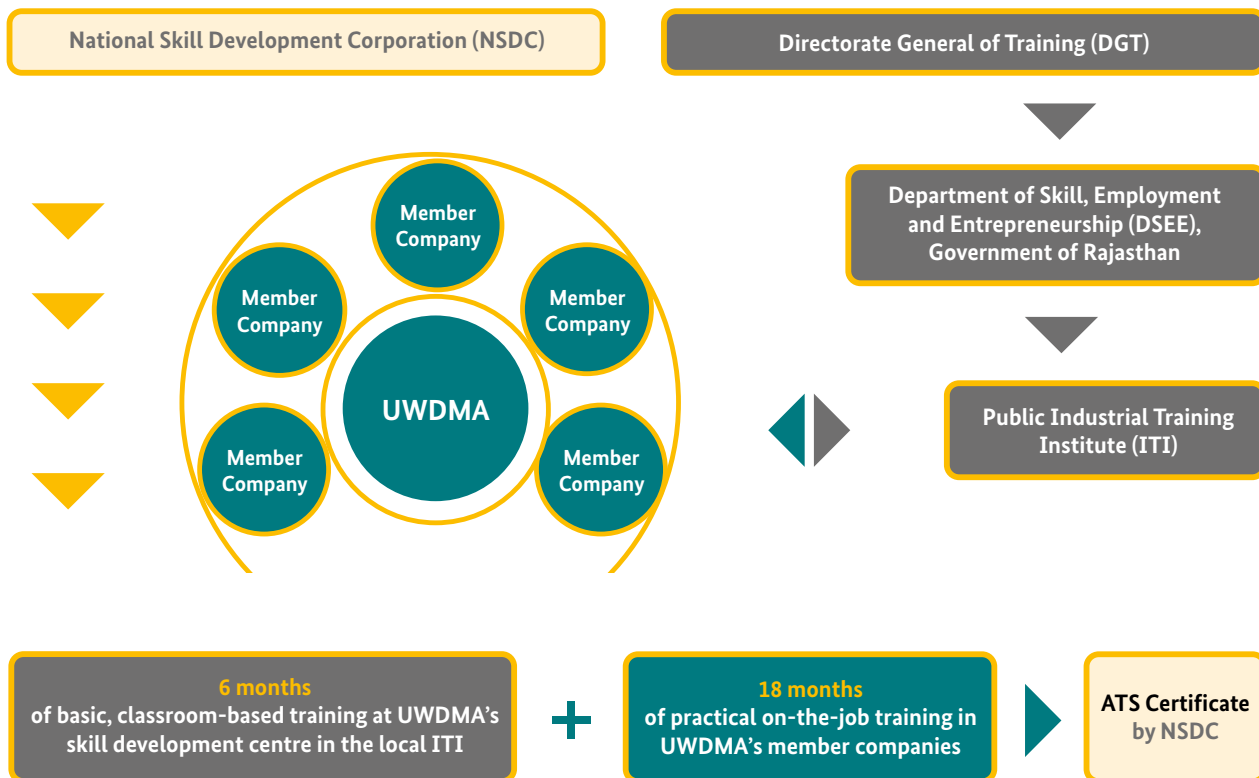




The Bhiwadi Model

In Bhiwadi, we work closely with the *uPVC Window and Door Manufacturers Association (UWDMA)*. UWDMA represents more than 100 small and medium-sized enterprises all over India and strives to promote innovation and growth within the uPVC industry. With the support of IGNET, UWDMA joined hands with a private ITI where a state-of-the-art training centre was established. Furthermore, UWDMA launched a tailor-made, two-year skill development programme under the Apprenticeship Training Scheme (ATS), which is directed at young jobseekers in the Bhiwadi region.

Based on the skill requirements of the uPVC industry, the new skill development programme focuses on **uPVC Window and Door Manufacturing & Glazing Technology**. The programme consists of a total of six months of basic classroom- and laboratory-based training which takes place at the new training centre, and 18 months of practical, on-the-job training in UWDMA's member companies. The trainees receive a monthly stipend of 5,000 INR during both the basic and the on-the-job training. Upon completion of the programme, they are awarded an official certificate by NSDC.

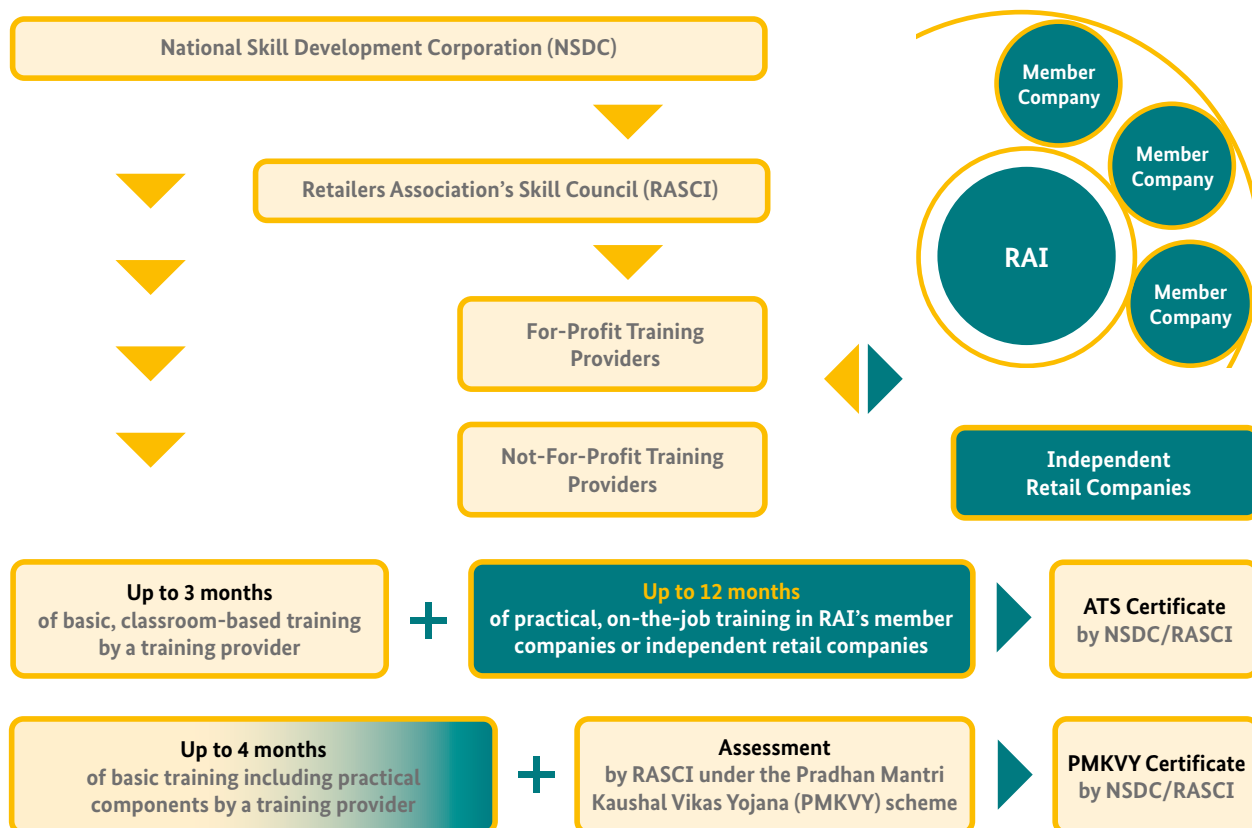




The Mumbai Model

In Mumbai, we work closely with the *Retailers Association's Skill Council of India (RASCI)* to improve the quality of workplace-based training in the retail sector. As a Sector Skill Council, RASCI develops curricula, provides accreditation to training providers and in-company trainers and facilitates the assessment and certification of cooperative skill development programmes under various schemes. These programmes include short-term courses of up to four months by certified training providers, as well as long-term courses including up to 3 months of basic, classroom-based training by a certified training provider followed by twelve months of on-the-job training in a retail company.

With the support of IGVET, RASCI developed a three-day training of trainers (ToT) focusing on workplace-based training pedagogy. The ToT is directed at the staff of selected training providers, the member companies of RASCI and the Retailers Association of India (RAI) as well as independent retail companies. It comprises 7,5 hours of live sessions with a facilitator and coach, asynchronous e-learning modules as well as one-on-one coaching. Upon completion of the ToT, the participants are given the opportunity to undergo assessment by RASCI and to become certified RASCI trainers. This enables them to deliver high-quality training to the participants of the cooperative skill development programmes.

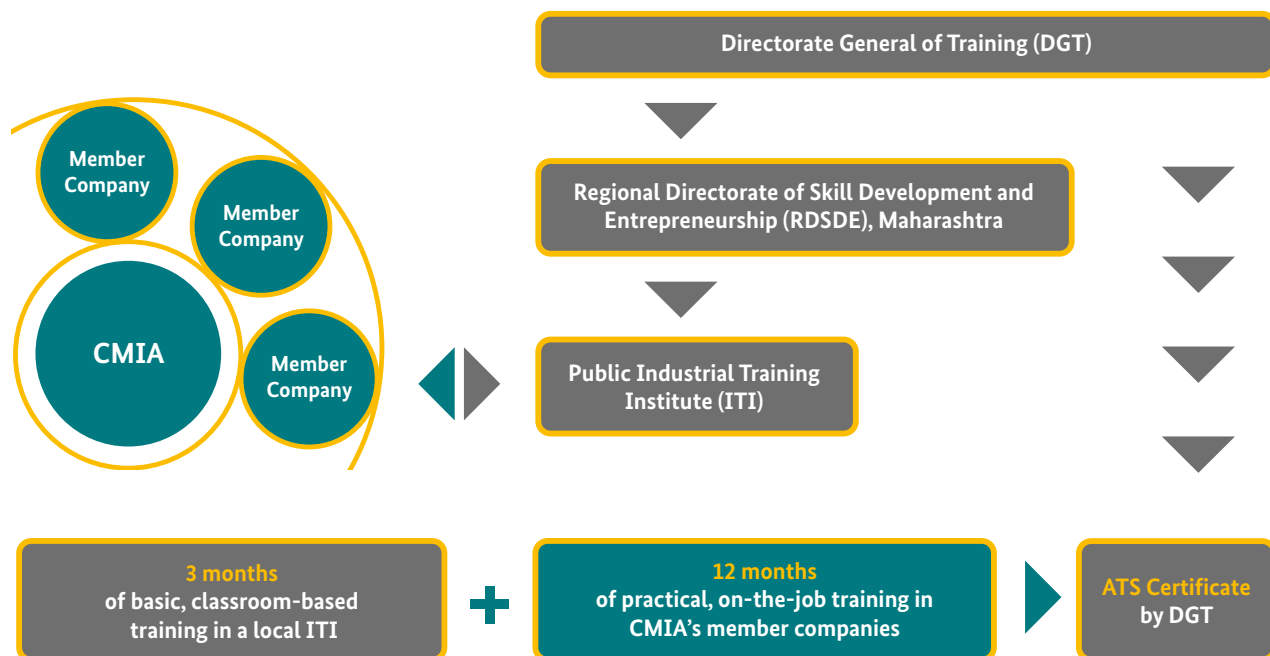




The Aurangabad Model

In Aurangabad, we work closely with the *Chamber of Marathwada Industries and Agriculture (CMIA)*. CMIA represents more than 700 small, medium-sized and large-scale enterprises and strives to promote innovation and sustainable economic growth in the Marathwada region. With the support of IGNET, CMIA established the Marathwada Skills Hub. Furthermore, CMIA joined hands with a public ITI to design and implement new skill development programmes under the Apprenticeship Training Scheme (ATS). Two of the programmes are directed at young trainees in the automotive sector.

The new skill development programmes each consist of three months of basic, classroom-based training at the local ITI, followed by twelve months of practical on-the-job training in CMIA's member companies. While one of the programmes focuses on **Computer Numerical Control (CNC) Operation and Programming**, the other one focuses on **Plastic Process Operation**. The trainees receive a monthly stipend of 6,000 – 7,000 INR during the on-the-job training, which is sponsored by CMIA's member companies. Upon graduation, they are awarded an official certificate by DGT.



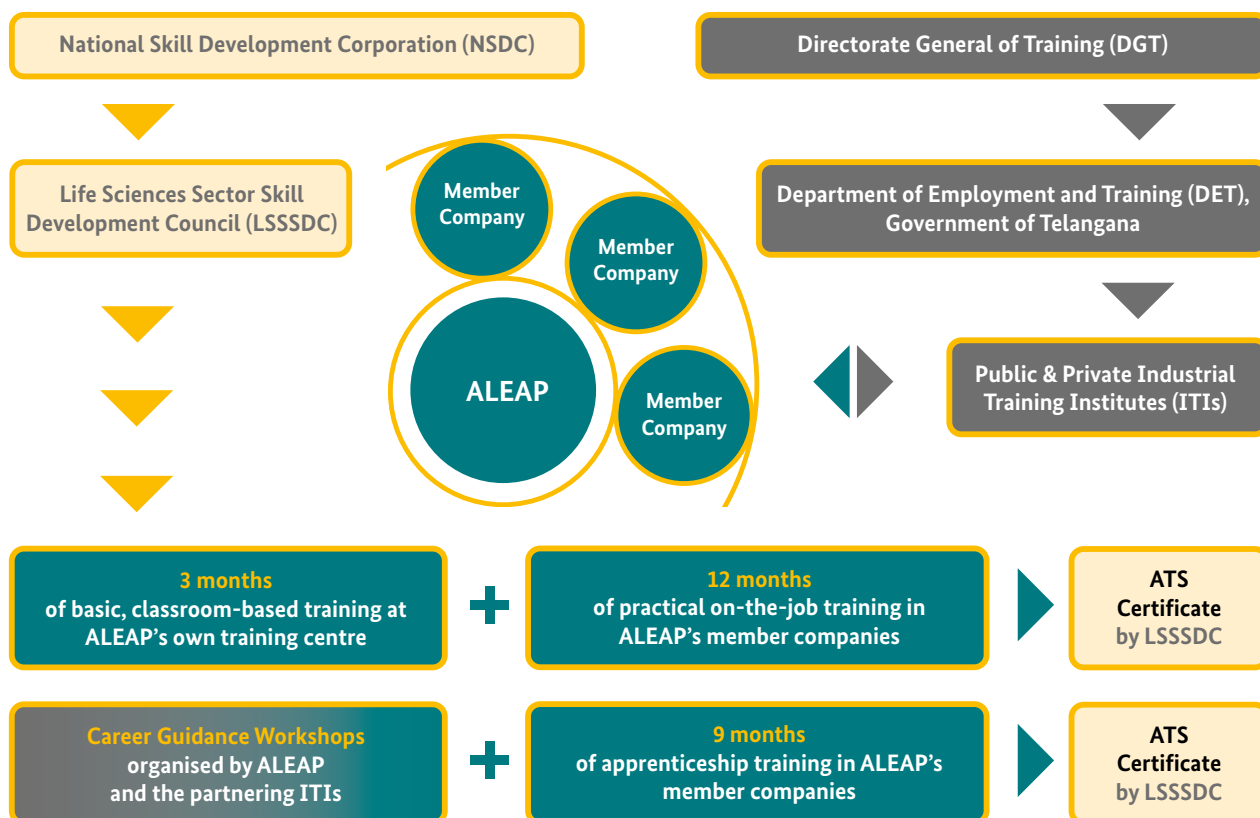




The Hyderabad Model

In Hyderabad, we work closely with the *Association of Lady Entrepreneurs of India (ALEAP)*. ALEAP represents more than 200 women-led MSMEs and strives to provide a platform for training and empowering women entrepreneurs in the Hyderabad region. With the support of IGVET, ALEAP joined hands with ten local ITIs to provide career guidance workshops to the region's youth. These workshops take place at the premises of the local ITIs and aim at informing the region's youth about the modalities and advantages of apprenticeship training. Furthermore, ALEAP and its partners decided to design and implement new skill development programmes under the Apprenticeship Training Scheme (ATS).

Whereas one of the programmes focuses on the job role of **Machine Operator**, the other one focuses on the job role of **Quality Control Chemist**. The Machine Operator programme consists of three months of basic, classroom-based training at ALEAP, followed by 12 months of practical on-the-job training in ALEAP's member companies. The Quality Control Chemist programme consist of 9 months of practical on-the-job training at ALEAP's member companies. The trainees of both programme receive a monthly stipend of 6,500 INR during the on-the-job training, which is sponsored by ALEAP's member companies. Upon graduation, the trainees are awarded an official certificate by the Life Sciences Sector Skill Development Council (LSSSDC).

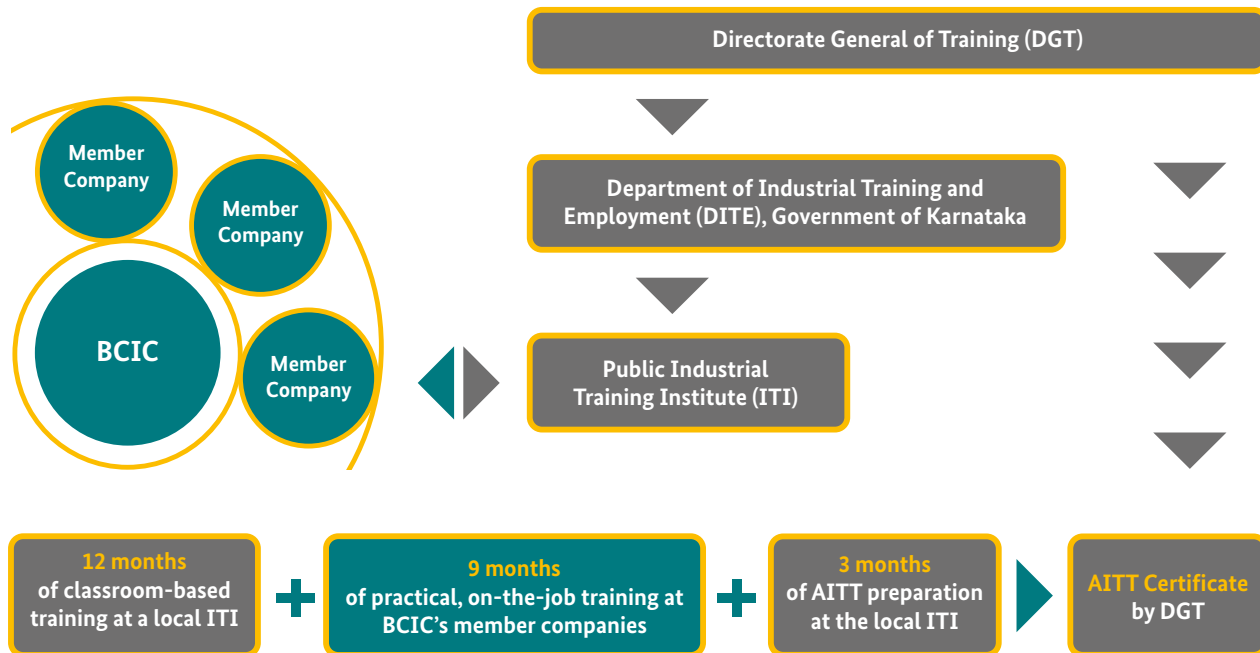




The Belagavi Model

In Belagavi, we work closely with the *Bengaluru Chamber of Industry and Commerce (BCIC)*. BCIC represents 790 large and medium-sized companies in the region and strives to catalyse innovation and growth through networking opportunities and policy advocacy. With the support of IGVET, two of BCIC's member companies joined hands with a public ITI and launched two two-year training programmes under the Dual System of Training (DST) scheme. While one of the two programmes focuses on the **Fitter trade**, the other focuses on the **Electrician trade**.

In line with the implementation guidelines for the DST scheme, the two new programmes consist of twelve months of classroom-based training at the local ITI, followed by nine months of practical, on-the-job training at the production sites of BCIC's member companies and three months of preparation for the *All India Trade Test (AITT)* at the local ITI. The trainees receive a monthly stipend of 2,000 – 4,000 INR, which is sponsored by BCIC's member companies. Upon completion of the AITT, the trainees are awarded an official certificate by DGT.

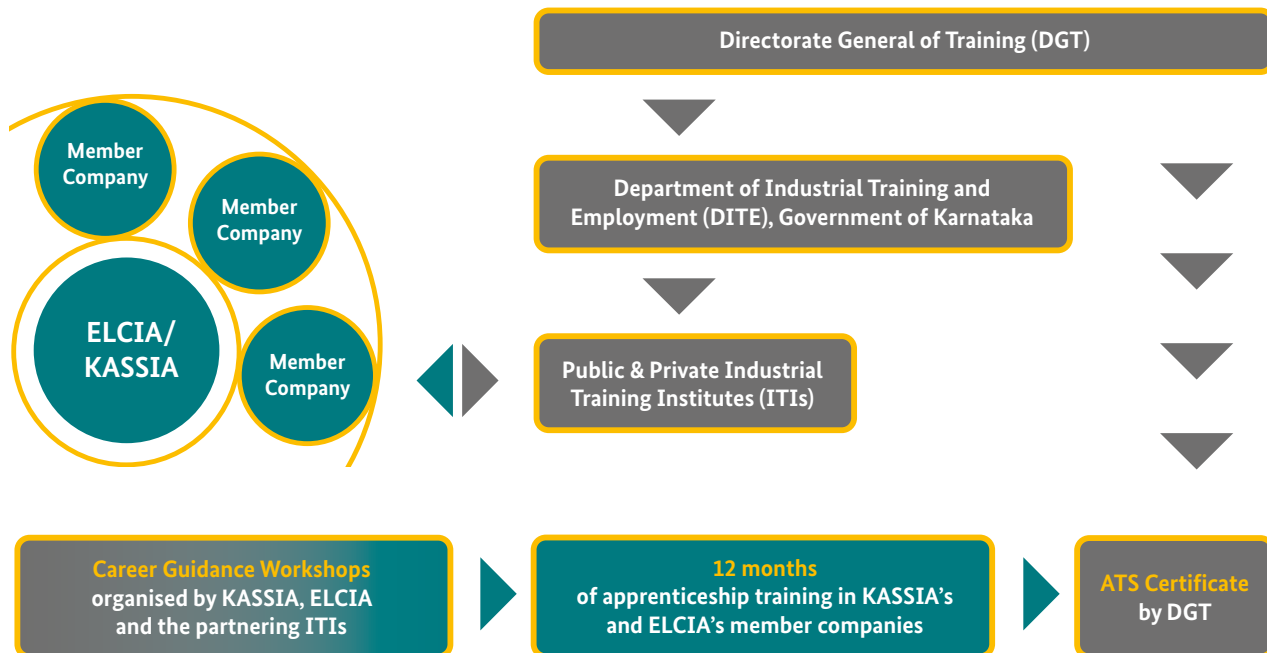




The Bengaluru Model

In Bengaluru, we work closely with the *Electronics City Industry Association (ELCIA)* and the *Karnataka Small-Scale Industry Association (KASSIA)*. Together, ELCIA and KASSIA represent more than 11,000 MSMEs in the Bengaluru region. With the support of IGVET, the two industry associations joined hands with 40 local ITIs to provide career guidance workshops to the region's youth. Furthermore, 40 of ELCIA's and KASSIA's member companies decided to offer twelve-month apprenticeships under the Apprenticeship Training Scheme (ATS).

The career guidance workshops take place at the premises of KASSIA, ELCIA or the local ITIs and aim at informing the region's youth about the modalities and advantages of apprenticeship training. The twelve-month apprenticeships take place at the production sites of ELCIA's and KASSIA's member companies and provide the trainees with practical, on-the-job training in their respective fields for which the apprentices receive a monthly stipend of at least 6,000 INR. Upon completion of their apprenticeship, they are awarded with an official certificate by DGT.



Our Achievements Thus Far

Our models of cooperative skill development have been well received by all stakeholders in the Indian skill development system and are considered as best practices in the respective clusters. As a result of our activities,

35

new partnerships have been formed between industry clusters, ITIs and relevant training partners.

200+

MSMEs and large-scale enterprises have actively contributed to the design and implementation of cooperative skill development programmes.

360+

ITI instructors and in-company trainers have been trained.

3,000+

adolescents and young adults have participated in career guidance and counselling sessions.

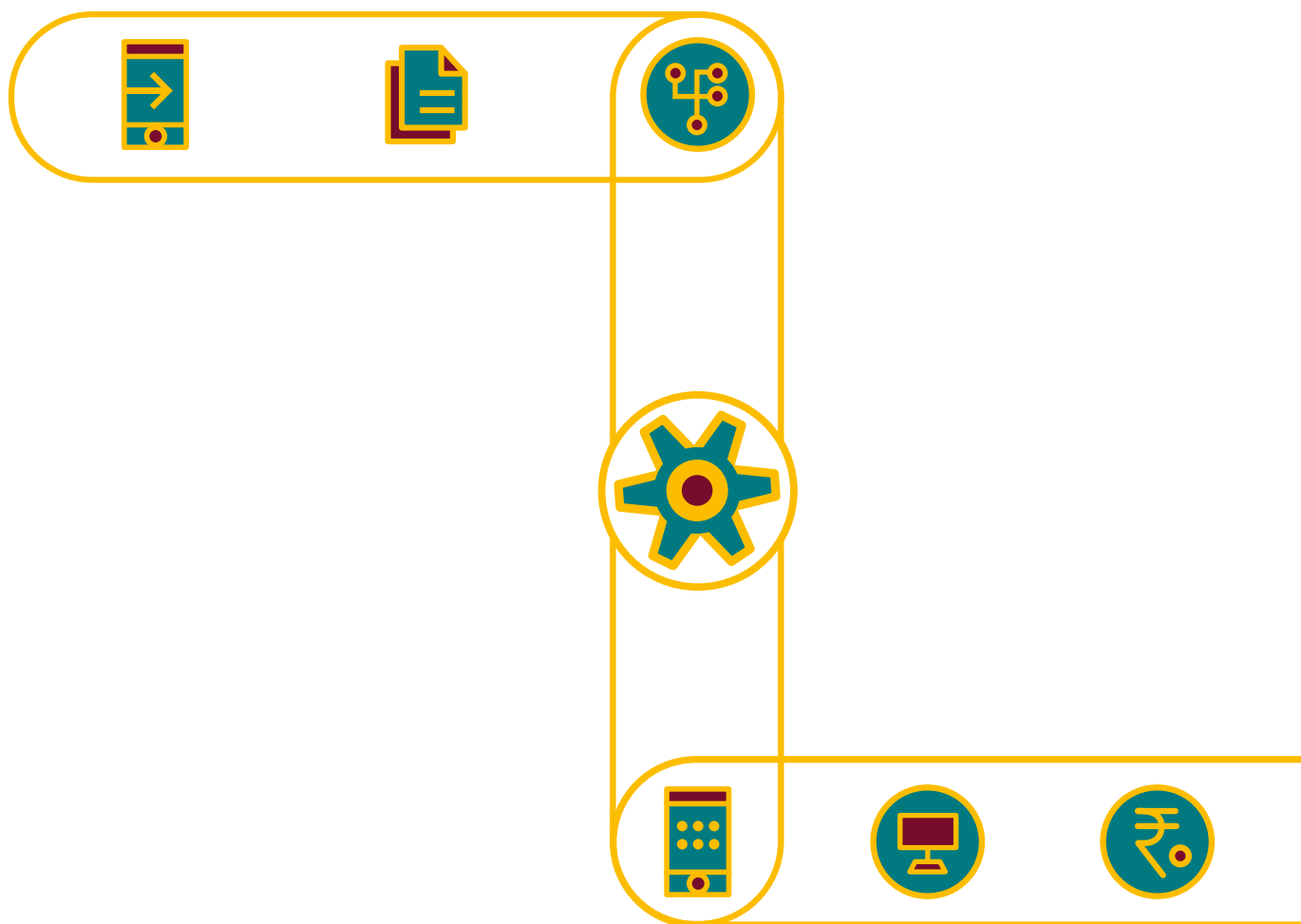
11,000+

adolescents and young adults have gained access to improved skill development opportunities.

The Way Forward

Over the next three years, we will concentrate on upscaling our cluster-based activities to develop and implement cooperative skill development programmes in additional job profiles. Furthermore, we seek to replicate our seven models of cooperative skill development in additional regions and states. The potential for up-scaling and replication is

huge, as there are more than 2,000 industry clusters in over 50 sectors all over India. To reach out to additional clusters, we have launched a Public-Private Partnership with Siemens India and joined forces with other donor organisations including the Asian Development Bank, the United Nations Development Programme and the World Bank.



Contact

If you, too, want to improve the skills of your labour force by making use of India's untapped human potential and if you, at the same time, want to contribute to a brighter future for India's youth and economy, get in touch with us.

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