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Indo-German Programme
for Vocational Education and Training

Promoting Apprenticeship Through Career Guidance

A Pilot Measure for Replication | Bengaluru Cluster, Karnataka





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). Implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, it aims at improving the skills of India's labour force, a priority for the Government of India.

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 in different sectors and regions and focus on finding tailor-made solutions for local challenges. Transferable solutions – like the one presented here – are documented for replication and upscaling across other regions and trades.



The Starting Point

The state of Karnataka is home to more than 11,000 small and medium-sized enterprises (SMEs). Bengaluru, which is known as the state's electronics and manufacturing hub, holds vast employment opportunities for graduates and jobseekers. However, the Indian vocational education and training (VET) system is struggling to deliver a workforce of adequate size and quality. As a consequence, many SMEs in the Bengaluru region cannot fill their vacancies and lack the human resources to fully capitalise on their production capacity.

With the support of the *Indo-German Programme for Vocational Education and Training (IGVET)*, the Bengaluru-based industry associations “Electronics City Industries Association” (ELCIA) and “Karnataka Small Scale Industries Association” (KASSIA) decided to break new ground: They addressed the lack of human resources in their member companies by developing and implementing a concept for apprenticeship promotion through target-group oriented career guidance.

Why Apprenticeship?

Apprenticeships are an effective means for young job seekers and recent graduates to complement their classroom-based education with practical on-the-job training. By actively participating in the day-to-day operations of a company, apprentices are able to learn and earn at the same time: They gain valuable hands-on experience in different work processes and earn a stipend that matches their level of expertise.

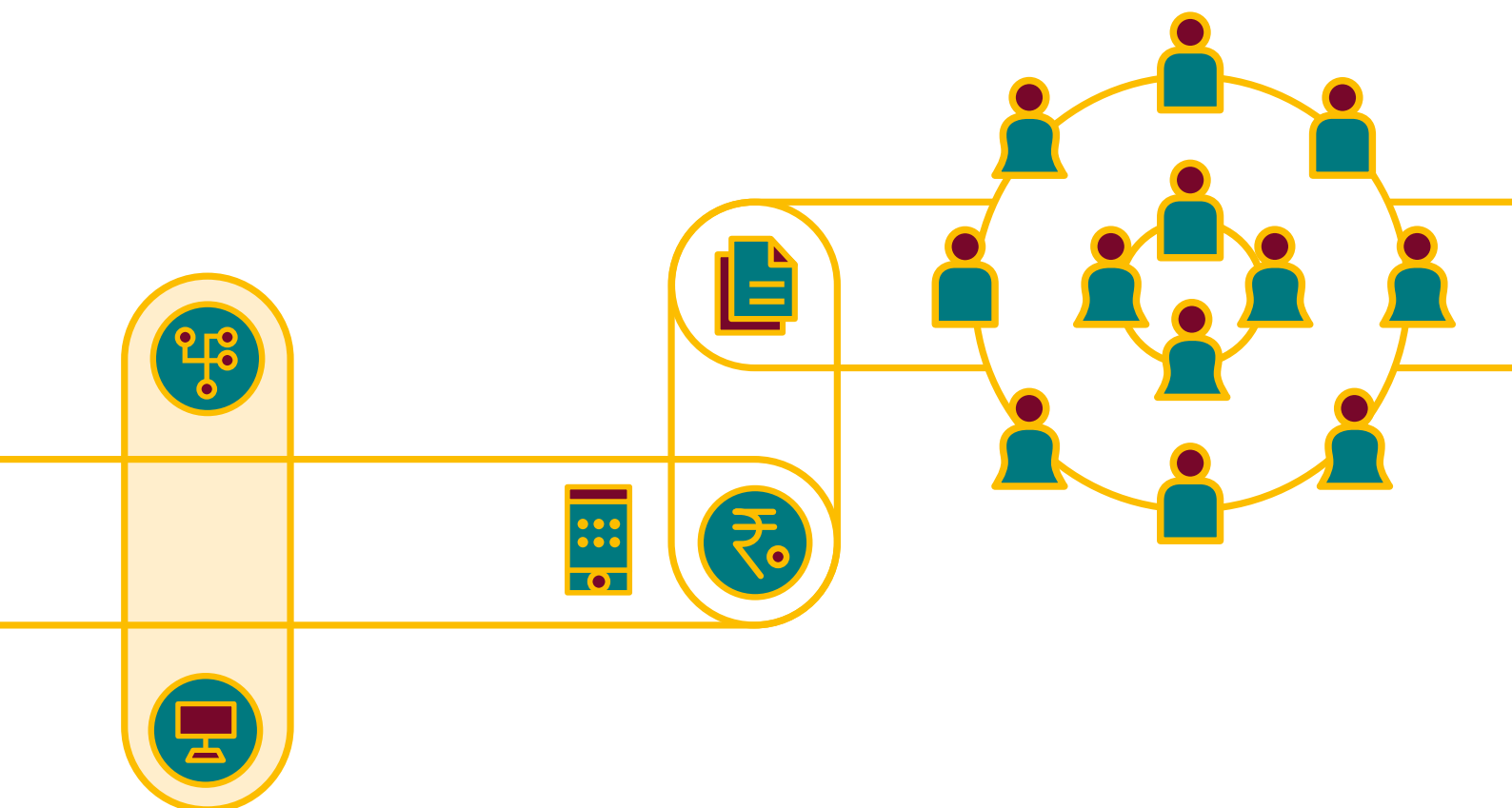
At the same time, apprenticeships are an effective tool for SMEs to recruit young talent. From day one, apprentices contribute to the production processes or the service provision of their company and thus acquire the exact skill set that is needed for the job. In doing so, they transform themselves into real experts and become a valuable asset for their company.



The Bottlenecks

In 2016, the Indian Ministry for Skill Development and Entrepreneurship (MSDE) launched the National Apprenticeship Promotion Scheme (NAPS). NAPS aims to incentivise private sector companies to offer formal apprenticeship training to students and recent graduates by reimbursing 25% of the prescribed monthly stipend. We however identified three major bottlenecks to NAPS implementation in the SME sector in Karnataka:

- 1 NAPS is relatively new to many employers and only few SMEs in Karnataka are currently offering formal apprenticeships.
- 2 The majority of students and recent graduates in Karnataka are neither aware of the existence of formal apprenticeships, nor do they know about the advantages that NAPS offers in this context.
- 3 Students and recent graduates who do know about the advantages of NAPS tend to avoid apprenticeship opportunities with SMEs in favour of larger companies.



What We Did

To address these bottlenecks, we supported ELCIA and KASSIA in:

- applying for the status of a Third-Party Aggregator (TPA),
- informing their member companies about the advantages and prerequisites of NAPS,
- registering available apprenticeship opportunities with their member companies via the apprenticeship portal,
- developing a concept for target-group oriented career guidance workshops,
- building partnerships with selected Industrial Training Institutes (ITIs),
- developing a strategy for mobilising interested youth,
- mobilising interested youth,
- implementing the career guidance workshops, and
- matching interested workshop participants with the available apprenticeship opportunities.



G. Krishna Kumar

Apprentice at Exa Thermometrics India Pvt. Ltd.

“The career guidance workshop helped me to learn about the advantages of an apprenticeship and possible career pathways I could take. It also gave me the chance to interact with different companies. Afterwards, I joined Exa Thermometrics India as an apprentice where I am now undergoing training in CNC dicing.”

Our Stakeholder Model



Ishwar Benakatti

General Manager of Exa Thermometrics India Pvt. Ltd.

“G. Krishna Kumar has joined us as an apprentice after a career guidance workshop organised by GIZ and ELCIA. His learning curve has been extremely good, and we really hope to attract more apprentices like him for our company in the future.”

Our Mobilisation Strategy

The main target group of the career guidance workshops included young people who had completed lower secondary education (10th grade) and thus fulfilled the minimum requirement for undergoing an apprenticeship. To mobilise a high number of youth from this group, we:

- reached out to local ITIs,
- organised information sessions for ITI faculty members,
- carried out an SMS campaign,
- published advertisements on social media and in local newspapers,
- took part in job fairs,
- conducted apprenticeship melas, and
- encouraged workshop participants to inform their peers about upcoming workshops.



Our Workshop Concept

The career guidance workshops were built on 5 major elements:



1. Information

We provided comprehensive information on the concept of apprenticeship, including the type and duration of training, the registration process on the apprenticeship portal, the monthly stipends and the available trades.

2. Orientation

We informed the workshop participants about the advantages of undergoing training in SMEs, their role as an apprentice and employee, general employer expectations, as well as possible career paths inside and outside of the SME sector.

3. Testimonials

We presented testimonials of apprentices who have successfully completed their training and were taken on as full-time employees.

4. Field Visits

We introduced the workshop participants to the world of work by organising shop floor visits to nearby companies.

5. Match Making

We presented the available apprenticeship opportunities and registered interested workshop participants via the apprenticeship portal. In addition, we arranged interview appointments with the respective employers.



The workshops had a duration of 6–8 hours and took place either in the premises of ELCIA, KASSIA or in the local ITIs.

The Disha project of the United Nations Development Programme (UNDP) provided major input for the development and implementation of this concept. For more details on the workshop content, please ask for our student handbook and facilitator's guide.

What We Achieved

40

SMEs in the Karnataka region offered

150

apprenticeship opportunities.

110

ITIs were involved in the promotion of our career guidance workshops.

33

ITIs signed a Memorandum of Understanding with ELCIA or KASSIA with the aim to continue the joint efforts in career guidance and apprenticeship placement.

53

career guidance workshops were conducted.

3,256

students and recent graduates participated in career guidance workshops and/or apprenticeship melas.

317

workshop participants were shortlisted for interviews.

77

interviewees were taken on as apprentices by ELCIA or KASSIA member companies.

What We Learned

The career guidance workshops have proven to be useful tools for promoting the concept of apprenticeships. Furthermore, the joint implementation has served to forge long-term linkages between ELCIA and KASSIA on the one hand and selected ITIs on the other hand. While implementing this pilot measure, we learned that ...

... coordination is key.

We achieved the best results in terms of both workshop participation and placement where industry association and ITIs each deployed one designated point of contact for coordinating the processes of mobilisation and placement.

... trouble shared is trouble halved.

ELCIA and KASSIA successfully reduced the administrative burden on their member companies by coordinating all processes related to NAPS registration, workshop implementation and interview set-up. This has proven to be a crucial success factor in the mobilisation of employers since many SMEs cannot afford to deploy a full-time manager for these activities.

... young talent is best scouted before graduation.

Recent graduates have proven to be difficult to contact as they are often on the move looking for employment. The workshops that took place in the ITI premises and that were integrated into the study programme of year 2 students yielded the highest number of participants and placements.

... distance matters.

Many workshop participants decided against the available apprenticeship opportunities because the company venue was too far away from their homes. For female participants, distance from home was a major concern and the main reason for opting out. The provision of safe transportation and affordable accommodation close to work could help to overcome these structural barriers.

... SMEs need additional support.

For many workshop participants, fast employment seemed more attractive than the option of undergoing an SME-based apprenticeship. This is due to the fact that the average apprenticeship stipend paid by SMEs is lower than the entry-level salaries in many low-skill jobs. Additional financial support for SMEs who seek to provide high quality on-the-job training might be the only means to make SME-based apprenticeships more attractive.

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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**Published by:**

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Registered offices
Bonn and Eschborn, Germany

Address

B 5/1, Safdarjung Enclave
New Delhi, 110029, India
T +91 11 4949 5353
F +91 11 4949 5391
E igvet@giz.de
I www.giz.de

Programme/Project:

Indo-German Programme for Vocational Education and Training

Author/Editor:

Sarah Stadler/Dr Rodney Reviere

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