Background
The Jharkhand Skill Development Mission (JSDM) was incorporated as a society in 2013 for the development of the skill training initiatives in the state of Jharkhand.

Two workshops were conducted in Ranchi over the last three months, to throw light on the various issues in the Skilling Ecosystem to its stakeholders in the state. The issues discussed included the Mission’s objectives and mandates, recent developments at the policy level with the establishment of the National Skill Development Agency (NSDA) and National Skill Development Corporation (NSDC), understanding of key opportunities and issues, and the current scenario of skill programs in the state of Jharkhand. The workshops were attended by heads of various state departments, industry bodies, educational institutions, training providers, NGOs and most importantly young trainees. The Development Commissioner presided over the first workshop held in November 2014 and also inaugurated the mission’s website as part of the proceedings.

The second workshop organized in January 2015 was presided by the Honourable Chief Minister of the state and the Director General of the NSDA. During the workshop, the Honourable Chief Minister spoke on the importance of the skill development in the state and emphasized it as a top priority for his Govt.

Among the several important issues that were deliberated during these workshops, some of them...

along with the recommendations to address them are provided below.

**Lack of coordination in Skilling Programmes:**
There are Seventeen state departments which are engaged in skill delivery under various central and state schemes. However there needs to be a more collaborative approach so as to avoid duplication of efforts and share knowledge and learnings from experiences. There is an urgent requirement to bring delivering of skill programs and the skilling within a single umbrella to enable convergence.

**Non adequate infrastructure:**
The existing infrastructure capability of the state can cater to less than 20% of the skill training targets set for the state. Hence infrastructure needs to be created. New innovative models such as PPP are required to be explored.

**Facilitation of Training Partners:**
The presence of number of Training Partners in the state is not adequate and inclusion of new training partners should be considered on high priority. Capable training partners both from the national level and the state level should be facilitated for the skill training delivery.

**Focused Skill Training:**
An unplanned skill delivery program may lead to unnecessary unemployment. Skill trainings in the state should be in line with the employment opportunities available in the state and outside. Trainings in areas such as heavy vehicles driving, mining etc. may be taken on priority. Necessary skill gap studies may be undertaken.

**Introduction of Skilling/Vocational Training in the education system:**
The state of Jharkhand has experienced a high dropout rate in its education system, secondary level upward. Considering this it might be beneficial to introduce vocational trainings at primary, secondary & higher educational levels. This can be expected to have twin effects, the first, enabling those dropping out, having some level of skill leading to employment and the second motivating possible drop outs to continue education.
State-L-MIS:
The use of technology, especially information technology should be in place for an efficient skill delivery system. The development of State LabourMIS would be a good initiative in this direction. It needs to cater to all the stakeholders i.e. trainees, training partners, employers and the state departments. It was suggested that since a National LMIS is also being developed, there should be a strong integration between the National and State level LMIS.

Inclusion of Private Sector Enterprises and Government PSUs-
As they would be the prime beneficiaries of an improved skilled labour force the private sector and the PSUs should be collaborated for developing the eco system of the skill sector and take lead in defining skill requirements.

IT scenario in State:
Considering the low development of IT/ITES and other Service sector industries, but an emerging talent pool and quality institutions, it was suggested that the state departments should work towards promoting the sector in the state.

Inclusion of weaker sections of the society:
On an observation that skill delivery is currently restricted to the urban areas of the state, it was recommended that expansion of such trainings into the rural areas be pursued with vigor. The skill delivery system should be able to benefit the poor of the state, with enhancement of basic skills in their occupation.

Innovation:
Several successful initiatives like Jharcraft, Fisheries Department’s MatsyaMitra are to be encouraged to develop further. While the former used innovation to promote existing art and handicrafts, the latter identified an opportunity and promoted activities that aren’t entirely native to the state. The successes of these are lessons to identify such demand gaps and promote the economy through innovation.

As an outcome of the discussions detailed above, it was suggested that JSDM should come up with a roadmap for the coming year, to address these critical areas. The roadmap is presented in the following section.
Roadmap / Work Plan for Jharkhand Skill Development Mission

Considering the key takeaways from the workshops and the discussions, several priority areas have been identified for the roadmap for JSDM in the next year. The following are the key areas.

1. Development of a State Skill Policy

The National Skill Policy was formulated in 2009, catering to the national level priorities and mandates. However considering the diverse nature of the states within the country, a State Skill Policy was developed in many of the states. The State Skill Policy would be the guiding light for the functioning of the mission and the other stakeholders. It would focus on various areas such as to the vision of the state mission and the milestones it seeks to achieve; key principles & scope of engagement with various stakeholders and their roles and responsibilities; the governance model, and key focus on geographical regions and industrial sectors of the state of Jharkhand.

A comprehensive study of the national state skill policy and other state policies shall be conducted to ensure convergence in the policy. Considering the revised National Skill Policy is expected to be published in the middle of 2015, the draft would be prepared and finalized after it has been aligned with the New Skill Policy.

2. Skill Gap Assessment

A broad state level skill gap study has already been conducted by NSDC in the recent past. However considering the objective of skill delivery and employment opportunities at the district level, a more focused and detailed study needs to be conducted. The study shall provide information on the demand and supply conditions of the skilled individuals along with the information on skill delivery mechanism at the district level. It shall also cover the aspiration of the local trainees. The study would be a useful stock taking activity and shall provide a perspective on the rationalization of the target setting for skill development.

Hence JSDM plans to conduct a detailed skill gap assessment in a phased manner. Further, to minimize on the time taken, and establish a direct connect with the
stakeholders, JSDM shall also invite opinion, suggestions and feedback of all the stakeholders through posts or emails or through the Mission’s website.

3. Building the optimal organizational capacity of the Mission

JSDM has several mandates across different areas. On one hand where it is responsible for bringing promoting and developing the eco system for the skill delivery in the state, on the other hand it is also responsible for converging as the nodal point for all the stakeholders including the national skill agencies, various state departments, training providers, trainees etc. JSDM is responsible for carrying out activities at both the state level as well as at the district level. This requires a very strong and robust team to deliver its key mandates.

During the last few months JSDM has reviewed the structure of the various prominent and Skill Missions across various states. Considering their learning and best practices, JSDM plans to follow a two tier model consisting of a state and a district team. As per the first meeting of Governing Board of JSDMS, it has already received an approval on the deployment of the state and district level teams. The state team shall consist of the administrative staff and a pool of experts in various areas such as Mobilization, Capacity Building, Communication, MIS, Certification, Project Monitoring, and Innovation.

The District team comprising of around 5 to 7 members in each district shall focus on district level activities including community mobilization, skill coordination, project management, finance and monitoring. The process of recruiting professional experts is already in the pipeline. The JSDM shall look to pilot the working of the decided organizational structure in few districts of the state in the coming months, before expanding the state level team to its full strength.

The JSDM is aided in its capacity building exercise by Technical Support Agency led by PwC, FICCI, NABCONS and EDII for a period of three years. They are engaged by Department For International Development (U.K) and under the supervision of NSDA to provide technical support for overall capacity building of the State Skills Mission.”

4. Strengthening of the Policy Making bodies of the Mission

At present, the three bodies dealing with Policy at different levels, namely the Inter Ministerial Group on Skill Development, Governing Body of JSDM and Executive Committee of JSDM are being guided by ex-officio Govt. functionaries. On the advice
of the Honourable Chief Minister, these will be strengthened with representation from PSU’s, Industries, NGO’s and Premier Educational Institutions to promote Skill development in the State of Jharkhand.

5. **Empanelment of Skill Training Providers**

Delivering the skill development targets requires a good strength of Training Partners of quality in the state. As per the recommendations during the workshop, JSDM shall focus on hybrid model for the facilitating and empaneling the Training Providers. Wherein one of the focus areas shall be to bring national level training providers who shall be able to deliver training programs in larger capacity, efforts shall also be made to identify local training providers who shall be capable of delivering quality skill training with some support. In the upcoming quarter, the Mission shall focus on developing the guidelines for the empanelment of Training Partners and shall initiate the empanelment process. *In line with the discussion held at the workshops, special focus, incentives and help would be given to training providers willing to operate in rural areas at least at the Community Block level.*

6. **Adopt National Skill Qualification Framework (NSQF)**

The NSQF seeks to identify and assess learning based on skills possessed and not years of learning as mainstream education currently does. It seeks to identify outcome based definition of the skills and rationalizes recognition across the national and global level. Bringing Skill development programs within the ambit of the NSQF would enable greater quality of output from training and option of flexibility to the trainees to pursue trainings as they find it fit. The NSQF would require adopting of curriculum based on National Occupational Standards (NOS) prepared by industry led Sector Skill Councils, adopting mechanisms to recognize prior learning (RPL).

The concept of NSQF is at a very nascent stage in the country and various initiatives are being considered by NSDA. Considering the benefits of the new system, JSDM shall work towards conceptualizing a state skill qualification framework in alignment with the NSQF and also plan towards undertaking pilot initiatives.

7. **Additional Skill Acquisition Program & Introduction of Vocational Training in Schools & Colleges**

To promote the skill training in the formative years of a youth, Kerala is implementing the Additional Skill Acquisition Programme (ASAP). Under the
program, students studying at Government and Government Aided Higher Secondary Schools and at the Arts and Science Undergraduate Colleges are equipped with sector specific skills to make them employable. ASAP envisages development of skill programmes in three levels, that is, from certificate programmes to dual degree programmes. The programmes shall also be dovetailed to National Vocational Education Qualifications Framework (NVEQF). The starting point will be at level three or four of NVEQF.

As Jharkhand experiences a high dropout rate in its school education system, it was suggested by the Honourable Chief Minister on 12th January at ATI Workshop that the vocational training should be introduced into the mainstream education. In the upcoming quarter JSDM shall review the potential programs, interact with the key stakeholders and develop policy reforms that may be considered in this direction.

8. **Skill Management Information System Portal (S-MIS)**

An efficient S-MIS system is crucial for providing a common platform to stakeholders including the trainees, training providers, state departments and the potential employers. To build such a platform, JAP –IT has already been engaged by JSDM. **HUNAR** (Hallmarking of Unrecognized, Novice & Amateur Resources) is being designed to ease the process of skilling and provide a platform for interaction of the forces of demand and supply of skills. The system is not restricted to a web-based portal but also has capability to capture district level information. The system is under development and is expected to go live in April 2015. For integration with the National MIS, workshops are being planned with NSDA and other State Skill Development Missions shortly.

The progress of the development of HUNAR – S-MIS is regularly being monitored by the Honourable Development Commissioner of the State of Jharkhand. The suggestions of all the seventeen departments in skilling in the state are being regularly addressed and incorporated.

9. **Convergence of different Skill Programmes of the Central/ State Govt.**

As recommended in the workshops, JSDM will be working towards emerging as a nodal agency for all the skill development activities in the state and shall work towards creating a converging platform for all the state departments involved in skill training. It shall hold regular interactions with the departments and organize workshops to
promote knowledge sharing, collaboration and linkages.

10. Inviting/ Facilitating Industry Initiatives in the state

The state of Jharkhand is home to approximately 20 Tata Industries and Dozens of PSU’s apart from other notable and prominent private and state public sector Units. The mission seeks to establish a working partnership with all these industries and encourage them to engage actively as skill training providers.

11. IEC initiatives for better Awareness on Skills to be promoted

There is a general lack of awareness on Skill Development and lack of clarity on the latest policy and initiatives. The Mission shall through its Communication expert seek to address this issue through a state-wide Public Awareness campaign through various media. The mission will popularize the Skill Development campaign through innovative campaigns like organizing competitions on Logo designing, Jingle & Slogan composing, ad film making in various educational institutions. Public awareness campaigns on various media

12. Establishment of State Head Quarters- “Kaushal Bhavan” at Ranchi

The enormous tasks involved in delivering the challenging mandates of the mission would require adequate infrastructure and facilities to meet them. The mission has begun its operations from a temporary rented office space in Ashok Nagar, Ranchi currently. With an upcoming expansion, it would be necessary to move to a larger office space that accommodates the team comfortably and enables smooth and parallel functioning of the various divisions under the Mission. This would be on the lines of the KaushalBhavan in Delhi, which houses the NSDA and the KaushalBhavan the UPSDM is currently established in Lucknow.
Roadmap in Brief

- Development of State Skill Policy
- Skill Gap Assessment
- Building the organizational capacity
- Strengthening of the Policy Making bodies of JSDM
- Empanelment of Skill Training Providers
- National Skill Qualification Framework (NSQF)
- Additional Skill Acquisition Program & Introduction of
- Skill Management Information System
- Convergence of Skill programs
- Encourage Industry Initiatives
- IEC to Spread Awareness
- Establishment of KaushalBhavan

“If the poor cannot come to education, education must reach them at the plough, in the factory, everywhere!” – Swami Vivekananda

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Thank you!