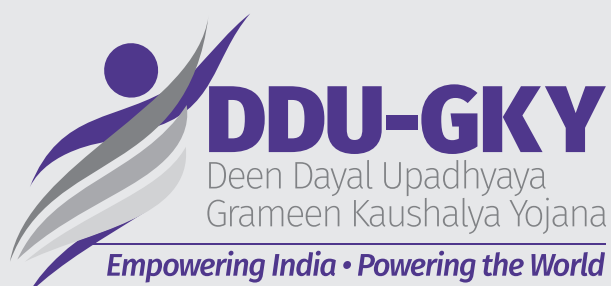




सत्यमेव जयते
Ministry of Rural Development
Government of India

Programme Guidelines

July 2016



COMPLIANT WITH COMMON NORMS, 2016

Programme Guidelines

July 2016

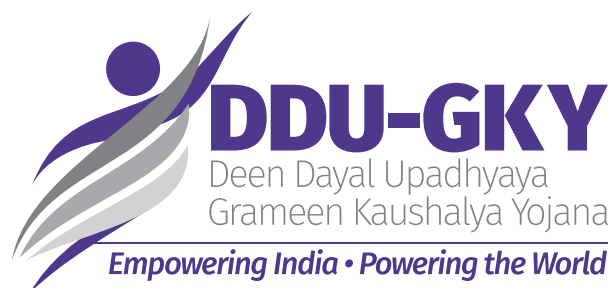


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Abbreviations

AP	Action Plan (The equivalent of this for YP states in Year Programme)
APL	Above Poverty Line
BPL	Below Poverty Line
CAG	Controller and Auditor General
CAPART	Council for Advancement of People's Action and Rural Technology
CBOs	Community Based Organizations
COO	Chief Operating Officer
CRP	Community Resource Person
CSOs	Community Social Organizations
CTSA	Central Technical Support Agency
DONER	Development of North Eastern Region
DRDA	District Rural Development Authority
DSS	Decision Support System
DDU-GKY	Pandit Deen Dayal Upadhyaya Grameen Kaushalya Yojana
EC	Empowered Committee
ERP	Enterprise Resource Planning
FMS	Financial Management System
GOI	Government of India
GP	Gram Panchayat
IAP	Integrated Action Plan
ICDS	Integrated Child Development Scheme
ICT	Information Communication Technology
IEC	Information Education Communication
IFD	Integrated Finance Division
IRDP	Integrated Rural Development Programme
IT	Information Technology
ITI	Industrial Training Institute
LWE	Left Wing Extremist
LQAS	Lot Quality Assurance Sampling
MES	Modular Employable Skills
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MIS	Management Information Systems
MoRD	Ministry of Rural Development

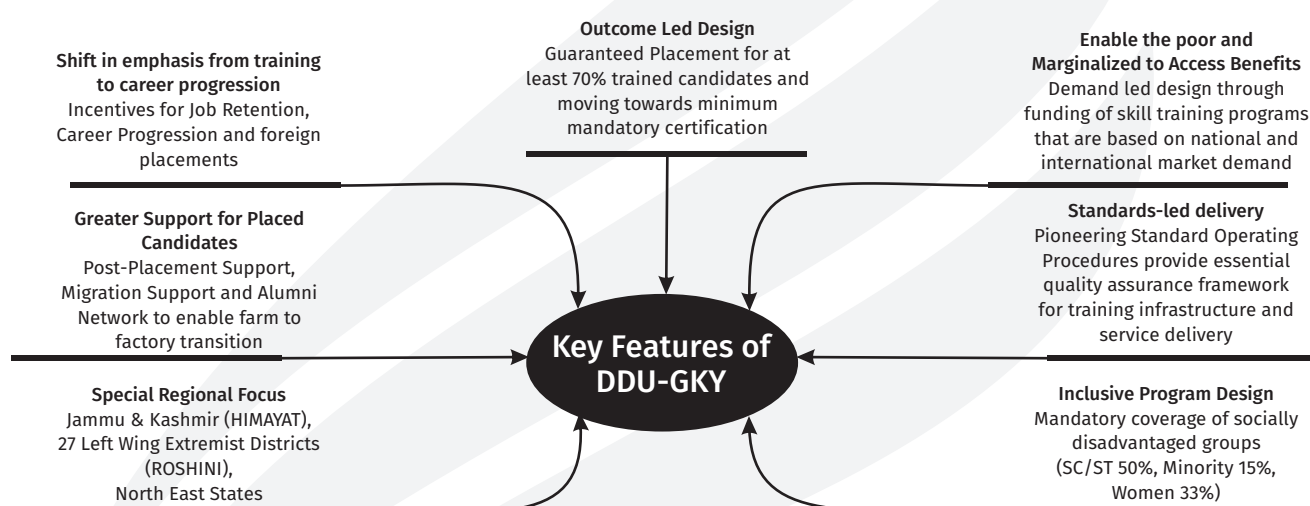
MOU	Memorandum of Understanding
MSP	Multi State Project
MSME	Micro Small and Medium Enterprises
NABARD	National Bank of Agriculture and Rural Development
NABCONS	NABARD Consultancy Services
NAG	National Advisory Group
NCVT	National Council for Vocational Training
NIRD	National Institute of Rural Development
NIOS	National Institute of Open Schooling
NMMU	National Mission Management Unit
NRHM	National Rural Health Mission
NRLM	National Rural Livelihood Mission
NSDC	National Skill Development Corporation
NSDA	National Skill Development Agency
NSDM	National Skill Development Mission
NSAP	National Social Assistance Programme
OJT	On Job Training
PAC	Project Approval Committee
PFMS	Public Financial Management System
PMAY	Pradhan Mantri AwasYojana
PIAs	Project Implementing Agencies
PIP	Participatory Identification of Poor
PRI	Panchayati Raj Institutions
PWD	Persons with Disability
RD	Rural Development
RL	Rural Livelihood
SRLM	State Rural Livelihood Mission
SC/ST	Scheduled Castes /Scheduled Tribes
SGSY	Swarnajayanti Gram SwarojgarYojana
SHG	Self Help Group
SPIP	State Perspective and Implementation Plan
SSP	Single State Project
TSA	Technical Support Agency
UC	Utilization Certificate
YP	Year Programme (This is the equivalent of AP for YP States)

Preface

The Government of India has set an ambitious target for providing skill training to 500 million of its youth by 2022, which is in line with the estimated demand for skilled manpower over the next decade. As per the 2011 Census, India has 55 million potential workers between the ages of 15 and 35 years in rural areas. At the same time, many industrialized nations are facing an ageing population problem. Some of these countries are expected to face a cumulative shortage of 57 million workers by 2020. These numbers represent a historic opportunity for India to transform its demographic surplus into a demographic dividend. Several Ministries have been assigned targets for skilling India's youth to contribute to the Government's vision for making India the skill capital of the world.

Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY), the skill training and placement program of the Ministry of Rural Development (MoRD), occupies a unique position amongst other skill training programmes, due to its focus on the rural poor youth and its emphasis on sustainable employment through the prominence and incentives given to post-placement tracking, retention and career progression. Even as India moves towards becoming an international skills hub, there is a need to acknowledge the challenges preventing the rural poor from taking advantage of this momentous economic transition. Lack of formal education, marketable skills and other constraints imposed by poverty place significant entry barriers to today's job market. DDU-GKY is therefore designed to not only provide high quality skill training opportunities to the rural poor, but also to establish a larger ecosystem that supports trained candidates secure a better future. The design of DDU-GKY, as detailed below, represents the strategy of the programme aimed at making rural India a key partner to India's growth story.

DDU-GKY follows a 3-tier implementation model. The DDU-GKY National Unit at MoRD is the agency responsible for national policy-making, funding, technical support and facilitation. The DDU-GKY State Skill Missions embedded in general within the State Rural Livelihood Missions (SRLMs), are envisioned to play a central role in



providing co-funding and implementation support to DDU-GKY in the state; and the Project Implementing Agencies (PIAs) who implement the programme through skill training and placement projects.

This document is designed primarily to support the above stakeholders in implementation of the programme, by providing an outline of important administrative processes. These guidelines apply to projects of DDU-GKY as well as Roshini except as modified by notifications issued from time to time, amending all or some aspects of the guidelines.

The guidelines provide a framework for major processes such as: who can be trained, the essential eligibility norms for potential PIAs, projects and PIA appraisal norms, funding norms as well as the roles and responsibilities of the stakeholders. Many of these processes are further elaborated in the Standard Operating Procedures (SOP), which will be notified from time to time. It is essential that the SOP and the guidelines are read together, in order to understand the overall policy framework and institutional procedures for implementing DDU-GKY.

The SOP and scheme guidelines are expected to serve as key reference documents for everyone involved in programme implementation. They would form a fundamental part of all training curriculum for the National Unit and the State Skill Missions / SRLMs. This document is also meant to serve as a guide to current PIAs, and potential PIAs who will need to be clear about the processes detailed here in order to understand how they can partner effectively with DDU-GKY.

The DDU- GKY guidelines announced in September 2015 had replaced the previously notified guidelines (Aajeevika Skills Guidelines September 2013). The key changes in the DDU-GKY guidelines pertain to the following sections:

- a. Prioritization of Projects under Appraisal Process (5.12): The criteria for prioritizing applications during the appraisal process has been detailed
- b. PIA Categories and Criteria (4.7): Eligibility criteria for PIAs has been streamlined and definition of PIA categories has been expanded to include training partners with experience in priority areas for DDU-GKY
- c. Expansion of Beneficiary Target Group (3.1.1): Definition of target group for DDU-GKY has been expanded to be made more inclusive. Youth from MGNREGA worker household with at least 15 days work in the previous financial year, or from a household covered under auto inclusion parameters as per SECC, 2011 (when notified), or a household with a RSBY card or a Yojana / BPL PDS card or a family member who is a member of an SHG under NRLM, are now all eligible for DDU-GKY. The minimum age for candidates has also been reduced to 15 years and the upper age limit for women and vulnerable populations has been revised to 45 years.
- d. Industrial Internships (3.2.2.13): This section has been added to provide details on DDU-GKY support for industrial internships. Industrial Internships are a new intervention under DDU-GKY, where the programme provides funding support for 12 month internship programmes guaranteeing 70% placement.

In terms of Notification of common norms for skill development schemes by Ministry of Skill Development and Entrepreneurship (MSDE), GoI, and decisions of Common Norms Committee in MSDE, DDU-GKY guidelines have now been aligned with the common norms. Important changes in DDU-GKY Guidelines, inter-alia, include:

- a. Cost norms for projects (3.2.2.4) have been revised.
- b. Minimum placement required has been reduced from 75% to 70%.

- c. PIAs are allowed to provide mobile top-up cost (3.2.2.16) to a candidate for 12 months in order to track candidates.
- d. Incentives for higher placements (3.2.2.19), and termination of project for poor placements (3.2.2.20) have been provided in guidelines.

It is further stated that framing national policies is an iterative process that must be responsive to lessons from implementation efforts, and the perspectives of all our key stakeholders. Consequently, this document continues to be a work in progress that will be improved upon in the future. We continue to look forward to your suggestions on improving the scheme guidelines. You can email your feedback to feedback@ddugky.gov.in.



1. Rationale and Approach

- (i) What is DDU-GKY?
- (ii) What is skilling and placement?
- (iii) How has DDU-GKY evolved?
- (iv) Why is skilling important for India and the rural poor?
- (v) What is the national skills architecture in India?
- (vi) What is MoRD's approach to skilling and placement?

1.1 What is DDU-GKY?

1.1.1 DDU-GKY aims to skill rural youth who are poor and provide them with jobs having regular¹ monthly wages at or above the minimum wages. It is one of the cluster of initiatives of the Ministry of Rural Development, Government of India that seeks to promote rural livelihoods. It is a part of the National Rural Livelihood Mission (NRLM) - the Mission for poverty reduction called Aajeevika.

1.1.2 MoRD pursues its goal of rural poverty reduction by adopting a multi-pronged strategy. This includes programs for rural infrastructure (Pradhan Mantri Gram Sadak Yojana - PMGSY), rural housing (Pradhan Mantri Awas Yojana - PMAY), employment guarantee (Mahatma Gandhi National Rural Employment Guarantee Scheme - MGNREGS), livelihood promotion (National Rural Livelihood Mission - Aajeevika) and social pensions (National Social Assistance Programme - NSAP). DDU-GKY derives its importance from its potential to reduce poverty by diversifying incomes and reducing their uncertainty.

1.1.3 There is a continuum of skills that are required in an economy and there are various ways in which to acquire them. In India, while higher-level skills have received some attention, the same cannot be said for skills for which formal education is not a prerequisite. This means that the poor are doubly hit

- first because of poverty and second because of poor access to formal education. DDU-GKY seeks to fill this gap by imparting specific set of knowledge, skills and attitude needed by the poor to access full time jobs in the formal sector.

1.2 What is skilling and placement?

1.2.1 Skilling and placement under DDU-GKY involves eight distinct steps:

- i. Awareness building within the community on the opportunities
- ii. Identifying rural youth who are poor²
- iii. Mobilising rural youth who are interested
- iv. Counselling of youth and parents
- v. Selection based on aptitude
- vi. Imparting knowledge, industry linked skills and attitude that enhance employability
- vii. Providing jobs that can be verified through methods that can stand up to independent scrutiny, and which pays above minimum wages
- viii. Supporting the person so employed for sustainability after placement

1.2.2 There are five types of interventions that DDU-GKY supports. All are executed with the help of Project Implementing Agency (PIAs)³ and retention is

¹ The proof of regular wage employment is demonstrated by the salary slip from the Human Resources (HR) department of the organization. In case the organization does not have a HR department, certificate issued by the employer indicating wages paid and counter signed by the employee along with the bank statement indicating that wages have been paid by crossed demand draft or money transfer will demonstrate proof of regular wage employment.

² Where participatory identification of the poor has been completed by the SRLM team, the ranked list they produce will be used. In other cases the process laid down in section 3.1.1 for identifying poor shall be used.

³ PIAs are required to place a minimum of 70% of those who are trained with in jobs having regular monthly wages. This is a non-negotiable. There are also separate targets for SC/ST/minorities and women. Shortfalls up to 5% of target will be considered in individual categories but the amount payable to the PIA per trainee will be deducted to extent of the shortfall in each category.

tracked⁴. The preference is on Placement Linked Skill Development courses which are of longer duration. These interventions are for:

- (i) Persons who are placed after a training program on skills, soft skills, English and IT with a minimum course duration of 576 hours.
- (ii) Persons who are placed after a training program on skills, soft skills⁵, English and IT which includes a two part training program of nine months + skill training. The nine month period is used to enable acquisition of a National Institute of Open Schooling (NIOS) qualification (8th or 10th class), and the skill training is for acquisition of standard skills, soft skills, English and IT intervention where the skill course will be a minimum of 576 hours.
- (iii) Persons who are placed in a foreign country after a customised training program with minimum duration of 576 hours
- (iv) Persons who are placed after a minimum of 576 hours training program with a provision for On-the-Job Training (OJT)⁶.
- (v) Persons who are placed in a job with a minimum salary of Rs. 10000 per month, after an Industry internship of 12 months duration in entities having a turnover of average Rs. 100 crore in previous three years.

1.2.3 DDU-GKY supports Job melas which help in placing people without providing skill inputs

1.3 Approach of DDU-GKY

DDU-GKY has a number of features. These are described below. Some of these are distinct from skilling efforts of other departments in Government of India.

1.3.1 Shift in emphasis - from training to career progression

In the skills sector the emphasis traditionally has been on skilling. With the Special Projects for Skill development under Swarnajayanti Gram Swarozgar Yojana (SGSY), MoRD broke new ground by insisting on placement. This was further refined by defining placement as continuous work for three months with salary slip as evidence. These guidelines extend/sharpen this as follows:

- i. Proof of regular wage employment demonstrated by the salary slip from the Human Resources department of the organization. In case the organization does not have a HR department, certificate issued by the employer indicating wages paid and counter signed by the employee along with the bank statement indicating that wages have been paid by crossed demand draft or money transfer will demonstrate proof of regular wage employment.
- ii. Introducing post placement tracking, counselling and facilitation for a period of one year.
- iii. Retention i.e. continuous work over a period of 365 days with a maximum break of 60 calendar days during this period as a goal⁷.

Going forward we aspire to shift emphasis by providing resources for career progression through further skill up gradation.

1.3.2 Enable poor and marginalised to access benefits from growth

DDU-GKY is designed to equip unemployed youth from rural poor households with employable skills that enable them to secure employment with regular monthly wages. DDU-GKY projects are implemented

⁴ Retention tracking for all DDU-GKY interventions is for 365 calendar days

⁵ Soft skills include reading, writing, speaking, team work, learning, work ethic, financial literacy, time management etc.

⁶ The maximum permissible days for OJT are 30 days for a 576 hours (three month) course, 60 days for a 1152 hours (six months) course and 90 days for a 1728 hours (nine months) course and 120 days for a 2304 hours (one year) course. In case of courses having duration besides the standard duration of 3, 6, 9 and 12 months, the maximum OJT allowed shall be 1/3rd of the total course duration or 120 days, whichever is lower.

⁷ PIA's under DDU-GKY are being encouraged to pursue retention and are being given additional resources to make it viable.

in partnership with private sector, public sector and Civil Society Organisations (CSO) (alternately called PIA). DDU-GKY pursues its mandate to assist the rural poor by:

- i. Ensuring that all trainees are from poor rural households.
- ii. Ensuring that trainees are able to access skilling and placement services free of cost.
- iii. Adopting a Gram Panchayat (GP) saturation approach to enrolment to enable better mutual support.
- iv. Providing financial assistance for transport/lodging and food during training.
- v. Providing for post placement support for six months.
- vi. Providing for post-placement counselling, facilitation and tracking for one year.
- vii. Providing training in a number of trades that do not require formal education.
- viii. Working with G.P and Self Help Groups (SHGs) to authenticate performance.
- ix. Encouraging exemplary performance in skill development by various stakeholders by instituting awards by State Governments.

1.3.3 Ease the pain of migration when it is inevitable

Skills and placement in many cases involves migration of youth from their place of residence to locations within or outside their districts and in townships outside the State. Rural youth moving out of their homes face issues with respect to accommodation, food, isolation, work culture and social norms and sometimes fall prey to ill health, substance abuse, trafficking and exploitation. They also take time in adjusting to the work regime in the formal sector. DDU-GKY helps to ease the pain in three ways.

- i. By helping candidates make an informed choice about training courses that match their aptitude.
- ii. By preparing trainees to take up employment away from home.

- iii. By providing counselling and support services for one year.

Migration Support Centre (MSC) is a permissible activity under DDU-GKY. These are two types of MSCs. MSCs inside the State will take care of the needs of vulnerable categories, especially SC, ST and Women. MSC outside the State will be in areas where there are large numbers of DDU-GKY trainees placed. Funding is provided to the State Rural Livelihood Mission (SRLM) which may take up this activity on its own or with the help of a PIA. Besides the MSC each PIA is also required to open a call centre to which their trainees and alumni can turn to for help for up to one year after completion of training.

1.3.4. Proactive approach to building partnerships

SGSY special projects for skill development were implemented through Public Private Partnerships (PPP). The experience of implementing the programme has helped in developing and improving the capabilities of a number of PIAs. In the context of MoRD having been given a target of 50 lakhs for skill development and placement during the 12th five year plan, special efforts are being made to streamline procedures and bring on board new partners. To this end outreach events are being organised in different parts of the country and training programs for staff of existing and potential PIAs are being organised.

1.3.5. Monitoring both inputs & outputs

Monitoring of inputs and outputs are critical for ensuring the success of DDU-GKY. So far the focus has been on ensuring placement i.e. outputs. Through these guidelines there is a re-balancing of effort by giving due attention to matters such as trainer and training quality, training centre infrastructure and design, teaching learning materials, certification etc.

1.3.6. From projects to batches

Going forward, once the internet enabled workflow driven Enterprise Resource Planning (ERP) platform for skills (of MoRD) is in place the plan is to shift from

the current system of sanctioning individual projects will give way to empaneling of PIAs by States who are financed on a continuing basis.

1.3.7. State government as the main player- Single State Project (SSP) to Action Plans (AP)

The learning from implementing Multi-State Projects (MSP) and the experiences of initiatives taken by certain State Governments have shown that the involvement of State Governments in DDU-GKY is critical to its success.

Many State Governments are currently unaware of their importance in ensuring the success of DDU-GKY projects. This has implications for mobilisation, scalability, accountability of PIA partners, sensitiveness to demand for different trades and their related mix of skills and supply dynamics. It is also seen that when State Governments have their own skill development programme with a dedicated machinery that does tracking and monitoring of training, it has led to better quality outcomes training, placement, retention and career progression. These States are in a better position to identify deserving poor candidates, assess local skill gaps, propose suitable skilling programmes, monitor training and placement and muster support for the trainees when they are most vulnerable i.e. in the first six months.

MoRD's strategy for DDU-GKY in the 12th five year plan is to move from direct implementation to further build capacities of State Governments for implementation of the programme and to focus at the Central level on improving the quality of design and delivery of the skilling process. For this purpose, States will be required to prepare Action Plans (APs) for Skill Development and Placement as a separate component of their overall NRLM AP. In due course, the APs would be prepared within the framework of a State Perspective Implementation Plan (SPIP) for skills. Once the AP has been approved by the Empowered Committee (EC) of MoRD, specific project implementation (through PIAs) and monitoring would be done by the States.

MoRD will actively partner with states to build their capacity and to devolve power and responsibility according to each state's capacity. At present, the capacity to implement this programme is not uniform across states. Availability of an implementation mechanism at state, district and sub district levels will enable states to engage with this challenge in a structured and effective way. States that have achieved AP status for skills can immediately formulate their APs in consonance with these guidelines. Others would need to meet the following five readiness conditions before they can achieve AP status.

- i. Establish a separate cell in the SRLM for skills and placement
- ii. Position a full time Chief Operating Officer (COO)/Programme Manager (Skills) for DDU-GKY
- iii. Position full time dedicated staff at district and sub-district levels for DDU-GKY
- iv. Operationalise an effective appraisal and monitoring system for DDU-GKY
- v. Publish a state policy on use of state owned premises and other infrastructure by PIAs implementing DDU-GKY projects.

Until the above happens, DDU-GKY projects will be sanctioned in accordance with sections in these guidelines relevant for Single State Projects (SSPs), to PIAs proposing state-specific projects. The States have to provide the relevant state share mandated under NRLM, i.e. 10% for North-Eastern States (including Sikkim), Himachal Pradesh and Uttarakhand, and 40% for all other states. However, in case of skilling projects under Himayat initiative in Jammu and Kashmir, the Central assistance shall be 100%.

1.3.8. No New Multi-State Projects

With a view to enabling states to take full ownership of DDU-GKY projects it has been decided not to consider any more Multi State Projects (MSP). Only State-specific projects recommended by the respective State Governments will be considered by

the Ministry. MSPs that are under various stages of implementation will continue till they are completed. These projects will be funded only till its orderly closure.

1.3.9. North East- a priority

MoRD plans to launch a special scheme under DDU-GKY in collaboration with Ministry of Development of North Eastern Region (DONER) for skilling projects specific to the needs, requirements and the special characteristics of States in the north east. Till such time, these guidelines will be operational, but the needs of the north eastern states will be prioritised and maximum operational flexibility within these guidelines allowed.

1.3.10. Enhancing the Capacity of PIAs

The skilling capacity of training partners has to be augmented on a priority basis. Only then can DDU-GKY reach out to all those who need it, irrespective of geography and formal education. New training service providers need to be nurtured, and their capability developed. To this end states need to facilitate the creation of relevant pool of trainers, enable PIAs to access to government infrastructure, get bank loans and handhold new and old training institutions. Only those States that do this quickly and successfully will be able to utilise the full potential of DDU-GKY.

1.3.11. Consent and State share is mandatory

Up until now States had the option to ask PIAs to meet the gap in Central funding. This option has now been withdrawn. State contribution to the full extent of state share has been made mandatory. States can however contribute up to a maximum of 10% of project cost in kind by allowing PIAs to use government infrastructure such as Schools / Industrial Training Institutes (ITIs) etc. for skilling purposes. In doing so the costing has to be done as per rates prevailing at the time the State Government recommends/sanctions a project. Similarly hence forth no SSP projects will be sanctioned by MoRD until it receives the recommendation of the state department in charge of Rural Development.

1.3.12. The MoRD shall take active measures for advocacy of Rural India Skills Emblem standard for skilling and ensure adherence of such standards by the PIAs in the courses in the projects under Placement Linked Skill development projects. Every State Government shall earmark a portion of the IEC funds exclusively for this component.

1.4 Special components of DDU-GKY

1.4.1. Roshni a special initiative for most critical left-wing extremist affected areas

A special initiative called Roshni has been launched that takes into account the peculiar situation in extremist affected districts. Under this initiative skill development courses shall be a mandatory residential course with 40% coverage to women candidates. These guidelines will be applicable to Roshni projects in both AP and YP states. Efforts will be made to orient Roshni towards addressing the infrastructure, education and health deficiencies in these areas, and leveraging the availability of natural resources and traditional skills and knowledge.

1.4.2. Himayat - a special scheme for Jammu and Kashmir

MoRD operates a special scheme under DDU-GKY for Jammu and Kashmir which unlike other DDU-GKY flavours covers:

- i. Urban as well as rural youth
- ii. Below Poverty Line(BPL) as well as Above Poverty Line(APL) persons
- iii. Wage employment in the formal sector as well as self-employment.

This is a 100% centrally funded scheme implemented with the help of the state government by a dedicated Himayat Mission Management Unit located in both Srinagar and Jammu. These guidelines will be applicable on Himayat project (ongoing and new) which are aligned with Common Norms notified by Ministry of Skill Development and Entrepreneurship with effect from 1st April, 2016.

1.4.3. Assistance to States to achieve AP status

In view of the fact that the capacity to tackle the challenge of skilling and placement for sustainable livelihoods is at present not available in most States, MoRD through National Institute of Rural Development (NIRD) and other identified institution, will support SRLMs in developing such capacity. Workshops and training sessions will organised on request for SRLM staff as soon as they are recruited. These workshops will cover, inter alia:

- i. Implementation of DDU-GKY and key non-negotiables
- ii. Preparation of SPIP and AP
- iii. Enabling States to meet readiness conditions necessary to become an AP state i.e. gain full powers to sanction and monitor DDU-GKY projects.
- iv. Protocols for selection of PIA
- v. Protocols for field appraisal and monitoring of projects

- vi. Protocol for inspection and grading of DDU-GKY training centres
- vii. Building the DDU-GKY brand standardising quality of trainers, training and the look and feel of DDU-GKY training centres
- viii. Operation of the Programme Management Information System (MIS) (www.aajeevikaskills.gov.in.)
- ix. Protocols for monitoring
- x. Guidance for bringing existing MSP to an orderly closure
- xi. Audit and transparency norms.

1.4.4. Resource States

States who have been successfully implementing skilling programmes will be identified as Resource States: Andhra Pradesh and Tamil Nadu have been identified as Resource States. States are encouraged to seek and receive technical and implementation support from these Resource States.

2. Role for Gram Panchayats and Self Help Groups (SHGs)

- (i) What is the role of Gram Panchayats in DDU-GKY?
- (ii) What is the role of SHGs in DDU-GKY?

2.1. Role for Gram Panchayats

The GP have a key role in the successful implementation of DDU-GKY, especially to reach out to poorest households within their jurisdiction. As DDU-GKY adopts a village saturation approach for skilling, GPs have a role in generating awareness about the programme, facilitating the mobilization efforts, creating databases for skill demand and placement, assist in conducting the Job melas and support the PIA in all stages of implementation. GPs will need to ensure that the most vulnerable sections, including women participate in the programme. They will have to conduct special counselling sessions with the potential candidates as well as parents of the potential candidates and make them aware of the possibilities of the programme. When the PIAs conduct the skill training, the GPs can keep track of the implementation by accessing various MIS reports and direct interaction with the candidates undergoing training. The GPs can bring issues concerning implementation to the attention of concerned authorities at the district and state missions. The GPs can track the placement provided

to the candidates after training, interact with candidates and their parents to monitor various aspects in the jobs and act as part of the redressal mechanism.

2.2. Role for Self Help Groups (SHG)

DDU-GKY mandate to reach out to poor families through skilling and placement can be achieved by utilizing the potential of the institutions of the poor. The Institutions of the poor SHGs, their federations and livelihoods collectives - provide the poor the platforms for collective action based on self-help and mutual cooperation. They become a strong demand system on behalf of the poor. These institutions can be involved in various activities including mobilizing target beneficiaries, creating awareness about the programme, assist in identifying beneficiaries, facilitate counselling sessions for parents of the identified youth, monitoring the implementation by the PIAs etc. Therefore, PIAs need to factor in the role of SHGs in developing the Strategy for implementation of their project.



3. Eligibility, Components & Cost Norms

- (i) Who is eligible to be trained and placed?
- (ii) What are the activities to be undertaken by the SRLM and the PIA?
- (iii) What are the cost norms for each activity?

3.1 Eligibility

3.1.2 Focus on SC/ST, minorities and women

3.1.1 Rural youth who are poor

The target group for DDU-GKY are poor rural youth in the age group 15-35. However, the upper-age limit for women candidates, and candidates belonging to Particularly Vulnerable Tribal Groups (PVTGs), Persons with Disabilities (PwDs), Transgender and other Special Groups like rehabilitated bonded labour, victims of trafficking, manual scavengers, trans-genders, HIV positive persons, etc shall be 45 years.

The poor will be identified by a process called Participatory Identification of Poor (PIP) which is an important component of the NRLM strategy. Till the time poor are identified through the use of PIP, apart from the existing list of Below Poverty Line (BPL) households, youth from MGNREGA worker household with at least 15 days work in the previous financial year by any of its family members, or a youth from a household with RSBY card wherein the details of youth is mentioned in the card, or a youth from households who have been issued Antyodaya Anna Yojana / BPL PDS cards, or a youth from a household where a family member is a member of SHG under NRLM, or a youth from a household covered under auto inclusion parameters as per SECC, 2011 (when notified), shall also be eligible to avail the skilling program even if such youth are not in the BPL list. It is expected that they will be identified during the PIP.

At the national level, 50% of the funds would be earmarked for SCs and STs with the proportion between SCs and STs being decided from time to time by the MoRD. A further 15% of the funds would be set apart for beneficiaries from among minority groups. States should also ensure that at least 3% of beneficiaries are from among persons with disabilities. One third of the persons covered should be women. This earmarking is only the minimum. However, targets from SC and ST can be interchanged if there are no eligible beneficiaries from either of the category and it is certified as such by the District Rural Development Agency (DRDA).

In the case of people with disabilities, separate projects⁸ have to be submitted. These projects will have separate training centres and the unit costs will be different from those mentioned in these guidelines.

3.1.3 Special groups

Though there are no separate targets for special groups such as PWD, victims of trafficking, manual scavengers, trans-gender, rehabilitated bonded labour and other vulnerable groups, States have to develop strategies that address issues of access of special groups who usually get left out. The nature of affirmative action that is required to overcome their challenges and barriers to participation needs to be

⁸ In case of such special projects, 50% placement has to be guaranteed. Though the PIAs will attempt to include people with disabilities in their projects, it is not mandatory to have 3% of the beneficiaries from special categories in all the projects. There needs to be an overall coverage of 3% people with disabilities at the State level. It will be the responsibility of the SRLM to ensure that projects sanctioned in the States meet the criteria for people with disabilities.

incorporated into the skill action plan proposed by the State. In the case of those with hearing and speech impairment, locomotor and visual impairment it will also be necessary to sensitise prospective employers to ensure they get job placements. A note on placement linked training of PwD can be accessed from <http://ddugky.gov.in>.

3.2 Components and Cost Norms

DDU-GKY activities can be broken up broadly into two parts:

- i. Activities by the SRLM
- ii. Activities by PIAs

3.2.1 Activities by SRLM and their Cost Norms

This section details the list of activities that an SRLM is expected to undertake and the cost norms for it. These will also apply to State Nodal Agencies (SNA) that has been designated as the state DDU-GKY implementing agency.

3.2.1.1 Skills Gap Assessment (SGA)

SGAs are aimed at identifying GP wise demand for skills and placement and at matching candidate numbers in different skill categories with potential for placement. While data from the decennial census and studies by National Skill Development Corporation (NSDC) can be a starting point, SRLMs would need to undertake detailed GP wise assessments directly or through professional agencies. SRLMs may also build a state wide youth database with details of those willing and able to benefit from DDU-GKY in each GP. Proper study of labour markets to assess skill requirement for jobs within the state and in regions outside it are also need to be carried out from time to time. The best way to build the state youth database is to update data captured by the Socio Economic Caste Census (SECC). This can be done using tablet PCs and software (suitably upgraded) made available to state rural development departments for conducting the SECC. Aajeevika community resources persons can assist in this survey.

Such an exercise is needed so that the SRLM can fix district, block and GP wise targets for mobilisation, job fairs, IEC etc. and also to meaningfully assess proposals submitted by PIAs. SRLMs will be provided funding by MoRD for this from the DDU-GKY budget at the rate of up to 1% of total project cost paid to PIAs in the state. SRLMs will have to submit details (in the form of a project) and secure EC approval to become eligible to receive this amount. This is not the same as the skill requirement assessment that PIAs are required to do in the catchment area of the project.

3.2.1.2 Job Mela

Job melas are to be organized by the SRLM (either directly or with the help of PIAs) at the block and GP level to the extent possible. This should bring potential employers and local youth face to face. These melas should be organised with due care by adopting Standard Operating Procedures (SOP) developed for the purpose. These should inter alia involve registration and counselling for youth, due diligence with respect to employers (only those with a good track record should be allowed to participate) and tracking of placement outcomes for one year. These fairs are primarily meant for those who have employable skills acquired without participating in the training programs funded under DDU-GKY. However this should not prevent those already trained from using these job melas to improve their job prospects. Funding for this is available from the DDU-GKY budget of MoRD up to Rs. 50,000/- per job fair at GP level (provided 100 candidates are placed) and Rs. 1.00 lakh per fair at block level (provided 200 candidates are placed). SRLMs will have to obtain EC approval for a project that details how they propose to spend this money before these funds can be disbursed.

3.2.1.3 Information Education and Communication (IEC)

Appropriate awareness and publicity campaigns are to be conducted using local and national electronic/print media, road shows, nukkad natak etc. Particular attention needs to be given to SC, ST

and minority pockets in the rural areas of the state. This should be used for mobilising and selecting beneficiaries and also to bring about awareness about the program amongst both candidates and employers. The programme website and tracking system has also to be kept operational. Funding for IEC is available from the DDU-GKY budget of MoRD at the rate of up to 1.5 % of the project cost paid to PIAs in the state. SRLMs will have to obtain EC approval for a project that details how they propose to spend this money before these funds can be disbursed.

3.2.1.4 Migration Support Centres (MSC)

In many cases DDU-GKY training and placement involves training rural youth and placing them in jobs away from their native districts or even states. SRLMs should therefore consider opening MSCs in concentrations where a large number of those trained in their state are working. The MSCs should also be opened within the State to support women from S.C/S.T communities who migrate for work. This is different from the finishing and work readiness centres that PIAs are required to operate. Here activities such as alumni support, accommodation assistance, counselling services, periodic get togethers and networking events with employers, local newsletters, coordination with local civil and police administration etc. are to be undertaken. Funding for this is available from the DDU-GKY budget of MoRD at the rate of up to Rs. 10,00,000/- per centre per year. The opening of the centres would be part of the AP/project as cleared by EC of MoRD. The protocols for setting up and managing a MSC shall be notified by the Ministry.

3.2.1.5 Alumni support

Each SRLM should have a clear DDU-GKY alumni development strategy. These should include:

- i. Post placement facilitation in the post tracking phase i.e. after one year of training
- ii. Strategies for improving retention and facilitating career progression
- iii. Networking opportunities including with employers

- iv. News letters
- v. Discussion board
- vi. Long term tracking
- vii. Annual events
- viii. Electronic job market
- ix. Facilitate further skilling through convergence
- x. Linking to social security and other schemes

Funding for this is available from the DDU-GKY budget of MoRD at the rate of up to 1.5 % of the total project cost paid to PIAs in the state. SRLMs will have to obtain project approval from the EC of MoRD to be able to access this resource.

3.2.1.6 Capacity building

Skill development and placement is a new and emerging area for most states. It is therefore important that substantial investments are made to build capacity at all levels. These include capacity building for SRLM staff, PIA staff and trainers.

For State Rural Livelihood Mission

Sensitization workshops and preliminary training sessions should be organised by States as soon as the state skills team has been recruited. These workshops can be facilitated by NIRD and may inter alia include:

- i. Preparation of SPIP and AP
- ii. Readiness conditions for AP
- iii. Protocols for monitoring projects, AP, SSP and existing MSPs
- iv. Strategy for implementation and key non-negotiables
- v. Protocols for selection of PIAs
- vi. Protocols for pre sanction field appraisal
- vii. Audit practices and transparency norms
- viii. Protocols for inspection and compliance monitoring of DDU-GKY training centres

- ix. Steps involved in expenditure verification of PIA accounts
- x. Use of MIS to undertake fortnightly monitoring of PIA performance
- xi. Quality audit of class room transactions using CCTV footage
- xii. Enhancing the DDU-GKY brand by standardising the look and feel of DDU-GKY training centres and the quality of training therein
- xiii. Operation of MoRDs workflow driven internet enabled DDU-GKY ERP platform.

For staff of PIAs

Capacity development of PIAs both current and prospective is an important function of the SRLM. The purpose of this is to ensure that there is clarity on how to apply, how to train, how to place and how to retain so as to be in compliance with DDU-GKY protocols. The DDU-GKY strategy is supportive supervision and not merely fault finding. SRLM should be in a position to identify likely mistakes and take pre-emptive action so that common mistakes are avoided and the larger objective of enabling poor and vulnerable youth from rural areas to access opportunities from India's formal sector is not compromised. The capacity building exercise should include not only workshops for senior management, but also for PIA staff who prepare project proposals and are in charge of running training centres and ensuring quality of class room transactions. Facilitation should also be provided for PIAs to access state government infrastructure that have potential for more intensive use such as evening sessions in schools, ITIs etc.

Certification of Master trainers

The quality of trainers is an important driver for the success of the DDU-GKY program. SRLMs should therefore invest considerable energy and resources to ensure that trainers deployed by PIAs have the requisite knowledge, skills and attitude to deliver quality training programs that result in quality placements, high retention and sustainable career

progression. This can be achieved by PIAs recruiting and deploying master trainers as part of their Q teams. These master trainers should be put in charge of a number of training centres and be responsible for the quality of training as well as the record of placement, retention and career progression of trainees coming out of centres assigned to them. Master trainers can evaluate the quality of training at each training centre by reviewing CCTV footage, visiting centres, looking at test results and retention rates of trainees from each training centre. They should organise periodic workshops for trainers who are found wanting in specific knowledge, skills or attitude. This would also require the creation and maintenance of a data base of trainers for each trade and tracking of different aspects of their performance. The Master trainers recruited by PIAs will be trained and certified in a phased manner by NIRD either on its own or through agencies appointed by it.

Capacity enhancement of the PIAs universe

The capacity requirement to meet the skilling targets for the next 10 years is immense. While a substantial part will come from growth and capacity development of existing PIAs, the development of new PIAs by encouraging institutions engaged in rural development, education and large employers to take up skilling as a new or supplementary venture will need to be given a specific thrust.

Capacity Building through Resource Institutions

Different states are in different stages of implementation of DDU-GKY. It would therefore be advisable to designate a few institutions of excellence as state and national resource institutions for DDU-GKY. These institutions can then be used both as technical support centres and as training centres. GOI would designate resource institutions whose assistance SRLMs can avail of.

Funding pattern

Funding for capacity building activities is available to SRLMs from the DDU-GKY budget of MoRD at the rate of up to 3% of the total project cost paid to PIAs in the

state. Funds will be released to SRLMs on the basis of project proposals approved by the EC.

3.2.1.7 Monitoring and Evaluation

Monitoring and evaluation is a critical component of DDU-GKY. This is particularly so because the program is run as a partnership between MoRD, SRLMs and both private and public agencies. There are two aspects to this. One is monitoring. The second is impact assessment and evaluation.

Monitoring

Monitoring is a continuous measurement of progress (quantity and quality) while the training is on-going. This involves checking and measuring progress, analysing the situation and reacting to new events, opportunities, and issues. Monitoring of a DDU-GKY project needs to be done by the PIA, by the SRLM and by MoRD. NIRD will develop effective monitoring framework and capacitate SRLMs, PIAs and MoRD to build effective DDU-GKY monitoring systems. This would involve interventions to:

- i. Establish distinct high level Quality teams (Q teams) within the PIA and SRLM that will monitor all steps required to be taken. These include:
 - a. Beneficiary identification
 - b. Beneficiary mobilisation and selection
 - c. Trainer
 - d. Training
 - e. Certification
 - f. Placement
 - g. Retention
 - h. Career progression
 - i. Alumni support
- ii. Determine key performance indicators for each process (mobilisation, training, placement, retention to career progression)
- iii. Specify who and what needs to be monitored (PIA performance, program

performance, quality of internal systems and processes, performances of monitoring agencies)

Concurrent Evaluation in DDU-GKY is done through:

- i. Fortnightly review of the PIAs web site and issuing advisories on shortfalls or deviations with respect to performance targets. This is to be done by the SRLM or by the Technical Support Agency (TSA). PIAs are required to ensure that the daily status of geo tagged time stamped attendance of both trainers and trainees are available on their web site as is the daily status of all equipment, teaching aids and consumables. Trainee wise details of tests and quizzes administered along with questions and answers and marks should also be available for inspection on the web site.
- ii. Monthly inspection of each training centre by the Q team of the PIA. During these inspections the Q team will use protocols developed by NIRD for this purpose and post the results on their web site along with weekly updates on compliance by centre managers and individual trainers. It has to be ensured that the Q teams are of very high quality and have the training to be quality inspectors. They should not be involved in the implementation of the programme. Each DDU-GKY training centre will have CCTVs installed in the lab and class room, footage from which is to be reviewed during these inspections to ensure that the quality of the classroom interaction is of a requisite level.
- iii. Bi-monthly inspection of each training centre by the SRLM or its TSA. During these inspections the information provided on the web site of the PIA will be verified including the inspection notes and compliance of the PIAs Q team.
- iv. Once in three months the TSA will also inspect a number of randomly chosen

training centres chosen using 'lot quality assurance sampling (LQAS)⁹ standards approved by NIRD. At these inspections the veracity of the inspection notes uploaded by the SRLM or its TSA as well as the Q team of the PIA will be checked. Findings and status of compliance of these inspections will form the basis for improving the quality of the programme.

- v. PIAs using internet enabled accounting software to manage their funds and using this to provide view only access to SRLM or its TSA. Voucher level data should also be available through this. PIA will use a singly designated bank account to receive and make all payments of DDU-GKY funds. This account will be mapped on to Central Plan Scheme Monitoring System (PFMS) and view only rights will be given to the SRLM and the TSAs. Financial monitoring of projects required for assessing fund release readiness conditions will be done using bank account details on CPSMS and accounting details on the online software. Once in three month visits to physically check the veracity of the online accounts will also be undertaken by the SRLM and the TSA. During the physical check of accounts, the financial pass through to the beneficiaries such as a) The food and transportation allowances, b) Post placement allowances and c) Payment to trainers, master trainers and Q team members will only be verified. This is expected to result in the audit of almost 70% of the payments to PIAs. Other vouchers will not be subject to scrutiny. A certificate by the PIA will be sufficient. The ERP of DDU-GKY will contain the accounting package where the PIAs will have dedicated accounts. The PIAs have to maintain their accounting systems within the dedicated accounts. The PIAs will also have to upload their vouchers in their accounts. Till the time the ERP system is operational, the PIAs will

send the monthly financial statements by email to TSA/SRLM concerned. Copies of vouchers will be scanned and made available through a "drop box" like facility to be mutually agreed. TSA/SRLM will verify randomly chosen samples of vouchers within 15 days. If no errors are communicated by email to PIA in 20 days, PIAs can assume that the vouchers and accounts submitted are in order. TSA/SRLM will arrange to download and securely store the vouchers and account statements in a secure space.

Impact assessment and evaluation

The success of DDU-GKY is dependent on the quality of support and supervision that is provided to each PIA. While concurrent evaluation is expected to deal with issues as they emerge it is also important to take a long range view of the impact of the interventions that are being undertaken. This is best done through independent studies. Impact assessment and evaluation has therefore been identified as an integral part of DDU-GKY. SRLMs are expected to commission studies by reputed agencies/ institutions and to act on their findings.

Funding for monitoring and evaluation activities is available from the DDU-GKY budget of MoRD at the rate of up to 3.5% of the total project cost paid to PIAs in the state. SRLMs should obtain approval of the empowered committee in MoRD to access these funds.

3.2.1.8 Staff Block level and below

An important point of departure in DDU-GKY (from other centrally sponsored schemes) is the treatment of costs of professionals at the block level and below as program costs and not admin costs. Highly motivated and competent staff is critical for the success of DDU-GKY. It is expected that there would be a dedicated full time block program manager for

⁹ See <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2912491/> for a description on why it is important to use LQAS.

skills as well as a number of Community Resource Persons (CRP). Funding for professionals deployed at the block level and below is available from the DDU-GKY budget of MoRD at the rate of up to Rs. 3.5 lakhs per year per block. The approval of the EC of MoRD will be required to access these funds.

3.2.1.9 Administration costs

Administrative expense of SRLM relating to skills including staff costs and office expenditure at State and district level over and above the above mentioned line of activities and cost structure shall be allowed. 6% of total funds earmarked for DDU-GKY in the budget in the year shall be available for the purpose. From this, funds shall be proportionately allotted to states. It is expected that the SRLM will use these funds to deploy a dedicated full time team for DDU-GKY in the state and district. It is imperative that the skills team in a State is led by a full time person in the State Headquarters with the rank and powers of a Chief Operating Officer. The team assisting the COO will have to perform the following tasks. The suggested division of work is as follows:

- i. State Program Manager (Mobilisation, Counselling & Job Fairs)
- ii. State Program Manager (PIA coordination & development)
- iii. State Program Manager (IT & biometrics)
- iv. State Program Manager (Finance & proposal examination)
- v. State Program Manager (Pedagogy & learning management)
- vi. State Program Manager (Alumni, Migration support, placement, retention tracking & career progression tracking)
- vii. State Program Manager (Inspection, Quality Assurance & Branding)
- viii. State Program Manager (Coordination with State Skill Mission and other State Skilling initiatives)

In addition to the above professionals, support staff will also be required at the State and district levels.

The minimum salary payable for various positions will be notified by MoRD from time to time.

3.2.2 Activities by PIA and their cost norms

The activities to be undertaken by the PIA are detailed below.

3.2.2.1 Mobilisation, Counselling and Selection

Mobilisation, counselling and selection of candidates are activities to be undertaken before training is undertaken. On the quality of work done at this stage depends the post training placement and retention rates.

3.2.2.1.1 Mobilisation

The quality of candidates mobilised has a significant impact on retention during training as well as in the jobs they are placed in as well career progression. The SRLMs have a crucial role in sensitising local communities and CSOs so as to improve the effectiveness and quality of the mobilisation process.

The mobilisation process can be done from one of the following approaches:

- i. The SRLM can identify the area where it wants to implement the project and invites PIAs for formulating projects. The State will have to sensitise the community, GPs and CSOs regarding the scheme. The process for selection of PIAs has to be on the basis of clearly laid out norms which have been conveyed to all the stakeholders. All the steps should be transparent and there should be a feeling in the community that the process was fair.
- ii. The PIA can select an area and suggest to State for implementing the programme. Based on the assessment of the State Government of the need for the programme, various steps including awareness generation, mobilisation from within the community and identification of beneficiaries can be carried out.

- iii. A hybrid approach combining the elements from both the above approaches can also be adopted.

Actual mobilisation must be done by the PIA in areas identified by SRLM. They should involve institutions of the poor established under Aajeevika as well as GPs. Both GPs and Aajeevika institutions have an important role in ensuring that the skills and placement needs of all eligible persons in all habitations are addressed.

The willingness of the candidate identified after mobilisation to undergo the training programme has to be ascertained. The selection process for identifying the trainees has to be transparent and open to all stakeholders. There is a fine balance to be had between aspiration, eligibility and aptitude. While all residents have a right to be considered, it could well mean that not all those who are considered for a particular trade are selected. This is acceptable, provided records are maintained that show that aptitude tests did not indicate a match between aspiration and potential or the aspirant was not eligible. The fact that PIAs have to ensure that at least 70% of those trained are placed should be motivation enough for them to ensure that inclusion errors are minimised. GPs and Aajeevika institutions have to ensure that exclusion errors are minimised. They also have to validate the income potential of placements made.

PIAs shall give priority in mobilizing and selecting candidates identified as focus/special groups in these guidelines. They should also adopt a GP saturation model while mobilising. This serves two purposes.

- i. It ensures that none of the residents who are desirous of being skilled and placed are left out from being considered.
- ii. It allows both parents and candidates to support each other during training and placement. This is especially important if training or placement happens to be in a location distant from their place of residence.

3.2.2.1.2 Counselling

Candidate counselling should provide information to prospective trainees on the nature of work in the sector/trade, availability of jobs, deliverables by the employer, entitlements, growth prospects and risks involved. This is aimed at helping both candidates and parents make informed choices and to match aptitude with aspirations. Counselling would be done mainly by PIAs, within frameworks developed by SRLMs, which may include creation of on-job counselling sources as well as Job Melas.

3.2.2.1.3 Selection

Selection is the stage after counselling. A list of those selected on the basis of aptitude tests (psychometric and others) and counselling (by trained counsellors) is prepared and uploaded on the designated MIS. It will be the case that not all candidates who are mobilised attend counselling and not all who attend counselling are finally selected. While it should be ensured that all those desirous of being skilled and placed are considered and put through counselling and aptitude tests, it is possible that not all will be found to have the aptitude required for the training program being organised by that particular PIA. These cases should be separately identified and taken on a state data base for follow up by the SRLM so that these persons get a chance to enrol for another trade with the same or another PIA in the not too distant future.

3.2.2.2 Training

The quality of training is influenced by the quality of: infrastructure at the training centres, trainers, content, training methods, finishing and work readiness inputs, assessment and certification. There are a number of steps that the PIA needs to take with respect to each of these. These are explained below.

3.2.2.2.1 Infrastructure

The following are the important aspects to be borne in mind with respect to infrastructure in a DDU-GKY training centre.

DDU-GKY training centres should have the prescribed:

- i. Furniture, layout, colour scheme and signage important for establishing the DDU-GKY brand
- ii. Lab, classroom and IT facilities
- iii. Training aids
- iv. Geo-tagged time-stamped aadhaar authenticated biometric attendance facility for both trainers and trainees in training centres and in Industries with interns under the program. In case of projects with duration of more than 12 months, the attendance records maintained in the institution where training is being imparted shall be used.
- v. Fire fighting equipment
- vi. First aid, hygiene, drinking water, canteen and washroom facilities
- vii. Internet and email access of prescribed speed on all IT equipment using which all trainees can check their emails and browse the internet
- viii. Access control facilities
- ix. Power back up
- x. Projection and copying equipment
- xi. High speed access to the workflow driven, internet enabled ERP of the PIA (and SRLM and MoRD when ready)
- xii. CCTV recording facilities in classroom, labs and common areas.

Before the PIA is allowed to begin counselling; each training centre should be checked and certified for compliance on each of the above by a designated senior official from the Quality team (Q team) of the PIA. The results from this inspection should be uploaded onto a designated web site or emailed to a designated email of the SRLM or TSA/CTSA. The SRLM or its appointed TSA should verify the report and email its response within seven calendar days of

receipt of the PIA's report. If SRLM or CTSA does not communicate its findings from the verification within seven calendar days, the PIA shall intimate the fact to MoRD with a copy to the SRLM and their TSA through a designated website or email address. PIAs can then begin counselling and training in these centres if they do not hear back in another seven calendar days from the SRLM. In cases of MSP, this will be done by MoRD's designated CTSA's.

Other aspect to be borne in mind with respect to training centres are detailed below:

- i. Each training centre should have separate space for each domain if proposed to be conducted at the same centre and a dedicated lab. Besides each centre should have a computer lab for IT skills. The space requirement is calculated at a minimum rate of 10 square feet per trainee for theory rooms and 10 square feet per trainee for computer lab.
- ii. Training infrastructure may be owned, hired or part of a franchise agreement. State governments are encouraged to make available government buildings that have spare capacity or which can be used after normal working hours. Whatever the case it should be clearly mentioned in the project proposal and carefully costed as part of the approval documents.
- iii. Each training centre should remain in existence for at least three months from the date of completion of training or until 70% of those trained have been placed (whichever is later). During this period the training centre should act as an information and facilitation centre for trained beneficiaries and their families.
- iv. Mobile centres are not permitted
- v. Non-residential training centres should be located near the homes of trainees. Residential training centres as well as work readiness and finishing centres should be located close to areas with high employment

potential. The work readiness and finishing centres will provide residential courses¹⁰.

- vi. Where residential training is proposed, own or rented accommodation which is secure, and with prescribed facilities should be available and should be certified as such by the SRLM or its TSA.
- vii. In case of skilling in trades that require high Capital Expenditure (CAPEX) for setting up infrastructure (e.g welding), MoRD will set up a cost committee to work out trade wise cost ceilings for these.

3.2.2.2.2 Trainers

It is important to ensure that only those persons are deployed as trainers who have the requisite exposure to the requirement of prospective employers. They should also possess the knowledge, skills and attitude needed to be a good trainer in his/her domain. In the first instance this has to be tested and verified by the Q team of the PIA and verified by the SRLM or its TSA. Knowledge can be tested with the help of written tests and skills can be tested by administering practical tests. However attitude can be tested only in the real class room situation. This is why it has been mandated that all class room and lab sessions should be recorded using CCTV cameras. Samples of the footage drawn using statistically valid techniques should be examined by domain experts in the Q team of the PIA and verified by the SRLM or its TSA every month. Based on this each trainer in the DDU-GKY ecosystem should be graded separately for knowledge, skills and attitude. Following each such exercise each trainer should be given a to-do list that has the potential to enhance his/her performance as a trainer. The compliance of each to-do list by the trainer should be verified and taken on record. For this purpose a database of all trainers in the DDU-GKY ecosystem should be maintained and their performance tracked using their DDU-GKY registration id and by linking PIA's ERP and MoRD's DDU-GKY ERP when it is rolled out. This database should be open to all DDU-GKY stakeholders.

Trainees should also be required to give marks for each session of each trainer. This should be collected at the end of each week. The results from these should inform the choice of video footage samples for quality testing. The placement, retention and career progression of trainees trained by each trainer should also be mapped and monitored by the Q team of the PIA and verified by the SRLM or its TSA. Consistently underperforming trainers should be administered remedial measures and if there is no improvement, their services should be terminated. Similarly trainees should also be rated by trainers at the end of each session and administered tests and quizzes from time to time. The results from these and video footage should be monitored by the Q team of the PIA. Trainees showing poor learning outcomes should be provided remedial sessions and ways found to improve his/her competency. Class room performance, results of tests and quizzes, placement success, retention, career progression, trainee selection practices and trainer quality should be correlated and follow up action taken to improve quality.

3.2.2.2.3 Content

Course content should be in tune with the requirement of industry/trade. This is to be certified by the employer if the training is for captive employment. In all other cases it should be certified by National Council for Vocational Training (NCVT) or Sector Skills Council (SSC) or any other agency notified for the purpose by MoRD. In special cases certification by nationally acknowledged proprietary training brands will also be considered provided it has been approved by MoRD. Other important aspects are:

- i. Training and course content should facilitate learning by rural poor youth who may not have exposure to English.
- ii. There should be mandatory modules on soft skills, communication and IT.
- iii. Mixed media modules, interactive pedagogy which includes games, role plays should be

¹⁰ Details are provided in section 3.2.2.2.5

used. Curriculum and daily session plan should be uploaded on the PIAs website and transferred on to <http://ddugky.gov.in>.

- iv. Adequate practical and on the job training/internship must be incorporated into the training module where necessary.
- v. Course material and exercises should be available online so that trainees who wish to use it to revise and improve themselves are able to do so. Keeping in mind the proliferation of mobile based learning opportunities, the development and deployment of mobile phone based content is expected.

3.2.2.2.4 Training Methods

PIAs have to ensure that training is delivered in an innovative and trainee friendly manner with adequate audio visual tools and participatory methods keeping in mind that DDU-GKY targets people from poor and vulnerable sections of society. Trainers should be sensitive to these factors. They should be deployed in accordance to the batch size.

3.2.2.2.5 Finishing and work readiness module

PIAs should mandatorily have a finishing and work readiness module as a part of curriculum.

It should preferably be done in PIA established finishing and work readiness centres located in places with high concentration of job opportunities. These centres should be staffed by specially trained high quality trainers who are adept at providing inputs that ensure high success rates at placement interviews and post placement retention. These centres should:

- i. Run short residential courses typically seven to ten days long. During this training alumni should meet and inspire the current batch. The last few days should be used to bring prospective employers to the centre for on-campus recruitment. In case of non-

residential courses, whenever said residential training is undertaken, the PIA may claim residential charges for the each candidate as per approved rates in Table 1 under section 3.2.2.4.

- ii. Have a dedicated team that helps candidates find suitable accommodation, get access to health care etc.
- iii. Provide support for finding alternate jobs in case the initial placement is not successful
- iv. Provide counselling and advice on personal issues.

These interventions are expected to improve retention and help trainees make a smooth transition from their homes to the new work place. A one-time travel cost to the training centres will be allowed based on actuals with a maximum limit of Rs 4500/- per trainee.

3.2.2.2.6 Assessment & Certification

- i. Continuous Assessment-Internal and continuous assessment should be an integral part of the course curriculum. This should be in the form of announced and unannounced quizzes, assignments and other types of tests. The questions asked, answers given and marks obtained by each trainee should be available in the password protected area of the PIAs web site. This will be used by the PIAs own independent quality team when it makes monthly visits to each training centre. During these visits each centre and each trainer will be marked and ranked using a score card developed by NIRD. These marks will be verified during bi-monthly inspections of each training centre by the SRLM or its TSA as well as by NIRD/NABARD Consultancy (NABCONS). The results of PIAs own quality inspections is to be made available on the PIAs web site as it is a list of action points from each visit and details of compliance on each.

- ii. Third party certification-Independent certification and assessment by third party agencies of both curriculum and the skill, knowledge and attitude level of each trainee as acceptable to the industry or employer is mandatory. This is to ensure that DDU-GKY pass outs are of a high standard and are eagerly sought after by employers. The names and details of the certificates and the assessment agencies shall be mentioned in the project proposal. These should include only those agencies that have been empanelled by NCVT/SSC/notified by MoRD in the case of skills and NIOS in the case of school bridge courses for school drop outs.
- iii. Own certification in cases of established brands - Own certification in cases of established brands can be used provided it has been approved by MoRD in advance.
- iv. It would be mandatory for 70% of the trained candidates to be certified. While a minimum of 70% of trained candidates have to be certified for project completion, pro-rata payment shall be allowed upto 50% certification.

3.2.2.3 Placement

While every effort is to be made to ensure that trainees get jobs that match their aspirations and aptitude, a minimum placement of 70% of trained candidates is a non-negotiable for claiming full cost of project in DDU-GKY. In case total placements of candidates is between 50-70% of total trained candidates, then the project cost allowed will be pro-rated to the placement achieved. In cases placement is less than 50% of total trained candidates, project will be terminated immediately and pro-rata payments for candidates placed will be allowed. Going forward an assessment will be made to determine whether different trades should have different minimum rates of placements. Placement for this purpose is defined as continuous employment for a minimum of three months. The period of continuous employment need not be with the first employer. However the trainee should have

worked and received payment for three continuous months, proof of which can either be in the form of a salary slip or a certificate indicating salary paid signed by the employer and salary received by the person placed along with a bank statement.

DDU-GKY recognises the following type of placements:

- i. Captive placement- PIAs having their own requirement train and absorb the trained persons in their own organisations. PIAs submitting projects for captive placement should submit details of their own manpower requirement based on a realistic estimate of current needs. Captive placement for a second batch of trainees will not be allowed, if more than 50 % of DDU-GKY youth placed with the same organisation has left within a span of six months. This is being insisted so as to minimize the danger of an “attrition based” placement model.
- ii. Placement providing jobs having regular monthly wages at or above the minimum wages: the proof of regular wage employment is demonstrated by the salary slip from the Human Resources department of the organization. In case the organization does not have a HR department, certificate issued by the employer indicating wages paid and counter signed by the employee along with the bank statement indicating that wages have been paid by crossed demand draft or money transfer will demonstrate proof of regular wage employment.
- iii. Placement in government organisations/ with government contractors involved in public service delivery- Placement in public service delivery programs such as National Rural Health Mission (NRHM), MGNREGS etc. and institutions such as PRI, etc. are allowed provided it is continuous and full time and minimum wages is provided and proof of employment is available.

- iv. Placement in jobs in foreign countries
Placement in jobs which can provide a minimum salary of Rs. 25,000 are permitted. Trainings that have the potential to provide salaries in the above range will only be approved.

3.2.2.4 Cost norms for PIA activities described above.

DDU-GKY follows a fixed cost model and supports all PIAs that are willing to undertake skilling and placement according to DDU-GKY standards provided they meet certain eligibility conditions. Project sanction is done as per priorities prescribed in Section 5.12. It is therefore important that an audit trail is available for verifying date and time of project submission by PIAs. MoRD is establishing an internet based central project submission facility on which PIAs can submit project proposals irrespective of the state in which it is to be implemented. Submission through this will be possible only if certain basic conditions are met by the project proponent.

The cost norms for support to PIAs are detailed below. The cost norms have been worked on the

basis of a six day (provision has been provided for two holidays in each month) week with a minimum duration of eight hrs/day. DDU-GKY does not support courses of duration less than 576 hours. There is no limit on maximum hours of skill training which may be undertaken in DDU-GKY. However considerable flexibility is provided in the organisation of the training, which may be for:

- i. A continuous period (six day week)
- ii. Weekends (for those with some employment including unskilled employment)
- iii. Part time (for those who wish to undergo training outside of normal working hours)

The skilling courses can have provisions for providing On the Job Training (OJT). The maximum permissible days for OJT are 30 days for a 576 hours (three month) course, 60 days for a 1152 hours (six months) course and 90 days for a 1728 hours (nine months) course and 120 days for a 2304 hours (one year) course. In case of courses having duration besides the standard duration of 3, 6, 9 and 12 months, the maximum OJT allowed shall be 1/3rd of the total course duration or 120 days, whichever is lower.

Table 1: Indicative unit Training Cost per candidate of basic sub-components under DDU-GKY for courses of different duration (These cost norms will apply proportionately for courses with training duration of more than 2304 hours).

Sl. No.	Item	3 months (576 hr)	6 months (1152 hr)	9 months (1728 hr)	12 months (2304 hr)
Common Costs for Residential / Non Residential courses					
1	Total Training Cost per candidate				
a	Category I @ Rs. 40.40 per hour	23,270.40	46,540.80	69,811.20	93,081.60
b	Category II @ Rs. 34.65 per hour	19,958.40	39,916.80	59,875.20	79,833.60
c	Category III @ Rs. 28.80 per hour	16,588.80	33,177.60	49,766.40	66,355.20
2	Special Area allowances @ additional 10% of S. No. 1, in case training centre is located in Special Areas. Special Areas is defined as: (i) North- Eastern states (Assam, Arunachal Pradesh, Meghalaya, Manipur, Mizoram, Nagaland, Sikkim, Tripura, (ii) Jammu & Kashmir, Himachal Pradesh, Uttarakhand (iii) Andaman & Nicobar Islands, Lakshadweep Islands (iv) Districts affected by Left Wing Extremism (LWE) as identified by M/o Home Affairs for Integrated Action Plan				
a	Category I @ Rs. 40.40 per hour	2,327.04	4,654.08	6,981.12	9,308.16
b	Category II @ Rs. 34.65 per hour	1,995.84	3,991.68	5,987.52	7,983.36
c	Category III @ Rs. 28.80 per hour	1,658.88	3,317.76	4,976.64	6,635.52
3	Uniform (1 set for trainings less than or equal to 6 months and 2 sets for more months)	1,000	1,000	2,000	2,000
4	Post Placement Support (provided to Candidates through PIAs)				
a	Within District of Domicile (Rs 1000 per month for 2 months)	2,000	2,000	2,000	2,000
b	Within State of Domicile (Rs 1000 per month for 3 months)	3,000	3,000	3,000	3,000
c	Outside State of Domicile (Rs 1000 per month for 6 months)	6,000	6,000	6,000	6,000
5	Boarding & Lodging cost for Residential Courses (Definition of X,Y, Z cities as per schedule III to Common Norms notification by MSDE dated 15.7.2016 and as modified from time-to-time)				
a	X category cities @ Rs.300 per day	27,000	54,000	81,000	108,000
b	Y category cities @ Rs.250 per day	22,500	45,000	67,500	90,000
c	Z category cities @ Rs.200 per day	18,000	36,000	54,000	72,000
d	Other places (includes all Rural areas) @ Rs.175 per day	15,750	31,500	47,250	63,000
6	Food and Transport cost per candidate for Non Residential Courses	9,000	18,000	27,000	36,000
7	One-time Travel Cost upto a maximum Rs.4500 per candidate or as per actual, whichever is lower.	4,500	4,500	4,500	4,500
8	Additional incentives to PIA				
a	Retention support (for every candidate employed continuously for 365 days with a break of maximum 60 days)	3,000	3,000	3,000	3,000

Sl. No.	Item	3 months (576 hr)	6 months (1152 hr)	9 months (1728 hr)	12 months (2304 hr)
b	Career Progression (for every candidate who gets Rs 15,000 per month and holds the job for 3 months within 1 year of training)	5,000	5,000	5,000	5,000
c	Counselling support including medical check-up for candidates placed in Foreign countries (per candidate)	10,000	10,000	10,000	10,000
9	Incentive for placement				
a	for placements between 70%- 85%	3,000	3,000	3,000	3,000
b	for placements above 85%	5,000	5,000	5,000	5,000
10	Assessment & Certification	1,500	1,500	1,500	1,500
11	Mobile tracking	600	600	600	600
Summary of DDU-GKY Funding Components					
For Residential	(i) Minimum Cost per candidate (1c+3+4a+5d+ 10+11)	37,439	69,778	103,116	135,455
	(ii) Maximum Cost per candidate including additional incentives to PIA (1a+2a+3+4c+5a+7+8a+8b+8c+9b+10+11)	89,197	141,795	195,392	247,990
For Non - Residential	(iii) Minimum Cost per candidate (1c+3+4a+6+ 10+11)	30,689	56,278	82,866	108,455
	(iv) Maximum Cost per candidate including additional incentives to PIA (1a+2a+3+4c+6+7+8a+8b+8c+9b+10+11)	81,197	115,795	151,392	185,990
Minimum Remuneration for Placements					
Sl. No.	Item	3 months (576 hr)	6 months (1152 hr)	9 month (1728 hr)	12 month (2304 hr)
1	Minimum Remuneration per candidate per month within India	6,000	8,000	12,000	15,000
2	Minimum Remuneration per candidate per month abroad	25,000	25,000	25,000	25,000

Note:

- A PIA may claim only one of the costs given in S.No.3 or No.4 while costing for the project.
- Rates are subject to revision by Common Norms Committee in Ministry of Skill Development and Entrepreneurship from time-to-time.
- The classification of X, Y and Z shall be in terms of Schedule III to the Common Cost Notification notified by Ministry of Skill Development and Entrepreneurship.
- In case of 3 months training projects under Himayat, Post-placement support of Rs.2000 per candidate per month for six months shall be allowed.

Grant- in- Aid for Industry Internships		
Sl. No.	Item	Total (in Rs.)
1	Boarding & Lodging cost in terms of sl no. 5 Table 1 above (maximum Rs. 9,000 per month for a period of one year)	1,08,000
2	One- time Travel cost (subject to actuals)	5,000

The training cost includes:

- | | | | |
|----|--|------|---|
| i. | Training cost, mobilization of beneficiaries, curriculum, training of trainers, utilities, infrastructure, equipment, teaching aids, raw materials, etc. | ii. | Tablet computer |
| | | iii. | Placement linkage |
| | | iv. | MIS & Tracking, monitoring, quality control |
| | | v. | Live distance learning cost |

The unit costs given are the maximum permissible amounts, the actual amounts will be as per the project proposals submitted and approved by Empowered Committee (EC) MoRD.

In the case of courses having duration besides the standard duration of three, six, nine and 12 months, the hourly rates will be used for calculation of the training cost.

The cost of equipments is not an allowable expenditure unless specifically mentioned in the sanction letter. In case of Capital Expenditure on equipment, the PIA may.

- a. Purchase equipments with prior approval of EC. In such cases, after project completion, the book value of the equipment shall be adjusted in the final settlement to the PIA.
- b. Purchase equipment at their own cost and account it as internal rental /leasing cost in the project.

A one-time travel cost to the training centre in case of residential training programme will be allowed based on actuals with a maximum limit of Rs 4500.00.

The CTSA¹¹ shall be entitled to a grant-in-aid of 1.5% of the total project cost sanctioned to the PIAs for concurrent monitoring of the project.

In addition to the above PIAs have to undertake the following support activities for which they will be entitled to additional support as indicated below.

3.2.2.5 Tablet Computers

There is a lot to be gained in providing trainees with an interactive medium to absorb the skills that are imparted. Therefore, there is a provision to provide tablet computers to trainees during the duration of the course. It will also help to enhance the learning experience for the trainee.

The minimum specification for the tablet computers is given below:

- i. Processor: 1GHz Single-core 512MB DDR, 4GB eMMC
- ii. Display: 7" WVGA (800x480)
- iii. Audio: Stereo headset, MIC, mono speakers
- iv. Camera: VGA, Fixed Focus, 15fps front camera
- v. Comms: Wifi 802.11 b/g
- vi. Expansion: USB 2.0 device/host, memory card
- vii. Power/Battery: 3000mAh, 5Vdc USB charger

One tablet computer per trainee will be available at each centre. The tablet computer cannot be taken out of the centre. Based on the session plans, interactive learning modules will be loaded into the tablet computer and provided to each trainee.

3.2.2.6 Cash Voucher Scheme

The discussions so far has been on providing skilling and placement services by sanctioning projects to PIAs. The skill voucher scheme adopts a different approach that distinguishes itself by privileging consumer choice. According to this scheme established skill providers who are willing to provide training and 100% placement to DDU-GKY beneficiaries are empanelled by the SRLM following a process of due diligence. The list of trades for which they have been authorised is made available to candidates who have expressed their interest and have been shortlisted following a counselling process. Following this candidates approach such empanelled agencies with a skill voucher issued to them and try to secure admission. If they succeed the vouchers are handed over to the skill provider who can cash them from the SRLM once placement (defined as three months' salary slip as evidence of successful placement) is completed.

¹¹ The TSA has to provide the UC/ Audited Statement for the funds released to them.

3.2.2.7 Post Placement Support (PPS)

One of the key lessons from SGSY special projects was that trainees from BPL rural households need support in the first few months of the post placement phase. PPS has to be paid to the trainee in full at the end of each month to the bank account of the working youth on receipt of salary slip. Under no circumstances, should PPS be distributed in cash or kind. PPS money will be released to the PIA as a part of the regular instalment.

Where a PIA is unable to give a placement to a candidate as per the prescribed minimum salaries as in Table 1, such placement shall not be counted as a placement under the DDU-GKY and in such a case no claim for PPS shall be eligible.

As a special case, in 3 months training projects under Himayat, Post-placement support of Rs. 2000 per candidate per month for six months shall be allowed to PIA.

3.2.2.8 Retention Support

It has been observed that those who remain in work for one year are successful in making the transition and very rarely slip back into unemployment. However the process of ensuring a high level of retention requires additional investments that ensure:

- i. High quality management
- ii. Innovation in course design
- iii. Constant updating of training content to keep up with market requirements
- iv. Long term relationship with both alumni and employers.
- v. Up to date knowledge of the job market.

Additional resources are being made available to the PIA for this at the rate of Rs. 3000/- per person retained in employment for 365 days. Out of the retention support cost, 1/3rd of the Support cost shall be shared by PIA with the Candidate i.e. Rs. 1000/- shall be paid to candidates and Rs. 2000/- may be retained by the PIA. Employers can be multiple but

total period out of work should not exceed 60 days during the 365 day period since the first placement. PIA will be required to show on their web acknowledgement statements showing salary received signed by those they have placed. They will have to submit a statement by the employer showing details of salary paid to each person to be eligible for this payment.

3.2.2.9 Support for Career Progression

A major challenge of DDU-GKY is to assist those placed to progress in their careers. This has been addressed in the form of an additional payment to PIAs at the rate of Rs. 5000/- for every person trained by the PIA who crosses a salary of Rs. 15,000/- per month and holds it for a minimum of 90 calendar days within one year of completion of training. Out of Career Progression support cost, 1/3rd of the Support cost shall be shared by PIA with the Candidate i.e. Rs. 1,333/- shall be paid to candidates and Rs. 3,667/- may be retained by the PIA. It is envisaged that this will be possible only if the PIA invests in handholding and skill up grading activities after placement. How the PIA proposes to do this should be clearly explained in the project proposal. This intervention should be separately approved at the time of project sanction for it to be payable when the PIA submits a claim on this account.

3.2.2.10 Enhanced Support for residential training/transport and food

Boarding and lodging cost will be as per prescribed costs (as applicable) in S. No. 3a, 3b, 3c and 3d in Table 1, and the PIA shall arrange for boarding & lodging from the funding support in the program. In case of candidates undergoing non-residential courses, cost for Food and transportation (daily to & fro) shall be paid to the candidates as per prescribed costs in S. No. 4 in Table 1.

3.2.2.11 Live distance training

The PIAs have to adopt innovative training methods to ensure that master trainers can reach out to large number of trainees. PIAs are encouraged to adopt studio based interactive training methods of content delivery.

3.2.2.12 Counselling for trainees placed in foreign countries

The trainees who are offered placement in foreign countries will be provided counselling sessions. The objective of these sessions is to provide basic information to ease their transition into countries of destination. The information will cover labour rights of destination countries, work place safety, accessing consular services, social norms in the destination countries etc. Besides, assistance to complete medical formalities including health checks will also be provided. An amount of Rs. 10,000/- per trainee will be payable to the PIA for this.

3.2.2.13 Support for Industry internships

In case of Industry internship program of 12 months duration, a PIA shall be eligible for a grant-in-aid through the CTSA to support the cost of Boarding and Lodging at a maximum rate of Rs. 9000/- per candidate per month (subject to sl 5 in Table 1) and a one-time travel cost for a candidate from the residence to the internship training centre on actual basis with a maximum limit of Rs. 5000/-. The PIA shall pay a stipend of Rs. 3000/- per month to each candidate during the period of internship through bank. The PIA shall not be entitled to any other support under the program. The PIA shall be required to give a captive placement in a job with a salary of minimum Rs. 10000/- per month to the interned candidate. The domicile State of the candidate shall contribute 40% of the project cost (in case of North-East States, Himachal Pradesh and Uttarakhand, it shall be 10% only, and in case of projects under Himayat 100% cost shall be borne by Center). Each project shall be placed before the Empowered Committee for NRLM in the MoRD for approval.

3.2.2.14 Skilling courses of more than one year

DDU-GKY allows NSQF aligned skilling courses with duration of more than one year.

3.2.2.15 Assessment and Certification cost

A PIA shall be eligible to claim Rs. 1,500/- per candidate or actual cost, whichever is less, for

assessment and certification of candidate trained in the project. Every PIA shall be required to ensure certification for a minimum of 70% of candidates trained in a project and a pro-rata release of funds shall be allowed upto 50% certification. Performance of PIA in certification of candidates shall be assessed at the time of release of last instalment.

3.2.2.16 Mobile tracking support cost

A payment at the rate of Rs. 50/- per candidate for 12 months as mobile top-up shall be allowed for purpose of placement tracking in every project. Mobile top-up through service providers in the country shall be made to a candidate by PIA when a candidate furnishes details of employment status supported along with salary slip and bank account details (where a candidate is employed) to the PIA. Expenditure on this account may be claimed by PIA from Project sanctioning authority as per actual as part of last instalment. All candidates trained under DDU-GKY and whose placements are being tracked from 1st April, 2016 will be eligible to avail this support.

3.2.2.17 Special area allowances

A PIA shall be eligible for an payment at the rate of additional 10% of Base training cost per candidate in case training centre is located in special areas. For the sake of DDU-GKY, special areas include all North-Eastern states, i.e. Assam, Arunachal Pradesh, Meghalaya, Manipur, Mizoram, Nagaland, Sikkim, Tripura; Jammu & Kashmir; Himachal Pradesh; Uttarakhand; Andaman & Nicobar Islands; Lakshadweep islands; and Districts affected by Left Wing Extremism (LWE) as identified by M/o Home Affairs for Integrated Action Plan and notified from time-to-time.

3.2.2.18 Refundable security

To ensure that candidates selected for the training programmes are undertaking the training with seriousness, and also to reduce the drop-out rates during the course of training, a PIA may charge a

refundable security deposit of Rs. 250 from every candidate selected and joining a training batch. The security deposit may be collected at the time of commencement of a training batch, and shall be refunded to every candidate who completes the training programme and is successfully certified. PIA shall be required to submit a proof of refund of security deposit from the respective candidate while submitting claims for release of instalments. The security deposit shall be applicable in training batches commencing w.e.f 1st April, 2016.

3.2.2.19 Incentives for higher placements

For every placement above 70% (of the total training target in a project) upto 85% placements, a PIA shall be eligible for an additional payment at the rate of Rs. 3,000/- per candidate so placed. In case, a PIA is able to achieve placements above 85% of total training target for a project, it shall be entitled to Rs. 5,000/- per candidate for each such placement.

3.2.2.20 Action for poor performance by a PIA in a project

A PIA shall be asked to discontinue the training in a project and will be paid only on pro rata basis for placements, if the outcome achievement over the

period of one year in case of fresh entrants (14 months in case of re-skilling and up-skilling courses), is unsatisfactory as defined under:

- a. 49% and below placement of those who have been trained within three months of completion of training in case of fresh entrants,
- b. 49% and below placement of trained candidates with increase of at least 3% in remuneration within 14 months in case of re-skilling and up-skilling

MoRD (in case of a project in a YP States) and SRLM (in case of a project in a AP States) may, after careful consideration of all related factors with respect to performance of a PIA, take decision to terminate the project.

Further, in such cases, MoRD may de-register the PIA from implementation of the Scheme/ Project for a period of one year. Such a PIA may re-apply for online registration to MoRD after the one year period is completed from the date of notification of de-registration by MoRD.



4. Programme Administration

- (i) What is the meaning and difference between AP, SSP and Multi-State Projects?
- (ii) Why are states categorised as AP or SSP states?
- (iii) What are the steps to be taken by the SRLM in an AP state?
- (iv) What are the steps to be taken by the SRLM in a SSP state?
- (v) How should a PIA apply for DDU-GKY projects in an AP state?
- (vi) How should a PIA apply for DDU-GKY projects in a SSP state?
- (vii) What will happen to on-going Multi-State Projects?

4.1. AP, SSP & MSP

SGSY Special projects were sanctioned by MoRD directly in favour of PIAs. Many of these projects concerned more than one State. In order to devolve the skills programme to the States, it has been decided to stop funding Multi State Projects (MSPs) forthwith¹². The States are categorised into two AP States and YP States. Both AP and YP States will be implementing MSP and SSP. The MSPs are on-going projects which will be allowed to proceed to completion. Both AP States and YP States will be allowed to implement SSPs. However, the power to sanction projects will be devolved only to AP States. They will do so according to an annual action plan approved by the EC in MoRD. The equivalent of this for YP states is Year Programme. The EC of MORD will sanction SSP projects from YP States. The YP States will be assisted to achieve the AP status.

4.1.1 AP

States that fulfil the following five conditions are designated as AP states.

- i. Have a full time COO/Programme Manager in charge of skills and placement.
- ii. Have a dedicated skills team at the state level to support COO skills.
- iii. Have a dedicated skills team at the district and sub district level to support COO skills.
- iv. Have a policy that is aligned with the national guidelines on how to appraise new and on-going projects.

- v. Have a policy clarifying how DDU-GKY PIAs can use spare capacity (men and material) in government institutions and buildings.

The AP of these states should contain the following:

- i. Role and functions of the implementation machinery
- ii. State-specific strategies for skill development
- iii. Institutional capacity building (existing and proposed)
- iv. Detailed proposal for SGA (where required description of gap in other case)
- v. Thematic areas for skilling of poor youth proposed to be undertaken, and rationale for the same (as per SGA)
- vi. Corresponding employment opportunities and the means of identifying them
- vii. Districts or blocks chosen for implementation and rationale for selection
- viii. Mobilisation strategies including:
 - a. Strategies for prioritising vulnerable areas and communities
 - b. Strategies to increase community involvement in mobilisation, and increasing engagement of the State vis-a-vis the PIA
 - c. Strategies for counselling family members and candidates, besides career guidance

¹² North East and UTs are an exception

- ix. Number of youth proposed to be brought into the programme
- x. System for selection of training/skilling partners including elaboration of how the fixed cost model will be administered
- xi. System for accreditation of courses content, duration, HR requirement and placement opportunities
- xii. System for accreditation/ empanelment of individual trainers
- xiii. Plan for capacity development of training partners
- xiv. Post-placement facilitation and retention strategies including alumni development
- xv. Plan for adaptation/augmentation of MIS to cover the needs of monitoring of the project
- xvi. System for fund management
- xvii. Strategies to ensure that PIAs do not experience negative cash flow eg: by declaring service standards for processing of claims and proposals
- xviii. Provision for independent assessment and evaluation of DDU-GKY projects
- xix. Convergence with the NSDA objectives and operational dovetailing with the State Skills Missions
- xx. Strategies to:
 - a. Increase responsiveness of programme to market demand and to increase beneficiary choice (i.e., the potential skills recipient)
 - b. Increase range of partnerships with industry, CSOs and potential skill providers

The format for submission of AP can be accessed from <http://ddugky.gov.in>.

AP states approve individual projects without prior clearance from MoRD. They do so using provisions in these guidelines within the boundaries of an AP approved by the EC in MoRD. MoRD will continue to undertake supportive supervision of these projects with the help of NIRD and NABCONS or any other designated CTSA appointed for the purpose. The

State and PIA will enter into an MOU (the format for submission of AP can be accessed from <http://ddugky.gov.in>). Both states and PIAs will be required to submit compliance reports of advisories issued in the course of supervision from time to time. In addition to these each PIA is required to have dedicated quality teams (Q teams) who inspect training centres each month using protocols issued by MoRD. Besides they are also required to independently test the placement and retention record reported by the placement team of the PIA via their web site and passed on to the DDU-GKY database (when it is ready). The Q team will use 'Lot Quality Assurance Sampling' (LQAS) standards approved by NIRD. Results from these inspections will be checked by the SRLM using its own Q teams or those of its designated technical support agency (CTSA). NIRD and NABCONS will also be reviewing the work of the Q teams of the PIA and the SRLM.

4.1.2 Non-AAP

States that do not fulfil AP criteria are designated as YP states. YP states like their AP counterparts need to get their Year Programme approved by the EC in MoRD. This is the equivalent of AP for YP States. Additionally they also need to get individual projects approved by the EC in MoRD as notified by the Ministry. Power to approve individual DDU-GKY projects will devolve to states as soon as they fulfil the five AP conditions. All other steps and protocols for program administration and quality control in the case of projects in YP states are the same as in AP states.

4.1.3 Multi-State Projects

Traditionally most DDU-GKY projects and their SGSY-SP predecessors were sanctioned by MoRD as MSPs. They were also monitored directly by MoRD with the help of CTSA with very little involvement of state governments. Going forward, no new MSP will be sanctioned, but helping PIAs bring these projects to an orderly closure is the joint responsibility of both the state and central governments. In this they will be assisted by NIRD and NABCONS the two designated CTSAs for DDU-GKY. Each state and union territory has been allocated to one of these two agencies. The

responsibility to develop protocols and train state and PIA personnel are currently allocated to NIRD. Details of allocation of states between NIRD and NABCONS can be accessed from <http://ddugky.gov.in>.

The steps involved in the management of multi-state DDU-GKY projects are the same i.e.

- i. Workflow driven ERP to be used by PIA for program management including daily reporting from the training centres.
- ii. Allowing CTSA to monitor progress via an interface with the ERP. CTSA to issue fortnightly advisories to PIA on corrections required if any.
- iii. Inspection of training centres by Q teams of PIA

- iv. Fresh batches to start only after the training centre has been inspected and certified.
- v. Bi-monthly inspection of training centres by CTSA and compliance monitoring of action points by centre managers and individual trainers.
- vi. Use of score sheets and bound volumes to submit proposals for fund release.

4.2 Steps to be taken by the SRLM in the administration of DDU-GKY

The SRLMs are required to undertake a number of activities as described in the earlier chapter. This table lists out these steps and differentiates them with respect to their applicability for SSP, MSP and AP projects.

Table 2: Steps in the administration of DDU-GKY projects for AP States (SRLM)

No	Activity	Remarks
1	Establish Team Establish dedicated teams at the state, district and sub-district level headed by COO/Programme Manager skills.	
2	Empanel TSA Complete procurement process and on-boarding formalities for a TSA to assist the SRLM to evaluate proposals and inspect training centres.	
3	Build IT platform Establish a skill and placement ERP platform that is internet enabled and work flow driven. Ensure that this is able to pull and push information from the DDU-GKY national ERP platform (once it is rolled out).	
4	Conduct Skill Gap Assessment Create a state level youth data base using SECC household id by conducting SGAs and placement demand surveys.	This will be an on-going exercise. The AP need not wait for this to be completed.
5	Consult Stake holders Prepare a seven year SPIP in consultation with prospective employers and skill providers in the private and government sectors.	
6	Consult PIAs Prepare AP in consultation with PIAs desirous of implementing DDU-GKY projects in the state.	
7	SPIP & AP approval Get the SPIP & AP approved by the EC of MoRD	
8	Build PIA and SRLM capacity Organise workshops for SRLM teams and PIA project preparation and Q teams.	

No	Activity	Remarks
9	Receive Project Proposals Arrange to download and process project proposals submitted electronically by PIAs 24X7 round the year. Ensure that there is a clear audit trail that captures time stamp at all stages. The formats for submission of proposals and the url on which proposals shall be submitted shall be notified by MoRD.	
10	Appraisal Appraisal of the proposal shall be done in the manner and the system notified by MoRD and score shall be automatically generated. All applications that score the minimum marks shall qualify for consideration by the PAC.	
11	Hold PAC meeting Hold PAC meetings on the 1st Tuesday of each month to consider all projects received by the 2nd Tuesday of the previous month.	
12	Ensure Supportive Supervision Review the PIAs regular MIS and online accounting MIS each fortnight and issue advisories in case of deviations or failure to meet monthly targets.	
13	Achieve targets Review compliance by PIA of previous advisories issued by SRLM and MoRDs CTSA.	
14	Review the PIAs monthly targets for training candidates Conduct a review of the monthly targets for training candidates (category wise) assigned to the PIAs. In case of shortfall, PIAs should make plans to address the gap and ensure that annual targets are achieved. Where there is shortfall in achievement of the targets fixed for the project for SC/ST, Minorities and women up to 5% in each category, the PIA shall submit a proposal seeking relaxation from the PAC. In case the proposal for relaxation is not accepted by the PAC, then proportionate deductions shall be made from the subsequent releases for the shortfall in the assigned targets.	
15	Ensure Quality Conduct once in two month quality audit of each training centre and previously reported placements.	
16	Ensure that PIA receives instalments within 30 days of becoming eligible This would be possible only if the decision to release funds is taken solely on the basis of well published scoring systems that the PIA, CTSA and the SRLMs internal finance division buys into. SRLM will have to use the MIS to predict the date by when the PIA would be submitting their claim for instalment and ensure that the concurrent monitoring both physical and financial are completed before that date. This is possible if the PIA has a detailed real time physical and financial MIS and exposes this over the internet to the CTSA and the SRLM.	
17	Monitoring of Retention DDU-GKY has progressed from being a program that provides skilling to one that also ensures placement. Retention is the new goal.	

No	Activity	Remarks
18	Organise Job Melas Bring together both prospective employers who have a good track record and rural youth who have either employable skills or can be trained by the employer at the cost of the employer.	These melas are a good opportunity to test the findings of the SGA and for the SRLM and other PIA's to network with employers.
19	Establish Migration Support Centres Many of the jobs in the formal sector are unfortunately available in areas that are distant from the areas where the rural poor reside. Establish support centres where DDU-GKY alumni are assisted in: - Finding accommodation - Finding alternate/better paying jobs - Sorting out problems with the local administration - Dealing with personal issues by providing access to a professional counsellor.	
20	Establish help lines in the office of the Collector/District Magistrate for DDU-GKY women beneficiaries who migrate outside their district In the case of women beneficiaries who are being placed outside the district, there should be designated mobile phone help line and nodal officers whom they can contact on mobile phone or email in case of a crisis. It will be the duty of the Collector/D.M of the home district to contact the destination district collector either directly or through the State Government to help the women in distress.	
21	Establish an DDU-GKY alumni program Organise programs that nurture and encourage DDU-GKY alumni. Newsletters, annual get together, recognition for high achievers, assistance in finding better paying jobs, convergence with other government programs for higher education are some of the activities that can be taken through this.	
22	Convergence with State Missions for skill development Explore convergence opportunities with State Missions for skill development as well as various departments. Some of the programmes have similar objectives and target group as DDU-GKY and provides opportunities to develop synergies.	
23	Setting standards for training centres using a ranking system A ranking system for the training centres will be operationalized to ensure quality standards. The training centres need to maintain minimum standards, infrastructure and technical expertise as detailed in guidelines. In order to bring elements of competition between the PIAs, a system for ranking training centres based on a commonly agreed criteria will also be put in place. e.g. The centres can be ranked as one star, two star, three star etc. This ranking will vary after each inspection.	
24	Establish Career Guidance Centres Setting up Career Guidance centres at various levels, both at district and block. These will channelize candidates into training programs, apprenticeships and jobs. The services will include counselling to potential candidates, linking candidates to service providers etc.	

No	Activity	Remarks
25	Providing information about DDU-GKY in public domain All information related to DDU-GKY has to be placed in public domain, especially by maintaining web site where information is updated regularly. This will help the public to take informed decisions as well as bring in transparency.	
26	Conduct training and capacity building programme for GP functionaries Regular training of GP functionaries to build their capacity to actively participate and play a pro-active role in various activities related to DDU-GKY.	

Non AAP States

The Steps 2,4,5,18,19 from the table are not applicable for non AP States. The Steps 1, 3, 6, 8, 9, 10, 12-17, 20-26 are similar to those applicable for AP States from the table above. For the remaining Steps, the following are applicable:

Step 7: Year Programme approval The Non-AP states have their Year Programme (YP) which has to be approved by the EC of MoRD.

Step 11: Forward proposals to MoRD: Forward to MoRD by the 3rd Tuesday of each month, those proposals for which:

The state government is willing to meet the relevant state share in full (40% or 10%)

- There is a record of receipt by the 1st Tuesday of the month
- The PIA has not been black listed by the state government

- The CTSA appointed by MoRD has found the proposal to be complete in all respects.

MoRD will hold EC meetings on the first Tuesday of each month. The EC will consider all cases received in MoRD by the 3rd Friday of the previous month. This means that within one month of the proposal reaching at SRLM, it will be taken up by MoRD. Given that CTSA needs one month it is expected that a PIA will know the result of its proposal within 90 days of submission.

MSP Projects

The Steps 1-11, 17-26 from the table for AP States are not applicable for MSP projects. The Steps 12-16 are similar to those applicable for AP States.

4.3 Steps in MoRD

DDU-GKY is a partnership between the Central and State governments and PIAs who implement them on the ground. This section describes the activities and time lines for processing cases in MoRD.

Table 3: Steps in the administration of DDU-GKY projects-MoRD

Step	AP	Remarks
1	Build SRLM Capacity Once the state, district and sub-district skills teams have been put in place MoRD will assist the SRLM to run capacity building workshops for them.	
2	Build PIA capacity MoRD with the help of NIRD and other agencies will organise periodic workshops for members of staff of PIAs on different aspects of DDU-GKY particularly application, accounting and quality processes.	

Step	AP	Remarks
3	Build TSA capacity TSAs have an important role in the administration of DDU-GKY. These relate to desk and field appraisal, training centre quality audit and concurrent monitoring of physical and financial parameters of each project. MoRD with the help of other agencies will organise periodic workshops to help build the capacities of TSAs engaged in supporting MoRD and the SRLMs.	
4	Standardise protocols With the help of CTSA finalise scoring sheets and protocols for appraising proposals for new projects and fund release in on-going ones. Also notify quality assurance protocols particularly at the training centre and work place.	
5	Prepare SPIP and AP Help SRLMs in all AP states to prepare seven year SPIPs and APs for skills and placement by the 1st of December each year.	
6	Desk Appraisal Complete desk appraisal of all SPIPs and APs by the 1st of January each year.	
7	SPIP, AP and AP approval Approve all SPIPs, APs and YP (for YP states) by convening EC meetings by the 15th of January each year.	
8	Quality Assurance Develop protocols and scoring sheets to be used by PIA Q teams, SRLM and CTSA for supportive supervision of training centres and placement claims.	
9	Ensure monitoring All parameters that need to be met before release of 2nd, 3rd and 4th instalment should be monitored by the CTSA or SRLM on a fortnightly basis using the MIS of PIAs and the DDU-GKY web site. This is to improve quality and reduce time lost between attainment of readiness conditions and payout to PIAs. The score cards for the release of 2nd, 3rd and 4th instalments and closure can be accessed from http://ddugky.gov.in .	
10	Improve quality of course material and class room transactions Work with PIAs and assessment agencies and SSC to improve course material and class room transactions	
11	Network with prospective employers Work with prospective employers with a view to building the DDU-GKY brand and to ensure that DDU-GKY skilled persons receive a fair deal in their work place.	
12	Network with prospective PIAs and bring more of them into the DDU-GKY ecosystem Improve outreach to PIAs both existing and prospective and ensure that there is a substantial increase in project approvals.	
13	National database of trainers MoRD will built and maintain a national database of trainers and rank them on clearly defined criteria.	

Non AP States

The Step 1 from the table above is not applicable for non AP States. The Steps 2-6, 8-13 are similar to those applicable for AP States. For the remaining steps, the following are applicable:

Step 6: Desk Appraisal: Complete physical verification of all PIAs within 30 days of receipt of proposals.

Step 7: Project Approval: Convene meeting of the EC on the 1st Tuesday of each month to consider all proposals that:

- i. Have been received from the CTSA by the last Tuesday of the previous month
- ii. Have been forwarded by the State Government by the last Thursday of the previous month with the assurance to co-fund to the extent of state share of DDU-GKY.

MSP projects

The Step 1-8, 11 & 12 from the table above for AP States is not applicable for MSP projects. The Steps 10,13 are similar to those applicable for AP states. For the remaining steps, the following is applicable:

Step 9: Ensure Monitoring

All parameters that need to be met before release of 2nd, 3rd and 4th instalment should be monitored by the CTSA or SRLM on a fortnightly basis using the MIS of PIAs and the DDU-GKY web site. This is to improve quality and reduce time lost between attainment of readiness conditions and payout to PIAs.

Extension of Project tenure: Every PIA is expected to complete the project within the approved tenure. However, extension of project tenure may be considered on a case-to-case basis as given below:

- i. If the extension is for a period of less than three months, the approval may be accorded at the level of Joint Secretary with the concurrence of Integrated Finance Division (IFD).
- ii. If the extension is for a period less than six

months but greater than three months, the approval may be accorded at the level of Additional Secretary (RD) with the concurrence of IFD.

- iiii. If the extension is for a period more than six months, the approval may be accorded by EC.

4.4 Support Structures at the National Level

4.4.1 National Advisory Group

A National Advisory Group (NAG) will be constituted to support MoRD with inputs, feedback and suggestions to improve the quality and scope of DDU-GKY. NAG will be drawn from among Policy Planners, other Central Ministries, State Governments, Industry, Academia, Civil Society, industry organisations and International Organisations. The activities for the NAG are the following:

Identify policy and implementation issues related to DDU-GKY at National, State and Local level covering process and procedure, systems and institutions.

Identify issues related to convergence with other skill development initiatives of Central and State Governments.

Identify and disseminate best practises related to DDU-GKY across States.

4.4.2 Empowered Committee (EC)

The Empowered Committee (EC) of NRLM shall be the single-window agency for approval of key policy and financial matters pertaining to DDU-GKY except such financial matters which require appraisal of SFC/EFC and approval by MRD/CCEA. The EC shall be composed of:

- (i) Secretary, Rural Development, MoRD-Chairperson
- (ii) Additional Secretary & Financial Advisor, MoRD- Member
- (iii) Additional Secretary (Rural Livelihoods), MoRD- Member

- (iv) Principal Secretaries/ Secretary (RD) from States- Invitees
- (v) Poverty and Rural Development Experts/ Bankers- Invitees
- (vi) Joint Secretary (Skills) & Addl. CEO, NRLPS- Member-convenor

The EC will perform the following activities:

- (i) Approve all policy matters relating to DDU-GKY;
- (ii) Approve the State Perspective Implementation Plan (SPIP), Action Plan (AP of AP states) and Year Programme (YP) of non-AP;
- (iii) Approve innovative projects including innovative project proposals for the special groups and conflict areas (Person with Disabilities, transgender, victims of trafficking, manual scavengers, rehabilitated bonded labour and others, in supersession of existing norms;
- (iv) Approve large scale captive skilling projects, Industry Internship projects, Projects with course duration of more than 12 months, and any other skill developmental projects of national impact;

- (v) Any other matters relating to Skill Development, with the approval of chair.

The EC shall be the final authority for administrative and financial approval in respect of activities allotted to it.

The Empowered Committee may devise its own procedures and may appoint sub-committees, as it may deem fit.

The EC will also consider project proposals from non-AP states that have passed desk and field scrutiny and have been forwarded by the respective state government along with a commitment to meet the relevant state share.

4.5 Steps a PIA should take to access and administer DDU-GKY resources

PIAs who wish to become an DDU-GKY PIA will have to participate in DDU-GKY training programs and submit proposals for financial support. This section describes the steps involved depending on whether the project is to be implemented in an AP state or a non AP state or whether it is for an on-going MSP.

Table 4: Steps in the administration of DDU-GKY projects-PIA

Step	AP
1	Undertake Skill Gap Analysis (SGA) Though there may be national level skill gap assessments and GP level youth databases, the PIA should make its own assessment and take responsibility for it because once a project is sanctioned subsequent change of targets will not ordinarily be possible.
2	Identify Prospective Employers Following the SGA or before it the PIA should tie up with prospective employers the number of people they need for each trade and the kind of knowledge, skill and attitude they require in their employees.
3	Attend PIA training programs Both the SRLM and NIRD will be organising training programs for PIA staff on project preparation and quality monitoring. PIA staff should attend these programs to ensure that they are able to submit proposals complete in all respects and conduct quality audit of training centres and work placements.

Step	AP
4	Prepare and Submit Project Proposals Project proposals should be prepared using DDU-GKY formats and submitted online to the SRLM. The formats for submitting proposals can be accessed from http://ddugky.gov.in. While submitting projects, the PIA shall clearly provide cost estimates as for their project under the following sub heading - Boarding & Lodging charges in case of residential courses, and Food and To & Fro charges in case of non-residential courses. - Post placement support - Uniforms (ii) Costs accruing to the Trainers - Salary for Q Team - Salary for Trainers
5	Respond to Queries Quickly respond to queries that the SRLM may have. Online submission is the preferred mode. Till such time that this facility is not available emails may be used.
6	Text of the MOU Once the PAC in the SRLM approves the proposal, the PIA will have to enter into an MOU with the SRLM. The text of this should be agreed before the PAC meeting so that the MOU is executed within 48 hours of the PAC minutes being issued. The cost of the stamp paper for executing the MOU will be borne by the PIA. A month wise plan indicating the number of people (category wise including SC/ST/Minority/Women) to be trained over the entire project duration has to be provided by the PIA as part of the project proposal and will be part of the MOU.
7	Execute MOU Within 48 hours of the PAC meeting minutes being issued the MOU between SRLM and PIA (in case a project is granted by AP State) or a MOU between SRLM, CTSA and PIA (in case a project is granted in a Non AP State by MoRD), should be signed. The format of model MOU can be accessed from http://ddugky.gov.in.
8	Establish Training Centres and get it certified by SRLM or CTSA Establish training centres and labs for practical training. Ensure that trainers have the required knowledge, skills and attitude to be DDU-GKY trainers. Before going to the next step the Q team of the PIA should inspect and certify the training centre using protocols specified by NIRD. Where women trainers are being trained, there should be at least one women manager/trainer.
9	Mobilise Use a GP saturation approach. Offer counselling services to all residents between the ages 18 to 35 who have been identified as being poor. In the case of PTGs the upper age limit is 45 years. Special groups such as manual scavengers, victims of human trafficking etc. may be allowed to enrol if they are above 16, provided they become 18 by the time they finish training including on the job training if any.
10	Counsel and select DDU-GKY beneficiaries come from poor families and often have very little idea about the scope and nature of work in each sector. It is therefore important that beneficiaries and their parents receive good quality counselling.

Step	AP
11	Ensuring Quality Training and Placement - Use geo-tagged, time stamped biometric attendance at start and end of each training day - Online inventory check each morning when training centre opens and closes - Periodic quizzes and tests with safeguards to prevent impersonation. Publish results in the PIA MIS and organise remedial classes for those who score poorly - Install video audio recorders in each classroom and labs. Ensure that the PIA's Q team reviews these recordings each month and scores each trainer. Use these results to run remedial classes for trainers - Ensure timely payment of allowance to trainees for daily food, transport/lodging - Ensure adequate and timely payment of trainer remuneration - Ensure that monthly and end of project targets for SC/ST, minorities and women are met - Ensure that advisories issued by PIAs own Q teams, SRLM and CTSA of MoRD are complied with by individual trainers and training centre managers - Ensure that the placement data reported on the PIAs web site and passed on to MoRD is credible - Work with employers to ensure that employers who accept DDU-GKY alumni provide all legal benefits that are due to them Ensure that trainees are tracked for at least a year after placement. (The PIAs performance in post placement tracking for a year after placement will be variable for assessment during subsequent submission of proposals).
12	Work Readiness and Employability training Centres Establish residential centres that provide work readiness and employability training in major centres of employment for residents from the project state. Invite prospective employers for campus placement interviews and tests. Support alumni with information on accommodation and opportunities for alternate jobs. Also provide liaisoning services with the local administration.
13	Conduct Counselling session for trainees after placement The trained candidates who are placed in various jobs, usually in cities would have problems in adjusting to a new environment, both in the work place and outside. PIAs have to conduct counselling sessions with the candidates, especially the women candidates, to help them in adapting to the new environment.

All the above points are required for the SSPs. However, the points 1-7 are not applicable for MSP.

4.6 State Perspective Implementation Plan (SPIP)

The SPIP would need to project skilling needs in the medium term (seven years) covering the number of youth to be trained and placed, the trades and sectors within which the trainings need to be done, and the areas for innovation and for special projects. Baseline information from SGA, market scans and surveys, literature reviews etc. would need to be collated to undertake a situation analysis of the

scenario in the State for skilling the poor. The situation analysis would be expected to capture the various categories of poor youth and vulnerable communities to be brought into skilling programmes. It should be able to identify growth areas, challenges faced by the State in enhancing the employability of poor youth and vulnerable communities. It should also be able to map potential capabilities, looking at the poor as productive resource, and map their potential for gainful employment. The SPIP should articulate the strategies to achieve the projected outputs including for:

- Capability development and augmentation of service providers in the area of skilling

- | | |
|---|---|
| <ul style="list-style-type: none"> ii. Interventions for local economic development through skilling solutions iii. Interventions for safe migration and support services iv. Development of systems for sustained skill interventions v. Enabling greater infrastructural access /availability and innovative rent sharing vi. Enhancing access of and outreach to the most vulnerable among the poor vii. Areas of long term engagement of the CBOs of the poor and their capacitation for the same viii. Long term mobilisation, including participatory identification of the poor ix. Convergence platforms and their continued engagement x. Employer engagement and opportunities for skill augmentation and reskilling xi. Projects that target formalization of informal sector employment (payment terms, protection and benefits, credible tracking of retention) xii. Quality management including certification of courses, assessment and monitoring | <ul style="list-style-type: none"> xiii. Long term strategies to track and ensure retention xiv. Institutional arrangements for transparency including proactive disclosures xv. Institutional arrangements/ partnerships for technical assistance, capacity building and alumni management <p>The template for SPIP preparation can be accessed from http://ddugky.gov.in. It is expected that the States would submit their SPIP in the year following their designation as AP.</p> |
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4.7 Eligibility for a PIA-Categories and Criteria

In order to be eligible to apply for a project, an entity should be:-

- (i) Registered under Indian Trust Acts or any State Society Registration Act or any State Cooperative Societies or Multi-State Co-operative Acts or the Companies Act 2013 or the Limited Liability Partnerships Act 2008, or
- (ii) A Government or a semi-government organization at the State and National Level.

Category of PIAs and corresponding project sizes and project periods for which they will be eligible under the DDU-GKY is as follows:

Table 5: PIA categories

No	Category of PIA	Eligibility criteria	Project size & period (Rs.)
1	Category A	(a) Foreign placement PIA, i.e. an entity which has annually placed 500 or more overseas jobs with a minimum salary of USD500 or more per month in the last two years from the date of application for a project; or (b) a Champion Employer who has a valid "Champion Employer MoU" with MoRD; or	Up to Rs. 50 crore per project (total approved cost including State share). Project period maximum of five years

No	Category of PIA	Eligibility criteria	Project size & period (Rs.)
		(c) a Captive employer, i.e. an entity which has provided 500 or more captive jobs annually in own or subsidiary agencies/ companies the last two years from the date of application for a project; or (d) an entity owning an industry with a turnover of average Rs.100 crore in previous three years, and placement of 500 or more candidates in own or subsidiary agencies /companies in last two years from the date of application for a project; or (e) an Educational Institutes of high repute, i.e. a PIA, which is an educational institute with a minimum score of 3.50 on CGPA out of 4.00 in NAAC grading or is a Community College which has received funding from UGC or AICTE in the last two years; or (f) a PIA who has completed three or more projects under DDU-GKY (or SGSY-SP) in the last five years and has been issued a project closure certificate; or (g) an entity which has given training to 20000 beneficiaries and has provided placement to 70% trainees during the previous 5 years	
2	Category B	“(a) a PIA who has annually placed 200 to 499 candidates in overseas jobs with a minimum salary of USD500 or more per month in the last two years from the date of application for a project; or (b) a PIA who has provided 200 to 499 captive jobs annually in own or subsidiary agencies/ companies the last two years from the date of application for a project; or (c) a PIA who has completed at least one DDU-GKY (or SGSY-SP) project in the preceding three years and have fulfilled all the conditions set in the project; or (d) Training institutions who have not implemented DDU-GKY (or SGSY-SP) project of the Ministry in last three years, but are well established skills providers (defined as being more than five years old and having annual turnover greater than Rs.15 crore, in each of the last three years); or (e) an NSDC partner, i.e. where NSDC has a stake, either through equity or loan will fall under this category.	Upto Rs. 15 crore per project (total approved cost including State share). Project period minimum of three years

No	Category of PIA	Eligibility criteria	Project size & period (Rs.)
3	Category C ¹⁵	All other entities who do not qualify as Category 'A' or Category 'B' above or who do not have prior experience in skilling, and have undergone PIA orientation course organised by MoRD.	Upto Rs. 5 crore per project (total approved cost including State share). Project period minimum of three years.

Explanation: Where two PIAs form a consortium and apply for a project, the PIA category applicable for the purpose of the project shall be the highest category applicable to the individual PIAs.

Besides the above, the following eligibility conditions have to be met by all three categories.

- i. More than three years old at the time the application is received by MoRD.
- ii. Not have negative net worth in at least two out of the last three years.
- iii. Have a turn over that is at least 25% of the size of the proposed project.
- iv. In the case of NSDC partners i.e. entities in which NSDC has an equity stake or provided loans, the minimum existence for a period of three years and the negative net worth requirement will not be insisted.
- v. A consortium of two PIAs with PRN can also apply for a project provided they meet the following conditions:
 - a. The consortium shall be based on a legal agreement between two PIAs where the Lead Member of the consortium is clearly stated.
 - b. The Lead Member of consortium need not be the applicant PIA for a project.
 - c. The Lead Member shall bear entire financial responsibility for the project, including fulfilment of demand / recovery by the Government in case of any default or deviations in the project or for which work has not been completed as per the sanction.
 - d. The Lead Member cannot walkout after the project is approved. All the commitments as per the sanction order

for project delivery have to be met by the Lead Member in case the applicant PIA fails to do so.

- e. The Lead Member undertakes to develop the capabilities of the other member also.
- f. The Lead Member shall also fulfill all financial eligibility criteria in terms of the Guidelines.
- g. The applicant PIA shall be responsible for delivery of the project as per sanction.
- h. Both the PIAs in the consortium shall fulfill all non-financial eligibility criteria stated in the Guidelines.
- i. The project shall be sanctioned in the name of the applicant PIA, and it shall be clearly mentioned that the project is being undertaken as a consortium.
- j. There is a clear division of responsibilities between the Members in the consortium.
- k. The oversight mechanism of the Lead Member is explicit and adequate.
- l. Both the members of consortium may claim credit for the work done under a consortium for categorization in future projects.
- vi. PIAs can also work through the franchisee/outsourcing arrangement. If the project proponent plans to operate centers through a franchisee arrangement this should be clearly mentioned in the application and in the project sanction order. The core components of DDU-GKYs are training and placement. If the PIAs intend to outsource the implementation of core

components of the project, it has to indicate this clearly during the time of submission of projects. The details of the partner organization (to whom work is being outsourced) including the name, legal status, details of main employees for the project, turnover, net worth and balance sheet has to be submitted along with the proposal. All the details of the financial arrangement between partners for the project have to be submitted. The bank details of the partner organisation also have to be provided and registered in CPSMS.

4.8 Development of Protocols for various processes and tasks in the DDU-GKY

The SRLMs should prepare protocols for the various processes and tasks listed in these guidelines. The protocols have to be approved by the E.C of MoRD. The Model protocols have been developed and shared with the States to help them in preparing their protocols. The model protocols have been developed for the following processes and tasks:

- i. Inspection of training centres.
- ii. Due diligence before allowing a training centre to begin operation.
- iii. Post placement tracking for one year.
- iv. Verification of accounts.
- v. Fortnightly review of online MIS.
- vi. Field appraisal of application for DDU-GKY project.
- vii. Teaching English
- viii. Teaching computers
- ix. Soft skills
- x. Look and feel of training centres
- xi. Training centre day opening and day closing
- xii. Distance education using live studio based broadcasts by master trainers
- xiii. Mobilization
- xiv. Counselling

- xv. Screening, Aptitude assessment, selection of candidates
- xvi. Job Melas
- xvii. On the Job Training
- xviii. Placement verification
- xix. Post placement support payment
- xx. Claim for 2nd, 3rd and 4th instalments
- xxi. Application form for project approval
- xxii. Third party certification
- xxiii. Career Progression payment verification
- xxiv. One year retention payment verification
- xxv. Work readiness and employability centres
- xxvi. Migration Support Centres
- xxvii. Role of SHG
- xxviii. Role of Gram Panchayat
- xxix. PIA documents

4.9 Date of Applicability of revised DDU-GKY guidelines

The Central Government in the past has sanctioned placement linked skilling Special Projects under SGSY (subsequently revised and renamed as placement linked skilling projects under Aajeevika in the year 2012) to PIAs. AP states have also been sanctioning placement linked skilling projects to PIAs according to the 2012 guidelines.

With the coming into force of revised guidelines in 2013, any remaining activities related to on-going skilling and placement projects prior to 2013 were covered under the revised guidelines. It was allowed that in the case of on-going projects, those PIAs who wish to be governed by the 2012 guidelines (wholly or partly) should give so in writing within 30 days of the notification of these guidelines (2013). In case no written indication is received from the PIA within 30 days, MoRD will issue a revised sanction order for the activities that remain and in the case of projects in which PIAs have requested for part implementation of the 2013 guidelines, revised sanction orders will be

issued - terms and conditions will be mutually agreed. Accordingly, in cases where it is necessary, CTSA will execute a revised MOU within 15 days of the issue of the revised sanction orders.

Now with further revision of guidelines in terms of alignment with Common Norms notified by the Government for skill development schemes, the revised guidelines shall be applicable w.e.f 1.4.2016 on all ongoing training batches and those batches which are yet to commence in ongoing projects. For such batches in which training has been completed on or prior to 31.3.2016, expenditure shall be accounted in terms of pre-revised DDU-GKY cost norms as on 31.3.2016, except for cost allowed for mobile tracking.

4.10 Convergence

Convergence is a continuous process and while the broad principles can be laid down, it is the SRLMs that will have to take the lead in working out convergence at the State and district level based on the existing skill development programmes. The level of engagement and mechanism for convergence will vary across the State and District.

State level: Number of States have setup State Missions for Skill development. The Institutional mechanisms to implement the mandates have also been setup. In case of existing mechanisms, they can be utilised for convergence with other programmes. In other states, an Inter Departmental Coordination Committee headed by the Chief Secretary and consisting of Principal Secretaries of major departments involved in skilling programmes can be set up for addressing convergence issues. Some of the probable activities for the convergence mechanism at the State are:

- i. Standardisation of courses - curriculum development

- ii. Assessment and certification NOS/NCVT/MES, industry certification
- iii. Developing an inventory of public infrastructure that could be made available either on a part time or full time basis for skilling, either as training centres or as hostel accommodation.
- iv. Involving academia and research agencies for improving the implementation of DDU-GKY
- v. Harmonising the quantum of assistance, identification of institutes, types of skilling provided etc. across various skilling programmes

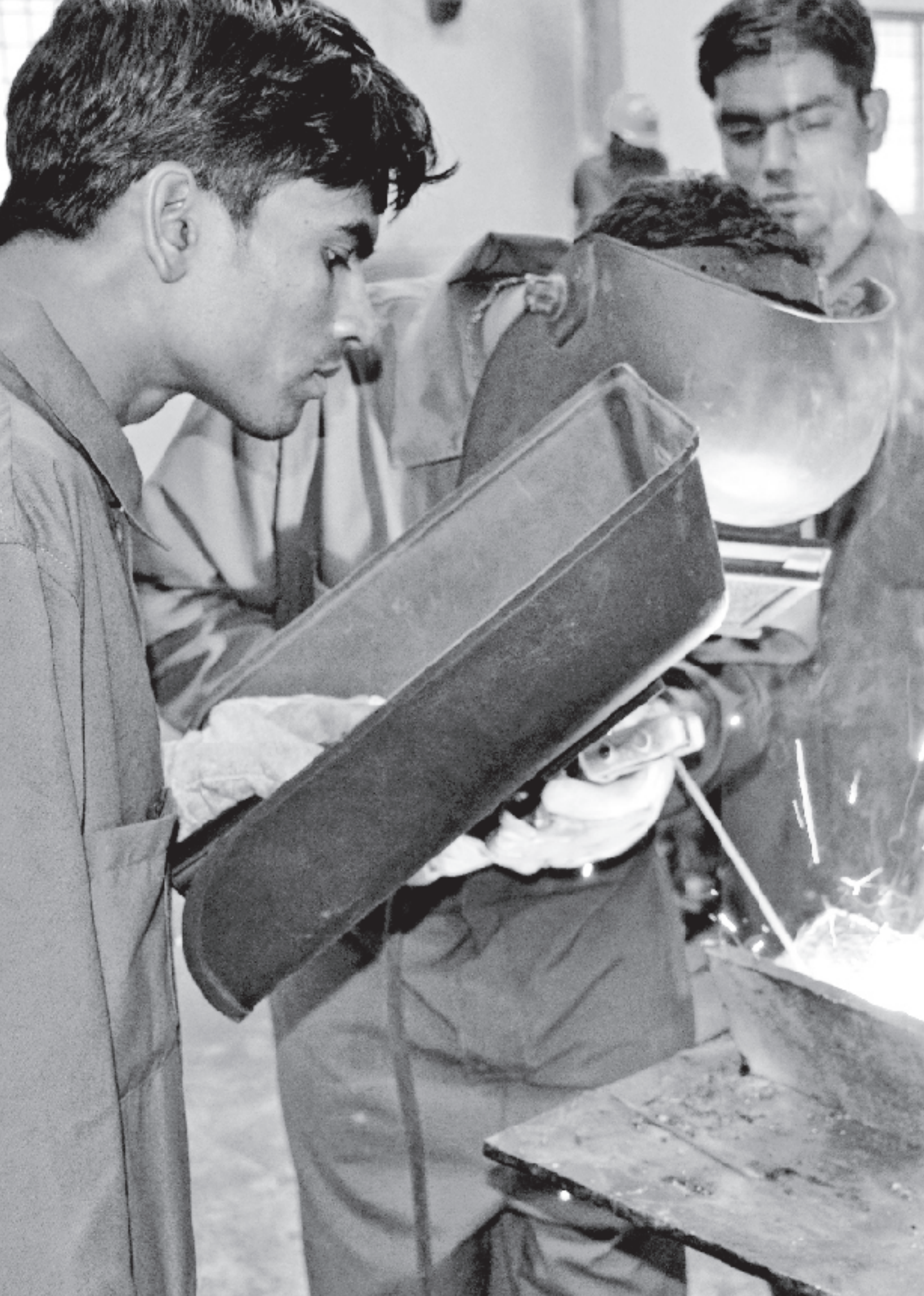
District Level: A coordination committee headed by the District Collector and head of departments of key line departments can be the institutional mechanism at the district level for bringing convergence in implementation. The Programme Manager of the District Project Management Unit can be the convenor of the coordination committee. The activities will include:

- i. Utilising the outreach of departments for IEC and mobilisation activities.
- ii. Availability of databases of various departments including the education, panchyati raj departments etc. for developing strategies.
- iii. Coordinating with district level industry associations for job placements.
- iv. Inclusion of skilling as part of the district level planning processes

4.11 Project completion

The completion report of both AP and SSP projects should be uploaded by the CTSA on the MoRD skills web site along with their comments for the release of the 4th and final instalment.





5. Financial Management

- (i) How are targets and funds allocated to states?
- (ii) What are the criteria based on which funds are disbursement to states?
- (iii) What are the criteria based on which funds are disbursed to PIAs?
- (iv) What is the role of CPSMS in disbursal of DDU-GKY resources?

5.1 Allocation to States

Annual allocations to states will be done using a mix of state poverty ratios and states absorption capacity. Skills and placement is an evolving sector with uneven capacity between states. Though all efforts will be made to build capacity of states in this regard, it is expected to take time. Skill and placement projects also have long gestation periods because of which it is important that spending decisions are completed well before the start of the financial year. With the hike in central allocation for skills went to 25% from 2013-14; it will be the capacity of states to use available resources that is likely to determine how much resources will flow to which state, at least for the period of the 12th Plan.

MoRD will therefore be announcing approximate state wise allocations in the month of December each year. This is to enable states to reflect this in the plan proposals they bring to the EC meetings in January. If a state is unable to utilise the funds released to it in the preceding financial year, by the 30th April of the financial year in which fresh fund releases are being considered, 50% of the unused amount of allocation of the preceding year will be deducted from the fresh release and distributed among states that have fully used their allocation in the previous financial year. This exercise will be repeated on 31st October of the financial year, using the fund utilisation data as on 30th September and all the unused allocations will be moved to states that have exhausted theirs. Allocations to states are made irrespective of whether they are AP or not, but the first priority will be for committed liabilities.

The ratio of Central and State Government share is 60:40 for all States other than North-Eastern

States including Sikkim where the ratio is 90:10. However, in case of skilling projects under Himayat initiative in Jammu and Kashmir, the Central assistance shall be 100%. State Governments may contribute up to 10% of the project cost in kind (e.g. infrastructure facilities for skilling and OJT) as their share in the total project cost.

The Companies Act 2013 makes it mandatory for every company having a net worth of Rs 500 crore or more or turnover of Rs 1000 crore or more or net profit of Rs 5 crore or more during any financial year to formulate a Corporate Social Responsibility Policy indicating the activities that would be undertaken by the Company. Skill impartation is explicitly recognised as an acceptable CSR activity. It is very likely that Corporates would like to contribute for this purpose. Since, only a few Corporates have their own CSR Foundations, most corporates would be looking for avenues for investing in skill development, based on geography, skillsets or identified PIAs. In order to tap this potential, SRLMs should be positioned to take up projects with CSR funding as part of the total corpus of available funds. The protocols for using CSR funds shall be notified by Ministry.

5.2 Allocation to North Eastern States

Out of the total allocation for DDU-GKY, 10% will be earmarked for North Eastern States including Sikkim. The Central Government may notify a sub-scheme for North-east states taking into account the special nature of assistance necessary in the region. Till then projects shall be evaluated in terms of these guidelines.

5.3 Allocation for Himayat

A separate DDU-GKY vertical for Jammu and Kashmir is in operation since 2012-13. This is a 100% centrally funded scheme. The target is to skill an additional 1,00,000 youth from Jammu and Kashmir and place at least 70,000 of them in the formal sector and in self-employment in next five years.

5.4 Allocation for Roshini

Another DDU-GKY vertical was launched in 2013-14 for rural poor youth in 24 most critical Left Wing Extremist (LWE) affected districts. It has been expanded to 27 LWE districts on 25th July, 2013.

5.5 Cost norms and fund release criteria

The EC in MoRD will revise the cost norms and fund release criteria from time to time. The latest version of the norms and criteria can be accessed from <http://ddugky.gov.in>.

5.6 Fund release - Centre to AP States and to PIAs in AP States

On approval of the AP in January, funds are earmarked for each state. Funds meant for PIAs are released to the SRLM via PFMS. State share is also to be credited to the state DDU-GKY bank account. All payments to PIAs in AP states will be made by the SRLM. 50% of the funds required to be spend by the SRLM its district and sub-district units will be disbursed in advance. When 60% of the total amount available is spent, as reflected in the MIS, the remaining 50% will be disbursed via PFMS. For this a separate core banking

enabled account will have to be registered by all users of DDU-GKY resources including TSC and PIA because all fund flows and accounting will be through PFMS using electronic fund transfers.

5.7 Fund release - Centre to non AP States and to PIAs in non AP States

On approval of the non AP states YP in January, funds are earmarked for non AP states as well. 50% of the funds payable to PIAs during the year according to the year programme approved by the EC for non AP states and the 1.5 % fee of the CTSA are released through CPSMS to the CTSA¹³. Once the CTSA disburses 60% of the funds routed to it, the remaining 50% for the financial year will be released to the CTSA. State share has to reach the PIA within 10 days of release of Central Share by the CTSA.

5.8 Accounting Systems

The cabinet decision on the fund allocation for NRLM has mandated 25% of the total budgetary allocation for the skills programme. Therefore, an exclusive accounting system to track the funds for DDU-GKY programme from the central level to the sub-district level has to be established. The State Governments have to incorporate the necessary instructions in their administrative and financial management systems to capture the fund flow for the skills programme.

5.9 Payments to PIAs

PIAs will receive payments from the SRLM for projects sanctioned through the AP route by AP states. In the case of projects in YP states and on-going multi-state projects in both AP and YP states, PIA will paid by MoRDs CTSA. All payments will be made according to the following release conditions:

¹³ As the States migrate from YP States to AP States, fund release will be done through SRLM.

Table 6: Release conditions for PIA

Instalment	AP	SSP	MSP	Release condition
1	25% of project cost	25% of project cost	25% of project cost	On sanction of project and signing of MOU.
2	50% of project cost	50% of project cost	50% of project cost	On: a. Spending 60% of funds disbursed as 1 st instalment as visible in web site. b. Achieving 40% of physical target inclusive of sub-targets such as for SC/ST, minorities etc. c. Submitting audited expenditure statement like P&L statement, Balance sheet etc with respect of previous year for cases after 30 th September.
3	15% of project cost	15% of project cost	15% of project cost	On: a. Spending 90% of funds disbursed as 1 st and 2 nd instalments as visible in website. b. Achieving 90% of physical target inclusive of sub-targets such as for SC/ST, minorities etc. c. Submitting audited expenditure statement like P&L statement, Balance sheet etc with respect of previous year for cases after 30 th September.
4	10% of project cost	10% of project cost	10% of project cost	On achieving all targets (Achieving 100% of physical target inclusive of sub-targets such as for SC/ST, minorities etc, certification of 70% of the candidates) and submission of project closure documents as well as signed score card.

Notwithstanding any provisions given in the section, in case of a project for Industry internship, payments to PIA by CTSA will be made batch wise as per the following release conditions:

(a) 1st instalment- 25% of the total assistance per batch of candidates joining the PIA as interns shall be given in advance.

(b) 2nd instalment- 25% of total assistance

for the batch shall be released after the PIA furnishes expenditure statement supported by vouchers / bills for 90% of the 1st instalment released for such batch, and aadhaar based attendance record (except for attendance records for permitted holidays and leave as per PIA policy) for minimum 75% of batch size counted for 1st instalment.

(c) 3rd instalment- 25% of total assistance

for the batch shall be released after the PIA furnishes expenditure statement supported by vouchers /bills for 90% of the 2nd instalment released for the batch, and aadhaar based attendance record (except for attendance records for permitted holidays and leave as per PIA policy) for minimum 75% of batch size counted for 1st instalment.

- (d) 4th instalment of total assistance for the batch shall be released after PIA submits proof for placement of 70% of the candidates in the batch along with audited expenditure statement, and aadhar based attendance record (except for attendance records for permitted holidays and leave as per PIA policy) for minimum 75% of batch size counted for 1st instalment.
- (e) The one-time travel allowance for the candidates shall be reimbursed by the CTSA to the PIA on production of actual bills by the PIA upto a limit of Rs. 4500 per candidate.

Further, notwithstanding any provisions in the section, in case of a project with course duration of more than one year, the fund release to the PIA shall be subject to following conditions:

- (a) 1st instalment- 25% of the total project cost shall be released to the PIA on sanction of project and signing of MoU.
- (b) 2nd instalment- 50% of the total project cost shall be payable to the PIA after the PIA furnishes expenditure statement supported by vouchers / bills for 75% funds released as 1st instalment for the project, and attendance record (except for attendance records for permitted holidays and leave) from the educational institution for the candidates undertaking the course.
- (c) 3rd instalment- 15% of the total project cost shall be payable to the PIA after the PIA furnishes expenditure statement

supported by vouchers/ bills for 90% of the 2nd instalment, and attendance record (except for attendance records for permitted holidays and leave) from the educational institution for the candidates undertaking the course. In case of a two year course, the PIA shall also have to produce proof of placement for 50% of the candidates skilled in the program.

- (d) 4th instalment- 10% of the project cost shall be released to the PIA on furnishing a proof placement for additional 20% of the candidates and proof of grant of duly recognised certificates of course completion by atleast 70% of the candidates.

For processing payments to PIAs, in instances where validating invoices is resulting in delaying the payments as per agreed time limits, then payments should be made “on account” and deductions if any should be made from subsequent payments to PIAs.

Eligibility conditions for release of funds at all four stages are determined by the MIS statements of the PIA available on their web site. The MIS statements have to indicate the Physical and Financial achievements. If the achievements meet the conditions for release of payment at each stage, a request for processing the payments will be generated and send to PIAs or SRLMs.

CTSAs should ensure that completion of all the Audit process has to be completed within seven days of PIA becoming eligible as per the MIS. The financial details used to determine eligibility should pertain only to the reference period for each instalment.

The interest amount accrued on Government releases, if any, shall be adjusted against the Government share of the Project cost at the time of release. In the case of the PIA not being able to meet targets under the various sub categories,

releases will be calculated based on pro rata basis.

5.10 Electronic processing of fund release

PIAs, CTSA and SRLM will be required to maintain a separate account linked to Public Financial Management System (PFMS) since all payments will be made to this account electronically when all release conditions have been completed and authenticated. Digital signatures will be acceptable in the case of documents that are transmitted electronically.

5.11 Service level assurance by MoRD, its CTSA and SRLM

MoRD, CTSA and the SRLM shall notify information/ documents necessary for processing release of instalments and shall be committed to ensuring that the PIA receives sanction orders and payment of instalments in accordance with the time frames mentioned in the Standard Operating Procedures approved by the Empowered Committee and notified by the MoRD.

5.12 Procurement procedure

DDU-GKY follows a fixed cost model. Applications of eligible PIAs shall be scored on the basis of criteria and weights, as approved by the Empowered Committee in the MoRD.

The approved criteria and weights shall be notified on website. The criteria for scoring, inter-alia, shall provide for prioritising project applications received from Category 'A' applicants over Category 'B' applicants, and prioritising Category 'B' applicants over Category 'C' applicants.

Within category 'A', inter-alia, higher weights shall be given to projects in the following order of priority:

- (a) a project in which the PIA commits to provide 500 or more overseas jobs

annually at a minimum salary of USD500 or more per month or minimum wages as applicable in that country, whichever is higher;

- (b) a project by a Champion Employer;
- (c) a project by a Captive employer providing placements in 500 or more jobs to candidates annually in own or subsidiary agencies/ companies;
- (d) a project for Industrial Internship for a minimum of 500 or more candidates for a period of 12 months with subsequent placement for at least 70% of such interns;
- (e) a project for a minimum of 100 or more candidates which provides a long-term course of more than 12 months duration
- (f) a project by an eligible Educational Institute of high repute with a minimum score of 3.50 on CGPA out of 4.00 in NAAC grading or is a Community College receiving funding from UGC or AICTE in the last two years;
- (g) a project by a PIA who has completed three or more projects under DDU-GKY (or SGSY-SP) in the last five years;
- (h) a project by a PIA who has given training to 20000 beneficiaries and has provided placement to 70% trainees during the previous 5 years;

Within projects applied to by category 'B' and Category 'C' PIAs, inter-alia, higher weights shall be given to projects in the following order of priority:

- (i) a project which provides assured foreign placements for 200 or more candidates annually at a minimum salary of USD500 or more per month or minimum wages as applicable in that country, whichever is higher.
- (ii) project by a captive employer providing placements in 200 or more jobs to

candidates annually in own or subsidiary agencies/ companies.

The scores obtained for each application shall be valid for a period of one year from the date of assessment of project application. During such period, no modifications in the application form or scores shall be permitted.

All the scored applications of the PIAs shall be considered for approval by the Project Sanctioning Authority of the respective State Governments (EC in case of YP States and Project Approval Committee in case of AP state), taking into account the availability of funds and rank of an application.

Every PIA applicant shall be required to pay an Appraisal Fees to the CTSA (in case of a project in a YP State) and the designated TSA of State Nodal Skilling Agency/SRLM (in case of a project in an AP state) at a rate notified by the MoRD from time-to-time. For all other procurements in DDU-GKY, NRLM approved procedures will be followed.

5.13 Applicability of Guidelines

For all relationships between the PIA, CTSA, State Governments and Central Governments, no clause in the guideline will be applicable with retrospective effect unless it is mutually agreed upon by all the parties involved.





6. Monitoring and Evaluation

- (i) What are the objectives of Monitoring framework of DDU-GKY?
- (ii) What is the role of CTSA in the Monitoring of DDU-GKY?
- (iii) What are the outputs expected under the concurrent Monitoring?

6.1 Monitoring

Monitoring is a continuous measurement of progress while the project is on-going. This involves checking and measuring progress, analysing the situation and reacting to new events, opportunities and issues. The key objectives of monitoring in DDU-GKY are to:

- i. Keep track of performance against DDU-GKYs overall goals (achieve quality and sustainable skill development at scale)
- ii. Use the knowledge gained to ensure informed decision-making
- iii. Identify any course corrections needed, at State, CTSA, MoRD and PIA level to improve outcomes
- iv. Inform MoRDs future strategy, policy and sector choices
- v. Support PIAs and States in course correction, in a prioritised manner (based on well-defined triggers).

The DDU-GKY team in MoRD with the help of NIRD and other agencies act as a knowledge platform for developing effective monitoring framework and capacitating the state to build effective review systems for DDU-GKY. This would involve interventions to

- i. Establish high level monitoring objectives across levels
- ii. Determine the key performance indicators for each process (mobilisation, training, placement and retention)
- iii. Specify who and what needs to be monitored (PIA performance, programme performance, quality of internal systems and processes, performances of CSAAs).

6.2 Periodic monitoring of AP

Periodic monitoring of AP States and projects sanctioned in those States need to be done at the Central and State level. An Ecosystem approach will be used so that PIAs and States are supported in the achievement of agreed goals.

6.3 Role of TSA

Central and State Governments can procure services of competent TSA to monitor their DDU-GKY project. If the work of concurrent monitoring is being outsourced, specific MoU needs to be entered into. The MoU may also incorporate the scope for engagement of the CBOs in social audit. The States may provide for role of CBOs depending on the extent of their presence and level of capability to undertake responsibilities entrusted with them.

6.4 Concurrent monitoring of PIA as basis for fund release under AP and SSP

Concurrent monitoring through an internet enabled ERP system will make it possible for all stakeholders to monitor the performance of the PIA against agreed performance indicators. Field inspections are to be undertaken to check that the information on the MIS is accurate and provides a true picture of the goings on. The first level of check is to be done by the Q team of the PIA each month and the results are to be posted on designated web sites. All other inspections will aim to verify whether that the results published from the inspection by the Q team of the PIA was an accurate mirror of the reality in the training centre and in the workplace.

The SRLM should employ independent monitors to concurrently monitor the outputs of the project. These reports would be relevant to determining the

quality and impact of specific projects as well as of the programme in general and can feed into further planning and fund release decisions. The monitoring reports should be made available to the MoRD.

6.5 Concurrent monitoring outputs

6.5.1 Fortnightly monitoring and guidance notes to PIAs using online MIS of PIA: TSAs will monitor the online MIS on a regular basis and issue/upload fortnightly guidance notes to identify and notify non-compliance and for improving the use and functioning of online MIS.

6.5.2 Monitoring of compliance by PIAs on points raised in guidance notes: PIAs will be required to comply with the points raised in the guidance notes within a week of the upload of guidance notes.

6.5.3 Bi-monthly inspection of training centres by Q team of PIA: Q team of PIA will undertake monthly inspection of training centres. The proceedings of these visits will be recorded through GPS-enabled video/audio clips and uploaded along with action points for compliance by the training centre manager and trainers in the workflow MIS and monitored for compliance.

6.5.4 Once in three month's inspection of training centres by State TSA: SRLM officials/ State TSA will undertake bi-monthly inspection of training centres. The proceedings of these visits will be recorded through GPS-enabled video/audio clips and uploaded in the workflow MIS along with action points for compliance by centre managers and trainers and monitored for compliance.

6.5.5 Once in four month's inspection of training centres by MoRD's CTSA: MoRDs CTSA will undertake tri-monthly inspection of training centres. The proceedings of these visits will be recorded through GPS-enabled video/audio clips and uploaded in the workflow MIS and monitored along with action points for compliance by centre managers and trainers and monitored for compliance.

6.5.6 GPS enabled bio-metric attendance of trainer and trainees: Deployment of geo-tagged, time

stamped biometric devices for taking attendance of trainers and trainees and pushing it in real time to a central server visible to the Q team of the PIA and State/MoRD CTSA will be one of the pre-requisites for starting up a training centre.

6.5.7 Read-only access to project bank account: PIAs will have to open a separate bank account for the DDU-GKY project and register the account details on CPSMS so that read-only access is available to the CTSA/SRLM of the bank account of the PIA. Using this the CTSA/SRLM will monitor:

- i. Timely salary payment to trainers
- ii. Timely payment of monthly post-placement support to placed candidates
- iii. Timely payment of monthly transport and food support to non-residential trainees.

6.5.8 Online logging of training centres: Daily opening and closing of training centres has to be logged online along with geo-tagged time stamped photographs of the class room and lab.

6.5.9 No monitoring other than the above: No separate progress reports are to be submitted by the PIAs. Instead the State and NRLM Skills IT platform should be exchanging information on real time basis as they are internet-enabled and workflow driven. This will ensure that all stakeholders will have up-to-date information on all aspects of each project on a real time basis. Till such time that the State and NRLM Skills platforms are rolled out, monthly reports may be uploaded on the NRLM Skills website.

6.5.10 Evaluation: Evaluation of DDU-GKY projects serves two key purposes. First it improves systems and processes for programme delivery. Second it encourages and supports learning among stakeholders including PIAs. Evaluation by reputed external agencies brings in newer perspectives and helps improve efficiency and effectiveness.

6.5.11 Independent evaluation studies: Robust, independent evaluation of DDU-GKY will provide information about what works, what does not and why. This learning will contribute to improving programme effectiveness and will help to hold all

stakeholders accountable for results. DDU-GKY provides separate funding under AP budget to States to conduct independent evaluation studies.

6.5.12 Evaluation of APs : Evaluation of AP can be undertaken by the SRLM either in-house or through any reputed evaluation agency. The Ministry may also conduct evaluation of APs of a single State or group of States. Such evaluation reports will be examined by the EC.

6.5.13 Programme evaluation of DDU-GKY: The evaluation of DDU-GKY will be conducted as per the

frequency and terms of reference approved by the EC and shall be undertaken after one year of commencement of DDU-GKY.

6.5.14 In case of a project for Industry internship and projects with course duration of more than 12 months, monitoring of the project shall be based on the daily attendance of the candidate as maintained by the PIA, and the Boarding and Lodging facilities provided to the interns by the PIA. The monitoring shall be done in terms of the Standard Operating Procedures notified by the MoRD.

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7. MIS

- (i) What are the different systems to be maintained by the PIAs, SRLMs as part of DDU-GKY MIS?
- (ii) How will the different data sets maintained by partners be integrated?
- (iii) Will the online submission of projects be allowed?

The management of the quality of the programme requires information to be constantly assessed and built upon. This can be ensured only through regular tracking and follow up. Therefore incorporating a robust internet-enabled workflow driven MIS is critical for the success of the programme.

An online reporting system and website <http://ddugky.gov.in> has been developed. This is being converted to an internet-enabled workflow driven ERP platform so that all aspects of programme management including submission of proposals, release of funds, training centre management etc. can be handled through this. Currently this website contains details of DDU-GKY projects under implementation, latest status on progress made in each project across all States and districts, details about PIAs, training centres etc.

States can use this platform for hosting and delivering variety of project services like Financial Management System (FMS), Decision Support Systems (DSS) for skills development activities (within the framework of the National MIS). The NMMU will provide support in respect of the activities and outputs related to the scope of work of ERP based MIS for state missions.

PIAs will have to maintain trainee specific information and meet all applicable reporting requirements. The regularity and quality of entry of information will be supervised by the SRLM and the CTSA.

7.1 Internet-enabled workflow driven national and State platform (that talk to each other)

Although a national skills ERP platform is being built, states are encouraged to build their own platforms so as to meet their day to day analytical and branding

needs. Arrangements will be made for them to receive data they need from the MoRD platform. This will mean that PIAs will have to enter data only once. Till such time that the MoRD website becomes a workflow driven ERP system, PIAs will be required to designate an authority within the PIA who will be responsible for updating the required data on the <http://ddugky.gov.in> web site.

Some states have already developed independent MIS. While some aspects of the MIS are bound to be common across States, some States may have nuances and innovations in their AP that are relevant only to the State. It may also have common MIS with similarly placed programmes that are specific to the State. Synchronisation of State Portal with the NRLM Skills and Skill Mission data bases will be essential elements of the AP. Bridge software in order to migrate between platforms without the state and PIAs having to once again feed data points needs to be developed as part of AP. This is to be done as a joint exercise of the State and Central Skills and ICT teams.

7.2 PIAs own platform that talks to State level platforms or PIAs can use State or national platforms

Currently the data on MoRD's online reporting system is being updated every month in respect of MSPs and SSPs. Currently all PIAs are required to upload the details of beneficiaries trained and placed by them on their own websites as per standardised format. The website address of PIAs and guidance note for using MoRD's online reporting system, including the user IDs and password for district level anchor persons for uploading their monitoring report shall be notified by the MoRD on its website <http://ddugky.gov.in>. MoRD provides all

district level anchor persons with a user id and password for uploading their monitoring reports on <http://ddugky.gov.in>.

Going forward, PIAs own IT platform should be able to link with the Central and State IT platforms. In case where PIAs do not have such platforms they should construct one.

All candidates trained shall be tracked for a period of one year by PIA on its MIS and data sent to MoRD MIS.

- (i) If particulars pertaining to 90% of the candidates in any batch are fed into the central MIS, then this would account for successful tracking of the candidates of that particular batch. Completion of this step would entitle the training provider to seek disbursement of one installment of the training cost from the concerned Ministry, which would be 10% of the training cost, or an amount of Rs 5,000/- per candidate, whichever is less.
- (ii) Each candidate would be tracked once every month for a period of one year in case of fresh entrants/14 months in case of reskilling or upskilling after she/he completes her/his training. The parameters on to be tracked would be as under:

- (a) Placement should be within 3 months of completion of training
- (b) Once placed, remuneration / incremental remuneration per month
- (c) Whether continues to work in the same or higher job role till end of the tracking period (whether with same or different employer)
- (d) If there are periods of unemployment between different jobs, duration of such gaps and reason for leaving earlier job without having a job in hand.

7.3 Online submission of project proposals

The DDU-GKY national ERP platform when it is ready will have a single and integrated system of registration of PIAs and all stakeholders involved in the skilling programme. All PIAs will be required to submit their proposals for new projects and those for fund release through this platform. However, till the central application submission facility is operational on ERP platform, applications shall be filed by prospective PIAs on central portal available on website <http://ddugky.gov.in>. PIAs can find out about the status and track the movement of their proposals and can raise queries and receive replies through this system.

8. Questions answered in each Chapter

Chapter 1

- (i) What is DDU-GKY?
- (ii) What is skilling and placement?
- (iii) How has DDU-GKY evolved?
- (iv) Why is skilling important for India and the rural poor?
- (v) What is the national skills architecture in India?
- (vi) What is MoRD's approach to skilling and placement?

Chapter 2

- (i) What is the role of Gram Panchyats in DDU-GKY?
- (ii) What is the role of SHGs in DDU-GKY?

Chapter 3

- (i) Who is eligible to be trained and placed?
- (ii) What are the activities to be undertaken by the SRLM and the PIA?
- (iii) What are the cost norms for each activity?

Chapter 4

- (i) What is the meaning and difference between AP, SSP and Multi-State Projects?
- (ii) Why are states categorised as AP or SSP states?
- (iii) What are the steps to be taken by the SRLM in an AP state?
- (iv) What are the steps to be taken by the SRLM in a SSP state?

- (v) How should a PIA apply for DDU-GKY projects in an AP state?
- (vi) How should a PIA apply for DDU-GKY projects in a SSP state?
- (vii) What will happen to on-going Multi-State Projects?

Chapter 5

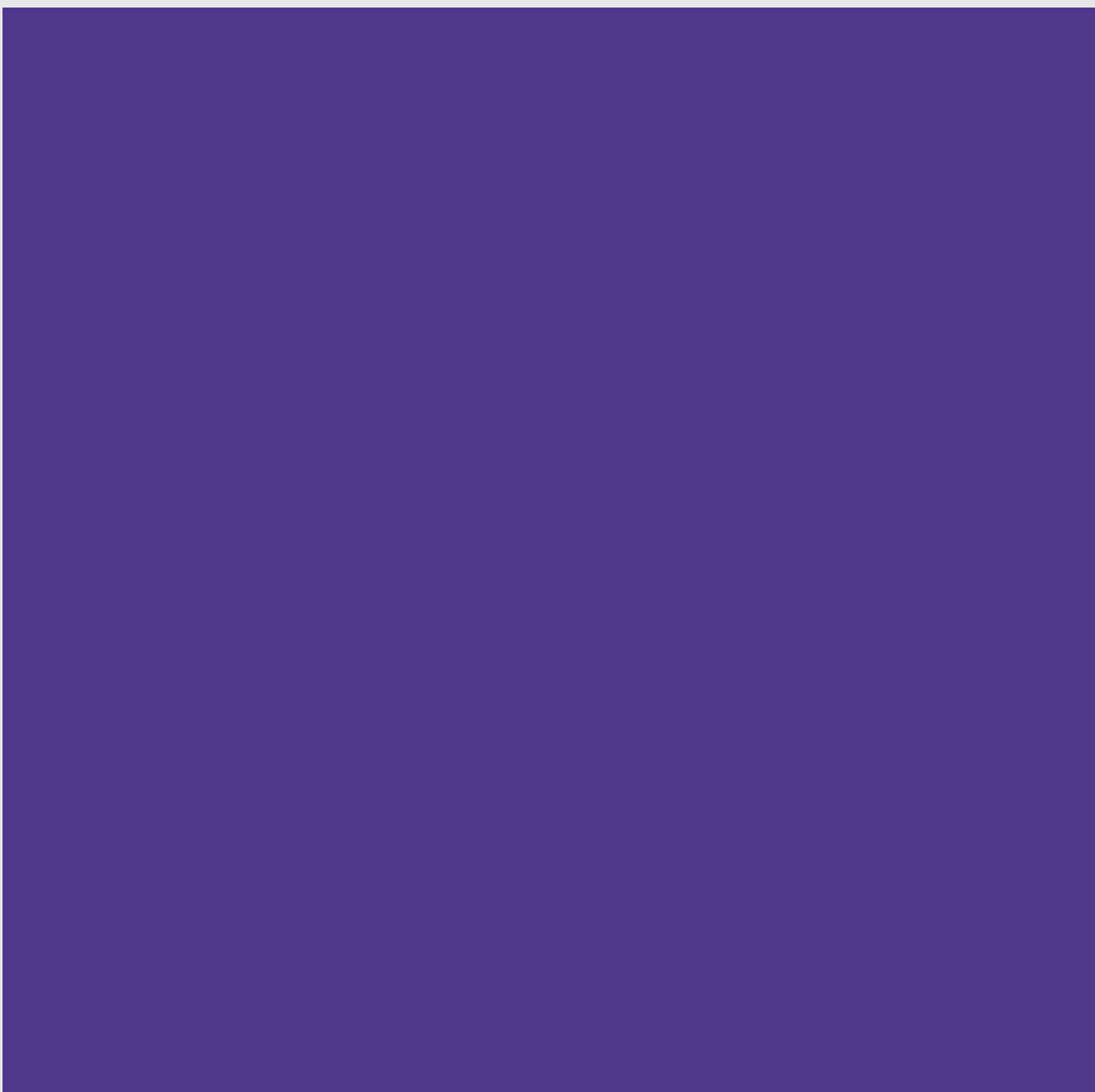
- (i) How are targets and funds allocated to states?
- (ii) What are the criteria based on which funds are disbursement to states?
- (iii) What are the criteria based on which funds are disbursed to PIAs?
- (iv) What is the role of CPSMS in disbursal of DDU-GKY resources?

Chapter 6

- (i) What are the objectives of Monitoring framework of DDU-GKY?
- (ii) What is the role of CTSA in the Monitoring of DDU-GKY?
- (iii) What are the outputs expected under the concurrent Monitoring?

Chapter 7

- (i) What are the different systems to be maintained by the PIAs, SRLMs as part of DDU-GKY MIS?
- (ii) How will the different data sets maintained by partners be integrated?
- (iii) Will the online submission of projects be allowed?



DDU-GKY

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