Ministry of Rural Development
Government of India

DDU-GKY 2.0
Guideline

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Abbreviations

AP	Action Plan
APL	Above Poverty Line
BPL	Below Poverty Line
CAG	Controller and Auditor General
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
DSS	Decision Support System
DDU-GKY	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
PMAY	Pradhan Mantri Awas Yojana
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

MSME	Micro Small and Medium Enterprises
NABARD	National Bank of Agriculture and Rural Development
NABCONS	NABARD Consultancy Services
NAG	National Advisory Group
NCVET	National Council for Vocational Education & Training
NIRDPR	National Institute of Rural Development & Panchayati Raj
NMMU	National Mission Management Unit
NRHM	National Rural Health Mission
NRLM	National Rural Livelihood Mission
NSDC	National Skill Development Corporation
NSAP	National Social Assistance Programme
OJT	On Job Training
SPAC	State Project Approval Committee
PFMS	Public Financial Management System
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 Livelihoods Mission
SC/ST	Scheduled Castes /Scheduled Tribes
SGSY	Swarnajayanti Gram Swarojgar Yojana
SHG	Self Help Group
TSA	Technical Support Agency
UC	Utilization Certificate
SSC	Sector Skill Councils

1 Rationale and Approach

Unleashing potential : DDU-GKY skilled trainees spread their winds.

1.1 What is DDU-GKY?

1.1.1 DDU-GKY is one of the cluster of initiatives aimed at livelihood diversification and poverty reduction under Deen Dayal Antyodaya Yojana - National Rural livelihoods Mission of the Ministry of Rural Development, Government of India. DDU-GKYaims to skill rural youth who are poor and provide them with jobs having regular1 monthly wages at or above the minimum wages for Semi-Skilled. DDU-GKY seeks to promote sustainable livelihoods for rural youth through placement linked skilling programs.

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 (DAY-NRLM) and social pensions (National Social Assistance Programme - NSAP). DDU-GKY derives importance from its potential to reduce poverty with speed by diversifying incomes thereby reducing overall vulnerability. Market oriented standard Led placement linked skilling efforts differentiate DDU-GKY from other skilling initiatives of departments in Government of India.

1.1.3 There is a continuum of skills that are required in an economy and various ways exists 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 a specific set of knowledge, skills and attitude needed by the poor to access full time jobs/employment.

1.2 What is skilling and placement under DDU-GKY?

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

i. Awareness building within the community on the opportunities

ii. Identifying potential rural youth

iii. Mobilising potential rural youth

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 pay at or above minimum wages for Semi-Skilled

viii. Supporting the person so employed for sustainability after placement

1.2.2 DDU-GKY supports a multi-pronged approach for facilitating placement linked skilling. Some interventions are carried out by Project Implementing Agencies and some by States/UTs to building skill ecosystem for Rural Poor Youth. These interventions are executed with the help and active support of Project Implementing Agency (PIAs)[2] and retention is tracked[3]. These interventions are for:

(i) Persons who are placed after a training program on skills, soft skills[4], English, IT & Employability Skills with a minimum course duration of 576 hours, with or without a provision for On-the-Job Training (OJT)[5].

(ii) Persons who are placed in a foreign country after a customised training program (NSQF Course + additional course required by employer) with a minimum duration of 576 hours with or without a provision for On-the-Job Training (OJT)[5].

(iii) DDU-GKY supports Job Melas, which help in placing people by arranging employer & prospective employee meets.

(iv) Provides opportunities for reskilling and upskilling of Rural Youth who have completed 12 months of placement.

1.3 Approach of DDU-GKY

DDU-GKY has a number of features, which are described below.

1.3.1 Shift in emphasis - from Training to Placement

In the skills sector the emphasis traditionally has been on output i.e skilling. With the Special Projects for Skill development under Swarnajayanti Gram Swarozgar Yojana (SGSY) and DDU-GKY implementation from 2014 onwards, MoRD broke new ground by insisting on placement and establishing outcome-led payment model. This has been further refined by defining placement as "placement for six months with evidence".

1.3.2 Enable poor and marginalised to access skilling in a dignified way and benefit from growth

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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 an HR department, the certificate issued by the employer indicating wages paid and countersigned by the employee along with the bank statement indicating that wages have been paid by employer through crossed demand draft or money transfer or NEFT or RTGS or UPI etc will demonstrate proof of regular wage employment. PF or ESIC receipt shall be considered as confirmatory document. Cash deposit in Bank Account shall not be acceptable as salary payment proof.

2   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.

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

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

i.   Ensuring that all trainees are from poor rural households except in Himayat.

ii.   Ensuring that trainees are able to access skilling and placement services free of cost in a dignified environment.

iii. Providing for State-led mobilisation approach for enrolment to enable better mutual support.
      iv. Providing financial assistance for transport, lodging and boarding during training.

v.   Providing 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 Panchayati Raj institutions, Self-Help Groups (SHGs) and related bodies at the local level to authenticate performance.

ix.   Encouraging exemplary performance in skill development by various stakeholders.

1.3.3   Ease the pain of migration when it is inevitable

Skills and placement in most cases involve migration of youth from their place of residence to locations with in or outside their districts or States and Country. Rural youth moving out of their homes may 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 to adjust 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. Two types of MSCs have been envisaged. (i) MSCs within the State will take care of the needs of vulnerable categories, especially SC, ST and Women. (ii) MSC outside the State will be in areas where there are large numbers of DDU-GKY trainees placed. Funding is provided to the State Nodal Agency implementing DDU-GKY, which may take up this activity on its own or with the help of a PIA. DDU-GKY enables states to set up Migration Support Centre in coordination with other States and in co-contributory mode too. Each PIA is also required to maintain live contact with their trainees for up to one year.

1.3.4   Proactive approach to building partnerships

The experience of implementing DDU-GKY has helped in developing and improving the capabilities of a number of PIAs. Special efforts are being made to streamline procedures and bring on board new partners and a systemic approach to weed out inefficiencies from the

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4   Soft skills include reading, writing, listening, speaking, team work, learning, work ethics, financial literacy, time management etc.

system. To this end, outreach events are being organised through different nodes of the DDU-GKYskill eco-system in different parts of the country and training programs for staff of existing and potential PIAs are being regularly organised.

1.3.5 Concurrent monitoring of input, output & outcome

Concurrent monitoring of (i) input i.e due attention to matters such as Mobilisation, trainers and training quality, training centre infrastructure and training design, Teaching Learning Materials (TLM) and (ii) output i.e assessed, certified and skilled rural youth and (iii) outcome i.e Placement where acquired skilling is deployed for use are critical for ensuring the success of DDU-GKY.

1.3.6 Project wise appraisals

Kaushal Bharat is the Enterprise Resource Planning (ERP) platform for skills (of MoRD). The applicant entities shall be applying for project on Kaushal Bharat and subsequently appraisal of projects shall be done on set parameters, pre-defined indicators and categories, which shall also be monitored at National Level for ensuring transparency. Suitable Artificial Intelligence-based technology shall be deployed so as to ensure standardised appraisal of projects.

1.3.7 From individual Projects to Batches

The operational focus of the program shall move from project-wise implementation and monitoring to batch wise implementation, monitoring and funding. The PIAs shall be sanctioned projects for long term for business viability and payment shall be on batch mode on the achievement of milestones. PIAs shall be provided with the opportunity to train batches and to ensure that 70% candidate are placed for a period of 6 months within a period of 9-12 months after the completion of training.

1.3.8 State-led program implementation

The experiences of initiatives taken by State Governments have shown that when they implement skill development programme with a dedicated machinery that does tracking and monitoring of training, it has led to better quality of outcomes – with respect to training, placement and retention. The States/UTs are better positioned to identify deserving poor candidates, assess local skilled human resource requirements of industry, 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 is to focus at the Central level on improving the quality of design and delivery of the skilling process. At present, the capacity to implement this programme is not uniform across states. Availability of an implementation mechanismatthestate,districtand sub districtlevels will enable states to engage with this challenge in a more structured and efficacious way.

1.3.9 Phase-wise closure of Projects Sanctioned in Action Plans

Projects sanctioned from 2014 till 15-Jan-2022 shall be considered the first phase projects of DDU-GKY. Projects that cannot place 50% of trained candidates by 31st March 2025, from the 1st Phase project shall be terminated a nd closed. Projects, where placement is more than 50% of the trained candidates, shall be allowed to complete their target as per the applicable norms.

1.3.10 North-East: A priority

A committee may be constituted, consisting of representatives of MoRD, CTSAs, SRLMs/SSDM/SNA and DoNER to coordinate and steer activities required to build the skill ecosystem in the North-East at the regional level. The committee may take up activities such as employer engagement, creation of shared migration resource centre, Job Melas, impact assessment, skill demand study, Human Resource requirement Study and youth aspiration study. Taking up these activities, in a collaborative and co-contributory mode, at a regional level may be more beneficial and practical as well.

The committee shall have the power to look into issues such as the relaxation of training infrastructure requirements in specific locations and other similar issues (those having no cost implications) without compromising the output & outcome of training. The committee shall also assess additional funding requirements for any component of DDU-GKY and shall submit the recommendation, for consideration of the Empowered Committee of MoRD.

1.3.11 Enhancing the Capacity of PIAs for building Eco-System focussed on Rural Youth

The skilling capacity for Rural Poor Youth has to be augmented on a priority basis. New training service providers including start-ups, need to be nurtured, and their capabilities developed. To this end states need to facilitate the creation of relevant pool of trainers, enable PIAs to access government infrastructure and handhold new and old training institutions. This needs to be done to realise the full potential of DDU-GKY.

1.3.12 Consent and State share are mandatory

State contribution to the full extent of State share has been made mandatory.

1.3.13 Public Disclosure under DDU-GKY

DDU-GKY as a scheme supports proactive public disclosure and aims to put the progress achieved under this scheme in the public domain, so as to make the public aware of the incremental change that theschemebringsinthelivesofrural pooryouth, whoget trainedandplacedunderthisscheme. All relevant information on DDU-GKY shall be put in public domain. This will also help in proactive information dissemination to the public at large. As a part of this scheme, there shall be a feedback mechanism for all stakeholders involved for improvement of the implementation of the scheme as well as airing trainee's grievances too. An online mechanism and tollfree number for handling candidates grievance shall be there on DDU-GKY portal.

Project Implementing Agencies (PIAs) as well as Kaushal Bharat shall publicly disclose State-wise target and Component-wise funds allocated and the expenditure made by States and UTs.

PIA-wise details, including documents submitted for project appraisal and establishing credentials, project application, project sanction details, project-wise details of trained and placed candidates, including documents, both at the Training Centre level and Batch level shall be made available on a single site for entire operations. As a part of the operations,c onsentfor sharing data shall be obtained from all stakeholders either electronically or physically. Some information about the candidates shall be masked due to privacy issues particularly of female trainees.

This would help the scheme to be transparent in operation and shall facilitate public scrutiny too.

1.3.14 Social Audit

The social audit of DDU-GKY shall be carried out with National Rural Livelihoods Mission. The processes which shall be audited during Social Audit are selection of trainees, Inclusiveness as per the provision of the program, training, placements, retention, satisfaction of beneficiaries and experience of dealing with officials handling the program implementation from the State Nodal Agency and Project Implementing Agencies. The details of trained and placed candidates from villages covered in a Gram Panchayat, shall be put on Panchayat information board.

1.4 Special components of DDU-GKY

1.4.1 Roshni – a special initiative for left-wing extremist affected areas & Aspirational Districts

A special initiative called Roshni was launched that takes into account, the peculiar situation in extremist affected districts as notified by the Ministry of Home Affairs. Under this initiative, skill development courses are mandatorily residential with 40% coverage for women candidates. The special initiative is being extended to all Aspirational Districts and 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 & Kashmir & Ladakh

MoRD operates a special scheme under DDU-GKY for UT of Jammu & Kashmir and Ladakh which unlike other DDU-GKY components covers:

i.   Urban as well as rural youth

ii. Below Poverty Line (BPL) as well as Above Poverty Line (APL) persons iii. Wage employment/ Self Employment/ Gig 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 Srinagar and Jammu & Ladakh. These guidelines will be applicable to Himayat.

2 Role for Active Stakeholders in Skilling of Rural poor Youth

2.1 National Mission Management Unit

There shall be a National Mission Management Unit (NMMU) headed by the Joint Secretary of Rural Skills Division. The National Mission Management Unit shall be responsible for policymaking, registration of Project Implementing Agencies, providing support to States and UTs in program implementation and approval and monitoring of the Action Plan across the country in coordination with States and UTs. 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 timelines for various activities at MoRD.

Step	Remarks
1	**Build SRLM Capacity** Once the state, district and sub-district skills teams have been put in place MoRD will assist the SRLM in running capacity building workshops for them.
2	**Build Training Capacity** MoRD with the help of Central Technical Support Agencies (CTSAs) - NIRDPR and NABCONS and other agencies will organise periodic workshops for members of staff of PIAs on different aspects of DDU-GKY particularly application, assessment and certification, placement tracking, retention and quality processes.
3	**Build TSA capacity** Technical Support Agencies (TSAs) have an important role in the administration of

Step	Remarks
	DDU-GKY. These relate to appraisals, inspections, desk and physical verification of placement, and concurrent monitoring of the 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/SSDM.
4	**Standardise Protocols** With the help of CTSAs, finalise protocols for various processes. Also notify quality assurance protocols particularly at the training centre and workplace.
5	**Prepare Action Plan** Prepare Action Plan Targets & help SRLMs in the preparation of Action Plan for skills and placement by the 1st of December each year.
6	**Desk Appraisal** Complete desk appraisal of Action Plans (Aps) by the 1st of January each year.
7	**AP approval** Approve by convening Empowered Committee (EC) meetings every 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 reported placement.
9	**Ensure Monitoring** The CTSAor SRLM shall monitor all parameters that need to be met before release of funds on Kaushal Bharat. This improves quality and reduces time lost between attainment of readiness conditions and pay out to PIAs.
10	**Improve quality of course material and classroom activities.** Work with PIAs and Sector Skill Councils (SSCs) to improve course material and classroom activities.
11.	**Network with prospective employers** Work with prospective employers towards building the DDU-GKY brand and ensure that DDU-GKY skilled youths receive a fair deal in their workplace.
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 a substantial increase in project approvals.
13	**National database of trainers** MoRD will build and maintain a national database of trainers and rank them on clearly defined criteria on Kaushal Bharat
14	**Registration of Skilling Agencies** MoRD shall register skilling agencies based on predefined indicators. The registration shall be done for a period based on the criteria defined. Provisions shall be made for verification of ProjectApplicantAgency's data from various Government portals through web services.

2.1.1 Approval of Action Plan

The Empowered Committee of NRLM at MoRD shall be the sanctioning authority of Action Plan for three years and Annual Action Plan of States/UTs. States/UTs shall prepare their Action Plan and Annual Action Plan based on the carrying capacity of State/UTs. This shall be assessed based on dedicated human resources deployed for the program and institutional arrangements made for monitoring the quality adherence by stakeholders during implementation of the program.

2.1.2 Monitoring of Physical and Financial Progress

The monitoring of Physical and Financial Progress shall be carried out based on the provision of the program. The predefined indicators of Physical and Financial Progress shall be publicly disclosed and monitored through Kaushal Bharat only. Based on Physical and Financial Progress weightage, ranking of States shall be done on a quarterly and annual Basis.

2.1.3 Convergence

Convergence at the Central level should be done for better policymaking and outcomes in sync with current scenario. DDU-GKY NMMU should establish convergence with the Ministry of Skill Development, Sector Skill Councils, Industry bodies and other related organisations so that the best use of resources could be made for facilitating livelihoods for Rural Poor Youth. The issues which require better convergence are, use of Qualification Packs details, assessment facilities and placement opportunities available with other line ministries.

2.1.4 Support Structure at the National Level

2.1.4.1 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 amongst Policy Planners, other Central Ministries, State Governments, Industry, Academia, Civil Society, Industry organisations and International Organisations. The activities for the NAG are the following:

1. Identify policy and implementation issues related to DDU-GKY at the National, State and Local level covering processes and procedures, systems and institutions.

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

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

2.1.4.2 Empowered Committee (EC)

The Empowered Committee (EC) of NRLM at MoRD shall be the single-window agency for approval of the key policy and financial matters pertaining to DDU-GKY except for 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) Joint Secretary (Rural Livelihoods) - Member

(iv) Principal Secretaries/ Secretary (RD) from States- Invitees (v) Poverty and Rural Development

Experts/Bankers- Invitees (vi) Joint Secretary (Skills) - Member-convenor

The EC will perform the following activities:

(i)   Approve all policy matters relating to DDU-GKY (ii) Approve the Action Plan and Annual Action Plan

(iii)   Approve innovative projects, including innovative project proposals for the special groups and conflict areas (Persons 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, Projects with a 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 Chair's approval.

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.

2.1.4.3 Central Technical Support Agency (CTSA)

The Central Technical Support Agency (CTSA) shall be supporting the implementation of DDU-GKY in the country by implementing the following functions: -

I.   Deploy dedicated senior management staff at the central level to provide strategic planning support and overall coordination. Suitable senior management personnel should be deployed for handling thematic areas of Monitoring & Evaluation, MIS, Placement, Employer Engagement, Capacity Building, Administration etc.

II.   Deploy a minimum of one State Team Leader and four Program Manager staff for handling CTSA work in the States which shall include but not limited to inspection of Training Centre, timely placement verification, handling MIS issues, monitoring the overall performance of State and informing State Authorities etc.

III.   Scout New PIAs: CTSA shall scout for new PIAs who can train and place rural youth. CTSA shall help PIAs understand the DDU-GKY program, its application and other processes.

IV.   Capacity Building: CTSA shall carry out regular training need assessment and capacity building of stakeholders specifically States and PIAs staff on processes/systems for effective implementation of DDU-GKY.

V.   Monitoring of DDU-GKY program: CTSA on behalf of MoRD, shall conduct inspection and placement verification as envisaged in the guidelines and SoP and enter details in the online system on a real time basis. Data-driven performance monitoring of all States shall be done. CTSA shall send their recommendation to MoRD for performance-based target allocation to State.

VI.   Creation and maintenance of an online repository of national and international best Practices/ Innovations/case studies in the domain of Skilling.

VII.   Employer Engagement: CTSAs would work to create a database of potential employers so that increased employment opportunities for trained candidates under DDU-GKY could be generated. While doing physical placement verification CTSA should also solicit future requirements from the employer for skilled human resources.

VIII.   Impact Assessment, Skill Gap and Aspiration Study: CTSAs shall carry out Project impact

assessment in selected states as per the requirement of the program. CTSAs shall assist States in drafting RFP/EoI/ToRs for carrying out various studies to be done using support cost allocated to States.

IX.   Tracer Study: CTSA shall carry out a tracer study to understand sector wise issues in attrition and suggest emerging sectors with potential for rural poor youth.

X.   Training of Trainers: CTSA shall strive for 100% ToT of DDU-GKY in basic training methodology.

XI.   Dedicated R &D Team–CTSAs may deploy afully dedicated R &D teamto look into operational processes and how to refine them so as to achieve DDU-GKY outcome and goal.

XII. Rating & Grading: Star Rating and Grading of States and PIAs with pre-defined objective indicators including process indicators in the form of a matrix on the portal shall be made avialable. The Star rating shall be used as a criterion for the purpose of provisioning additional target sanction on priority and fresh target allocation in existing and other State/UTs based on the requirement of State/UTs, in DDU-GKY.

2.2.   State Nodal Agency Implementing DDU-GKY

There shall be a State Mission Management Unit headed by the CEO or SMD of State Rural Livelihood Missionor State Nodal Agency tasked with implementing DDU-GKY in the State or UT. The State Mission Management Unit shall have adequate Human Resource led by the Chief Operating Officer for facilitating and monitoring all processes of DDU-GKY implementation and provide timely support to PIAs in implementing DDU-GKY projects. The key components of the program like Mobilisation, Counselling, Finance, Monitoring -Virtual, Physical & Financial etc need to be monitored by dedicated personnel.

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

i.   Have a full time COO and State Programme Managers 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 clarifying how DDU-GKY PIAs can use spare capacity in government institutions and buildings.

The function of the states should be the following:

i.   Define the roles and functions of the implementation machinery ii. Develop and publish State-specific strategies for skill development iii. Institutional capacity building

iv.   Develop a detailed plan for utilisation of Support Cost for development of Skill Ecosystem catering to Rural Poor Youth

vi.   Identify employment opportunities within and outside State in the prioritised sectors

vii. Ensuring equity across geography, i.e.; Districts or blocks chosen for implementation and target allocation. Packaging of districts should be done in such a way that poorest and backward districts of the State/UTs should be adequately covered under mobilisation.

viii. Develop localised and contextualised Mobilisation strategies including:

  a. Information dissemination Plan to District, Block, Gram Panchayat, Gram Sabha and Villagers b. Strategies for prioritising vulnerable communities and Backward areas

c. Strategies to increase community involvement in mobilisation, and increasing engagement and support of the State vis-a-vis the PIA

d. Strategies for counselling family members and candidates, besides career guidance

ix. Capacity Building of Skill Ecosystem stakeholders

x. Development of Local and out of State Migration Support System and Call centres

xi. Adhering to DDU-GKY Service standards, so that negative cash flow is avoided in program implementation

xii. Increase the range of partnerships with industry, CSOs and potential skill providers.

MoRD will continue to undertake supportive supervision of these projects with the help of NIRDPR and NABCONS or any other designated CTSAappointed for the purpose. The State and PIAwill enter into an MOU. 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, each PIA must have a dedicated quality team (Q team) who shall 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 website and passed on to the DDU-GKY database. The Q team will use 'Lot Quality Assurance Sampling' (LQAS) standards approved by NIRDPR. Results from these inspections will be checked by the SRLM using its own teams or those of its designated technical support agency (TSA). The advisories not complied with shall be escalated based on a matrix.Any training centre with a non-complied advisory falling under the Non-Negotiable category, shall not be allowed to initiate batches. NIRDPR and NABCONS will also review the work of the Q team of the PIAand the SRLM.

Table 2: Steps in the administration of DDU-GKY projects by States

No	Remarks
1	**Establish Team and delegate powers for Program Administration** - Establish dedicated teams at the state, district and sub-district levels, headed by COO skills and CEO/MD - Delegation of powers for routine program administrative matters like changes in the project parameters not having financial implications, allowing sub-letting of non-core activities in the projects, revision of sanction orders due to changes in courses, release of funds to sanctioned project in various installments based on milestone achievement, imposition of penalty on occurrence of defaults shall be delegated to State NodalAgency authorities.
2	**Empanel TSA** - Complete procurement process and on-boarding formalities for a TSAto assist the SRLM in implementing the program including evaluating proposals, providing placement assistance, ensuring quality adherence and inspecting training centres. - Funding for TSAshall be done from Support Cost components of Monitoring and Evaluation and Capacity Building Cost.
3	**Conduct Skill Demand Assessment** Create a state level youth database using SECC household ID utilising Kaushal Panjee by conducting Skill demand surveys. This will be an ongoing exercise. States may conduct Skill Gap Assessment, Skilled Human Resource Requirement Study or Youth aspiration/interest study as required.
4	**AP approval** PrepareAction Plan and AnnualAction Plan and get it approved by the EC of MoRD
5	**Build PIA and SRLM capacity** Organise workshops for SRLM teams, PIAs and Q teams on various processes of DDU-GKY.
6	**Receive Project Proposals** Arrange to download and process project proposals submitted electronically by PIAs 24X7 throughout the year. Ensure that there is a clear audit trail that captures time stamp at all stages. The proposal can be submitted on notified URL.
7	**Appraisal** Appraisal of the proposal shall be done in the manner according to the system/processes notified by MoRD and score shall be automatically generated. All applications that score the minimum marks shall qualify for consideration by the PAC. Proposals for residential training and higher average wages for skilled youth shall be prioritised.
8	**Hold PAC meeting** Based on the requirement, PAC meeting may be held monthly or quarterly or as and when required.
9	**Ensure Supportive Supervision** Review the PIAs regularly through MIS and issue advisories in case of deviations or failure to meet monthly targets.
10	**Achieve Targets** Review compliance by PIA of previous advisories issued by SRLM and CTSA.
11	**Review the monthly targets of PIAs for training candidates** Conduct a review of the monthly targets for training candidates assigned to the PIAs. In case of a shortfall, PIAs should make plans to address the gap and ensure that annual targets are achieved. The State shall have full right to revise the target of the PIAs including sub-category targets based on PIA's request and local requirements.

No	Remarks
12	**Ensure Quality** Conduct Quarterly inspections of each training centre and previously reported placements and ensure that no batch should be outside the purview of State inspections.
13	**Ensure that PIA receives instalments within timelines fixed** SRLM will have to use the DDU-GKY MIS for bill and voucher payment, prepared online and Submitted by PIA based on the milestone defined for batches.
14	**Monitoring and incentivisation of candidates for Retention** DDU-GKY has progressed from being a program that provides skilling to one that also ensures placement. Retention is the new focus and goal. Retention incentives shall be paid to candidates.
15	**Organise Job Melas** Bring together prospective employers with 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 Skill Demand Assessment and for the SRLM and other PIAs to network with employers.
16	**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 activities as given in 4.1.4.
17	**Establish help lines in the office of the Collector/District Magistrate for DDU-GKY beneficiaries who migrate outside their district** 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 candidates in distress.
18	**Establish a 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.
19	**Convergence with State Missions for skill development** Explore convergence opportunities with State Missions for skill development as well as various departments. Some programmes have similar objectives and target groups as DDU-GKY and provide opportunities to develop synergies.
20	**Establish Career Guidance Centres** Setting up Career Guidance centres at district and block will channelize candidates into training programs, apprenticeships and jobs. The services will include counselling potential candidates, linking candidates to service providers etc.
21	**Conduct training and capacity building programme for GP functionaries** Regular training of GP functionaries to build their capacity to participate actively and play a proactive role in various activities related to DDU-GKY.
22	**District Wise Target Allocation by States** State to allocate district wise target for ensuring equity of distribution within State and cater to specific demand of Aspirational District and Roshni.

2.2.1 State Project Approval Committee (SPAC)

The State Project Approval Committee (SPAC) for DDU-GKY, shall be the single-window agency for approval of the key policy and financial matters pertaining to DDU-GKY except for such financial matters which require appraisal and approval of EC of MoRD. It is advised that the SPAC shall be composed of:

(i) Additional Chief Secretary/Principal Secretary / Secretary, Rural Development / Designated Nodal Department, State/UT- Chairperson.

(ii) Principal Secretary/Secretary, Finance, State/UT- Member

(iii) Principal Secretary/Secretary, Rural Development, State/UT- Member (Where DDU-GKY is being implemented by other than Rural Development Department)

(iv) Principal Secretaries/ Secretary (Skill Development) State/UT- Member (v) Poverty and Rural Development Experts/Bankers- Invitees

(vi) SMD/CEO (SRLM/SSDM) - Member-convenor

The SPAC will perform the following activities:

(i) Approve all matters relating to DDU-GKY according to norms

(ii) Approve All Projects

(iii) Consider and approve relaxation of Sub-Category on projects according to the requirement of the State/UT

(iv) Approve delegation of powers for routine program administrative matters like changes in the project parameters not having financial implications, allowing sub-letting of non-core activities in the projects, revision of sanction orders due to changes in courses, release of funds to sanctioned projectin various installments based on milestone achievement,imposition of penalty on occurrence of defaults shall be delegated to State Nodal Agency authorities.

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

The SPAC shall be the final authority for administrative and financial approval in respect of activities allotted to it. The SPAC may devise its own procedures and may appoint sub-committees, as it may deem fit.

2.2.2 Convergence

Convergence of resources for skilling may be done at the State level. Forthis, efficacious coordination needs to be established at the State level. Convergence is a continuous process and while the broad principles can be laid down, the State Nodal Agencies 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 States and Districts.

State level: A number of States have set up State Missions for Skill development. The Institutional mechanisms to implement the mandates have also been set up. The existing mechanisms can be utilised for convergence with other programmes. In other states, an Inter Departmental **2.4.**

Coordination Committee headed by the Chief Secretary and consisting of Principal Secretaries of major departments involved in skilling programmes can be set up to address convergence issues. Some of the probable activities for the convergence mechanism at the State are:

i. Assessment and certification – MSDE/NSDC/NCVET, industry certification

ii. 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 on the pattern of Multi Skill Development Center or other models.

iii. Involving academia and research agencies in improving the implementation of DDU-GKY

iv. Harmonising the quantum of assistance, identification of institutes, types of skilling provided etc. acros

v. Making available Rural Youth database to other stakeholders at the State and District level.

District Level: A District Skill 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 District Project manager of SRLM or Representative of State Skill Development Mission can be part of the coordination committee. The activities which may be facilitated through this committee may include:

i. Utilising the outreach of departments for IEC and mobilisation activities

ii. Availability of databases of various departments including education, Panchayati 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.

2.2.3 Project Completion

The State should upload the completion report of all projects on Kaushal Bharat.

2.**3** **State Rural Livelihood Missions and its field Units**

State Rural Livelihoods Mission are in the advanced stage of implementation of the program. The reach of SRLM at the State, District, Block and community levels should be utilised for better program implementation. There is a need to establish an organic link between the NRLM target group families database and the Rural Youth database i.e Kaushal Panjee. All State Rural Livelihood Missions shall make available data related to SHGs for proper facilitation to State Nodal Agency. Facility should be created for integration of family database of SHGs with the registration database of trainees so that the details of SHG family members, who are willing to get skilled either for Self Employment/ Wage Employment/ Gig Employment can be mapped. The community organisation should be accessed for mobilisation and tracking of rural poor youth. Efforts should be made to mobilise atleast 50% trainees through SHGs and its institutions. An appropriate service charge model of referral mobilisation and tracking could be developed, based on the local situation. The sourcing of trainees from SHGs members family may be prioritised and SHGs and their federations should be facilitated for taking up activities under DDU-GKY such as Mobilisation of Rural Poor Youth, Counselling, Uniform Supply for Trainees, Managing Boarding and lodging facilities, Tracking of placed candidates through referral mode etc.

District Administration

The program implementation must be monitored at the District Administration level for better convergence,visibility and impactof the program.DistrictAdministration may facilitate survey/study of human resource requirement of Local Industrial Units and facilitate placement and apprenticeship opportunities for Rural Poor Youth.

2.5. Panchayati Raj Institutions, namely Gram Sabha & Gram Panchayats

The Gram Sabha and GP have a key role in the successful implementation of DDU-GKY, especially in reaching out to the poorest households within their jurisdiction. Gram Sabha and GPs have a role in generating awareness about the programme, facilitating the mobilization efforts, creating databases for skill demand and placement, assisting in conducting the Job Melas and supporting the PIA in all stages of implementation. Gram Sabha must ensure that the most vulnerable sections, including women participate in the programme and their identification through Participatory Identification Program under NRLM is completed. They will have to conduct special counselling sessions with the potential candidates as well as their parents 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 authorities concerned in the districtand state missions.The GPs can trackthe placementprovided 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. Gram Panchayats shall be properly informed about conducting mobilisation camps, meetings, Job Melas etc and shall be paid incentives for their work. A list of all trained and placed candidates shall be sent to Gram Panchayat for information by the District Unit of the State Nodal Agency.

2.6. Role of Community Based Organisations, SHGs and other agencies

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 livelihood collectives - provide the poor with 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, assisting in identifying beneficiaries, facilitating 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. State and PIAs may engage SHGs in making of DDU-GKY Welcome Kit i.e Candidate's Uniform, Bags, House Keeping, Catering Services etc. Block Level federations shall be properly informed about conducting mobilisation camps, meetings, Job Melas etc and shall be paid incentives for their work.

2.7. Role of Assessment Bodies

The role of assessment bodies in DDU-GKY shall be, carrying out external assessments.

2.8. Skilling Agencies

Skilling Agencies who intend to become DDU-GKY PIA will have to participate in DDU-GKY training programs and submit proposals for financial support. This section describes the steps in implementing a project in an Action Plan state.

2.8.1 Steps Skilling Agency should take to access and administer DDU-GKY resources

Step	Remarks
1	**Undertake Skill Demand Study (SDA)** Though there may be national level skill gap assessments and village level youth databases, the PIAshould make its own Skill Demand Assessment (SDA) which it intends to fulfil and take responsibility for it because once a project is sanctioned subsequent change of targets will not ordinarily be possible in batch mode funding system.
2	**Identify Prospective Employers** After or before the Skill Demand Assessment, the PIA should tie up with prospective employers, capture 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 NIRDPR will be organising training programs for PIA staff on project preparation and quality monitoring. PIAstaff should attend these training programs on the submission of complete proposals and conduct quality audits of training centres and placement work.
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 Kaushal Bharat.
5	**Respond to Queries** Quickly respond to queries of Skilling Agencies. Proposal may be submitted online only.
6	**Text of the MOU** Once the PAC approves the proposal, the PIAwill have to enter into an MOU with the SRLM. Thetextofthisshouldbeagreeduponbefore the PAC meeting so thatthe MOU is executed as per notified timeline. 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/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** MoU has to be executed within 21 days from the PAC meeting minutes being issued. The format of model MoU can be accessed from Kaushal Bharat.
8	**Establish Training Centres and obtain approval from SRLM** Establish training centres and labs for practical training. Ensure that trainers have the required knowledge, skills, attitude and certification to become trainers in DDU-GKY training Centre. Before going to the next step, the Q team of the PIA should inspect and certify the training centre using protocols specified in SoP. Where women trainees are being trained, there should be atleastone woman manager/trainer in the Training Centre.

Step	Remarks
9	**Mobilisation** Use a localised and contextualised mobilisation through saturation approach for better outreach of the target population. Offer counselling services to all residents in the age group of 18 to 35 years, who have been identified as being poor. In the case of PVTGs, the upper age limit is 45 years. Special groups such as manual scavengers, victims of human trafficking, transgenders 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 little idea about the scope and nature of work in each sector. It is therefore essential that beneficiaries and their parents receive good quality counselling.
11	**Ensuring Quality Training and Placement** i. Use geo-tagged, time stamped biometric/face recognition attendance at the start and end of each training day ii. Online inventory check each morning when the training centre opens and closes iii. Periodic quizzes and tests with safeguards to prevent impersonation iv. Install video audio recorders in each classroom and lab. 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. v. Ensure timely payment of allowance to trainees for daily food, transport/lodging vi. Ensure adequate and timely payment of trainer remuneration vii. Ensure that monthly and end of project targets for SC/ST and women are met viii. Ensure that advisories issued by PIA's own Q team, SRLM and CTSA of MoRD are complied with by individual trainers and training centre managers ix. Ensure timely internal and external assessments x. Ensure that the placement data reported on the PIA's website and uploaded on Kaushal Bharat is correct and credible. xi. Work with employers to ensure that employers who accept DDU-GKY alumni provide all legal benefits that are due to them xii. Ensure that trainees are tracked for at least one year after Training completion and placed candidates for 12 months from the start of placement. (The PIA's performance in post-placement tracking for a year after placement will be the criteria 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 sessions 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 workplace and outside. PIAs have to conduct counselling sessions with the candidates, especially the women candidates, to help them adapt to the new environment.

2.9   Placement Agencies

The State Nodal Agencies implementing DDU-GKY may hire placement agencies for supporting placement outside State and Country by following the due process of procurement of such services. Placement agencies shall be provided with a trained candidate's database and paid on per unit of placement achieved. For overseas placement services of recruiting agents, employers registered with Protector General of Emigrants (PGE), Ministry of External Affairs, could be hired. Capacity Building fund provisioned under support cost may be utilised for this activity.

2.10   Employers

DDU-GKY envisages a greater role for Employers in the implementation of the program. The employers can get involved in DDU-GKY as Captive Employers, own a batch, Co-opt or hire Training agencies which can customise their training following NSQF norms for better absorption of trained rural youth in captive employment. They can also provide trainers for customised training, conduct job fairs, employ rural youth etc. DDU-GKY shall strive to take feedback from employers.

2.11   Start-ups for Skilling of Rural Youth

Start-ups registered for skilling with the Department for Promotion of Industry and Internal Trade, Ministry of Commence and Industry, Government of India shall be allowed for applying for projects. The first project can be sanctioned for a maximum of 1200 candidates for three years. Further projects and target can be sanctioned on the achievement of the outcomes.

3 Eligibility

3.1 Rural youth who are poor

The target group for DDU-GKY is 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, transgenders, people living with HIV etc shall be 45 years. The rural poor youth must be 18 years of age by Training Completion.

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 households with at least 15 days' work in the previous financial year by any of its family members, or youth from a household with RSBY card wherein the details of youth is mentioned in the card, or youth from households who have been issued Antyodaya Anna Yojana / BPL PDS cards, or youth from a household where a family member is a member of SHG under NRLM, or youth from a household covered under auto inclusion parameters as per SECC, 2011, shall also be eligible to avail the skilling program.

3.2 Handling of Sub-Category Targets in Batch Mode Operation

The sub-category target shall be decided and monitored at the State Level. At the national level, funds would be earmarked for Sub-Category Targets under DDU-GKY and its sub schemes according to the allocation earmarked and decided under National Rural Livelihood Mission. Targets from SC & ST can be interchanged, if there are no eligible beneficiaries from either of the category and it is certified as such by the State. State/UTs must not insist on project wise as well as batch-wise sub-category composition as this may not be feasible in every area of the State. State/UT should sanction sub-category targetsbased on the geography wherein themaximum populationfromthe sub-category resides. The State shall be allocating targets for sub-categories.

3.3 Gender

States should also ensure that at least 33% of beneficiaries are Women in DDU-GKY and 40 % in Roshni & Aspirational Districts. The percentage of gender coverage should be monitored at the State level and the State should not insist on coverage of the same in project and batch mode as this may not be feasible in all sectors and trades.

3.4 Special groups

States should also ensure that at least 5% of beneficiaries are persons with disabilities. In the case of people with disabilities, separate projects have to be submitted. These projects will have separate training centres and the unit costs will be based on guidelines issued for the purpose mentioned. The cost components of PwD projects, governed by regulatory bodies of other ministries the changes made by them, shall be applied in PwD projects of DDU-GKY too.

Though there are no separate targets for special groups such as 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 required to overcome their challenges and barriers to participation needs to be incorporated into the skill action plan proposed by the State. For 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 framework for DDU-GKY PwD projects can be accessed from http://ddugky.gov.in

3.5 Eligibility for Upskilling and Reskilling

Rural poor youth shall be eligible for upskilling and reskilling. For the same, youth must have completed at least 12 months of verified placement as per DDU-GKY norms. It shall be facilitated either through the skill loan model or partly funded by the candidate opting for upskilling and reskilling through an empanelled agency having expertise in training delivery and placements.

Domain Expertise: DDU-GKY Trainees Master In-Demand Skills

4 Components and Cost Norms for State Nodal Agency Implementing DDU-GKY

4.1 Activities by SRLM and their Cost Norms

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

4.1.1 Skill Gap Assessment (SGA), Skill Demand Assessment (SDA), Human Resource Requirement Study & Youth Aspiration Study

Since DDU-GKY is a placement-linked skill program for rural youth, the exact matching of youth aspiration for jobsand offerings available in the labour market is crucial. Theskill demandassessment can be carried out through Skill Gap Assessment Study, Skilled Human Resource Requirement Study and Youth Aspiration Mapping/Study. The four types of studies mentioned here have their own rigour and nuances.

- Skill Gap Assessment measures the gap between what skills employees offer and what skillis needed to perform the job successfully. An analysis can be done at the individual level, focusing on individual contributors, or at a team, department or organizational level, focusing on the collective skills of a group and whether they meet the intended target.

- Skill Demand Assessment measures demand for specific skills in the trade/sector. This assessment can be done based on certain geography, industry, Sector, trade, institution etc.

- Skilled Human Resource Requirement Study forecast Human Resource demand based on the study of current human resource supply vs demand gap and future requirement. This study provides demand side information for understanding Human Resource sourcing strategies of employers as well as the scope for allowing the State and training agencies to align training job roles/trades accordingly.

- Youth Aspiration Mapping/Study measures the aspiration and Interest of youth for employment with reference to a price point and sector/trade. This provides supply side information and helps states and other stakeholders in skilling to plan and provision skilling opportunities based on aspirations/interests.

The State nodal agencies implementing DDU-GKY shall utilise Kaushal Panjee for storing youth data that should be SECC mapped. Community resource 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 to meaningfully assess proposals submitted by PIAs. SRLMs will be provided funding by MoRD for this work from the DDU-GKY budget at the rate of up to 1% of the total project cost paid to PIAs in the state. This is not the same as the skill requirement assessment that PIAs are required to do in the sectors and trades proposed for placement in a project.

States/UTs may hire/empanel, an agency which may carry out studies mentioned above, capturing emerging trends in the job market relevant to the target group of DDU-GKY. This would also help the States/PIAs in encouraging/prioritizing PIAs from specific sectors as per local requirements.

4.1.2 Job Mela

Job melas are to be organized by the SRLM (either directly or with the help of PIAs or Employers) at the block and GP level to the extent possible. This should bring potential employers and local youth face to face. 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 on Kaushal Panjee. These fairs are primarily meant for those who have employable skills. However, this should not prevent those already trained under DDU-GKY 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 the GP level (provided 100 candidates are placed) and Rs. 1.00 lakh per fair at the block level (provided 200 candidates are placed).

4.1.3 Information Education and Communication (IEC)

Appropriate awareness and publicity campaigns are to be conducted using local and national electronic/ print media, road shows, nukkad nataks, camps etc. This should be used for mobilising and selecting beneficiaries and also to bring awareness about the program amongst both candidates and employers. The programme website and tracking system must also be kept operational at state level. Funding for IEC 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. States/UTs implementing DDU-GKY must strive to build an effective brand awareness campaign by deploying agency/human resources from relevant field.

4.1.4 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 candidates trained in their state are working. The MSCs should also be opened within the State to support trained candidates who migrate for work. Here activities such as alumni support, accommodation assistance, counselling services, employment opportunities information sharing, Placement Assistance, periodic get together and networking events with employers, local newsletters, coordination with local civil, police administration and Health Service providers etc. are to be undertaken. Funding for this is available from the DDU-GKY budget of MoRD at the rate of up to Rs. 30,00,000/- per centre per year. The Ministry shall notify the protocols for setting up and managing a MSC on time to time basis.

4.1.5 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.   Newsletters

v.   Discussion board

vi.   Long-term tracking

vii.   Annual events

viii. E- job market/ Job Portals

ix.   Facilitate further skilling through convergence

x.   Linking to social security and other schemes

xi.   Provisioning placement assistance and information sharing of employment opportunities

xii.   Upskilling and re skilling related information sharing

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 in a year.

4.1.6 Capacity building

Skill development and placement require dedicated and skilled human resources, thus all efforts should be made towards developing adequate capacity and competency of staff engaged in implementing DDU-GKY. This requires substantial investments to be made to build capacity at all levels. These include capacity building for SRLM staff, PIA staff and trainers and reasonable importance should be given by States/UTs and PIAs on this aspect. Timely delivery of tasks depends on the competency and sound judgement of personnel deployed to execute DDU-GKY.

For State Rural Livelihood Mission

Sensitization workshops, preliminary training sessions and exposure visits to other states should be organised by States as soon as the state skills team has been recruited. These workshops & exposure visits can be facilitated by NIRDPR and NABCONS and may inter alia include:

i.   Preparation of Action Plan and Annual Action Plan

ii.   Readiness conditions for AP

iii.   Protocols for monitoring projects

iv.   Strategy for implementation and key non-negotiables

v.   Protocols for selection of PIAs

vi.   Audit practices and transparency norms

vii.   Protocols for inspection and compliance monitoring of DDU-GKY training centres

viii. Steps involved in expenditure verification of PIA accounts

ix.   Quality audit of classroom transactions using CCTV footage

x.   Enhancing the DDU-GKYbrand by standardising the look and feel of DDU-GKY training centres and the quality of training therein

xi.   MoRD's workflow driven internet enabled DDU-GKY ERP platform the Staff of PIAs

Capacity development of PIAs both current and prospective is a vital function of the SRLM. The purpose of this is to ensure that there is clarity on how to apply, train, place and retain so as to comply with DDU-GKY protocols. The DDU-GKY strategy is supportive supervision and not merely fault finding. SRLM should be able 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 PIAstaff who prepare project proposals and are in charge of running training centres and ensuring the quality of classroom transactions.

Facilitation should also be provided for PIAs to access state government infrastructure that has potential for more intensive use such as evening sessions in schools 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. PIAcan achieve this by recruiting and deploying Master Trainers as part of their Q teams. These Master Trainers should be made 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 ateach training centre by reviewing CCTV footage, visiting centres and looking at test results and retention rates of trainees from each training centre. They should organise periodic workshops for trainers who require further necessary specific knowledge, skills or attitude. This would also require the creation and maintenance of a database of trainers for each trade and tracking different aspects of their performance. The Master Trainers recruited by PIAs will be trained and certified in a phased manner by NIRDPR either on its own or through agencies appointed by it or State.

Capacity enhancement of the PIA universe

The capacity requirement to meet the skilling targets for the next 10 years is immense. While a substantial part will come from the 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 at various stages of the 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 as technical support centres and also 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 approved action plan of DDU-GKY.

4.1.7 Monitoring and Evaluation

Monitoring and evaluation is a critical component of DDU-GKY. This is particularly so because the program is operated as a partnership of MoRD, SRLMs and private and public agencies. There are two   aspects to this. One is monitoring and second is impact assessment and evaluation. Monitoring of a DDU-GKY project needs to be done by the PIA, the SRLM and CTSA on behalf of MoRD. CTSA will capacitate SRLMs, PIAs and MoRD to build effective DDU-GKY monitoring systems. 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.

4.1.8 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. A dedicated full

time block program manager for skills as well as, a number of Community Resource Persons (CRP) is expected. 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 lakh per year per block as per approved action plan. The staff deployed at the block level may act as a focal point and inputs by block level staff would help in the robust monitoring of field level works.

4.1.9 Administrative costs

The administrative expense of the State Nodal Agency (SNA) relating to skills including staff costs and office expenditure at the State and district levels over and above the above-mentioned line of activities and cost structure shall be allowed. Administrative cost of 6% of the Action Plan shall be allocated to the States/UTs. The release of Project Cost shall include Administrative Cost of 6%. States/UTs shall be utilising the same in proportion to expenditure incurred on the Action Plan. It is expected that the SRLM/SSDM 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 & Selection) 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 including Assessment & Certification) 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 the case of States/UTs having a smaller target, the roles of State Program Managers can be combined and a minimum of four SPMs should be engaged in such cases. States/UTs have to ensure that adequate staff is deployed, as the program's success depends on the timely execution of tasks.

Provisions can be made for NMMU at the centre level based on requirements.

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

4.1.10 Innovative Projects

Innovative Projects worth 5% of the Total Action Plan allocation can be implemented by the State in the area of skilling for Rural Poor Youth. The state shall plan and prepare innovative projects and submit them for approval of the Empowered Committee of MoRD.

4.1.11 Skill Loans

The State shall have the liberty to earmark a certain amount of funds for Skill Loans. Skill loans shall be facilitated through SRLM and its community-based organisations for courses where there is market demand and agencies are able to offer assured placement to the candidates. The skill loan

shall be utilised by specialised agency empanelled by MoRD for targeting premium placement or facilitating foreign placement only. The State may recommend agencies that can be empanelled for working in Skill Loan Model. The SRLM and its community-based organisation shall screen and recommend trainees for skilling and fund their skill loans. The trained candidates shall pay back the skilling loan in pre-decided equated monthly instalment post placement.

4.1.12 Skill Voucher Scheme

The skill voucher scheme adopts a different approach that distinguishes itself by privileging consumer choice. It vouches that the trainee shall be skilled in the given job role/trade, after training. Under this component, established Skill Providers of repute with an excellent track record of providing placement to more than 80% of the trained candidates shall be empanelled following a process of due diligence. The list of trades for which empanelled agency has been authorised shall be made available on the DDU-GKY website. Careful consideration shall be given to choosing the courses for which very high capex requirement is there for establishing the training centres and the skill sets are high in demand with wage rate more than what is prescribed for minimum wages for Skilled Human Resource. SRLMs and empanelled agencies can enlist candidates willing to acquire the required skills for employment.

Such candidates who have expressed their interest and have been shortlisted following a counselling process by the empanelled agencies shall be provided Skill Vouchers by SRLM. Following this, candidates can approach such empanelled agencies to secure admission. Once provisional admission is confirmed, the candidate provides vouchers to the empanelled skill provider, who can encash them for 50% of the total cost per trainee from the SRLM and on successful completion of training and certification second part of the payment of 50% shall be paid through skill voucher by the Candidate. The candidate and the empanelled agency shall be responsible for providing placement proof of Six months (defined as Six months' salary slip, Employer Paid wages in the bank account, ESIC & PF as evidence of successful placement).

4.1.13 Mobilisation

Mobilizing Rural Youth for a Brighter Future: DDU-GKY in Action

The SRLMs have a crucial role in sensitising local communities, CSOs, SHGs federations, local government officials like District Authorities, BDO, PRI representatives etc in improving the effectiveness and quality of the mobilisation process. It is essential that a communication is sent to the district administration with a copy to the Panchayati Raj institutions for facilitating mobilisation in their area of jurisdiction. Trainees of Aspirational Districts and Aspiration Blocks should be prioritised for providing Training.

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. The State will have to sensitise the community, GPs and CSOs regarding the scheme.

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 methods can also be adopted.

The candidate's willingnessto undergo the training programme has to be ascertained after mobilisation. The selection process for identifying the trainees has to be transparent and open to all stakeholders. A fine balance must be maintained between aspiration, eligibility and aptitude. Kaushal Panjee should be used to capture the details of the Rural Youth. This database should be made available to all skilling agencies operating in the area.

4.1.14 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 to make informed choices and match aptitude with aspirations. SRLM should facilitate professional Counselling. States may also empanel professional counsellors for rural youth.

4.1.15 Post Placement Support (PPS)

Trainees from Rural Poor households need support in the first few months of the post placement phase. PPS has to be paid to the trainee in full by the 10th of the first month of placement and subsequently on providing proof of placement i.e Salary Slip, Bank Statement or ESIC or PF document. The State shall pay PPS for six months in the Candidate's bank account in which the Employer deposits the salary or throughAadhar Payment Bridge system.The tracking of Post Placement Support Payment shall be done through Call Centers established or procured according to norms.

4.1.16 Tracking

The State shall make arrangements for tracking all trained candidates in addition to the tracking done by the PIAs. Funds from support costs may be utilised for tracking trained candidates. Tracking can be performed through referral checks, physical visits and tele calls from Call Centers established or procured according to norms.

5 Activities by Skilling Agencies and their Cost Norms

This section details the list of activities that a Skilling Agency is expected to undertake and the cost norms for it.

5.1. Mobilisation, Counselling and Selection

Mobilisation, counselling and selection of candidates are activities to be undertaken before training is undertaken. The quality and diligent work performed at this stage shall be reflected, on the placement and retention of the trained candidate.

5.1.1 Mobilisation

PIA shall actively engage with local communities, CSOs, SHGs federations, local government officials like District Authorities, BDO and PRI representatives to effectively facilitate the right candidate mobilisation. PIAshall make efforts in coordination with State Rural Livelihood Mission so that at least 50% mobilisation is facilitated through SHGs and its institutions, wherever applicable. PIA shall keep the local administration as well as Panchayati Raj representatives updated regarding their mobilisation camps and visits. The willingness of the candidate identified after mobilisation to undergo the training programme has to be ascertained by the PIA. The selection process being followed by the PIA, for identifying the trainees has to be transparent and open to all stakeholders. Kaushal Panjee should be used to capture the details of the Rural Youth.

While all Rural Poor Youth have a right to be considered,itcould wellmean thatnotallthose considered for a particular trade are selected. This is acceptable, provided records show that aptitude tests did not indicate a match between aspiration and potential or the aspirant was not eligible. All ineligible candidate's data should be fed into Kaushal Panjee so that they are available for other options for skilling. 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.

PIAs shall be given priority in mobilizing and selecting candidates identified as focus/special groups in these guidelines.

5.1.2 Counselling

Candidate counselling should provide information to prospective trainees on training facilities, activities during training, the nature of work in the sector/trade, availability of jobs, deliverables by the employer, entitlements, growth prospects and risks involved. Efforts should be made to familiarise the prospective trainee through audio visual tools with placement locations and employer facilities. Role models doing well after placement, may arrange, their videos and live calls for counselling. PIA must counsel the family of the trainee and obtain consent too. This is aimed at helping both candidates and parents make informed choices and to match aptitude with aspirations.

5.1.2 Selection

Candidate selection shall be the responsibility of the PIA. 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. Kaushal Aapti could be used to test candidate, who is the right fit for the right job. While it should be ensured that all those desirous of being skilled and placed are considered and put through counselling and aptitude tests, not all may 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 Kaushal Panjee for follow up by the State Nodal Agency implementing DDU-GKYso that they get a chance to enrol for another trade with the same or another PIA in the not-too-distant future.

5.2 Training

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

5.2.1 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. Domain Practical Lab, Classroom and IT facilities

iii. Training aids & Peripherals

iv. Geo-tagged time stampedAadhaar authenticated biometric/Face recognition attendance facility for both trainers and trainees in training centres under the program

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 MoRD

xii. CCTV recording facilities in classrooms, labs and common areas.

Before the PIA is allowed to begin counselling, each training centre should be checked and certified for compliance with 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 ERP/MIS.

5.2.2 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 and are domain ToTcertified. They should also possess the knowledge, skills and attitude needed to be a good trainer in their domain. Trainers with requisite industry experience having domain certification may be preferred.

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. Trainer grading should be done based on their performance. Consistently underperforming trainers should be administered remedial measures and if there is no improvement, their services should be terminated.

Similarly, trainees showing poor learning outcomes should be provided with remedial sessions and ways to improve their competency. Classroom performance, results of tests and quizzes, placement success, retention, career progression, trainee selection practices and trainer quality should be correlated and follow up action should be taken to improve quality.

5.2.3   National Skill Qualification Framework Certified Content

All Course content should be NSQF aligned and in tune with the requirement of industry/trade. All Courses should be certified by National Council for Vocational Education Training (NCVET), Sector Skills Council (SSC) or any other agency whose qualification is being utilised for training. The same is made available on National Qualification Register. Other important aspects are:

i.   Training and course content should facilitate learning of rural poor youth who may not have exposure to English.

ii.   There should be mandatory modules on soft skills, communication English and IT.

iii.   Mixed media modules, interactive pedagogy including games and role plays should be used. The curriculum and daily session plan should be uploaded on the ERP of DDU-GKY.

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 content are expected for the same.

vi.   Training Learning Material should be provided in tablets too.

5.2.4   Training Methods

Sewing Skills to Success: Hands-on Training for Machine Operators

Training at Training Center:- 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 with the batch size.

Training at On Job Training Location(OJT):- OJT shall be applicable for all trainees based on course requirements. Project Implementing Agencies opting for course having OJT must ensure that all candidates are provided with opportunities for undertaking OJT.

Apprenticeship:- Trainees of DDU-GKY, post training can be facilitated to go for apprenticeship and the period of apprenticeship shall be accepted as training. This provision shall be actively encouraged in courses where in long duration On Job Training is required as a part of course curriculum. Candidates trained under DDU-GKY plus apprenticeship shall be required to be placed as per the provisions of DDU-GKY, post apprenticeship. PIAs shall have the option of placing the candidates post DDU-GKY training plus apprenticeship training and an additional period of 12 months shall be provided to the PIAs for placement of trainees after the apprenticeship.

5.2.5   Employability Skills

EveryTraining course must have employability skills training as recommended by the NCVETfrom time to time.

5.2.6   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 tests. The questions asked, answers given, and marks obtained by each trainee should be available in the ERPof DDU-GKY.This will be examined by the PIA's independent quality team, when it makes monthly visits to each training centre. The results of PIA's quality inspections are to be made available on the ERP of DDU-GKY 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 are 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 Awarding Body shall be mentioned in the project proposal. These should include only those agencies that the NCVET has empanelled.

iii. While it will be mandatory that PIA attempts for 100 % assessment of candidates, there may be no-turn up too. PIA may try to get reassessment done for no-turn ups. In rare cases State may relax the non-assessment of 5% trainees on reasonable grounds. 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, less than 70% certification shall lead to pro-rata payment.

5.2.7   Placement

The core outcome of DDU-GKY program shall remain placement be it with Wage Employment, Self Employment or Gig Employment. All placement shall be considered based on the verifiable

proof of placement i.e Bank Statement showing receipt of Monthly Salary through bank transfer in case of wage employment, Service Charges in case of Gig Employment and Income in case of Self Employment. Placement in self employment shall be assisted through credit linkage by Banks.All Such credit linked Self Employment by Project Implementing Agencies shall be incentivised under DDU-GKY.

Placement for this purpose is defined as continuous or non-continuous employment, for a minimum of six months be it with one employer or multiple employers. The period of employment need not be with one category of employment or with one employer. However, the trainee should have worked and received payment for six months, 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 countersigned by the employee along with the bank statement indicating that the employer has paid monthly wages through crossed demand draft or money transfer, NEFT, RTGS, UPI etc or Provident Fund or ESIC contribution will demonstrate proof of regular wage employment. Any proof of cash payment shall not be eligible for consideration as proof of placement or payment under DDU-GKY.

Under DDU-GKY for considering a candidate as placed with monthly wages in Wage Employment/Self Employment/Gig Employment, eligibility of monthly income/monthly wages/service Charges, the notified minimum wages for Semi-Skilled Category shall be considered.

Placement is to be made in the job roles in which domain training is provided. DDU-GKY shall be actively debarring cross placements in sectors where skill training acquired, is not being used. However, placement in other trades shall beconsidered, provided the salary being paid in those trades are 20% higher than the job roles for which training is provided.

While every effort hasto bemade 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 the total project cost in DDU-GKY. The ratio between Wage and Self Employment or Gig Employment, out of 70% shall be a minimum of 50% with wage employment and a maximum of 20% in Self Employment or Gig Employment. For example, a project of 100 candidates to be trained, requires 70 candidates to be placed for claiming full cost of the project. In this project, if a minimum of 50 trained candidates are placed in wage employment and maximum of 20 trained candidates are placed/settled in Self Employment or Gig employment, the Project Implementing Agency shall be eligible for claiming full cost of the project.

PIAs have to get trainees appointed within a month of completion of training. Their placement of six-month including placement proof submission, have to be achieved within 9-12 months of completion of training. The Placement percentage in a project shall be monitored based on parameters including the period defined for the purpose.

If the total placements of candidates are 50-70% of the total trained candidates, then the project cost allowed will be pro-rated to the placement achieved. Calculation of placement shall be done based on the time required provided for placement for each batch. During closure of a project, Page consolidated view of placement achieved in the project shall be taken into account and for every batch, placement more than or equal to 70%, shall not be insisted upon. In cases if

placement are less than 50% of the total trained candidates, the project will be terminated immediately and pro-rata payments for candidates placed will be allowed.

Placement Verification: Placement verification shall be carried out only by State and Centre appointed entities. Use of appropriate technology should be promoted for placement verification. The adoption of technology-based placement verification shall help in identifying inappropriate placement and take remedial measures.

DDU-GKY recognises the following type of placements:

i. Captive placement: PIAs having their own requirement train and absorb the trained persons in their organisations. It is mandated to absorb at least 70% candidates in their organization/ subsidiary post training. PIAs submitting projects for captive placement should submit details of their human resource requirement based on a realistic estimate of current needs. If the Industry/Captive Employer does not meet the milestone for the 2nd instalment for two subsequent batches, then the 1st instalment of the 3rd batch shall not be disbursed. This is being insisted on to minimize the danger of an "attrition-based" placement model.

ii. Placement providing jobs having regular monthly wages at or above the minimum wages for semi-skilled or as per the requirement of DDU-GKY guidelines whichever is higher: 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 an HR department, the certificate issued by the employer indicating wages paid and counter signed by the employee along with the bank statement indicating that employer has paid monthly wages through crossed demand draft or money transfer, NEFT, RTGS, UPI or PF Slip or ESIC payment proof 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 for semi-skilled is provided and proof of employment is available.

iv. Placement in foreign countries: Placement in jobs that can provide a minimum salary of Rs.25,000 is permitted. Training Programmes having the potential to offer wages in the above range will only be approved.

5.2.8 Cost norms for PIA activities described above

DDU-GKY follows a fixed cost model and supports all PIAs willing to undertake skilling and placement according to DDU-GKY standards, provided they meet certain eligibility conditions. The cost norms for support to PIAs are detailed below. The cost norms have been worked on the basis of a six-day week (provision has been provided for two holidays in each month) with a minimum duration of eight hrs/day. DDU-GKY does not support courses with a duration of less than 576 hours including non-domain training hours mandated under DDU-GKY. There is no limit on maximum hours of skill training thatmaybeundertakeninDDU-GKY,butfunding assistance shallbe capped for one year only.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)

On Job Training: The skilling courses can have provisions for providing On the Job Training (OJT) based on the course requirement as mentioned in the Qualification Training duration provided in the National Qualification Register. 25% of the Notified Training Cost of Category II, shall be provided for the OJT duration. OJT duration shall be as mandated by the course. In case the course duration is less than 576 hours, OJT may be built in to complete 576 Hours. Candidates put on OJT duration of more than one month shall be paid stipend as per apprenticeship rates by the establishment providing On Job Training. The OJT period shall not be considered for placement. Boarding and Lodging shall be admissible for trainees during OJT.

Table 4 : Cost Norms

Sl. No.	Item	3 months (576 hr)	6 months (1152 hr)	9 months (1728 hr)	12 months (2304 hr)
1	**Total Training Cost per candidate**				
A	Category I @ Rs. 49.00 per hour	28,224.00	56,448.00	84,672.00	1,12,896.00
B	Category II @ Rs. 42.00 per hour	24,192.00	48,384.00	72,576.00	96,768.00
C	Category III @ Rs. 35.10 per hour	20,217.60	40,435.20	60,652.80	80,870.40
2	**Special Area allowances @ additional 10% of S. No. 1**				
A	Category I @ Rs. 49.00 per hour	2,822.40	5,644.80	8,467.20	11,289.60
B	Category II @ Rs. 42.00 per hour	2,419.20	4,838.40	7,257.60	9,676.80
C	Category III @ Rs. 35.10 per hour	2,021.76	4,043.52	6,065.28	8,087.04
3	**Uniform**	1,270	1,270	2,540	2,540
4	**Post Placement Support**	7,620	7,620	7,620	7,620
5	**Boarding & Lodging cost for Residential Courses**				
A	X category cities @ Rs.375 per day	33,750	67,500	1,01,250	1,35,000
B	Y category cities @ Rs.315 per day	28,350	56,700	85,050	1,13,400
C	Z category cities @ Rs.250 per day	22,500	45,000	67,500	90,000
D	Other places @ Rs.220 per day	19,800	39,600	59,400	79,200
6	**Food and Transport cost per candidate for Non Residential Courses**	11,700	23,400	35,100	46,800
7	**Travel Support @ Rs.4500 per candidate**	4,500	4,500	4,500	4,50
8	**Additional incentives to PIA Retention support (for every candidate**				
A	employed continuously for 365 days with a break of maximum 60 days)	5,000	5,000	5,000	5,000
B	Candidates placed in Foreign countries (per candidate)	20,000	20,000	20,000	20,000
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

Table 5

Summary of DDU-GKY Funding Components					
For Residential	(i) Minimum Cost per candidate (1c+3+4+5d+10)	50,407.60	90,425.20	1,31,712.80	1,71,730.40
	(ii) Maximum Cost per candidate incentives to PIA (1a+2a+3+4+5a+7+8a+8b+9b+10)	1,09,686	1,74,483	2,40,549	3,05,346
For Non-Residential	(iii) Minimum Cost per candidate (1c+3+4+6+10)	41,038	72,955	1,04,873	2,17,146
	(iv) Maximum Cost per candidate including additional incentives to PIA (1a+2a+3+4+6+7+8a+8b+9b+10)	87,636	1,30,383	1,74,399	1,36,790

Table 6

Sl. No.	Item Training Duration	Less than 6 months Training Duration	6 to 12 Months
1	Minimum Remuneration per candidate per month within India	10,000	15,000
2	Minimum Remuneration per candidate per month abroad	25,000	25,000

- Rates are subject to revision by the Common Norms Committee and notification by the Ministry of Skill Development and Entrepreneurship from time-to-time and shall be applicable to batches initiated /projects sanctioned after the notification date.

- The classification of X, Yand Z shall be in terms of Schedule III to the Common Cost Notification notified by the Ministry of Skill Development and Entrepreneurship.

- The CTSA6 shall be entitled to a monitoring fee to the tune of 1.5% of total project cost sanctioned. The fee for the CTSA shall be released as per the actual progress of State's Action Plan.

5.2.8.1 Base Training Cost including Tablet

The training cost includes:

i. Mobilisation of candidates, post Placement tracking/monitoring, Curriculum, Placement expenses, Trainer's Training, Equipment including Tablet computer, Amortization of infrastructure cost/Utilities, Teaching Aid, Raw Materials and Salary of trainers.

The unit costs given are the maximum permissible amounts, the actual amounts will be as per the project proposals submitted. In all, the hourly rates will be used to calculate the training cost. The equipment cost is not an allowable expenditure unless specifically mentioned in the sanction letter. In the case of Capital Expenditure on equipment, the PIA may:

a. Purchase equipment with prior approval of SPAC. The treatment of these assets shall be in line with Indian Accounting Standard (Ind AS) 29 Accounting for Government Grants and disclosure of Government Assistance.

b. Purchase equipment at their own cost and account it as internal rental /leasing cost in the project.

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

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.

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. This will also help to enhance the learning experience for the trainee.

Table 7: The minimum specification for the tablet computers is given below:

Specification	Minimum Specification	Remarks Type
Processor	2.0 GHz	Dual-Core or higher processor technology Quad Core and Above will give better processing speed
Display	8 inch 720p/1080P	Higher screen resolution will give a better viewing experience
Audio	Stereo headset, MIC, mono speakers	No Change
Camera	5 MP front camera	High Mega Pixels will add better image and video quality
Communications	Wi-Fi Dual Band 3G/4G/5G- VOLTE	GSM/GPRS /3G 4G- VOLTE Support is recommended to provide a fallback option Bluetooth for internet connectivity where Wi-Fi is not available.
Expansion	USB 2.0 /3.0 device/host, memory card	No Change
Power/Battery	5000 mAh - USB charger V2/C type	Higher battery capacity will provide better performance and longer duration of use
RAM	4GB and above	More number of applications can run simultaneously with higher RAM capacity
Internal Memory	32 GB	More number of applications could be stored with higher internal memory
OS	Android 12 and Above	Latest app can be installed

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. PIAs may go for higher specifications too. Specification of tablets shall be changed after every three years.

5.2.8.2 Special Area Allowance

A PIA shall be eligible for a payment at the rate of an additional 10% of the Base training cost per candidate if the 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 and Ladakh; 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.

5.2.8.3 Uniform

Uniforms will be provided to candidates undergoing training under DDU-GKY. For training duration from 3-6 months, two sets of uniform (two jerseys/ shirts and two pants for boys with a cap and two sets of salwar kameez / shirts and pants for girlsand a cap) shallbe provided,and for training duration of more than six months, four sets of uniforms shall be provided.

5.2.8.4 Boarding & Lodging Cost

PIAs shall be paid boarding and lodging costs as notified by the Ministry of Skill Development & Entrepreneurship based on the categorisation of cities and other areas.

5.2.8.5 Travel Support

The travel support cost for facilitating trainee's travel to the training centre, OJT Location, Placement Location and Trainee Insurance shall be allowed at the rate of Rs 4500.00 per candidate.

5.2.8.6 Retention Incentive

It has been observed that those who remain at work for one year successfully make 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.

Retention support cost shall be paid to the candidate i.e., 5,000/-. Employers can be multiple but the total period out of work should not exceed 60 days during the 365-day period since the first placement.PIAwillbe required to update the designated portalwith salary paymentproof as required under DDU-GKY for claiming this incentive. The State shall verify each case whose details are shared by PIA, either through self-verification of placement app provided on Kaushal Bharat or any other mechanism notified by MoRD.

5.2.8.7 Support for Foreign Placement

The trainees who are offered placement in foreign countries will be provided counselling sessions and Pre-Departure Orientation Training (PDOT) of MEA, GoI. The objective of these sessions is to provide basic information to ease their transition into countries of destination. The information will cover the labour rights of destination countries, workplace safety, accessing consular services, social norms in the destination countries etc. Besides, assistance to complete medical formalities including health checks will also be provided. Agencies targeting foreign placement should be provided with foreign placement incentive @ Rs 20,000/- per trainee for facilitating passport, employment Visa, interview with recruiters etc.

5.2.8.8 Incentive for higher placement percentage

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

5.2.8.9 Assessment and Certification cost

A PIA shall be eligible for assessment and certification costs. It should submit the applicable assessment & certification rate for the qualification, subject to a maximum ceiling of Rs. 1,500/-per candidate or actual cost, whichever is less, for the assessment and certification of candidates trained in the project. Every PIA shall be required to ensure the assessment of trained candidates and certification for a minimum of 70% of candidates in a project.

5.2.8.10 Pre-Departure Orientation Training

PIAs conducting training for placement outside the country must ensure that all trainees are provided with PDOT training before departure. Pre-Departure Orientation Training (PDOT) is a flagship program of MEA that started in 2018, where an Emigrant going abroad for Employment is given a free of cost 8 hours Orientation training so as to empower them with the Dos and Don'ts of the Country of Employment and also made aware of their rights and welfare measures made available to them by Government of India. PDO Training would make migrant workers aware of the culture, language and regulations of the destination country to ensure their safety and security. Further, the programme also gives an opportunity to learn about the welfare measures undertaken by the Government such as Indian Community Welfare Fund (ICWF), Pravasi Bharatiya Bima Yojana (PBBY), eMigrate Portal, MADAD Portal, Pravasi Bharatiya Kendras (PBSKs) and 24 X 7 helplines at Indian Embassies and Consulates.

MEA has introduced an online PDOT module for ensuring safe and legal migration. In this module every emigrant has a choice either to undergo Online or Offline PDOT at each centre as per their convenience. At the end of the training, they can download the PDOT completion certificate. (For more information please visit pdot.mea.gov.in)

5.2.9 Skilling courses

DDU-GKY allows NSQF aligned skilling courses. Project implementing Agencies applying for project wherein even partial outcome of the project is envisaged as Self Employment or has a potential for the trainee to start their own enterprise, must include Entrepreneurship Development Course in the Training Course. The training focussed on Entrepreneurship must be based on local products and requirement only. Clubbing of two or more courses shall not be allowed. Based on requirement of fulfilling minimum of 576 hours relevant NoS shall be allowed to be added to meet out the minimum required duration of training hours.

5.2.10 Refundable Security & Submission of Placement proof by Placed candidates

To ensure that candidates selected for the training programmes take the training seriously and reduce the drop-out rates, 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. Candidates placed after training under DDU-GKY are duty bound to provide placement proofs to PIAs i.e Offer Letter, Salary Slip, Bank Statement/PF Slip/ESIC receipt. Without submission of placement proofs, no post placement support can be disbursed by Project Implementing Agencies.

5.2.11 Corporate Social Responsibility Funded Training Programs

Skill impartation is explicitly recognised as an acceptable CSR activity. 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 CSR funds can be used based on existing norms of DDU-GKY for funding skilling of rural youth or other activities as mandated under the program.

6 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 a pro-rata basis for placements, if the outcome achievement is less than 50% of placement for previous batches after the due period provided for placement is over. SRLM may, after careful consideration of all related factors with respect to the performance of a PIA, take the decision to terminate the project. PIAs unable to achieve placement of 50% of candidates shall be put under "further assistance stopped" category and recovery proceedings shall be initiated. Payment to the PIAs shall be pro-rata if the placement is less than 70%.

Further, in such cases, wherein a Project Implementing agency is implementing projects in more than one State, MoRD may restrict further target allocation and revoke the PIA registration, until funds are recovered as per norms or placement is achieved. Such a PIA may re-apply for registration after the one-year period is completed from the date of notification of removal from registration by MoRD.

7 Skilling Agencies - Categories and Criteria

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

a.   Registered under Indian Trust Acts or any State Society Registration Actor any State Cooperative Societies or Multi-State Co-operative Acts or the Companies Act 2013 or the Limited Liability Partnerships Act 2008, or SHGs and its federations namely Cluster Level Federation/Block Level Federations;

b.   A Government or semi-government organization at the State and National Levels

c.   NGOs must be registered with NITI Aayog's Darpan Portal

d.   Be more than three years old at the time of application except Start-ups

7.1 Category of PIAs

There shall be four categories of PIA under DDU-GKY, namely:

a.   Captive Employers
b.   Existing PIAs having experience of greater than 50% placement with DDU-GKY
c.   Skilling Agencies who do not have any DDU-GKY experience
d.   Start-ups for Skilling recognised by Dept of Industrial Policy & Promotion, Ministry of Commerce & Industry, GoI

The following shall not be eligible for applying in DDU-GKY:

1.   Existing PIAs who got DDU-GKY Projects sanctioned and have recovery proceedings going on

2.   Existing PIAs who were unable to place 50% of Trained candidates under DDU-GKY

3.   Skilling agencies having officials at key managerial personnel as per accounting standard 18, who were earlier associated with defaulting PIAs against whom recovery proceedings were initiated due to default

4.   Sister concern/subsidiary of any organisation against whom default action for recovery of funds initiated

5.   Skilling Agencies having Directors involved in agencies that defaulted earlier with DDU-GKY. A provision shall be built into the system for validating the DIN of directors of the applicant organisation through MCA database.

6.   Skilling Agencies blacklisted by Government

7.   No consortium shall be allowed.

7.2   Project Size & Funding

Table 8

No.	Category of PIA	Eligibility Criteria	Project size and period (Rs.)
1 A	Priority	Captive Employer	- Maximum Project Target 5000 or 40% of Human Resource of Captive Employer registered with ESIC or PF, whichever is lower - Project period of three years - Batch-wise funding
2 B	Priority	Existing Skilling Agencies having experience of greater than 50% placement outcome achievement	- Maximum Project Target of 10,000 should not exceed at any given point of time - Individual Project Size capped at 1200 target, with the condition of continuous top up sanction based on outcome achievement or based on capacity created by performing DDU-GKY PIAs in the State - Project period of three years - Batch-wise funding
3 C	Priority	Skilling Agencies that do not have any DDU-GKY experience	- Maximum Project Target 3,000 should not exceed at any given point of time. - Individual Project Size capped at 1200 target, with the condition of continuous top up sanction based on outcome achievement. - Project period of three years - Batch wise funding
4 D	Priority	Start-ups for skilling recognised by Dept of Industrial Policy & Promotion, Ministry of Commerce & Industry, GoI	- Maximum Project Size capped at 1200 target, with the condition of continuous top up sanction based on outcome achievement. - Project period of three years - Batch wise funding

Empowering Minds: DDU-GKY Theory Classes Build Confidence and Capability

8 Development of Protocols for various processes & tasks in DDU-GKY

MoRD as well as State Nodal Agencies implementing the program in States/UTs should prepare protocols for the various processes and tasks listed in these guidelines. All protocols have to be approved by the Empowered Committee of MoRD before deployment. All Protocol approved by the EC of MoRD shall become part of the Standard Operating Procedures of DDU-GKY. While protocols for payment for training, inspection, placement and its verification shall be applied nationally, some protocols shall be State specific like protocols for mobilisation, counselling, community-based monitoring, referral checks placement and tracking etc.

I. Inspection and real time reporting of training centres

II. Due diligence before allowing a training centre to begin operation III. Tracking for one year

IV. Teaching English

V. Teaching computers VI. Soft skills

VII. Look and feel of training centres

VIII. Training centre day opening and day closing, Closing of Training Centre IX. Mobilization Process and Capacity Building of Mobilisers

X. Counselling of Candidates & Parents of prospective candidates XI. Screening, Aptitude assessment, selection of candidates

XII. Job Melas

XIII. On the Job Training

XIV. Placement verification Process XV. Post placement support payment

XVI. Claim for the 2nd and the 3rd instalments XVII. Registration of Skilling Agencies

XVIII. Application form for project approval XIX. Internal Assessment and its monitoring

XX. Third party assessment & certification and its monitoring XXI. Retention payment verification

XXII. Migration Support Centres

XXIII. Role of SHG & its networks and payment process for services rendered by them

XXIV. Role of Gram Panchayat

XXV. PIA documents to be kept at Training Centre

9 Financial Management

9.1 Allocation to States

Allocations to states will be done using a mix of state poverty ratios, States absorption capacity and Human Resource deployment for implementing the program. There is uneven capacity between States for this process driven program.

The ratio of Central and State Government share is 60:40 for all States other than North-Eastern States and Himalayan States including Himachal Pradesh, Uttarakhand, Sikkim where the ratio is 90:10. In case of UTs the Central assistance shall be 100%. However, in the case of skilling projects in Jammu and Kashmir and Ladakh the Central assistance shall also be 100%. 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 MoRD.

9.2 Allocation to North-Eastern States

Out of the total allocation for DDU-GKY, 10% will be earmarked for the North-Eastern States.

9.3 Allocation and extension of Roshni to Aspirational District

Roshni, another special DDU-GKY vertical was launched in 2013-14 for rural poor youth in the most critical Left-Wing Extremist (LWE) affected 27 districts in 9 States. This shall be expanded to all Aspirational Districts and all districts notified by the Ministry of Home Affairs as Left-Wing Extremist Affected Areas. All States must provide a specific target for these Districts in their Action Plan and Annual Action Plan. The Annual Action Plan shall not be approved without district-wise allocation for Roshni and Aspirational Districts. States/UTs must ensure that only Roshni projects are implemented in Roshni & Aspirational district and accordingly sub-category targets may be allocated in these projects. The State shall also ensure that regular DDU-GKYprojects are not allocated targets in Roshni and Aspirational Districts.

9.4 Cost norms

DDU-GKY adopts the cost norms for skilling projects of MSDE. MoRD also provides for welfare cost as well as Support cost for building skilling eco-system focussed on Rural Poor Youth, for poverty alleviation.

9.5 Fund release & drawing limits - Procedure for release of funds and monitoring of Fund utilization

The General Financial Rule 232(v) prescribes the release of funds to the State Governments and monitoring utilization of funds through PFMS. For better monitoring of availability and utilization of funds released to the States under DDU-GKY and to have more effective cash management the following procedure, in line with Ministry of Finance OM dated 23.03.2021, will be followed by all the State Governments with effect from 1st July, 202l:

1. Every State Government will designate a Single Nodal Agency (SNA) for implementing DDU-GKY. The SNA will open a Single Nodal Account for DDU-GKY at the State level in a

Scheduled Commercial Bank authorized to conduct government business by the State Government.

2. Implementing Agencies (IAs) down the ladder which include district or block level State units and PIAs should use the SNA's account with clearly defined drawing limits set for that account. However, depending on operational requirements, zero-balance subsidiary accounts for each PIA may also be opened either in the same branch of the selected bank or in different branches.

3. All zero balance subsidiary accounts will have allocated drawing limits to be decided by the SNA concerned from time to time and will draw on real time basis from the Single Nodal Account of the scheme as and when payments are to be made to beneficiaries, vendors etc. The available drawing limit will get reduced by the extent of utilization.

4. For seamless management of funds, the main account and all zero balance subsidiary accounts should preferably be maintained with the same bank. However, State Government may choose different banks for opening Single NodalAccounts under DDU-GKY. Only banks with a robust IT System and extensive branch networks should be chosen to open the Single Nodal Account. The bank chosen should have the facility to open the required number of subsidiary zero balance accounts and a robust MIS for handling accounting and reconciliation at each level. The bank should also provide a user-friendly dashboard to officers at various levels to monitor the utilization of funds by IAs. The bank's software system should be able to monitor the drawing limits of the IAs who should be able to draw funds on a real time basis from the SNA's account as and when payments are to be made. The selected bank should ensure proper training and capacity building of branch managers and other staff for the smooth operation of these accounts.

5. The Ministry will release the central share to the State Government's Account held in the Reserve Bank of India (RBI) for further release to the SNA's Account. Funds will be released to the States strictly on the basis of balance funds under DDU-GKY (Central and State share) available in the State treasury and bank account of the SNA as per PFMS or scheme-specific portals fully integrated with PFMS in consonance with rule 232(Y) of the General Financial Rules, 2017.

6. The SNAs shall ensure that the interest earned from the funds released should be mandatorily remitted to the respective Consolidated Funds on pro-rata basis in terms of Rule 230(8) of GFR, 2017. Interest earned should be clearly and separately depicted in PFMS, scheme-specific portals integrated with PFMS and in MIS provided by the banks.

7. States will maintain separate budget lines for Central and State Share under DDU-GKY in their Detailed Demand for Grants (DDG) and make necessary provisions of the State share in the State's budget. While releasing funds to SNA, State's Integrated Financial Management Information System (IFMIS) should provide these budget heads and the same should be captured in PFMS through treasury integration.

8. At the beginning of a financial year, the Ministry will release not more than 25% of the amount requested in the Forecast sheet submitted by the State/UT for the financial year, after examination of the utilization through UCs,Audit Reports and PFMS balances. States/UTs should ensure that funds are requested strictly as per the actual requirement on the ground, so that there is no material float with the implementing agencies at any level.

Additional central share (not more than 25% at a time) will be released upon transfer of the stipulated State share to the Single NodalAccount and utilization of at least 75% of the funds released earlier (both Central and State share) and compliance of the conditions of the previous sanction.

9. States/UTs will diligently monitor the fund's utilization by the IAs and ensure that this a/c is used for all the project expenses and that lumpsum funds are not withdrawn by the IAs without prior approval.

10. The State Government will transfer the Central share received in its account in the RBI to the SNA's account concerned within 21 days of its receipt. The Central share shall not be diverted to the Personal Deposit (PD) account or any other account by the State Government. Corresponding State share should be released as early as possible and not later than 40 days of the release of the Central share. The SNA will maintain the funds in the Single Nodal Account of DDU-GKY. State Governments/SNAs/IAs shall not transfer scheme related funds to any other bank account, except for actual payments under the Scheme.

11. State Governments will register the SNAs and all IAs on PFMS and use the unique PFMS ID assigned to the SNA and IAs for all payments to them. Bank accounts of the SNAs, IAs, vendors and other organizations receiving funds will also be mapped in PFMS.

12. Payments will be made from the zero balance subsidiary accounts up to the drawing limit assigned to such accounts from time to time. Transactions in each Subsidiary Account will be settled with the Single Nodal Account daily through the core banking solution (CBS) based on payments made during the day.

13. SNAs and IAs will mandatorily use the REAT module of PFMS or integrate their systems with the PFMS to ensure that information on PFMS is updated by each IA at least once every day.

14. SNAs will keep all the funds received in the Single Nodal Account only and shall not divert the same to Fixed Deposits/Flexi-Account/Multi-Option Deposit Account/Corporate Liquid Term Deposit (CLTD) Account etc.

15. PFMS will act as a facilitator for payment, tracking and monitoring fund flow.

16. Any amendment/modification in above the guidelines notified by MoRD from time to time shall be applicable.

9.6 Accounting Systems

The cabinet decision on the fund allocation for NRLM has mandated demand-driven budgetary allocation for the skills programme under the overall ceiling of National Rural Livelihoods Mission allocation. Therefore, a finance module in the ERP of DDU-GKY has to be developed to track the funds for DDU-GKY. The State Governments are to incorporate the necessary instructions in their administrative and financial management systems to capture the fund flow for the skills programme.

9.7 Electronic Processing of fund release or drawing limits

PIAs will receive drawing limits based on milestone achievement for projects sanctioned. All payments will be made according to the following release conditions:

**Release conditions forAll Projects of Captive Employment
under the Batch mode Payment System**

Table 9

Sanction	Sanction of 50% Fund for the Batch		Sanction of 20% for the Batch	Sanction of 30% for the Batch
Instalment	1st Release	2nd Release	3rd Release	4th Release
Percentage	30%	20%	20%	30%
Release Condition Milestone	- On Batch - Freezing Day i.e. 10th Day of Training Commencement	- Half Training Period Completion - 2nd release shall be automatic, unless any adversity occurs in the meantime. provided	- On Training Completion - Assessment of the batch - 70% of trained candidates are provided - The payments will be made for the candidates assessed and Proofs submitted. appointments.	- Physical Placement verification of 70% Placement for a minimum period of 6 months. - 100% Desk Verification of Placement Random Placement Verification according to the Standard Operating Procedures.

Eligibility conditions for the release of funds at all three stages are determined by the MIS statements of the PIA available on Kaushal Bharat and placement verification done. On meeting the conditions for release of payment at each stage, a request for processing the payments will be generated by PIA on the Kaushal Bharat system and electronically sent to SRLM. The SRLM shall ensure payment within defined timeline according to the Standard Operating Procedure of DDU-GKY.

9.8   Service level assurance by MoRD, its CTSA and SRLM

MoRD and the SRLM shall notify information/ documents necessary for processing release/drawing limits for funds according to the Standard Operating Procedures. The State shall be committed to ensure that the PIA receives sanction orders and payment of instalments/drawing limit in accordance with the time frames mentioned in the Standard Operating Procedures approved by the Empowered Committee and notified by MoRD. Non-adherence to time frames shall result in penal provision.

9.9   Procurement procedure

DDU-GKY follows a fixed cost model. Skilling Agencies shall be registered by MoRD. After registration, skilling agencies may apply for targets with specific States. The applications of eligible skilling agencies shall be duly appraised based on the notified appraisal process. The same shall be informed as part of the call for proposal, as approved by the Empowered Committee of MoRD or State PAC. The approved criteria and weights shall be notified on the website. The criteria for scoring, inter-alia, shall provide for prioritising project applications received from PIAs.

The sanction of projects to skilling agencies shall be done for a three-year period. The relevant financial details of skilling agencies shall be assessed as specified in Standard Operating Procedures and put on the Kaushal Bharat database. Every Skilling Agency shall be required to pay an Appraisal Fee for appraisal as notified by States/MoRD from time-to-time.

Project applications submitted by the skilling agencies for the target shall be scored on predefined parameters. All the appraised applications of the Skilling Agency shall be taken up for consideration by the State Project Approval Committee of the respective State Governments, taking into account the availability of funds, availability of Target, rank of an application and risk associated with it. a

For all other procurements in DDU-GKY, NRLM approved procedures will be followed.

Transforming Lives:
DDU-GKY Turns Raw Talent
into Skilled Professionals

10 Management Information System, Monitoring and Evaluation

10.1 Management Information System

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. The DDU-GKY program cannot be implemented without a robust internet-enabled workflow driven ERP, which is critical for the success of the Programme. The ERP shall be an internet-enabled workflow driven platform so that all aspects of programme management including registration of skilling agencies, submission of proposals, appraisal of proposals, sanction of project target, request for fund release, setting drawing limits of funds, training centre management, inspections, compliance of advisories, Assessment, certification, Placement and its Tracking etc. can be handled through this platform. Kaushal Bharat is built as a centralised platform to be used by all Stakeholders of DDU-GKY projects. Since Kaushal Bharat is built strictly adhering to DDU-GKY SoP all required workflows and data entry points are available in the application. PIAs/SRLMs can manage their DDU-GKY projects effectively following the workflows and validations as defined in SoP. In the future, the MIS operation and maintenance charges may be levied from Stakeholders.

States shall be using a central IT platform for hosting and delivering a variety of project services like Financial Management System (FMS), and Decision Support Systems (DSS) for skills development activities (within the framework of the National MIS).

PIAs will have to maintain trainee-specific information and meet all applicable reporting requirements of Kaushal Bharat. In addition, States/UTs and PIAs may have their own IT platform and should be able to link with the Central IT platforms for receiving data entered in the Kaushal Bharat platform. The SRLM and CTSA will supervise the regularity and quality of information.

10.2 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, a specific MoU needs tobe entered. The MoU may also incorporate the scope for engagement of the CBOs in social audit and other monitorable activities. The States may provide for role of CBOs depending on the extent of their presence and level of capability to undertake responsibilities entrusted to them.

10.3 Online submission of project proposals

The DDU-GKY national ERP platform is a single and integrated system for project application of Skilling Agencies and all stakeholders involved in the skilling programme. All Skilling Agencies will be required to submit their proposals for new projects/Batches and those for fund release/drawing limits through this platform. PIAs can find out about the status and track the movement of their proposals, project and batches and can raise queries and receive replies through this system.

10.4 Monitoring

Monitoring is a continuous measurement of progress, quantitative and qualitative. 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 the DDU-GKY overall goals of DDU-GKY to 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 PIAlevels to improve outcomes iv. Inform MoRD's 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 NIRDPR and other agencies act as a knowledge platform for developing an 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 (PIAperformance, programme performance, quality of internal systems and processes, performances of CTSAs) along with an escalation matrix.

IV. 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. Alumni support

10.5 Concurrent monitoring input, output & outcome

Concurrent monitoring through an internet enabled ERP system will make it possible for all stakeholders to monitor the performance of the Skilling against agreed performance indicators. The first level of check is to be done by the Q team of the PIAeach month and monitoring details shall be entered on ERP for the real time monitoring and escalation of non-compliance. All other inspections will aim to verify whether that the results published from the inspection by the Q team of the PIA were an accurate mirror of the reality in the training centre and in the workplace. All Inspections shall be independent of each other.

10.5.1 Monthly monitoring and guidance notes to PIAs using Kaushal Bharat: TSAs will regularly monitor the progress of projects through Kaushal Bharat and issue/upload Monthly advisories to identify and notify non-compliance so as to improve the use and functioning of online MIS.

10.5.2 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.

10.5.3 Monthly inspection of training centres by Q team of PIAthrough Kaushal Bharat InspectionApp: 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 Kaushal Bharat and monitored for compliance.

10.5.4 Inspection of training centres by the TSA of the State once in three months through Kaushal Bharat Inspection App: SRLM officials/ State TSAwill undertake inspection of training centres once in every three months. The proceedings of these visits will be recorded through GPS-enabled video/audio clips and uploaded in the Kaushal Bharat along with action points for compliance by centre managers and trainers and monitored for compliance.

10.5.5 Inspection of training centres by the CTSAof MoRD once in four months through Kaushal Bharat Inspection App: The CTSA of MoRD will undertake inspection of training centres once in every four months. The proceedings of these visits will be recorded through GPS-enabled video/audio clips and uploaded in the Kaushal Bharat and monitored along with action points for compliance by centre managers and trainers and monitored for compliance.

10.5.6 Aadhaar enabled biometric/face recognition attendance system of trainer and trainees: Deployment of geo-tagged, time stamped Aadhaar-enabled biometric/Face Recognition devices for marking attendance of trainers and trainees and pushing it in real-time to a central server visible to the Q team of the PIAand State/MoRD/ CTSAwill be one of the pre-requisites for starting up a training centre.

10.5.7 Onlineloggingoftrainingcentres:Dailyopeningandclosingoftrainingcentreshasto belogged online along with geo-tagged time stamped photographs of the classroom and lab.

10.5.8 No monitoring other than the above: No separate progress reports are to be submitted by the PIAs. Inspection done without using the Kaushal Bharat inspection App shall not be considered. 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.

10.5.8 Outcome of the program that is placement and tracking shall be monitored concurrently through online and offline mechanism. Specific focus should be there for facilitating increase in retention of candidates who may drop out from placements.

10.6 Evaluation of Program

10.6.1 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.

10.6.2 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.

10.6.3 Evaluation of Action Plan: Evaluation of AP can be undertaken by the SRLM either in-house or through any reputed evaluation agency. The Ministry may also evaluate a single State or group of States, and the EC will examine such evaluation reports.

10.6.4 Programme evaluation of DDU-GKY: The evaluation of DDU-GKY will be conducted according to the frequency and terms of reference approved by the EC or based on the requirement of program continuation.

Conducting Concurrent Evaluation in DDU-GKY:

i.   PIAs are required to ensure marking of geo-tagged, time-stamped attendance by both trainers and trainees daily on the ERP.

ii. Monthly inspection of each training centre has to be conducted by the Q team of the PIA, 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. Q team should not be part of implementation of the project. Each DDU-GKY training centre will have CCTVs installed in the lab and classroom, the footage of which is to be reviewed during these inspections to ensure that the quality of the classroom interaction is of a requisite level.

iii. Quarterly inspection of each training centre by the SRLM or its TSA should be conducted. During these inspections the information provided on the ERP including the inspection notes and compliance of the PIAs Q team, will be verified. State to ensure that inspections are planned in such a way that no batch being trained is left out of inspections.

iv. Once in four months the CTSAwill also inspect a number of training centres randomly chosen using 'lot quality assurance sampling (LQAS)7 standards approved by NIRDPR. 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. CTSAs have to ensure that inspections are planned in such a way that no batch being trained is left out of inspections.

v.   All inspections shall be done through the Kaushal Bharat Inspection app only.

Impact assessment and evaluation

The success of DDU-GKY depends on the quality of support and supervision 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. Therefore impact assessment and evaluation have been identified as an integral part of DDU-GKY. SRLMs are expected to commission studies by reputed agencies/ institutions and act on their findings.

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

11 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 ongoing skilling and placement projects prior to 2013 were covered under the revised guidelines. It was allowed that in the case of ongoing projects, the 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 the partial 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.

With a further revision of guidelines in terms of alignment with Common Norms notified by the Government for skill development schemes, the revised guidelines were made applicable w.e.f 1.4.2016 on all ongoing training batches and those which were not commenced in the ongoing projects. For such batches in which training was completed on or before 31.3.2016, expenditure was accounted in terms of pre-revised DDU-GKY cost norms as on 31.3.2016, except for cost allowed for mobile tracking. The project Approved and Sanctioned between 2013 to 15-01-2022, shall be dealt with applicable guidelines and considered Phase-I Projects.

Phase II

These specific provisions of guidelines shall be applicable for projects/batches to be sanctioned for post notification of Guidelines. For all relationships between the PIA, CTSA, State Governments and Central Governments, no clause in the guidelines will be applicable with retrospective effect unless it is mutually agreed upon by all the parties involved.

This guideline shall be made applicable with effect from the notified date of release.

12 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)   What is MoRD's approach to skilling and placement? (v) What are the special components of DDU-GKY?

Chapter 2

(i)   What is the Role of National Mission Management Unit in DDU-GKY?

(ii)   What is the role of State Nodal Agency Implementing in DDU-GKY in State/UTs? (iii) What is the role of State Rural Livelihood Mission in DDU-GKY?

(iv)   What is the role of District administration in DDU-GKY?

(v)   What is the role of Panchayati Raj Institutions in DDU-GKY?

(vi)   What is the role of SHGs and other Community based Institutions in DDU-GKY? (vii) What is the role of Assessment Agencies in DDU-GKY?

(viii) What is the role of Skilling Agencies in DDU-GKY? (ix) What is the role of Placement Agencies in DDU-GKY? (x) What is the role of Employers in DDU-GKY?

(xi)   What is the role of Start-Ups in DDU-GKY?

Chapter 3

(i)   Who is eligible to be trained and placed? (ii) Who is the target group of DDU-GKY?

(iii)   Who are eligible for upskilling and reskilling?

Chapter 4

(i)   What are the different components and cost norms for State Nodal Agency implementing DDU-GKY?

Chapter 5

(i)   What are the activities to be done by Skilling Agencies under DDU-GKY? (iii) Which target group is given focus in DDU-GKY?

(iii)   What are the components of funding to the Skilling Agencies under DDU-GKY?

Chapter 6

(i)   What are the Actions to be taken under DDU-GKY for poor performance by Skilling Agencies?

Chapter 7

(i)   What are the different types of legal entity eligible to work under DDU-GKY?

(ii)   What are the different Categories of Skilling Agencies eligible to work under DDU-GKY? (iii) What are the different Categories of Skilling Agencies not eligible under DDU-GKY?

(iv)   What shall be the project size sanctioned under DDU-GKY and Over all Capping?

(v)   What shall be the time period for which project/batch can be sanctioned under DDU-GKY and Over all Capping?