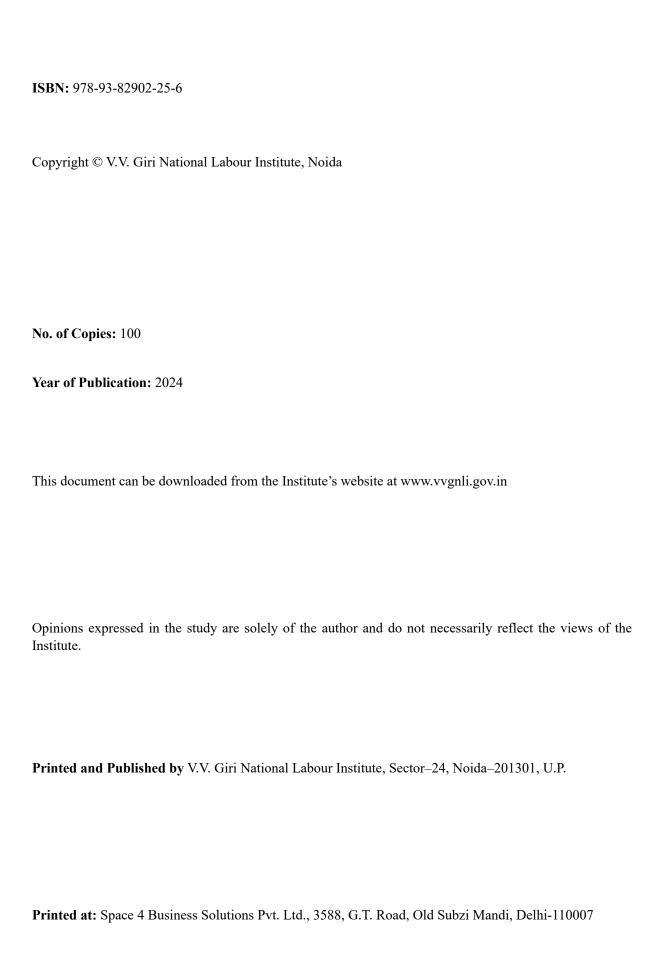
Panel Discussion on Addressing Skill Gap 10th May 2024



Dr. Shashi Bala, Senior Fellow & Workshop Director



V. V. Giri National Labour Institute, NOIDA



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Preface

Skill development is indispensable for inclusive socio - economic development in the country. Over the decades, various efforts have been made to enhance the skill levels of people in general and labour force in particular, both in the area of vocational and soft skill domains.

The emphasis on skill development became more important with the opening of the Indian economy in the nineties of the last century. Liberalization, Privatization, and globalization have unleashed economic forces that require a varity of skills for the development of the economy and generation of employment, and eradication of unemployment.

The announcement of the National Policy for Skills Development and Entrepreneurship 2015, is a landmark effort that envisages a comprehensive skill development ecosystem. The Policy has spelt out the strategy for relevant skill development areas to generate employment opportunities.

Keeping this in view, efforts are being made to seek ideas and opinions of different stakeholders on how we can close the skill gaps in the informal sector of the economy where the overwhelming part of the workforce in engaged.

The present panel discussion is an effort towards this initiatives. The panel discussion was attended by academicians, trade unions, civil society organizations from different parts of the country.

Dr. Arvind
Director General
V. V. Giri National Labour Institute, Noida

Today, the World and India need a skilled workforce. If we have to promote the development of our country then our mission has to be 'Skill development' and 'Skilled India'. Millions and millions of Indian youth should acquire the skill which could contribute towards making India a modern country. I also want to create a pool of young people who are able to create jobs and the ones who are not capable of creating jobs and do not have the opportunities, they must be in a position to face their counterparts in any corner of the world while keeping their heads high by virtue of their hard work and their dexterity of hands and win the hearts of people around the world through their skills. We want to go for the capacity building of such young people. My brothers and sisters, having taken a resolve to enhance the skill development at a highly rapid pace, I want to accomplish this.

Hon'ble Prime Minister of India, Shri Narendra Modi Independence Day 2014 Speech

Acknowledgement

The Panel Discussion on Skill Gap was organized in a very short spam of time. Despite the less time significant efforts were made to reflect on the subject very intensively. The Panelists and the participants made an effort to underscore the need to adopt different strategies to combat the gaps, especially with regard to the womens labour force in the informal sector.

I would like to thank everyone for their excellent contribution to the discussion. Dr. Arvind, Director General for facilitating this discussion. Mr. Priyadarshan Amitabh Khuntia for Chairing the discussion Dr. Achla Kaushal, Dr. M.M Rehman, and Ms. Komal Pathak for sharing their expertise in the Panel discussion, and Mr. Satprakash Reddy for Drafting the minutes of the Report and Proposing the vote of thanks. Finally, Finally, I thank all the participants for sharing their views and ideas on the subjects in an interated manner.

Dr. Shashi BalaSenior Fellow
V. V. Giri National Labour Institute

Introduction

The Panel Discussion on Addressing Skill Gap begun with the welcome address by Dr. Shashi Bala, Senior Fellow, VVGNLI.

In the welcome address, Dr. Shashi Bala highlighted the need for identifying skill gaps in the country in different areas, especially in the informal/ unorganised sector. Before elaborating on the issue, she mentioned the objectives of the Panel Discussion, the objectives were as below:

- To understand the urgency of reskilling and upskilling of labour force.
- To examine different issues pertaining to the implementation of skill development policies and programmes.
- To identify areas in which skills training is needed
- To suggest appropriate strategies for enhancing the skill level of the informal labour force
- To adopt means and methods to bring more female labour force in the skill development programmes and schemes.

After underlining the objectives, Dr. Shashi Bala further elaborated on different aspects of skill development and emphasised that skill development is a prerequisite for decent employment.

Skill development has two important dimensions- first, skill development helps a person find employment opportunities as a worker, second skill development helps a person to generate employment and this is generally promoted by reskilling and up-skilling of workers. Without a proper skill development system, balanced employment opportunities cannot be achieved and the skill development system should have to be aligned with the human resource supply and demand in the world of work.

Keeping this in view, she said the Government of India formulated a comprehensive National Policy for Skill Development and Entrepreneurship. The policy outlines the key strategies for launching skill development initiatives in the country and since its launch in 2015, a remarkable effort has been made to enhance the volume skilled labour force in the country.

After concluding her welcome address, she expressed her heartfelt gratitude to Dr. Arvind, Director General for his encouragement for organising the panel discussion, and also thanked the participants and panellist.

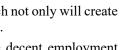
After the welcome address, Dr. Shashi Bala invited Mr. Priyadarshan Amitabh Khuntia, Associate Fellow, V. V. Giri National Labour Institute, Noida and requested him to chair the panel discussion.

Mr. Khuntia, is an expert in skill development subject, congratulated Dr. Shashi Bala and said that the initiative was very important because of the unemployment crisis and also the shortage of relevant skills.

He further highlighted the importance of the informal sector and pointed out that effort should be made to bring a transition from the informal to the formal sector and one of the most important steps should be undertaking an all-out effort to develop the skill base of the workers by skilling, re-skilling and upskilling them. Along with skill development, entrepreneurship of the skilled labour force should also be developed, so that they become capable of opening new enterprises which not only will create employment for themselves but will also provide employment opportunities for others.

He also emphasized that employment generation efforts should be within the decent employment framework. The decent employment framework components are:

- Right at Work: It constitutes work with dignity, adequate remuneration, etc. 1.
- 2. Ensuring employment and work for workers without any discrimination.
- 3. Right to Social Security of all workers in any contingency which includes, sickness, maternity accidents, death, disability, etc.





4. Social Dialogues: It means providing a voice and representation of the workers in different spheres of the world of work.

In addition, he also mentioned that it was necessary to invest in the institutions engaged in the human resource development of workers.

Another important aspect that Mr. Khuntia noted was the women's participation in the informal sector. Quite often women are engaged in low-paying and unskilled occupations.

In conclusion, he said that the present situation could be changed by empowering women, and for this special strategy should be formulated to develop the skill level of women in general and women workers in particular, keeping in view the strategies enshrined in the National Policy for Skill Development and Entrepreneurship 2015.

After the deliberation of the chairperson, Mr. Khuntia invited Dr. Achla Kaushal

Dr. Achla Kaushal is the Assistant Professor (Chemical Eng.) GND Rohini Campus, Delhi. Skill and Entrepreneurship University (DSEU)

In her address, Dr. Kaushal mentioned the growing skill gap in vocational education and said that it is a pressing concern that has significant implications for individuals, organizations, and economies worldwide. This gap occurs when there is a misalignment between the skills that individuals possess and those that are required by employers. When



individuals lack the necessary skills to perform their jobs effectively, it can lead to a sense of skill defeat, where they feel incapable and less engaged in their work.

She further noted that in organizations, the impact of the skill gap can be profound. Employees who lack critical skills such as problem-solving and critical thinking may struggle to meet performance expectations, leading to decreased productivity and morale. This can result in lower confidence levels among employees and a general sense of unhappiness within the workplace. Moreover, the inability to bridge the skill gap can hinder an organization's ability to achieve its business goals, ultimately affecting its competitiveness and long-term success.

She also underlined that there are various reasons behind the skill gap in vocational education. One key factor is the rapid pace of technological advancement, which often outpaces the ability of educational institutions to update their curricula accordingly. Additionally, demographic shifts and changes in work contribute to evolving skill requirements in the labour market.

To address the skill gap in vocational education, Dr. Achla Kaushal said it is essential to implement strategies that focus on minimizing skill gaps and improving the quality of education and training programs. This includes developing sustainable skills that are relevant across various industries and sectors. World-class skill development programs can play a crucial role in this regard, providing individuals with the opportunity to acquire the necessary skills to succeed in today's competitive job market.

By investing in vocational education and training programs that prioritize critical skills development, we can help individuals gain the confidence and competence they need to thrive in their careers. This, in turn, can lead to greater employee engagement, increased productivity, and ultimately, a more prosperous and resilient economy.

After the above presentation, Mr. Khuntia, chairperson, invited Dr. M. M. Rehman, former Senior Fellow, V. V. Giri National Labout Institute to present his viewpoint on skill gaps and strategies to tackle it.

Dr. M.M. Rehman mentioned that in the informal economy, there exists a significant skill gap, particularly in service industries like business, communication, construction, social, education, financial, tourism, and transport services. This gap stems from various factors like inadequate access to skill development institutions and organisations, illiteracy, inadequate infrastructure, lack of awareness, etc.



One primary reason behind this failure is the lack of assessment of skill gaps among various categories of labour force in the country. Without proper evaluation, it becomes challenging to identify the specific skills needed in the market and the skills possessed by the workforce. Consequently, planning at different time horizons—short, medium, and long term—becomes difficult.



He further said that in the short term, the focus should be on immediate needs. In the medium term and long term, effort should be made based on both demand and supply of human resources.

Long-term planning is crucial but frequently overlooked, resulting in a failure to anticipate future skill needs. As the economy moves towards digitalization, GDP growth increasingly relies on sectors such as digital, communication, and technology-related services. However, the skill gap in these areas persists due to inadequate long-term planning and investment in skill development.

Moreover, marginalized areas like slums in big cities and rural regions face additional challenges in accessing education and training opportunities, exacerbating the skill gap. Improving the quality and infrastructure of schools, particularly in these areas, is essential for bridging this gap and fostering inclusive economic growth.

Elaborating on the need for cooperation, he noted that Universities and educational institutions can play a pivotal role in addressing the skill gap by offering vocational courses aligned with market demands. By integrating practical skills training into their curriculum, universities can better prepare students for the workforce. Furthermore, specialized skill development institutions, focusing on areas like mobile repair and other emerging sectors, are necessary to equip individuals with the skills demanded by the evolving economy.

He concluded by mentioning that the skill gap in the informal economy required a multi-faceted approach, encompassing thorough skill assessment, long-term planning, investment in education and training infrastructure, and collaboration between educational institutions, businesses, and government agencies. By bridging this gap, societies can foster economic growth, reduce unemployment, and promote social inclusion.

After the above presentation, the chairperson Mr. Khuntia invited Ms. Komal Pathak. Ms Pathak is the Principle of Women Technical Institute (New Delhi Municipal Council). She discussed the issues related to the pattern of admission in various courses in the Institute and also elaborated on the Gender dimension of the admission pattern.

Ms. Pathak reported that after completing 10th grade, her Institute offers a comprehensive range of skills training tailored for the neediest women. Women of all ages are given an opportunity to enrol, in different disciplines such as dance, communication,

tailoring, home science, and computer literacy. She pointed out that these courses have been helped many women finding employment in different areas and eventually empowering them economically and socially. She also further said that more effort should be made to provide skill training to women labour force in the unorganised sector.

The discussion was followed by the remarks by the Dr. Shashi Bala, Senior Fellow and Director of the Panel Discussion. Dr. Shashi Bala, highlighted an important issue with regard to employment skill development of women. She emphasized need for revaluation of human resource policies especially concerning women during their pregnancy. She said that Policies need to support women's rights and ensure fair treatment during this crucial time. Additionally, recognizing household work as a duty is imperative, acknowledging the substantial contribution women make to society through unpaid labour. By reforming HR policies to accommodate women's needs during pregnancy and recognizing the significance of household duties, society can take meaningful steps towards gender equality and empower women to fulfil their potential both at home and in the workforce.

She also noted that because of different duties and responsibilities women quite often fail to take benefits of skill development opportunities. She suggested that special facilities should be explored and provided so that women can avail opportunities for enhancement of their skill.

After the presentation by the Panellists, the chairperson invited different groups to present the report of the group work. The details of the report are presented below.

The participants were divided into three working groups and each group was given three different topics. The deliberations of the groups are presented here.

Report of Group No. 1 Topic: Informal economy

In the informal economy, women's skill development is a crucial aspect which is often overlooked. Empowering women with skills tailored to the informal sector can enhance their economic participation and contribution. By offering training programs focused on relevant skills such as entrepreneurship, communication, financial management, and market awareness, women can thrive in informal settings like small businesses, home-based enterprises, and community initiatives.

Moreover, addressing barriers such as limited access to resources and societal norms is essential for promoting women's participation in the informal economy. Investing in women's skill development in the informal sector not only fosters gender equality but also drives sustainable economic growth and poverty reduction.

The name of the members of the group are given below:

- 1. Ratnvishal
- 2. P. Saiprakash Reddy
- 3. Pooja Prajapati
- 4. Susmita Paul Majundar
- 5. Babubhai Bajubhai Dabhee
- 6. Naseer Ahmed

Report of Group No. 2

Topic: Emerging Issues and Concerns

Emerging issues and concerns in women's skill development underscore the need for targeted interventions and inclusive policies. Despite progress, persistent challenges such as gender stereotypes, limited access to education and training, and unequal opportunities hinder women's skill development.

Addressing emerging trends such as digitalization and automation is crucial to ensure women are equipped with relevant skills for the future job market. Additionally, fostering a supportive ecosystem that provides mentorship, access to finance, and childcare facilities can enhance women's participation in skill development programs. By addressing these concerns, societies can unlock the full potential of women, driving inclusive economic growth and social empowerment.

The name of the members of the group are given below:

- 1. Pragati Yadav
- 2. Komal Pathak
- 3. Patel Pooja
- 4. Anjana Roy Bhowmik
- 5. Shubhanshu Kumar
- 6. Aryan Ranjan

Report of Group No. 3

Topic: Sustainable Skill development

Sustainable skill development for women involves formulating programs that not only equip them with practical skills but also empower them to thrive in various socio-economic areas over the long term. This approach entails offering training in fields with enduring demand, such as digital literacy, entrepreneurship, financial management, and green technologies.

Additionally, incorporating soft skills like communication, leadership, and problem-solving enhance women's adaptability and resilience in rapidly evolving economy. Moreover, providing access to ongoing learning opportunities, mentorship, and support networks ensures continuous growth and development. By prioritizing sustainable skill development for women, societies can foster economic independence, gender equality, and inclusive prosperity.



The name of the members of the group are given below:

- 1. Daraksha Khan
- 2. Manju Deb Barma
- 3. Aryan Ranjan
- 4. Gopi Kumar
- 5. Rupesh
- 6. Poonam

Box 1:

Objectives

The core objective of the policy is to empower the individual, by enabling her/him to realize their full potential through a process of lifelong learning where competencies are accumulated via instruments such as credible certifications, credit accumulation and transfer, etc. As individuals grow, the society and nation also benefit from their productivity and growth. This will involve:

- i. Make quality vocational training inspirational for both youth and employers whereby youth see it as a matter of choice and employer acknowledges the productivity linked to skilled workforce by paying the requisite premium.
- ii. Ensure both vertical and horizontal pathways to skilled workforce for further growth by providing seamless integration of skill training with formal education.
- iii. Focus on an outcome-based approach towards quality skilling that on one hand results in increased employability and better livelihoods for individuals, and on the other hand translates into improved productivity across primary, secondary and tertiary sectors.
- iv. Increase the capacity and quality of training infrastructure and trainers to ensure equitable and easy access to every citizen.
- v. Promote entrepreneurship amongst women
- vi. Address human resource needs by aligning supply of skilled workers with sectoral requirements of industry and the country strategic priorities including flagship programmes like make in India
- vii. Establish an IT based information system for aggregating demand and supply of skilled workforce which can help in matching and connecting supply with demand
- viii. Promote national standards in the skilling space through active involvement of employers in setting occupational standards, helping developing curriculum, providing
- ix. Apprenticeship opportunities, participating in assessments, and providing gainful employment to skilled workforce with adequate compensation.
- x. Operationalize a well-defined quality assurance framework aligned with global standards to facilitate mobility of labour.
- xi. Leverage modern technology to ensure scale, access and outreach in addition to ease of delivering content and monitoring results
- xii. Recognise the value of on-the-job training, by making apprenticeship in actual work environment's an integral part of all skill development efforts.
- xiii. Ensure that the skilling needs of the socially and geographically disadvantage and marginalized groups (like the SC's, STs, OBCs, minorities, differently abled person etc. are appropriately take care of.
- xiv. Promote increased participation of women in the workforce through appropriate skilling and gender mainstreaming of training.
- xv. Promote commitment and ownership of all stakeholders towards skill development and create an effective coordination mechanism".

Papers & Notes

"Skill Gap in Vocational Education": -



HOW TO BRIDGE THE GAP





Lack of knowledge and training leads to

- Lowcorfidence
- · Less engagement at weekplace
- · Unhappiness
- · Low productivity
- · Decreased business goals
- Assurey conducted on Executives and Directors shows them admitting that they lack the requisite skills and training.
- They're capable of making a greater impact, but lack the training and skills they need to succeed.

The Countries Facing The Greatest Skill Shortages
as a substance and the substance of the s

Over 75% of the country's graduates are unemployed as they lack skill.

2 52 35 90

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REASONS BEHIND SKILL GAP

- · high fee structure.
- lack of adequate infrastructure to impart Vocational education.
- unavailability of large number of vocational courses.
- wrong perception of vocational education among students and parents.



HOW TO MINIMIZE THE SKILL GAP



MOST COMMON SKILL GAPS AMONG EMPLOYEES

- Critical thinking and problem solving skills
- Managerial and supervisory skills
- Communication and interpersonal skills
- Teamwork and collaboration skills
- Negotlation skills
- · Digital and technology skills

STEPS TO IMPROVE THE QUALITY OF VOCATIONAL

EDUCATION

Bridging the Skills Gap





· Monitor the outcomes

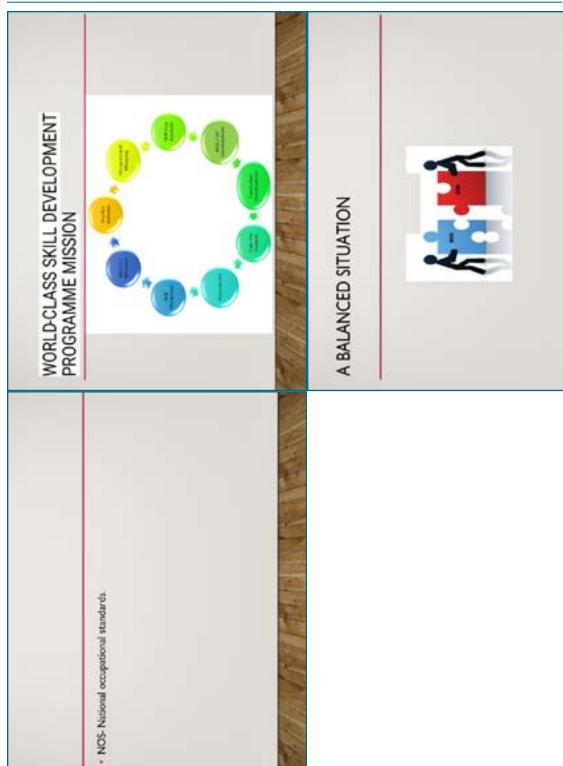
· Update the curricula . Assess the needs

· Improve facilities

· Train the teachers

· Promote the value





Addressing Skill Gaps in India: A Note

Dr. Shashi Bala, Senior Fellow, VVGNLI

One of the important requirement in the world of work is to develop a more robust skill-ecosystem which is accessible to all who are entering the employment market. The vast labour force don not have adequate access to proper skill development opportunities. There is always a gap between the emerging skill requirement and existing skill building opportunities. The world of work in dramatically changing and so is the work process because of continuous digitalization. Keeping this in view, we will have to spell out relevant strategies at various levels of skills development infrastructure and skill development process, and contents.

- First identifying and visualizing areas of the economy and geography where and what kind of skills and expertise is required at present and will be required in future.
- Second identification of people who will require skill training and in what areas.
- Third, mapping skill needs of various groups in each geographical and economic regions and accordingly undertaking steps to develop skill development modules keeping in view the present and future demand for skill requirement in the market and world of work.
- As we know today a majority of India's labour force is engaged in agriculture, followed by service sector, manufacturing sector and other non-manufacturing sector. This trajectory of employment has to be reframed by giving more importance to manufacturing and service sectors.

Because, employment opportunities are available more in these sectors than others.

There are several sectors where employment opportunities are likely to be high in future, there areas are:

- 1. Business Services
- 2. Communication Services
- 3. Construction Services
- 4. Distribution Services
- 5. Educational Services
- 6. Environment Services
- 7. Financial Services
- 8. Health and wellness Services
- 9. Tourism Services
- 10. Recreational, cultural and sporting Services
- 11. Transport Services
- 12. Food processing

The footprint of Artificial Intelligence (AI) is here.

The gradual application of AI may also erode human labour requirement in the above sectors.

Hence, systematic human resource planning is needed so that labour force does not become redundant with the application of AI.

<u>Certification:</u> For proper use and allocation a system of certification is needed, which will help the workers seeking employment.

The following steps are necessary:

- Recognition of Prior Learning
- Mass-scale training and education
- Skill-upgrading
- ➤ Re-skilling



Certifying the above domain of skill development the mobility workers for employment could be enhanced.

Strategy: Some strategy are necessary for skill development.

The following may be necessary for comprehensive skill training

- Developing vertical and horizontal linkage amongst skill development institutions/ organizations with schools, colleges, universities, and other institutions, engaged in imparting skills.
- Developing policy and programmes for Social Responsibility of educational Institutions in the country (EISR) for taking up skill training.
- Mobile skill Training for greater accessibility.
- Voluntary Assistance by individuals and institutions
- Finally "A comprehensive skill Development Policy & Programme of Action" is required to be put in place.

Open the Doors:

- Provide skill training to one and all through open door policy by the Institutions as emergency services
- ➤ Beneficiaries of all the programmes/ schemes should be persuaded/ mandated to attend sessions on various themes of skill development through:
 - ✓ Orientation
 - ✓ Awareness

On issues like:

- ✓ Employment
- ✓ Health
- ✓ Food, etc.

List of participants who attended the panel discussion

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Glimpses of panel discussion



Developing Skill Development Strategies for Women Workers in the Informal Economy

PANEL DISCUSSION "ADDRESSING SKILL GAP 10th MAY 2024"

10:00 a.m. to 10:05 a.m. 10:05 a.m. to 10:10 a.m.	Welcome Dr. Shashi Bala, Senior Fellow, VVGNLI Remarks by Chairperson Sh. Amitav Khuntia, Faculty – VVGNLI					
Panel discussions						
	Name	Designation	Торіс			
10:10 a.m. to 10:20 a.m.	Dr. Achla Kaushal	Ass. Prof. (Chemical Eng.) GND Rohini Campus, Delhi Skill and Entrepreneurship University (DSEU)	Skill Gap in Vocational Education			
10:20 a.m. to 10:30 a.m.	Dr. M.M. Rehman	Former Senior fellow VVGNLI	Skill Gap in Informal Economy			
10:30 a.m. to 10:40 a.m.	Mrs. Komal Pathak	Principle WTI (NDMC)	Pattern of admission in various courses in ITI's: Gender dimension			
10:40 to 11:00 a.m.	Participants	Participants Group 1 Group 2 Group 3	Plan of Action on Skill Development in the Informal Economy: Emerging Issues and Concerns			
11:00 a.m. onwards	Shri. P Satprakash Reddy	Participants	Way forward and Vote of thanks			

Notes

Skill Training for Women

Women's participation in skill development has be increased of the total skilled Labour force, the proportion of women labour force with relevant and adequate skill is very low. This can be reversed by promoting such skill development programmes are many efforts for the participation of women in skill development, yet more effort is need. This could be done by the following organisations.

- 1. Skill Training through 15,042 Industrial Training Institutes (ITI)
- 2. 18 National Skill Training Institutes for Women
- 3. Pradhan Mantri Kaushal Vikas Yojana
- 4. Recognition of Prior Learning (RPL)
- 5. Apprenticeship Training
- 6. Other Projects.
- 7. Pradhan Mantri Mahila Kaushal Kendra
- 8. NIESBUD: National Institute for Entrepreneurship and small Business Development

Skill Development of women in Rural India

Skill development is a sine qua non for development of economy, society and enhancement of living standard and people in general and workers in particular.

Evidence from across the world shows that those countries with high level of skills both soft and technical/vocational skills have achieved also very commendable level of economic development. For example, Japan's labour force has comparatively very high level of skills; and consequently, achieved very level of economic growth and in the skill map the countries which have done very well and still doing well are South Korea, China, Germany, The United State of America, The United Kingdom, and many others.

India is yet to explore and use the vast potential of skill resources of people in general and workers in particulars.

If we took at the gender gap in skill level of both male and female, we find that women workers have much less opportunity of formal skill training. And it is more so with regards to women living in rural areas.

Another dimension of skill level of women is that even in rural areas of India, women living in remote and under developed areas have comparatively less advantage to receive skill training.

One more dimension is also social strata, women belong to social disadvantages sections have again have comparatively lower level of opportunity for skill development as compared to their socially disadvantaged counterparts.

In order to enhance skill level of women in rural India and to overcome different obstacles in the process, the following strategic measures are suggested:

- i. Relevant skills should be identified keeping in view the demand of the existing and future employment opportunities
- ii. Both general and special skill development institutions should be opened in rural areas
- iii. India has now more 1.5 million schools. In all these schools, vocational courses should be introduced as the National Policy for Skill Development and Entrepreneurship 2015, envisaged.
- iv. Mobile training institutions should be set up for skill training in rural areas
- v. Financial assistance should also be provided to women who are desirous to learn new skills
- vi. Industrial Training Institutes and Jan Shiksha Sansthan should be revitalized so that women un rural areas get opportunity to learn new skills
- vii. Eligibility criteria should be reviewed and should be women learner friendly
- viii. Opportunity for Public Private Participation mode should be made more wide spread in the areas of skills training
- ix. Awareness should continuously made about existing programmes of the government like, Pradhan Mantri Kaushal Vikas Yojana, National Apprenticeship Training Scheme, Deen Dayal Upadhyaya Grameen Kaushal Vikash Yojana, National Career Services, etc.



V.V. Giri National Labour Institute is a premier institution involved in research, training, education, publication and consultancy on labour and related issues. Set up in 1974, the Institute is an autonomous body of the Ministry of Labour and Employment, Government of India. It is committed to establishing labour and labour relations as a central feature in the development agenda through:

- Disseminating knowledge, skills and attitudes to major social partners and stakeholders concerned with labour and employment;
- Addressing issues of transformations in the world of work;
- Undertaking research studies and training interventions of world class standards; and
- Building understanding and partnerships with globally respected institutions involved with labour.



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