



International
Labour
Office
Geneva

Employment Policy Department

EMPLOYMENT

Working Paper No. 233

2017

Good practices in using partnerships for effective and efficient delivery of employment services in India

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Employment
and Labour
Market Policies
Branch

**Employment Policy Department
EMPLOYMENT Working Paper No. 233**

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*Good practices in using partnerships for effective and efficient delivery
of employment services and active labour market policies in India*

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ISSN 1999-2939 (print); 1999-2947 (.pdf web).

First published 2017

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Printed by the International Labour Office, Geneva, Switzerland

Preface

The primary goal of the ILO is to work with member States towards achieving full and productive employment and decent work for all. This goal is elaborated in the ILO Declaration 2008 on Social Justice for a Fair Globalization which has been widely adopted by the international community. Comprehensive and integrated perspectives to achieve this goal are embedded in the Employment Policy Convention of 1964 (No. 122), the Global Employment Agenda (2003) and – in response to the 2008 global economic crisis – the Global Jobs Pact (2009) and the conclusions of the Recurrent Discussion Reports on Employment (2010 and 2014).

The Employment Policy Department (EMPLOYMENT) is engaged in global advocacy and in supporting member States in placing more and better jobs at the centre of economic and social policies and growth and development strategies. Policy research and knowledge generation and dissemination are essential components of the Employment Policy Department's activities. The resulting publications include books, country policy reviews, policy and research briefs, and working papers.

The Employment Policy Working Paper series is designed to disseminate the main findings of research on a broad range of topics undertaken by the branches of the Department. The working papers are intended to encourage the exchange of ideas and to stimulate debate. The views expressed within them are the responsibility of the authors and do not necessarily represent those of the ILO.

Azita Berar Awad
Director
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Foreword

The global economic and financial crisis and its aftermath increased the quest for advanced countries to deliver more and better services tailored to individual labour market participants at lower or the same costs. The austerity measures adopted after the climax of the crisis in 2009 led to significant budgetary cuts to public employment services and the delivery of active labour market policies in general. As more and more people became jobless, particularly among the young, and their demands increased, the search for the twin objectives of efficiency and effectiveness became more apparent in the PES of the advanced countries. Partnerships between the PES and other non-public providers became an important avenue to deliver better services at lower unit cost.

The adoption of the ILO Private Employment Agencies Convention, 1997 (No.181) marked the end, at international level, of the monopoly of public employment services in the delivery of employment services and recognized the important role private employment agencies can play in well-functioning labour markets. The Convention encourages cooperation between public and private employment agencies. The rapid labour market changes, propelled among other things by globalization and technological change, leading to changes in the organization of production and work, revealed the importance of other players in the labour market. In developing and emerging countries, where the level of economic development and capacity are low, partnering with other public and non-public actors offers a promising way to address capacity limitations.

The ILO commissioned a global study to contribute to the debate regarding the role of partnerships in promoting more efficiency and effectiveness of employment services and ALMPs. In addition to reviewing literature at the global level, the study sought to fill knowledge gaps in developing and emerging countries, with a bias towards the BRICS. Five country studies were commissioned covering China, Columbia, India, Korea, and Russia. This country study on India examines in detail the framework for provision of employment services in the country, focusing on the recent comprehensive and radical reforms undertaken to revamp the system through the establishment of the National Career Service (NCS) in 2015, replacing the National Employment Service. The NCS, built around the versatile and universal online jobs portal and the establishment of modern model career centres, seeks to rally all key stakeholders in the labour market, through partnerships to improve service provision. In this experiment, India offers to the world yet another example of how to overcome capacity challenges in developing countries through the use of partnerships facilitated by technological innovation.

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Acknowledgements

This working paper was prepared by Dr Vinoj Abraham of the Centre for Development Studies, Trivandrum and Dr S. K. Sasikumar, of V. V. Giri National Labour Institute in India. The authors would like to express their sincere gratitude to Mr Michael Mwasikakata, International Labour Organization, Geneva for his incisive and perceptive comments on earlier drafts of this report and also for his unstinting support during every stage of the work. They are also indebted to Ms Vidya Viswanathan, Ms Neeha Jacob and Mr Balakrushna Padhi for providing invaluable research assistance and relevant inputs during the preparation of this report as well as to Ms Rimli Borooah for her editorial support.

Comments on the draft of the paper by Mr Gabriel Bordado, Skills and Employability Specialist, ILO DWT for South Asia and Country Office for India and Mr Ashwani Aggarwal, Senior Skills Specialist, ILO, Geneva are acknowledged with appreciation.

The preparation of this working paper was coordinated by Michael Mwasikakata under the overall guidance of Azita Berar Awad and Sukti Dasgupta.

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List of Abbreviations

ALMPs	Active Labour Market Policies
ASAP	Additional Skill Acquisition Programme
ASSET	Advanced Soft Skills and English Language Training
ASTP	Association of Skills Training Providers
CEED	Centre of Excellence in Entrepreneurship Development
CEOR	Centre of Excellence in Oil and Rig
CATS	Centre for Advance Training in Security
CII	Confederation of Indian Industries
CIRTES	Central Institute for Research and Training in Employment Service
CNV	Compulsory Notification of Vacancies
CoEs	Centres of Excellence
CRET	Centre for Research in Education and Teacher Training
CSO	Central Statistics Office
DAY-NRLM	Deen dayal Antyodaya Yojana-National Rural Livelihoods Mission
DAY-NULM	Deen Dayal Antyodaya Yojana-National Urban Livelihoods Mission
DDU-GKY	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
DGE	Directorate General of Employment
DGE&T	Directorate General of Employment and Training
DGT	Directorate General of Training
EEMMP	Employment Exchange Mission Mode Project
EPF	Employees' Provident Fund
EPFO	Employees' Provident Fund Organization
FICCI	Federation of Indian Chambers of Commerce and Industry
ICSS	International College for Security Studies
ICT	Information and Communication Technology
IDP	Institute Development Plan
IIC	Indian Institute of Infrastructure and Construction
IMC	Institute Management Committee
ISCO	International Standard Classification of Occupations
ISF	Indian Staffing Federation
iSTEP	International Skill Training and Employability Programme
ITI	Industrial Training Institute
KASE	Kerala Academy for Skills Excellence
KEC	Karnataka Employment Centre
KSID	Kerala State Institute of Design
LFPR	Labour Force Participation Rate
LMI	Labour Market Information
LSPs	Local Service Providers

MCC	Model Career Centres
MEDC	Maharashtra Economic Development Council
MoA	Memorandum of Agreement
MSDE	Ministry of Skill Development & Entrepreneurship
NCO	NCO National Classification of Occupations
NCS	National Career Services
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
NCSC-DA	National Career Service Centre for Differently Abled
NeGP	National E-Governance Plan
NES	National Employment Service
NGO	Non-Governmental Organization
NICE	Nursing Academy Centre for Excellence
NSDC	National Skill Development Corporation
NSSO	National Sample Survey Office
ODEPC	Overseas Development and Employment Promotion Consultants
PEAs	Public Employment Services
PES	Public Employment Services
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
PMRPY	Pradhan Mantri Rozgar Protsahan Yojana
PPPs	Public-Private Partnerships
PrEAs	Private Employment Agencies
PwD	People with Disability
RSK	Rojgar Sahay Kendra
SEE	State Employment Exchange
SCs	Scheduled Castes
SEPC	Self-Employment Promotion Cells
SEWA	Self-Employed Women's Association
STs	Scheduled Tribes
STEP	The Support to Training and Employment Programme for Women
TES	Temporary Employment Services
TLSU	TeamLease Skill University
TNSDC	Tamil Nadu Skill Development Corporation
UK	United Kingdom of Great Britain and Northern Ireland
UKEIRI	UK-India Education and Research Institute
VRCH	Vocational Rehabilitation Centre for Handicapped
YPs	Young Professionals

in the number of registrants with the NCS. Furthermore, it has entered into partnerships with Non-Governmental Organizations (NGOs) and the private sector with the aim of reaching those not connected to the web-based portal in rural areas. Evidence, such as the jump in the number of registrants, vacancies notified, and skills training provided, shows that the partnerships have so far been successful.

Another highlight is the NCS's partnership with private institutions and state governments in establishing state-of-the-art Model Career Centres (MCCs). These career centres primarily focus on imparting employable short-term skills to registrants. The skills training modules are broadly designed and implemented in these centres by private training providers, according to industry requirements. Based on strict outcome-based evaluation parameters, these partnerships have been successful in skills development, providing employment and meeting the demands of industry.

Good practices

This study reviews seven case studies of good practices in partnerships in delivering employment services and ALMPs. Drawn from across the country, these case studies examine distinct partnership mechanisms and their outcomes.

Because of the decline in traditional forms of employment in agriculture and allied sectors, the search for jobs in non-agricultural sectors is bound to rise. Again, the overwhelming presence of the informal sector, even in the non-agricultural sector, necessitates the extension of employment services to the informal sector as well. This calls for a shift in the orientation of employment services to cater to a far larger section of the population, from the limited role they now play.

