



Deen Dayal Upadhyaya Grameen Kaushalya Yojana extinguishing India-Bharat divide: A SWOT analysis

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Abstract

DDU GKY is an ambitious programme with the target to train fifty lakh rural poor youths in next five years and engage them in formal sector jobs. This research paper throws light on the strengths, weaknesses, opportunities and threats of this programme and analyse it thoroughly with the purpose to give some meaningful suggestions for its successful implementation. Following the hundred percent coverage approach this programme provides platform to unemployed rural poor youths to brush-up their skills and transform the unskilled workforce into a productive one. This programme may prove 'Ubiquitous Plasma' for rural development and thus it may make Bharat as 'Bharat Shining'.

Keywords: DDU GKY, employment, poverty, rural development, training, skill

Introduction

In our country since independence employment and poverty eradication has been major issue of election manifestos. Every political party during election campaign presents a futuristic roadmap to solve the issues, but the problem is yet to be resolved. In our economic planning issues of unemployment and poverty alleviation were discussed for first time during fifth five year plan. Unemployment eradication and poverty alleviation were determined as main objectives of this five year plan ^[1]. There is a long series of schemes and policies formulated and implemented in this direction. In this series our government is moving one step ahead with skill development and placement programme in the shape of 'DDU GKY'. This programme is an initiative to convert the phantasy of inclusive growth into an actuality because this programme will enable rural poors to have an equal share in current economic growth and will extinguish the divide between *India and Bharat*.

DDU GKY: Evolution

Providing skills training and placement to poors is not a new concept in itself. For self-employment and generation of assets Ministry of Rural Development started the Integrated Rural Development programme (IRDP) with five sub-components in the year 1980. It was revamped in 1999 to Swarnajayanti Gram Swarozgar Yojana (SGSY) special Projects. From June 2011 Ministry of Rural Development restructured SGSY as National Rural Livelihood Mission (NRLM). NRLM is the flagship programme of Government of India for promoting poverty reduction ^[2]. DDU-GKY is a part of the National Rural Livelihood Mission (NRLM). SGSY- Special Projects provided skills and placement to poors through training and capacity building upto May, 2011. Then this programme was revisited in the light of new skills framework and reposition under Aajeevika- NRLM ^[3]. Under this scheme the target was to skill and place fifty lakhs youth in the formal sector by 2017 (during 12th five year plan) ^[4]. Again Aajeevika was

restructured as Deen Dayal Upadhyaya Grameen Kaushalya Yojana. The Ministry of Rural Development (MoRD) announced the Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) Antyodaya Diwas, on 25th September 2014. DDU-GKY is a part of the National Rural Livelihood Mission (NRLM), tasked with the dual objectives of adding diversity to the incomes of rural poor families and cater to the career aspirations of rural youth ^[5].

DDU GKY: Introductory Framework

Genesis of DDU GKY Development Programme lies in the need to generate income sources of rural poor in formal sector. Because only after their skill development they can be employed in skill oriented secondary and tertiary sectors of production. Un-employment of the youth is a of the government like the Make In India, Digital India, Smart Cities and Start-Up India, major challenge in Indian economy. India is in a very much better demographic dividend situation, but this large work force is not skilled as per norms of the global market. DDU GKY Development Programme is a significant initiative to tackle this challenge. It provides a platform for rural poor youths to utilize their potentiality in a productive way. DDU-GKY is uniquely focused on rural youth between the ages of 15 and 35 years from poor families. As a part of the Skill India campaign, it plays an instrumental role in supporting the social and economic programs Stand-Up India campaigns. Over 180 million or 69% of the country's youth population between the ages of 18 and 34 years, live in its rural areas. Out of these, the bottom of the pyramid youth from poor families with no or marginal employment number about 55 million.

The National Policy for Skill Development & Entrepreneurship 2015 has identified a skills gap of 109.73 million in 24 key sectors by the year 2022. This number cannot be achieved without addressing the bottom of the pyramid 55 million from rural India. Also, a FICCI and Ernst – Young study published in 2013 identified a shortage of over

47 million skilled workers across the globe by 2020. This presents an unprecedented opportunity for India to train its BoP youth population and place them in jobs across the world and realize its demographic dividend^[6].

In the changing world economic scenario, where secondary and tertiary sectors are backbone of any country's economic development, it is necessary for a developing country like India to upgrade the skills of its such a large workforce. In India, while higher-level skills have received some attention, the same cannot be said for skills for which formal education is not a pre requisite. DDU GKY approaches to fill this gap by enhancing the knowledge, skills and attitude needed by the poor to access full time jobs in the formal sector. This programme enables young people from poor communities to upgrade their skills and participate in the growing economy of the country.

DDU GKY: Key Features

This programme believes in harnessing the innate capabilities of the poor and complements them with capacities e.g. information, knowledge, skills, tools and finance. Main features of DDU GKY are following –

- DDU-GKY is present in 21 States and UTs, across 568 districts, impacting youth from over 6,215 blocks.
- It currently has over 690 projects being implemented by over 300 partners, in more than 330 trades from 82 industry sectors.
- DDU-GKY is mindful that it must engage the support of multiple partners to ensure success and maximize on the investment made in time and resources. In order to energize and build mass support as well as create awareness amongst the rural youth, The DDU-GKY projects are market linked and implemented in PPP mode.
- Curriculum framing and assessment support is through NCVT (National Council on Vocational Training) or SSCs (Sector Skills Councils).
- To ensure that candidates can perform in their work areas as well as assimilate into the organization and society, DDU-GKY has mandated a minimum of 160 hours of training in soft skills, function English and computer literacy.
- Benefits to candidates are in the form of free training, free uniform, free course material, free lodging and board in case of residential programs, reimbursements of expenses in non-residential programs, post placement salary top-ups every month for 2-6 months depending on location of placement and placement for at least 70% of all trained with a minimum salary of Rs. 6,000/- per month (as cost to company).
- Transparency and accountability is fostered through the end-to-end implementation of Public Financial Management System (PFMS) as the channel for fund disbursements and audits^[7].
- PIAs are required to place a minimum of 75% of those who are trained with in jobs having regular monthly wages. This is a nonnegotiable. There are also separate targets for SC/ST/minorities and women. Shortfalls up to 5% of target will be considered in individual categories but the amount payable to the PIA per trainee will be deducted to extent of the shortfall in each category^[8].

DDU GKY: Key Implementing Agencies

DDU-GKY is a placement-linked Skill Training Initiative of the Ministry of Rural Development, Government of India. DDU-GKY works in Public Private Partnership (PPP) mode, wherein it invests in projects proposed by its training partners, facilitates technical support and creates an amiable environment where quality skill training is imparted to rural poor youth. It has developed systems and processes benchmarked with the best in the world to facilitate quality and building capacity needed to scale and achieve its goals. There are over 1,500 registered training partners currently and another 2,000 aspiring for the opportunity to work with us. The following entities are permitted to contribute in implementation of projects under DDU GKY Development Programme:

- Private companies,
- Non-Governmental Organizations,
- Federations of Self Help Groups,
- Panchayati Raj Institutions,
- Job Training Centres,
- Government/Semi-Government Organizations,
- Autonomous Government Organizations at the state and national level^[9],
- Educational Institutions with their own land and buildings,
- Entities that train and place for improved Public Services Delivery and
- Market leaders running established fee based skill programmes which the poor can access through vouchers/scholarships provided under DDU GKY.

DDU GKY: SWOT Analysis

The SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project. SWOT analysis aims to identify the key internal and external factors, which are important to determine success rate of a project or programme. In SWOT analysis where strengths and weaknesses are internal factors while opportunities and threats are external factors of a project or scheme^[10]. Detailed SWOT analysis of DDU GKY development programme is as given below -

DDU GKY: Strengths

DDU GKY is a programme to tackle rural poverty and unemployment by providing training and placement in formal sector to rural poor youths. Unlike previous skill development and employment generation programmes DDU GKY is output oriented and focuses on placement as well as retention also. This programme fulfills the target of rural development in following ways –

- DDU GKY programme is one step ahead than traditional skill development programmes, because where traditional programmes were focussed just on skill development, with this DDU GKY insists on placement also. It is mandatory for PIAs to place seventy percent of trained youths in formal sector^[11].
- DDU GKY prepares rural youths as per demand of global market, providing them soft skills – reading, writing, speaking, team work, work ethics, financial literacy, time management etc. Development of these skills while turning unskilled manpower into skilled workforce will

- utilise the rural workforce in a more productive way.
- DDU GKY projects are implemented in a Public Private Partnership (PPP) mode, where private sector and civil society organizations in collaboration with public sector are key implementing agencies. Special efforts are being made to encourage participation of private companies and non-governmental organizations.
 - Programme implementation is completely democratic and at grass root level, because Gram Panchayats are playing key role at every step. Gram Panchayats have a role in the activities e.g. generating awareness about the programme, facilitating and mobilizing efforts, providing information for skill demand and placement, help in conducting the job melas, supporting and monitoring the Project Implementing Agencies (PIAs) in all stages of implementation. Gram Panchayats can directly interact with candidates who are being trained.
 - DDU GKY focuses on outputs, as output is deciding factor for ensuring success of any programme. So the focus has been on ensuring placement that is output. DDU GKY is concerned with qualitative output not quantitative. In DDU GKY placement means continuous work for three months and it requires salary slip of three months as a proof of continuous placement. With this after placement there is provision to support the trainee for one year ^[12].
 - DDU GKY reduces the pain of migration in three ways – by enabling candidates to choose the courses that match with their aptitude; by preparing trainees psychologically to take up employment away from home; by providing counseling and support services for one year after placement. Migration Support Centre (MSC) established under DDU GKY are important agencies to support migrating candidates ^[13].
 - DDU GKY focuses on capacity building of implementing agencies on priority basis. For this purpose state governments may enable PIAs to access the government infrastructure, get bank loans and to have partnerships with new and old training institutions. So that each and every person of targeted groups can avail the benefits of the programme.
 - Roshni and Himayat are special components of DDU GKY. Roshni is a special scheme for most critical left-wing extremist affected areas. Efforts will be made to orient Roshni towards fulfilling the infrastructure, education and health deficiencies in these areas ^[14]. Himayat is a special scheme for Jammu and Kashmir, which unlike other DDU GKY projects covers – urban as well as rural youth; Below Poverty Line as well as Above Poverty Line persons; wage employment in the formal sector as well as self-employment ^[15]. 10% of DDU-GKY programme funds are reserved for projects in North-East, wherein the centre contributes 90% of training costs to ensure opportunities for rural youth from North-East ^[16].
 - DDU GKY makes provisions for special groups. As per its provisions 33 percent trainees will be women, 50 percent from SC & ST households, 15 percent from minority community and 3 percent from differently abled group. While covering these groups DDU GKY ensures 100 percent coverage of BPL families ^[17].
- DDU GKY promotes specialized institutions like livelihood groups, cooperatives, companies for livelihoods promotion through backward and forward linkages, and access to information, credit, technology and markets. Such specialized institutions will enable the low income groups for optimum utilization of their limited resources. There are existing institutions of the poor in the form of SHGs and co-operatives at village level formed by Government efforts and efforts of NGOs, DDU GKY would strengthen all existing institutions of the poor in a partnership mode.
 - Women are worst victims of poverty and social exploitation, especially those belonging to the minorities, Scheduled castes and Scheduled tribes. For the financial empowerment of women, this programme will enhance their skill and will enable them to get decent and permanent jobs.

DDU GKY: Weaknesses

Although programme is well planned and well designed, still it consists some loopholes, which may be proved problematic, during its implementation, which are as follows -

- DDU GKY Development Programme has not given serious attention to agricultural activities. While Indian economy to a large extent depends on agriculture and this is the most rural workforce engaging sector in India. Under this programme rural poor youths can be trained for new innovations or technological advancements in agriculture, but this aspect has been neglected.
- Ministry of Rural Development has a target to skill 50 crore rural poor youths upto 2022. To achieve these extraordinary targets available resources and infrastructure are inadequate. For this purpose first and foremost constraint to be tackled is financial and the infrastructure for such a vast programme cannot be developed in a day, it is a time taking process.
- DDU GKY plans to generate livelihoods through Self Help Groups. But making self help groups as prominent agencies for its implementation may have negative impact on programme's success. Because many rural households are not interested in these groups, they may like to start up new livelihood individually.
- This programme covers Below Poverty Line youths of every village but exactly what is poverty line is a controversial issue. In past various committees have recommended various poverty lines. It is not clear that DDU GKY will consider which poverty line. At least four alternative figures are available about population living below rural poverty line. About 28 percent from Planning Commission, 50 percent from the N.C. Saxena Committee Report, 42 percent from Tendulkar Committee report and 80 percent or so from the National Commission for Enterprises in the Unorganized Sector. With this there is no uniformity of parameters to measure poverty line, thus it is difficult to recognize the real target group ^[18].
- Many rural poor youths are living in extreme poverty, it is very difficult for them to make both ends meet. They survive on their daily wages. So they do not have any time to invest in DDU GKY. It is impossible for such people to

engage themselves in DDU GKY, because there is no provision of stipend for them.

- No new infrastructure creation is supported by MoRD under the programme. But lack of infrastructure is first and foremost hindrance in its implementation. For its successful implementation there is a great need to develop employment generating and technical infrastructure.
- DDU GKY is a centrally sponsored scheme and the financing of the programme would be shared between the Centre and the States in the ratio of 60:40 and 90:10 for north-eastern states^[19]. But State Governments may deny releasing their part of money, as a result it will not be possible to start the schemes in those states.
- The strategy of DDU GKY seems to be based on bureaucratic and paper oriented approach which ignores some practical aspects as discussed above.

DDU GKY: Opportunities

DDU GKY Programme while sophisticating rural poor youths skills, will also create following opportunities for rural development -

- DDU GKY Development Programme will prove an equipment to tackle unemployment. For this purpose Project Implementing Agencies shall ensure retention tracking of placement of candidates trained for 365 calendar days, with a maximum break of 60 calendar days during this period^[20].
- By developing rural poor youths' skills DDU GKY will prove an engine for transformation of our economy from unsophisticated manufacturer to more sophisticated, service-oriented and innovative economy.
- It will be helpful to utilize the productivity of whole workforce. Due to DDU GKY Indian Micro, Small and Medium Industries will become largest producers in the world like China. In India there is no lack of labour, the point where we lags behind is skill, if this scarcity is fulfilled, then India can compete China in international market.
- At present our imports are exceeding our exports, increasing the current account deficit. But this present situation can be reciprocated if we skill our workforce to produce those goods which we import.
- DDU GKY can realize the theory of 'Gram Swaraj' that was the dream of Mahatma Gandhi for independency of villages. By skilling rural youths small industries can be established in villages by individuals or self help groups. Villagers can produce themselves for their village and in their village.
- DDU GKY will be helpful to stop migration from rural to urban areas, and it will reduce burden of over population on limited urban resources.
- DDU GKY being an income generator for rural poor youths will be helpful in achieving United Nations Millennium Development Goals to eradicate extreme hunger and poverty, gender equality and empowerment of women and ensure environmental sustainability.
- The programme will be helpful to ameliorate gender disparity. Usually women are paid lower wages as compared to their male counterparts. The unemployment rate is also higher in case of females than males. If female

workforce is upgraded with latest technological knowhow through DDU GKY, this gender disparity can be eradicated.

DDU GKY: Threats

DDU GKY is a programme covering rural poor masses, providing them skills to earn their living, but with this following threatening issues cannot be ignored indulged with this programme -

- This programme will enhance purchasing power of poor people, and thus it may have inflationary effects. Some previous employment generation programmes have also given such implications. MNREGA is the most criticized programme for such kind of results.
- DDU GKY Development Programme targets to skill fifty lakh youths in next five years and fifty crore in next ten years. It seems impossible to create jobs for this masses in formal sector.
- Corruption is the largest hindrance in implementation of every programme, successful implementation of this programme in current corrupt perspective is doubtful.
- To skill the unskilled workforce, skilled trainers will be required, this requirement doesn't seem to be fulfilled. We are not sure about quality of trainers.
- In past several employment generation programmes were implemented, but all were proved white elephants, then what is the guarantee that this programme will give different results.
- The strategy of DDU GKY is too broad and over ambitious. It is an attempt to do a lot of things at once. This is the repetition of mistakes committed in previous employment generation programmes e.g. Integrated Rural Development Programme and Swarnajayanti Gram Swarozgar Yojana. Targets of DDU GKY are much above government's capacity to achieve.
- Rural youth is already alienating from agriculture activities and this programme also neglects skills related to agriculture, so this programme may detach them more severely from this sector.
- In our country institutes established years before are not able to provide quality education in technical and professional fields, reasons may be whatever. Now question arises how it will be possible for such newly established training agencies to impart quality training?

Suggestions: Road Ahead For Success

After analyzing strengths, weaknesses, opportunities and threats of DDU GKY Development Programme, following suggestions may be taken into consideration -

- This programme should be integrated with the development of agriculture and micro industries, for vibrant growth of our economy. These two sectors can engage a large workforce that is not formally educated but skilled through this programme. If our cheap but unskillful labour turns into skillful labour, we can supersede in international market.
- DDU GKY have no provisions of stipend while on training. But many rural poor youths cannot survive without daily earning. So they should be given some monetary support or they should be given part time

training. Fast training programmes should be organized for them, but there should be no compromise with the quality of their training.

- Training should not be based much on theory and class room learning, it should be more and more practical. Trainees should be trained for particular jobs in which they will be employed.
- DDU GKY Development Programme should expand the programme at school and college level. If skill development programme is oriented with formal education, it will be much easier to achieve the target to skill fifty crore youths upto 2022.
- Considering the global warming, climate change and other environmental issues green job oriented training should be given. It can be helpful for India to save carbon-credits and in international market our products cannot be rejected on environmental concerns.
- For rural development with skill development backward and forward linkages should be used. For example after skill development when an individual or self help group establish a handicraft industry at village level, he should be provided agriculture based raw material with in the village that is his backward linkage, and after manufacturing, government should provide him access to domestic and international market, that is his forward linkage.
- As Gram Panchayats are defined as monitoring agencies to monitor and evaluate the implementation of this programme, but for more intensive monitoring self help groups and civil society organizations should be involved.
- To encourage more participation of rural poors, non-governmental organizations and other project implementing agencies, incentives should be given to them on the basis of their performance.
- With vocational skill development, illiterate poors should be enabled to read and write also, so that in their salary payments no fraudulency can be made with them.

Conclusion

DDU GKY Development Programme is the latest flower added in the bouquet of national rural development schemes. Which addresses the issues of unemployment and poverty by upgrading rural poors' skills and providing them placement in formal sector. This programme may prove '*Ubiquitous Plasma*' for rural development and may make Bharat as '*Bharat Shining*', if implemented in an effective way. But reach to this target is a miles ahead, a lot has to be done in this direction. Some loopholes to be conquered in this direction are to develop adequate financial and employment generating infrastructure, to recognise target groups and enable them to access the benefits of this scheme. The most important issue is to ensure corruption free implementation of this vibrant scheme.

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