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PRIMER ON
EMPLOYER LED MODELS OF JOB CREATION
Perspectives and Case Studies



FICCI Skill Development Committee

Working Group Initiative





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Observation





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As the fastest growing economy in the world, India is a rare bright spot today in a difficult global environment. But in a populous country like ours, and with 12-13 million working age people getting added to the workforce every year, "employment intensity of growth" is as important as growth itself.

Today, we have to also consider growing footprints of Fourth Industrial Revolution which encompasses a wide spectrum of technological advances across the value-chain. Looking at the brighter side, while the impending change holds great promise, the patterns of consumption, production and unemployment created by it also pose major challenges requiring proactive adaptation by corporations, governments and individuals.

At present, India is clearly at an important crossroads in terms of sector-specific distribution of employment. A large number of agriculture workforce need to move out of the sector, for the sake of productivity, as too many people are engaged in a sector which is not substantially contributing in the country's GDP. But the moot question is whether manufacturing and services sector are ready to create large number of job opportunities! Increasing advanced technologies have further ensured less labour absorption even in labour intensive sectors.

The government has taken cognizance of the need to focus on labour intensive sectors and to boost entrepreneurship and we have seen a host of positive measures being taken up to encourage start-ups and small enterprises. However, an important aspect that is critical to accelerate this trend relates to the societal outlook. Unless we, as a society, start appreciating failures as integral to entrepreneurship, we will not succeed in promoting the army of entrepreneurs that we need.

Through this document, widespread advocacy and other key engagement initiatives, FICCI's attempt is to catalyse and recognize people or organisations which have created employment opportunities. This document is the result of a collective vision of FICCI Skill Development Committee and its efforts to understand various "employer led models" of job creation which have the potential of creating more employment opportunities. FICCI would like to thank the working group Chair Ms Veena Swarup, Former Director HR, EIL and other members of the group for their contribution in creating this document. We at FICCI aim to take this initiative further and come up with a detailed report on this subject.

FOREWORD

MESSAGE FROM WORKING GROUP CHAIR



Ms. Veena Swarup
Chairperson,
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Former Director, HR, EIL

Change today is the New Normal. In the present era of fast changing technology world over, keeping pace with it is a global phenomenon. The increasing challenge is to match the pace of change in the job market with an agile workforce. The Indian Labour Market is also experiencing structural changes amidst a growing debate on job creation. India today has almost 65% of its youth in working age group well placed to become the sourcing hub for global human resource requirements. Recognizing this, a number of initiatives have been taken with a major thrust by the Government towards skilling and job creation.

This Primer document is an initiative by the Skill Development Committee of FICCI in the direction of suggesting select models of job creation and self-employment. A Working Group, with members from diverse fields of industry and agencies that are a part of skill development ecosystem, was constituted to study the Employer Led Models of Job Creation. In an attempt to cover Job Creation Models within India and overseas the Working Group had several rounds of discussions bringing in rich inputs in almost all Sectors except Agriculture which would need a study on its own. Deliberations were also held with Representatives of International Labour Organisation (ILO), Employer Bodies such as Employer Federation of India (EFI), All India Organisation of Employers' (AIOE), and the Standing Conference of Public Enterprises (SCOPE) and Sector Skill Councils.

This document is a compilation of perspectives and case studies within India and abroad and would make a reference point for industry wise different models of job creation. FICCI may later want to consider sector wise deep dive studies

I would like to thank FICCI for having given me the opportunity to lead this Working Group. Thanks to the Skill Development Committee Chair Mr Mohandas Pai, Chairman, Manipal Global Education Services, and two Co-chairs- Mr Bijay Sahoo, President- HR, Reliance Industries and Mr Rashmikant Joshi, MD, FESTO India- to take on such a relevant area for the study. My special thanks to Ms Shobha Mishra Ghosh, Asst. Secretary General, FICCI, for all her support through the study. I would also thank the entire working Group Members. A special thanks to Mr Veerappan, VP, Excelus Learning Solutions for his commitment and to Mr Shiv Shukla, Asst. Director, FICCI, for his untiring efforts to complete this document.

ABSTRACT

The pace of change in India is much faster in 21st century. India is also expected to become the most populous nation by 2025, with a population nearing 1.4 billion. This increase will also come with a demographic advantage where most of the people would be in working age group. To reap this dividend India needs to create employment opportunities for nearly 12-13 million youth that enter the workforce each year.[1] India today is grappling with twin challenge of skilling millions of youth and employment generation for engaging them in "gainful employment." As per projections, over 109 million incremental people will be required in India alone, across 24 key sectors by the year 2022.[2] The uphill task is also not just about creating jobs or work opportunities for the incoming workforce, but also to offset the potential job losses of the existing workforce that are likely to occur due to the changes in technology and other global developments.

Meeting the challenge of jobs may require paying attention to labor-intensive sectors. The apparel &leather, travel & tourism, health & personal care services etc. sectors meet many desirable attributes for policy attention and have the potential of creating jobs. Rising labor cost in China is gradually vacating its dominant position in many key sectors, affording India an opportunity. To not cede this space to competitors such as Vietnam and Bangladesh will require easing restrictions on labor regulations, negotiating FTAs with major partners such as the EU and UK, and ensuring effective implementation of recently introduced GST which will rationalize many tax-layers in dynamic and labor intensive sectors. [3]

While employment generation is priority for India to become a global growth engine, this document attempts to highlight some approaches/ models which have created substantial number of employment or have boosted self-employment. This document also underlines several constraints in the path of employment generation in labour intensive sectors—non-availability of trained skilled workers, infrastructure bottlenecks, low levels of investment, labour rules and regulations, and non-competitive export orientation approaches. A closer introspection is the need of the hour to capture the full potential of the demographic dividend and value created by other economic activities. This document also suggests a set of observations under ENGAGE, which may further be discussed among all the key stakeholders for consideration and implementation.

[1]Reaping India's Promised Demographic Dividend- Report by FICCI-EY

[2]Re-engineering the Skill Ecosystem- Report by FICCI-KPMG

[3]Economic Survey, 2016-17, GoI

LIST OF ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
AAI	Airports Authority of India
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
APA	Austin Polytechnic Academy
ATM	Automatic Teller Machine
BPO	Business Process Outsourcing
B2B	Business to Business
B2C	Business To Consumer
COD	Cash on Delivery
CMRC	Chicago Manufacturing Renaissance Council
CSC	Common Service Center
CAGR	Compound Annual Growth Rate
CIDB	Construction Industry Development Board
DIPP	Department of Industrial Policy & Promotion
DTP	Desktop Publishing
EMS	Electronics Manufacturing Services
EPF	Employees' Provident Fund
EUS	Employment Unemployment Surveys
EU	European Union
FMCG	Fast-Moving Consumer Goods
FICCI	Federation of Indian Chambers of Commerce and Industry
FMCD	Fast Moving Consumer Durables
FY	Financial Year
FDI	Foreign Direct Investment
FTA	Free-Trade Area
GII	Global Innovation Index
GRDI	Global Retail Development Index
GST	Goods and Services Tax
G2C	Government to Citizen
GDP	Gross Domestic Product
IIFT	Indian Institute of Foreign Trade
ICT	Information and Communications Technology
IT	Information Technology

IPO	Initial Public Offer
ILO	International Labour Organization
IoT	Internet of Things
India Inc	Comprising government and corporate
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MC	Manufacturing Connect
MFI	Micro Finance Institutions
MoSPI	Ministry of Statistics and Programme Implementation
MNCs	Multi-National Companies
NCVT	National Council for Vocational Training
NMIS	National Institute of Metalworking Skills
NOS	National Occupational Standards
NPSD	National Policy on Skill Development
NSSO	National Sample Survey Office
NBFC	non-banking finance company
NEET	Not in Employment, Education or Training
OEM	Original Equipment Manufacturers
POS	Point of Sales
PMGSY	Pradhan Mantri Grameen Sarak Yojana
QCI	Quality Control of India
RBI	Reserve Bank of India
ROI	Return on Investment
SSC	Sector Skill Councils
SHG	Self Help Groups
SME	Small and medium-sized enterprises
SCVT	State Council for Vocational Training
SSDM	State Skill Development Mission
NSDC	The National Skill Development Corporation India
TN	The Talent Network
TEC India	Transform, Energize and Clean India
UK	United Kingdom
UP	Uttar Pradesh
UPSDM	Uttar Pradesh Skill Development Mission

CONTEXT AND BACKGROUND

"Economic Development of a country depends on the proper utilization of its resources and encouraging transition from one model to another for significant change in livelihood conditions" .....Mahatma Gandhi

At an opportune cusp of circumstances, blessed with a vibrant democracy and young population, India has the potential to scale new heights in the coming decade. The driving forces of the country's growth- including urbanization, a rising middle class and increasing consumer spending- are ripe for government and industry to seize upon. Enhancing employability of youth and re-skilling the existing workforce is the key to unlock India's growing aspirations and mettle to become "global human resource hub."

Today's India is a land of promises and potential. What makes India resilient to global flurries, to a great extent, is its rock-solid domestic demand, accounting for about 60% of the GDP.[4] This figure is 37% for China which has led the Chinese economy's restructuring and rebalancing to rely less on exports and investment and more on consumption demand. India's dynamic and robust economic outlook can primarily be contributed to six key factors- changing demographics, increase in disposable income, rapid pace of urbanization, evolving business and consumer trends, policy related reforms and emergence of entrepreneurial culture. Some of the key facts of Indian Economy are:

- **$ 2.25 Trillion GDP Economy Today- 7th Largest in Nominal Terms.[5]**
- **8.4% CAGR GDP Growth rate from 1991-2016.[6]**
- **$ 8.7 Trillion GDP in PPP terms- 3rd Largest in the World.**
- **India is expected to be the fastest growing economy touching a GDP of 7.25 trillion by 2030.[7]**

The Indian economy may be growing more than twice as fast as the rest of the world but the story on job creation still remains a grey area. Under-employment and therefore low-wage employment is adding challenge to the existing low rate of employment creation. To combat this, India needs to create more well paid and formal sector jobs. This requires both an expansion of the organized sector and a shift within it towards more labor intensive sectors.

Until modern times, successful sectors in India have been either capital or skilled labour intensive. These include automobiles, gems and jewellery, oil & refining, pharmaceuticals, financial services and ICT enabled services. Labour intensive sectors such as apparel, footwear, food processing, electronic goods, light consumer manufacturing, tourism and construction have performed either poorly or moderately well. NITI Aayog's recently released three years action plan document also highlights the same.

Globally, there is growing debate of not just creating jobs but to ensure supportive work culture. While in India, we see blue or white collar workers, a new intermediate class is emerging. This class includes workers who are active on shop floors but could be more skilled than many fresh and experienced engineers. All the stakeholders have to prepare themselves for this class for their further skill enhancement and career progression.

As advances in robotics, artificial intelligence and machine learning gain traction in India, all the stakeholders must focus on re skilling and up skilling the workforce, with a special focus on workforce which is more prone to automation and other technological advancements. It is also important to highlight that while much of the current debate about automation has focused on the potential for mass employment, workplaces would need human labor also to perform the non-repetitive jobs. However, the nature of jobs would change; people will perform activities which would require a different set of skills.

Even though manufacturing may move towards adopting automation, the services in the value chain have the potential of creating more jobs. For example, rising mechanization in agriculture may reduce the need for farm labour but logistics- taking farm products for processing then to consumers- will need millions of trained workers. Thus, automation and other technological advancements should not be considered just as a threat but also an opportunity to train the existing and future workforce for effective delivery of services.

While the Indian government is pressing on the accelerator to induce more job growth with its Make in India, Skill India, Start-up India and other flagship programmes, it is also imperative to look at some of the models which have created opportunities for employment and self-employment. In the given circumstances and aforementioned challenges, FICCI's Skill Development Committee set up a "working group" to study and suggest approaches/models which could possibly be replicated/ scaled-up for better employment outlook in the country. This paper covers selected Indian and Global approaches/ models of employment generation.

[4]Indian Union Budget 2017, an outlook by PWC

[5]IMF and CSO data

[6]World Bank report in Indian Economic Outlook

[7]NITI Aayog Report

KEY GOVERNMENT INITIATIVES FOR BETTER EMPLOYMENT OPPORTUNITIES

"India will be remembered only if we give to our younger generation an opportunity to build a prosperous India, resulting out of economic prosperity coupled with civilization heritage" .....Dr. APJ Abdul Kalam

Government's Thrust: Skilling For Employability

India symbolizes a remarkable growth story for the world and features as a bright spot in today's otherwise subdued global economy. Predicted to grow at 7.5 – 7.7 % per annum, India is expected to sustain its position as the world's fastest growing economy for many years to come. 'Skill India' is the one of most important initiatives of the Government' towards sustaining the growth story.

Skill India
कौशल भारत-कुशल भारत

- It is estimated that an incremental 109.7 million skilled people will be required by 2022
- Number of trained Indians have grown by 36.8% from 0.76 crores in FY 2014-15 to 1.04 crores in FY 2015-16
- New Apprenticeship Act- employers can now engage up to 10% of its total workforce as apprentices

Sources: Ministry of Skill Development report & press releases and Make in India report

Formulated by the Ministry of Labour and Employment, the National Policy on Skill Development (NPSD) was in a way the first step for making a conscious effort towards skills development involving all stakeholders *(government, industry, trade unions, and civil society)* to create a comprehensive skills ecosystem in India. It acts as a guide to formulate skill development strategies by addressing the different challenges in the sector. The objective is to empower the workforce with requiste skills set, knowledge and qualifications to make the Indian workforce globally competent. Apart from this, it is mandated that the focus will be on increasing productivity of workforce in the organized and unorganized sector, increasing participation of women, youth, disabled and other marginalized sections. An assessment of targets is to be done every five years and accordingly realign the targets with the upcoming trends in the national and international ecosystem.

Skill Ecosystem in India

Skill Ecosystem in India

Key Bodies	Enablers	Implementing Bodies	Beneficiaries
Ministry of Skill Development & Entrepreneurship, MHRD	SSDM, NSDC, NSDA, SSCs, NCVT, SCVT, Labour Laws, Minimum Wages Act	ITIs, Training Providers, Captive Training by Employers	Marginalised Societies, Unemployed youth
NSQF			
MORD, Other Central Ministeries	Financial Institutions, Apprenticeship Act	Schools, Universities, Assessment Companies	Low income Group, School & College Students

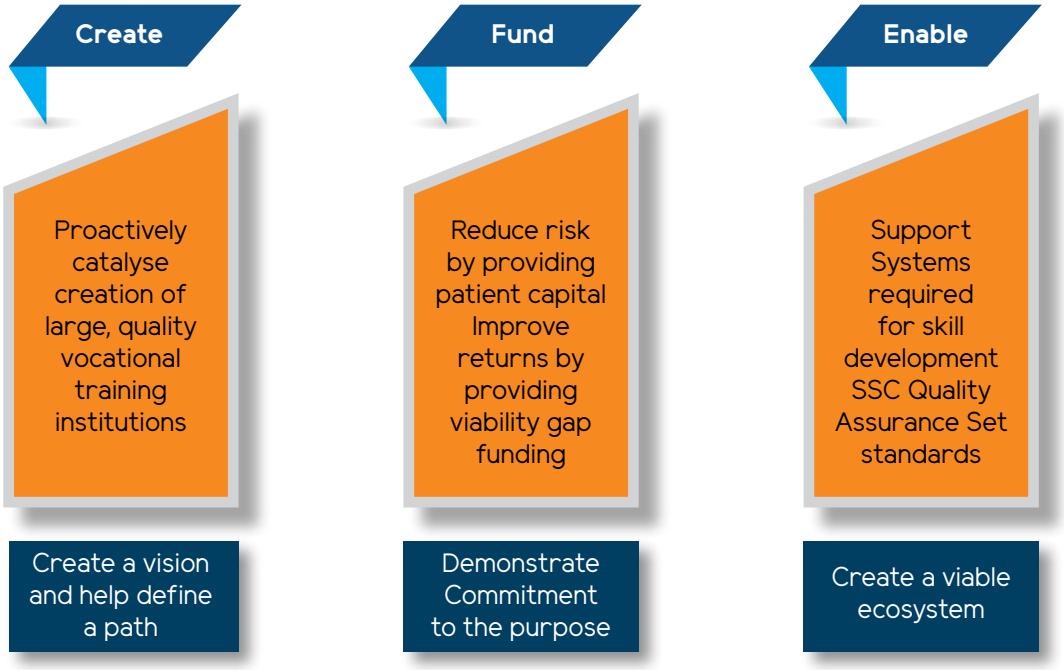


KEY ENABLERS

NSDC

The National Skill Development Corporation India (NSDC) is a public private partnership organisation under the Ministry of Skill Development and Entrepreneurship. Its main aim is to provide viability gap funding to private sector in order to scale up training capacity. NSDC has 130 plus approved training projects across sectors, which are monitored on their financial, placements and social targets. This becomes important in sectors where financial viability of sustainable scaled-up training infrastructure becomes challenging due to intrinsic nature of workforce and appeal related issues.

Roles:



Sector Skill Councils

With a mandate to have fair representation of employers in terms of sub sectors, size and geography, SSCs are expected to ensure wider participation of employers and other stakeholders. One of the key deliverables of SSCs is to develop National Occupational Standards(NOSs) apart from empanelment of training partners and qualified assessment providers. With availability of trainers being a major challenge in scaling up the capacity, SSCs are also expected to play a crucial role in getting right industry support to facilitate training of trainers for their respective sectors.

SSCs in India



Source: NSDC India

State Skills Development Missions

Setting up of State Skill Development Mission (SSDM) at each state has been mandated to integrate and bring the required synergy among multiple state-run schemes. The body acts as a nodal agency to bring institutional mechanism to work along with NSDC, SSCs, training partners and other stakeholders apart from different ministries. SSDMs have a mandate to drive ground level implementation and achieve economies of scale, SSDMs are also expected to lead mobilisation campaigns, awareness about skilling, engaging with private sectors and employers and focus on optimum capacity creation for state specific requirements.

National Council for Vocational Training (NCVT), State Council for Vocational Training (SCVT) and Quality Council of India (QCI)

Established under Ministry of Labour and Employment with a view to ensure and maintain uniformity in the standards of training all over the country, the National Council for Vocational Training was set up in the year 1956. This certifying body conducts All India Trade Tests for those who complete training in ITIs and awards National Trade Certificates to successful candidates. The Council has representation from central and state government departments, employers' and workers' organisations, professional and learned bodies, All India Council for Technical Education, scheduled castes and scheduled tribes, All India Women's Organisation, among others. The State Council for Vocational Training at the state levels and the sub committees have been established to assist the National Council. QCI promotes the establishment of quality improvement and benchmarking.

OTHER FLAGSHIP INITIATIVES TOWARDS EMPLOYMENT GENERATION



- Significant growth of 46% in Foreign Direct Investment (FDI) equity inflows and highest ever FDI inflows at US$ 55.5 billion in 2015-16
- India jumped 16 places to the 39th rank in 2016 from last year's 55th position in the Global Competitiveness Index
- Infrastructure- a key pillar under "Make in India" programme- has an allocation of INR 396,135 cr in the Union Budget of 2017-18

Source: Make in India report by GoI and Union Budget 2017-18



- Approx. 462m Internet users and 1.2b mobile users in 2016, largest growing e-market
- By 2019, Digital India envisages connecting 2.5 lacs villages and creating 1.7 cr direct and 8.5 cr indirect jobs
- By 2020, India's mobile economy to contribute US$ 400b to GDP

Source: Digital India report by GoI & Press releases by ME&IT



- 26000 start-ups have created US$ 90b of value, US$ 7-9b venture capital every year
- By 2030, one in every four graduates in the world will be a product of the Indian higher education system, an opportunity to nurture them for self-employment
- By 2030, India would possess a gross incremental workforce of 250m

Source: Startup India reports by GoI & Press releases by MoCI

Invest India

A not for profit national investment promotion & facilitation agency which is a joint venture between Department of Industrial Policy & Promotion (35% equity), Federation of Indian Chambers of Commerce and Industry (51% equity) and All state governments (0.5% equity each). The Government of India along with Invest India, are in discussion with around 300 Indian and foreign companies to channelize investments worth US$ 62 billion, which will help create over 1.7 million job opportunities in India.[8]

Smart City Mission

It has been initiated with an objective of promoting cities which provide core infrastructure, give a decent quality of life to its citizens including a clean and sustainable environment. This program is expected to create more employment in infrastructue sector.

Atal Mission for Rejuvenation and Urban Transformation (AMRUT)

Augmenation, expansion, improvement and increase in efficiency of water supply, sewerage, storm water drainage, urban transport and creation of green space/ parks and capacity building of local population are the key objectives of this program. A fund of INR 50,000 cr for five years (2015-2020) have been allocated for coverning 500 cities, each with a population of more than 1,00,000.

India Innovation Index

NITI Aayog along with Department of Industrial Policy & Promotion (DIPP) has launched an "India Innovation Index" in line with the Global Innovation Index (GII) to rank states based on innovation by capturing innovation data from all Indian states and updating them regularly.[9]

Creation of fund of funds

Government has created a "fund of funds" of US$ 1.5b for start-ups to channalize US$ 10b in e-start-ups ecosystem in next five years.[10]

Encouraging setting up of Incubation Centres

The Government of India has certified 20 private organisations as incubators under the Startup India Action Plan, which is expected to promote entrepreneurship, provide pre-incubation training and a seed fund for high growth start-ups in the country.

Digitization:

Massive Digitization is a drive by the government and private sector under which 1.1b people are already under AADHAR which is helping the government in Direct Cash Transfer Schemes. New electronic Goods and Services Tax (GST) system introduced for invoice based credits.



[8]*https://www.ibef.org/economy/indian-economy-overview*

[9]NITI Aayog Three Years Agenda Report

[10]Department of Industrial Policy & Promotion (DIPP) Report 2016-17

EMPLOYMENT GENERATION: SECTORS OUTLOOK AND SELECT MODELS

"A robust economy is created by country's own people, one measures the growth of a nation by the degree of progress of its community"

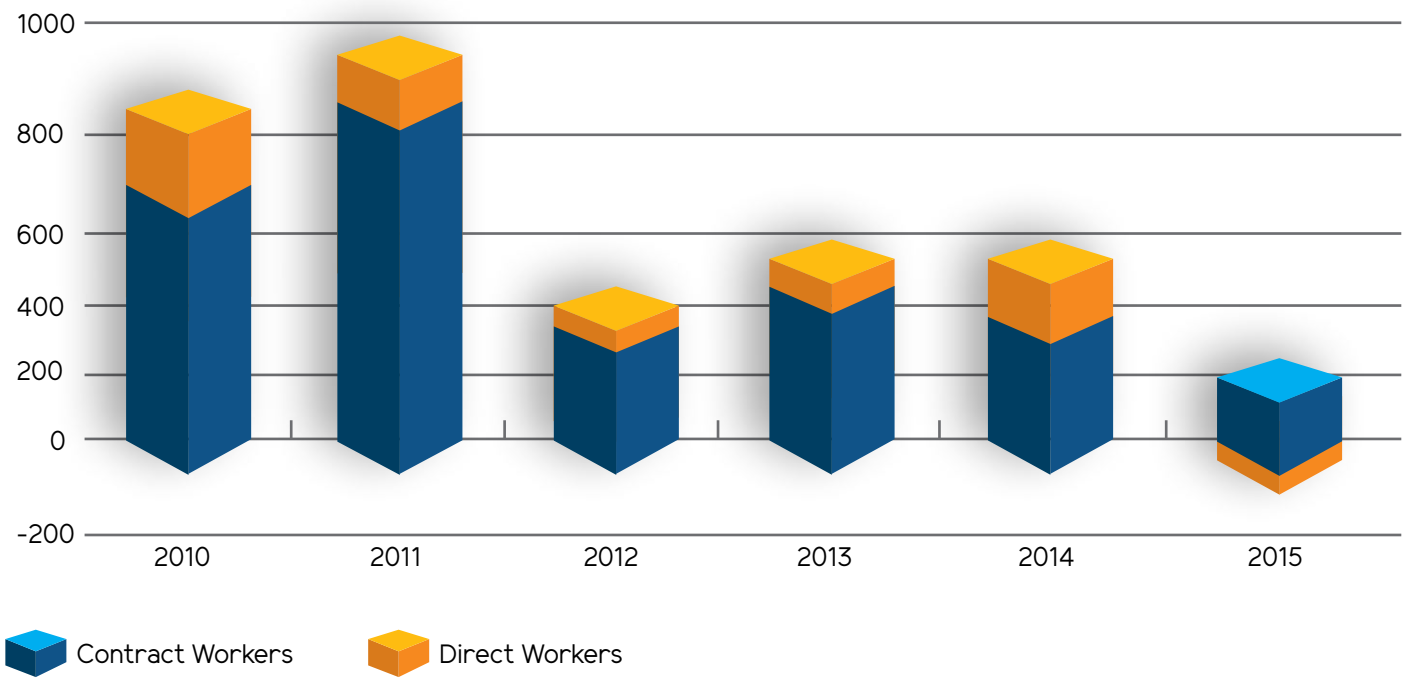
.....Dr BR Ambedkar

EMPLOYMENT GENERATION IN INDIA: AN OVERVIEW

A major challenge for India's economic growth has been the employment generation ability of various sectors. In absolute terms, from 2010 to 2012, the annual addition to the workforce fell to 2.2 million. However, the data for 2013 and 2014 reveal an uptick in employment generation. The workforce expanded by 9.7 million and 8.5 million, respectively.[11]

Contrary to some assertions that India's growth has been "jobless," the Employment Unemployment Surveys(EUS) of the National Sample Survey Office (NSSO), which till date remain the most reliable sources of information on India's employment situation, have consistently reported low to stable rates of unemployment.

Job creation in the key organized sector (eight industries)



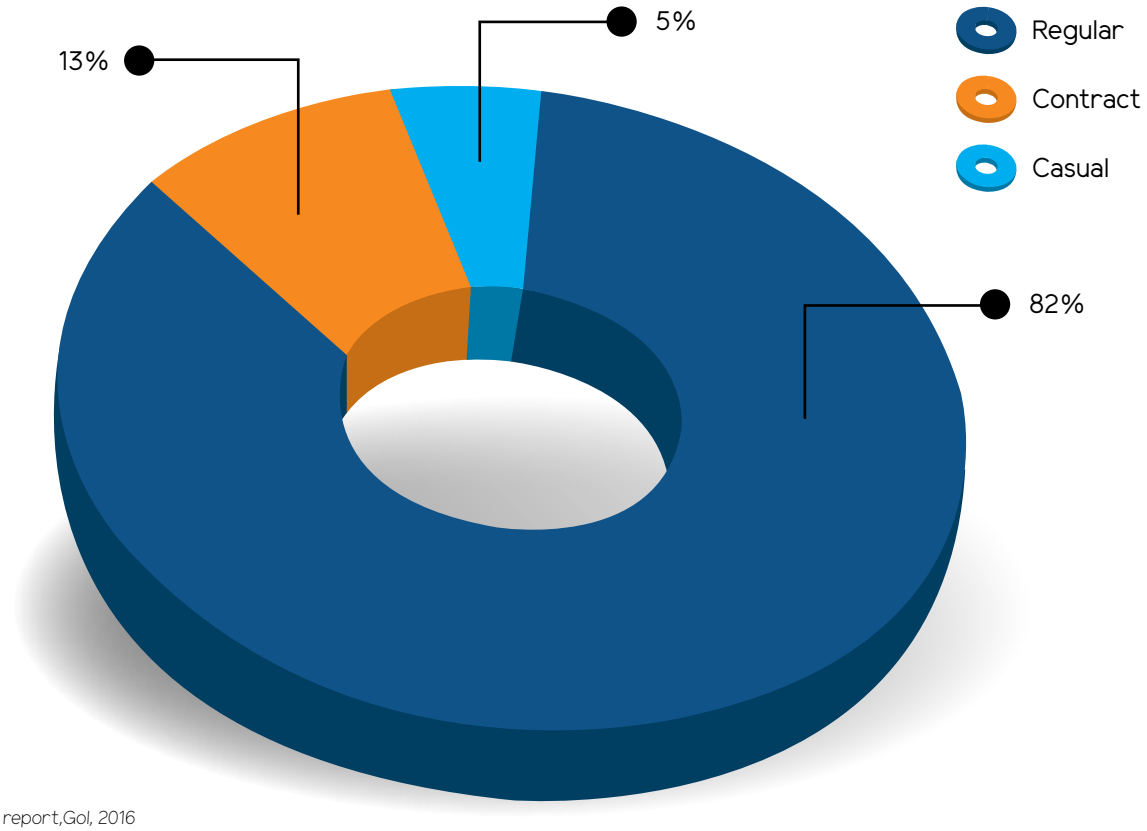
Source: World Bank, OECD and Labour Bureau of Govt of India reports,
https://www.oecd.org/eco/surveys/INDIA-2017-OECD-economic-survey-overview.pdf
Eight industries covered are: textiles including apparels; leather; metals; automobiles; gems and jewellery; transport; IT or BPO; and handloom and power loom.

Inequalities in wages and in social and labour laws are large. Latest NSSO survey indicates that only one third of low-paid workforce has a written job contract. Indeed, Underemployment is a bigger problem in India where a large percentage of workforce is overwhelmingly stuck in low-productivity and low-wage jobs.

As per labour bureau 2016 report, regular employees have highest share of 81.62% followed by contractual employees of 13.32% and casual employees of 5.06%. This pattern is almost same in all the 8 sectors except construction where casual employees- 19.05% - are more than contractual employees- 16.53%.

[11]FICCI- KPMG report 2016

Distribution of Employment by Nature of Job



Source: Labour Bureau report,GoI, 2016

In June 2016, to boost job creation, the government approved a special package, including paying the 8.33% employers' contribution to the EPF for new employees (restricted to those with a wage up to INR 15 000 per month), increasing overtime limits to 8 hours a week (in line with ILO norms), refunding the states levies and bringing in parity between the contractual and permanent workers in terms of wages and other compensation elements. For the labor-intensive garment industry, for women in particular, the government also pays the 3.67% contribution for the Pension Systems. In addition, the government relaxed conditions for eligibility to tax concessions for the apparel sector – a sector where employment elasticity is high– so as to further promote job creation.[12]

The Union Budget 2017-18 agenda to "Transform, Energise and Clean India" (TEC India) underlines government's vision to drive innovation and growth to set new parameters for development so as to facilitate improvement in quality of governance and life of people; energizing all, especially the vulnerable sections and bringing about accountability and transparency. Special focus has been laid on farmers, rural population, youth, poor and the underprivileged.

The government has taken up a series of initiatives to boost entrepreneurship, improve ease of doing business and encourage self-employment. We have seen a host of positive measures being undertaken up to encourage start-ups and small enterprises. Over the last few years, the phenomenon of new-age innovative start-ups has picked up pace and hopefully can emerge as the strongest force in creating more and more job opportunities in times to come.

[12]OECD Economic Survey 2017, Indian Labour Bureau reports, GoI

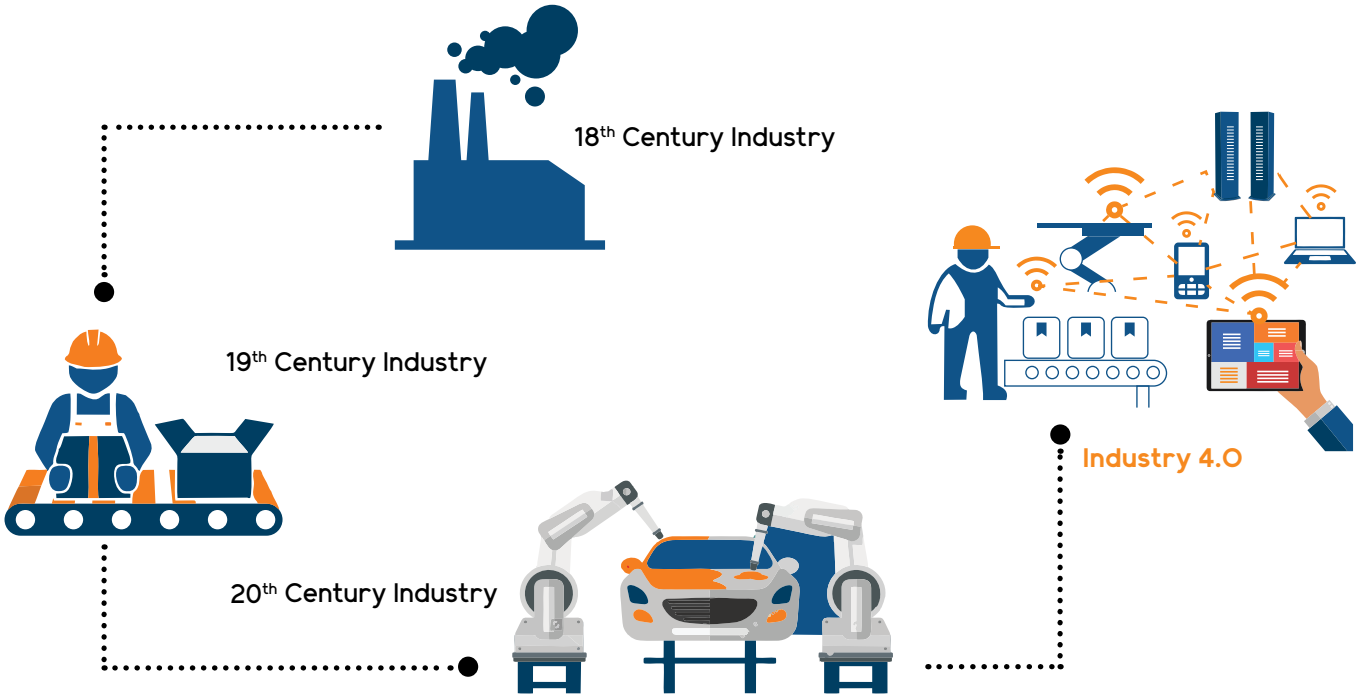
The Hospitality, Travel and Tourism sector is another major driver of growth and employment worldwide, especially in India where it made up 6.7% of the GDP in 2014. Foreign tourist arrivals in India have increased from 5.1 million in 2009 to 8.1 million in 2015. As a host to 35 world heritage sites, 10 bio-geographical zones and 26 biotic provinces, India has significant potential to increase number of tourists and increase its global presence by leveraging its cultural industries and soft power. Further, as a highly labour intensive sector, tourism has the capacity to generate large-scale employment.[13]

India is well known for its original and traditional textile and apparel products. Accepting that job creation is India's central challenge, the recent Economic Survey has identified apparel, leather and footwear as key sectors to boost employment. The survey recommended reforms to labour laws and lower taxes in such sectors to boost employment. It says that India should take advantage of the low-wage structure in several states to accelerate job creation in sectors like apparel and leather.

Globally, China is fast being taken over by Bangladesh and Vietnam in the case of apparel, and Vietnam and Indonesia in the case of leather and footwear. Indian firms in these sectors are struggling to meet challenges related to logistics, labour regulations, taxes and tariffs. Tax and tariff policies create distortions that impede India from gaining export competitiveness. Calling for labour reform, Economic Survey prescribes making contributions to provident fund and employees' state insurance optional to help boost take-home pay for low-wage workers.In the given context, India needs to have a plan in place for making available varied work opportunities as well as for creating relevant skilled workforce.

Taking all the key points in consideration we can say that productive and formal employment generation depends on the availability of an adequately skilled labour force through sustained investments in skills development and fostering opportunities for decent job creation through entrepreneurship. To close India's skills deficit and increase employability, a range of policies and strategies are needed to address work-relevant education systems, career guidance, life-skills, and technical, vocational education and training schemes, along with on-the-job training in both formal and informal sectors.

It will also be extremely crucial to accept the fact that disruptive innovations of Industry 4.0 are creating new industries and business models, and destroying old ones. New technologies, data analytics and social networks are having a huge impact on how people communicate, collaborate and work. But, as generations collide, workforces become more diverse and people work longer; a country like ours might want to look at traditional and modern business models which in the past have or in the present are creating large number of employment.



[13]NITI Aayog action plan document, MoLE annual reports

SELECT SECTORS AND EMPLOYMENT CREATION OPPORTUNITIES

Manufacturing

The sector has the potential to emerge as one of the high growth sectors in India. The Prime Minister's 'Make in India' programme focuses on placing India on the world map as a manufacturing hub and gaining global recognition for the Indian economy. India is expected to become the fifth largest manufacturing country in the world by the end of 2020, and the government has set an ambitious target of increasing the contribution of manufacturing output to 25% of gross domestic product (GDP) by 2025—this would be a 9% increase from the current level of 16%. GDP from manufacturing in India reached an all-time high of INR 5,010 billion in the second quarter of 2016–17.



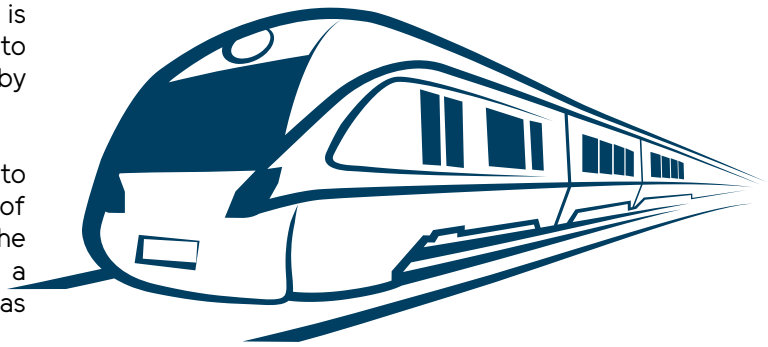
A survey done by FICCI and PWC shows that in the coming year, the Indian auto sector is expected to grow moderately with 6–8% growth in passenger vehicles, primarily driven by UVs, and 0–2% growth in commercial vehicles. Two-wheelers are expected to clock double-digit growth in FY18. The outlook for the auto components industry is extremely positive, with industry experts expecting to register a turnover of 100 billion USD by 2020, backed by strong exports.

The capital goods sector is a key contributor to manufacturing, accounting for approximately 12% of manufacturing volumes or approximately 2% of the country's GDP. Capital goods is a large sector, with a market size of approximately INR 282000 Cr. and has potential to create employment opportunities.[14]

Infrastructure

When infrastructure investment is positioned as an engine of job creation and lead driver of the economic activities, it leads to better results for employment creation. Government has allocated INR 3.96 lakh Cr. for infrastructure development for fiscal year 2017-18. This will not only bolster economic activities but also create more job opportunities. The proposal to abolish Foreign Investment Promotion Board in 2017- 18, and further liberalising FDI policy may attract higher investments into the sector. This also opens up avenues for the five million people per annum moving away from agriculture sector.[15] The railway infrastructure investments announced in the Budget 2017-18 include: 3,500 kms of railway lines to be commissioned in 2017-18 (as against the 2,800 km in 2016-17), 25 stations to be redeveloped and solar power for 2,000 stations. Roads will see an increase in allocation from INR 52,447 Cr. (revised estimates) in 2016-17 to INR 64,900 Cr. in 2017-18. The Optical Fibre Network (under BharatNet) has been laid for 1,55,000 kmswith the objective of ensuring high-speed broadband connectivity in more than 1,50,000 Gram Panchayats.[16]

Especially important for jobs in rural areas is the budgetary increase in investment in the Pradhan Mantri Grameen Sarak Yojana (PMGSY). Compared to INR 9,000 Cr. in 2013-14, the allocation increased to INR 19,000 Cr. in 2015-16 from the Union government.[17]



[14] http://www.pwc.in/assets/pdfs/publications/2017/india-manufacturing-barometer-standing-strong.pdf

[15] Budget Outlook, GoI & IL&FS report on "Rebooting Infrastructure for Job Creation"

[16] https://thewire.in/106895/budgeted-infrastructure-investment-job-growth/ (NITI Aayog ex-DG views on Construction and Employment creation)

[17] NITI Aayog reports

Looking at the increased thrust on infrastructure development, be it roads and highways, railways, aviation, shipping, defense manufacturing, energy, power or oil & gas, the Indian government at both central and state levels seems to be making rapid progress. The Infrastructure sector is likely to add annual employment of almost 17 million by 2025, up from the current level of about 7 million.[18] Economic growth forecasts – and the reinforcements from a surge in foreign fund flows – are key drivers contributing to an ebullient hiring outlook for the sector, besides the government also accelerating several infrastructural projects.



Construction Activities leading the way in Employment Creation

This sector offers very high employment in unorganized sector. As fast the rate of infrastructure development goes up, the need for skilled manpower also grows. Construction activities provide job opportunities in varied fields such as, mason, plumbing, electrician, carpenter and many more. With the government's thrust on providing affordable housing and building a network of smart cities, construction sector saw a 6% rise in demand of better skilled workforce.

Increased government spending, rise of independent work, and entrepreneurship have boosted gainful employment for 20 million–26 million people.[19] In addition to increased central sector expenditure, direct jobs have also been created through increased spending by states. They spend almost 30 percent more than central government, with a higher share allocated to capital expenditure.[20]

Incremental jobs, 2014–17 Million

■ Low Estimate ☐ High Estimate

	Key levers		Rationale
Infrastructure and urbanisation	Central Government spending	1.5-2.5	Direct job creation through increased government expenditure within prioritised sectors (roads, railways, health, housing etc.)
	MGNREGA[1]	0.6-0.7	190 million incremental man-days of work in rural areas translation into 0.6 million- 0.7 million full-time additional employment [2]

Source: Mahatma Gandhi National Rural Employment Guarantee Act, Indian Labor Bureau Report, MGI report on "Gainful Employment"

[18]Employment Outlook report by TeamLease

[19]MGI report on "Gainful Employment"

[20]Aravind Gayam and Vatsal Khullar, State of state finances, PRS, October 2016

A further boost to work opportunities has come with the government's renewed commitment to MGNREGA since 2015. In addition to enhancing income security in rural areas, this programme aims to build rural infrastructure, such as rural connectivity, water conservation, and land development. The official government data has been further analyzed and is estimated that the programme has created an additional 690 million man-days of work in 2017 compared to 2015.[21] Assuming a full time job is equivalent to 300 man-days, then this is roughly equal to adding 2.3 million jobs, however, in reality each beneficiary gets about 46 man days of work which translates into a total 51.2 million beneficiary households in 2017, or 10 million more than in 2015.[22]

As India's economy, may continue to grow at 6 to 7 percent or more per year, there is room for greater private-sector investment to start flowing into infrastructure, and this could provide an impetus for labour to continue moving into construction. The government's *"Housing for All"* programme, if implemented well, could provide a further boost. The scheme aims to provide improved housing for low-income households through slum rehabilitation, promotion of affordable housing through credit-linked subsidies, public-private partnerships, and other measures. It aims to address a total housing shortage of 20 million units by 2022.

With all the positive changes, it is also imperative to mention that construction work is becoming more skill intensive, and India's workforce is short of these skills. Sustaining benefits for workers will mean boosting the supply of job-ready skills matched to the types in demand. With increasing threat of automation, there shall also be increased emphasis on "modern ways of training."

Recent Projects/ Investments which may create Employment Opportunities

- Silver Spring Capital Management, a Hong Kong-based equity hedge fund, plans to invest over INR 2,000 crore (US$ 306 million) in Hyderabad-based infrastructure developer Transstroy India Ltd, for construction of highways in the country.
- Altico Capital, the non-banking finance company (NBFC) of Clearwater Capital Partners LLC, plans to invest around US$150 million in the commercial office properties and infrastructure sector till end of 2018.
- Airports Authority of India (AAI) plans to develop city-side infrastructure at 13 regional airports across India, with help from private players for building of hotels, car parks and other facilities, and thereby boost its non-aeronautical revenues.
- France has announced a commitment of € 2 billion (US$ 2.17 billion) to convert Chandigarh, Nagpur and Puducherry into smart cities.
- The Construction Industry Development Board (CIDB) of Malaysia has proposed to invest US$ 30 billion in urban development and housing projects in India, such as a mini-smart city adjacent to New Delhi Railway Station, a green city project at Garhmukhteshwar in Uttar Pradesh and the Ganga cleaning projects.
- Private equity giant Carlyle Group is planning to invest Rs 500 crore (US$ 73.36 million) in Feedback Infra, which could make the US firm a major shareholder in the Gurgaon-based infrastructure services company.

Sources: CREDAI report, Consulting Engineers Association of India



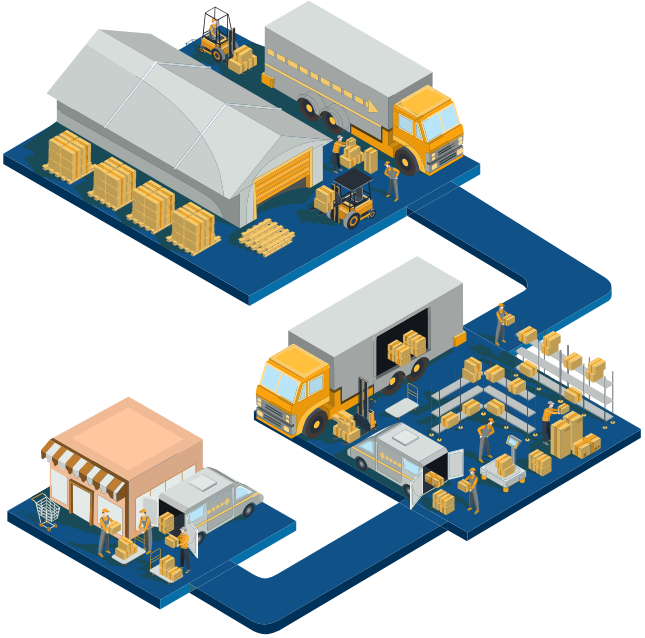
[21]Mahatma Gandhi National Rural Employment Guarantee Act 2005, Ministry ofRural Development; www. nrega.nic.in/netnrega/home.aspx., MGI analysis on "Gainful Employment"

[22]MGI study on "Gainful Employment"

Logistics

This industry in India is evolving rapidly; it is the interplay of infrastructure, technology and new types of service providers. It continues to witness growth due to the growth in retail, ecommerce and manufacturing sectors. The Global Logistics sector was expected to grow 12-15% in the period 2013-16. This is expected to reach over $2 Bn by 2019.[23] The sector has potential of creating employment (organized and unorganized).

Despite the weak economic sentiments, the logistics industry continues to witness growth due to the growth in retail, e-commerce and manufacturing sectors. The US-based global information and data firm Nielson's research highlights that the overall logistics sector in India would need 48 per cent CAGR to reach $2.2 billion by 2020 from 0.2 billion in 2014. Rise of e-commerce logistics and increased domestic consumption will lead the way for the industry in the coming years. With a promise of growth and improvement, the service oriented logistics industry is ready to expand beyond the horizons in the latter half of this decade and create more employment opportunities.



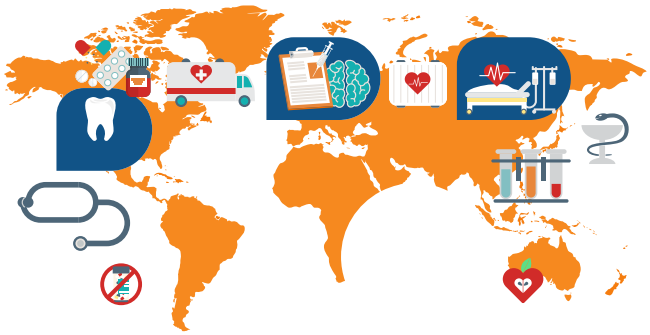
The logistics firms are moving from a traditional setup to the integration of IT and technology to their operations to reduce the costs incurred as well as to meet the service demands. The growth of the Indian logistics sector depends upon its soft infrastructure like education, training and policy framework as much as the hard infrastructure.

Though leading e-tail behemoths like Flipkart, Amazon and Snapdeal have in-house logistics networks and warehouses for quick turn-around of merchandise and their speedy delivery, hundreds of buyers and sellers across verticals depend on third-party logistics companies, all such activities are creating substantial employment.

Healthcare and Personal Services

India is experiencing 22-25% growth in medical tourism and the industry is expected to double its size from present (April 2017) US$ 3 billion to US$ 6 billion by 2018. Medical tourist arrivals in India increased more than 50 per cent to 200,000 in 2016 from 130,000 in 2015.[24]

According to a report by the National Skills Development Corporation, healthcare in India has the potential to generate an additional 7.5 million direct job opportunities by 2022. There are clear indications that healthcare (Medical and Personal Care) is going to be a major sector that stimulates economic growth and contributes to employment. Over 40 million new (direct & indirect) jobs are expected to be generated by 2020 in the sector.[25] Increasing FDIs in the domain such as Genomics, Proteonomics and Epigenetic will add new employment opportunities. Change in lifestyle and increasing dependency on technology has led to growing demand of personal care services.



[23]https://inc42.com/resources/indian-logistics-industry/

[24]https://www.ibef.org/industry/healthcare-india.aspx

[25]AIMA and BCG report: India's New Opportunities-2020

E-Commerce & Digital Start-Ups

The e-commerce & Digital Start-ups have seen a job growth of whopping 22% in the year 2015-16.[26] It has been changing the course of retail industry business model, and driving adoption to app- and mobile-based shopping in a big way. The emergence of Cab Aggregators like UBER and Ola, Personal Services aggregators like Urban Clap, Online tutorials like Khan Academy and Byju's etc. has proved to be a revolution in the sector. Venture funding, and Silicon Valley inspired innovation- are fueling the frenzy and all this is resulting in two major areas of talent acquisition – technology and logistics. The sub- sector has also led to many job creations in the value-chain, e.g. IT services, logistics (ware house management) and transportation.

While the sentiments are positive, for an industry increasingly in a state of positive flux, it is challenging to put an absolute number around the impact it is creating on employment. The overall e-tail logistics and warehousing sector may directly employ more than 1 million people by 2021, of which 0.8 million will be required for first mile and last mile connectivity as e-tail delivery staff and 0.25 million jobs will be created in e-tail fulfillment and warehousing functions.[27] The growing e-commerce and tech startups are also acting as a catalyst to facilitate entrepreneurship. The thriving startup culture in the country has been enriched by e-commerce creating enabling conditions for job aggregation and self-employment across the value chain. It is creating opportunities for entrepreneurs to become 'service providers' to the larger e-tailing industry by venturing into logistics, technology, services and marketing to provide customized solution.

E-Commerce Ecosystem



Online travel, ticketing, etc.
Ticketing for air, rail, bus, movies, events



Online retail
Retail products sold through online route



Online marketplace
Platform where sellers and buyers transact online



Online deals
Deals purchased online, redemption may or may not happer online



Online portals classified
Includes car, job, property and matrimonial portals

- e-tail is expected to reach USD 68.8 billion (67% of the total e-commerce market) by 2020, growing at a CAGR of around 31%
- For every job that is created by the e-commerce industry, further 3-4 jobs can get created in downstream value chain
- e-tail and allied ecosystem is expected to create 1.45 million employment opportunities by 2021, led primarily by more than 1 million jobs projected to be created by logistics and warehousing sector
- With about 70 % of the online sellers expected to come from smaller towns by 2018- 19, e-commerce is also creating a noticeable socio-economic impact by reaching rural areas

Sources: Goldman Sachs, India: Technology: Internet Report, E-commerce growth on the fast track as ecosystem, Technopak Report: E-tailing in India, http://www.pressreader.com/india/the-financial-express/20140915/281565173964654Unlocking the potential, KPMG Industry Discussion

[26]Employment Outlook report by TeamLease

[27]Industry Discussion-KPMG & FICCI, Technopak report- e-tailing in India

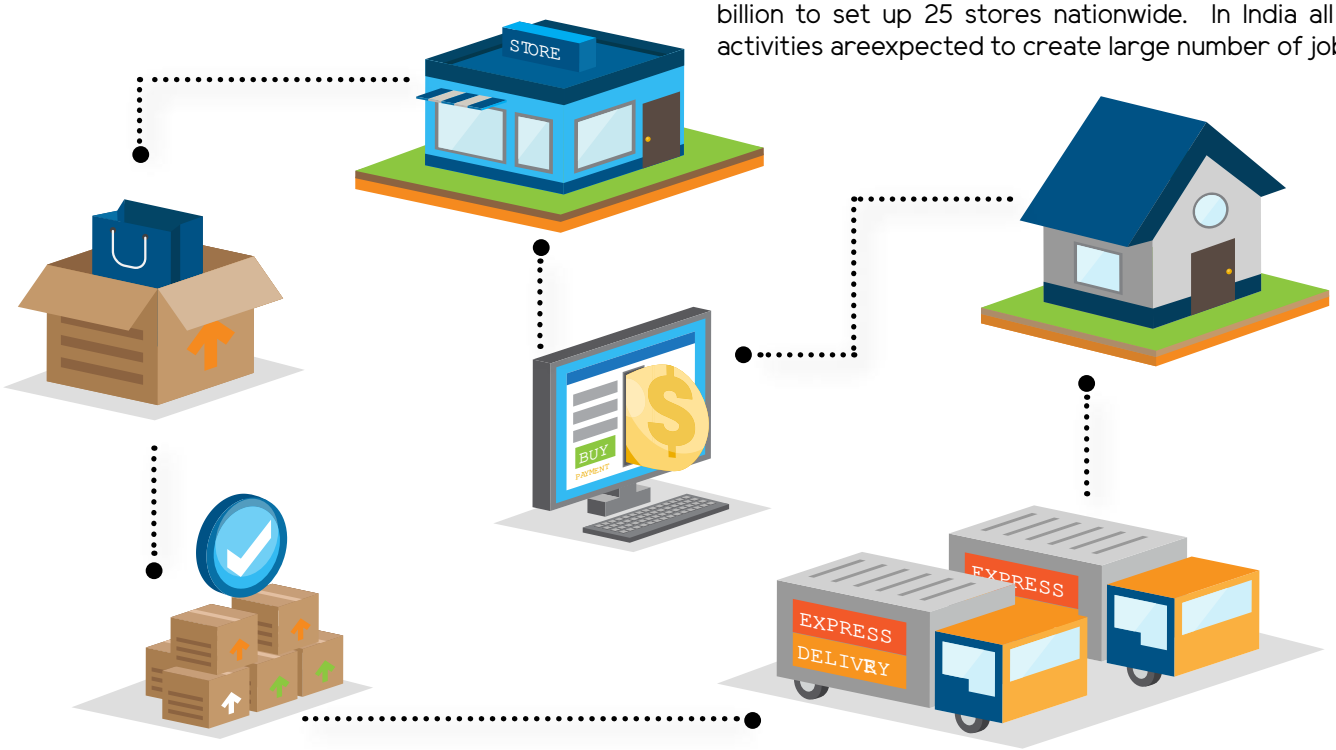
Retail

India's retail market is expected to nearly double to US$ 1 trillion by 2020.[28] India is expected to become the world's fastest growing e-commerce market, driven by robust investment in the sector and rapid increase in the number of internet users. Industry leaders predict that the next phase of growth will emerge from rural markets. There are projections of 13-14% of job growth in the current fiscal year.[29] However, alarming levels of attrition, exorbitant training cost of front-end store staff and impact of automation are major attributes which may influence the hiring sentiments.

India is embracing modern retail formats which have seen tremendous growth because of increased internet penetration- both in rural and urban regions. Online retail business is the next generation format which has high potential for growth in the near future. After conquering physical stores, retailers are now foraying into the domain of e-retailing. E-commerce is expected to be the next major area supporting retail growth in India. The industry is projected to touch US$ 100 billion by 2020 growing from US$ 30 billion in 2016. India's retail market is expected to grow at a Compound Annual Growth Rate (CAGR) of 10 % to US$ 1.6 trillion by 2026 from US$ 641 billion in 2016. While the overall retail market is expected to grow at 12 % per annum, modern trade would expand twice as fast at 20 per cent per annum and traditional trade at 10 %.[30]

As per FICCI & IIFT study India's total potential of Business to Consumer (B2C) is estimated to be US$ 26 billion, of which $3 billion can be achieved in the next three years from 16 product categories. India's Food and Grocery retail constitute 60-65% of the total market in India-15-20% of organised retail and about 70% of unorganised retail Industry. According to the India Food Report 2016 by Ministry of Statistics and Programme Implementation (MoSPI), the Indian Food Retail Market- Sixth Largest Globally- is expected to grow at a CAGR of more than 15% over a period of six years i.e. 2014-2020.

In 2016, as consumers showed increased interest in brands, prominent international retailers entered the market, including Armani Exchange, Cole Haan, Heatwave, Muji, Massimo Dutti, Kate Spade and Neil Barret. H&M has opened 15 stores within 2 years of entering the market, Xiami intends to roll out single brand retail stores across the country and German sports goods makers Puma and Adidas are looking for government approval to operate fully owned retail stores and online portals, IKEA, the world largest furniture retailers plans to invest $1.56 billion to set up 25 stores nationwide. In India all such activities areexpected to create large number of jobs.



[28]Sector Outlook- Retail by IBEF

[29]Employment Outlook report by TeamLease

[30]https://www.ibef.org/industry/retail-india.aspx

Models of Employment Creation/ Self Employment Opportunities

GoBolt

(Aggregator services for Heavy Products Transport)

GoBOLT is a cloud based platform which was founded in September 2015 as a B2B logistics startup focused on short and long haul operations. This platform provides all the transportation solutions such as right vehicle selection, route/delivery planning, real-time tracking, reliable documentation and control, reduced transit time to its clients. The platform harnesses data analytics and IoT to offer these services, which ensures high asset utilization, efficiency and scale.

The organization's tech platform "Launch Pad" has more than 5000 empanelled trucks. Each of the trucks engages a minimum of 3-4 workers. They also have a robust drivers' hiring mechanism, competitive salary structure and training modules related to safety and security.

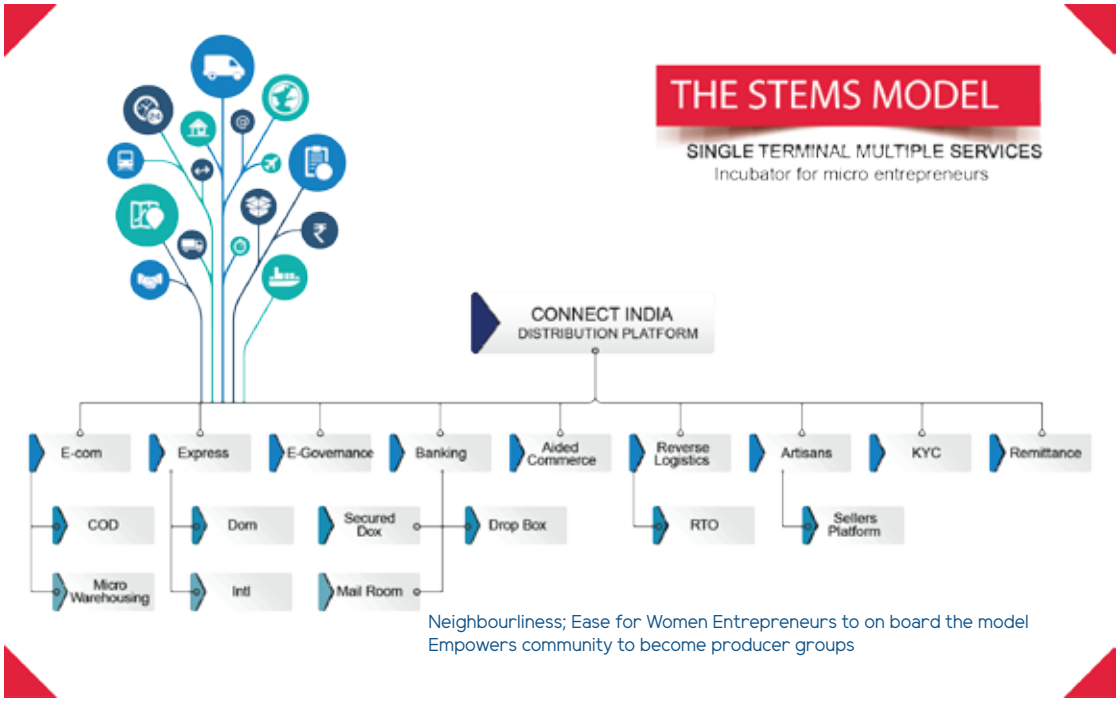
GoBOLT's revenue model is based on contracts with industries (FMCGs, FMCDs, E-commerce) for their line haul movements. Company's clients include leading organisations like Flipkart, GSK, Panasonic, Pepperfry, Tupperware etc.

There are more such models on the similar lines- Rivigo, BlackBuck, Truck Suvidha, Delhivery, Moovo, The porter, Blowhorn- which have created employment opportunities.

Connect India

(Last Mile Delivery)

Connect India directly or indirectly works with 1,00,000 last mile delivery entrepreneurs as Connect India Centers (CICs), who in turn provide employment to 5,00,000 plus delivery associates from their local communities. The company has reached out to more than 200 urban and rural districts of India. Organisation also aims to engage with e-Commerce players, National Skill Development Council and State Governments to create an eco-system of skilled manpower for the industry across the urban and rural markets.



Neighbourliness; Ease for Women Entrepreneurs to on board the model
Empowers community to become producer groups

Jawed Habib Hair & Beauty Ltd.

(Beauty &Personal Care Services)

Jawed Habib Hair & Beauty Ltd (JHHBL) was founded in 2006. The company has emerged as one of the leading hair and beauty salon chains in the country. Operating in 24 states and 110 cities in the country, they currently have 636 outlets. Jawed Habib and its subsidiaries together constitute a huge family of 1000+ direct employees and they all work towards the goal of ensuring complete customer satisfaction and boosting their confidence levels with the right grooming.

The operation model for Jawed Habib – Hair & Beauty Ltd is based on franchise business. The capital expenditure from a Jawed Habib brand franchisee starts from INR 15 Lakhs and goes as high as INR 45 Lakhs. The company requires around 200 - 1200 carpet square feet of space with an average ROI of 20 months.

The personal care industry makes up 22% of India's market for consumer package goods and experts agree that India is full of opportunities and is a potential gold mine for many beauty and personal care companies.
Javed Habib Academy also runs foundation course of 15 days to 6 Month on beauty & wellness collaborating with various skills schemes like PMKVY & UPSDM, etc.

Sourcing of Candidates collaborating with Skill Training Govt. Schemes from tier 2 – 3 Cities

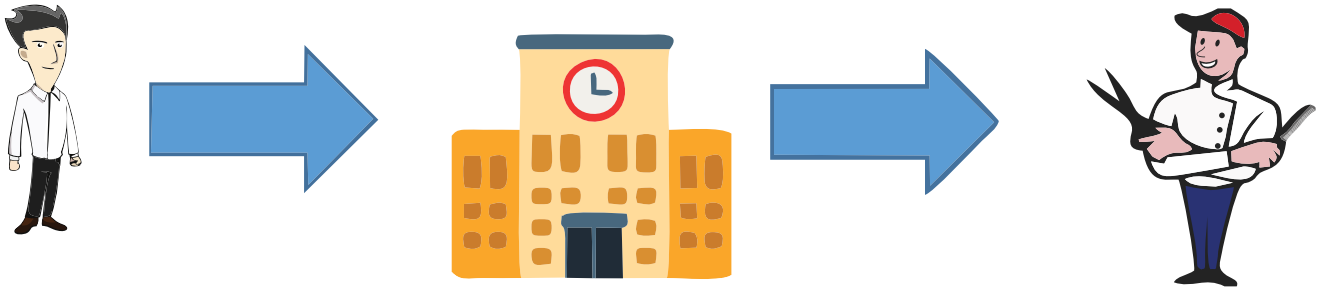
Training on Beauty Aspects (10 days – 6 months) Specially on Hair & Make - up

Certified & **Placed** for **Livliehood**

Hair Courses
Crash Course - 6 weeks
Comprehensive Course – 12

Beauty Course
Crash Course - 8 weeks
Basic Course – 12 weeks

Make – up Courses
Basic Course - 1 week
Bridal Make up Course – 4 weeks



10-12 passed students get enrolled

Jawed Habib Academy

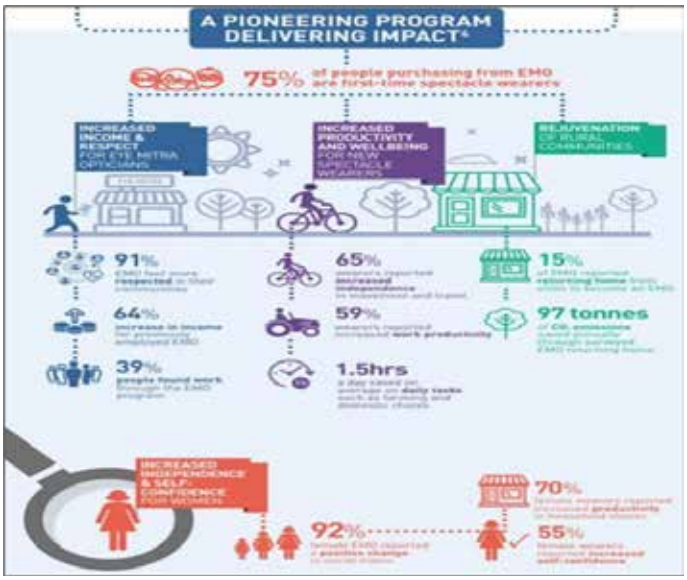
Certified Beautician / Hair Stylist

Personal care & Beauty in India has the potential to shape the future of the Indian employment for highly educated and less educated skilled workforce. The $3-billion beauty services industry offers huge opportunities across the value chain for talented beauty and styling professionals, managers and entrepreneurs. Lakme India, L'Oreal India, Ozone Ayurveda, AcronPlast, Berina, Essel Propack, Shilpa Cosmetics, Veera Fragrances, Wespro Corporation, SSCPL Herbals, Skin Secrets, Sanex Packaging Connection, Nyassa Spa Products, Cospack India, Headstart International, Strands Salon, N.V. Organics and Forever Beauty - are leading players working on almost similar models.

Eye Mitra

(Health- Eye Care)

Eye Mitra pilots were set up in the Northern Indian states of Uttar Pradesh and Rajasthan in 2013 with local skills-building partners who helped to recruit and train under-employed youth to set up a primary vision care business. From initial pilots, Eye Mitra expanded to create a taskforce of 2643 Eye Mitras in 14 different states as of March 2017 who have helped over 880,000 people in their local communities to see clearly. The initiative aims to create 10,000 Eye Mitra by 2020. Under Eye Mitra program under-employed rural people are trained and equipped to set up small Eye Mitra Care Program (ECP) businneses.



Mother Earth

(Retail)

Mother Earth aims to enhance and create rural artisanal livelihoods through marketing of contemporary designed artisanal produce/products, such as food, apparel and home products, for urban markets, wherein producers own equity, in the production and retail brands.

Mother Earth is a social enterprise that links rural producers to urban markets. Mother Earth is a subsidiary of Industree which has obtained investment from Future Group (India's largest retail chain). Industree is converging backwards to create complete solution for fair and equitable distribution of returns from consumer to producer. Organisation is working with follwing objective:

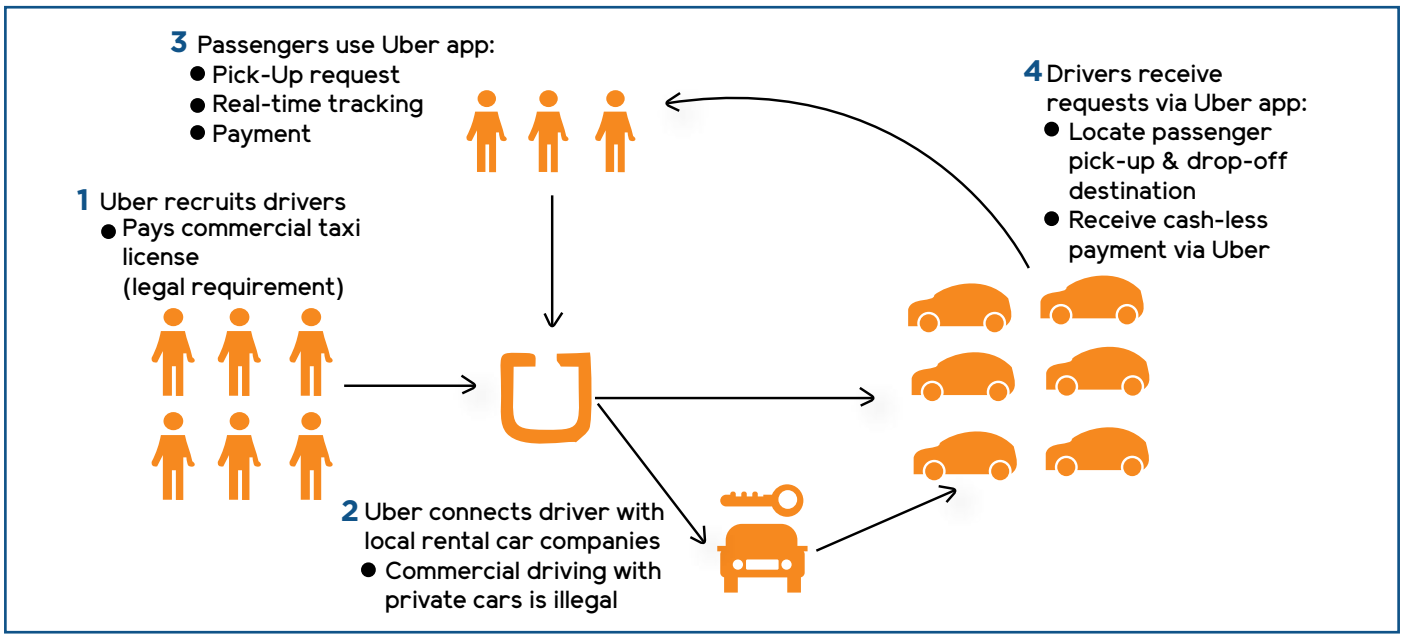
- Women traditionally are the producers involved in the production, and MOTHER EARTH helps to increase the value of this work through design innovation and the reduction of drudgery
- Maintaining flow of purchases from artisans by stabilizing the demand for artisanal products
- Providing artisans with access to social and health security
- Tripling incomes of marginal artisans by moving them from being "piece rate workers" to owners and entrepreneurs of community enterprises
- Working both at the production and market ends of complex supply chains to help artisans living below the poverty line to participate in India's booming retail industry.

UBER

(Cab Aggregator)

Uber Technologies Inc. is an American technology company headquartered in San Francisco, California, United States, operating in 633 cities worldwide. Uber is completely changing the way getting private transportation is done in several key ways. In India UBER operates in 29 cities and has more than 1000 employees on company's direct payrols. An estimated 45000 drivers are running their cars through UBER application. The company plans to create one million livelihood opportunities for micro-entrepreneurs in India by 2018. This may ensure self employment for thousands of drivers.

How it works !



The term "gig economy" is used to refer to a wide range of different types and models of work. A common feature of many of these is a reliance on intermediary digital platforms or apps to connect self-employed workers with work. Gig economy companies often operate in industries that have historically relied on self-employed workforces. New technology, however, enables them to operate on a scale which has substantial implications for the nature of work and overall earning. UBER is perfect example of gig economy.

UrbanClap

(Aggregator for Household Services)

UrbanClap was founded in October 2014. It runs home services platform Urbanclap.com, has 50,000 plus professionals registered with it including electricians, beauticians, plumbers, yoga trainers, wedding planners and photographers. As per the orgnisation's report, 150,000 new people have signed up in 2017 and are waiting to be vetted to begin providing their services on the platform.

For basic services like electricians, carpenters or home cleaning, one can directly book and pay for the services through their app, but for all the white-collared services, which require special skills and expertise, like photographers, interior designers or yoga instructors, UrbanClap has introduced an automated match-making algorithm which makes the effort to understand your exact needs, and then accordingly matches you to the professional that would be most suited to meet that need.
The market size for such services is somewhere close to $4-5 Billion a year in India, out of which, the online market accounts for less than 5% or less than $200 Million. This market currently accounts for with a probable growth rate of around 20-30% annually. [31]

[31] UrbanClap Annual report

Zomato

(Aggregator for Restaurants Services)

Started around summer of 2015, food search, restaurant discovery and online food delivery company- Zomato has seen approximately 22-23% month-on-month growth in the year 2017. From Vancouver to Auckland, Zomato is used by millions every day to decide where to eat in over 10,000 cities across 24 countries. The company has also managed to increase the restaurant supply available on Zomato from 12,000 restaurants in 2016 to 18,000 in 2017. All these 18000 restaurants hire between 6-7 kitchen staff members and 2-10 delivery boys, depending upon the scale of the business of a particular restaurant.[32]

World Art Community

(Aggregator for Art and Craft Products)

World Art Community was launched in December 2014. The startup enables artists, craftspersons and designers to create their own online stores and sell their creations. It charges 10% commission on every successful transaction through its platform. The platform spans across multiple categories, including paintings, photography, drawings and illustrations, sculpture, pottery, designer apparel, accessories and home decor. The platform already has 66000+ weekly viewership. It has engaged with more than 5000+ artists from across India. This has enabled not so famous artists to get livelihood.

Common Service Center

(Social Inclusion)

A Common Service Center (CSC) is an information and communication technology (ICT) access point created under the National e-Governance Project of the Indian government. The project plan includes the creation of a network of over 100,000 CSCs throughout the country. The purpose of the project is to provide much-needed information and services to underserved Indians in rural areas.

A CSC is essentially a kiosk with a personal computer, a wireless connection and other equipment. Through computer and Internet access, the CSCs provide multimedia content related to e-governance, education, health, telemedicine, entertainment and other government and private services. Other services available are expected to include computer training, telemedicine delivery, office applications, CD burning, scanning, printing and digital imaging. It covers G2C, B2C, Health, Education and financial inclusion services.

The CSC Guidelines envisage a wide variety of content and services that could be offered as listed below:

- Agriculture Services (Agriculture, Horticulture, Sericulture, Animal Husbandry, Fisheries, Veterinary)
- Education & Training Services (School, College, Vocational Education, Employment, etc.)
- Health Services (Telemedicine, Health Check-ups, Medicines)
- Rural Banking & Insurance Services (Micro-credit, Loans, Insurance)
  Entertainment Services (Movies, Television)
- Utility Services (Bill Payments, Online bookings)
- Commercial Services (DTP, Printing, Internet Browsing, Village level BPO).

Jharcraft

(Rural Social Innovation)

Jharkhand Silk Textile and Handicraft Development Corporation Ltd., also known as JHARCRAFT, is a government of Jharkhand undertaking. Jharcraft was formed to create sustainable livelihood opportunities in the rural areas, based on Sericulture, Handloom, Handicraft and other allied activities.

In the year 2006, Jharcraft was started as an organisation to create new opportunities in rural areas with an objective to change lives throughout the state. In the first year, the organisation was engaged in organizing production units of various categories. Today, it provides both, forward and backward linkage to the Handloom and Handicrafts sectors for a sustainable source of livelihood. It was formed to provide aggressive marketing to the merchandise made by the rural artists.

[32]Zomato website and Retail Sector report by FICCI

Jharcraft provides support to promote handicrafts, handloom & tasar silk production. Woodcrafts, Bamboo-works, Dhokra-art, Terracotta products, Lac bangles, Cotton handloom, Applique work, Zardozi work, Tasar products, and various other forms of human art, have gained new horizons through Jharcraft. It is touching the lives of more than 40,000 people and providing livelihood opportunities.

Fabric Plus

(Semi- Urban Social Innovation)

Fabric Plus' sericulture and weaving network touches more than 25000 families across the region, embracing the principles of fair trade and the promotion of creating sustainable livelihoods thus providing economic development with an eco-friendly and environment-friendly product. Organisation's silk spinning factory (mostly Muga silk and Eri silk spun yarns) produces 250 kg of yarns a day, impacting directly and indirectly 17000 women. The factory is run by 85 % women.

Over the years, Fabric Plus has garnered much attention in the spheres of employment generation. Its association with the development of the silk cocoons (raw materials) industry is one that is little known. After entering in the market as producers of Eri Silk Yarns, Fabric Plus has facilitated the supply sector by increasing the demand in the market. The rise in the demand of raw materials has provided the previously untapped supply sector with enormous market, an opportunity that came as a surprise and swept through the region instantly. Subsequent results of this were a rise in the number of households conducting sericulture activities, a new source of income for villagers, and an unprecedented increase in production.

Today, as the industry flourishes and grows, Fabric Plus indirectly impacts over 55,000 weavers across the region and has promoted the prestige of the raw materials itself, by offering to the market products and services that would have been labelled rather foreign and exotic in the earlier days.

With 2 handloom units and a machine spinning and weaving unit set up in Chaygaon, Assam, Fabric Plus offers direct employment to over 1500 men and women. Despite the economic and social turbulence that troubles this region from time to time, Fabric Plus has managed to maintain its workforce and keep them in good stead.



Srijan

(Rural Social Innovation)

Srijan began its field operations in the year 2000. Its first project started in Sagar, MP. Since then organization has extended its operations to 5 states and 15 districts, working in close to 750 villages, with over 2000 SHGs and almost 40000 families. It has directly and indirectly employed more than 1000 people. It primarily works with the socio-economically disadvantaged section, particularly women, dalits and tribal people. Srijan works in following areas:

- Community institution building
- Agriculture
- Horticulture
- Natural Resource Management

Drishtee

(Rural Social Innovation)

Drishtee is a social enterprise that enables the community access to critical services and products, market linkages or channel support, Capital as well as Capacity Building support to the rural micro-entrepreneurs as well as community at large.

Drishtee identifies and creates many 'milkman routes' in a given district. Through each route, it caters to a minimum of 20 – 25 villages. As a social enterprise, Drishtee works towards creating an impact in villages by creating an eco-system of micro-enterprises run by entrepreneurs with a specific focus on women. Oragnisation identifies a number of potential entrepreneurs and train them on the specific skill sets required. In each route, Drishtee provides a sound kiosk-based platform to deliver services such as Health, Education, Banking, Micro-finance, and livelihood services such as rural BPOs along with opportunities to provide market access and linkages for physical products such as eyeglasses, mobile phones and agricultural products.

Drishtee's 4 C Approach

An Integrated and Comprehensive approach around the 4Cs works as a major strength of Drishtee. The 4C framework comprises of:

- Community – Understanding needs, Inspire, Induct & create joint ownership & synergies
- Capacity – Build, Create or Enhance capacity relevant to available opportunities
- Credit – Organize capital that may be required, particularly for entrepreneurial ventures
- Channels – Create linkages (both Backward and Forward) for aggregation & market support

Rangsutra

(Rural Social Innovation)

Rangsutra is a community owned craft company of over a thousand artisans from remote regions of India – the deserts of Rajasthan and plains of Eastern U.P. and all the way to Manipur in the North East.

Rangsutra ensures sustainable livelihoods for artisans and farmers by creating top quality hand made products based on the principles of fair trade and a celebration of India's rich craft heritage.

Organisation works as a bridge between:

- Artisans and customers
- Tradition and the contemporary
- Change and continuity

Rangsutra works on following model:
Organize: Organizing artisans in small producer groups or self-help groups. Equipping them with the necessary skills, tools and machinery to improve their craft and increase their incomes.

Co-ordinate: Coordinating and supervising the production of orders either directly with artisans or with their representative groups/organizations.

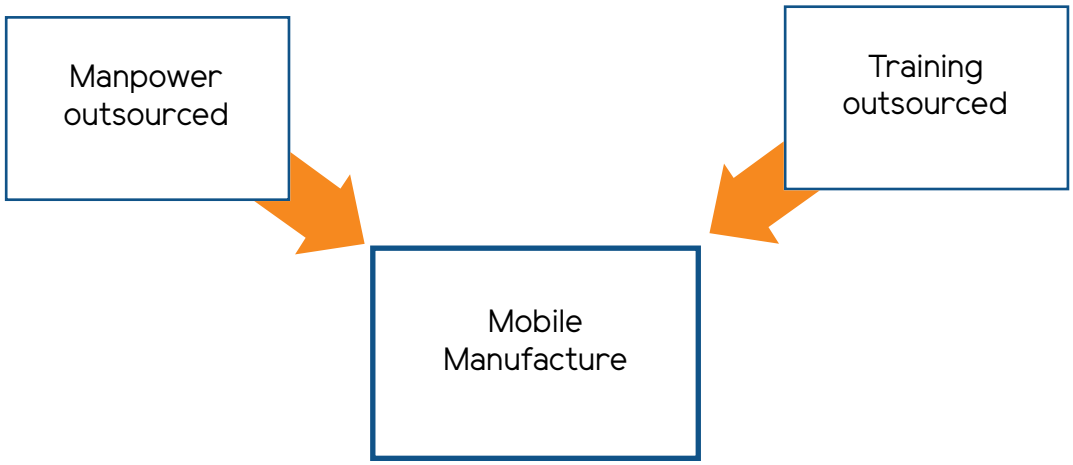
Participate: Ensuring active participation of artisans in the company through representation on the Board, on the Council and participation in Annual General Meetings.

Create: Regularly creating new products that combine traditional skills with contemporary design.

OUTSOURCING SERVICES (THIRD PARTY ENGAGEMENT MODEL)

Few of the MNCs in India are trying to build in their own eco system of skilled manpower arrangement by introducing employer driven approach which is leading to a pull force for generating skilled manpower at the grassroots level . One of the Mobile Manufacturing Company is working in India with its 22000-outsourced manpower to run its mobile stores.

There is a multi-stakeholder arrangement to meet the requirement of skilled manpower in Indian scenario. Here are the man three process of the event:



How the Model Works !

Funding

- Funding for skilling is given to employer
- Employer has to submit the requirement to government to conduct training in specific domain

Training

- Employer imparts training under its umbrella
- Highly accountable and audit compliance procedure

Assessment

- It is done by SSCs in support of the assinged employer
- Certification will be valid for a specific job role as mentioned in the training propagenda by employer



INTERNATIONAL PERSPERCTIVE

VIETNAM:
LIGHT MANUFACTURING- CREATING JOBS AND PROSPERITY

Overview

Vietnam is at a crossroads. While the economic reforms of the last 25 years have helped achieve a substantial reduction in poverty and raised the country from low-income to lower-middle-income status, the impetus of the reforms is no longer sufficient to maintain rapid economic growth and create jobs. The current growth model is grounded in the state-owned sector and emphasis on quantity rather than quality to drive economic progress based on low-cost labor and the assembly of products for export.

Light Manufacturing in Vietnam enseures that the economy is on the path of rapid economic growth and creating large number of quality jobs by focusing on structural transformation that has lifted workers from low-productivity agriculture and the mere assembly of imported inputs to higher-productivity activities. The country has identified and addressed fundamental issues in the manufacturing sector that have been masked by past economic growth.

Main Indicators of Growth:

Strong Economic Growth

Since 1990, Vietnam's GDP per capita growth has been among the fastest in the world, averaging 6.4 percent a year in the 2000s. Despite uncertainties in the global environment, Vietnam's economy remains resilient. The country's medium-term outlook remains favorable, with GDP expanded by 6 percent in 2016, while the country's fundamental drivers of growth – resilient domestic demand and export oriented manufacturing – remained in force.[33]

Improved Social Security

In Vietnam, over half of the population lived on less than $1.90-a-day till 1993.[34] Today, the rate of such extreme poverty has fallen to 3 percent. The proportion of the population living below the national poverty line reached 13.5 percent in 2014—down from close to 60 percent in 1993. More than 40 million people have escaped poverty over the course of two decades.

Improved Sustainability and Infrastructure

Significant progress in infrastructure was charted from 1993 to 2012. For example, at least 99% of the population now uses electricity as their main source of lighting compared to 14% more than twenty years ago. More than 67% of the rural population now enjoys access to sanitation facilities, and more than 61% have access to clean water, compared to only 36% and 17%, respectively, two decades earlier.

Opportunity Grabbed

Vietnam has become a labor-intensive light manufacturing hub and is employing approximately a million young entrants into the labor force each year. While light manufacturing is not the only alternative to low-productivity agriculture, it is an important source of growth and productive employment in economies with a comparative advantage in labor-intensive sectors. In almost every country, the transition from traditional agriculture to a modern economy began with light manufacturing: cotton and silk textiles in Japan; textiles, food processing, and a host of labor-intensive consumer products in Taiwan, China; and so on. This is because of light manufacturing's potential to absorb quickly a large pool of less skilled workers from agriculture into new occupations that substantially increase worker productivity without imposing steep capital requirements.

A significant number of global enterprises, from both electronics and mobile phone sectors, have been set up as manufacturing sites in Vietnam over the last 10 years. Today, these two sectors, led by foreign enterprises, account for more than 23% of Vietnam's total exports. Apart from electronics, the textile and garment sector is the second most important source of Vietnam's exports, currently accounting for 13.9% of goods being sold overseas. This is one of Vietnam's traditional sectors, having attracted investment from many leading producers in the last 10 to 15 years.

[33]World Bank report on Vietnam Economic Outlook

[34]ILO report on Jobs Outlook, 2015-16

Global original equipment manufacturers (OEM) and electronics manufacturing services (EMS) providers including LG, Samsung, HP, Canon, Foxconn, Jabil, Sparton, and other manufacturing printed circuit boards, camera modules, printers, servers, phones, networking equipment, televisions, and other electronics equipment manufacturing firms have already invested in Vietnam. Some of the main reasons of increasing attraction towards Vietnam are as follows:

Cheap Labour: As per global research firm, IHS market technology, in 2016, the average hourly compensation for manufacturing workers in Vietnam was $2.38 per hour compared to about $4.99 in China and $3.82 in Mexico. It further suggests that by 2020, Vietnam's labor rate will be about $3.10 per hour, $6.50 in China and $4.82 in Mexico.

Thrust on building adequate Infrastructure: While Vietnam has a low-cost workforce; country has invested in building its infrastructure. It has developed a network of ports and airports, reliable power, roads and technology enabled support infrastructure.

Cashing on Geographical Advantage: While Vietnam is in the middle of the ASEAN it also shares a boarder with China. This strategic position allows companies operating in Vietnam easier integration into existing regional and global supply chains, especially present in China. Besides, sea ports in Northern, Central and Southern Vietnam allow accessible and practical shipment to any part of the world. Furthermore, transportation of goods in Vietnam is easier than in archipelago nations such as the Philippines and Indonesia.

Demographic Advantage: 90 million Vietnamese are young, with 65% of the population being less than 40 years old. This youthful population is motivated to work and eager to learn and develop professional skills. Furthermore, Vietnam is now in a period known as the "golden population structure", which means that there is one dependent person for every two-working people. Hence, these demographic conditions create an abundance of labor force.

As a conclusion, we can say that there are many parallels between India and Vietnam and as macroeconomic conditions such as an aging workforce and rising wages become increasingly challenging in China, many leading manufacturers are willing to choose to establish or relocate their production facilities to a destination with adequate infrastructure, friendly FDI policies, skilled workforce and facilitating environment. India should adopt the best practices and try becoming next low-cost manufacturing hub. It will certainly create a better employment scenario.



US:
YOUTH JOB CREATION AND EMPLOYER ENGAGEMENT IN URBAN MANUFACTURING

Overview

Urban areas in the United States and Western Europe face a labor market paradox. Local governments are struggling to develop solutions to high youth unemployment, while at the same time urban manufacturing companies are struggling to fill vacancies and face increasing skills shortages as a result of their aging workforce.

Since the 2008 financial crisis, manufacturing has become an important element of urban policy as industrialized nations emphasize that contribution of manufacturing is key to economic growth. The steady decline in manufacturing employment since the late 1960s has meant that manufacturing is less visible in urban centers, and that new entrants into the labor market are often less likely to consider manufacturing jobs to be a source of economic security. This disconnect is further compounded when we consider that many surviving small and medium-sized enterprises (SMEs) have dismantled internal training systems, in part because they have been able to replenish needed skills by hiring displaced workers left redundant by larger manufacturing firms. But as that incumbent workforce nears retirement, firms face the reality that the release of skilled labor by closing or relocating firms offers only a temporary solution. In response, manufacturing firms are replacing labor with machines, relocating or trying to develop alternatives to replenish their skilled workforce. Skill shortages and hard-to-fill vacancies represent major policy challenges, but also an opportunity for coordinated action.

The dual labor market challenge of high youth unemployment and hard-to-fill vacancies has encouraged urban-based experimentation with workforce development. This includes youth-oriented programs that expedite pathways into work that are less dependent on traditional routes involving completion of a residential, four-year college degree. A further motivation is projected growth in "middle-skill" jobs that are not dependent on a four-year degree. While higher education can certainly play a role in alternative models of youth employment, there is growing awareness that learning opportunities should be embedded within, rather than serve as a pre-requisite for, the work experience itself, institutionalized through apprenticeships, technically-oriented diplomas, or employer-sponsored tuition reimbursement programs.

This on-going reworking of the relationship between work and formal education implies that employers need to take a more active role in guiding and investing in the career development of younger workers. In their ideal role, employers would signal what skills are needed for younger workers now and into the future; offer a learning environment in which skills, including those initially learned in a classroom setting, can be transferred and applied; and create an organizational setting for augmenting and rewarding worker skill, including a clearly staged and transparently signaled progression for career advancement and mobility.

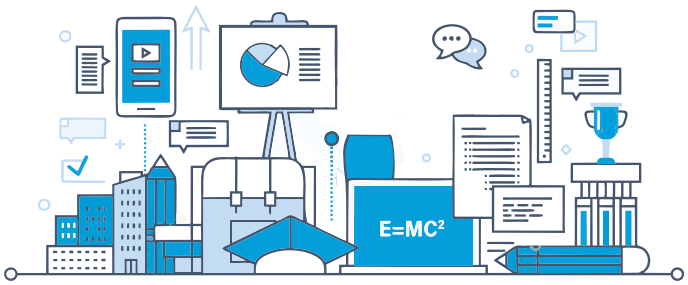


Chicago and the Manufacturing Connect Program

Manufacturing Connect is one element of a larger planning effort to stem manufacturing job loss in the Greater Chicago Area. The Manufacturing Connect program at the Austin Polytechnical Academy (APA) was developed by the Chicago Manufacturing Renaissance Council (CMRC), a coalition of organized labor, manufacturing firms, local government, community leaders, and educational institutions. Under this program a neighburhood school is identified near the manufacturing activity. There is continuos enagement activities among the companeies in the vicinity and the identified school. This helps in budiling "neighborhood capacity" and "community engagement." This program has helped in "inclusive growth" and has led to "social innovation" in manufacturing activities.

Austin Polytechnical Academy's Program and Curriculum

In 2005 a plan was developed for the establishment of a manufacturing-oriented high school.The Austin Polytechnical Academy (APA) opened in 2006 as a traditional public high school governed by the Chicago Public School System, and graduated its first four-year cohort in 2011. At present, the majority of APA students are African-American living in the Austin neighborhood. MC's manufacturing and engineering elective courses start in students' second year at APA. Through this classroom training, students have the opportunity to earn up to five nationally recognized credentials from the National Institute of Metalworking Skills (NIMS). The school's manufacturing curriculum is co-taught by a Manufacturing Connect staff member and an APA teacher, and the machine shop is funded and designed by MC's employer partners.



Student Impact Program

Classroom training and short-term work-based learning facilitated by MC staff plays an important role in generating employment opportunities in manufacturing for graduates. To encourage research and innovation, partner companies run a "student impact program." Any of the students' stragetgies, if adopted, by companies are rewarded with permanent career opportunity by the respective companies. This program has encourgaed students to hone their skills rather than just doing well in academics.



Initiating Employer Engagement with the Philanthropic Pitch

There are more than 77 partner companies with the "Manufacuring Conncet" program, Employer engagement starts with efforts to recruit firms to become MC partners. MC staff often recruit employer partners by appealing to their intrinsic desire to be good philanthropic organizations and give something back to their community. This philanthropic approach not only facilitates in building a positive employer recruitment, but also gives partner firms a basis for better interpretation of young learners, low-income students upon entering their workplace.

In conclusion, it can be said that "The Manufacturing Connect"model demonstrates that successful labor market interventions designed to encourage youth to pursue careers in urban manufacturing require a joint focus on educational opportunities and strategies of employer transformation. MC model itself as a workforce intermediary, influences employer behavior in ways that improve the overall work experience. MC engages firms with two logics: giving disadvantaged youth a hand, and helping faciliate organizational transformation. Considering India's diverse social structure and academic systems, this model can crete a better enagaging environment among Government, Industry and Academia.

More Select Internatinal Models to Create Better Employment Outlook[35]

Models	Brief Description
EduCluster, Finland	EduCluster is a co-operation framework to develop alternative financing model for business innovation. It is owned by two universities (the University of Jyvaskyla and the JAMK University of Applied Sciences) and an educational consortium of Central Finnish municipalities. The participating members collaborate with organisations to enable competence and capacity building, as well as with bodies responsible for the development of education systems. They also collaborate with a network of employers with the objective to combine the expertise of Finnish higher education, vocational education and business entities, also further promote economically viable and sutainable business models.
Talent Revealers competition, France	The Enterprising in the Neighbourhood Programme (Entreprendre en banlieue) in northern Paris aims to reduce youth unemployment, in an area where 45% of young people are unemployed, through encouraging disadvantaged youth to consider job creation as an alternative to job seeking. One feature of the programme is making the community conducive to youth entrepreneurship by rewarding the entrepreneurial spirit of young people through a Talent Revealers competition. Sponsored by leading companies, the competition is held annually and awards EUR 12000 to the successful young entrepreneur, which along with extra money to invest in the start-up also brings social recognition, boosts self-confidence and creates a sense of local pride in a struggling community.[36]
Talent Network: Learning model, US	The Talent Network (TN) in New Jersey has created "talent clusters" across six key industries, designed to drive forward an employer led approach by connecting businesses with educational institutions, workforce development agencies, government and community groups to identify skills and training needs. Established by a grant from the state's Department of Labor and Workforce Development, it is designed to promote economic growth and move unemployed/disadvantaged workers into jobs. Each TN is taking a unique approach to addressing supply and demand factors by examining information from employers, identifying priority workforce strategies and connecting relevant programmes – it works significantly withyoung jobseekers and employees. It offers networking opportunities and uses industry experts to test new workforce strategies.
Hybrid Targeting, Argentina	Targeting is used by the Youth with a Future (YF) Programme in Argentina. It involves young people aged 18 to 24 from low-income backgrounds who have difficulty in finding employment.Local youth employment and skills initiatives target different user groups in different ways, either implicitly or explicitly. They may target spatially by focusing on a particular neighbourhood or community, often disadvantaged, or target by need. They may direct services at a particular gender, at a specific age category within youth, or at particular migrant and ethnic groupings – often overlapping with spatial targeting.

[35]Local Skilling and Youth Employment Models: a report by OECD

[36]Froy, F. and L. Pyne (2011), "Ensuring Labour Market Success for Ethnic Minority and Immigrant Youth"

	The value of targeting youth services is that it can provide a more tailor made, individualised response which fits more closely with the needs of the young person, and in times of budget cuts is a less costly approach than offering universal services. In the case of ethnic targeting, it can make up for concurrent/past discrimination and can reach those not on the radar of mainstream organisations. It can attract more users to mainstream employment services which are typically underused by migrant youth, increasing uptake and improving outcomes.
Glasgow Works Youth Gateway, UK	Glasgow has re-engineered its approach to supporting youth employability since the mid 2000s. Despite the city's economy having been hit hard by the recession, NEET figures in Glasgow have not risen dramatically compared to Scottish and UK benchmarks. The study examined the reasons for this, particularly the role played by improving the ecology of interventions available, having far-reaching effects in terms of the delivery structures, use of resources, relationships between key players and effectiveness of monitoring. The study looked at the central involvement of employers and the establishment of clear leadership responsibility and shared targets amongst key players.
New Inflow into New Jobs Harbour Project, Netherlands	The project has offered 100 young people, mainly immigrants, the opportunity to secure paid employment by completing an apprenticeship with employers in the bulk and container shipping business. Over 40 weeks, it includes continuous learning, offers dual programmes and supports exchange with the main institutional bodies. After completion, candidates are offered a contract for at least 12 months and the programme can demonstrate successful outcomes.
Apprenticeships, UK	The Apprenticeship study led to adoption the best paractices of apprenticeships policy agenda in relation to skills in London. London has key strengths in high skills (graduate level) but shortfalls in intermediate and basic skills which labour market projections suggest will be crucial for the decade ahead. There is a more concerted joined-up approach to raising the number of apprenticeships in place with many new activities taking place, such as efforts to boost the number of apprentices in the public sector, public sector procurement and boosting apprenticeships in non-traditional sectors. It reviewed the governance process involved and the wide range of stakeholders involved, such as the London councils, Sector Skills councils, National Apprenticeship Service, Employers Groups. While discussing the positive developments, it takes into consideration recent criticisms relating to the apprenticeship approach.



OBSEREVATIONS



OBSERVATION

Job creation and formalizing of informal sectors can be stimulated through a stable macroeconomic framework, but also structural policies which encourage innovative business models which may have the potential of creating jobsor self-employment. The rise of independent work and microentrepreneurship, aided by new digital wave, is witnessed in India. All such activities are providing new work opportunities with better earnings and links to organised value chains, including in parts of the country less covered by formal labour markets. The rapidly growing sectors of cab-hailing platforms, e-commerce, logistics, digital financial services through networks of banking correspondents, and lending for microentrepreneurship and self-help groups have improved income opportunities for many job roles and self-employment in rural and semi-urban areas.

But still the most critical question for some developing countries like India is how to scale up successful models of job creation and create hundreds of millions of jobs. All jobs may not be created by corporate sector or government sponsored activities, because of which it becomes extremely crucial to look at many ways of self-employment and job creation. Further, the challenges and its implications will increase with the onset of Industry 4.0. In this scenario, there are certain areas which have an impact on creation of jobs that need attention:

Connect between jobs and available skilled workforce

- Emphasis required to focus on **Need Based** skill development
- Encouragement for **Multi Skilling** to ensure talent fungibility of work force, in this fast-changing environment seeing quick diversifications
- **Proactive measures** to meet the skill demand due to advancing technology (Cloud based training modules, Using apps like Whatsapp to devlop easy and accessible training modules etc)
- Complex skilling certification process – be made **more facilitative** – speed of adaptability is the essence for Industry 4.0 skilled workforce.

Industry& Academia interface

- Concept of **"Fluid Curriculum"** can be considered. A part of curriculum to be Industry drivenwhich will train fresh graduates to be industry ready.
- **Introduction of skilling at school level**, in addition to apprenticeship and certification.
- Conscious efforts by education leaders to integrate **Lifelong learning system** – i.e. the formal education system be aligned with industry suggested learning modules to enable sustained employment.

Establishing basic needs for Flagship Programmes

- Establishment of industrial townships that provide tailor-made infrastructure that supports a cluster of companies in similar industries, may boost setting up of manufacturing hubs.
- Government should continue to drive development of tourism circuits as clusters of tourist attractions create employment/generate income propostitons in- hotel industry, food & restaurants and other recreational activities in the value chain system.

Employers Engagement

- Employer Silos be transitioned to **Employer Groups** coming together for Skill requirement vis-a-vis Job Creation.
- Promote the **growth of smaller clusters and networks** of small Enterprises – there by making growth more inclusive in all Regions and many sectors

Stringent Labour Laws

Specific reference to Contract Labour (R&A) Act. The provisions need to be made facilitative with lesser compliances, to enable employers to be able to engage and utilize Contract Labour in the continuous changing business environment

Inter- State Workforce Migration

Sensitization within the States to encourage mobility of workers, especially blue collared rather than following the "Sons of Soil" Dictum.

SHG & Entrepreneurship

Sufficient thrust on Self Help Group, Entrepreneurship and enabling SME environment could also be instrumental in Job Creation.

With its demographic advantage and a new home grown culture of start-ups India aspires to become a global human resource hub, however it will require a conscious effort on the part of the Government, Industry, Academia and all other key stakeholders to holistically engage with each other. It may help in targeting spending on initiatives, developing today's curriculum for tomorrow's workforce, adopting best practices from across the globe, bringing necessary changes in regulation of FDIs and easy funding for new innovation and models of job creation.

> **"We owe a lot to the Indians, who taught us how to count without which no worthwhile scientific discovery could have been made"**
>
> **.....Albert Einstein**

In this 21st century world, India still has the same potential to lead the innovation and create better livelihood opportunities. This is possible only through an "engaging" atmosphere, which can be highlighted as under:



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About FICCI

Industry Established in 1927, FICCI is the largest and oldest apex business organisation in India. Its history is closely interwoven with India's struggle for independence, its industrialization, and its emergence as one of the most rapidly growing global economies. A non-government, not-for-profit organisation, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies. FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community.

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