

Skill Development Mission in India- A Step towards Governance and Effectiveness

Satendra Kumar Yadav*

Institute of Business Management, GLA University, Mathura, Uttar Pradesh, India; satendra.yadav@gla.ac.in

Abstract

Skill development plays a significant role in contributing to the growth process of a country. It has more significance in particular to a fast growing economy like India. The demographic transition makes it imperative to generate employment opportunities for more than 12 million youths adding to working age population every year. According to the reports available, it is estimated that during the period of 2005-2012, only 2.7 million net additional jobs were created in India. Skill development is an essential requirement to develop youth and enable them to engage in useful vocations in the future. In India, the governments have been making policies and providing necessary support for skill development through various schemes not only by providing training and managerial skills but also the financial assistance through various channels. However, the success rate of the initiatives and pace of growth of skill development have not been that much encouraging in the past. The present government has taken this mission altogether in a different dimension by expanding the facilities and supports in a big way. This paper presents the present status of the programmes being implemented by the government of India for enthusing skill development in true spirit through various schemes. A separate body to monitor and regulate the Skill development Mission has been constituted known as National Skill Development Corporation (NSDC).

Keywords: Demographic Transition, NSDC, Skill Development

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1. Introduction

"Education, vocational training and lifelong learning are central pillars of employability, employment of workers and sustainable enterprise development".

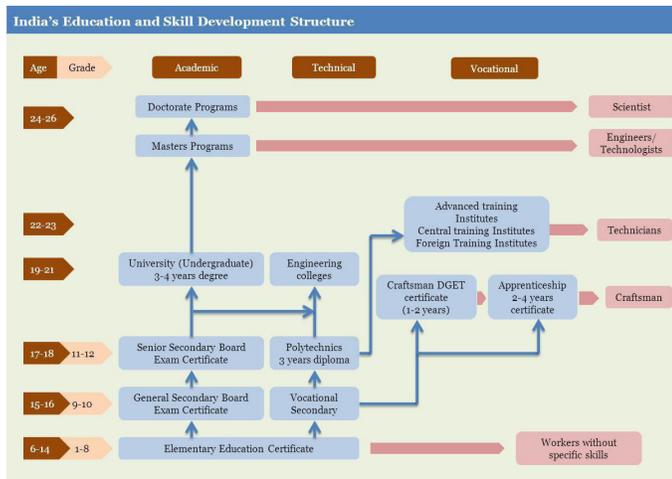
- International Labour Organisation

The schemes that focus development of Skill India Mission include- Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Pradhan Mantri Kaushal Kendras (PMKK) and UDAAN suggest some ways to hasten the process of exploiting the demographic advantages which the India is having internationally. To fasten the venture of skilling India proper convergence, infrastructure, professional and experienced faculty and spatial justice in terms of location of facili-

ties have been focused as the strategy for empowering India through skilling. Skill India a flagship scheme of central government has completed more than two years of its implementation. The scheme aims to fasten the venture of skilling India with proper convergence, infrastructure, experienced learning support and spatial justice in terms of location of facilities for empowering India through skilling.

1.1 Structure of Skill Development in India

The skill development structure in India is very extensive and diverse that provides skills at different levels to heterogeneous population. Skill development can be broadly divided into Education and Vocational Training. The exhibit below presents the framework of Skill Development in India.



Source: World Bank.

Figure 1. India's Education and Skill Development Structure.

1.2 Present Status

Skill Development is one of the very ambitious and crucial schemes of Government of India at present. At present, only 2.3 per cent work force is engaged in formal skill training programs in India as compared to 96% in South Korea, 80% in Japan, 75% in Germany, 68% in the UK, and 52% in USA. This calls for greater amount of efforts to promote skill development schemes in the country at a very large scale. The government has another mission "make in India", the success of this initiative also depends, to a greater extent, on availability of skilled workforce in the country.

2. Objectives of the Study

The primary objective of this study is to understand and assess the performance of some of the selected schemes that are implemented in the current model of skill development. Also, to study the implementation process of these schemes in the context of fundamental principles of skill development mission implementation, supervision and Control. This study has been carried out in conventional manner to examine and findings of the skill development program after completion of two years.

2.1 Research Methodology

The study is based on the secondary data which is sourced from various websites, journals, magazines, articles and media reports. It is an exploratory research. Descriptive research design is employed which is appropriate and matches with the objectives of the study.

3. Requirements of Skilled Workforce by 2022

According to a study conducted by the National Skill Development Corporation of India (NSDC) for the period of 2010-2014, there is an additional requirement of 109.73 million skilled workforces by 2022 across 24 key sectors⁸.

In India, the base of knowledge economy has been increasing rapidly, there would be requirements for the highly skilled youths in sectors like IT/ITes, financial services, Bio-technology, Pharmaceuticals and Healthcare. Further, with the government initiatives like, 'Make in India' mission, the demand for highly skilled workforce will further boost.

4. Skill and Employment

Labour Bureau Report for the year 2014 while reflecting on unemployment and employment situation observed that present size of India's formally skilled workforce is just 2 per cent where as in smaller countries like Japan, and South Korea the skilled workforce size is 80 per cent and 96 per cent respectively. According to report on 5th annual employment-unemployment Survey 2015-16 carried out by Labour Bureau, more than 58% unemployed graduates and more than 62% of unemployed post-graduates are found for non availability of job matching skills at national level, as the main reason for their unemployment. The deficiency of skilled workforce is due to the lack of a formal vocational education framework, with variation in quality, inadequate skills training capacity, high school dropout rates and negative perception towards skill development.

Above study indicates that even after various steps initiated to meet the skilled workforce requirement in the country, the skilled workforce is grossly inadequate to fulfill national and international demand of skilled workforce.

5. Schemes and Initiatives through NSDC

5.1 Pradhan Mantri Kaushal Vikas Yojana

PMKVY is the flagship result-based skill development scheme of the Ministry of Skill Development and Entrepreneurship (MSDE). The objective of this scheme is to enable and mobilize a large number of youths to take up skill training to become employable and earn their livelihood. This Scheme was launched on 15 July, 2015, on the occasion of World Youth Skills Day. After pilot project for one year, the government approved the Scheme for another 4 years (2016-2020) to skill 10 million youths of the country with a budget

outlay of Rs 12,000 crores covering 2.4 million youth. Another feature of the scheme is that it focuses class 10th and 12th dropouts. There are two types of schemes as under.

- Centrally Sponsored Centrally Managed (CSCM): 75% of the PMKVY (2016-2020) funds shall be available to MSDE for skilling through National Skill Development Corporation (NSDC).
- Centrally Sponsored State Managed (CSSM): 25% of the funds of PMKVY 2.0 shall be allocated to the States.

The Centrally Sponsored Centrally Managed (CSCM) has three components as presented below:

Short Term Training: The Short Term Training provided at Training Centers (TCs) of PMKVY is expected to benefit youths who are either unemployed or college/school dropouts. Apart from providing training according to the National Skills Qualification Framework (NSQF), TCs shall also impart training in digital and financial literacy and soft Skills. Training duration depends on job role. After successful completion of the training programme Training Partners (TPs) will provide placement assistance to its candidates. Government bears full fees of training and assessment.

Recognition of Prior Learning: Candidates with prior skills or learning experience shall be assessed and certified under this component of the PMKVY. To align the skills of the unregulated manpower of the nation to the NSQF is the main objective of RPL. Project Implementing Agencies (PIAs), such as Sector Skill Councils (SSCs) or any other agencies designated by MSDE/NSDC, shall be incentivized to implement RPL projects. PIAs may offer Bridge Courses to RPL candidates to minimize skill gaps.

Special Projects: The Special Projects are the important components of PMKVY that will facilitate trainings in premises of Government bodies and/or special areas, corporate bodies and trainings in special job roles. The terms and conditions of Special Projects are different from Short Term Training. A proposing agency can be institutions of State/central Government(s)/Autonomous entity or any other equivalent body who is interested in providing training to Candidates.

5.1.1 Role of State Skill Development Missions

SSDM shall perform the following processes to support the implementation and monitoring of PMKVY

- a. Training Provider Empanelment
- b. Training Provider Network Management
 - i. Training Provider Operations Support (QA and non QA)
 - ii. Monitoring and Evaluation through MIS
 - iii. Stakeholder Management

State Governments shall undertake the training programs through their respective State Skill Development Missions (SSDMs). Under CSSM, states will have to recruit/ depute a dedicated team of up-to 5 persons to oversee the implementation of the scheme.

5.1.2 Highlights of the PMKVY Skill Training

- Skill development training would be based on recent studies conducted by the NSDC for the duration 2013-17.
- The target of skilling development will be associated with central Government's programmes like, Make in India, Digital India, and National Solar Mission.
- Primary focus of skill development training is for the first time entrants to the labour market and dropouts Class 10th and 12th.

5.1.3 Implementation Scheme

- PMKVY would be implementing training partners of NSDC. Currently NSDC has over 2300 centers and 187 training partners.
- Training providers, affiliated with Government would also be used for training under PMKVY.
- Training under PMKVY would include personal grooming, soft skills, behavioral change for cleanliness and good work ethics.
- Governments and skill councils would monitor skill training under PMKVY.

5.1.4 Present Status

Ministry of Skill Development and Entrepreneurship (MSDE) set up Sharada Prasad Committee to review the performance of skill councils. The committee found that NSDC trained 1.8 million individuals which is more than its target 1.2 million youths. They were certified by the council during phase I. PMKVY phase II was launched in the following year with a target to train 10 million individuals by 2020. Out of which, 4 million individuals were certified for the RPL and 6 million got fresh training. Committee reported that the targets of the schemes were too high to attain. Committee also reported that NSDC and its partners provided skill training to around 6 lakh youths till September 1, 2017. Only 72858 trained individuals were placed which is 18% of trained youths. Committee observed that PMKVY focused mainly on the short-term skill development courses that resulted in low rate of placement.

5.2 Pradhan Mantri Kaushal Kendras (PMKK)

Pradhan Mantri Kaushal Kendras (PMKK), the model skill centers will be set up in every district of the country, ensuring coverage of all the parliamentary constituencies.

5.2.1 Salient Features of PMKK

- State of the art infrastructure
- PMKK specific External and Internal Branding
- Smart Classroom- Every PMKK is required to have at least one classroom equipped with audio-visual facilities to conduct virtual trainings, interactive sessions and industry seminars/webinars.
- Mandatory training in the manufacturing trades
- Model course curriculum and trainers as per SSC specifications.

5.2.2 Present Status

- 36 Training Providers (TPs) have been shortlisted for setting up of PMKK in 463 PMKKs in 443 districts (341 Parliamentary constituencies) of India
- PMKK Phase 1: 269 districts were allocated to 24 training providers (TP)
- PMKK Phase 2: 194 PMKKs in 174 districts were allocated to 22 TPs (10 TPs have been selected in both Phase 1 and Phase 2)
- As of February 7, 2017, 78 PMKKs have been set up and location for setting up of PMKK has been finalized for 197 additional PMKKs
- Out of 78 PMKKs, 62 PMKKs have been inaugurated by the Hon'ble MPs
- Target of 1,72,360 has been allocated under PMKVY II to 59 PMKKs
- Out of the 341 PCs allocated for setting up of PMKK, TPs have been able to meet the MP's in 254 constituencies
- Based upon roll out plan received from the TPs, 130-140 PMKKs shall be set up by March 2017

5.2.3 Way Forward

The whole concept is unique where quality of training has been a focal point. Further wider availability of training centers across the district in the form of hub is another unique feature of this mission. Each hub shall operate multiple spokes to create access to skill development training and provide localized delivery. The Hub would support the spokes in terms of quality control, training of trainers, training content, internal assessments, mobilization, operations and placement linkages.

5.3 Udaan

National Skill Development Corporation (NSDC) will implement this scheme which is meant for the youths of Jammu and Kashmir. Udaan is an initiative for diploma engineers, graduates and post-graduates youth of Jammu and Kashmir (J&K). The objective of the scheme is to provide training and job opportunities to the youths

of J&K. Udaan will also focus on providing exposure to corporate sector of India towards talent pool available in J&K. The target of scheme was to train 40,000 youths in J&K over a period of 5 year.

As on 30th November, 2016- 84 leading corporate across different sectors like Retail, IT, ITES, Manufacturing, BFSI, Auto, Real Estate, Infrastructure, and Textiles etc. have committed to train 19,245 youth by 31st March, 2017. 84 corporate like Titan, Schneider, TCS, Infosys, Accenture, KPMG, Indian Overseas Bank, Yes Bank, Apollo Medskills, Frost and Sullivan, Bajaj Allianz, Tata Motors, Genpact, Cognizant etc. have so far taken part in 113 Udaan Mega selection drives, selecting 24,312 candidates for training under different sectors in current year. Udaan Mega Drives act as a platform where multiple corporate go together to mobilize youth of J&K for Udaan training program across the state. As on 30th November 2016, 24,312 candidates have joined training of which 5,480 are currently undergoing training in 18 cities across India. 17,111 candidates have completed training of which 9,632 candidates have been offered job in various sectors. To promote this scheme, there has been rigorous marketing campaign in support of state government of J&K for out reaching to the renowned corporate sector and active involvement of local development agencies for smooth implementation of the scheme.

5.4 The STAR Scheme

Standards Training Assessment and Reward (STAR) is another program that was announced in the Union Budget 2013-14 with an aim to encourage skill development training by providing monetary rewards to individuals after completion of skill development training. The objectives of STAR are:

- To improve productivity of existing manpower and align the training and certification to the market needs of country.
- To provide monetary incentives to increase productivity and employability of youths. Under this scheme, an average of Rs.10000 per individual will be provided as reward after completion of training.
- 10 lakh youths will be benefited which will cost at an approximate of Rs. 1,000 Crores.

This scheme will be implemented through NSDC and various Training Providers, Sector Skill Councils and Assessment Agencies. STAR targets to provide skill development training to 80 percent of the entry-level workforce required in various sectors.

The STAR Scheme envisages Recognition of Prior Learning (RPL) by providing an opportunity for enhancing skills and knowledge of existing workforce. It is expected that the industry will proactively nominate their employees to undertake courses aligned to the national occupational standards to increase productivity of the existing workforce.

Table 1. STAR scheme snapshot

SSCs affiliated to STAR	20
Job Roles	287
Affiliated Training Partners	Total – 1,232
Training Centres	6,402
Assessment Agencies	50
Assessors	1,566
Total Enrolments	12,18,892
Training Completed	8,05,928
Total Certified	1,29,978

Source: NSDC

5.4.1 Achievements

The STAR scheme was first launched on a pilot basis on 16th August, 2013, where 390 candidates were trained under 8 Sector Skill Councils on courses aligned to 15 different job roles (national occupational standards). Out of the 390 candidates who were part of the pilot phase, 293 cleared the assessment. The Scheme was subsequently rolled out from September 16, 2013 and currently there are 12,18,892 candidates already enrolled under the STAR Scheme. 1,232 training organizations (NSDC affiliated partners, Government affiliated partners and other private training providers) are engaged under the Scheme covering around 6,402 training centres across the country. 50 independent assessment agencies are affiliated with various Sector Skill Councils (SSC). They conducted assessments through individual assessors. Assessment results of 4,12,354 candidates were received as of 13th June, 2014, out of which 3,04,578 have cleared assessment.

5.5 Pradhan Mantri Yuva Yojana (Scheme Related To Entrepreneurship)

The Scheme aims at creating an enabling eco-system for entrepreneurship promotion among youth through entrepreneurship education and training, advocacy, easy access to entrepreneurship support network and promotion of social entrepreneurship. The scheme Pradhan Mantri Yuva Udyamita Vikas Abhiyan (YUVA) Yojana was launched by hon'ble Minister, MSDE on 09-11-2016.

The Entrepreneurship Education Programmes under the Scheme will be rolled out in early part of the next financial year.

The specific objectives of the scheme are as follows:

- To Educate early stage entrepreneurs.
- To connect entrepreneurs with funding and business services, networks of peers, mentors and incubators.
- Entrepreneurs will be supported through Entrepreneurship Hubs (E-Hubs).
- PMYY will be implemented through Public and Private Partnership (PPP) mode.

5.5.1 Outcome

The Scheme involves an estimated expenditure of Rs. 499.94 crore and is likely to create approximately 30,000 start-ups over five years resulting into creation of approximately 2, 60,000 direct and indirect jobs (NSDC Website).

Besides, the Scheme would witness setting up of a total of 360 Social Enterprises. In the process, a strong Pool of Mentors' and 'Faculty Facilitators' will be created under the Scheme. The scheme has full-fledged mechanism for monitoring at different levels through a Project steering Committee.

5.5.2 Technical Knowledge Partner

An important aspect of this scheme is availability of Technical Partner. The Wadhvani Foundation, a California base, not for profit organisation is the technical knowledge partner for implementation of the scheme.

The Wadhvani group will be contributing approximately 10% of the total cost of scheme, in the form of right to access (via a link) and use the Learning Management System and entrepreneurship training content for different beneficiaries; participation of Institutes of Higher Learning in its annual Event; grant of access to the Faculty to an electronic version of the Handbook for Entrepreneurship Campus Eco-system Development and need-based advisory/training/consultancy services towards implementation of the Scheme.

5.5.3 Entrepreneurship Courses

In addition to the above programs, there are different types of entrepreneurship courses launched by the government for the upcoming youth entrepreneurs. Some of them are described hereunder;

- **Institutes of Higher Learning:** The six levels, each of six months' semester, map to 6 Phases in the recommended journey for learning entrepreneurship which focus on Orientation, Discover, Practice, Start-up, Growth and Expansion.

The first three levels of entrepreneurial learning will be compulsory for every student enrolled. Besides, selected Institutes of Higher Learning will be encouraged to offer Courses on Social Entrepreneurship of 15 hours' duration.

- **Schools (10+2):** The students enrolled in schools (10+2) will be offered two Courses, (i) Foundation Course: Exploring Entrepreneurship and (ii) Advanced Course: Getting ready to start a venture, each of 15 hours' duration.
- **Industrial Training Institutes:** the students enrolled in ITIs will also be offered the same courses as at school level but with duration of 3 months (15 hours) and 6 months (60 hours) respectively.
- **Entrepreneurship Development Centers:** The 30 hour course will be spread over 3 months time, beside short-duration Modular Courses for specific business skills.

The training programs will be implemented in close co-ordination with the State Governments through a Network of Entrepreneurship Resource and Co-ordination Hubs. This network will have National Entrepreneurship Resource and Co-ordination Hub (National E-Hub) where an apex body has been established at NIESBUD, NOIDA. Further, there will be 5 Regional Entrepreneurship Resource and Co-ordination Hubs (Regional E-Hubs) at NOIDA, Hyderabad, Kolkata, Ahmedabad and Guwahati and 50 Nodal Entrepreneurship Resource and Co-ordination Hubs (Nodal E-Hubs) set-up throughout the country. The Institutions for establishing 5 Regional E-Hubs have been identified. A total of 9 Nodal E-Hubs will be set-up during first year of the Scheme.

5.5.4 The Entrepreneurship Hubs at Institution Level

The entrepreneurship education programs will be delivered through establishing 3,050 Entrepreneurship Hubs at selected/identified existing institutions based on pre-defined criteria: 2200 E-Hubs in Institutes of Higher Learning; 300 in Schools; 500 ITIs and 50 EDCs.

A total of 260 Project Institutes have been enrolled under the Scheme so far. Besides, the process of empanelling about 140 Government ITIs, in consultation with the DGT, there are about 100 late applications under different categories, which are under process.

5.5.5 Financial Assistance to Project Institutes

All the Government Project Institutes and Entrepreneurship Development Centres will be given financial assistance for a maximum amount of Rs.3 lac for setting up infrastructure under the Scheme besides annual maintenance charges in respect of the equipment. All the empanelled Project Institutes will be given financial assistance towards training of identified faculty facilitators under the Scheme and Honorarium for Faculty Facilitators.

6. Findings

The following are the findings about the skill development projects being implemented for the youth in India.

Ministry of Skill Development and Entrepreneurship has trained 1.17 crore people under its program during last 2 years (2015-17).

- More than 28 lakhs trained under Pradhan Mantri Kaushal Vikas Yojana.
- Rs. 12000 crores allocated by Central Government Ministry for their flagship scheme.
- 600% increase in candidates trained in 2017 compared to 2014 under NSDC's short term fee based Skill Development Model.
- 200 PM Kaushal Kendra have been opened to provide quality training.
- The plan is to provide 1 centre at each district thus 556 centres to be established across the country.
- An amount of more than Rs.93 crore is committed under Corporate Social Responsibility (CSR) for skill development in 2016-17.
- According to the reports, only 5% individuals got placed after skill development training under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY).
- According to official information, only eight youths have received certificates till now.
- The efforts made so far have been tremendous but the results and progress is not that encouraging. There is an important observation which says, "It's very logical to ask training partners to give the NSDC reports on their placement record, especially those training partners, parent or subsidiaries companies of which are running various business activities. They can be asked how many candidates they themselves have employed out of the total trained candidates from their own institutes," says Colonel NB Saxena (retd), former executive technical member of the Construction Skill Development Council.

7. Recommendations

- The Output: Input ratio of skilled workforce has increased but not to a desired level.
- The strategies of skill development and growth calls for multidimensional approach. In this regards, one can take reference of East Asian model where quality of Manpower is hard to match.
- There has to extra focus towards quality manpower in the manner that manufacturers are also attracted to India.
- We have excellent engineers, executives and management people but it is a top heavy Trickle down approach which does not work effectively in the Indian concept.
- There is a need to enhance the skill of every Indian.

8. Conclusion

No doubt, skill development is ambitious program of Government of India. Currently India is facing a severe shortage of skilled workforce. Only 2.3% workforce of India is formally skilled compared to 96% in South Korea, 80% in Japan, 75% in Germany, 68% in the UK and 52% in USA. Therefore, there is a dire need to impart skills in more efficient way. Similarly success of many initiatives like Make-in-India depends on availability of the requisite skilled manpower. It is the high time that Skill India movement needs concerted attention to achieve desired goals. NSDC overshoot its target by training 1.8 million people, and certified another 1.2 million. The second phase or PMKVY 2.0 was launched the following year, with a budget of Rs 12,000 crore to skill 10 million youth by 2020. Of those, 6 million were to be provided fresh training and 4 million were to be certified for the RPL programme. However, no evaluation was conducted of PMKVY 2015 (the first version of the scheme) to find out the outcomes of the scheme if this program was serving the twin purposes of providing employment to youth and meeting the skill needs of the industry before launching such an ambitious scheme.

Pradhan Mantri Kaushal Kendra (PMKK) is envisioned to evolve into a hub for delivery of skill development training having a network of training spokes in the district. Each hub shall operate multiple spokes to create access to skill development training and provide localized delivery. The Hub would support the spokes in terms of quality control, training of trainers, training content, internal assessments, mobilization, operations and placement linkages.

The need therefore arises to find out the reasons that are responsible for not getting better responses from the beneficiaries of these programs. There may be several reasons like lack of interest and enthusiasm among the youth to take up entrepreneurial vocations, inadequate arrangements for quality training at different levels, lack of innovative projects and ventures, non

availability of financial assistance to take up the projects etc. The areas that need better management should be prioritized to make this program result oriented. A pragmatic approach is called for. Right from the independence, there has been series of programs implemented to promote self employment but the desired results could not be achieved due to faulty implementation and thereby large scale misappropriations of the assistance and subsidies extended for the success of these programs. However, the present program has been implemented on different footings with proper arrangements of training and infrastructure, suitability of projects and provision of required finance. Therefore, all needed efforts should be taken up at different levels for the success of these programs.

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Annexure-I

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