

Skills Strengthening for Industrial Value Enhancement (STRIVE)

Skills Strengthening for Industrial Value Enhancement (STRIVE) project is a World Bank assisted -Government of India project with the objective of improving the relevance and efficiency of skills training provided through ITIs and apprenticeships. STRIVE is a five year project, implemented by the Ministry of Skill Development & Entrepreneurship (MSDE) through State Governments, Industrial Training Institutes (ITIs), Centrally Funded Institutes (CFIs) and Industry Clusters (ICs). The closing date of STRIVE is November 2022.

STRIVE is a Central Sector Scheme (CSS) with no state contribution and a budget outlay of INR 2200. The Project has following result areas:

Table 1: Result area-wise budget allocation

S. No.	Result area	Tentative Cost (INR in crores)
1	Improved Performance of ITIs	1000
2	Increased Capacities of State Governments to support ITIs and Apprenticeship Training	330
3	Improved Teaching and Learning	435
4	Improved and Broadened Apprenticeship Training	212
	Technical Assistance (TA)	35
	Technical support (TS)	188
	Total	2200

Implementation of the STRIVE project follows the Program for Result (PforR) instrument. Fund disbursement from the World Bank to the Government of India (GoI) will be based on achievement of agreed results, known as Disbursement Linked Indicators (DLIs). Each DLI has multiple Disbursement Linked Results (DLRs) with financing amount linked to each DLR. Upon achievement of each DLR, the respective amount of funds will be disbursed by The World Bank to the Government of India. Similarly, a set of indicators (known as Key Performance Indicators or KPIs) as well as milestone for each KPI are agreed between the Ministry of Skill Development and Entrepreneurship (MSDE) and implementing agencies (i.e. States, ITIs and ICs). Each of these milestones has a financing amount linked to it. Once implementing agencies achieve the milestone, they will be eligible to claim for release of the amount of funds associated to the KPI milestone.

Result area wise details of the project are provided below:

(1) Improved Performance of ITIs

The result area will address key challenges of ITIs by supporting them in improving quality of their skill development programs, enhancing labor market relevance and efficiency of operations, deepening industry relations, industrial exposure and joint needs assessments, introduction of new trades (CTS trades and other National Skills Qualifications Framework (NSQF) compliant short-term courses) to respond to local

market needs. This result area will focus on upgrading training equipment and adding new NCVT trades in the ITIs.

A total of 500 ITIs will be competitively selected under the project (which include 400 government and 100 private ITIs). The 400 government ITIs are allocated across the states/UTs by taking into account the number of government ITIs in each State/UT vis a vis the total number of government ITI in the country. 100 Private ITIs will be selected on the basis of national level competition among the eligible Private ITIs across the country.

Grading will be one of the basic parameters for shortlisting the ITIs. Shortlisted ITIs will be invited to submit detailed Institutional Strategic Plans (ISPs) and final selection will be on the basis of evaluation of ISPs.

An average allocation of INR 2 crore will be available per ITI. This allocation per ITI would depend on the number of trainees across each ITI and the submitted Institute Strategic Plan (ISP). The project funds will be provided to the Institute Management Committees (IMCs) constituted by ITIs. The IMC will be set up as a 'society' registered under relevant Societies Registration Act. Additionally, governing body of private ITIs managed/driven by industry will also be accepted as equivalent body to IMC if it is registered either as a Society/Trust or as a Section 8 Company as per Companies Act 2013.

Performance of each ITI will be monitored on the basis of the following Key Performance Indicators (KPIs):

- i. Percentage increase in number of graduates at the respective ITI
- ii. Increase in female enrolment rate across trades being conducted at the respective ITI
- iii. Percentage increase in total enrolments at the respective ITI
- iv. Increase in percentage of total trainees at the respective ITI who have undergone On the Job Training (OJT) as per the prescribed curriculum

(2) Increased State Capacities to Support ITIs and Apprenticeship Training

Under this result area, state governments will be incentivized for policy and regulatory reforms that are aimed at improving the overall ecosystem for ITIs and apprenticeship. Funding will be released to states/ UTs for achievement of annual targets for three Key Performance Indicators (KPIs):

- i. Conducting tracer studies
- ii. Reducing vacancy of ITI trainers
- iii. Development of career progression policy for ITI trainers (based on guidelines to be issued by the MSDE)

Fund allocation to the states/UTs will be in proportion to number of government ITIs in the State/ Union Territory (UT). The incentives received by the states on achievement of KPIs will be utilized for other additional activities related to skill development. States may also hire project management consultants (PMC) to augment capabilities of State Project Implementation Unit (SPIU) through funds received under this result area.

(3) Improved Teaching and Learning

This result area covers activities that would complement the institutional reforms in vocational training under DGT. The key activities to be taken up in the result area include but not limited to:

- i. **Upgradation and roll out of CTS and CITS trades:** NIMI and CSTARI will undertake upgradation of at least 4 CTS and CITS trades. This will include development of new technology-based teaching and learning resource packages based on a curriculum revision and content development. Additionally, for CITS trades, this will also include offering trades in blended mode to trainers i.e. combination of distance learning and face to face learning. Also, pilot run of CTS and CITS trades will be conducted across 10 ITIs and 2 NSTIs respectively.
- ii. **Improved curricula, teaching and learning materials:** Establishment of a system for need based market driven NSQF compliant curriculum development and revamping of course curricula and designing of instructional material accordingly.
- iii. **Capacity Building Programme, introduction of Continuous Professional Development (CPD)** - technology based teaching and learning material for CITS program and training of trainers including NSQF compliance training program for aligning them into outcome based learning and assessment. Capacity building of field institutions, officers from State and Centre for strengthening vocational training system
- iv. **Setting up of infrastructure for distance learning program:** Upgradation of terrestrial Distance Learning Program (DLP) to an updated technology.
- v. **Upgradation of CFIs for Instructor Courses and Advanced Skills:** The central institutes are an important resource for training of ITI instructors and for providing advanced technical training in the skills development ecosystem. The advanced technical training by central institutes maintain labour market link of the institutes and these are well located with sufficient land, equipment and trained faculty. As India is aiming at globally competitive technologies in engineering, this result area would support central training institutes to develop into multi-purpose world class resource centres in selected occupational areas.
- vi. **Reforms including examination reforms:** This activity will focus on undertaking reform including examination reforms viz. timely declaration of results, outcome-based assessment, fairness and transparency in the examination procedure, question bank development, translation of question banks in regional languages, transparency in appointment of examiners, streamlining process of uploading marks, etc..
- vii. **Implementation of communication strategy:** A communication and branding campaigns will be developed in order to support the effort of the Government in "building aspirations" for prospective and existing vocational trainees and also for employers. The key objectives of the communication strategy will be to create public awareness about the role and utility of vocational training, encourage private sector's participation, build public image of vocational training as an effective tool of enhancing livelihoods and promote synergies among different stakeholders.
- viii. **Soft Loan to Private ITI:** Provision of soft loan to private ITIs with the aim to encourage private ITI investment in new and emerging trades which require a high up-front investment and are not sufficiently represented in the country. Through soft loan, Private ITIs will be supported in establishing high industry demand courses which require high investment in machinery and equipment. These areas include: CNC, mechatronics, Programmable Logic Controllers (PLCs), Robotics, Internet of Things (IoT) based courses, Artificial Intelligence (AI), etc. and up gradation of existing equipment and infrastructure.

(4) Improved and Broadened Apprenticeship Training

This result area focuses on encouraging Small and Medium Enterprises (SMEs), to engage in Apprenticeship Training through the Industry Apprenticeship initiative (IAI) grant. The IAI grant incentivizes Industry Clusters (ICs)/ Industry Associations to promote apprenticeship within its Member Business Organizations (MBOs).

A total of 100 ICs would be covered pan India, ICs will be shortlisted by States and selected at the national level on the basis of proposals submitted by ICs. This being a new initiative of engaging with private ICs there would be a pilot across 10 ICs in order to understand the challenges and fine tune the project guidelines accordingly.

A maximum allocation of INR 1 crore will be available per Industry Cluster (IC) for a project duration of 3 years. However, exact quantum of funds allocated to individual ICs will depend on the IAI plan submitted by the IC and achievement of the KPI specified below. Funds may be utilized towards activities including, but not limited to: cost of establishing and running an apprenticeship cell in the cluster, development of curricula, hiring of trainers, training of trainers, awareness raising, etc.

In alignment with the PforR instrument, allocation will be released to ICs on the achievement of pre-defined targets based on KPIs. KPIs for this result area include:

- i. Signing of apprenticeship contracts between employer/Industry and apprentices as stated in IAI plan
- ii. Capacity development of staff of participating enterprises and other stakeholders
- iii. Submission of project completion report

Additionally, this result area would also focus on:

- i. Research to examine the interest of employers in apprenticeship and benefits derived from apprenticeship and awareness creation on apprenticeship.
- ii. Capacity Development of state/central government officers and industry to create awareness of apprenticeship training programs, policies and benefits.
- iii. Establishment of dedicated technical cell in all states/UT to coordinate apprenticeship activities in the state/UT. The technical cell will be called State Apprenticeship Monitoring Cell (SAMC).
- iv. Communication related activities to raise awareness among stakeholders, encourage dual mode of training and, increase the overall participation levels of employers in apprenticeship training in India.

Apart from the above result areas, STRIVE also has a Technical Assistance Component which will focus on meeting expenses of National and State implementing agencies like National Project Implementation Unit (NPIU) at national level and State Project Implementation Units (SPIUs), conducting research studies and capacity development of various institution participating in the project.