A leader is one who takes the first step towards a goal he deeply cares about, in ways that others wish to follow.

- Mahatma Gandhi
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Dear Shareholders,

The Father of the Nation Mahatma Gandhi had said that to change anything, you should first try to be the change you want to see in the world.

As I present to you the 4th Annual Report of the National Skill Development Corporation (NSDC), it gives me great pleasure to inform you that your organization has continued to play out its change-agent role during the financial year ended March 2012 by trying to build on the theme of empowering people to achieve their full potential through job-linked skills training.

During the period April 01, 2011 to March 31, 2012, the NSDC Board approved 30 proposals for funding, 21 of which were training proposals and 9 pertained to Sector Skill Councils (SSCs). The projects approved during the period under review have committed to train nearly 27 million people nationwide in skills ranging from retail and IT to construction and healthcare over a 10-year span.

Till March 31, 2012, 22 enterprises/NGOs funded by the NSDC had started skilling in 365 districts spread over 30 states and Union Territories through 3,230 physical and mobile training facilities, and rolled out 346 industry-relevant courses covering both the organized and unorganized segments.

As of March 31, 2012, over 181,000 people had been trained at various NSDC Partner institutions. Most importantly, 79% of those skilled, or just over 144,000 in absolute terms, had obtained jobs or become gainfully self-employed following this training they received.

With many of our Partners starting operations in 2012-13, it is our belief that the total number of people skilled through the NSDC system would rise by March 31, 2013, to meet the target given by the Prime Minister's National Council on Skill Development of 400,000.

Budget 2012-13

In this context, it may be pertinent to point out that the additional infusion of Rs 1,000 crore into the National Skill Development Fund (NSDF), as promised in the Union Budget for 2012-13, would allow your organization to fund more sustainable skills training initiatives going forward.

Moreover, the 2012-13 Budget announcements on the launch of a credit guarantee fund and exempting vocational training institutions, including NSDC Partner facilities, from paying service tax would prove a huge help in making skills training affordable, particularly for those at the bottom of the pyramid. Additionally, the tax deduction proposed to be provided to the manufacturing sector for investment in skills training initiatives would encourage a greater focus on skill development and also potentially help NSDC-funded institutions garner more business from this segment of industry.

Special Initiatives

Your organization is already working closely with the Office of the Skills Advisor to the Prime Minister, Shri S Ramadorai, on the creation of a universal vocational loan product that would increase financial accessibility to skills training and make it easier for students to enroll at different training facilities, including those run by NSDC-funded entities.

I am happy to report that your organization has also been taking a series of other steps to create an ecosystem for skills in India.

NSDC, through the SSCs funded by it, has been coordinating with the Ministry of Human Resource Development and Ministry of Labour & Employment on evolving a skills qualification framework that would...
allow for a seamless transfer from vocational to formal education, a system which is already in place in many developed countries. A pilot on vocationalization of school education is currently underway in Haryana for which NSDC is working with the Ministry of Human Resource Development.

NSDC has also been actively engaging with different stakeholders to ensure that the special initiatives undertaken by your organization to skill and ensure jobs for people living in remote and far-flung areas, including those based in the North-East, as well as the programme being run in Jammu & Kashmir could make good progress.

Advocacy & Monitoring
A low perception around skills continues to be one of the biggest challenges faced by training providers. NSDC, in conjunction with the Office of the Skills Advisor to the Prime Minister, and other key stakeholders, has readied a working plan for a Communications Campaign that would be unveiled soon.

You will be happy to hear that NSDC led India's challenge at the 2011 WorldSkills competition which was held in London, with 16 boys and girls below the age of 23 representing the country in 15 skill categories. NSDC has also decided to spearhead India's participation at the next WorldSkills competition which would be held in Leipzig (Germany) in July 2013. Preparations are already underway on this front.

As part of advocacy, NSDC has stepped up the pace of presentations to different stakeholders, including state governments and domestic and foreign institutions, to create a buy-in for the concept of skills and pave the way for the skills culture to take deep roots in the country. I have also personally met several industry captains and chief ministers/ministers of different states, as well as interacted with the Prime Minister to further the skills agenda.

During 2011-12, NSDC commissioned several state-specific skills gap studies to obtain district-level demand and supply perspectives for creating sustainable vocational training capacities. Skills gap studies were also undertaken and commissioned for critical sectors of the economy and ones holding promise. Skills gap studies have already been completed for Orissa and the 8 North-eastern states, and the infrastructure arena.

The due diligence structure was strengthened in 2011-12, with Grant Thornton becoming NSDC’s second external due diligence partner. During 2011-12, Accenture was also brought in to streamline the monitoring process. NSDC has been working with the Office of the Skills Advisor to the Prime Minister to create an online monitoring system.

During the year, NSDC organized several workshops with global experts, in an attempt to introduce world-class best practices in skills. NSDC also reached out to government bodies, institutions and organizations internationally to import know-how and expertise for skill development in specific sectors, such as automobiles, construction, food processing, retail, etc.

At this point, though, I would like to reassure all of you that all of us at the NSDC are acutely aware of the fact that whatever we have managed to achieve so far is just the tip of the iceberg. Your organization would still need to travel a very long way to achieve its mission of skilling 150 million people by 2022 and contribute to the Prime Minister's vision of making India the skills capital of the world a decade from now. On behalf of Team NSDC, it is my pledge to you that your organization would not rest till its goal is reached.

Acknowledgement
Before I conclude, I would like to take this opportunity, on behalf of your organization, to thank all those who have been by our side through the journey so far, and whom we hope to have with us also going forward. At a personal level, I would like to express my sincere thanks to members of the NSDC Board and the NSDC team for enabling me to do my bit for transforming India’s skills landscape.
Performance of NSDC Partners as on March 31, 2012

**Executive Summary of the Skilling Project**

- **Total Number of Funded and Active Partners**: 32 and 22
- **Total Number of Centers**: 639 + 2591*
- **Number of People Targeted to be Trained**: 1.62 Lacs
- **Number of People Actually Trained**: 1,81,691
- **Number of People Placed**: 1,44,238
- **% of placement target achieved**: 79
- **Number of Courses Rolled Out**: 346
- **Geographical Spread**: 365 districts in 30 states & UTs
- **Sectors Covered**: Both Organized and Unorganized

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**Geographical Spread**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>States Covered</th>
<th>Total No. of Districts</th>
<th>No. of Districts covered</th>
<th>No of Centers</th>
<th>Center Density per District</th>
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*Pratham EFE’s 2591 mobile centers are located in 126 districts
*Centum’s 450 centers are located in 360 districts which are included in the total number of districts.

Source: Dashboards for the month of March 2012

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**Sector-wise Trainings till March 2012**

Note: The target is considered for the period April 2011 to March 2012. The above data is based on numbers achieved till 31 March 2012. Pratham’s EFE centers are 2591 in number and all are mobile in nature.

Note: This data does not include numbers from Pratham Institute, Edubridge and IIJT. Others include Security, Gems & Jewellery, Food & Beverages, Media/Animation, Agriculture.

Source: Dashboards for the month of March 2012
Proposals Approved and Funded by NSDC

From April 01, 2011 to March 31, 2012, the NSDC Board approved 30 fresh proposals, of which 21 were training and 9 were Sector Skill Council (SSC) proposals. The total funds committed to these 30 projects over a 10-year span add up to Rs 692.54 crore.

The list of training and SSC proposals approved in 2011-12 are given below:

- AISECT
- Ants Consulting
- Anudip Foundation
- ASTM
- BSE (BFSI SSC)
- Calance
- Caravan
- CII (Healthcare SSC)
- Drishtee
- Electronics SSC
- Future
- FICCI (Media & Entertainment SSC)
- Gram Tarang 2
- GIF
- GJSC (SSC)
- Global Talent Track
- JBS Academy
- Jetking Infotrain
- Labournet Services
- Leather SSC
- NIIT
- NASSCOM (IT-ITeS SSC)
- Orion Edutech
- Providers
- RASCI (Retail SSC)
- Rubber SSC
- Skill Ventures
- TVS
- 24X7 Learning
- Vidyanta

During 2011-12, NSDC’s total disbursement to its Partners (including SSCs) and Special Initiatives stood at Rs 147.08 crore. Of this amount, the total disbursement to NSDC training and SSC partners during April 01, 2011 to March 31, 2012, stood at Rs 137.08 crore. The following NSDC training and SSC partners were disbursed funds in 2011-12:

- Ants Consulting
- ARUNIM
- ASDC
- ASTM
- B-ABLE
- Britti Prosikshan
- Calance Software
- Centum WorkSkills
- CREDAI, Pune
- Empower Pragati
- Everonn Skill Development
- Future Sharp Skills
- Globsys Skills
- Gols
- IL&FS
- JobCorp
- Laqsh
- Laurus
- NASSCOM
- NIIT Yuva Jyoti
- NYKS
- Providers
- RASCI
- SKSDC
- TalentSprint
LeaderSpeak

President Pranab Mukherjee*
*Spoken as Finance Minister

“Our strength in the next few decades lies in the availability of a vast youthful workforce, but we cannot simply rest with this advantage of demography. The youth have to be suitably skilled to help realize the demographic dividend.”

Manmohan Singh
Prime Minister

“The rapid growth of the Indian economy since 2004 has clearly brought out the shortcomings of our skill development processes. Today, availability of skills is possibly the single most important constraint to rapid industrial growth.”

R Gopalan
Department of Economic Affairs Secretary & National Skill Development Fund Chairman

“Skill development is a priority of the government.”
LeaderSpeak

S Ramadorai
Skills Advisor to the Prime Minister

“The need for skill development is an idea whose time has come. It is, to my mind, one of the most critical tasks for India today.”

M V Subbiah
Chairman, NSDC

“We have to restore the pride in skilling if we are to meet this manpower challenge that can derail our economic growth...We have to make people start wearing the 'skilled tag' as a badge of honor.”

Dilip Chenoy
CEO & MD, NSDC

“A greater stress on outcome-oriented vocational and skills-related education leading to jobs and employment, with not necessarily a degree but with a certification, has emerged as our best bet to ensure that the large, young population we have can act as a real ‘game-changer’, capable of changing the face of the country as we know it today.”
LeaderSpeak

“The skill development community must squarely address the question of financial affordability as well as physical accessibility.”
Santanu Paul
TalentSprint Managing Director & CEO

“Skilling is to a large extent about building ‘self-esteem’ in people.”
Krishan Kalra
NSDC Proposal Approval Committee Member

“Today, when jobs are available, a degree alone isn’t enough.”
Ravina Raj Kohli
JobCorp Founder & Executive Director

“The skill development planning process should support the supply of trained workers as per changing demands of employment and technologies.”
Chandrajit Banerjee
CII Director General

“Industry needs to enable changes at the level of the education system through curriculum reform, technology adoption and policy adoption.”
Som Mittal
NASSCOM President
“Industry needs to stimulate and sustain demand for certified skilled manpower, creating differential wages in favor of certified skilled technicians, and helping in the development of appropriate curriculum.”

R V Kanoria
FICCI President & NSDC Director

“Skill development is important as it not only improves the employability of the workforce but also provides sustainability to the enterprise ensuring inclusiveness of economic growth.”

Kishore Biyani
Future Group Founder & Group CEO

“NSDC has the ability to assist UIDAI and its ecosystem partners, like EAs, in developing skilled and certified manpower across the country.”

R S Sharma
UIDAI Director General & Mission Director

“The only way to derive the full benefit of demography is to make people productive by providing them the skills that will make them employable.”

Kiran Karnik
Former NASSCOM President
NSDC Chairman M V Subbiah speaks on the importance of focusing on the quality of training being imparted, while addressing NSDC-funded organizations at the 2nd NSDC Partners’ Meet held in New Delhi on November 11-12, 2011.

NSDC Partners interact with NSDC Chairman M V Subbiah and NSDC CEO & MD Dilip Chenoy at the 2nd NSDC Partners’ Meet held in New Delhi on November 11-12, 2011.

NSDC Chairman M V Subbiah receiving the Padma Bhushan from then President Pratibha Patil on March 22, 2012.

Skills Advisor to the Prime Minister S Ramadorai (4th from right) at the NSDC’s Board meeting held at FICCI on January 13, 2012. Flanking him are Ministry of Labour & Employment Secretary & NSDC Director Mrutyunjay Sarangi to his right and NSDC Chairman M V Subbiah to his left. NSDC CEO & MD Dilip Chenoy (2nd from right) and FICCI President & NSDC Director R V Kanoria (extreme right) are also to be seen in the picture.
The Year in Pictures

NIIT CEO Vijay Thadani, NSDC CEO & MD Dilip Chenoy and NIIT President (Skill Building Solutions) Sanjay Bahl after the signing of the agreement between NSDC and NIIT on September 30, 2011. The alliance between NSDC and NIIT would lead to the skilling of 7 million people in diverse trades over a 10-year period.

Future Learning CEO Muralidhar Rao (left) exchanges a copy of the agreement between Future and NSDC with NSDC CEO & MD Dilip Chenoy on September 30, 2011. The Future-NSDC joint venture would skill 7 million people over 10 years.

NSDC CEO & MD Dilip Chenoy at the meeting of the international consultative forum on skills for inclusive and sustainable growth in the Asia-Pacific at the ADB headquarters in Manila on December 12-13, 2011.

NSDC CEO & MD Dilip Chenoy speaking at a CII-organized HR conclave in February 2012.

NSDC Chairman M V Subbiah (seated 2nd from right) at a centre of NSDC Partner iSTAR.
NSDC in the Spotlight

Source: Mint, November 24, 2011

MEETING DEMAND

TVS Motor to enter skill training segment

BY PRASHANT K. NANDA & AMRIT RAJ

TVS Motor Co. Ltd is tying up with the National Skill Development Corp, (NSDC) to create a labour pool to meet demand for trained personnel, and propel the next phase of growth for the Chennai-based two-wheeler firm and the rest of the automobile industry.

“We have been in talks with NSDC for quite sometime,” said TVS chairman V. Srinivasan. “The idea is to develop a workforce that can play a significant role in the next phase of growth of the company.”

The auto and auto ancillary segment will face a shortage of skilled personnel to the tune of 55 million by 2022, says a study by NSDC. Even now, the industry is facing a shortage of about 300,000 skilled workers, according to a survey by consulting firm KPMG.

“In India, there is a shortage of skilled personnel. This year we have entered into an agreement with NSDC. We will work together to solve this problem,” says Prashant K. Nanda, Director, Human Resources, TVS Motor.

The Indian auto industry’s annual sales rose 20% to Rs 3.17 trillion in the 12 months to March from the previous year, according to the Society of Indian Automobile Manufacturers (SIAM), an industry lobby. Sales are expected to rise further by 28% to Rs 3.17 trillion in the 12 months to March 2012, according to the Society of Indian Automobile Manufacturers (SIAM), an industry lobby. Sales are expected to rise further by 28% to Rs 3.47 trillion in the 12 months to March 2012, according to the Society of Indian Automobile Manufacturers (SIAM), an industry lobby.

Corporate involvement in training workers for the auto industry will help create a labour pool that’s customised for meeting specific company needs,” says Pooja Ghanshani, director of skill development at Industry Lobby, Federation of Indian Chambers of Commerce and Industry.

"Every company has its own system and machinery and workers need to be trained on that," she said. "Corporates entering the training market will bridge this gap by creating a customised talent pool for their specific requirements."
To start with, there is an urgent need for a geographically dispersed network of skill development centres that can transform unemployed graduates into industry-ready professionals. David Kolb, the father of the experiential learning method, observed that adults learn best when they are faced with a concrete experience of reality; in other words, to do is to learn. Too many colleges are still imparting outdated and narrow theoretical content, taught by instructors with no understanding of industry. The result is a startling 80% unemployability rate among our educated youth. In addition, these centres must also intervene in the area of personality development, because a majority of our youth do not have the confidence or communication skills to secure and retain well-paying jobs. A first set of skill development centres must be in urban locations, where it is relatively easy to attract high quality instructors with solid industry experience. These centres will cater to resident and migrant unemployed graduates, turning them into certified, employable professionals ready to join the nation’s workforce. The second set of centres must be in rural or remote locations. Since it is not easy to attract industry-savvy instructors to such settings, these centres will be connected to their urban counterparts through a hub-and-spoke model, with the aggressive use of technology to replicate the instructor experience. Such centres will address the large segment of economically-challenged graduates who can neither find employment locally nor migrate to urban centres for jobs. Considering the economic vulnerability of the target population, rural skill development programmes can be subsidised considerably. The third set of centres must be located within college campuses. Unlike urban or rural centres that cater primarily to a ‘post-campus’ population, ‘incampus’ skill development centres provide an opportunity to make early interventions and impact students well before they graduate. Done right, this can save a great deal of downstream remedial expense and attendant frustration.

With regard to funding, government subsidies have a legitimate place in the scheme of things, but the best way to create an efficient and accountable ecosystem in the long term is to enable collateral-free, small-ticket bank loans that cater exclusively to the skill development sector. The basic idea is that trainees must be allowed to borrow from banks to pay for their skill development, and then repay their loan over a short series of affordable instalments once they start working. To that end, Central Bank of India has taken the pioneering step of creating a skill development loan product in partnership with our respective organisations. Once the issues of capacity and funding begin to get addressed, it is conceivable that industry will start to migrate from their current practices to new ones. For example, the practice of recruiting graduates and running in-house training programmes is a proven profit-killer. Similarly, industry’s overdependence on urban talent has been wreaking havoc in terms of wage inflation and attrition. Therefore, it is quite likely that the very promise of a large talent inventory will encourage industry to conduct bolder experiments. Instead of training their recruits, they may insist on recruiting the trained. When choosing the location for their next back office, they may skip Hyderabad and head for Hindupur.

Helping our youth earn their first paycheques is the first step towards inclusion. At the same time, it is important to make skill development efforts commercially sustainable, and not have it become another arena for perennial government subsidies. In that sense, private sector initiatives in skill development that lead to high employability must be encouraged as legitimate business for social good. To paraphrase Benjamin Franklin, for all stakeholders, an investment in skill development should pay a really good interest.

(Paul is MD & CEO of Talent-Sprint and Chenoy is MD & CEO of NSDC)
National Skill Development Corporation (NSDC)

Skill Training Programmes

Author(s)
- Business
- Government
- academia
- NGO
- International Organization

Stakeholder(s)
- Business
- Government
- NG0
- International Organization

What type(s) of talent mobility?
- Moving people within an organization
- Moving people across occupations
- Moving people across countries
- Moving unemployed to employed
- Moving jobs to people
- Virtual mobility

What type(s) of good practice?
- Education and training
- Employment
- Fostering knowledge/skills circulation
- Inclusion and diversity
- International assignment programme
- Job creation
- Leadership development
- Moving youth into employment
- Migration and visas
- Skills recognition
- Workforce planning
- Other

Scope of the good practice

Location:
- India – 153 districts
- Number of people
  - The goal is to train 150 million people by 2022.
- Occupations:
- 20 priority industry and service sectors
- Time horizon:
- The NSDC was created in 2008.

Economic and political context
- NSDC is a not-for-profit company set up by the Ministry of Finance. It has an equity base of INR 10 crore (US$ 2 million), which is the private sector holds 51%, while the Government of India controls 49%. This makes NSDC a unique public-private partnership in education in India.
- The corporation has a tiered structure – a 12-member board and the National Skill Development Fund, a 100% government-owned trust that work together to fulfill NSDC’s strategic objectives.

About the author(s)
NSDC is a first-of-its-kind public-private partnership in India set up to facilitate the development and upgrading of the skills of the growing Indian workforce through training programmes. Most of its efforts are directed at the private sector and toward developing the skills in India’s non-unionized sector.

Good practice in brief
The National Skill Development Corporation India (NSDC) is a unique, public-private partnership in India. It aims to promote skill development by catalysing creation of large, quality, for-profit vocational institutions. NSDC facilitates skill development by providing capital for start-ups that will set up skill development facilities and skill training programmes.

What was the problem?
- India has many unemployed persons who have the basic education but lacks sufficient skills to get jobs.
- A growing economy like India’s requires a large, skilled workforce. But the lack of quality trainers and training institutes has choked growth. A skill shortage is evident in every sector of the economy. NSDC seeks to fill the gap between the growing demand for and scarce supply of skilled personnel across sectors by funding training programmes.
- The skill development industry has not received focus in India. Only 5% of total school and college graduates opt for vocational training compared to other developed countries, where it is 50%. Such a biased approach has led to low employability of youth and lack of skilled workers.

What was the solution?
- NSDC acts as a catalyst in skill development by providing viability gap funding to enterprises, companies and organizations that provide skills training.
- NSDC has a phased, detailed due diligence process to select proposals for viability gap funding for vocational training.
- Detailed evaluation is done across six sets of criteria:
  - Employer view of demand for the specific skills
  - Alignment with NSDC’s mission
  - Robustness of overall plan and operating model
  - Ability to leverage partnerships
  - Ability to leverage financial requirements
  - Ability to leverage management capability
- After the funding is granted, NSDC continuously monitors the use of funds, the progress of the project and the impact on skill development.
- In addition, NSDC is developing an enabling ecosystem to foster the growth of sustainable skill development entities. NSDC is setting up Sector Skill Councils that are employee and entrepreneur bodies responsible for defining the requirements of the country for competency standards for various job and functional roles. This attempts to address the demand side requirements and also quality. These are being created as per the National Skills Policy.

What was the impact of the good practice?
- Most firms have identified manufacturing and services sectors as key areas of growth. The emphasis is on creating blue-collar professionals. They aim to create talent pools from small towns and rural hinterlands. Hence, most training institutes will be situated in those geographies. While companies invested large sums on on-the-job training for blue- and grey-collar workers, they are beginning to realize that employing skilled workers saves both time and money.
- NSDC partners have trained 20,000 people in over 165 districts (as of 31 March 2011).
- In the first full year of operation, NSDC partnered with 25 organizations and three Sector Skill Councils. When these organizations are fully operational three years from now, NSDC will have an annual skills training capacity of over 8 million. These skill centres should be capable of training close to 45 million people in a diverse range of skills over a 10-year span.
- NSDC has so far approved 39 proposals, including six proposals for setting up Sector Skill Councils, involving a total financial commitment of INR 1,020 crore (approximately US$ 209 mill-ion). Out of these, NSDC has so far funded 21 proposals, involving a total financial commitment of INR 550 crore (US$ 112 million). NSDC has disbursed INR 115 crore (US$ 23.6 million) so far.

Why has it worked?
- NSDC requires a structure and governance model that provides it with autonomy, stature and continuity. The organization has developed a decision-making structure comprising the board of directors, board subcommittees, an executive council, and the National Skill Development Fund.
- NSDC has a robust monitoring framework comprising internal and external monitors to ensure that the training imparted is relevant and in sync with industry requirements.
- NSDC conducts detailed reviews of training facilities to ensure quality.

What are your recommendations for others?
- Public-private partnerships are the key to closing the skills gap.
- The biggest issue is student mobilization. The emphasis on skilled jobs must begin right from schools.
- “The culture and the thought process of the society have to change towards such skilled jobs. People consider blue-collars as failures in the mainstream,” says Tahsin Zahid, director and CEO of GRAS Academy, which plans to start 250 training centres and 75 mini-ITIs in the provinces of Uttar Pradesh, Uttarakhand and Punjab.
- NSDC has planned pan-India communication campaigns to help people take pride in being a skilled worker. It is engaging with advertising and communications professionals to develop a campaign that will focus on how a skilled workforce is critical for India and can leverage its demographic advantage.


ANNUAL UPDATE 2012
UIDAI ropes in NSDC to train 300,000 workers

The Unique Identification Authority of India (UIDAI) will need skilled manpower of 300,000 for making the Aadhaar project a success, a top company official has said. To meet this skilled manpower shortage, the authority has signed a memorandum of understanding with the National Skill Development Corporation to create a pool of trained workers for enrolment agencies of Aadhaar.

“To make the Aadhar project a success, you need skilled man power. For the ultimate rollout, we need 50,000 machines and it needs nearly 200,000 operators. Along with that we have to create a strong pool of 300,000 as there would be drop outs and we have to support the back end operations also. We have signed an agreement with NSDC regarding training of these people from our enrolment agencies,” said R S Sharma, director general of the authority.

UIDAI would use NSDC trained workers for jobs like handling technologies and for other back-end operations of the authority.

“NSDC, through its partners can help empanelled agencies of UIDAI to address this challenge by developing a pool of adequately skilled and certified manpower at local level across the country,” the agreement said.

The authority, headed by former Infosys Technologies co-chairman Nandan Nilekani, is responsible for implementing Aadhaar identity cards for about 600 million people by 2014. UIDAI started enrolment in September 2010 in the tribal village of Tembhli in Maharashtra.

A registrar of the authority conducts it through empanelled enrolment agencies.

Sharma said that UIDAI would issue Aadhaar cards to about 15 to 20 crore people this financial year and has issued 8.5 million cards till now.

The authority has about 300 permanent staff. “In an effort to cover every body under the programme, we have conducted camps for marginalised sections like poor, homeless and blind in some areas,” he said.

However, the manpower need is expected to decrease after some years. “Since, we are in the earlier stages of the programme, need for manpower shortage is high. After sometimes, there will be machines at selected areas only,” Sharma said.
Skill development received a boost from finance minister Pranab Mukherjee with the allocation of Rs 1,000 crore to the National Skill Development Fund for 2012-13.

The impetus would enable the National Skill Development Foundation take up more projects. In 2011-12, the National Skill Development Corporation (NSDC) approved 26 new projects, doubling the projects sanctioned since 2009 to 52, with a total funding commitment of Rs 1,205 crore. In 10 years, these projects are expected to train 6.2 crore people and augment vocational training capacity by 1.25 crore per year.

The finance minister proposed a separate credit guarantee fund to improve institutional credit for youth.

Till now, NSDC partners opened 496 permanent and 2,429 mobile centres in 220 districts across 24 states. More than 89,500 people have been trained and almost 80% employed.

The Centre is also running "Himayat" with the aim of training 1 lakh youth in J&K and finding jobs for them in the next five years.

NSDC to lead India challenge at WorldSkills

New Delhi: The National Skill Development Corporation (NSDC) will spearhead the country’s participation in 16 disciplines at the next edition of the WorldSkills Competition to be held in London from October 5 to 8, 2011.

Widely regarded as the Skills Olympics, the World-Skills competition takes place in a different country every two years and brings together over 1,000 young people, below 22 years of age, from across the world to compete in a variety of skills ranging from welding to web designing. The competition is organized by the Amsterdam-based not-for-profit organization WorldSkills International.

N Priyadarshan from Gee Dee Technical Institute, Coimbatore, had won a silver medal from among 900 competitors representing 51 countries at the last World-Skills Competition held at Calgary, Canada, in 2009. TNN
NSDC - A Facilitating Partner for Skill Development

Celebrating Knowledge, New Skills, Insights and Ideas
Partnerships with Central & State Governments

Alliance with Bihar Board of Open Schooling and Examination

NSDC signed a memorandum of understanding (MoU) with the Bihar Board of Open Schooling and Examination (BBOSE), by virtue of which NSDC and its Partners would work closely with BBOSE to contribute to the process of skill development in the state. NSDC-funded Sector Skill Councils would play a leading part in the whole process.

Association with Union Ministry of Youth Affairs & Sports

Nearly 200 people in the North-East benefitted from the Youth Employability Skill (YES) project for which the NSDC has joined hands with the Union Ministry of Youth Affairs & Sports. This number is expected to rise to 1,000 over the next few months.

Bihar Chief Minister Nitish Kumar (2nd from left) flanked by Bihar Education Minister P K Shahi (extreme left) and NSDC Head (Monitoring & MIS) Jaikant Singh (2nd from right) at the launch of prospectus of Bihar Board of Open Schooling and Examination at the Chief Minister’s office in Patna.
Training Partner Successes

ENDLESS POSSIBILITIES
TalentSprint

TalentSprint is a pioneer in creating employability-focused transformation programmes for unemployed college graduates. An NSDC Partner company, it has developed experiential learning programs for the IT / BFSI sector that are based on industry-designed curriculum and are backed by national or international certifications. These short, industry-focused, rigorous and fast-paced programmes enable unemployed college graduates to become “industry ready” and find their first job with leading companies.

TalentSprint’s talent acquisition and transformation services have been utilized by some of the leading companies in banking and information technology industry. TalentSprint works closely with Corporate Partners to understand their requirements and develop innovative talent supply chain solutions which help them meet their talent hiring and development needs.

Moreover, TalentSprint is striving to democratize access to high quality skill development across India by making it available in rural and semi-urban areas in addition to the cities. It is leveraging new learning techniques, the expertise of world-class teaching professionals and innovative technology to make Remote Learning Centers possible.
Training Partner Successes

CHAMPIONS OF CHANGE

Centum WorkSkills India

Centum WorkSkills India (CWSI) is a joint venture between Centum Learning, a Bharti Associate Company and National Skill Development Corporation (NSDC). Given the government’s vision to train 500 million youth by 2022 across 21 sectors, Centum WorkSkills India aims to skill over 12 million people across 11 states and 383 districts.

Centum WorkSkills India is implementing an end-to-end business model which includes community mobilization, training at the block and district levels, assessment and certification, and placement support. It currently skills across six key sectors, namely, Automobile, Organized Retail, Telecom, Building & Construction, Hospitality and Healthcare in collaboration with the Government of India, State Governments, PSUs, etc. It has also partnered with Action for Employment (A4e) to create India’s first ever Assessors & Trainers Institutes (ATIs) to train and certify assessors and trainers for this sector.

Centum Learning provides end-to-end training and skill building solutions to improve productivity of businesses on one hand and enhance employability of youth on the other. It has conceptualized an innovative business model which addresses the entire value chain ranging from students who have just passed class VIII to Post Graduates and even professionals in large corporates.

Having a global presence across 17 countries in Africa, India, Bangladesh and Sri Lanka, Centum Learning enjoys rich experience in this domain across 21 sectors. It has many awards and accolades to its credit. The organization has been ranked as one of the "Top 13 Emerging Leaders in Training Outsourcing" Worldwide for the three consecutive years (2009-11).

RISING TO THE CHALLENGE

Indian Institute of Job Training (IIJT)

Indian Institute of Job Training (IIJT) was established to fill this void in our schooling system. Its multi-disciplinary courses have robust practical elements that develop critical skills necessary for workplace success. In 2010, IIJT signed on to become part of TeamLease, India’s No. 1 staffing company. IIJT has received a soft loan of Rs 62 crore from the NSDC for setting up 1,349 multi-skill development centers across the country to skill 1.8 million unemployed school dropouts and college graduates in the next ten years. IIJT follows the 4C methodology for providing training in four domains, namely, IT, Finance, Retail and Job Skills. The 4C methodology includes an industry relevant curriculum developed with regular inputs from the TeamLease National Employment Framework (TNEF). The Instructor-led classroom training, Satellite-delivered training, web-based learning and on-the-job-training are integrated within the 4C methodology.
Student Successes

HUNGRY FOR SUCCESS

Ashraf Ali belongs to a village Zoya, 5 km from Amroha and 75 km from Moradabad in Uttar Pradesh. He is the only son and 2nd eldest child in his family. Hailing from a farmer family in Zoya, he was always expected to contribute to the family income. In order to do that, he decided to enroll in a professional course which could help him get a job as he did not want to get into farming. However, he was not confident which course he should pursue and from where, until he came to IIJT’s Amroha Centre. He took admission in IIJT’s Flagship course “Complete Business Accountant”, focusing on Accounting Basics, Accounting Software (like Tally), Company Law, Taxation and Computer Fundamentals. Ashraf is now working in the Accounts department of Big Apple Fresh (Express Retail Services Pvt Ltd). He is taking home Rs 10,000 monthly.

ON THE FAST TRACK TO SUCCESS

Karuna Sree lived in Anantapur over 300 kilometers away from Hyderabad. After doing her B.Tech in Gooty, a town near Anantapur, she went to Bangalore looking for a job. She attended a few walk-in interviews, but got no further than the HR round. Unemployed and away from home, she started to lose hope.

The she heard about TalentSprint’s Anantapur Remote Learning Center from a friend. Anantapur Remote Learning Center (RLC) is an initiative by TalentSprint to reach out and make available world-class, industry-relevant, experiential learning to as much of young India as possible, especially in the more remote areas, who in reality are the most affected, as the education standards are not very high.

To find out more about the Anantapur RLC, Karuna attended an introduction class and came away feeling hopeful. The classes were to be held through virtual reality and she realized that this was a one-of-its-kind of chance of receiving skilling in her hometown.

This is what Karuna has to say of the 3-month Software Testing Foundation course: “Everything was so practical. The classes, the assignments, were not just academic; everything was preparing us for the industry.” The business communication classes and the aptitude training helped, and this time around, she cleared every round of interview with the AppLabs, the first company she faced. She cleared the HR round in one shot and went on her way to get her first job with AppLabs. “TalentSprint changed my life by giving it direction. I don’t know what I would have done without TalentSprint.”
Student Successes

GOING PLACES
Mehboob Ali values his decision of enrolling in a course of Centum WorkSkills India because of which his future looks to be full of opportunities and promise.

A high school graduate from a small town called Abdullahganj, 40 km from Bhopal in Madhya Pradesh, Mehboob, after graduating high school, stood at the crossroads of life not knowing what his next step should be.

During this time, he became aware of the skills development programs being offered by Centum WorkSkills India. The future, once distant, now seemed within reach once he learned of the placement opportunity that would present itself post the completion of the course.

Mehboob underwent a training programme for a period of 30 days followed by 15 days of on-the-job-training. Post completion of the entire programme, Mehboob was hired as a floor staff at a store in Bhopal belonging to one of India’s largest retail chains.

Attributing his current success and start to life to Centum WorkSkills India, Mehboob Ali now has bigger dreams. Most importantly, he now possesses the confidence to make these dreams come true thanks to his training at Centum WorkSkills India.

DREAMS TAKE WINGS
Raosaheb Bhagwan Patil is a 26-year-old man from a small village called Pimprekheda in Jalgaon district of Maharashtra. He comes from a family of 6 members, with three younger brothers and his parents. His father is a farmer and mother is a housewife, while the brothers are studying in schools.

His father inherited a 3 acre land for farming but the land is now completely barren and does not support any farming/vegetation activity. As a result, the total household income for sustaining 6 members was just Rs 25,000 per annum.

With a desire to help his family, Raosaheb took up a job of filling petrol in cars at a petrol pump on a highway far from his village. He was making Rs 2000 per month in this job but had to stay far from home and was not being able to provide the required support to his family.

During a vacation in his village, he heard of Edubridge and decided to join the Edubridge Certified Finance Professional course. Today, he boasts of an annual salary of Rs 1 lakh per annum, and his brothers are all assured of a quality education.

“This is something which I had always dreamt of. I can now support my family and take care of my brothers’ education. Working in a professional company has given me the confidence and desire to build a strong career for myself,” says Raosaheb Patil.
Special Initiatives

“Udaan”
NSDC has been able to get some of India’s biggest corporate groups interested in the private sector-led skills training programme for graduates and post-graduates in Jammu & Kashmir called “Udaan”. Under the “Udaan” scheme, up to 40,000 people would be skilled and placed in jobs over a 5-year span. NSDC is reaching out to more businesses to get involved with this initiative. A separate website for “Udaan” was launched and hyperlinked with the main NSDC site.

Business Plan Competition
NSDC co-organized with India@75 an Enterprise Plan Competition to encourage students of leading colleges nationwide to come up with innovative models of skill development. Winners were chosen for two categories: the ‘Next Practice Award’ which was given to the team with the most innovative solution/product along with a scalable, viable and robust enterprise plan, and the ‘Robust Enterprise Plan Award’ which was presented to the team that had the strongest, most sustainable and scalable enterprise plan. A Jury led by NSDC Chairman M V Subbiah finalized the winners from hundreds of entries that were submitted. Indian School of Business was the ‘Knowledge Partner’ and Ernst & Young the ‘Process Partner’ for the competition.

Skill Gap Studies
To establish the demand for skill, NSDC commissioned several sector and state-specific skills gap studies. Skill gap studies were initiated for the infrastructure and sports sectors. District-wise skill gap studies were commissioned for Andhra Pradesh, Bihar, Orissa, Karnataka, Madhya Pradesh, Rajasthan, West Bengal, and the 8 states of the North-East. Studies on financing of vocational training and training of trainers were also commissioned.
NSDC - A Catalyst of Change

Unleashing Potential
Empowering People
Bridging Gaps
Communication and Awareness Building

NSDC established a presence on social media sites – Facebook and Twitter – to propagate the importance of skill development and disseminate information about the activities of the Corporation to net-savvy stakeholders, particularly the youth. NSDC obtained a lot of useful feedback through this initiative with several people posting their observations on what they felt needed to be done to promote the skills culture in India and how the NSDC could contribute better to this effort. All these suggestions were taken note of, and due action taken, wherever possible.

A separate link on the NSDC's Monitoring Policy was created on the Corporation's website to impart greater transparency to the way National Skill Development Corporation goes about the task of evaluating the performance of its Partners, and the criteria employed for doing so. A dedicated website http://nsdcudaan.com/ for the special industry initiative in Jammu & Kashmir, called 'Udaan', being spearheaded by the NSDC, was also launched. The 'Udaan' website is hyperlinked to the NSDC site, www.nsdcindia.org. More content was added to the NSDC website.

Interactions with media – international, national and regional – were intensified to promote the cause of skilling and let stakeholders know about NSDC's performance on various counts. Work on a Communications Campaign on Skills to make the acquisition of skills something to aspire for gained pace.


https://twitter.com/nsdcindia

http://nsdcudaan.com/

http://www.nsdcindia.org/monitoring-policy.aspx
WorldSkills Competition

President Pranab Mukherjee, then Finance Minister, personally met and handed over mementos to each of the 16 Indian contestants at the WorldSkills London 2011 competition during a send-off ceremony that was organized at North Block on September 30, 2011, on the sidelines of the then FM’s interaction with NSDC Board Members. The Indian contingent did the country proud at WorldSkills 2011 with their performance, with all of them securing over 70 per cent marks and three getting near the 80 per cent mark. V Shaheer, who took part in the Mould Making discipline, was the best performer among the Indian contestants. The selection process has already started for the Indian team which would participate in the 2013 WorldSkills competition that would be held at Leipzig (Germany).

President Pranab Mukherjee, then Finance Minister, interacts with Savitha Venkatesh who represented India in the beauty therapy competition at WorldSkills London, during a send-off ceremony in New Delhi on September 30, 2011. NSDC Chairman M V Subbiah (2nd from left) and NSDC CEO & MD Dilip Chenoy (2nd from right) are also to be seen in the picture.

President Pranab Mukherjee, then Finance Minister, shakes hands with Prasenjit Dari who represented India in the jewellery design competition at WorldSkills London, during a send-off ceremony in New Delhi on September 30, 2011. NSDC Chairman M V Subbiah (2nd from left) is also to be seen in the picture.
Business Development

NSDC reached out to some of the biggest domestic conglomerates and multinationals operating in India during 2011-12 to convince them to play a bigger role in the creation of a skills ecosystem in the country by establishing large, sustainable skill development ventures of their own, meeting their requirements of skilled manpower by hiring people trained at centers run by NSDC Partners, and by getting more involved in the establishment of Sector Skill Councils. Discussions were held with marquee names such as Cisco, IBM, Monsanto, PepsiCo, Philips, GMR Group, RPG Group, SRF, among others, to explore opportunities of working together. Talks were also held with a host of NGOs and start-up enterprises on possible collaborations in the skills space.

Interactions with industry bodies gained momentum during 2011-12. NSDC actively participated in skill conclaves organized by various chambers of commerce, including programs organized by FICCI, CII etc, to highlight how skill development holds the key to India’s economic growth. One-to-one meetings were held with the Chairmen of different sector-specific organizations to explain how they could work with the NSDC could help create a ready workforce.

NSDC engaged with the World Bank and the Asian Development Bank to impress on them the need to participate in the growth of the skills movement in India. The World Economic Forum (WEF), European Union, International Labour Organisation (ILO), iMove of Germany, UK’s Department for International Development (DFID), UK Commission for Employment and Skills (UKCES), UK-India Education and Research Initiative (UKIERI) and Australia India Education Council (AIEC) were among other prestigious agencies with which NSDC continued to be in touch to introduce in India international best practices in the skills arena. NSDC figured prominently in a WEF report titled ‘Talent Mobility Good Practices’.

NSDC held meetings with several Central Ministries, including Communications, Home Affairs, Youth Affairs & Sports, Labour & Employment, and Micro, Small and Medium Enterprises, apart from various state governments that included the likes of Jammu & Kashmir, Bihar, Orissa, West Bengal, and the 8 states of the North-East to work out mechanisms of working in tandem on the skills issue. NSDC, moreover, associated with a large number of prestigious forums such as the 5th World IT Forum, Indo-Pak Sub-Committee on Education & Skill Development etc to spread the skills agenda.
The project evaluation, approval and monitoring framework was strengthened in 2011-12, with Grant Thornton appointed as a second external due diligence partner to supplement the efforts of IMaCS which had been NSDC's sole partner in this regard earlier. Accenture was brought in to further fine-tune the monitoring process so that NSDC was in a position at all times to determine how its funded Partners were performing. An internal scorecard was created for NSDC Partners to rank them on various financial and social excellence parameters. Work on an online monitoring system, moreover, gained pace during the period under review.

During the year, NSDC instituted Annual Monitoring Performance Awards to recognize the contribution made by Partners in transforming the skills landscape and to foster a sense of healthy competition among them to strive to do better in future.

Awards would henceforth be given out to the 'Best Corporate Partner', 'Best Non-Corporate Partner', 'Best NGO Partner', and 'Best Start-Up Partner', with a 'Corporate Partner' defined as one that had a corporate background before it entered into an arrangement with the NSDC. There would be a special award for the 'Overall Best Performer'. Only active Partners who have completed at least one year of operations and are complying with the reporting requirements of the NSDC would be eligible for consideration for the different award categories in any particular financial year. They would be judged on the basis of a scorecard, specifically prepared by consulting firm McKinsey, revolving around the scale, impact and sustainability of their operations. An independent Jury would decide the winners.

The Monitoring Performance Awards for 2011-12 were given out by Prime Minister's National Council on Skill Development Executive Director J P Rai and NSDC Chairman M V Subbiah on the concluding day of the 3rd NSDC Partners’ Meeting in Delhi on June 09, 2012.

Gram Tarang Employability Training Services, which operates in some of the most difficult terrains of Orissa and Andhra Pradesh, was adjudged the 'Overall Best Performer' during 2011-12. IL&FS Skills Development, a joint venture between IL&FS Education and Technology Services and the NSDC, was adjudged the 'Best Corporate Partner'. Hyderabad-based TalentSprint was given the award for the 'Best Non-Corporate Partner'. Edubridge won the award for the 'Best Start-Up'. No winner was named for the 'Best NGO Partner' award for 2011-12.

As in the past, members of NSDC’s Proposal Approval Committee (PAC) continued to play a proactive role during 2011-12 to ensure that the proposals submitted for funding had robust and sustainable business models capable of meeting the targets being promised. The NSDC PAC members are:

- **Mr Rajesh Khullar** – Joint Secretary (I&I), Department of Economic Affairs, Ministry of Finance
- **Ms Vineeta Shanker** – Director, Sasakawa India Leprosy Foundation
- **Mr Krishan Kalra** – Former Secretary General, PHD Chamber of Commerce and Industry
- **Mr Rajesh Srivastava** – Chairman & Managing Director, Rabo Equity Advisors (a subsidiary of Rabobank)
- **Mr Rakesh Jinsi** – National Director, SOS Children's Villages of India
NSDC stepped up engagement with stakeholders in a slew of key industry segments during 2011-12 to fast-track the establishment of Sector Skill Councils (SSCs) in different domains through a nationwide outreach initiative. During the year under review, the NSDC Board approved funding for the formation of SSCs in the banking, financial services and insurance (BFSI), electronics, gems and jewellery, healthcare, IT/ITeS, leather, media and entertainment, retail, and rubber segments. Many of these SSCs have since started functioning and are in an advanced stage of rolling out occupational standards for various job roles in their respective areas of interest. The NSDC-funded SSCs for the auto, private security, retail, and IT/ITeS segments are participating in the National Vocational Education Qualification Framework pilot project of the Ministry of Human Resource Development in Haryana, which is to be replicated in Assam and West Bengal later. Aligning training partner content with the standards prescribed by the SSCs gained pace during 2011-12.
Board Members

President (then Finance Minister) Pranab Mukherjee (seated 3rd from left) interacts with NSDC Chairman M V Subbiah, NSDC CEO & MD Dilip Chenoy and other members of the NSDC Board in New Delhi on September 30, 2011. NSDC Directors Bimal Julka (then a Director), Vasant Mehta and Lakshmi Narayanan, and representatives of the Indian contingent at the WorldSkills London 2011 competition are also to be seen in the frame.

From left: Ministry of Micro, Small and Medium Enterprises Secretary R K Mathur, Ministry of Labour & Employment Secretary Mrutyunjay Sarangi, NSDC Chairman M V Subbiah, NSDC CEO & MD Dilip Chenoy and FICCI President R V Kanoria at a meeting of the NSDC Board of Directors in New Delhi on January 13, 2012.

- Mr M V Subbiah – Former Chairman, Murugappa Group
- Mr Dilip H M Chenoy – Managing Director & CEO
- Mr R K Mathur – Secretary, Ministry of Micro, Small and Medium Enterprises (from December 09, 2011)
- Dr Mrutyunjay Sarangi – Secretary, Ministry of Labour & Employment (from September 30, 2011)
- Mr Shaktikanta Das – Additional Secretary, Department of Economic Affairs, Ministry of Finance
- Mr R V Kanoria – FICCI President
- Mr Lakshmi Narayanan – Nominee of NASSCOM
- Mr G P Srivastava – Senior Advisor, The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
- Mr S Mahalingam – Nominee of Confederation of Indian Industry (CII)
- Mr Vasant Mehta – Nominee of Gems & Jewellery Export Promotion Council
- Mr Shishir Jaipuria – Nominee of Confederation of Indian Textile Industry
- Mr Habib Hussain – Nominee of Council for Leather Exports
- Mr C Shekhar Reddy – Nominee of Confederation of Real Estate Developers Associations’ of India
- Mr Uday Kumar Varma – Secretary, Ministry of Micro, Small and Medium Enterprises (from September 14, 2010 to December 09, 2011)
- Mr P C Chaturvedi – Secretary, Ministry of Labour & Employment (from September 22, 2009 to September 30, 2011)
- Mr Bimal Julka – Additional Secretary & Director General, Department of Economic Affairs, Ministry of Finance (from August 04, 2010 to June 04, 2012)
- Mr P M Telang – Nominee of Confederation of Indian Industry (from July 29, 2011 to July 06, 2012)
NSDC staff, along with representatives of Partner organizations, at the 2nd NSDC Partners' Meet in New Delhi on November 11-12, 2011

- Avinash Jupudi
- Ashish Tyagi
- Basab Banerjee
- Bhavna Chopra
- Bint Abbas
- Dipra Mukhopadhyay
- Gouri Gupta
- Indira Thakur
- Jaikant Singh
- Jedidah David
- Kousik Chattopadhyay
- Leena De Chakravarty
- Megha Khandelwal
- Neelabh Sangal
- Ranjan Choudhury
- Ranjani Vaidyanathan
- Ravi Shanker Verma – Company Secretary
- Sabbir Alam
- Sanjay Kumar Ray
- Sumali Moitra
- Vineet Sawhney
- Kiran Jyot Chhabra – till September 14, 2011

Auditor
V. Sankar Aiyar & Co., Chartered Accountants
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