

“Review of Udaan Scheme in Jammu & Kashmir”

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1. Overview of the Udaan Scheme

1.1. Brief introduction to the scheme

The Udaan Scheme, a Special Industry Initiative (SII) for the state of Jammu and Kashmir (J&K), is funded by the Ministry of Home Affairs and implemented by National Skill Development Corporation (NSDC). Based on the recommendations of the Rangarajan Committee, the scheme has been a major initiative of the central government towards making the educated youth – graduates, post-graduates and three year diploma holders in engineering – of J&K employable. The Rangarajan Committee was formed in August 2010 and the report by the committee was submitted in February 2011, post which the Udaan scheme was promptly launched in financial year 2011-12.

The aim of the Udaan scheme is capacity building of the youth in J&K through skill development and subsequently exposing them to the best of corporate in India. The initiative also aims at providing the corporate sector in India access to the rich talent pool in J&K.

The Ministry of Home Affairs is the funding and monitoring authority for the scheme. As a state specific scheme under the Ministry of Home Affairs (MHA), Udaan is a considerably funded initiative. The total fund allocation for the scheme by MHA was to the tune of INR 750 Crore. Till date, the funds received by the implementer amounts to INR 353.45 Crore, of which INR 344.74 Crore have been utilised till August 2018.

The major stakeholders involved in the scheme are:

- The Ministry of Home Affairs (the scheme is funded and monitored by the MHA)
- National Skill Development Corporation (the implementing agency)
- Jammu & Kashmir Youth Development Forum¹ (the mobilising agency)
- Registered corporate bodies (providing training and placement support)
- Candidates (availing training under the scheme)

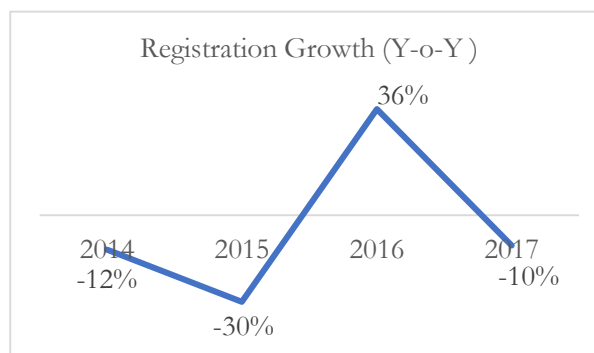
1.2. Registration details

1.2.1. Number of registrations

Year	Registrations
2012 (Mar-Dec)	5,797
2013	22,007
2014	19,416
2015	13,686
2016	18,636
2017	16,715
2018 (Jan-May)	13,812
Total	1,10,069

Source: NSDC

As per NSDC data, the total registrations taking place – from March 2012 to May 2018 has been 1,10,069. The year-wise count of registrations have been provided in Table 1. On analysing the registration growth trends on a year-on-year basis, it can be observed that registrations declined by 12 per cent in 2014 vis-à-vis 2013. The metric saw a further dip of 30 per cent in 2015. The number of registrations improved substantially in 2016, increasing by 36 per cent as



¹ JKDYDF has been a part of the ecosystem since October, 2017

compared to the previous year, post which there was a declining trend in 2017, presumably because of halts experienced due to factors such as Aadhar verification of candidates. Periodical unrests in Jammu & Kashmir have also adversely affected mobilisation processes from time to time.

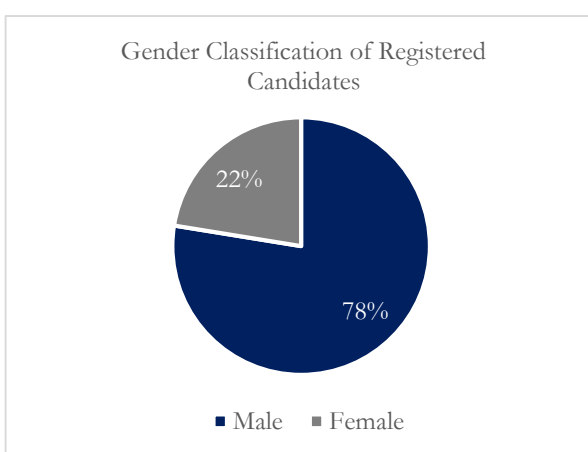
1.2.2. Classification of candidates

Table 2: Registrations – District-wise Share	
District	Share of Candidates
Jammu	28%
Srinagar	11%
Baramulla	10%
Anantnag	7%
Budgam	6%
Pulwama	5%
Kathua	5%
Kupwara	5%
Kulgam	3%
Udhampur	3%
Rajouri	3%
Samba	2%
Bandipora	2%
Shopian	2%
Doda	2%
Poonch	2%
Ganderbal	2%
Kishtwar	1%
Ramban	1%
Reasi	1%
Kargil	1%
Leh	1%

Source: NSDC

As represented in Table 2, registrations have happened from all the districts of J&K, with around 28 per cent of the candidates from Jammu, the other major districts contributing candidates being Srinagar (11 per cent), Baramulla (10 per cent), Anantnag (7 per cent), Budgam (6 per cent), Pulwama (5 per cent), Kathua (5 per cent) and Kupwara (5 per cent). Representation has been on the lower side from districts such as Kishtwar, Ramban, Reasi, Kargil and Leh. There has been no district-wise registration targets under the scheme guidelines, the aim being to cover 40,000 youth from Jammu & Kashmir over a period of five years.

However, a broad assessment of district-wise registrations has the potential to facilitate a more even distribution in the times to come. With that objective, an effort was made to engage with select corporate bodies with a view to ascertain district-specific issues. As per the responses, most of the districts with shares in the range of 1-2 per cent – such as Samba, Bandipora, Shopian, Doda, Poonch, Ganderbal, Ramban and Reasi – are rural. The feasibility of mobilising in rural parts – within the budget allocated – have been an area of apprehension for the corporate bodies. Some of the reasons behind the same have been low interest levels shown by rural candidates due to higher income prospects in agricultural activities vis-à-vis corporate placements under Udaan, reluctance to travel due to conservative mindset of potential



candidates/their families, geographical remoteness, etc. Political disturbances in certain districts – such as Bandipora, Shopian, Doda, Poonch and Ganderbal – have also hampered mobilisation processes. The districts of Leh and Kargil have seen less mobilisation due to issues pertaining to knowhow regarding talent pool, weather conditions, transportation and communication. In case of districts such as Samba and Reasi, less number of colleges and higher travel time have been major impediments. Inadequacies in dissemination of scheme related information to all districts was also cited as an issue in conducting effective mobilisation, which for many corporate bodies, remained limited to major districts only.

Around 78 per cent of the candidates have been male, with female candidates forming the remaining 22 per cent. Responses from select corporate bodies were sought with a view to outline intervention areas for increased female participation. It was gathered from the responses that orthodox societies formed a major part of Jammu and Kashmir, with families possessing very conservative views regarding female members. Therefore, parents are often reluctant towards furthering the interests of potential female candidates due to apprehensions over adaptability, safety, security, etc. Counselling of parents and sharing of stories of successful female candidates with the families of potential female candidates can go a long way in fostering positive changes in the societal framework governing the progress of women. As per the respondents, handicraft and hospitality are the two major sectors wherein women from the state can readily succeed, provided necessary family support, liberty and handholding are provided to them.

1.2.3. Classification of training centres

Table 3: Classification of Training Centres based on Sector

Sector	Share
IT/ITeS	35%
Retail	20%
BFSI	15%
Tourism and hospitality	13%
Telecom	13%
Human resources	11%
Healthcare	9%
Textiles and apparels	7%
Engineering services	7%
Sales and marketing	7%
Automobile	4%
BPO	4%
Logistics and supply chain management	4%
Aviation	2%
Advisory	2%
Electrical	2%
Market research	2%
Capital goods	2%
Construction	2%
Electronics	2%
Manufacturing	2%
Security services	2%

Source: NSDC

Note: A significant share of the corporate entities cater to more than one sector. This table represents the share of corporates catering to the sectors demarcated.

Out of the 46 active Udaan partners (corporate entities) as per NSDC records, a considerable share (35 per cent) were into IT/ITeS, the other notably represented sectors being retail (20 per cent), BFSI (15 per cent), tourism and hospitality (13 per cent), telecom (13 per cent), human resources (11 per cent) and healthcare (9 per cent) among others (Table 3). As can be observed, there is considerable scope for increased participation of corporate bodies into sectors such as aviation, construction, electronics and manufacturing. Key sectors in J&K, such as tourism and hospitality, textiles and apparels, etc., can

potentially see much higher representation i.e. greater participation of corporate bodies operating in these sectors. The underrepresentation of sectors such as tourism and hospitality may be due to factors such as lack of demand for outstation training and placement owing to considerable opportunities within the state. As per responses from select corporate bodies, there were no sector-specific criteria – under the scheme guidelines – in terms of corporate representation. Therefore, corporates from the IT/ITeS sector (mostly BPOs) were providing training in considerable proportions at the initial stages, a trend which continued. Further, potential candidates with formal degrees in hospitality and hotel management – which is sought by the corporates – were less in number comparatively due to minimal formal education available in Jammu & Kashmir in this area. It was opined by respondents that corporate bodies operating in the tourism and hospitality sector have also not shown any notable inclination towards training candidates in the area, in addition to the fact that it has not been a binding requirement.

Table 4: Classification of Training Centres based on Training Duration	
Duration	Share
3 months	26%
3.5 months	7%
4 months	2%
4.5 months	2%
5 months	4%
6 months	57%
Above 6 months	2%

Source: NSDC

The training duration at a considerable share (57 per cent) of the training centres is 6 months (Table 4). The need for adequate time required to equip candidates has been highlighted by stakeholders consistently; the same gets emphasized with close to 60 per cent training centres conducting training spanning 6 months or above. Around 26 per cent of the corporate entities provide training over a period of 3 months. Training spanning 3.5 months, 4 months, 4.5 months and 5 months have also been conducted by various centres.

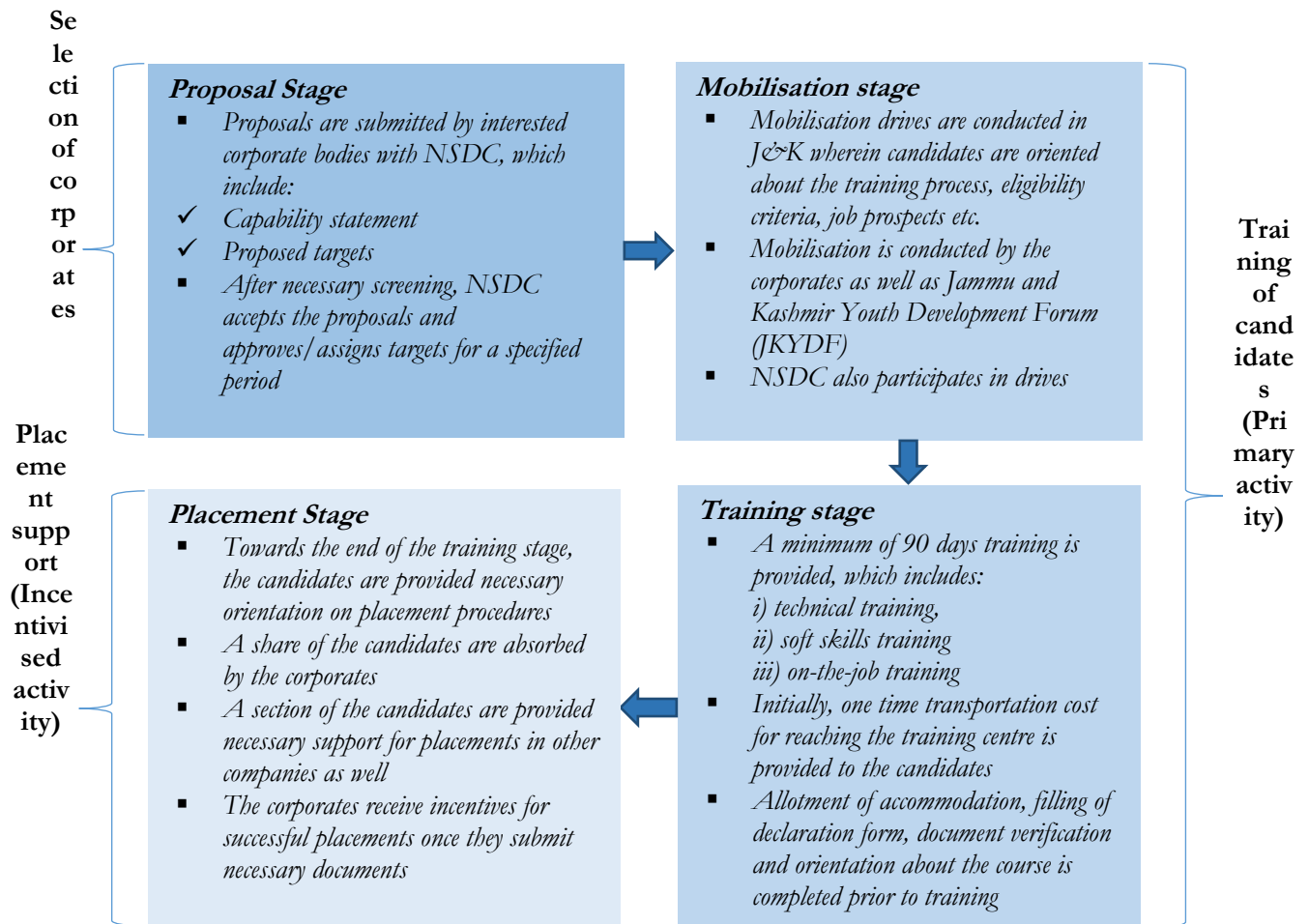
Table 5: Classification of Training Centres based on Location	
Location	Share
Delhi-NCR	80%
Bangalore	26%
Hyderabad	4%
Kolkata	4%
Pune	4%
Ajmer	2%
Chennai	2%
Jaipur	2%
Mohali	2%
Mumbai	2%
Bhopal	2%

Source: NSDC

As can be observed, around 80 per cent of the 46 active corporate partners have training centres in the Delhi-NCR region (Table 5). It has been a preferred region – as per primary responses – due to factors such as proximity to the Ministry of Home Affairs, easy access to leading universities, media attention, etc. Bangalore has been another prominent destination for training, with 26 per cent of the corporate partners having centres there. Training centres have also been run by corporates in Hyderabad, Kolkata, Pune, Ajmer, Chennai, Jaipur, Mohali, Mumbai and Bhopal. According to responses received, there are lesser number of training centres in places such as Chennai – owing to comparatively low footfall – due to acclimatisation issues faced by candidates with respect to food, climate, etc.

2. Overview of the Training Process

2.1. The overall process followed by corporate entities



As depicted, the overall process followed under the Udaan scheme broadly entails the selection of corporate bodies, training of candidates and placement of candidates (which is an incentivised activity). These activities are carried out over four stages, which are described as follows:

i) **Proposal stage** – At this stage, proposals are submitted by interested corporate bodies with National Skill Development Corporation (NSDC), which include all necessary information as well as the proposed targets. The submission of documents is followed by screening of the same by NSDC. Post approval of proposals, NSDC assigns final targets to the corporate bodies for specified time periods.

ii) **Mobilisation stage** – The process of mobilisation entails drives wherein prospective candidates are apprised of the training details, eligibility criteria and job prospects, in addition to other details such as the facilities on offer. NSDC has extensively been involved in mobilisation drives. Jammu and Kashmir Youth Development Forum (JKYDF) has also been involved since October 2017 for facilitating mobilisation of candidates as per the needs of the corporate bodies. The corporate bodies also have offices and/or mobilisers (which includes company officials, NGOs, mobilisation agencies, etc.) in the state to carry out drives.

ii) **Training stage** – The selected candidates receive one time travel expenses to reach their respective training centres from J&K. Once the candidates arrive at the training centres, processes such as verification of documents, filling of declaration form by the candidates and orientation about the training programme take place. Subsequently, accommodation (including meals) is allotted to them. They also receive monthly stipends throughout the tenure of their training. The training process – which spans over

a minimum of 90 days – includes classroom training (technical/product training as well as development of soft skills) and on-the-job training (OJT).

iii) Placement stage – Placement support is an incentivised activity. In the final stages of training, the candidates are provided orientation on placement procedures. Post completion of training, the corporate bodies may absorb some of the candidates trained or place them in other companies. Placement drives are conducted in which the candidates go through interviews and subsequent selection processes. Majorly, the candidates are offered monthly salaries ranging INR 15,000-20,000, barring exceptions. The corporate bodies receive incentives for successful placements, after necessary documents – i.e. offer letter of the candidate, salary slips for three months and certification by HR department confirming employment – are submitted.

2.2. Candidature status at various stages

2.2.1. Selection stage

Particulars	Number	Share
Dropouts before commencement of training	2885	6%
Selected candidates joining training	42608	94%
Total number of selected candidates	45493	100%

Source: NSDC

As summarised in Table 6, around 94 per cent of the selected candidates joined training, the overall share of dropouts at this stage being 6 per cent.

2.2.2. Training stage

Particulars	Number	Share
Dropouts post joining	3754	9%
Candidates undergoing training	6945	16%
Candidates having completed training	31909	75%
Total number of candidates joining training	42608	100%

Source: NSDC

This phase is from the joining of training by a candidate to the completion of training. As represented in Table 7, around 9 per cent of the candidates dropped out post joining. Around 75 per cent have completed training, the share of candidates yet to complete being 16 per cent.

2.2.3. Placement stage

Particulars	Number	Share
Candidates awaiting placements	13349	42%
Candidates with job offers	18560	58%
Total number of candidates with training completed	31909	100%

Source: NSDC

This stage covers the completion of training by candidates to the receipt of job offers. As per information received, around 58 per cent of the candidates who had completed training had job offers (Table 8). The remaining 42 per cent candidates were awaiting placements.

2.2.4. Joining stage

Particulars	Number	Share
Candidates awaiting joining	2737	15%
Candidates having rejected offers made	2586	14%
Candidates having joined	13237	71%
Total number of job offers made	18560	100%

Source: NSDC

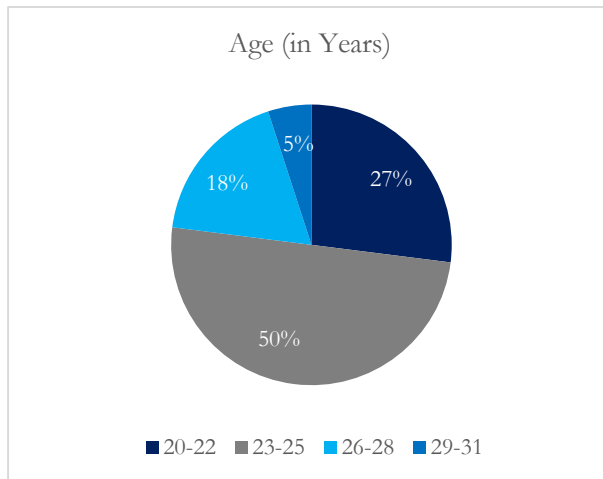
As summarised in Table 9, 71 per cent candidates receiving job offers post completion of training have joined. Around 15 per cent candidates are awaiting joining and the remaining 14 per cent have rejected their respective job offers. As per responses received from corporate bodies providing training, the principal reasons for delayed joining of certain candidates, post receipt of job offer, have been expectations of receiving offers with higher packages and in respective sectors of preference. Candidates who rejected their job offers did so primarily because packages offered were not up to their expectations and offers made were not from their respective sectors of training. Homesickness was also a major reason for candidates turning down offers. As per feedback from corporates, there is also a set of candidates who aim to do training only and look for jobs back in the state after undergoing the training. Some of the candidates join their family business/trade as well.

3. Qualitative Assessment

3.1. Feedback of candidates

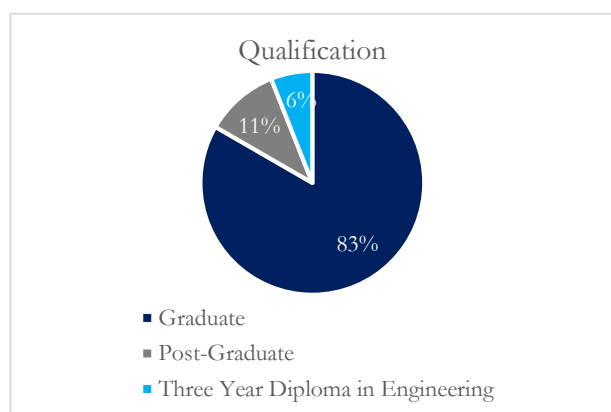
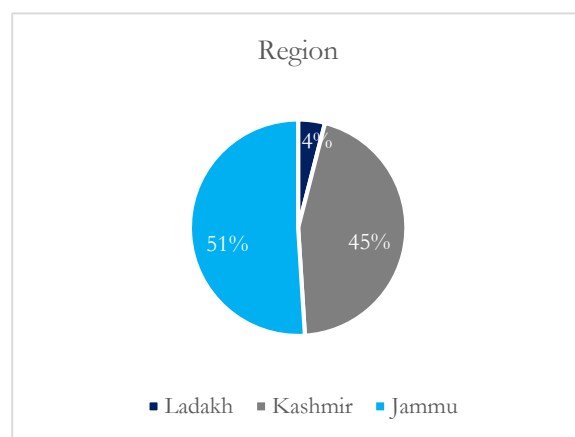
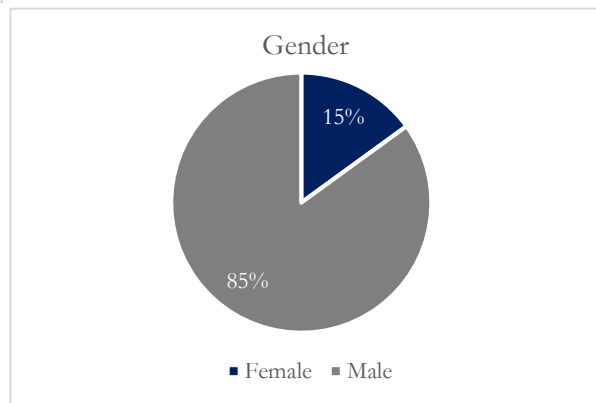
With a view to understand the profiles of candidates, their training experience, challenges faced and the views of the candidates on possible areas of improvement, a survey of 160 candidates was conducted across 18 training centres visited. The following sections summarise the findings of the survey.

3.1.1. Profile of candidates



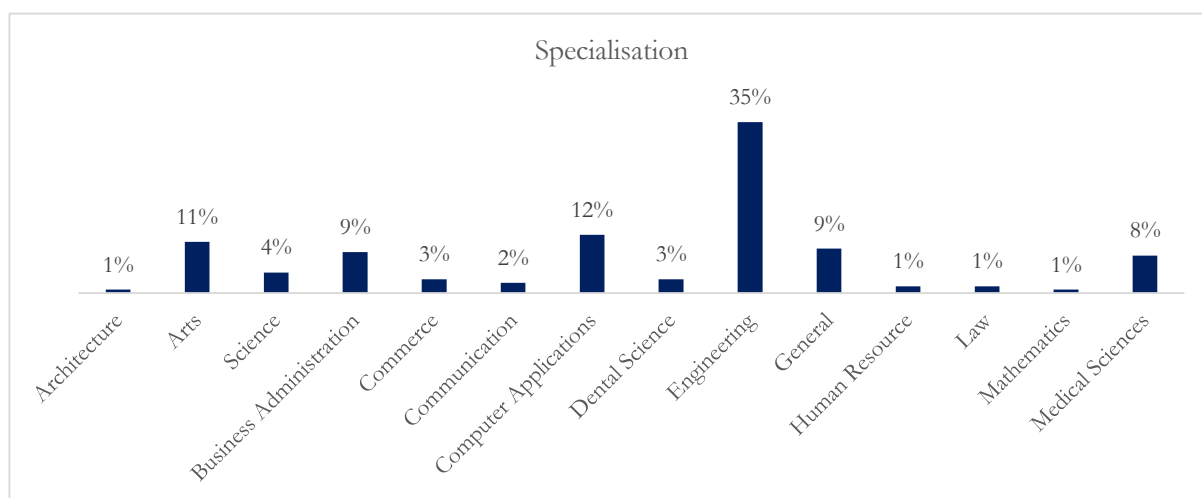
Around half the respondents belonged to the age group of 23-25 years. Candidates in the age group 20-22 years formed 27 per cent of the respondent set, the share of respondents in higher age brackets of 26-28 years and 29-31 years being 18 per cent and 5 per cent respectively. The fact that almost a quarter of the respondents were aged 26 or higher indicates delays in joining training under the scheme post attaining highest qualification. Therefore, the need for orienting students – on various schemes directed towards professional development – at the final stages of their curriculum in colleges can be gauged.

The lack of outreach towards and subsequently participation of female candidates was evident from the centre visits, with only 15 per cent of the respondents being females. With an overwhelming majority (85 per cent) of the respondents being male, the need for greater emphasis on female participation can be gauged.



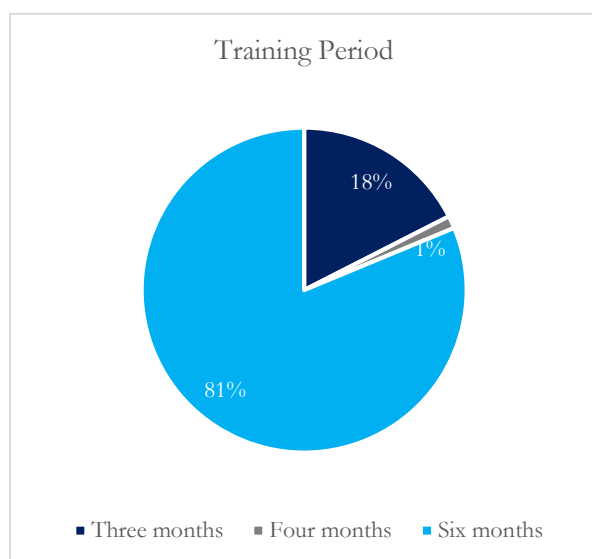
Of the respondents, around 51 per cent were from Jammu and 45 per cent were from Kashmir. Approximately 4 per cent of the respondents were from Ladakh. As opined by officials from some of the training centres visited, participation from Ladakh is on the lower side as potential candidates prefer to tap local opportunities and are comparatively less inclined towards working in outside locations.

Around 83 per cent of the respondents were graduates, the share of three year diploma holders in engineering being 6 per cent. The share of post graduates was 11 per cent, which was lower than expected. Therefore, it becomes necessary to consistently assess the aspirations of post graduates vis-à-vis the benefits offered by the scheme, so as to ensure greater participation.



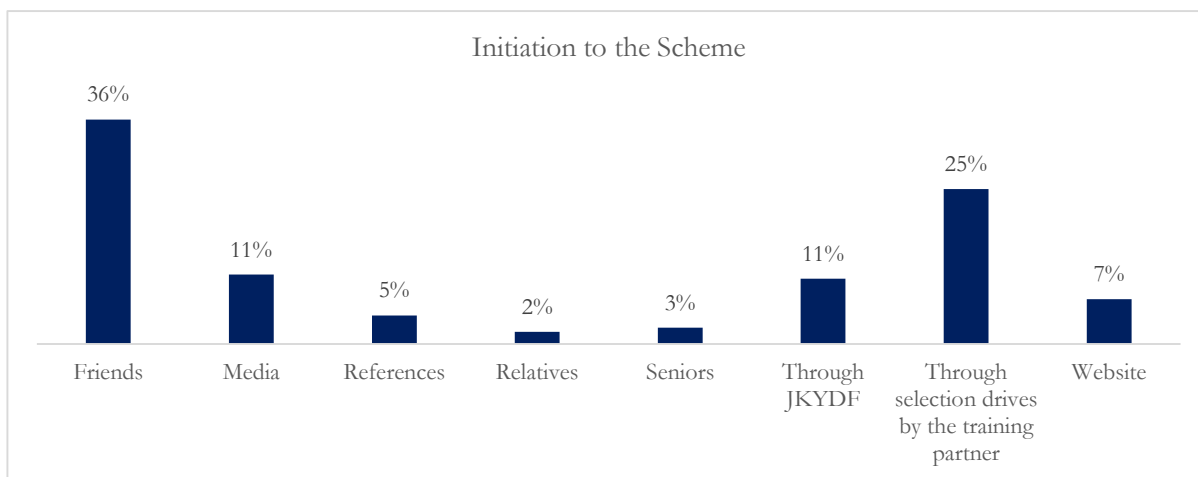
The share of candidates with specialization in engineering² was around 35 per cent, the other notable specialization areas reported by candidates being computer applications (12 per cent), arts (11 per cent), business administration (9 per cent) and medical science (8 per cent). Candidates from disciplines such as science, commerce, communication and dental sciences among others also formed part of the respondent set.

3.1.2. Training details

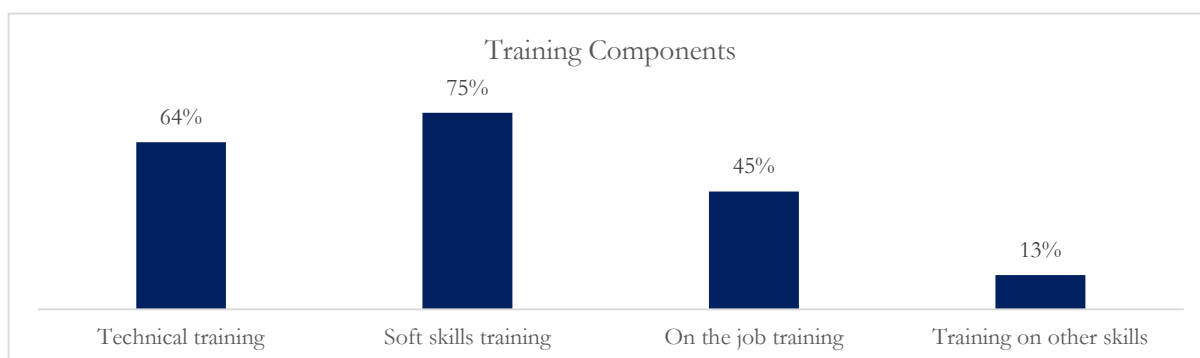


Around 81 per cent respondents were part of training modules spanning six months. Respondents who were part of training courses spanning 3 months and 4 months formed 18 per cent and 1 per cent of the respondent set respectively.

² Which includes engineering graduates as per responses received



It could be gathered from the responses received that word of mouth was an important driving factor as far as awareness about the scheme was concerned, given the fact that around 46 per cent of the respondents learnt about the scheme from friends, relatives, seniors and other known individuals providing references. Around 25 per cent of the candidates became aware of the opportunity through mobilisation drives by corporate partners. Candidates oriented by JKYDF formed 11 per cent of the respondent set. The proportion of candidates knowing about the Udaan scheme from media sources and the scheme website were 11 per cent and 7 per cent respectively.



All the training centres surveyed included technical training, soft skills training and on the job training in their training modules. Of the respondents, around 64 per cent indicated – at the time of the interview – that they were already receiving technical training, and approximately 75 per cent opined that they were receiving training on soft skills. Commencement of on the job training was confirmed by 45 per cent of the respondent set.

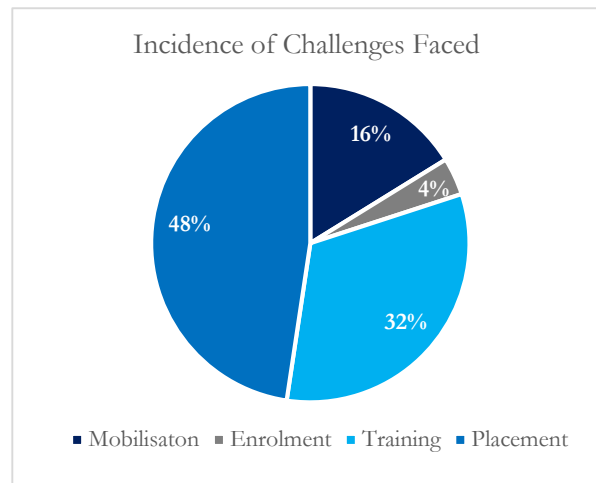
3.1.3. Perception based feedback

Table 10: Candidate Ratings on Key Deliverables

Parameters	Mean Ranking
Training process	4.0
Facilities provided	3.8
Selection process	3.7
Placement support	3.2
Payment of stipends	2.6

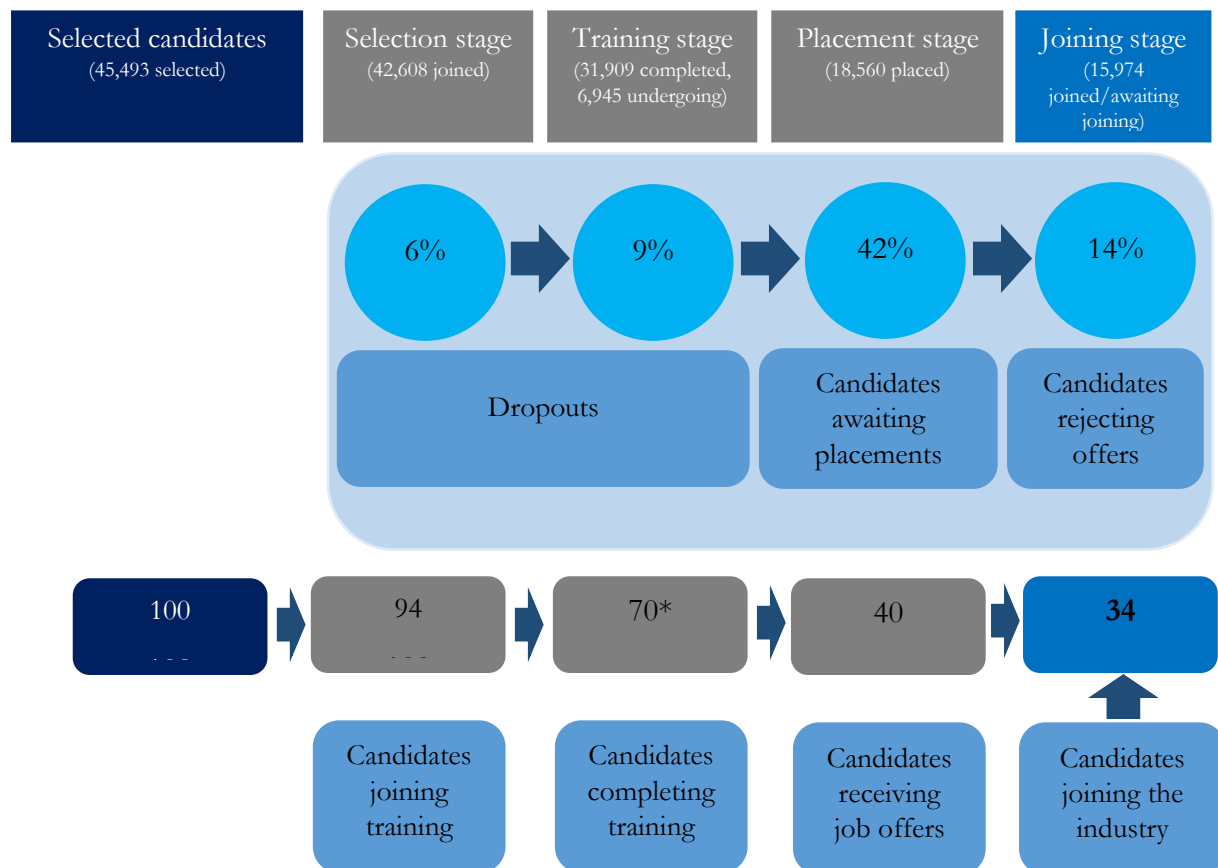
The candidates at the training centres visited were asked to rate the various deliverables on a scale of 1 to 5, 5 being the highest rating and 1 being the lowest. On taking out the mean ranking – by applying weighted average – it was gathered that the training process was the most highly ranked deliverable by the candidates, followed by facilities on offer and the selection process followed. Placement support and stipends came out to be the concern areas for the candidates on the whole.

Around 48 per cent of the respondent candidates indicated that they faced challenges in the placement stage, with 32 per cent citing problems faced in the training stage. Issues faced in the mobilisation and enrolment stages were cited by 16 per cent and 4 per cent of the respondents respectively.



3.2. Feedback of dropouts

3.2.1. Estimates of selected candidates joining the industry



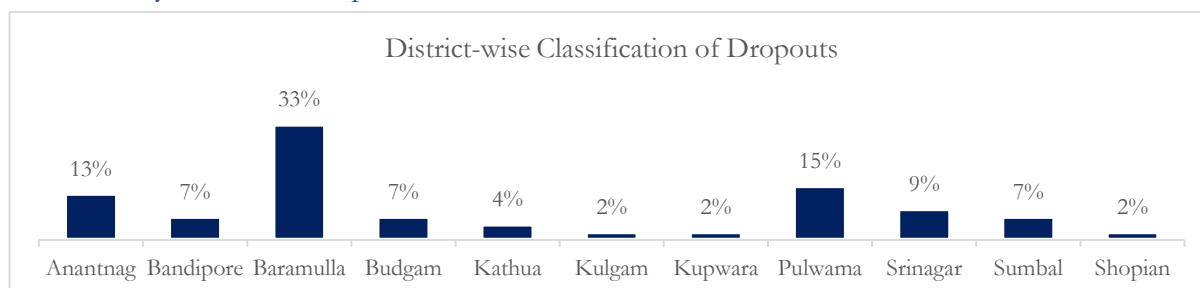
* excluding dropouts and candidates undergoing training

Source: NSDC

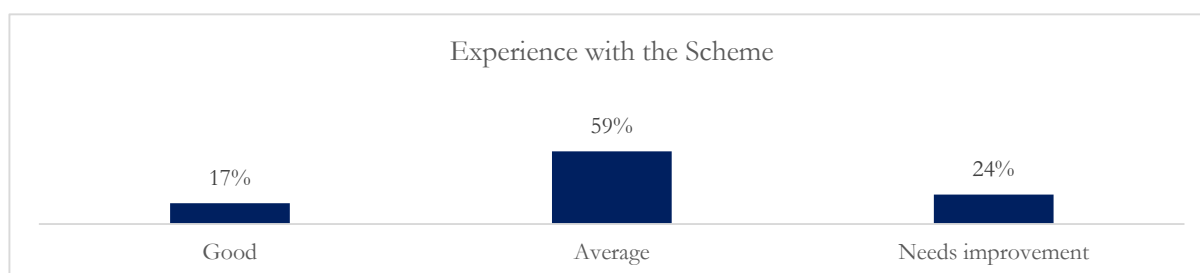
With a view to get an understanding of the share of candidates joining the workforce, sections of candidates viz. dropouts before and after commencement of training, candidates undergoing training, those yet to be placed and placed candidates rejecting job offers have been accounted for at various stages. As can be seen, approximately 34 out of every 100 selected candidates have joined – or with offers and awaiting joining – the industry in various capacities. From the estimates, it can be gauged that the

metric has to experience consistent rise to generate enhanced positivity on the ground regarding the scheme. Since dropouts have formed a critical share of selected candidates not joining the industry, a survey was designed to understand in greater detail the profiles and experiences of such candidates, as summarised in section 3.2.2.

3.2.2. Survey results for dropouts



As per responses received from the dropout sample interviewed, a considerable share (33 per cent) was from Baramulla, other notable districts being Pulwama (15 per cent) and Anantnag (13 per cent). With these districts forming a part of Kashmir, it can be gathered that dropout rates are on the higher side as



far as candidates from Kashmir are concerned.

Of the dropouts, around 59 per cent opined that their experience with the scheme was average. Around 24 per cent expressed that the scheme needs improvements. The share of the respondents regarding the scheme as beneficial was 17 per cent, who can be perceived to have dropped out for reasons apart from the quality of training received under the scheme.

Parameters	Share
Personal reasons	
Homesickness	33%
Lack of mental preparation to work outside home environment	30%
Lack of family support	26%
Health issues	13%
Professional reasons	
Receipt of job offer during training	20%
To pursue further education	13%
Scheme related reasons	
Documents did not get verified	7%
Training was not upto the mark	2%
Asked by training centre to leave	9%
Course structure was not as per expectations	9%

It was gathered from the responses that a sizeable sections of the respondents cited personal reasons – such as homesickness, lack of family support, health issues, etc. – as the/one of the reason(s) for leaving training. Individuals getting job opportunities and opportunities for further education formed 20 per cent

and 13 per cent of the respondent set. Some of the dropouts also cited issues with respect to training under the scheme, in areas such as document verification, training and course structure. Around 9 per cent respondents were expelled by their respective training centres.

3.3. Assessment of youth aspirations

The context

The youth of Jammu and Kashmir (J&K) – arguably the most defining resource for development – are seen as potential change agents not only for the state but the country at large. Currently, the youth of J&K are facing a lot of challenges, which are adversely affecting their overall growth prospects. Among the youth, there is considerable trust deficit in the governance systems. Further, very limited or no avenues for youth participation in decision making, coupled with limited employment opportunities for the educated youth of the state have sufficiently added to the discontent of the youth populace.

As the state is going through political instability, a deep sense of betrayal – as viewed by a considerable section of the youth population in the state – by the political system of the country prevails, which often being believed by the youth to be promoting corruption and nepotism. These are considered to be the main factors which are negatively affecting creativity, innovation and potential for utilising opportunities by the youth in the state. Amidst this unfavourable situation, however, interactions with the youth revealed that they are hopeful and aspire for necessary changes in the education system so as to get better career and job opportunities.

Interactions on the ground

As a part of this exercise, several interactive sessions were conducted with the youth in J&K, which included FGDs (Focussed Group Discussions) and one-to-one questionnaire based interviews directed towards gathering insights on how the youth aspires about their future with respect to employment and other relevant aspects. The following feedback was received on various parameters interacted on:

Employment

The interactions revealed that for majority (around 90 per cent) of the respondents, government jobs are of topmost priority. However, all the respondents confirmed that they also explore alternative opportunities. A notable share of the respondents (65 per cent) showed interest in working in private sector enterprises, of which 50 per cent were interested in getting opportunities within the state itself, while the rest expressed willingness to work across the country, provided salary expectations were met.

The youth opined that more is needed to be done to improve the private sector in the state and also, salaries and other benefits offered should be at par with any other state in the country. Some of the respondents expressed that there is an ardent need to infuse more resources (in terms of investments and technology) for developing local industries so as to create increased opportunities within the state. The interest among the youth towards gaining necessary skills to tap potential opportunities within the state – to make the state prosperous – was evident from the interactions.

Education system

The respondents strongly expressed that the current education system in the state is not equipping them enough to meet the challenges of corporate jobs within and outside the state. As per the responses, reforms entailing substantial change, including necessary training on modern techniques, need to be brought about in the education system, to boost employability, efficiency and competitiveness of the youth. The respondents opined that the mismatch in career aspirations vis-a-vis availability of jobs has been a key factor rendering the educated youth unemployed. The career aspirations and skill sets thereof need to be aligned with the requirements of the corporate world, so that the existing gap is eliminated or minimised, which in turn will result in making the youth relevant to the current job market and subsequently, more opportunities would open up for them.

As per the respondents, there is a need for skill assessment as a very young age, followed by necessary guidance on a consistent basis towards pursuing the same. The need for introducing skill training in the school curriculum was highlighted by the respondents, so as to ensure necessary orientation and development towards successfully joining the workforce.

Societal framework

As far as the societal framework is concerned, the respondents indicated that parental and other societal pressures often have adverse effects in the aspirations of the youth, which derail them from their growth paths and sufficiently curb their chances of success. For instance, some of the female respondents revealed that many decisions about their future are heavily dependent on whether their parents will allow them to express their desires and pursue their aspirations. The respondents reiterated that orientation of parents and communities at large – as regards the importance and possible avenues for achieving desired careers – is imperative to bring about necessary shift in prevailing thought processes in the society and thereby foster overall development of the youth population of the state.

Self-employment and entrepreneurship

Around 20 per cent of the respondents displayed inclination towards self-employment and entrepreneurship. The respondents opined that if entrepreneurship is encouraged among the youth – including the uneducated/less educated masses – the prospects of growth would rapidly increase. Successful entrepreneurship ventures would also ensure increased job creation, and therefore, the need for increased support from the government as well as the corporate sector towards developing an ecosystem conducive to the growth of start-ups is highly desirable.

Awareness about government interventions

Lack of knowledge about existing government schemes and skill development programmes was evident among the respondents. The youth expressed the desire for increased awareness generation about available schemes across the state. Youth respondents belonging to inaccessible places such as Kargil, Doda and Rajouri noted that information about government schemes do not reach such areas; however, they looked forward to increased communication, advertisements and mobilisation of youth in these areas.

Interactions with the rest of the country

Around 40 per cent of the respondents opined that they were only interacting with individuals from the same community in their respective institutions, with very limited exposure to individuals from other parts of the country. Therefore, they strongly expressed the need for being part of ecosystems with people from across the country, so as to gain necessary exposure on various cultures as well as share knowledge and expertise for mutual growth.

Skill development

The youth expressed that focussed interventions with respect to skilling in sectors which are locally in demand needs to be explored and proper analysis of skills gaps within the state needs to be undertaken. The respondents indicated agriculture, hotels and restaurants, small manufacturing units, transport and communication, banking and insurance, handicrafts and handloom, construction, power and healthcare as potential sectors which can present job opportunities within the state and also help the economy of the state grow manifold.

Travelling for employment

Around 30 per cent of the respondents showed considerable interest in joining the corporate sector in other states. The aspirations attached to travelling for work included enhanced learning opportunities, emoluments in accordance with skill sets possessed and increase in opportunities/platforms to showcase expertise in respective fields. To identify all such candidates in Jammu and Kashmir, a framework can be

created wherein candidates willing to travel across the country for work opportunities may register with the Department of Employment under the state government. Subsequently, skill development and employment of these candidates may be facilitated to create more success stories. The entrepreneurial youth can be linked with government initiatives such as the Mudra Yojana, Make in India, etc. to achieve greater coverage under schemes such as Udaan. Select corporate bodies providing training were enquired on the possible intervention areas for greater participation of youth aspiring to migrate for work. As per the responses received, some of the key areas that need to be focussed on include effective counselling of such candidates, addressing issues related to adaptability, providing realistic placement counselling/support, possible increase in geographical coverage and increased guidance/handholding from the state government at the ground level.

Situation of conflict

A sizeable share of the respondents felt that the conflict situation in the state is hampering their progress on personal, social and economic fronts and an end to the crisis will lessen the challenges being faced and facilitate the building of a healthy and prosperous society. Some of the respondents, especially females, expressed strong desire for peace in the region and suggested the introduction of conflict management as a subject in the school curriculum.

4. Challenges

Table 12: Challenges	
Challenges - General	
Socio-political adversities	<ul style="list-style-type: none"> ▪ Key activities such as mobilisation, selection drives, etc. have experienced frequent halts ▪ Certain parts of the state have often been inaccessible by the implementer and the corporate bodies
Lack of positivity on the ground	<ul style="list-style-type: none"> ▪ Dearth of necessary momentum on the ground ▪ Negative word of mouth, especially by dropouts, has affected mobilisation in the state ▪ Dissemination of success stories has been difficult as successful candidates have been reluctant to reveal their identities, owing to socio-political constraints in the state ▪ Incorrect orientation about the scheme, especially by brokers/middlemen ▪ Instances of negative feedback on quality of training ▪ Ambiguities created due to change in narrative from enhancing employability to employment generation ▪ Gradual dip in promotional activities ▪ Inadequate ground presence of corporate entities ▪ Lack of coordination with the state government
Substantial dropouts and cancellations	<ul style="list-style-type: none"> ▪ Considerable dropouts at various stages in the training process leading to diminished outreach and increased negative feedback ▪ Inaccurate mobilisation leading to gaps in expectations of candidates vis-à-vis offerings at training centres, frequently leading to loss of candidates ▪ Instances of cancellation of candidature of trainees due to mismatch in documentation have also been frequent
Low adaptability of candidates	<ul style="list-style-type: none"> ▪ Inability to adapt to facilities, food, etc. ▪ Homesickness as well as pressure from home to return ▪ Candidates often not adequately oriented towards coping with change in conditions
Issues over stipends	<ul style="list-style-type: none"> ▪ Demands for increase in stipend amount ▪ Delays in stipends ▪ Instances of candidates not meeting attendance requirements but still receiving stipends also reported ▪ Need for assessment/monitoring of amount of stipend, timing of payment and eligibility of candidates
Lack of grievance redressal platforms	<ul style="list-style-type: none"> ▪ Lack of a common grievance redressal platform ▪ Need for an interactive platform encompassing relevant stakeholders i.e. candidates, corporate bodies, NSDC, JKYDF, etc. for mitigating issues on real time basis
Challenges – Stage-wise	
Mobilisation Stage	
Inflated targets	<ul style="list-style-type: none"> ▪ Unmanageable targets handled by corporate bodies ▪ Targets have remained unachieved for most of the corporate entities ▪ Inadequate screening as a result of target pressure ▪ Introduction of middlemen for mobilization, leading to inadequacies in orientation of candidates
Untapped rural audience	<ul style="list-style-type: none"> ▪ Rural areas have largely remained untapped ▪ Lack of adequate representation from corporate bodies leading to low awareness levels and diminished outreach

Lack of orientation	<ul style="list-style-type: none"> ▪ Inadequate orientation resulting in low adaptability and unrealistic expectations of candidates ▪ Shift of focus of orientation sessions from objectives of the scheme to registrations ▪ Inadequate guidance on potential challenges and required adjustments
Ambiguities over the role of JKYDF	<ul style="list-style-type: none"> ▪ Entry of JKYDF into the ecosystem at a later stage ▪ Ambiguities among other stakeholders on JKYDF's role, processes and expertise with respect to mobilisation, screening, orientation, etc. of candidates ▪ Lack of communication and synergies between JKYDF and other stakeholders
Lack of workshops	<ul style="list-style-type: none"> ▪ Dearth of dedicated workshops focusing on the scheme ▪ Need for conducting technical workshops on counselling methods, capacity building, new developments, etc. ▪ Need for organising workshops fostering stakeholder interactions and realization of potential synergies
Adverse effects of deterioration in brand image	<ul style="list-style-type: none"> ▪ Consistent increase in negative feedback ▪ Gradual decrease in support from colleges/universities ▪ Declining interest among potential candidates ▪ Reducing media support
Training Stage	
Attitudinal issues	<ul style="list-style-type: none"> ▪ Lack of necessary drive and motivation among candidates towards successful completion of training ▪ Low adaptability towards changes in conditions ▪ Instances of leaves taken – often lengthy – hampering training ▪ Differences in approach and outlook of candidates from various parts of the state. For instance, candidates from Jammu – often having prior experience of travelling to other parts of the country – are in many cases, found to be more self-assured and serious vis-à-vis candidates from Kashmir ▪ Attitudinal differences among candidates from various parts of Jammu & Kashmir affect synergies within them and also the training process as a whole
Dropouts	<ul style="list-style-type: none"> ▪ Dropouts at various stages affecting success rate ▪ Inadequate orientation leading to mismatch in offerings vis-à-vis expectations, often culminating to dropouts
Instances of fraudulent activities	<ul style="list-style-type: none"> ▪ Instances of candidates enrolling in multiple training centres ▪ Submission of forged documents by candidates viz. identity documents, educational certificates, etc. ▪ Instances of candidates receiving stipends without attending training reported ▪ Occurrences such as outsourcing of training by certain corporate bodies indicated by respondents
Procedural delays	<ul style="list-style-type: none"> ▪ Delays in payment of stipends ▪ Delays in generation of certification on completion of training
Placement Stage	
Challenges in meeting candidate expectations	<ul style="list-style-type: none"> ▪ Salary expectations of candidates are often not in line with their expertise levels and market conditions ▪ The amount of job offers getting turned down is

	considerable
Sustenance issues post placement	<ul style="list-style-type: none"> ▪ Sustenance issues, especially on the monetary front, reported by a substantial share of the candidates ▪ Strengthened monitoring and handholding of the candidates post placement a requirement

4.1. General

i) Socio-political adversities – The socio-political scenario in Jammu & Kashmir has had an impact on the functioning of Udaan as well as other skill development initiatives. Various activities integral to the implementation of schemes such as Udaan, such as mobilisation of candidates, selection drives, etc. have faced frequent halts due to adverse situations in the state. Further, many parts of the state have remained inaccessible, despite efforts by the implementer as well as the corporate bodies to cover those geographies. The functioning of skill development initiatives such as Udaan, therefore, has often been adversely affected by the aforementioned extrinsic factors.

i) Lack of positivity on the ground – Over the years, despite consistent efforts by the government as well as by various stakeholders, the scheme has not been able to gain necessary momentum on the ground. There has been considerable dropout rates at various stages and the opinion of the dropouts – whose feedback form a considerable share of the overall feedback about the scheme available to relevant audiences in the state, as the successful candidates are placed in various parts of the country – about the scheme have mostly been negative. Further, successful candidates have been reluctant to reveal their identity given the socio-political constraints in the Jammu & Kashmir, which has made dissemination of success stories difficult in the state. Such negative word of mouth has affected mobilisation in Jammu & Kashmir. The involvement of middlemen for mobilisation have often led to incorrect orientation about the scheme. The resultant mismatch in courses and facilities on offer vis-à-vis promises made have further led to negative feedback on the scheme. Opinion about the quality of training provided have also often not been positive. Further, the scheme has often been positioned as a platform for getting jobs, though the principal focus of the scheme is on employability and not employment generation (placement being an incentivised activity under the scheme guidelines). Therefore, performance of the scheme has often been evaluated based on number of placements and packages on offer, rather than on the training modules and quality of placement support provided. In addition, a gradual dip in promotional activities, inadequate ground presence of corporate bodies, lack of coordination with the state government, etc. have also deterred potential growth and aided negative feedback.

ii) Substantial dropouts and cancellations – The cumulative number of dropouts as well as cancellation of candidature has led adverse effects on the outreach and image of the scheme, as it has not only ensured loss of candidates but has also fuelled negative word of mouth, which has affected mobilisation. Dropouts have majorly occurred due to lack of adaptability to facilities, food, etc. Mismatch in terms of details of the course and facilities provided during mobilisation vis-à-vis actual training modules and facilities have also led to considerable dropouts, emphasising the need for accurate orientation during mobilisation. Further, cancellations of candidature – on account of mismatch of documents i.e. information provided in educational certificates for instance vis-à-vis Aadhaar details – have also been a frequent occurrence.

iii) Low adaptability of candidates – One of the major issues reported by candidates across centres has been the inability to adapt to facilities, food, etc. as well as to deal with issues such as homesickness and pressure from home to return among others. This issue has been further accentuated by inadequacies in orientation of candidates towards adjustments they are expected to make while travelling across the country for professional training, so that they can better acclimatise themselves.

iv) Issues over stipends – Issues over amount and timing of payment of stipends are frequently reported by candidates across training centres. The need for a revision in stipend amounts – to be paid on pro-rata basis – for candidates has been highlighted by various stakeholders. Ambiguities over timing of payment

of stipend has also been reported. On the other hand, candidates receiving stipends despite not maintaining required attendance levels have also been flagged by various stakeholders. There is a need to monitor the amount and timing of payment of stipend as well as attendance and other necessary details of the participant for streamlining the process.

v) Lack of grievance redressal platforms – The lack of a common grievance redressal platform covering all relevant stakeholders have affected operations, as per feedback received from relevant stakeholders. The need for an interactive platform for mitigating the grievances – shared by candidates, corporate bodies, NSDC, JKYDF and all relevant stakeholders – has been flagged frequently by stakeholders, to prevent candidate protests as well as address issues faced by corporate bodies and other stakeholders on a real time basis.

4.2. Stage-wise

4.2.1. Mobilisation

i) Inflated targets – A major area of concern, as gauged from stakeholder interactions, has been the targets handled by the corporate bodies, which has majorly been on the higher side. A considerable share of the corporate entities interacted with has not been able to meet their respective targets. The incidence of unmanageable targets has often led to inadequate screening of candidates, which subsequently has given rise to dropouts and failures. It has also substantially influenced the introduction of middlemen/brokers/mobilization agencies for the purpose of mobilization, thereby accentuating the issues of inadequate orientation, false promises to candidates and other dilutions in the narratives used for mobilization of candidates.

ii) Untapped rural audience – A considerable share of the potential candidates from the state, especially from the rural areas, have remained untapped. In addition to unavoidable circumstances – such as frequent political unrests – which have made mobilizing difficult in these areas, lack of adequate presence of representatives/mobilisers from corporate bodies in the rural parts have also led to low awareness, diminished outreach and therefore, lesser enrolments from the rural pockets.

iii) Lack of orientation – Inadequate orientation of potential candidates during the mobilization stage has often resulted in low adaptability post joining of training. It has also resulted in unrealistic expectations, further accentuating to dissatisfaction and eventual increase in dropouts. As per stakeholder feedback, the focus of mobilisation drives has often shifted from providing counselling and necessary information with respect to the scheme to registrations. For instance, providing job opportunities has frequently been portrayed as the objective of the scheme, as opposed to providing platform for engagement between corporate bodies and the educated youth and imparting necessary training for enhancing their employability. Further, dearth of necessary guidance on potential challenges with respect to change in conditions and necessary adjustments required to be made to mitigate the same have also often rendered the candidates less prepared for the same.

iv) Ambiguities over the role of JKYDF – The Jammu and Kashmir Youth Development Forum (JKYDF) – involved in activities such as mobilisation and initial screening of candidates based on requirement of corporates, interacting with corporates and keeping records of candidates mobilised, etc. among others – started operations at a much later stage i.e. in October 2017. Ambiguities over its role and functioning in the ecosystem have prevailed since inception. As per stakeholder feedback, there has been ambiguities over JKYDF's mobilisation and screening processes, quality of orientation, expertise in skill development, etc. among others. Further, communication between JKYDF and other stakeholders have also been low and thereby, required synergies have not developed. Records of candidates selected by many corporate bodies are also not available with JKYDF. The need for creating adequate synergies between corporate bodies and JKYDF, ensuring effective and coordinated efforts towards mobilisation of candidates with necessary support from the implementer (NSDC) has been expressed by relevant stakeholders.

v) Lack of workshops – There has been a dearth of dedicated workshops focussing on the Udaan scheme. Workshops on various aspects related to the scheme viz. methods of counselling and experiences thereof, capacity building, new developments, etc. need to be frequently organised. There is a need for increased interactions and synergies between stakeholders, for which workshops are imperative.

vi) Adverse effects of deterioration in brand image – Concerns over the gradual increase in negative feedback on the scheme over the years have been frequently reported by mobilisers. Issues faced on the ground include gradual decline in support from colleges and universities, reduced interest of potential candidates in the offerings of the scheme as well as instances of negative reporting from the media among others. Such impediments pose considerable challenges in the mobilisation process. The need for refreshed guidelines and renewed positioning of the scheme has been continually insisted upon by the mobilisers.

4.2.2. Training

i) Attitudinal issues – An issue frequently brought up by corporate bodies training under the Udaan scheme has been the lack of necessary drive to complete the training process successfully. Low adaptability of candidates towards changes in conditions – owing to migration from hometown to the training location – as well as reluctance to adapt has been a major concern for the training centres. Issues with respect to food, facilities, etc. have been frequently reported. Instances of leaves taken by candidates, which are often lengthy, have also made it difficult for training centres to ensure necessary progress of such candidates. Differences in attitude and dedication towards the training procedure can also be observed between candidates from various parts of Jammu and Kashmir. For instance, the seriousness of candidates from Kashmir has been consistently found to be on the lower side as compared to candidates from other parts such as Jammu. Further, candidates of Jammu are often found to possess prior experience of migrating to other parts of the country, including for education, which is not common in case of candidates from Kashmir. Such differences often needs to be accounted for as they affect the synergies between candidates during training as well as the success of the training process.

ii) Dropouts – Dropouts at various stages of the training process i.e. after selection but before commencement of training, post commencement of training, after receiving job offers, etc. have hampered the success rate under the scheme. There is an inevitable need for orientation towards the offerings of the scheme so as to mitigate this issue, an area which is yet to gain necessary impetus.

iii) Instances of fraudulent activities – As reported by stakeholders, there have been instances of candidates enrolling in more than one training centres – for sustained earnings in the form of stipends – through the submission of forged documents such as educational certificates. Various steps have been taken by stakeholders over the years, such as the generation of Unique ID and Aadhaar verification by NSDC. Most training centres have also exercised various checks and balances as well as installed various systems to curb the incidence of such activities. However, the issue of fraudulent document submission continues to persist. Further, the incidence of proxy attendance leading to candidates receiving stipends – at home in Jammu and Kashmir – without attending training has also been flagged by various stakeholders. Further, activities such as outsourcing of training by certain corporate entities have also been reported by respondents.

iv) Procedural delays – Delays in stipends have been an issue frequently reported by candidates. Developments in the recent times, such as Aadhaar verification of all candidates training under the scheme have led to lapses – for a number of training centres – as far as payment of stipends is concerned. However, in the long run, there needs to be greater consistency in payment of stipends to eligible candidates within proposed timelines. Further, delays in the generation of necessary certification on completion of training have also been reported by various stakeholders. Such certification is required to be presented during job application and therefore there is a need for receipt of the same in due time.

4.2.3. Placement

- i) Challenges in meeting candidate expectations – Expectations of candidates, especially in terms of packages – which are often not in accordance with their expertise levels and market conditions – has been a major concern for placement officials in most of the training centres, which often leads to discontent and also refusal of offers. As per data from NSDC, around 14 per cent candidates declined their respective job offers. The need for consistent appraisal, of the prevailing demand characteristics in the job markets, by the candidates – in their respective fields of expertise – as well as sufficient orientation of the candidates on the same are imperative, as expressed by stakeholders.

- ii) Sustenance issues post placement – As reported by a considerable share of the candidates interacted with, sustenance issues post placement has been a major area of concern for them. Strengthened monitoring and handholding of the candidates post placement as well as provisions for stipends for a fixed amount of time are frequently sought by the candidates.

5. Success factors

- i) Addressing the unemployment issue – As per government data, Jammu & Kashmir is home to an alarming 6,02,979 registered unemployed youth³. With 18,560 Udaan candidates receiving job offers after successful completion of training, it may be said that the scheme has facilitated the employment of around 3 per cent⁴ of the unemployed youth population. In a state wherein employment opportunities for the youth are minimal, the fact that Udaan has been able to create an ecosystem for equipping and providing employment to a notable share of the unemployed youth can be considered as a commendable achievement.
- ii) Personality improvements in candidates – Among candidates who have successfully completed training under the Udaan scheme, distinct improvements in personality, attitude towards work and communication skills have been visible, as per the candidates themselves as well as other relevant stakeholders. Training under the scheme has equipped them to effectively interact with professionals across the country as well as abroad, as opined by most of the successful candidates.
- iii) Considerable positive impact in rural areas – As per interactions on the ground, the extent of positive impact of the scheme in the rural parts of Jammu and Kashmir has been considerable. High levels of aspiration – among the youth in these parts – towards benefitting from the scheme could be gauged. However, the outreach of the scheme towards potential rural candidates has been limited, which therefore needs to be focussed on in the times to come. Working closely with authorities in rural areas can potentially see successful mobilisation of candidates from these parts.
- iv) Improvements in social stature – Most of the successful Udaan candidates interacted with expressed that their social stature back home has seen considerable augmentation, which in turn has boosted their belief in their abilities further. With requisite outreach, Udaan, therefore, can be the necessary platform for bringing about envisaged transformation in the educated youth of the state.
- v) Positive impact of success stories – The impact of success stories has been the maximum, as far as generation of aspiration among the youth is concerned. The growth path of successful candidates have been a definitive source of inspiration for potential candidates as per responses received. However, there is considerable scope for interactions of the youth with successful candidates, by involving them in workshops on skill development in colleges and universities, dedicated sessions with the youth and alumni meets among others.
- vi) Buy in of corporate bodies – A considerable share of the corporate bodies interacted with believed that Udaan is fundamentally a very important initiative of the government, which can potentially create long term synergies between the talent pool of Jammu & Kashmir and companies across the country. As per the responses, there is an opportunity to increase the scope and outreach of the scheme, provided necessary policy changes are undertaken with respect to orientation and management of candidates as well as operational aspects at training centres. Further, increased coordination among various stakeholders – through greater transparency in roles, increased communication through interactive platforms, strengthened grievance redressal, etc. – would sufficiently streamline operations under the scheme, as per respondents at training centres.

³ J&K has over 6 lakh unemployed youth, Hindustan Times, Mar 03, 2012
(<https://www.hindustantimes.com/chandigarh/j-k-has-over-6-lakh-unemployed-youth/story-GiFoTsvZAAeYmpCGInVz0O.html>)

⁴ Potential beneficiaries of the Udaan scheme are graduates, post graduates and diploma holders in engineering, not the overall unemployed youth population. However, this metric was derived to get an overview of the impact of Udaan scheme on the overall unemployment situation in Jammu & Kashmir

6. Recommendations

Table 13: Recommendations

Recommendations – General	
Orientation of potential candidates	<ul style="list-style-type: none"> ▪ Need for orientation on government schemes at high school and college levels ▪ Inclusion of career development sessions/workshops on skill development initiatives by the government ▪ Creation of secured mechanisms for the participation of successful candidates in mobilisation, workshops/meets organised in educational institutions, alumni meets, etc. to orient and motivate potential candidates
Reassessment of targets	<ul style="list-style-type: none"> ▪ Requirement of shift of focus from number of registrations, which leads to inadequate screening of candidates and inconsistencies in narratives used for mobilisation ▪ Need for realignment of targets based on the objectives of the scheme i.e. indicators defining generation of employability such as successful completion of training, quality of placement support, etc.
Candidate verification and disciplinary aspects	<ul style="list-style-type: none"> ▪ A host of steps have been taken towards candidate verification by NSDC as well as corporate bodies; need for further strengthening of verification procedures to prevent enrollment of candidates in multiple training centres ▪ Need for a common pool of candidate information, including biometric details of candidates, which is accessible to all corporate bodies providing training and other relevant stakeholders ▪ Need for systems similar to the Aadhaar Enabled Biometric Attendance System (AEBAS) to track the attendance of candidates and prevent instances of receipt of stipends without being available for training
Strengthening grievance redressal mechanisms	<ul style="list-style-type: none"> ▪ Need for strengthened grievance redressal mechanisms to resolve issues with respect to training centres and candidates ▪ An interactive platform – which may be a common portal – may be created for grievance redressal
Streamlined management of corporate bodies	<ul style="list-style-type: none"> ▪ Need for stringent procedures for shortlisting of corporate bodies to uphold desired mobilisation and training capacities ▪ Need for increased clarity on disbursements to corporates and timely release of funds ▪ Enhanced clarity on payments to be received for the costs already borne on trainees whose candidature gets cancelled post commencement of training is needed
Development of common SOPs	<ul style="list-style-type: none"> ▪ Requirement of comprehensive Standard Operating Procedures (SOPs) for corporate bodies covering all stages i.e. mobilisation, training, placement support, etc. ▪ Need for a single document containing stage-wise guidelines common to all training centres
Renewed positioning and promotional activities	<ul style="list-style-type: none"> ▪ Revamped positioning of the scheme may go a long way in negating the effects of negative feedback on the ground ▪ Need for enhanced screening of candidates and accreditation of Udaan certification by the policy establishment to generate necessary aspiration levels among potential candidates ▪ Need for increased promotional activities/advertisements

	by the implementer
Increased state government support	<ul style="list-style-type: none"> ▪ Increased role of the state government is of utmost importance for effective implementation of the scheme ▪ Need for state government intervention in processes such as verification of candidates, accreditation of Udaan certification, etc. ▪ District Collectors' Offices need to work along with J&K Skill Development Mission for creating strengthened synergies ▪ Need for continuous guidance from concerned departments at the state government with respect to mobilisation drives, promotional activities, etc. to ensure greater outreach
Periodical review meetings	<ul style="list-style-type: none"> ▪ It is essential to consistently monitor the scheme through periodical interactions ▪ Monthly review meetings between the implementer and corporate bodies providing training may be organised
International outreach	<ul style="list-style-type: none"> ▪ There is considerable scope for networking with companies abroad going forward ▪ The scope for training and placements abroad need to be tapped
Encouraging entrepreneurship	<ul style="list-style-type: none"> ▪ The prospect of linking the scheme to entrepreneurship needs to be deliberated upon ▪ Instances of candidates returning to the state after completion of training have been observed, which may be encouraged in other parts of the country
Thrust on key sectors	<ul style="list-style-type: none"> ▪ Need for increased participation of corporate bodies providing training in sectors which are key economic contributors in the state ▪ There needs to be augmented participation of corporate bodies with operations in tourism and hospitality, textiles and apparels, etc.
Exploring opportunities for apprenticeship	<ul style="list-style-type: none"> ▪ Opportunities for apprenticeship in the skill development landscape need to be explored further ▪ Under the Apprentices Act, 1961, a framework for 'on the job' training followed by full time offers can be explored ▪ The legal framework is expected to empower stakeholders and help mitigate pressing operational issues
Recommendations – Stage-wise	
Mobilisation Stage	
Focused counselling sessions	<ul style="list-style-type: none"> ▪ Need for adequate counselling sessions by mobilisers aimed at optimum orientation of potential candidates; consequently, interested candidates need to be guided towards future steps ▪ The focus of the sessions need to be on orientation and not on increasing number of registrations
Realisation of untapped potential	<ul style="list-style-type: none"> ▪ There is scope for increasing the share of female candidates through focussed outreach in the segment ▪ Rural areas also present considerable untapped opportunities in terms of mobilisation; need for increased advertisements, surveys, presence of mobilisers, engagement with local authorities, orientation sessions and follow up activities
Increased presence of corporate officials	<ul style="list-style-type: none"> ▪ Mandatory presence of officials from all corporate bodies is a prerequisite for greater outreach, effective mobilisation and enhanced community level engagement

	<ul style="list-style-type: none"> ▪ The possibility of a common office space – managed by NSDC and the ministry – in Jammu & Kashmir, with representation from all corporate bodies may be explored
Revisions in criteria of selection	<ul style="list-style-type: none"> ▪ Need for more stringent criteria for shortlisting of candidates ▪ Briefing on relevant companies providing training need to be in accordance with the expertise areas of the candidates ▪ The selection process also needs to be merit based, entailing necessary assessment of aptitude and attitude of candidates
Increased coordination among stakeholders	<ul style="list-style-type: none"> ▪ Need for greater coordination among relevant stakeholders i.e. mobilisers, JKYDF, NSDC, etc. ▪ The roles of relevant stakeholders on various key activities integral to the mobilisation process need to be defined ▪ Need for greater coordination for ironing out existing issues and fostering enhanced transparency
Involvement of key actors	<ul style="list-style-type: none"> ▪ Need for community mobilisation i.e. involvement of families of candidates as well as other people from the community during mobilisation ▪ The opinion of the local citizens may also be considered in audits, wherein they can vouch for parameters such as the incidence and effectiveness of drives ▪ Need for greater involvement of successful candidates
Training Stage	
Ensuring optimum training standards	<ul style="list-style-type: none"> ▪ Consistent monitoring and necessary audits of training modules/delivery needs to be conducted by the implementer ▪ Sessions for training of trainers may also be periodically organised
Enhanced exposure to candidates	<ul style="list-style-type: none"> ▪ Need for inclusion of mandatory corporate visits in the training modules ▪ The implementer may also arrange interactions of Udaan candidates with candidates training under other schemes
Standard session plans	<ul style="list-style-type: none"> ▪ There is considerable scope for the standardisation of session plans by the implementer, with room for adjustments based on sector, specialization, etc. ▪ The standard session plans need to be followed by all training centres need to include technical training, soft skills training, on the job training and industry exposure among others
Management of candidates	<ul style="list-style-type: none"> ▪ Selection of candidates needs to be based on eligibility ▪ Grades may be provided during training ▪ Placement support may be based on performance/grades ▪ Need for strengthening code of conduct for candidates ▪ Stipends need to be strictly based on defined attendance parameters ▪ Penalties on leaves taken beyond permissible limits may be imposed
Bringing down dropouts post joining	<ul style="list-style-type: none"> ▪ Instances of drop outs after joining training are majorly recorded within the first month of training; training in this initial one month may be conducted in the state itself ▪ This arrangement is expected to better equip candidates and lower dropout rates
Placement Stage	
Orientation on placements	<ul style="list-style-type: none"> ▪ Need for dedicated placement related sessions towards the end of training courses

	<ul style="list-style-type: none"> ▪ Need for orientation on developments in job markets, including demand-supply characteristics, packages, etc. ▪ There needs to be adequate personality development of candidates through consistent exposure to corporate set ups
Post placement support	<ul style="list-style-type: none"> ▪ Need for adequate tracking of candidates ▪ Payment of stipends for a specified period post placement may be done
Possible reductions in document submission for incentives	<ul style="list-style-type: none"> ▪ Documentation requirements for claiming incentives for successful placements – which currently include a copy of the offer letter, three months’ salary slips of candidates and HR certificate vouching employment – need to be relaxed ▪ Need for review of documentation requirements to prevent incidences of unclaimed incentives and possible disinterest among hiring companies with respect to Udaan candidates
Protecting candidates from possible discrimination at the workspace	<ul style="list-style-type: none"> ▪ Provisions for equal opportunities for self-development, promotions, etc. at the workplace ▪ Candidates from different districts (across J&K) should be mixed well ▪ Avoid discussions on politics/sensitive topics of the state ▪ Mechanisms for fostering adequate peer support

6.1. General

i) Orientation of potential candidates – To ensure optimum participation, retention and success of candidates at training centres, it is imperative to ensure there is clear understanding of the opportunities presented, the possible outcomes and the desired qualities to successfully adapt and derive envisaged benefits from the scheme. Orientation regarding government schemes at the high school and college levels is expected to go a long way in generating desired aspiration levels as regards these platforms among the youth and equipping them towards successfully participating in these programmes. Inclusion of career development sessions and workshops on skill development initiatives can better prepare the youth towards successful participation in such initiatives. These sessions, workshops as well as mobilization drives should also act as secure platforms for the participation of successful candidates who have benefitted from schemes such as Udaan so that they can motivate and guide future candidates. Alumni meets may also be arranged to strengthen the ecosystem. Negative word of mouth has been a major deterrent in successfully implementing the scheme. Therefore, greater participation of successful candidates in the process of orienting future candidates – provided secured platforms for the same can be ensured – would generate positive word of mouth, provide ready reference to candidates on the opportunities available and the means to tap them, thereby ensuring adequate publicity of the positive aspects of the scheme.

ii) Reassessment of targets – The Udaan scheme operates based on a target based approach, wherein considerable emphasis has been on number of registrations. This has often led to inadequate screening of candidates at the mobilisation stage, including inconsistencies in narratives about the objectives and benefits of the scheme. It has also led to instances of mismatch of expertise areas of candidates vis-à-vis requirements at respective training centres. The aforementioned discrepancies have led to increased dropouts and lowered success rates. Therefore, a need to reassess the targets taken up by corporate bodies based on the objectives of the scheme, which is to generate employability. As gathered from interactions on the ground, targets need to be based on parameters such as successful completion of training and extent of placement support rather than registrations, so as to align the evaluation of success with the envisaged goals of the scheme.

iii) Candidate verification and disciplinary aspects – The incidence of submission of forged documents – mark-sheets, certificates, proof of identity, etc. – and issues faced in document verification has been

widely reported by training centres. Submission of unauthentic documentation and information mismatches, for instance, with respect to information in mark-sheets and certificates vis-à-vis Aadhaar details have made tracking and management of candidates difficult for the corporate bodies. Instances of candidates enrolling into different training centres have been frequently flagged. Over the years various interventions have been directed towards resolving this issue, such as mandatory inclusion of Aadhaar details of candidates and generation of Unique IDs by NSDC for all candidates. Many corporate bodies have also developed internal systems to tackle the issue. However, there is a need to create a common pool of candidate information, including biometric details of candidates, which is accessible to all corporate bodies providing training to Udaan candidates and other relevant stakeholders. On arrival at the training centre, recording of candidate details, including biometric identification such as fingerprints, may be conducted and submitted by all training centres mandatorily, to be stored in the common information pool, available for access by relevant stakeholders. It would provide necessary alerts to training centres regarding possible enrolment of their candidates in any other training centre at any point in time. Further, instances of candidates receiving stipends without being available for training have also been reported by various stakeholders. To mitigate this issue, introduction of systems similar to the Aadhaar Enabled Biometric Attendance System (AEBAS) may also be considered to track the attendance of candidates on a real time basis.

iv) Strengthening grievance redressal mechanisms – The need for strengthened grievance redressal mechanisms has been frequently emphasized upon by stakeholders to achieve increased transparency in resolving issues with respect to training centres and candidates. To achieve the same, an interactive platform – which may be a common portal – may be created by, wherein all grievances related to facilities, training, placements, disciplinary aspects, etc. may be addressed by NSDC in a streamlined manner. Currently, such communications happen via telephone calls, e-mails, etc. which leads to ambiguities among the concerned parties.

v) Streamlined management of corporate bodies – As per feedback received on the ground, there is an ardent need to incorporate stringent procedures for shortlisting of corporate bodies for providing training under the Udaan scheme. Over the years, there have been instances of outsourcing of training, involvement of training partners and companies without adequate experience in the skill development area getting involved in the training process. Such occurrences have led to dips in quality of training vis-à-vis the standards envisaged. Further, at the mobilisation stage, the advent of brokers and middlemen have also often hampered the process of counselling of candidates, due to inadequate knowhow. Therefore, a need for shortlisting of corporate bodies based on in-house capacity of mobilising candidates – as per proposed targets – can be gauged. Secondly, lack of clarity in disbursement of funds have been reported by certain corporate bodies. Instances of delays in disbursement, leading to impediments such as increased sunk costs and disruptions in the training process, have been reported by certain corporate bodies. As per feedback received, there is a need for increased clarity of the disbursement process, so that targets may be proposed accordingly and training may be conducted seamlessly by the corporates. Thirdly, in cases wherein candidature of trainees gets cancelled post commencement of training, there have been ambiguities among corporate bodies on the payments to be received for the costs already borne on such candidates. There is a need for increased clarity to be provided to the corporate bodies on a consistent basis in such cases.

vi) Development of common SOPs – There is a need for comprehensive Standard Operating Procedures (SOPs) for all stages i.e. mobilisation, training, placement support, etc. which would be common for all corporate bodies providing training. Currently, such SOPs are developed in-house by the corporate bodies providing training, which leads to differences in operations. Development of a single document – containing stage-wise guidelines common to all training centres – may be developed and circulated among corporate bodies to ensure standardised and streamlined operations at training centres.

vii) Renewed positioning and promotional activities – As per interactions with stakeholders, revamped positioning of the scheme – including changes in the name of the scheme – may help in mitigating the

adverse effects of negative feedback regarding the scheme on the ground. Changes such as rigorous screening of candidates and accreditation of Udaan certification by the ministry would go a long way in enhancing aspirational value of the scheme. Further, a need for increased promotional activities, including advertisements by NSDC, can be gauged for facilitating greater awareness and outreach of the scheme.

viii) Increased state government support – To achieve greater success in the implementation the scheme in Jammu & Kashmir, increased support and guidance – which may not be restricted to mobilisation of candidates only – from the state government is of utmost importance. There is considerable optimism among the state government officials as well as relevant stakeholders towards increased coordination on the successful implementation of the scheme. Therefore, state government intervention in processes such as verification of candidates, accreditation of Udaan certification, etc. is expected to ensure increased efficiency in the implementation of the scheme in the state. Further, the District Collectors' Offices need to be included in the ecosystem to work along with J&K Skill Development Mission for creating strengthened synergies. Consistent guidance from concerned departments at the state government with respect to mobilisation drives, promotional activities, etc. would ensure greater outreach of the scheme and increased coordination among various stakeholders towards successfully executing key processes.

ix) Periodical review meetings – To effectively monitor the performance of the scheme and ensure strengthened grievance redressal, the importance of periodical engagements between the implementer and the active corporate bodies providing training is immense. Monthly meetings – organised by NSDC – involving the aforementioned stakeholders may be conducted to ensure further streamlining as well as standardisation of operations, greater coordination and consequently increased success rates.

x) International outreach – In the times to come, there is considerable scope for networking with international companies to increase the overall outreach of the scheme. Engagements with companies abroad would open new avenues such as training and placements in companies abroad.

xi) Encouraging entrepreneurship – It has been gathered through interactions on the ground that certain candidates have started successful entrepreneurial ventures in Jammu & Kashmir post completion of training under Udaan. Therefore, the prospects of linking the scheme to entrepreneurship may be deliberated upon. The candidates may be provided necessary training and encouragement to embark on entrepreneurial ventures across the country.

xii) Thrust on key sectors – There is a need for greater focus on certain sectors which are integral to the socio-economic progress of Jammu & Kashmir. For instance, tourism and hospitality is the backbone of economic activities in the state. However, as per information received from NSDC, it was found that only 13 per cent (Table 3) of the active corporate partners have operations in the tourism and hospitality sector. The share of active corporate entities providing training under Udaan into textiles and apparels – another sector presenting considerable potential – was a mere 7 per cent. In the times to come, there needs to be greater thrust on the strengths of the state and more number of companies imparting training in those areas need to participate.

xiii) Exploring opportunities for apprenticeship – The concept of apprenticeship in the skill development landscape – to encourage training under a strengthened legal framework (Apprentices Act, 1961) – may be explored further. Under such a framework, focussed 'on the job' training can be provided by corporate bodies, which can be succeeded by full time offers. Further, the legal framework would empower the stakeholders, strengthen grievance redressal, bring down unlawful and unethical practices, etc. among others.

6.2. Stage-wise

6.2.1. Mobilisation

i) Focussed counselling sessions – There is a need for adequate counselling sessions during mobilisation drives, wherein potential candidates are duly oriented based on the objectives of the scheme. The role of the mobilisers should be to generate awareness about the scheme, details of the selection and training

processes, envisaged outcomes, success stories, etc. for the benefit of potential candidates and their families. Candidates who express interest post orientation needs to be guided towards future steps. These sessions need to solely be focussed on equipping potential candidates with necessary information and not on increasing number of registrations.

ii) Realisation of untapped potential – Through interactions on the ground, it has been gathered that there is considerable untapped potential in terms of mobilisation of candidates in Jammu & Kashmir. Firstly, there is considerable scope for increasing the share of female candidates. As per the results of survey conducted at the training centres visited, a mere 15 per cent of the candidates were females, a share which can see considerable increase. Mobilisation drives in Jammu & Kashmir need to, therefore, focus extensively on enhancing outreach towards potential female participants. Secondly, there is substantial scope for increased mobilisation in the rural areas of the state. Apart from the basic objectives of the scheme, a major aim of the scheme was to bridge the rural urban divide and therefore needs consistent attention. Measures such as increasing advertisement in the rural areas, ensuring greater presence of mobilisers, conducting necessary surveys on a consistent basis, engaging with the gram panchayats, consistent orientation of the target audience and sufficient follow ups would go a long way in increasing participation of candidates from the rural parts of the state.

iii) Increased presence of corporate officials – Mandatory presence of officials from all corporate bodies imparting training under Udaan scheme is imperative for enhancing outreach, deriving necessary outcomes from mobilisation activities, enabling parent visits, etc. The possibility of a common office space in Jammu & Kashmir – managed by NSDC and monitored by the Ministry of Home Affairs – may be considered, wherein space would be provided to all corporate bodies providing training. The presence of teams from all corporate bodies would go a long way not only in streamlining mobilisation of candidates, but would also ensure greater outreach, enhanced communication with families of candidates, increased follow ups and effective monitoring of processes.

iv) Revisions in criteria of selection – There is a need for more focussed criteria for shortlisting of candidates, so as to ensure selection based on the objectives of the scheme and requirements of the corporate bodies imparting training. The selection process needs to also consider the expertise areas of the candidates and accordingly brief them about relevant companies providing training in as per the expertise areas as well as orient them as to what is expected of them. The process also needs to be merit based, entailing necessary assessment of aptitude and attitude of candidates, which would not only ensure increased success rates but lowered dropout shares as well. Introduction of such evaluation criteria is also expected to generate due aspirational value of the training opportunities on offer under the scheme.

v) Increased coordination among stakeholders – The need for greater coordination among relevant stakeholders – i.e. mobilisers of corporate bodies, JKYDF, NSDC, etc. – can be gauged through interactions on the ground. The roles of the stakeholders on various key activities integral to the mobilisation process i.e. organising drives, counselling, keeping records of registrations, tracking of candidates, etc. needs to be defined and greater coordination needs to be achieved to iron out existing bottlenecks in the mobilisation process and ensure enhanced transparency in the ecosystem.

vi) Involvement of key actors – There are certain key actors identified, who can have considerable influence in the outreach and success of the scheme and therefore, there is an ardent need to increase their participation possibly at all stages but essentially at the mobilisation stage. Firstly, the need for community mobilisation i.e. involvement of families of candidates as well as other people from the community – with all information and necessary orientation about the scheme provided to them – is immense, as it would not only ensure greater trust building, increased participation and lowered drop outs, but would also instil necessary pressure to perform among candidates. The opinion of the local citizens may also be considered in audits, wherein they can vouch for parameters such as the incidence and effectiveness of drives. There is a need for district level representatives of corporates to realise these initiatives. Further, there needs to be greater involvement of successful candidates in the state, wherein they can engage with the youth, share their experiences and motivate potential candidates to achieve

success. Sharing of success stories – during drives in educational institutions – and consistent engagements with successful candidates would go a long way in generating positivity on the ground as regards the scheme, equipping potential candidates with essential information and therefore ensuring augmented participation.

6.2.2. Training

i) Ensuring optimum training standards – Instances of below par training provided by certain training centres have been reported by candidates as well as the mobilisers. To bridge this gap, there needs to be consistent monitoring and necessary audits – conducted by the implementer – of the training modules as well as quality of delivery at the training centres. Further, sessions for training of trainers may also be periodically organised to ensure envisaged quality of training.

ii) Enhanced exposure to candidates – With the broader objective of the scheme being interactions of educated youth of Jammu & Kashmir with the workforce of the rest of the country, it is imperative that during training, they are exposed to such work environments. Inclusion of mandatory corporate visits in the training modules would equip the candidates with necessary knowhow on corporate culture and help them adapt better once they are placed. Further, NSDC may also arrange interactions of Udaan candidates with candidates training under other schemes, so as to strengthen communication in the ecosystem further.

iii) Standard session plans – Currently, the corporate partners providing training build in-house session plans for the candidates. Based on stakeholder feedback, there is considerable scope for the standardisation of session plans by NSDC. Though there needs to be room for adjustments based on specifications such as sector, specialisation, etc., the overall structure of the training modules to be adopted by corporate bodies need to be defined by the implementer, including key aspects such as technical training, soft skills training, on the job training and industry exposure among others. Introduction of structured session plans for training and close monitoring as regards its implementation at all training centres would go a long way in ensuring minimum standards of training across centres.

iv) Management of candidates – There is need strengthened processes ensuring selection based on eligibility, grades during training based on performance and placement support based on gradation to provide necessary motivation to candidates to pursue every stage of the training process with utmost seriousness. Further, through interactions with stakeholders, it was gathered that there is considerable need for strengthening the code of conduct for candidates. Stipends need to be strictly based on attendance parameters defined and penalties on leaves taken beyond permissible limits may also be imposed. These measures are expected to drive the overall motive of the scheme and induce the candidates to adopt a career oriented approach at all stages.

v) Bringing down dropouts post joining – Instances of selected candidates dropping out after joining are mostly recorded within the first month. Therefore, the possibility of conducting training for an initial period of one month within the state itself may be explored, to lower the dropout rates. Such an arrangement is expected to progressively equip the candidates better in terms of technical aspects as well as adaptability to new environments.

6.2.3. Placement

i) Orientation on placements – There needs to be dedicated placement related sessions towards the end of training courses, entailing detailed presentations on the movement of the job markets. For instance, when the scheme started in 2011-12, the job markets were experiencing a boom. However, the subsequent years experienced a dip in demand, consequently having effects on parameters such as packages offered. Orientation on such aspects would enable the candidates to attune their aspirations and preparations based on market situation. Further, consistent efforts towards exposing candidates to corporate set ups would ensure necessary personality development of candidates before placements.

ii) Post placement support – The process of tracking of candidates for a specified period of time, including payment of stipends to provide them with necessary cushioning, needs to be strengthened.

Various efforts have been made towards this end by the implementer; however, there is a need for further streamlining the processes, finalising the period of disbursal of stipends and also to bring all corporate bodies wherein the candidates get placed on board.

iii) Possible reductions in document submission for incentives – As frequently reported by the corporate bodies, it becomes difficult to submit all the requisite documents with NSDC to be eligible for incentives for placement of candidates. Currently, a copy of the offer letter, three months' salary slips of candidates and HR certificate vouching employment are the documents sought. These documents – the most reported being the HR certificates provided by the companies wherein candidates get placed – are often difficult to attain. Further, such requirements placed with hiring companies often generate disinterest among them towards hiring Udaan candidates. With the aforementioned impediments in view, there is a need to review the documentation requirements for sanctioning incentives for corporate bodies.

iv) Protecting candidates from possible discrimination at the workspace – Monitoring the candidates in terms of possible discrimination at the workplace is also necessary. It needs to be ensured that Udaan candidates receive a level playing field in terms of equal opportunities for self-development, promotions, etc. vis-à-vis employees from other parts of the country, so as to ensure the envisaged growth in their career graph. Further, special attention (at the time of orientation) may be provided to make sure that the candidates induced and managed in a way that they gel effectively within the ecosystem, adapt well and receive necessary peer support at the work space.

7. Way Forward

The Udaan scheme commenced with a target of reaching out to 40,000 youth in Jammu & Kashmir over a period of 5 years. As per the findings of the study, 42,608 candidates have joined training under the scheme. Consequently, 31,909 candidates have completed training and 18,560 job offers (equating to around 58 per cent) of candidates having completed training) have been made. The above metrics indicate that the performance of scheme has been satisfactory and it has been beneficial for the target audience i.e. unemployed graduates, post-graduates and diploma holders in engineering from the state of Jammu & Kashmir.

On the qualitative side, positive changes in the skill levels – technical and soft – as well as social stature of candidates has been visible. Successful candidates have been able to join revered companies across the country. Further, many successful candidates returning home post completion of training under the scheme have also established entrepreneurial ventures in Jammu & Kashmir, which can be seen as a healthy economic development supported by the scheme.

Going forward, a few interventions may be deliberated upon, keeping in mind the changing skill development landscape. Firstly, there is an ardent need for creation of aspirational value among the youth in Jammu & Kashmir – for schemes such as Udaan – through adequate orientation, increased engagement with successful candidates, revised selection processes, necessary accreditation of certification, etc. There also needs to be augmented coordination between Udaan and similar schemes such as Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and Himayat so as to improve overall impact skill development initiatives in the state. Outreach initiatives for untapped sections of the target population of Udaan i.e. female candidates and candidates from rural areas is of utmost importance in the times to come. There also needs to be adequate capacity building across stakeholders in the ecosystem, including increased presence of corporate bodies in J&K, creation of necessary SOPs for operational streamlining and augmented coordination among stakeholders among others. Further, the importance of awareness generation regarding skill development initiatives at the high school and college levels is immense to educate and equip future candidates, and subsequently ensure greater success rates and reduced drop outs. Finally, opportunities for apprenticeship in the skill development landscape, to encourage training under a strengthened legal framework (Apprentices Act, 1961) may be explored for the future.

In conclusion, it is envisaged that the scheme may continue for the benefit of the youth of Jammu & Kashmir, with some revisions in the overall framework and further streamlining of operational aspects. The scheme can be brought under the ambit of the Ministry of Skill Development and Entrepreneurship. The Ministry of Home Affairs may or may not continue to fund the scheme. The unspent amount of the scheme (after clearing all pending disbursals including incentives to corporate bodies providing training) is expected to be around INR 300-325 Crore, which may be utilised in the next phase.

Initiatives such as the Udaan scheme can potentially have considerable impact as far as economic activities in the state of Jammu & Kashmir are concerned and therefore warrants consistent efforts from all relevant stakeholders going forward.

Annexure I

Methodology

Stage I: Situational Assessment

The situational assessment stage covered following activities:

i) *Initial engagements*: To initiate the evaluation process, a meeting with the implementer i.e. National Skill Development Corporation (NSDC) was conducted to gather key details about the scheme, current implementation status, issues faced on the ground and potential measures for improved implementation and greater outreach. Meetings were conducted with the policy establishment in Delhi i.e. Ministry of Home Affairs as well as NITI Aayog to gather necessary guidance on the subject.

ii) *Desk research*: Comprehensive desk research was undertaken wherein available secondary information, datasets gathered from NSDC, media releases, etc. were studied in detail. This exercise helped understand the status of the scheme, the overall challenges and success factors, which further aided interactions on the ground. The primary findings gathered at this stage – qualitative as well as quantitative – were collated in the form of a first draft which was shared with NITI Aayog.

Stage II: Stakeholder Engagements

Interactions on the ground entailed the following:

i) *Meetings with training centres*: Training centres and partners are the most essential stakeholders in the process of establishing linkages between the scheme and the candidates. Detailed interactions were conducted with training centres in the NCR region, Bangalore, Chennai, etc. and the facilitators of mobilisation (since October 2017) i.e. Jammu and Kashmir Youth Development Forum, to gather key insights on training procedures/timelines, profiles/aspirations of participants, demand-supply gaps in terms of necessary skills sought, placement details, reasons for dropouts, success factors, challenges, etc.

ii) *Interactions with participants*: Detailed interactions with the participants were conducted to understand their aspirations from the scheme, positives/negatives of the scheme, job preferences, willingness to migrate and opinions on training/placement opportunities.

Sample details			
S. No.	Respondent Details	Sample	Location(s)
1	Training centres visited	18	Delhi/Chennai/Bangalore
2	Candidates surveyed	160	Delhi/Chennai/Bangalore
4	Dropouts surveyed	46	Jammu & Kashmir

iii) *Interactions in Jammu & Kashmir*: The youth in Jammu & Kashmir were interacted with to cover indicators such as their profiles in terms of their aspirations, their willingness to migrate to other states, preference for certain types of jobs and sectors, etc. Further, interactions were conducted with the local authorities/state government officials such as the Mission Director, J&K Skill Development Mission regarding the implementation of the scheme. Mobilisers, JKYDF officials and NSDC officials in J&K were also extensively interacted with.

iii) *Consistent engagements with the implementer*: The research team continued to interact with NSDC to gather essential insights on the performance of the scheme, the role of the stakeholders, the success stories, the bottlenecks faced and finally, required steps to improve the implementation of the scheme on the ground.

iv) *Workshop on youth engagement*: An interim workshop – chaired by the honourable Vice Chairman, NITI Aayog – was conducted in New Delhi before finalisation of the report. The participants included Adviser (J&K), NITI Aayog, Secretary, Ministry of Skill Development and Entrepreneurship, Joint Secretary,

Ministry of Home Affairs, Managing Director and Chief Executive Officer, National Skill Development Corporation, Mission Director, J&K Skill Development Mission, candidates and corporate bodies providing training. This workshop provided a platform for the youth to engage with all stakeholders and also for the BRIEF team to map the youths' expectations and aspirations correctly. Extensive interactions with key stakeholders also helped gather insights on the way forward for the Udaan scheme as well as skill development as a whole.

Stage III: Analysis and Report Generation

At this stage, information gathered at all stages mentioned above were analysed and collated in the form of a comprehensive report, which included the following:

i) *Quantitative assessment*: Quantitative assessment entailed analysis of datasets received from NSDC in order to provide a comprehensive overview of the Udaan scheme in Jammu & Kashmir.

ii) *Qualitative feedback*: The representation of qualitative information revolved around the following components:

- Feedback from the stakeholders (MHA, NSDC, J&K government, beneficiaries, implementers, corporate bodies, etc.) about the scheme to include the (a) positives and negatives, (b) perception of the stakeholders towards the scheme and (c) measures to improve the success rate of the scheme
- Retention of youth in corporate bodies after completion of training
- Identified bottlenecks: challenges encountered by the different stakeholders during implementation
- Highlights of the success stories of the scheme and identification of critical success factors
- Identification of stakeholder specific interventions required at different stages in the scheme cycle in order to achieve better success rate

Annexure II

Testimonials from successful candidates

Some of the testimonials shared by candidates successfully completing training and attaining placement under the scheme have been provided below:

SHEEBA RAINA

Trained by: Accenture Solutions Pvt. Ltd.

Placed in: Accenture Solutions Pvt. Ltd

Designation: Business Analyst

NSDC, through its UDAAN programme, gave me an opportunity to explore my potential and survive in the professional environment. After joining the training programme, I realized that what one needs are a right chance and a right decision. It has helped me understand the corporate structure, honed my interpersonal skills, converse with confidence and taught me the true definition of being independent. The experience of working as a professional with Accenture has proved to be an excellent platform to explore my strengths and conquer my weaknesses. The continuous journey so far has been a great exploration, filled with learning, interacting with new people and growing more

ATHAR NAZEER QURESHI

Trained by: Spectrum (Ligare Voyages)

Placed in: Spectrum Training Academy Pvt. Ltd.

Designation: Manager Operations/Head-Training Academy

I am really privileged to work with Spectrum Ernest known as Ligare that refurbished my working proficiency. After participating in the training programme, receiving all of the support from my administrators and working with mixture of people, I was able to improve my own skills dramatically. I also appreciate how rigorous and structured the programme is. I genuinely admire how working with Spectrum Ernest has been a wonderfully challenging and satisfying experience.

MOHD ABDULLAH

Trained by: Vision India Pvt. Ltd.

Placed in: Vision India

Designation: Talent sourcing

I had tried my luck at many companies for job but I had not found a suitable job that fulfils my basic needs. Due to that I lost my confidence slowly. Then I heard about Udaan training scheme under Vision India through my friend. Without wasting time I came to Vision India for training. Udaan training provide me platform to develop my skills and help me to believe in myself. Udaan scheme has actually changed my life. It has shown me the way forward for a successful career in the corporate world. Now, I am working with Vision India as a talent sourcing executive. I am very happy with my job role and office environment. I am very thankful to Udaan Scheme for providing us such a great

TARANJEET KAUR

Trained by: Sebiz Infotech Ltd.

Placed in: Code brew Labs

Designation: Analyst

It is the hard work of team Udaan and Sebiz officials that today a person who merely had the knowledge to write a single line of the code is developing huge software for the multinational companies. Actually my learning of IT concepts and its understanding began in Sebiz Infotech – where I got a feel of real corporate and became a part of a team of world class software developers’ professionals. They taught me how to develop software and enhanced my logic building acumen.

KESHAV SHARMA

Trained by: Rooman Technologies Pvt. Ltd.

Placed in: IBM

Designation: Associate

It gives me immense pleasure to share that I am currently working with Microsoft, where I manage and execute various accounting processes, with steady opportunities for personal and professional development. The journey from Jammu and Kashmir to Microsoft would not have been cascaded like a breeze, if I had not enrolled myself in S2S program under Udaan scheme. The program came as a saviour to me where I could not find many job opportunities in the valley. The training provided under the program helped me hone my communication as well as interpersonal skills; and the best part about it were the trainers who are equally enthusiastic and committed towards our development. The mock interview sessions during the training proved to be of great help and allowed me to sail through my first interview with Microsoft.

HARSHITA JAIN

Trained by: Accenture

Placed in: J P Morgan

Designation: Analyst

“Udaan Skills to Succeed program was introduced to me by word of mouth. Looking back in time, the decision of being affiliated to Accenture as the Udaan Partner proved to be a liberating experience when I was employed in Accenture in March 2014. The journey can be briefed in few words as 'Umeedon ki Udaan'.

Had it not been for Udaan, I would have never experienced the life of metropolitan cities, and would have lived a stereotypical life- sitting at home, getting married at an early age and raising a family. One word to define Udaan as an initiative: Life changing Opportunity”.

Feedback from parents of successful candidates

Parents of Sheeba Raina:

.At the outset let me express my grateful thanks to UDDAN for encouraging our children to professional pursuits and think for their bright carrier other than a Government sector. The inspiration behind this work is positive attitude of UDDAN who encourage the students to shape their life for brighter future. I have had the privilege of going through the project UDDAN project launched by the Government of India and it was thrilling moment for me to know the aims and objects of the project and found them to be thoroughly resourceful to help my WARD to shape her future with sound base. It is note worthy to mention that my presumption has proved remarkable and acceptability at the end with the encouraging results and excellent result shown by my daughter in shaping her brighter future.

I strongly recommend that Project UDDAN should serve as a step forward for new comers who have just qualified and are in search of job for their contribution to the nation building. A cursory glance on the project and its intention shows how systematically the problems are discussed and the solutions found within the framework of their capability to push them for the better goal to pursue.

Parents of Athar Qureshi:

I believe this scheme is well devised to even more to nurture the career of students and shape it in a constructive manner. Considering the module of this scheme students get expose to number of job avenues wherein they can have an excellent growth in their respective careers. This scheme provides a platform for youth to opt for various job opportunities as per their academic backgrounds and areas of interests which they unfortunately won't be able to get in their native places.