

Effective Job Retention Strategies for Rural Youths under Deen Dayal Grameen Kaushalya Yojana –(DDU-GKY)

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ABSTRACT

Sustainable wage employment or job retention post skill development has been a very important challenge for beneficiaries. The objective of this paper is to present a case for effective job retention strategies for skill development programs for rural youth in India. In fulfilling the stated objective, it reviews the current state of skill development programs for rural youth in India and identifies job placement and retention as one of the most important outcomes of DeenDayal Upadhyay Grameen Kaushalya Yojana (DDU-GKY-2014 onwards) which is one of the largest skill development programs for rural youth in the world. The paper identifies job placements as the main objective of the scheme and presents a rationale for effective job retention strategies for employed candidates. By reviewing various reports, articles, and also utilizing author's experience of working program at Ministry level for more than five years, it identifies the challenges and what makes job retention hard for youth employed from DDU-GKY. It presents various recommendation for Ministry of Rural Development and States Government for effective retention strategies to incorporate in their program design and monitoring protocols. It concludes by arguing a case for more evidence-based research to have comprehensive policy intervention for government funded skill development programs which puts retention and sustainable employment at the core of these programs. This article is based on literature review, secondary data, and author's hands on experience of implementing the program at central level.

Key Words : Deen Dayal Upadhyay Grameen Kaushalya Yojana, Rural India, Growth and economic development

INTRODUCTION

Mahatma Gandhi, the father of the nation said that India's strength lies in its villages. Rural India contributes significantly to the overall growth and economic development of the country. Rural areas constitutes vast land masses of any country for example, we can find in many countries like USA (90% of the total area is rural), Canada and Germany (more than 50% of the area is rural)¹. In India, however, it's not only a landmass. It

represents a majority of the population which lives in rural areas unlike countries where majority of land mass is rural but population is centred around urban areas. About 67 % of people in India live in rural areas². The share of youth in India's population is approximately 35 per cent which is one of the highest in the world. This makes the country one of the youngest nations in the world. It also puts India at relative advantage at present over other countries in terms of working age population.

Rural India is plagued by lack of infrastructure,

1. Okada, Aya, (2012). Skills Development for Youth in India: Challenges and Opportunities, ICE Hiroshima University, *Journal of International Cooperation in Education*, Vol.15 No.2 (2012) pp.169 ~ 193, retrieved from <https://home.hiroshima-u.ac.jp/~cice/wp-content/uploads/publications/15-2/15-2-10.pdf>
2. India in Figures (2018) Central Statistics Office, Ministry of Statistics and Programme Implementation, Government of India.

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poverty, malnourishment, lack of basic facilities, illiteracy, and unemployment. Unemployment seems to be the major threat in today's scenario with the growing population. However, India is set to experience a dynamic transformation as the population burden of the past turns into a demographic dividend, but the potential benefits are likely to be tempered by social and spatial inequalities³. Spatial inequalities are referred in terms of unequal opportunities available for young people living in rural and urban India. Rural India and its inhabitants face a dark future with scarce job opportunities. As per the report by Ministry of Labour and Employment of India, unemployment among rural youth in India is highest today since 1993-94. About 5% of the rural youth between 15-29 years remain unemployed⁴.

Ministry of Rural Development (MoRD) is the nodal Ministry for most of the development and welfare activities in rural areas. The vision and mission of the Ministry is sustainable and inclusive growth of rural India through a multipronged strategy for eradication of poverty by increasing livelihood opportunities, providing social safety net and developing infrastructure for growth⁵. It implements various poverty reductions programs on various fronts including rural infrastructure like Pradhan Mantri Gramin Sadak Yojana, Wage Employment like MGNREGA, National Rural Livelihood Mission to enhance livelihood opportunities for rural women. Skill development is an important ingredient of rural employment program of government of India. Through these skill development programs, the government aims to improve employability skills of rural poor as well as increase incomes by placing importance on job placement as an important outcome of these skill development programs.

The Central Government had finalized the National Policy for Skill Development and Entrepreneurship in 2015. The objective of the policy is to provide an comprehensive regulatory architecture and create an ecosystem to all skilling activities of the country, and to

align the standards in terms of course curriculum, infrastructure, trainers quality and make skilling link to the job opportunities offered by demand centres *i.e.* industrial clusters.

To fulfil the objectives of inclusive growth and provide wage based employment through skill development government has implemented the following schemes⁶ for rural areas with a focus on working population.

LIFE MGNREGA:

Ministry of Rural Development has launched a "Project for Livelihoods in Full Employment under Mahatma Gandhi National Rural Employment Guarantee Act (Project LIFE-MGNREGA)" in April 2015 which aims to promote self-reliance and improve the skill base of MGNREGA beneficiaries, which is the world's largest wage employment programs in the world. The purpose of the Project LIFE is to convert MGNREGA workers from asset-less, helpless, unskilled workers dependent on government support to wage earners with enhanced employability and increased incomes.

DDU-GKY:

Ministry of Rural Development is implementing DDU-GKY, a placement linked Skill Development Scheme for rural youth with the partnership of private organizations. This is being implemented under the National Rural Livelihood Mission (NRLM). The target group of the DDU-GKY is unemployed youth from below poverty line. It aims to improve their employability and at least 70 per cent placement is mandatory after the completion of skill training. DDU-GKY is the largest skill development program for rural youth under Skill India campaign of Government of India. DDU-GKY is being implemented in 21 States and UTs, across 568 districts, impacting youth from over 6,215 blocks⁷.

DAY-NRLM Aajeevika :

With the assistance of World Bank, MoRD launched

3. Anbuthambi, B and Chandrasekaran, N (2017), Impact of Skill India on Rural Youth – A Perspective, ICTACT Journal on Management Studies (Volume: 3, Issue: 1), DOI : 10.21917/ijms.2017.0062
4. Youth in India, Central Statistics Office Ministry of Statistics and Programme Implementation Government of India (Social Statistics Division) 2017. Retrieved from mospi.nic.in/sites/default/files/publication_reports/Youth_in_India-2017.pdf
5. Ministry of Rural Development, <https://rural.nic.in/about-us/about-ministry>
6. Ibid
7. Ministry of Rural Development, Program Website: www.ddugky.gov.in

National Rural Livelihoods Mission (NRLM) in June 2011. The objective of the Mission is to create efficient and effective institutional platforms⁸ of the rural poor, enable them to increase household income through sustainable livelihood enhancements and improved access to financial services. In November 2015, the program was renamed DeenDayal Antayodaya Yojana (DDAY-NRLM).

Mahila Kisan Sashaktikaran Pariyojana (MKSP):

MoRD launched MKSP in 2011 to strengthen the existing livelihood of poor women. It was launched as a Vulnerability Reduction Fund and Community Investment Fund to empower rural poor women in agriculture. It makes systematic investments to enhance their participation and productivity, as also to create and sustain agriculture based livelihoods of rural women. “The project seeks to enable women to gain better access to the inputs and services provided by the government and other agencies”⁹.

Rural Entrepreneurship Promotion:

MoRD is encouraging rural entrepreneurship through Rural Self Employment Training Institutes (RSETI). It has dedicated infrastructure and handholding support system to promote self-employment in rural areas in partnership with Banks. As per the scheme guidelines banks manages RSETIs and also provide credit support upto INR 1 cr to trained youth. This scheme is being implemented in partnership with state governments which provide land and other infrastructural support to trained youth.

Village Entrepreneurship Programme (SEVP):

MoRD launched SEVP to provide opportunities to rural enterprise created under the NRLM ecosystem. The long term vision of the SVEP is to provide support for start-up to 1 crore village enterprises and provide direct employment to 2 crore people¹⁰. SVEP addresses the three important element *i.e.* knowledge, advisory and finance of any successful ecosystem of enterprise development.

Prime Minister’s Employment Generation Programme (PMEGP) :

PMEGP was launched by Ministry of Micro, Small and Medium Enterprises in 2008-09. It is a credit-linked subsidy programme which aims at creating self-employment opportunities through set up of micro-enterprises in the non-farm sector by assisting traditional artisans and unemployed youth from rural hinterland of the country.

Pradhan Mantri Kaushal Vikas Yojana (PMKVY) :

PMKVY was launched on 15 July, 2015, on the occasion of World Youth Skills Day. It is the flagship scheme of the Ministry of Skill Development and Entrepreneurship (MSDE). Though this scheme is not specially designed to fulfil the skill development requirements of rural youth but any one can obtain training under this scheme. The vision of PMKVY is to skill India on a large scale under which large number of youth are expected to obtain industry-relevant skill training and obtaining job placement. Under this scheme Recognition of Prior Learning (RPL is very important aspect since it targets Individuals with prior learning experience or skills and provides certification.

UDAAN:

Ministry of Home Affairs launched special initiative called UDAAN for the youth of Jammu and Kashmir in partnership with industry. It is being implemented by NSDC .The programme aims to provide skills training and enhance the employability of unemployed youth of J&K. The Scheme targets graduates, post graduates and three year engineering diploma holders irrespective of rural or urban backgrounds.

The following section discusses the rational of job placement and retention as the most important outcome of skilling program and how the case of DDU-DKY is one of the first programs designed for rural youth which places premium on job placement and retention. Next it identifies the various challenges affecting the job retention for rural youth trained and placed under DDU-GKY, identification of challenges for effective job retention and

8. National Rural Livelihood Mission Ministry of Rural Development, Program Website: <https://aajeevika.gov.in/>

9. Ministry of Rural Development, Page 2 of program guidelines, Program Website: http://mksp.gov.in/images/MKSP_Agriculture_Guidelines.pdf

10. Ministry of Rural Development, Program Guidelines available at https://aajeevika.gov.in/sites/default/files/nrlp_repository/SVEP%20Guidelines.pdf

placement have been done by reviewing articles and reports available in public domain and internal departmental reviews which were conducted during author's deputation at the Ministry of Rural Development of Government of India. It then discusses potential interventions to design services to promote sustainable employment and job retention. The last section concludes with suggestions for policy.

Sustainable Employment and Job Retention as the main outcome of the skill development programs:

Among all the above mentioned skill development programs, DDU-GKY is the biggest wage employment skill development in the world with the mandate to train and place at least 50 lakhs rural youth¹¹. The objective of DDU-GKY scheme is to provide skill development training programme for bringing a Below Poverty Line (BPL) families above the poverty line through placement by ensuring sustainable employment. "It evolved out of the need to diversify incomes of the rural poor and to cater to the occupational aspirations of their youth"¹². Though the priority of the program is on job placement in the formal sector, due to lack of formal job opportunities, implementing agencies can provide an evidence of jobs in the informal sector too. DDU-GKY has its origins in the 'Special Projects' component of the Swarnajayanti Gram Swarozgar Yojana (DDU-GKY)¹³.

DDU-GKY¹⁴ is one of the schemes of MoRD under the mission called National Rural Livelihood Mission (NRLM) which is now also called Deendayal Antyodaya Yojana- NRLM. It seeks to promote sustainable wage employment among rural households under which DDU-GKY complements the mission objectives by providing skill development training to the youth of a family and securing a job placements for them.

Historically the skill development programs of government of India have put the emphasis on skilling

but not on the placements. For the first time, government funded Skill Development Program in India called Swarnajayanti Gram Swarozgar Yojana- Special Project (SGSY-SP) of started mandating placement as key program outcome criteria for implementing agencies. In fact SGSY-SP is the mother of DDU-GKY since the key program guidelines of DDU-GKY has its origins in SGSY-SP. For example the concept of placement and the supporting evidence of placement as mandatory requirements for program outcomes as further refined in DDU-GKY scheme guidelines. According to DDU-GKY Guidelines¹⁵;

- Salary slip as supporting evidence of regular wage employment has been has to be issued from Human Resources department of the organization. If the organization does not have an HR department, a certificate is required to be issued by the employer indicating wages paid and "counter signed by the employee along with the bank statement indicating that wages have been paid by crossed demand draft or money transfer will demonstrate proof of regular wage employment"¹⁶. Money transfer in bank account is also mandatory since government wanted to make DDU-GKY linked to financial inclusion agenda.
- Post Placement tracking as introduced and monetary provisions has been allotted to track the post placement efforts for one post training. For example beneficiaries are paid INR 2000 as post placement allowance for next three months post the placement.
- Retention has been defined "as continuous work over a period of 365 days with a maximum break of 60 calendar days during this period as a goal"¹⁷.

11. Ministry of Rural Development, Program Guideline of DDU GKY Website: http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf

12. Ibid page 3

13. Ministry of Rural Development, Government of India. Scheme Guideline of DDU GKY, Page- Website: http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf

14. Ibid, Page 2

15. Scheme Guideline of DDU GKY, Page- Ministry of Rural Development, Government of India. Website: http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf

16. Ibid

Rationale to promote job placement and job retention among employed candidates:

The path to self-sufficiency for unemployed rural youths from the BPL households involves finding the job after the completion of training and keeping a job. Under DDU-GKY, the youths are assured of a job placement and there is one-year post-placement tracking to see how they are transforming their lives. As per the mandate of the program at least 70 per cent placement is required for trained candidates as per the program guidelines.¹⁸ It clearly mentions the requirement of placement and identifying job placement as the most important output of the program.

MoRD and many state governments had commissioned evaluation studies on SGSY-SP by end of 2013. These studies¹⁹ on government funded skill development program demonstrate that finding a job is easy but keeping the job is quite challenging among rural youths because they face multiple barriers for employment. This is because these youth may be getting into the formal labour market for the first time in their life. For instance, when a rural youth migrates to big city for new job, he/ she faces multiple challenges in the form of housing, local transportation and the cost of keeping the job in first few weeks is too expensive for someone who earns less than Rs. 6000 in a month. As a matter of fact, more than 80 per cent drop out take place within first few weeks of the start of the employment.

Many rural youth's reasons for losing a job are complex and multi-layered. Most trainees completing three months course find job with minimum wage which are in the range of Rs. 6000- Rs. 8000 but still have to deal with the initial costs associated with finding accommodation, ration and transportation. Studies have found out that due to little prior work experience, these youths have unrealistic expectations from the employer and workplace and they end up leaving the job when these expectations are not met satisfactorily. It has also been found out that due to lack of financial literacy, they

spend handholding amount of Rs. 2000 unwisely and end up in financially difficult situation in first few weeks of their employment. Rural youth coming to urban centres for employment have very little social support or cultural affinity to the new place because of their transition from rural milieu to urban setting, therefore they find the transition from rural environment to world of work overwhelming and too much to deal with.

Key Challenges for effective retention at work place for DDU-GKY beneficiaries:

BPL youth who have never worked in a formal sector job face many challenges to finding and keeping the job. There are plenty of challenges that impact beneficiary's ability to remain in the job or maintain sustained employment. These issues exist not only at the workplace but also outside the workplace because of a candidate's poor economic background and different socio-cultural milieu since candidates for DDU-GKY comes from rural hinterland of India. There are very specific and individual centric challenges which increase the vulnerability of newly employed rural youth at work place. The nature of problems also depends upon trade, and geography. For example, a youth from Keonjhar district in Orissa faces altogether a different problem when he migrates to work in textiles mills in Chennai, whereas a girl from Anantnag District in Jammu and Kashmir face different set of obstacles in Chandigarh where she comes to work in BPO.

As per the studies conducted by MoRD, majority of newly employed beneficiaries reported problems related to accommodation, lack of financial literacy, transportation as most common problems which were not directly related to work. These problems which were outside the place of employment made it difficult for rural youth to hold down the new job.

In addition, some youth face problems at the work place that make it difficult to maintain their jobs²⁰. For example, due to lack of soft skills many don't know how

17. Ibid

18. Ministry of Rural Development, Government of India, Program Guideline of DDU GKY, Page- Website: http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf

19. Karanpreet Singh, Evaluation and impact of Swarnajayanti Grameen Swarojgar Yojana in generating sustainable livelihoods in Madhya, Department of Panchayat and Rural Development, Government of Madhya Pradesh Available at http://www.aiggpa.mp.gov.in/files/pdf/intern%20scheme/SGSY_REPORT_Karanpreet.pdf

20. Tessa Thomas, Role of Employment Training Programmes – Analysis of Performance of DDUGKY, Scholars Journal of Arts, Humanities and Social Sciences ISSN 2347-5374 (Online)

to manoeuvre the work place schedules and relationships with colleagues and supervisors. As the rural BPL youth are the main beneficiaries of DDU-GKY program, majority of trainees have never worked in life. Though soft skills training and counselling are mandatory requirements as part of DDU-GKY training curriculum, trainees are not properly informed of employment circumstances or career prospects during mobilisation. All of the above factors have made job retention for rural BPL youth quite difficult. A broad set of factors make transition from a world of joblessness to employment difficult for BPL youth.

- Affordable accommodation
- Transportation barriers
- Lack of financial incentives, given the high costs of working in the first weeks of the employment
- Lack of Financial literacy
- Unfamiliarity with the world of employment and workplace
- Lack of personal support from family members
- Lack of career ladder for further education and skill upgrade

Some of these challenging issues are result of very specific situations of individuals and their background. These issues can be economic or cultural in nature as a result of the rural environment they come from. These issues can be fully or partly responsible for the drop out and low retention at work. Other issues arise out of structural and systemic inequalities which intensify the challenges and create obstacles to transition into formal workplaces.

In next paragraphs each of these challenges have been discussed and key retention strategies for retention has also been highlighted as well as broader steps that MoRD, state and Project Implementation Agencies (PIA) can take to promote job retention for beneficiaries of DDU-GKY who have been provided job placement.

Challenge: affordable accommodation:

Finding safe and affordable housing in a big city can be a major challenge for all who live on fringes of society, including those BPL rural youth who find jobs first time in their life. Employment with big factory mills like textiles have been found sustainable for program beneficiaries, however not all placements are in the organized sector. For example, BPO and retails sector

jobs don't provide group accommodation. Lack of residential accommodation provided by employer, increasing rent in big cities and lack of information related to housing facilities like directory of youth hostels are main issues related to finding affordable accommodation for beneficiaries.

In addition to being in short supply, shared accommodation like hostels, paying guest rooms are not available in the same areas as jobs. Unavailability of reasonable accommodation facilities affect beneficiaries' ability to hold onto their jobs.

Challenge: Higher costs associated with the job with minimum wage:

There are costs associated with the jobs which typically BPL youth find at entry-level. Because wages paid at these level of jobs are very low. The jobs that most of the beneficiaries held most frequently are in service, sales, and entry level opportunities. These jobs pay about Rs. 6000- Rs. 8000 per month²¹. These jobs typically offer very few fringe benefits and employers would like to keep these workers at contract so they don't offer health insurance or vacation leave. Accommodation, transportation and food expenses in the initial days of employment are the major costs which are associated with higher costs when BPL youth start working.

Challenge: transportation, the important enabler for sustainable employment:

Employers from the service sector don't offer accommodation near the work site since these establishments are located in the prime real estate areas of cities. Lack of transportation by employer can hamper beneficiary's ability to report to work on time. Accommodations closer to work are expensive therefore beneficiaries need to find accommodations which are far and cheap. They have to commute long distance to work though many employers provide pick up a drop facility especially in the BPO sector. It is critical for most of the newly employed youth to have smooth transport in first few weeks of job.

Challenge: Financial Literacy and coping with budgeting:

DDU-GKY program guidelines mandates training

21. Ministry of Rural Development, Program Guideline of DDU GKY, Website:http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf

on soft skills and financial literacy, infact as per the guidelines, PIAs are required to facilitate bank account for each beneficiaries participating in the training. In the initial days of employment, its not only having bank account help, its also something more than having a bank account since participants have never worked in their life time and having a job after completion of training is quite new start for BPL youth. The experience shared by beneficiaries in study, have reported challenges related to financial literacy like new sources and timing of income, and also new costs and how to manage this situation. Lack of capacity and experience in managing priorities during initial days of employment is an humongous challenge for beneficiaries of DDU-GKY. In addition, the nature of the jobs that many BPL youths hold frequently causes fluctuations in earnings and income from month to month. Furthermore, attrition centric HR rules from companies add worries to their already stretched budget. For example, many companies to avoid attrition don't pay 100 per cent of the first few months' salary to their new hires²².

Though data on placement of beneficiaries from DDU-GKY is limited and estimating figures in terms of organized and unorganized sector would be educated guess but the fact of the matter is that majority of the jobs are available for DDU-GKY is in unorganized sector²³. Not all Job placements are done at organized sector, more than forty per cent survey²⁴ participants said that they are working at unorganized sector where employers used to hold up their salary. Participants from Himayat Program have reported that their call center employers pay only 65 per cent of their salary for first two months and this makes their situation worse and many of them went back to their village after completing more than a month at the job.

Challenge: Workplace Expectations:

Beneficiaries of DDU-GKY confront whole new environment at the work place. They have to understand workplace norms and at the same time perform well in the tasks they are expected to do. Misunderstanding of employer's expectations, failure to comply with work schedules and absenteeism are common reasons for job loss for first timer in the world of employment²⁵. These individuals have had little exposure to workplace situations and they do not realize that good attendance and showing up on time are essential to keeping the job.

DDU-GKY trained majority of youth to find entry-level jobs with very modest skill requirements but they still have to meet performance standards of the job. While some beneficiaries successfully meet the requirements of new job, others face challenges they cannot meet and become frustrated and overwhelmed when they have to deal with unfamiliar situations at work place and when coworkers or supervisors are not available to help them.

Challenge: Lack of career ladder and skill upgrade:

All DDU-GKY candidates get job at entry level and majority of them will remain at low skill set throughout their working life. For example, there are so many training programs in security but all there are no career ladder in that sector. A job in private security is a dead end²⁶ and offers no career progression and skill upgradation.

Job Retention Strategies:

Job retention and post placement support services should not be deployed only after recipients have found job, rather it should be incorporated in the initial stage of program design. It can be inbuilt into the mobilizations and early aspects of job placement such as such as job clubs or job training workshops. Scholars on the subject have argued that the effectiveness of Post Placement

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22. Ministry of Rural Development, Program Guideline of DDU GKY, Website:http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf
 23. National Sample Survey's (NSS) last quinquennial employment-unemployment survey (2011-12) showed that 92% of India's workforce is informally employed.
 24. Ministry of Rural Development, Program Guideline of DDU GKY, Website:http://ddugky.gov.in/sites/default/files/SOP/DDUGKY_CNN_aligned_Guidelines_July_2016.pdf
 25. 6 Common Bad Habits That Could Get You Fired by Catherine Conlan, available at <https://www.monster.com/career-advice/article/habits-could-get-you-fired>
 26. A Proposed National Qualifications Framework for Vocational Education for India, IAMR Occasional Paper No.4/2012, Institute of Applied Manpower Research Planning Commission, Government of India July, 2012, available at <http://iamrindia.gov.in/writereaddata/UploadFile/proposed.pdf>

can be judged by retention rate. A successful job retention strategy would include the following elements.

- **Creating Incentives for everyone** involved in the value chain. For example, many organizations provide monetary bonus for staff dealing with post placements and they get rewarded based on their efforts. Candidates have also been offered cash bonuses of Rs. 50 to Rs. 100 to candidates for reporting back to centers. Incentive doesn't need to be monetary; it can be career related, service related or community related.
- **Leveraging the power of family**, community and village level organization have been found extremely successful in some of the post placement strategies adopted by the organizations.
- **Career and personal counseling** at various step of program have been found extremely beneficial in improving the post placement tracking of candidate.
- **Engagement activities** for placed candidates have been identified as another key differentiate or of successful post placement programs. For example, setting up Alumni Club which act as a platform for
 - Keeping in touch with the old students.
 - Suggesting them the advanced livelihood opportunities.
 - For providing career guidance to the needy.
 - For providing assistance in the advanced learning / course opportunities.
 - Role model them for them for the subsequent batches

Key Recommendations:

These recommendations are based on secondary research and author's experience of working at program implementation department of MoRD.

- (i) **Make Job Retention at the centre of outcome-based skill development program in DDUGKY projects.** It's not about just training or getting offer letter, it's all about sustainable employment so that families can get out of poverty in a time bound manner. Once we put retention as key message and MoRD communicates this message to all PIAs and other stakeholders, they will start incorporating

the changes in their program design and services to meet the retention need of beneficiaries.

- (ii) **Reconfigure the current payment mechanism to a system which puts evidence-based job placement and retention as basis of receiving payment.**
- (iii) **Incorporate Post Placement Tracking and Retention into every step of value chain in skills and placement program.** Post placement services need not start after employment. The fact of the matter is that mobilization strategy is the first step to have better retention rates in the job. Experience from the field have demonstrated that mobilizations of candidates can be a starting point to include post placement support and retention strategies. All steps in DDU-GKY program *i.e.* mobilization, screening, training, placement and retention are interrelated therefore quality of any steps will have implications for another step.
- (iv) **MIS should be designed to put retention as central focus so that key outcome DDU-GKY *i.e.* sustainable employment must be captured.** One of the goal of MIS should be to create single version of truth for all stakeholders in the program while focusing on the outcome of DDU-GKY projects.
- (v) **MoRD must act as facilitators for promoting best practices in job retention and post placement tracking strategies and creating depository of knowledge (case studies, best practices) and service standards to facilitate learning among PIAs.** It's important to note that the current approach of monitoring is not going to enhance the quality of program. Government's approach must keep the delicate balance of dual role *i.e.* to nurture the capacity of PIAs and enforcer of contract obligations. The market place for Skill development for rural youth is in nascent stage and there is need to build the capacity of states and PIAs to improve the quality of the program. If government start cracking down without empowering them with right tools it's not going to deliver the overall goals of DDU-GKY programs.

Conclusion:

As presented in this paper, government has realized

that effective retention and post placement mechanism is central to sustainable employment for rural youth under skill development programs. It is argued in this paper that DDU-GKY is one of the first program in the country which makes job placement as central tenet of program design. However, to effectively measure the success of retention and post placement for DDU-GKY government must build the monitoring system which captures the key outcome i.e.; sustainable employment. Government must support studies which includes evidence from the field and provide more comprehensive evidence-based research and data for effective policy intervention at state level.

Abbreviations:

BPL- Below Poverty Lines
 BPO- Business Process Outsourcing
 DDU-GKY – DeenDayal Upadhyaya Grameen Kaushalay Yojana
 MGNREGA – Mahatma Gandhi National Rural Employment Guarantee Act
 Project LIFE MGNREGA - Project for Livelihood in Full Employment
 DAY-NRLM Aajeevika- DeenDayalAntyodaya Yojana National Rural Livelihood Mission Aajeevika

MKSP- MahilaKisanSashaktikaranPariyojana
 MORD – Ministry of Rural Development
 PMEGP- Prime Minister Employment Generation Programme
 PMKVY- Pradhan Mantri Kaushal Vikash Yojana
 PIA – Project Implementation Agency
 MSDE- Ministry of Skill Development and
 MIS – Management information System
 NRLM- National Rural Livelihood Mission
 NSDC- National Skill Development Corporation
 RSETI- Rural Self Employment Training Institutes
 RUDESETI- RUDESETI is registered under Karnataka Societies Registration Act 1960. The name and style “RUDESETI” with its logo is registered under Trade Act.
 SVEP- Start-up Village Entrepreneurship Programme
 SGSY-SP- Swarnjayanti Gram Swarozgar Yojana-Special Projects
 UDAAN- Udaan, the Special Industry Initiative (SII) for J&K is funded by Ministry of Home Affairs and implemented by National Skill Development Corporation (NSDC).
 UT- Union Territory
