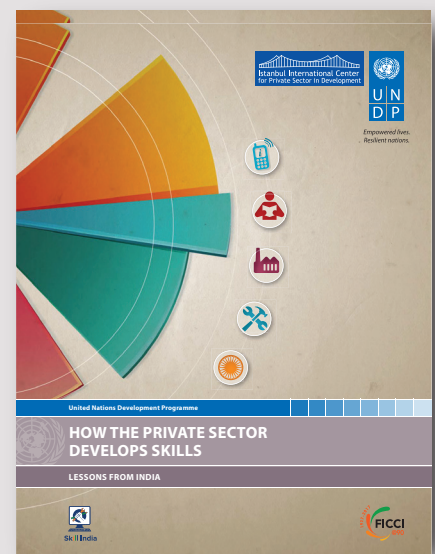




HOW THE PRIVATE SECTOR DEVELOPS SKILLS

YOUTH4JOBS: SKILLING THE DIFFERENTLY-ABLED TO IMPROVE LIVES AND MEET WORKFORCE DEMAND

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SUMMARY

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SUMMARY	Youth4Jobs provides skill development to differently-abled youth from rural areas. The Bangalore-based organization has developed unique training and outreach modules that are changing perceptions about disabled youth and their capabilities to work – among employers, parents and youth themselves. By sensitizing and mobilizing private sector partners, it fosters work environments that are open to accommodating the needs of differently-abled youth, who have proven to be productive workers.
KEY FEATURES	Youth4Jobs has devised an integrated course titled Work Integrated Soft Skills & English (WISE). The two-month course covers modules on English, soft skills, computers and sector specific competency in retail, IT/ITeS, hospitality, media and entertainment. Corporate sensitization programmes and extended post-placement handholding contribute to effectiveness.
RESULTS	• Established 18 centres across nine states • Trained 7,000 differently-abled youth age 18 to 27 from rural areas • 40 percent of trainees are girls • Sensitized 200 leading companies • Engaged 110 NGOs as partners



SUMMARY

Youth4Jobs is an initiative that goes beyond the realm of skill development. It is a story of passion, commitment, self-belief and courage. Youth4Jobs provides training and employment placement to differently-abled rural youth in order to make them self-sufficient, as well as to break the age-old notion that differently-abled persons are burdens to society. Launched in 2010, within four years, Youth4Jobs spread across nine states in India, offering two-month integrated courses covering modules on computers, retail, soft skills, media and entertainment. Some 7,000 differently-abled youth age 18 to 27 from rural areas have received training, out of which 40 percent are girls. Of those trained, 6,570 have been placed in employment. In the process, Youth4Jobs has sensitized 200 leading companies to the value of training and employing youth with disability. The achievement of the young trainees has had a positive impact not only on their own lives and livelihoods but on their employers and the society at large.

The major focus of the programme is on converting 'I can't' to 'I can' while sustainably eradicating poverty.¹ Meera Shenoy, the founder and CEO of Youth4Jobs, said the mission has helped overcome many challenges. "When we began the work, we were surrounded by CAN'Ts. Parents said CAN'T, companies said CAN'T, and the youth themselves said CAN'T. So we worked to convert those CAN'Ts to CAN. It wasn't easy, we really struggled, but we knew that giving one job to one member of the family takes the entire family out of poverty in a sustained manner. We also believed that every one of them had potential. We were only facilitators," she said.²

Context

Out of some 70 million differently-abled people in the country, only an extremely low number, 0.1 million (100,000), have been able to secure any form of formal employment.³ Estimates of the number of disabled people in India vary from 5 percent according to the Planning Commission (2008) while the World Bank estimates 4 to 8 percent of the Indian population.⁴ High GDP growth for the last two decades has failed to reach the differently abled, particularly those residing in remote locations.

Attitudes and perceptions are the biggest obstacle. Differently-abled people are often viewed as not capable of doing anything constructive by society. Their physical limitations coupled with societal attitude often sets in them a mode of self-denial regarding their own capabilities. Youth4Jobs seeks to ensure a decent living for people with limitations and vulnerabilities. It strives to equip them with adequate skills so as to develop appropriate employability and opportunities for self-sustenance, and opportunities to prove themselves in the world of work. This may require bringing youth from rural areas to urban areas, where more jobs are located, and ensuring their adeptness at using technology and imparting essential life skills.

Organizational setting

Youth4Jobs is a not-for-profit organization based in Bangalore. Founded in 2010, it operates in nine states through 18 training centres, 13 of which it owns and five that are with partners. The choice of the location of the training centre is driven by requests from the state government or NGOs to partner in setting up centres dedicated to disability. For example, Baba Amte's Anandwan requested Youth4Jobs to set up a centre near Nagpur in Maharashtra. Requests for Proposals were also issued for Youth4Jobs to partner in Gujarat and Rajasthan. This partnering process makes the work demand-driven and helps ensure ownership and effective scale.⁵



HISTORY AND DEVELOPMENT

Training centres are located in cities, which is also where most of the prospective employers are located. Differently-abled people are distributed rather sparsely across the population, and so it makes sense to bring them from different locations in cities for training where jobs are located. Also, it is easier to organize training infrastructure, engage prospective employers and arrange placements in cities than in rural areas.

History and development

The Youth4Jobs initiative was launched by a small group of passionate individuals who aimed to prove that a differently-abled person can also lead a normal life with a little bit of support from society. This group of individuals was part of the Employment Generation and Marketing Mission (EGMM)⁶ for youth from villages set up by the Rural Development Department, Government of Andhra Pradesh. EGMM developed an innovative market-linked strategy for a government skilling programme and set up 200 training centres and engage nearly 200 companies. This work won several awards and much of the Government of India skilling programme, of the rural development department, was modelled on this work.

After time, however, the concern shifted to numbers, as in many other programmes, in particular government programmes where performance is measured solely by data. Innovations in training were slowly put on the backburner and the emphasis was placed on numbers trained. In 2010, the core private sector team moved from EGMM and founded Youth4Jobs.⁷ The team realized that there was no point in repeating their previous work, since the government was scaling it up with many training partners. Youth4Jobs then took a decision to focus on training for differently-abled individuals from rural areas only, a group that accounted for 70 percent of differently-abled persons in the State (erstwhile Andhra Pradesh including Telangana).⁸

The reason for targeting differently-abled people was their extreme vulnerability along with their inability to do something on their own to reduce or mitigate vulnerability. Statistics showed that India had a large population of youth with disability who were completely out of the ambit of skilling programmes, consistent with their overall deprivation of resources or support, and despite their need for growth and survival as much as any youth. Four factors influenced the founders to start up this initiative targeting this segment: concern over their inherent vulnerability, a desire to work through 'difficult' challenges, the drive to make a significant impact and the hope of inspiring future generations to work on these issues.⁹ Such work could make an impact in the lives of disabled people, add a different color to the social welfare policies in the country, and inspire others to take up more such initiatives.

In poor societies like India, disability adds another dimension to poverty, making it socially complicated – this is the concept of 'double burden' as proposed by Sen (1988).¹⁰ Positive discrimination-based enablement practices are required for their optimal growth and to rehabilitate their handicaps. The idea was to address this crucial poverty dimension, and in the process have a positive impact on overall well-being of the individual as well as the household.¹¹



Business/operational model

The key function of Youth4Jobs is to set up placement-linked skilling centres for differently-abled youth residing in rural areas. This initiative caters to the following categories of youth: loco motor impaired (LI), hearing and speech impaired (HI) and a few low vision and slow learners.

Most of the youth who join this programme come from poor families, and hence skill training and subsequent placement help their families to come out of poverty. This process involves advocacy, campaigning and consistent efforts to convince parents to allow their differently-abled children to become a part of this initiative. Youth4Jobs also motivates employers to build an inclusive workforce and undertakes policy research studies. The organization carries out several key functions:¹²

- advocacy, reaching out and mobilization
- training and placement
- corporate sensitization for first time employers
- job role matrix for companies
- policy studies

Youth4Jobs also acts as a one stop shop for multinational companies for inclusive hiring. This service, recently introduced, includes helping build an inclusive strategy with a clear road map and then supporting the hiring process.

Skilling value chain

1. Sourcing and outreach

Sourcing and outreach are important components of the Youth4Jobs initiative. Outreach is done at two levels: with employers, and with youth and their families.

First, prospective employers need to be sensitized about differently-abled persons and the benefits of employing them. There is a huge demand for skilled personnel in cities where Youth4Jobs runs its training centres. In this case, the biggest challenge is to overcome the deep-rooted mindset that differently-abled persons cannot be trained and placed into productive employment. It takes time to convince prospective employers that differently-abled people are as productive as others. Companies start by hiring three to four differently-abled persons who are trained by Youth4Jobs. After screening their performance, they decide on whether or not to hire more.¹³

Second, differently-abled persons and their parents need to be convinced that they can get suitable employment on successful completion of training. Differently-abled persons are dispersed through communities, creating outreach challenges. Initial work is done with the help of local NGOs, and sometimes with assistance from government officials. Once located, there is a constant process of counseling of parents as well as students in order to change the deep-rooted mindset. The fear of sending differently-abled children to far off places looms large among the family members. Orientation training



SKILLING VALUE CHAIN

programmes are often conducted to mobilize people, and with the help of this continuous process of mobilization more people are attracted. Once convinced to participate in Youth4Jobs, students begin two months (60 days) of rigorous training. They are provided with free accommodation and food in cities near the training centres for the duration of training. The training programme is provided free of cost.

On completion of training, trainees are placed with a company. The newly trained become agents of change and they motivate others to join the programme, often mobilizing at least one or two additional persons to join Youth4Jobs.

2. Training

In a batch of 25 to 30 trainees, each person is different in terms of degree of disability, mobility constraints and educational background (e.g. education in special schools or regular schools). Designing a common manual which cuts across different categories of disabilities is a major challenge.

Youth4Jobs has devised an integrated course titled 'Work Integrated Soft Skills & English' (WISE). The two-month course covers modules on English, soft skills, computers and sector specific competency in retail, IT/ITeS, hospitality, media and entertainment. There is flexibility in training, which is responsive to the findings of local market scans and adapts to fit the local job-context. The training modules are often made in consultation with the specific industries. In McDonalds, for example, employees need to know how to attend a customer and how to serve, along with proficiency in basic English and some body language re-orientation. A gem and jewelry company specified that they need people who can work patiently with perseverance, identifying a need to train people in dexterity, perseverance and an ability to work on monotonous details.¹⁴ Skills are incorporated into the training process by active consultations with the industries when designing the modules.

As a first step in preparation of training modules, role mapping is done to check job compatibility with differently-abled people. Once this mapping between local demand and ability is completed, the two-month intensive training module is prepared. A rigorous demand assessment is done, and modules are designed in consultation with targeted industry, keeping in mind certain limitations of the youth.

The second step involves one week of on-the-job training where trainees gain exposure in live experience, product knowledge and adaptations on the job. Simultaneously, sensitization and sign language workshops are conducted for the company staff. Placement is the third step and Youth4Jobs tries to obtain regular feedback about the trainees from their employers. Based on the feedback, training modules are re-designed. given to existing informal sector workers, and classroom as well as practical training is given to new trainees. These programmes include trainings on soft skills and behavioural management.

3. Types of Training

Differently-abled people face a wide range of challenges. Keeping in mind multiplicity of challenges, different categories of skill training are provided.



Table 1: Types of skills training provided by Youth4Jobs

SECTORS	QUALIFICATION REQUIRED	KIND OF DISABILITY LI = LOCO MOTOR IMPAIRED HI = HEARING & SPEECH IMPAIRED
IT / ITeS – Data entry, BPO (non-voice), Computer operators	10th and above	LI, HI
IT/ITeS – BPO (Voice)	12th & Graduate	LI
Manufacturing (e.g. gems & jewelry)	5th and above	LI, HI
Hospitality	10th and above	LI, HI
Health care	10th and above	LI, HI
Tele callers	10th and above	LI
Data processing, proof reading	10th and above	LI, HI
Retail	10th and above	LI, HI

Source: Youth4Jobs. www.youth4jobs.org/index.php. Accessed 1 April 2015.

4. Training delivery and impact

Youth4Jobs training programme activities add value at three different levels: individual, employer and society as a whole.

- **Individual:** At the individual trainee level, training adds tremendous value to the self-esteem of the differently-abled persons and gives them hope for the future. It gives a meaning to their existence and they are no longer considered a burden to society. On the contrary, they are the ones who pull the family out of the poverty trap.¹⁵
- **Employer:** At the employer level, inclusion of differently-abled employees adds value to the organization as it combines business with compassion. Most of the employers are of the opinion that differently-abled people are much more sincere and committed, and studies indicate that productivity of differently-abled workers is 15 percent higher than others. Also, attrition rate of differently-abled workers is much lower than others (implying both lower training cost and lower replacement cost), which is inspiring companies to gain confidence about employing them on a regular payroll.¹⁶ Even among companies which were initially extremely reluctant about employing differently-abled persons are now employing them increasingly. One of the employers, for instance, now employs as much as 10 percent of its 2,000 employees from among those who are differently-abled and trained by Youth4Jobs.¹⁷



SKILLING VALUE CHAIN

- **Society:** At the level of society, Youth4Jobs is contributing to gradual attitudinal change. Differently-abled people are increasingly becoming a natural part of society where Youth4Jobs is operational. When both differently-abled and others are working together, they can learn a lot from each other. Social barriers between the two are broken and social harmony is enhanced. Moreover, trained differently-abled employees also act as agents of change when they go back to their communities and show their capabilities, and help change attitudes. This is especially significant for girls: unmarried, they are often viewed as a burden to society and cursed by family members.¹⁸ Girls traditionally have had multiple disadvantages – for being a girl child, for being poor, for being born in a rural area and for being differently abled.

Youth4Jobs addresses discrimination against girls directly, Meera Shenoy explains: “When a young woman is disabled in the villages of India, she is considered a burden and a curse, despite the fact that it is not her fault. A young woman in a village with a disability has four burdens on her shoulders: she is disabled, she is isolated, she is jobless and she is poor. But we tell the parents that this very same woman can actually work, earn and be independent,” she said.¹⁹ Youth4Jobs helps in developing a positive attitude towards differently-abled girls, and sends out a very strong message to society that they are not to be seen as different from others or neglected due to their physical barriers.

5. Assessment and certification

Youth4Jobs has an in-house assessment system to gauge which industry a youth will fit into. Certification is given by Youth4Jobs. Industry recognizes this as a quality certification. In the future, once the Government of India policies and systems are clear about sector skill certification, Youth4Jobs will also obtain such certifications for the trainees.

6. Impact measurement

Impact is measured in several different ways:

Use of an IT platform: The key output of the work is enrolment, placement and retention. An IT platform developed in-house tracks this output. Teachers and student assessments are conducted. The data gathered can be converted to simple Excel sheets, for data analysis of youth salaries, and company profiles. This analysis is fed back into the work to improve quality.

Case studies: Case studies are conducted in-house and by volunteers, as important tools to measure the impact on individual lives. They capture the before/after transformations in terms of confidence, self-esteem, economic independence, optimism and overcoming the stigma of disability.

Studies by companies: Companies who hire persons with disability from Youth4Jobs centres conduct regular studies on their productivity, punctuality, attrition and career progression. This is another important tool of impact assessment.

7. Placement

The strength of Youth4Jobs lies in its networks and partnerships with the companies. Most of them are first-time recruiters of persons with disability. Youth4Jobs has a model training centre where companies are involved from the first day. This helps in sensitizing company staff and also provides corporate exposure to students. The main recruiting companies are: ADFC (HDFC Bank's BPO), Tata Business Support Services (TBSS) and Symphony Technologies among the BPOs; Tata Teleservices, Airtel and Vodafone among the telecom; McDonalds, KFC and



Source: B-ABLE website

Lemon tree in hospitality sector; Spar, More and Shoppers Stop group in retail; Shahi Exports in apparel; Gitanjali Gems and Jewellery in the manufacturing sector; and Prasad EFX Magic in movie restoration and digital post production.

The effectiveness of the Youth4Jobs shows not only in the improvement of the quality of life of these youths' lives, but also the number of trainees successfully trained and sent out into society to earn their livelihood with pride. Youth4Jobs has succeeded in providing employment to more than 65 percent of youth in its programmes.²⁰

7. Post-Placement

Once placed with a company, Youth4Jobs helps its graduates find a place to stay. It makes sure that the accommodation has proper infrastructure facilities to ensure self-sufficiency in all aspects of life. Moving to big cities from rural areas is fraught with multiple challenges; they are not only new entrants in the labour market, but also now a part of a very different society. Handholding for several months is essential to get them settled in their new lives.²¹ Retraining for career advancement is not currently offered by Youth4Jobs which, given limited resources, focuses on giving youth their first job opportunity. The organization may collaborate with industry on a retraining for career advancement at a future date.



Source: B-ABLE website

Financing

Financing currently comes almost entirely from the private sector through corporate social responsibility activities. Funders include Axis Bank Foundation, Tech Mahindra Foundation and United Way, among others. Youth 4 Jobs has joined in partnership with Axis Bank Foundation, through corporate social responsibility, to launch Project Parivartan, a national scale-up programme for training 8,000 persons with disability over a period of four years across seven states. The organization also receives financial and non-financial support from high networth individuals and state governments where they are expanding their operations. In addition, various other organizations have partnered with Youth4Jobs over the years, including Anandwan Maharogi Sewa Samiti, Tata ProEngage Volunteers, Wadhwani Foundation, Voice of Specially Aabled People, Society for Elimination of Rural Poverty and Mission for Elimination of Poverty in Municipal Areas.

Innovation

Youth4Jobs demonstrates, at scale, that youth with disability can obtain employment in reputed companies, after short-term skilling. This in itself is an innovation in the skill development world. Youth4Jobs has examined the entire value chain of taking a rural youth with disability from unemployment to his or her first organized sector job, and retention. The innovation was in creating the blueprint for scale for the first time in the country; introducing simple, low-cost workplace adaptations; and creating company sensitization workshops to ensure youth with disability are hired and retained in their jobs.

Youth4Jobs has expanded industry opportunities for the disabled. In 2010, research indicates that speech and hearing impaired youth were working as housekeepers only. Also, government-funded programmes had existed in the past where youth with disability made phenyl, chalk and other manufactured materials.



Through Youth4Jobs, thousands of differently-abled youth are now employed by retail, hospitality, BPO, quick food service and a variety of other industries.

Challenges and solutions

There are many challenges for a differently-abled person to enter the labour market. The challenges can range from lack of basic education and skills training, financial security and low level of family encouragement to societal pressures, employer and co-worker perceptions and lack of exposure to the market.²² Girls and women face the most severe discrimination.

Outreach and sensitization: The success of any programme that reaches this vulnerable population is dependent not only on provision of skills and knowledge, but also on outreach and sensitization to change the deep-seated views that is so ingrained in the minds of our society.²³ Youth4Jobs relies largely on the knowledge and relations of the communities, local organizations and local government bodies to reach out to the differently abled, especially in the rural areas. Without the support of other organizations, at least initially, it would be impossible to make inroads in among poor and marginalized populations in remote areas of the country.

Communication and advocacy: To build positive perceptions, the organization has developed innovative and special communication and advocacy materials. Making the case to companies, the message is that hiring persons with disability makes good business sense. Sensitization workshops are organized with top management, managers and supervisors to expose them to relevant government schemes, sign language and experiencing disability.²⁴ They are designed to be both entertaining and educational.

Private sector partnership: The organization has forged partnerships with over 100 corporate partners to employ Youth4Jobs trainees. Many of these employers have been sensitized to implement workplace safety rules and regulations for their differently abled employees. Some employers have been encouraged to implement the various government incentives such as Employees State Insurance (ESI) and Employee's Provident Fund (EPF), which are important social security measures provided to the employees in organized sector, where the employer contributes an equal portion to the employees. To motivate employers in hiring persons with disability, Youth4Jobs advocates for the 'Best Employer of Persons with Disabilities' award from the Government.²⁵

Funding: Currently funders reach out to Youth4Jobs because of the pioneering nature of its work, the professionalism of its team and core values like transparency. Youth4Jobs works both at the grassroots and policy level. Yet there is a need to have a clear plan for long-term funding. Educating funders is an ongoing task, to explain why boarding and lodging is required or why the training is more expensive. Also, funders want transparency but do not fund the use of IT for this purpose.

Several state governments are showing interest in starting similar kinds of activities in their own states and, therefore, there are possibilities of government support for this kind of programme. Governments are recognizing the potential of training and employing differently-abled rural youth. However, such initiatives by other state governments are at a very initial stage.²⁶ Also, there are many new entrants who are envisaging playing a role in this field when government and other funders appear, raising concern over their potential lack of commitment to quality and to the people in this vulnerable group.²⁷



CHALLENGES AND SOLUTIONS

Occupational health and safety: Organizational adaptation is an important concern for differently abled people. Simple yet important changes can make their workplace adaptation simpler and smoother, e.g. changing the sound systems into lighted sign boards. In another example, when trainees started working at a company named Lifestyle (a retail store), cashiers showed a placard for each advertised offer at the store to compensate for their auditory impairment.²⁸ At the company Geetanjali Gems, all differently-abled people work on the ground floor, with ramps and clear pathways and very few obstacles in the corridor²⁹ and youth with no lower limbs sit on adjustable stools to polish diamonds; small changes have produced significant results. Each organization and each sector, however, has its own workplace demands and needs, and workplace adaptation needs to be planned and designed accordingly. There is no standard design and the requirements vary from organization to organization.

Sustainability: The focus of Youth4Jobs is not on numbers but on quality and sustainability. Its succession planning is in place, and the organizational environment fosters preparing and inspiring the next generation of leadership. Other issues pertaining to the sustainability are the lack of a formal assessment of the training module and lack of standard accreditation of the training modules. Also, certification is not formal or standardized, though in practice proof of qualification is employability, demonstrating that the trainee is able to convert his or her skills into placement. This situation may benefit from recent efforts by the Government of India to set standards customized to the needs of persons with disability (PwDs). It has recently constituted the Sector Skills Council for Persons with Disability, and the founder of Youth4Jobs is on the governing council. Youth4Jobs will work with with the Council for certification of its various courses.³⁰



Source: B-ABLE website



Source: B-ABLE website

Monitoring and evaluation: There is no formal impact assessment mechanism in place to date, though the organization has plans to include social audit measures in the near future. The leadership of Youth4Jobs asserts that the programme has produced a significant and robust impact across board. Employers have reported that productivity of differently-abled youth is an average 10 to 15 percent higher than that of other workers.³¹ The key attributes described by one of the senior managerial staff at an employing site are: high motivation, focus, speed, adaptability, hard work, punctuality and participates in cultural activities to get integrated into the work culture.³² Differently-abled employees demonstrate exceptional commitment coupled with low attrition rates. The income they earn after attaining skill training and securing employment has helped families in clearing debts (32 percent), asset creation (15 percent), education (25 percent), enhancing savings (22 percent), and health care expenditure (6 percent).³³

Placement: After completing rigorous training, the majority of trainees (65 percent) are placed in a job. However, employment opportunities for the differently-abled exist primarily in the unorganized sector. Greater involvement of the organized sector is needed for providing more decent and productive employment opportunities.



RESULTS

Replicability: Youth4Jobs caters to a niche market in the skilling landscape and hence replicability and scale is a difficult task. However, it has a plan that will take the work forward and inspire others to follow suit. Youth4Jobs training centres are located on the campuses of large NGOs, and while programmes are in session the NGO partner is also trained in skilling the differently abled. The aim is for these NGOs to be equipped to take up the skilling role within a period of five years, with initial support for MIS, placements and quality monitoring. In rural areas, Youth4Jobs envisions opening up hub centres for knowledge dissemination in partnership with funding agencies and large NGOs to build the livelihood development capacity of other training partners and disseminate best practices to other organizations.³⁴

Results

Within a span of four years, activities of Youth4Jobs have extended to nine States. More than one lakh (100,000) community advocacy initiatives have been undertaken in order to appropriately sensitize people about this training initiative and generate employment opportunities. Youth4Jobs has worked in collaboration with 110 NGOs and more than 200 companies. These companies provide employment to the differently abled. Some 7,000 differently-abled youth age 18 to 27 from rural areas have received training, out of which 40 percent are girls, and 6,570 have been placed in employment. succeeded providing employment to more than 65 percent of trained youth.³⁵ The majority received training in information technology and information technology enabled services (IT & ITES) followed by retail and manufacturing.

Table 2: Youth4Jobs training centres

STATE	NO. OF TRAINING CENTRES	YOUTH4JOBS TRAINING CENTRE LOCATION
Andhra Pradesh	4	Rajahmundry, Tirupathi, Vijaywada, Visakhapatnam
Telangana	2	Hyderabad, Warangal
Gujarat	1	Ahmedabad
Maharashtra	2	Mumbai, Nagpur
Tamil Nadu	2	Chennai, Coimbatore
Jharkhand	1	Ranchi
Rajasthan	1	Kolkata

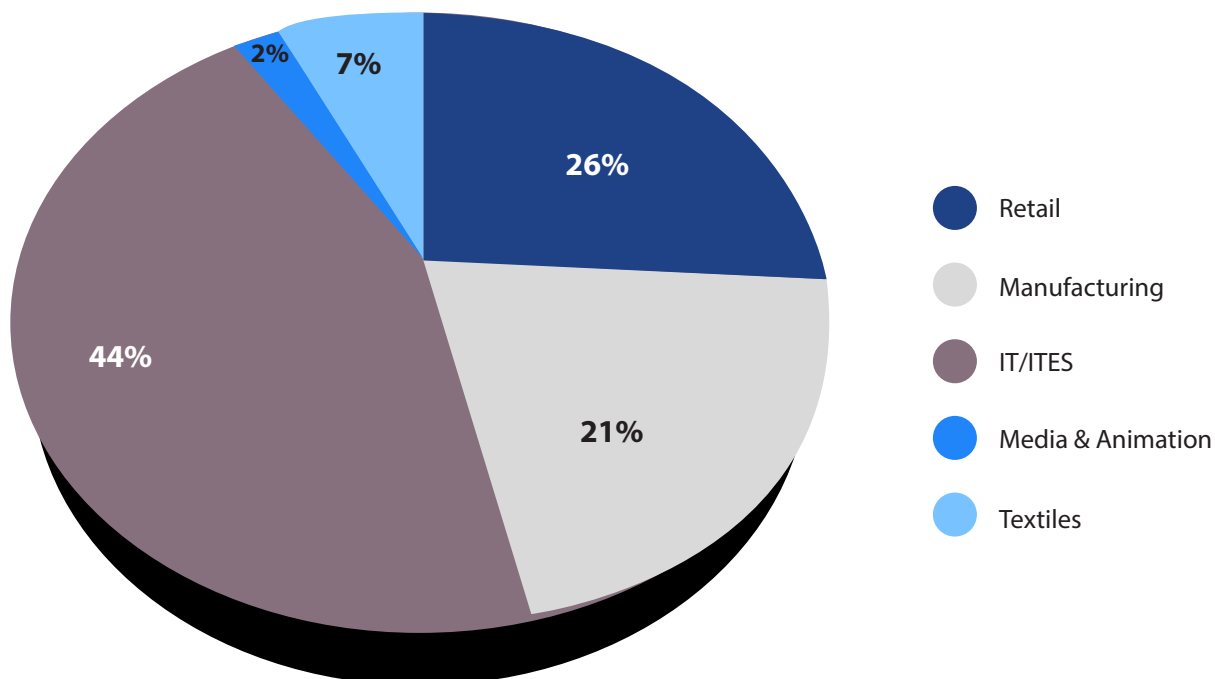


PANKH TRAINING CENTRES

(THE YOUTH4JOBS BRAND FOR TRAINING YOUTH WITH DISABILITY FOR THE RETAIL SECTOR ONLY)

Karnataka	1	Bangalore
Maharashtra	2	Pune, Mumbai
Gujarat	2	Vadodara, Ahmedabad
Delhi	1	Delhi
TOTAL	20	

Figure 1: Percentage distribution of persons trained in different trades

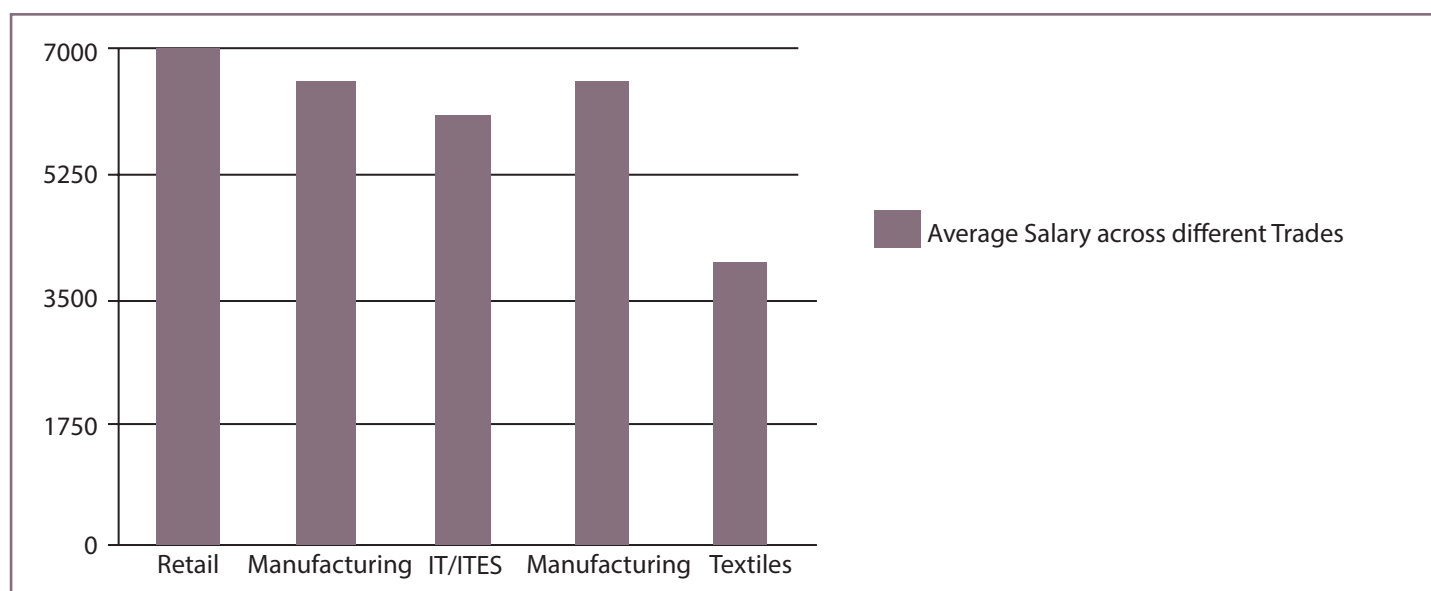


Source: Youth4Jobs. www.youth4jobs.org/index.php. Accessed 1 June 2015.



CONCLUSION

Figure 2: Average salaries received across different trades (INR)



* This does not include other benefits like PF, ESI or accommodation.

**The salary range is from INR 4000 to INR 7000 (\$58.15 to \$101.77).

Source: Youth4Jobs. www.youth4jobs.org/index.php. Accessed 1 June 2015.

Conclusion

By 2020, Youth4Jobs envisions training 20,000 differently-abled youth along with sensitization on 'ability with disability' of 1 million community members and 100,000 company representatives. To achieve such targets, Youth4Jobs plans to expand and extend its programmes and services to states like Calcutta, Chattisgarh, Delhi and Orissa. Youth4Jobs plans to increase the number of centres in states where it currently operates, including in Gujarat, Maharashtra, Rajasthan and Tamil Nadu. Another prospect is providing more diverse work training, such as entrepreneurship development in the areas of computer training centres, tea shops and vermiculture to open up vistas of equal opportunity. Also, the organization intends to sensitize and mobilize increased participation of corporations and multinationals to whom they can offer a customized package of solutions to build an inclusive workforce.³⁶

The kind of initiatives taken up by Youth4Jobs have potential not only to improve the lives of differently-abled persons and bring them into societal mainstream; they also play crucial roles in poverty alleviation among the most vulnerable groups and in changing the deep-rooted negative mindset of the majority towards these vulnerable groups. Such initiatives set an example for improving living conditions of other vulnerable and marginalized groups in society through innovations in the skilling value chain.

¹ Ibid.

² IICPSD, "Youth4Jobs Skills the Most Vulnerable".

³ Ibid.

⁴ Shenoy 2011.

⁵ Youth4Jobs Case Writeshop (23 March 2015).



⁶ EGMM is part of Rural Development Department works in the public-private partnership model to provide employment to rural youth. It first gathers information about unemployed rural youth which is followed by a market scan for opportunity assessment. Youth are then screened, enrolled and trained in the 450 training centres across Andhra Pradesh. See <http://egmm.cgg.gov.in/contactus.do>

⁷ Youth4Jobs Case Writeshop (23 March 2015).

⁸ Ibid.

⁹ Ibid.

¹⁰ Sen 1988.

¹¹ Ibid.

¹² Youth4Jobs website.

¹³ Youth4Jobs Case Writeshop (23 March 2015).

¹⁴ Ibid.

¹⁵ Mekala Trinadh (now working in an electronic art company and an alumni of Youth 4 Jobs) now earns about Rs. 250,000 per annum which his father (a daily wage labourer) cannot even imagine. His sister has now started going to college again, and Mekala is also in the process of repaying debts which his father incurred for education and sustenance of their family (Source: "Bringing Inclusion to Workplace: Mainstreaming persons with disability", power point presentation, 27th March 2015, Meera Shenoy).

¹⁶ Youth4Jobs Case Writeshop (23 March 2015).

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Shenoy 2011.

²⁰ Youth4Jobs website.

²¹ Youth4Jobs Case Writeshop (23 March 2015).

²² Youth4Jobs website.

²³ Youth4Jobs Case Writeshop (23 March 2015).

²⁴ Shenoy 2015.

²⁵ Youth4Jobs Case Writeshop (23 March 2015).

²⁶ Ibid.

²⁷ Ibid.

²⁸ Ibid.

²⁹ Ibid.

³⁰ Ibid.

³¹ Ibid.

³² Ibid.

³³ Shenoy 2015.

³⁴ Youth4Jobs Case Writeshop (23 March 2015).

³⁵ Youth4Jobs website.

³⁶ Information provided by Youth4Jobs.

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