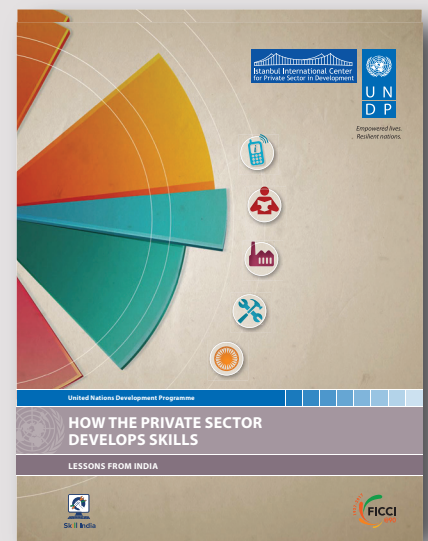




HOW THE PRIVATE SECTOR DEVELOPS SKILLS

NIIT YUVA JYOTI: SOURCE-TRAIN-PLACE MODEL FOR SKILLING DISADVANTAGED YOUTH

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SUMMARY

AUTHOR	Dr. B. Chandrashekar, Regional Centre for Biotechnology, Gurgaon, India
SUMMARY	NIIT Yuva Jyoti is a skill development venture in association with NSDC that trains disadvantaged youth and school dropouts from cities in India with populations under 1 million. The organization uses the Source-Train-Place model and seeks 'local jobs for local youth' especially in information technology. The vision of the organization is to train 7 million youth by 2022.
KEY FEATURES	NIIT Yuva Jyoti implements the innovative Source-Train-Place model to select trainees in accordance with industry needs, standardize its training offer through use of technology, and place successful trainees by providing linkages, soft skills and hand-holding assistance. The organization leverages 'local jobs for local youth', cooperating with the private sector and small and medium enterprises at the local level to offer training programmes and subsequent employment. Thus, youth could be skilled and employed in their locality and small-scale companies could access skilled human resources. NIIT Yuva Jyoti highlights the skills necessary to react and solve real life problems. It uses Model-Centered Learning Architecture approach along with simulations and case studies, and instructors act as role models for the trainees. Technology also plays an instrumental role in the business model. Innovative tools such as video resumes and online portals facilitate the employment process of the trainees.
RESULTS	NIIT Yuva Jyoti has created more than 350 centres across India, reaching more than 128,000 students as of March 2015. Through various incentive schemes the programme has also witnessed a rise in women's enrollment from 22 percent (2011-12) to 45 percent (2013-14).



Summary

NIIT Yuva Jyoti Ltd. was recognized as the 'Best Vocational Education and Skill Development' initiative at the World Education Summit in 2014. Established in 2011 by NIIT as a joint venture with National Skill Development Corporation, it is a leading learning outsourcing and talent development company for the corporate sector in information technology and information technology enabled services (IT and ITES). Its mission statement is 'to transform millions of unskilled Indian youth into readily employable global professionals, through NIIT's Yuva Jyoti Skills Development Centres'.¹

NIIT Yuva Jyoti focuses its skill development activities in tier 2 and 3 towns (population size 1 million or less) for youth who lack the necessary skills for service sector jobs, and for companies who set up operations in these areas without having the right talent to employ. Grounded in its 'Source-Train-Place' methodology, over the last four years the organization has been able to provide 'local jobs for local youth' belonging to the target group of 10th or 12th pass,² diploma holders, and undergraduate and graduate students primarily located in tier 2 and 3 towns and rural areas.³ To facilitate and support socio-economic inclusion, the organization emphasizes skill development of women and the physically challenged.

Operational model: Key strengths lie in the operational model. NIIT Yuva Jyoti employs sourcing and mobilization techniques that engage involvement of people at the grassroots level; uses a 'critical mistake analysis' technique and Model-Centered Learning Architecture that identify problems in the productivity of trainees and tailors programmes accordingly; uses local and regional languages for training and sensitizing the masses; and uses an array of approaches in its training delivery including classroom teaching, collaborative projects, industry visits, expert sessions as well as mixed learning (including synchronous learning technology).⁴ Technology-enabled training delivery includes web conference, video logs and online assessment systems.

NIIT Yuva Jyoti has established more than 350 centres across India and imparted skills training to some 128,000 students. The organization has forged partnerships for placements with more than 300 entities.⁵ Through its special programmes and scholarships for women, it has been able to increase female participation in training programmes from 20 percent to 49 percent in the last three years.⁶



History and development

Skill development and employability of youth in India remains a challenge. In a recent study, Boston Consulting Group estimates that over 65 percent of Indian companies face difficulties finding skilled people to fill vacancies. Despite India's large youth population, only 2 percent of the workforce is formally skilled while almost 93 percent of is employed in the informal/unorganized sector.⁷

The lack of relevant skills among Indian youth persists though the government has set up various vocational and educational training courses. This is attributed to a number of factors. The dropout rate from school education systems is significant. Among secondary school-aged students, an estimated 20 million of the 49 million students are out of the school system.⁸ This segment of the population often lives in rural areas and is from disadvantaged sections of the society; for example, dropout rates for Scheduled Castes and Scheduled Tribes are at 59 percent and 75 percent respectively.⁹ Most enter the labour market with few or no skills. Another reason why skill development programmes have not been about to draw out youth is that those with higher aspirations tend to regard jobs in the service and manufacturing sectors as less glamorous, including low salaries and job location.¹⁰

Private sector participation in skills training can play a unique role in bringing together the aspirant youth population and employment providers, making available skills training in various locations including hard-to-reach rural areas. NIIT Yuva Jyoti has emerged as a Skill Service Provider (SSP) by partnering with NSDC.¹¹



Source: NIIT



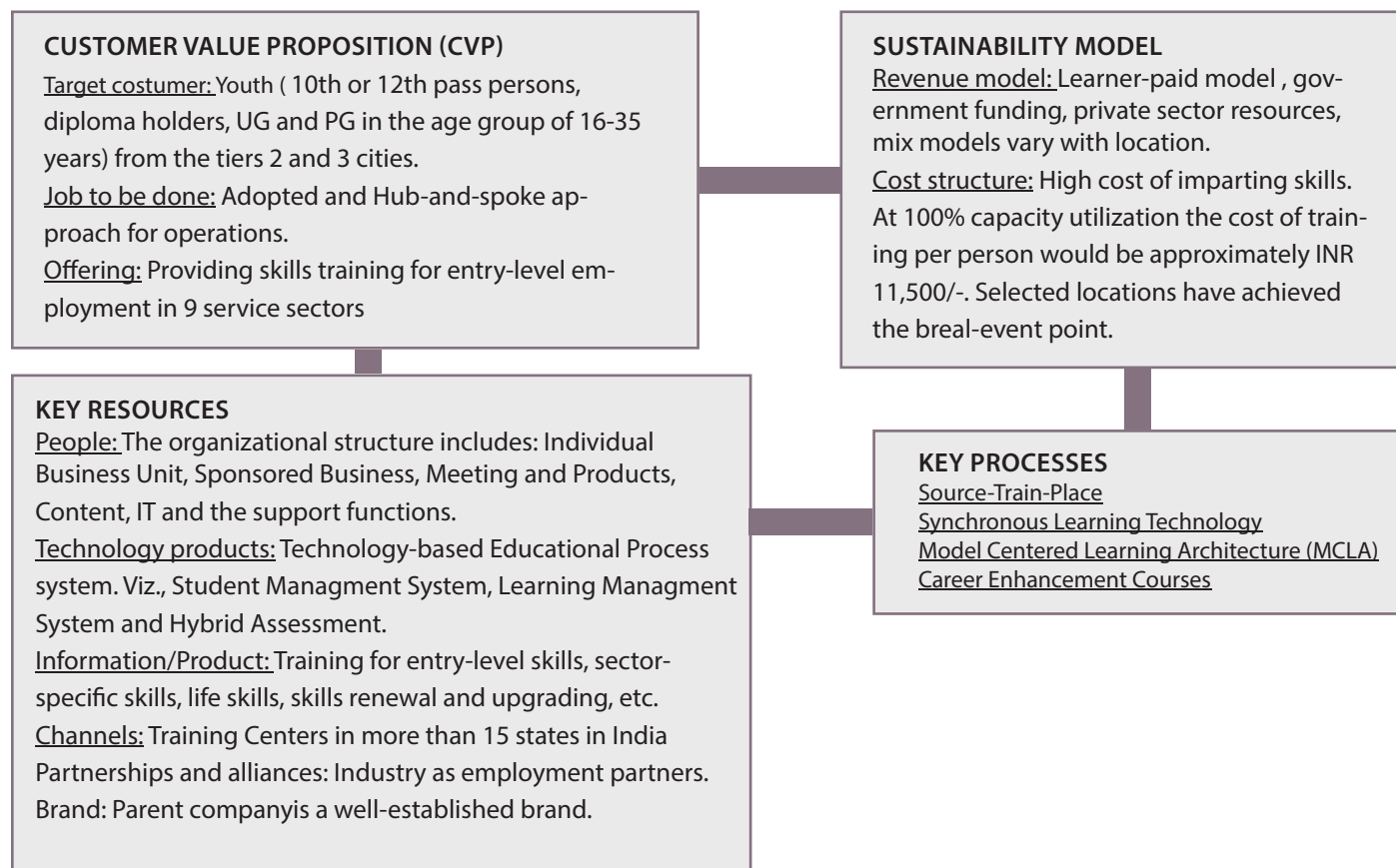
Organizational setting

NIIT is a global leader in skills and talent development that has impacted over 35 million learners in 34 years.¹² The company was established in 1981 by Mr. Rajendra S. Pawar, now Chairman, and Mr. Vijay Kumar Thadani, now Vice Chairman and Managing Director, with the thought of 'bringing people and computers together successfully'.¹³ In 2006, NIIT launched banking, financial services and insurance trainings, followed by NIIT Imperia (Management Training) and NIIT Uniqua (targeted to BPO sector). In 2008, they initiated NIIT English Plus to provide training in spoken English and professional life skills. In 2011, NIIT established NIIT Yuva Jyoti as its training arm to impart skills training to youth for entry-level jobs in the service sector.¹⁴

NIIT Yuva Jyoti is headquartered in Gurgaon.¹⁵ The organization has established training centres in the following states of the country: Andhra Pradesh, Assam, Bihar, Chattisgarh, Delhi, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Maharashtra, Madhya Pradesh, Odisha, Punjab, Rajasthan, Tamil Nadu, Telangana, Tripura, Uttar Pradesh, Uttarakhand and West Bengal.¹⁶

The key focus of NIIT Yuva Jyoti lies in providing training in service sectors: retail; IT/ITES; banking, financial services and insurance (BFSI); media and entertainment; telecom; hospitality; education as well as the informal sector.¹⁷ NIIT's extensive training is utilized in designing content and providing industry-relevant curriculum in the skill development initiatives of NIIT Yuva Jyoti. The vision of the organization is to train 7 million youth by 2022 in various service sectors. NIIT's industry partnerships are harnessed for practical learning and providing youth with relevant skills for specific jobs.¹⁸

Figure 1: Organizational elements of NIIT Yuva Jyoti





BUSINESS/OPERATIONAL MODEL

Business/operational model

NIIT Yuva Jyoti follows a Source-Train-Place model for skill development.¹⁹ 'Source' refers to reaching out to students, understanding their needs and screening them as per industry requirements. 'Train' references imparting skills and knowledge assets to students using innovative pedagogy in line with industry needs. The model then moves to match and 'Place' trainees in job roles with ample interview preparation and post-placement (hand-holding) support in the initial period of employment.²⁰

Box 5: Elements of the Source-Train-Place model

1. Youth are mobilized through local resources, technology enabled solutions/mobile solutions, representatives such as panchayat heads, LIC agents, postman, etc., with incentive schemes.
2. Trainings are standardized across skills centres. Programmes follow the National Operating Standards and National Skills Qualifications Framework guidelines. The training methodology known as Model-Centered Learning Architecture (MCLA) and video-based training delivery (VBTd) from a centralized studio extend reach where quality resource are scarce in rural and semi-urban locations.
3. The training is a mix of classroom teaching, case study-based learning, practical training and on-the-job training, also called industry-based training.
4. Online assessments of students cover domain skills, practical knowledge and soft skills, and are competency based. Student's competency grades are available in the database, which is accessed by the employers.
5. The organization has database of employment opportunities. After training and assessment are complete, students are placed in jobs in the service sector. Guidance and counselling by the Skill Service Provider is done during the initial period of placement.

The organization has a typical operational model for design and delivery of skill training programmes, from a needs assessment survey to counseling, screening, registration for candidates and counseling with placement.²¹ The model adopts a multi-pronged approach to successfully include female participation at the initial stages. NIIT Yuva Jyoti aims to provide training and skill development services mainly to persons between the age of 16 to 35. Its target demographic may be classified as follows:²²

- 10th or 12th pass persons, diploma holders, and undergraduate and graduate students primarily located in tier 2 and 3 towns and rural areas;
- Existing service sector employees, including workers from the informal sector and workers from corporate-sponsored training programmes;
- Members of underserved communities including youth below the poverty line (BPL), slum residents, Scheduled Castes and Scheduled Tribes from rural as well as urban areas, women and persons with disability (PwD).



Skilling value-chain

1. Sourcing

NIIT Yuva Jyoti carries out market research on a regular basis to augment its database on industry requirements and areas that need skills training facilities. Once a skilling requirement is identified, a preliminary market search is conducted, which involves interactions with employers and communities to assess entry-level jobs and availability of youth in the area to fulfil these roles.²³

Youth are mobilized from the region around the skill centre, generally covering a range of 10 to 15 kilometres including the villages. One of the innovations in the mobilization process is a three stage approach to sensitizing youth about training and employment opportunities:

First, the pre-activity stage involves a door-to-door campaign, spreading messages through key contacts such as the panchayat head, Life Insurance Corporation (LIC) agents and NGOs working in the region. Such contacts set the stage for an NIIT boot camp day. The organization practices a new method of geo-fencing technology for mobilization in which telecom operators transmit information regarding the organization's initiatives through messages or pre-recorded outbound dialers (OBDs).²⁴

Second, the activity/event stage is where a camp is set up at a central place (e.g. school grounds/panchayat) and an open question and answer session is carried out for the community members and aspiring students. Individual-level counselling is also done at the camp followed by a typical visit to an NIIT centre to showcase its activities.

Third, the post-event stage actions consist of orientation and briefing at the centre, demos provided to parents and guardians, and registration of interested candidates.²⁵ Home counselling meetings for students and parents are also conducted to achieve a maximum number of candidates for the training centres.

2. Training standards and content

NIIT Yuva Jyoti follows a standard process in its curriculum design for all training programmes. The in-house Curriculum Team designs the training content and standards based on industry requirements, learners' backgrounds (which are assessed during the sourcing phase) and skill deficits in the market. At this juncture NIIT's involvement in training and its knowledge base is leveraged to design the soft skills and life skills requirement for the training. The curriculum is then vetted by industry partners. This unique method uses a combination of in-house experts who have domain knowledge, together with experts from the relevant sector who provide the latest trends and perspectives.

The organization's career-oriented curriculum is also in line with the National Occupational Standards²⁶ articulated by the corresponding Sector Skill Council²⁷ for entry-level placements. In this manner, the organization ensures that its training content is industry-relevant and demand-driven.

The skills programmes offered by NIIT Yuva Jyoti include business process outsourcing, data entry operators, retail customer service executives, financial sales executive services, in-store promoter, junior software engineer, and technical support executive, to name a few. Though the preferred language for training and communication is English, all training material used by NIIT Yuva Jyoti is published in regional languages and Hindi to support student learning outcomes.



The skills programmes focus on key components of both domain knowledge and life skills that make the candidate employable. These core and domain skills are embedded as part of the skill curriculum and demonstrated through practical training or on-the-job training. These components vary with the type of skill programme and may include personal skills, interpersonal skills, core domain/study skills, career guidance and interview skills, entrepreneurship skills and life management skills. For example, the organization provides career enhancement courses covering basic IT training and spoken English and life skills such as professional development, workplace safety, health, safety and security and interview preparation techniques.

3. Training delivery

The duration of any training programme of NIIT Yuva Jyoti ranges from two to four months with total learning hours varying between the kind of trade, level and involvement of on-the-job or apprenticeship programmes.²⁸ A typical training centre caters to a batch size of 16 to 20 persons and includes two classrooms, one machine room (which may house a computer lab, skill lab and/or retail lab) and an LCD projector. There are two to four trainers per centre. The centre is administered by a Centre Head who reports to the Sales Head.²⁹

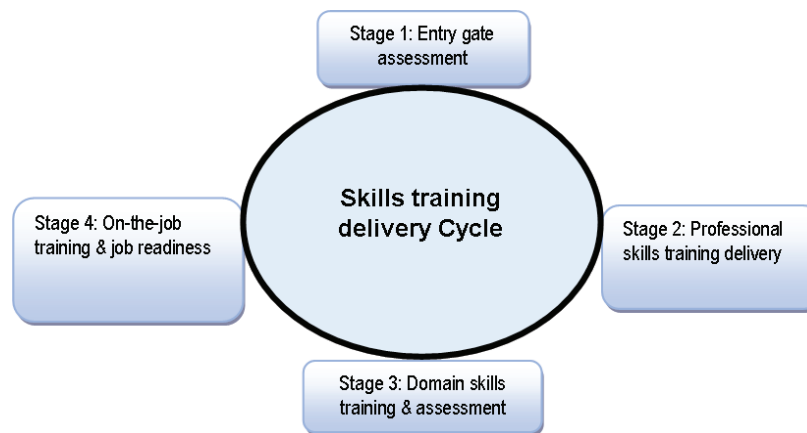
NIIT Yuva Jyoti has adopted a unique and innovative ‘hub-and-spoke’ approach for its operations using its existing franchise operators. For delivering skill development programmes, the organization leverages its franchisee centres, who appoint ‘spokes’, recruit students and deliver trainings in smaller areas. The ‘hub’ provides a payment to the ‘spoke’ centre in exchange for new students, which enables the ‘spoke’ centres to remain financially viable.³⁰

The organization adopts a combination of classroom teaching, collaborative projects, live projects, role play activities, learning through occupational and virtual laboratories, micro-enterprise as well as mixed learning (including Synchronous Learning Technology). Students engage in self-paced learning by using multimedia content simulating real-world service scenarios. Figure 8 shows how the process may be understood in stages:

- Stage 1: Entry gate assessment – The entry video log is taken, focusing on grooming and verbal communication. A video log assessment is conducted;
- Stage 2: Professional skills – Students are taught basic IT, time and task management and workplace orientation. An online assessment is conducted;
- Stage 3: Domain skills – Domain-related knowledge and practice are imparted;
- Stage 4: Final assessment/on-the-job training and readiness – This consists of project (a simulation of core domain skills), online test (to evaluate domain-specific knowledge), final video log (for grooming and communication skills) and mock interview.



Figure 2: Stages of the training process stages



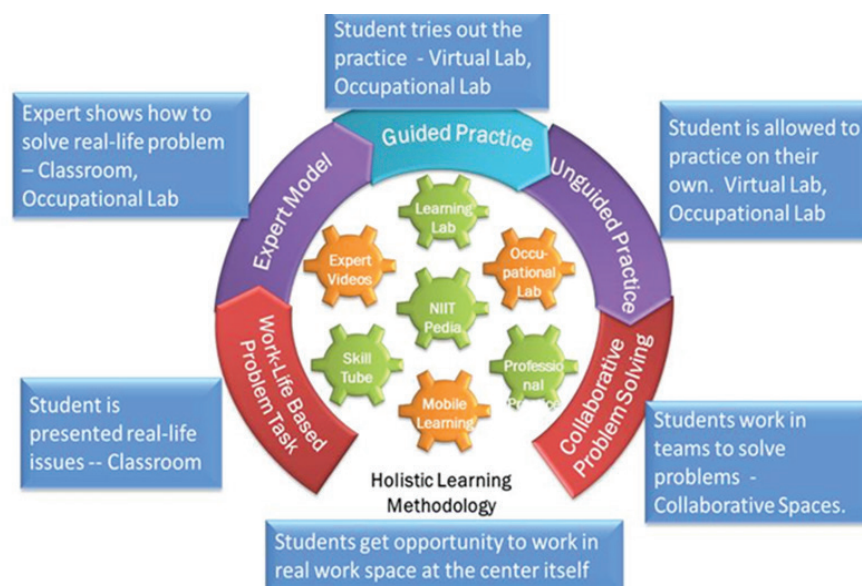
Source: NIIT Yuva Jyoti

Model-Centered Learning Architecture: The organization applies a Model-Centered Learning Architecture, a pedagogical approach developed in-house by NIIT's Research & Development team, based on research that shows students learn best from an expert who serves as a role model, especially when the learning objectives are clearly defined in the context of real-life scenarios. The NIIT website explains how it works:

MCLA exposes the student to case studies and specific problem settings drawn from the industry. These scenarios serve as the backdrop for discussions and collaborative problem solving. Students first get an opportunity to observe their instructor solve the problem, then solve the problem on their own under his guidance, and finally do unguided practice until they master the required skills.

This methodology establishes classroom instructors as role models and defines learning objectives through the lens of real-world scenarios. Students are apprised of case studies and problems from the industry, which serves as the backdrop for classroom interaction and collaborative problem-solving.³¹

Figure 3: Model-Centered Learning ArchitectureTM



Source: NIIT Yuva Jyoti



Synchronous Learning Technology (SLT): SLT offers interactive electronic and/or online platforms to allow for students and teachers to interact. NIIT centres are equipped with technologically advanced and innovative SLT in the form of an interactive classroom fitted with a projector and linked by broadband satellite (VSAT) to one or more studios housing the expert faculty who conduct the teaching. The software capabilities of SLT replicate the experience of face-to-face teaching for the students and enable real-time communication. The technology also provides support features such as Learning Management Systems (LMS), e-learning and online assessments.

The learning methodology of SLT combines the advantages of classroom teaching with e-learning and learning management systems. These help overcome the barriers related to physical distance and logistics. SLT helps NIIT Yuva Jyoti to reach the target segment for skills training and development, and thus extend the benefits of expert faculty.

The training also includes discussion sessions by industry experts to introduce students to the prevalent standards and practices of the domain. Industry visits are organized twice in a month to provide practical experience and exposure to students.³² An internship was also provided for certain courses; however, this has been discontinued for most courses as it involved a delay in placements.³³

Trainers: Trainers are locally hired for the centres with prior industry experience ranging from six months to five years. To maintain training quality, hired trainers undergo a 'boot camp' during which Master Trainers deliver sector training, and certification is provided. The organization conducts Refresher Courses for its trainers. Master Trainers monitor trainers' performance, and address their queries and issues. The organization draws Master Trainers from other NIIT businesses as well. The organization is launching a Skills Trainer programme that will provide services for training of trainers.³⁴

4. Assessment and certification

After the training is completed, students undergo assessment in a system that looks at core skills obtained in the domain areas as well as soft skills. All trained students undergo mid- and end-term evaluation for the skill programme(s) in which they are enrolled. Mid-term assessments facilitate an understanding of the level which students have reached, and allow for the provision of extra support if needed.

NIIT Yuva Jyoti follows a competency-based assessment, which is made available via the online platform. The National Occupational Standards stipulate the skills needed, which vary by level and type across industry sector.

NIIT Yuva Jyoti has developed various customer-centric innovations in technology to facilitate assessments during and after the course. These technological advancements are key differentiators for the organization. They help not only in assessing students but also increase relevance and effectiveness of course structure and training delivery mechanisms. One of these innovations is the video log, whereby video tests of trainees are taken at four different stages: pre-test when the trainee joins the course; post-test after completion of course and twice in mock interviews to prepare students for the final job placement. These video logs are taken on mobile phone which are easy to use and thus can be recorded by the trainers/trainees themselves. There is also an 'Online Assessment Engine' built in-house to gauge students' learning effectiveness and give student feedback.³⁵



Competency is largely dependent on the level of skills training, both theoretical and practical, undergone by the youth. NIIT Yuva Jyoti skill courses follow the NOS competency mapping and standards across the trades offered. In order to make it more relevant, industry experts participate on . NIIT Yuva Jyoti's curriculum and competency mapping panels, which in turn are engaged in assessment and certification.

5. Placement

NIIT Yuva Jyoti provides ample placement support to the trained candidates. Upon completion of training, the organization assists students with interview preparation, conducts mock interviews along with partner organizations and provides feedback, and provides additional support to weaker candidates.

Placement is organized through job fairs conducted by local NIIT centres, or through rolling placement (wherein placement calendars are prepared and shared with students).

Placement is also facilitated by an online portal that brings successful trainees and prospective employers together. NIIT has a specially designed placement portal that provides a record of students' skill levels. The portal is also used by the potential employers for stating their human capital needs.³⁶ Employers may also preview video resumes of students who have graduated from training.³⁷ In the next step, employers login to the portal to access student profiles and decide in advance on which students should be called in for the interview process, which may take place either on the employer's premises or at training centre. The portal shortens the selection procedure and saves time and costs for prospective employers.³⁸

NIIT Yuva Jyoti capitalizes on its parent company, NIIT, which has industry linkages with over 3,000 entities in India, and establishes tie-ups to implement placement/professional practice agreements with industry actors.³⁹ The organization has a placement cell that determines candidates' skill levels and maps them according to industry requirements. Since NIIT aims to provide 'local jobs for local youth', the ground-level placement teams tie-up with local industries and small and medium enterprises (SMEs) to source local jobs for their candidates and in turn provide the small companies to benefit from skilled manpower.⁴⁰

The organization allows each student to appear in a minimum of three interviews, preferably from diverse types of organizations. When an interview is conducted, the organization obtains feedback regarding the candidates and provides remedial instructions wherever needed. Following this feedback, the candidates undergo the placement procedure once again. Placement is found for nearly 90 percent of trained youth who participate in this rigorous placement process.⁴¹

6. Post-placement

NIIT Yuva Jyoti retains the database of student information for more than a year to facilitate follow-up and provide post-placement services. When a former student has had difficulty, he or she is invited to the counseling centre and provided another opportunity for employment or, after suitable counseling, is guided towards further training. The organization also plans to provide support with regards to finding accommodation, managing lodging, etc. This assistance is necessary in case students are required to migrate for work. The organization also envisions leveraging technology to undertake an end-to-end tracking of its trained candidates.⁴²



Financing

NIIT Yuva Jyoti is set up as an alliance with NSDC, which has a 10 percent stake in the organization. In 2011, total financial outlay for setting up and expansion of NIIT Yuva Jyoti for the next four years was INR 3.77 billion (\$55 million), out of which INR 1.78 billion (\$26 million) was forwarded by NSDC in the form of a loan.⁴³ The effective interest rate on this loan is approximately 8 to 8.25 percent. This funding has been utilized for infrastructure development and content creation.⁴⁴

Most of the programmes run by the organization are government-sponsored or run by the Ministry of Rural Development. In addition, under its individual business setup, the organization levies fee payment from students. In certain cases, fees are also paid either through CSR initiatives or industry tie-ups, under the Sponsored Business model.

Training for impact

NIIT Yuva Jyoti seeks to offer skill development to youth and marginalized communities at an affordable price to engender a mass market for skilling across India.⁴⁵ It upskills youth, provides skills certification, imparts soft skills, enhances confidence and employability and facilitates placement.

To encourage the uptake of skill development by women, the organization has undertaken focused promotion and has extended incentives. The programme targets job roles with high demand for female employees such as sales and customer service in retail, skills trainers in education, and rural BPO in ITES, i.e. business process outsourcing employees in information technology enabled services. To ensure female participation, training programmes are provided in remote as well as urban areas, with centres set up in convenient locations to minimize travel and enable training provision at flexible schedules. The organization also sensitizes employers to provide flexibility of time and preference of location to women candidates after they are placed in any job. NIIT Yuva Jyoti endeavours to establish women-only training centres to furnish a comfortable learning environment. It offers scholarships to assist female students in meeting the financial requirements.⁴⁶ Due to these efforts, female enrollment in its programmes has risen from 22 percent in fiscal year 2011-12 to 45 percent in 2013-14.⁴⁷

Partnerships

The organization partners with a variety of stakeholders covering industry, financing institutions, placement partners and such other service providers who add value to each of the programmatic building blocks:

- Skills/subject matter expertise – Partnerships are developed with industry sector authorities, corresponding Sector Skill Councils as well as global industry leaders;
- Qualification and accreditation – Partnership with key stakeholders such as SSCs, academics, universities and global institutions are established with the aim of improving the quality of curriculum and delivery;
- Mobilization and delivery – Aligns with existing partners, NGOs and entrepreneurs;
- Provision of student fee loans – Tie-ups with banking and microfinance institutions are established at the national level;
- Sponsorship of marginalized community students – Sponsorship is provided by local, state and central



government institutions;

- Placements and industry exposure – Partnerships with private sector, relevant industry associations and SSCs support placement.

Challenges and solutions

Any initiative in education and training for skill development in rural and remote areas encounters multiple challenges. The International Labour Organization outlines some of the major challenges: financial barriers (training and transport costs); non-financial barriers (scarce infrastructure, human resources); low access to basic education which affects student participation in vocational education and training; inadequate quality of teachers and trainers; high opportunity costs of income generating activities compared to education and training; unequal gender relations and traditional gender roles and low perceptions for vocational training.⁴⁸ However, NIIT has developed innovative tools and techniques to overcome the hurdles and reach disadvantaged individuals at the bottom of the pyramid.

Quality and accessibility of trainers

The skills training system implemented by NIIT Yuva Jyoti varies with geography, hence availability of human resources for skills training becomes a huge challenge. The skills centres are located in regions where accessibility of quality trainers is a problem. In the skill centre level, the quality of trainer is a key factor for the success of the programmes.

In order to address this in a holistic manner, the organization adopted a novel methodology for delivery of skills training across more than 350 centres by setting up technology-enabled classrooms including select centres with interactive classroom using Synchronous Learning Technology (SLT). This is a video based training delivery (VBTd) system from a centralized studio that uniformly delivers core skill content needed for specific skill trades to rural and semi-urban areas with scarce resources.

The organization also draws strength from the core IT and ITES services (of the parent company NIIT) which relies on the technological learning platform across the learner segment.

Low fee paying capacity of trainees

The target beneficiaries of NIIT Yuva Jyoti typically belong to marginalized segments of their communities.⁴⁹ To overcome the poor financial status and low fee-paying capacity of the target demographic, NIIT Yuva Jyoti has adopted several measures.⁵⁰ It has entered into CSR partnerships enabling students to obtain training free of cost or at nominal rates. It has solicited industry sponsorships that have resulted in partial or complete payment of training fees by companies. And, it has developed partnerships with banks to facilitate provision of 'easy' education loans to students – loan provision was done against no collateral, and repayment could be initiated after attaining employment.

Migration for jobs

One of the main criticisms of India's existing skill development system has been its inability to provide adequate jobs to trained people due to poor placement linkages. Any training programme that caters to the needs of the rural population is faced with the challenge of inadequate wages, poor working conditions,



CHALLENGES AND SOLUTIONS

lack of jobs near home and even 'low status' of available jobs.⁵¹

To address this persistent problem, NIIT Yuva Jyoti adopted 'local jobs for local youth' as their mission. Utilizing NIIT's industry and network of more than 300 companies at national and local levels, the organization's placements units source jobs for youth locally so that they do not have to migrate too far from their homes. They also sensitize employers in this regard, lowering the level of workforce attrition for the company and hence increasing employee productivity.

Mindset of communities

Providing skills to the disadvantaged groups such as those living below the poverty line, women and rural populations comes with a variety of challenges. One of the most important of these is the mindset of the local communities, parents and the students regarding skill development trainings. In India, vocational education is perceived as less prestigious compared to formal education, and this trend is even more prominent among lower income group families and for girls.⁵²

This challenge is addressed by NIIT Yuva Jyoti through involving local communities and parents from the very beginning of their training programmes. Parents are invited along with their children to the centres and demos are given about the training programmes. To strengthen the credibility of its training offerings to its prospective candidates and amongst its stakeholders, the organization leverages the NIIT brand name. Further, it partners with NGOs that enjoy an established connection with local communities, lending credence to the skills development initiatives amongst prospective students.⁵³ At the student level, the curriculum is made more interesting and appealing by the use of audio/visual content and interactive sessions to build better engagement of the students. A lot of training content is translated in local languages to help reach the target population segments.

To overcome the challenge of parents' reluctance of sending their girls for training programmes, the organization has set up female-centric learning content and centres that employ a lot of female employees.

Sustainability

A key challenges to sustainability includes the financial viability of setting up centres without a student-pay model. To address this issue, NIIT Yuva Jyoti leverages its franchisee network to conduct the skills training programmes. Training delivery uses the network of dedicated franchisee centres, which includes 16 studios and academic institutions that enable real-time education delivery and interaction between students and trainers. In order to reach the sizeable target demographic for skills development and extend the benefits of expert faculty, the learning methodology of SLT combines the advantages of classroom teaching with e-learning and learning management systems, which helps overcome the barriers related to physical distance and logistics.



Innovation

NIIT Yuva Jyoti utilizes technology effectively in its operations to elevate the organization's scale and impact. Technology-based innovations are cut across the company's value chain. In the sourcing stage, mobile-based applications are used to track and to contact youth that could potentially participate to the training programmes. Video-based trainings are provided in the delivery phase, where the trainer is based in a central studio and the teaching is live-streamed. In assessment and certification, video logs and online assessment systems are used to assess the before and after status of the trainees. An online resume portal connects successful trainees and prospective employers.

NIIT Yuva Jyoti leverages the head company's expertise and high quality content in its training programmes. At the same time, the organization aims to address the skills needs at the local level utilizing the local capacity. The skills needs of local companies and SMEs are taken into account when deciding on the training programmes. Local youth are trained and placed in accordance with this demand.

The Model-Centered Learning Architecture methodology is also a unique approach of the organization. This methodology underlines the acquisition of practical skills that are needed to address real life problems. Furthermore, it incorporates critical mistake analysis that highlights the commonly-encountered mistakes in the occupations.⁵⁴ Training programmes in each sector are tailored to deliver the necessary skills to avoid these mistakes in the future.



Source: NIIT



CONCLUSION

Results and conclusion

NIIT Yuva Jyoti aims to be a global skills training provider available at doorsteps even in the remotest locations. It has established more than 350 centres across India, comprised of a mix of organization-owned centres and partner institutions which have imparted skills training to over 128,000 students with skill sets relevant in the service sector skills covering IT and ITES, banking, financial services and insurance, retail, telecom and hospitality. The organization has forged partnerships for placement with over 300 industry entities, providing disadvantage youth livelihoods and an opportunity for vertical mobility.⁵⁵ It also has been able to leverage the NIIT connection to build a massive supply chain through its franchisee network. And, as noted about, through focused trainings and incentive provisions for women candidates, the organization has been able to increase women's enrollment.

The technology-enabled training delivery adopted by NIIT Yuva Jyoti (e.g. SLT, video logs, online assessment systems) has helped youth access quality learning resources, thus helping them acquire relevant skills set that are needed for employment. One of the key parameters for future research in the sector include application of suitable technologies for design and delivery of skills training – not only for reduction of cost of delivery, but to achieve the targeted numbers for a skilled workforce.

With the application of Source-Train-Place model, the organization is able to achieve nearly 90 percent placement of trained youth in the service sector skills, who opted for placement.⁵⁶ The organization has plans to expand and replicate its model to reach the remotest parts of the country while addressing the needs of the vulnerable populations. NIIT is systematically developing a unique 'institutional structure' driven by its education entrepreneurs.⁵⁷

¹ NIIT Yuva Jyoti website, accessed 19 February 2016.

² Graduates of secondary education, higher secondary education.

³ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁴ IICPSD, Case writeshop for analyzing NIIT Yuva Jyoti's business model.

⁵ "NIIT Yuva Jyoti_Info" presentation.

⁶ IICPSD, Case writeshop for analyzing NIIT Yuva Jyoti's business model.

⁷ India, 2007. 11th five year plan 2007–12.

⁸ Education for All, Towards Quality and Equity

⁹ India 2011. Ministry of Finance, Economic survey 2011–12.

¹⁰ BCG & CII, 2013.

¹¹ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

¹² Ibid.

¹³ For more information check <http://asapkerala.gov.in/>

¹⁴ "NIIT Yuva Jyoti_Info" presentation – file provided by NIIT Yuva Jyoti

¹⁵ Gurgaon is an Industrial hub, a satellite town and falls in the territory of National Capital Region of Delhi

¹⁶ NIIT Yuva Jyoti website, Contact us.

¹⁷ NIIT Yuva Jyoti website, Overview.

¹⁸ "NIIT Yuva Jyoti_Info" presentation.

¹⁹ NIIT Yuva Jyoti Casewriteshop. (27 February 2015).

²⁰ "NIIT Yuva Jyoti_Info" presentation.

²¹ NIIT Yuva Jyoti Casewriteshop (27 February 2015).

²² Ibid.

²² Ibid.



²³ Ibid.

²⁴ Ibid.

²⁵ National Occupational Standards are developed uniformly across the trades. NOS are statements of performance for described functions in the work place together with specifications underpinning knowledge.

²⁶ Sector Skill Councils are autonomous bodies to regulate the norms and standards of skills training.

²⁷ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

²⁸ Ibid.

²⁹ Ibid.

³⁰ NIIT Yuva Jyoti website, Model-Centered Learning Architecture.

³¹ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

³² Ibid.

³³ Ibid.

³⁴ "NIIT Yuva Jyoti_Info" presentation.

³⁵ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

³⁶ Video resume is a unique method of updating the resume wherein students image with audio is recoded briefly illustrating their interest and skills obtained.

³⁸ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

³⁹ NIIT Yuva Jyoti website, Placement Strategy.

⁴⁰ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁴¹ NIIT Yuva Jyoti_Info" presentation.

⁴² NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁴³ NIIT to train the blue collared; to set up 1500 Yuva Jyoti Centres". News article.

⁴⁴ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁴⁵ NIIT Yuva Jyoti website, Overview.

⁴⁶ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁴⁷ "NIIT Yuva Jyoti_Info" presentation.

⁴⁸ ILO 2014.

⁴⁹ "NIIT Yuva Jyoti_Info" presentation.

⁵⁰ Ibid.

⁵¹ Ernst & Young and FICCI 2013.

⁵² Ibid, page 32.

⁵³ "NIIT Yuva Jyoti_Info" presentation.

⁵⁴ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁵⁵ "NIIT Yuva Jyoti_Info" presentation.

⁵⁶ NIIT Yuva Jyoti Case Writeshop (27 February 2015).

⁵⁷ For more information see <http://sgsy.gov.in/>

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