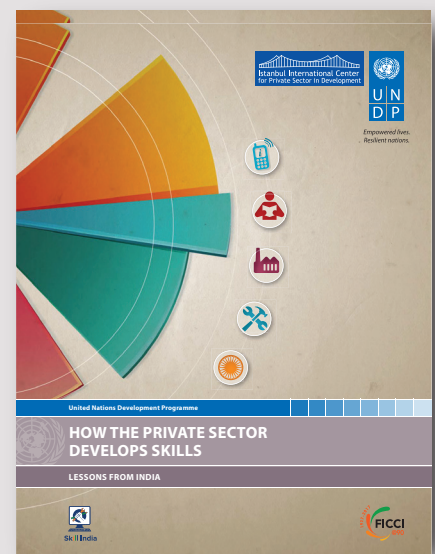




HOW THE PRIVATE SECTOR DEVELOPS SKILLS

LABOURNET: ORGANIZING THE UNORGANIZED IN A PUBLIC-PRIVATE PARTNERSHIP FOR SKILLING

LABOURNET: ORGANIZING THE UNORGANIZED IN A PUBLIC-PRIVATE PARTNERSHIP FOR SKILLING

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SUMMARY

AUTHOR	Dr. Bindu P. Verghese
SUMMARY	LabourNet works with unskilled and semi-skilled unorganized workers by providing skilling and capacity building services, recognition of prior learning, employment linkages, as well as financial inclusion, social protection and welfare services. With remarkable achievements in the capability expansion of informal workers, LabourNet tells a success story of poverty alleviation through public-private partnership in the area of skill up-gradation of rural India.
KEY FEATURES	Key features of LabourNet includes its skill training, sustainable social enterprise model, focus on unskilled informal sector workers and linkages to social security services such as banking and insurance. Its 4E model is 'Empowerment through Education, Employability and Employment'.
RESULTS	• LabourNet's skill development initiatives operate in 25 states across India. • Its training network includes 71 Livelihood Centres, 183 schools and over 440 on-site skilling programmes that facilitate 'Earn and Learn' models. • LabourNet conducts 180 courses across 18 sectors and has provided training to more than 104,892 individuals.



SUMMARY

LabourNet is an initiative of the Bangalore-based NGO called 'Movement for Alternatives in Youth Awareness' (MAYA). It was founded in 2006 with the objective of serving as a one-stop platform for extending services to informal sector workers that were previously attainable only by formal sector employees.¹ LabourNet works with unskilled and semi-skilled unorganized workers by providing skilling and capacity building services, recognition of prior learning, employment linkages, as well as financial inclusion, social protection and welfare services.² With remarkable achievements in the capability expansion of unorganized workers, LabourNet tells a success story of poverty alleviation through public-private partnership in the area of skill upgrading in rural India.

LabourNet has specially designed training programmes suited to the needs and requirements of the bottom of the pyramid. They conduct worksite integrated training, which is more advantageous for informal sector workers than classroom trainings that would require participants to sacrifice their daily wages. This commitment and innovative techniques to provide a one-stop platform of extended services to the informal sector has proven beneficial for the disadvantaged. The organization has been successful in highlighting challenges faced by unorganized sector workers to NSDC and government institutions, in order to positively foster an institutional response to these issues.³

In 2011, LabourNet became a certified partner of the National Skill Development Corporation and since then has received funding to support its operations.⁴ In addition to its partnership with NSDC, LabourNet has successfully obtained funds from various private partners and corporate sources.⁵ Since its founding, the organization has won several honors including NSDC's 'Best Practice Recognition Award' in December 2013.

Context

Ninety-three percent of the Indian workforce is employed in the informal sector.⁶ In other words, almost all of India's vast workforce is engaged in informal and unorganized sectors with low skilled jobs and low income.⁷ Only 11 percent of the labour force age 15 to 29 has any kind of skilled training or vocational education.⁸ Yet demand for skilled workers is growing rapidly. An estimated 45 million vacancies in the organized sector will remain unfilled as of 2020 due to the lack of appropriately skilled labour. LabourNet is part of the country's efforts to address this mismatch in the supply of and demand for skilled workers in the formal and organized sectors.⁹

LabourNet was started as a pilot project in 2006 by Ms. Gayathri Vasudevan to extend livelihood services to informal sector workers. Ms. Vasudevan, who has extensive experience working for the International Labour Organization on education and training, believed a comprehensive solution was possible: "It is possible to create a sustainable ecosystem that addresses every aspect of the needs and requirements of the unorganized sector workers and help them get jobs that are accessible to formal sector workers," she said.¹⁰

Between 2006 and 2008, LabourNet was able to mobilize funds worth 1.2 crore INR (\$175,000) and registered 3,000 workers while receiving 8,000 calls from potential customers.¹¹ Ms. Vasudevan said this initial success gave her the "confidence to establish a sustainable and revenue-generating business model" and that "engaging more with the industry, including smaller players as well as the state, would be key to achieving her goal".¹²



CONTEXT

In 2007, the organization established its first Call Centre in Bengaluru and in the following year, incorporated financial inclusion amongst its responsibilities.

In 2008, LabourNet was initiated as a social enterprise with a vision to engender a rise in real income and productivity for unorganized workers through the provision of education, training and decent employment opportunities (i.e. wage-related employment, in consonance with industry and market standards).¹³

In August 2011, LabourNet established a partnership with NSDC that inspired the revision of its business model and led to 20,000 registrations in a single year.¹⁴

As of 2015, LabourNet, which is headquartered in Bengaluru, has expanded to 22 states in India, including Kerala, Karnataka and Uttar Pradesh¹⁵ and has established a training network of 23 Livelihood Centres, 71 schools and over 185 on-site training facilities.¹⁶ Over a period of eight years, the organization has been able to deliver training and employment opportunities to more than 100,000 beneficiaries, including 21,000 workers who have opened bank accounts.

What started off initially as a skill development pilot for the informal sector workers has today grown into a large network of vocational training programmes, financial inclusion and insurance schemes and other social welfare schemes including providing maternity benefits and housing loans.¹⁷ To extend services to informal sector workers, LabourNet works with different industry partners and small and medium enterprises, and has forged partnerships with large corporations in the domains of construction, engineering services, manufacturing and other industries.

Business/operational model

The CEO is Dr. Gayathri Vasudevan and the Chairman and Director is Rajesh AR. Vice presidents and heads are in charge of specific areas of operation including Individual Learning Solutions, Enterprise Learning Solutions, School Learning Solutions, Finance & Accounting, Sales & Alliances, Marketing & Corporate Affairs and Consulting & Products.

The skill development and livelihood enhancement approach adopted by LabourNet leverages a model that furnishes end-to-end facilities to vulnerable workers in the informal sector: the 4E model of 'Empowerment through Education, Employability and Employment'.¹⁸ The approach to empowerment includes a set of activities:

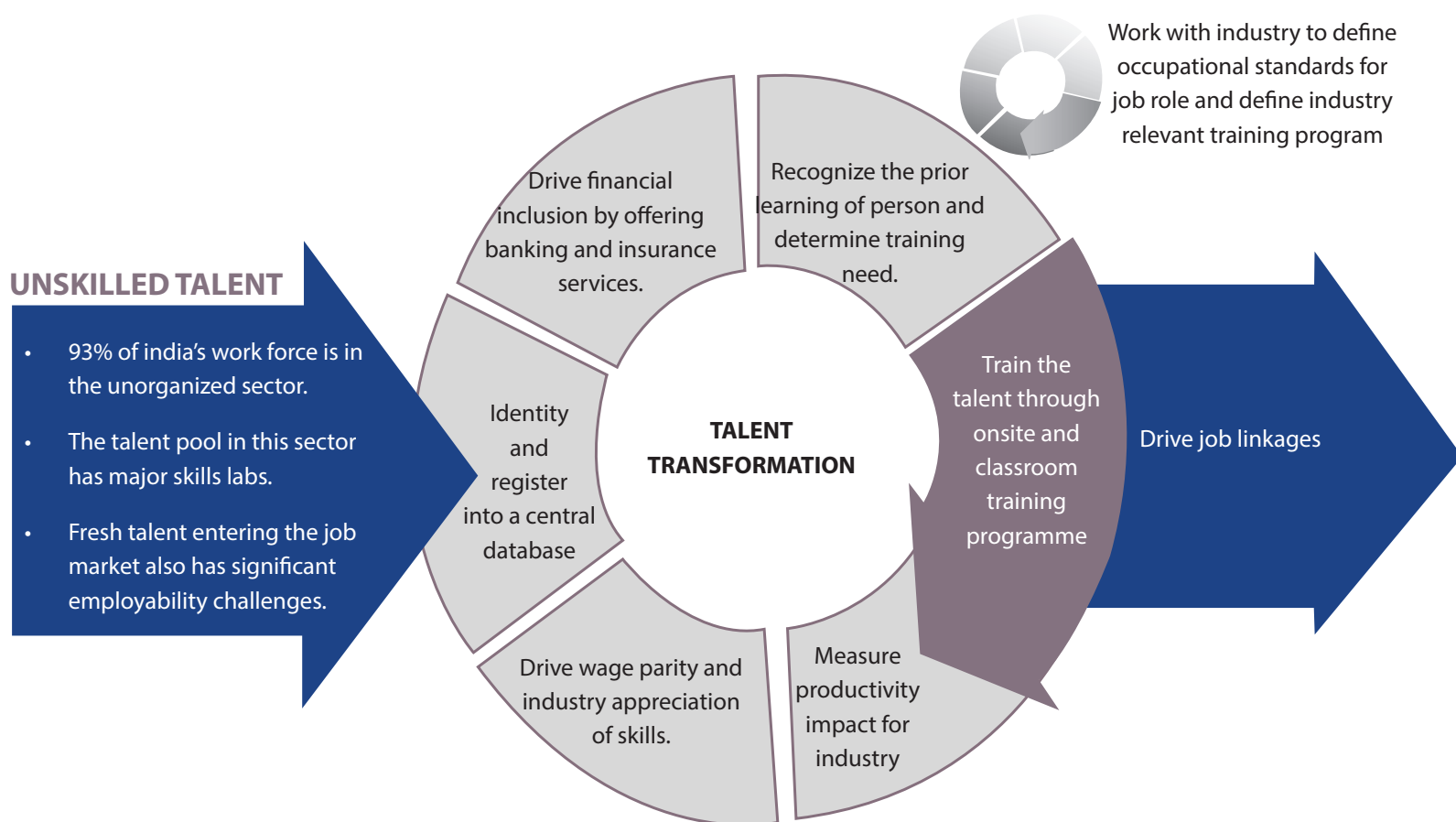
- Provide a link between the workers in the informal sector who need employment and the clients who need skilled workers;
- Enhance productivity by accessing continuous training assessment and employment opportunities and ; and
- Provide an identity and help workers use it to gain access to services. LabourNet keeps a registry of informal sector workers and provides traceable identify cards as proof of identity. LabourNet helps workers use their identity to access accident insurance, bank accounts, health care services and other resources to improve social security and enhance their livelihood.



The last step may include, for example, connecting them with state-sponsored social protection schemes such as construction workers' welfare boards and unorganized sector workers' welfare boards, as well as fostering financial inclusion by opening bank accounts and promoting the usage of bank-linked savings facilities.¹⁹ Figure 1 shows the process of linking the unskilled and semiskilled labourers to skilled jobs through the training.²⁰

Figure 1: How LabourNet links workers to skilled jobs

Our aim is to reach half a million workers by 2017



Source: LabourNet



Skilling value chain

The skilling value chain approach is used to explain the business model and the activities that build value for its programmes.

1. Sourcing

LabourNet's 23 Livelihood Centres are located in villages and tier 2 and 3 cities (population size 1 million or less) to facilitate the organization's training and skilling initiatives. The organization works with communities to recognize and register informal sector workers for their skilling programme. Counseling and assessment of prospective beneficiaries is undertaken within these centres. Based on the results of this screening, the organization either endorses skills training for the candidate or registers him/her for employment linkages.

Workers are correlated in several sectors of the economy: Building and Construction, Leather, Retail, Manufacturing, Garments, Rubber, Gems and Jewelry, Automotive and Telecom.²¹ LabourNet's Livelihood Centres offer vocational training for beauty and hair care, tailoring, electrician, computer skills, workplace skills, customer service and sales.²² The organization also offers vocational training services to schools to enhance students' employability. Trainees like Ansar Alam attest to the positive impact of training.



Source: B-ABLE website



“The onsite training offered by LabourNet has really helped me to learn the tricks of the trade in a more systematic and technical way... The training has definitely helped me become more confident and certainly improved my livelihood as well with which I am taking care of my family in a bigger way,” he said.²³

2. Training standards and content

The skill development and livelihood enhancement approach adopted by LabourNet is aligned with the National Skills Qualification Framework and the mandate of NSDC. LabourNet has developed ‘a unique set of Occupational Standards that specify the standard of performance an individual must achieve when carrying out a function in the work place, together with the knowledge and understanding required to meet that standard consistently’, its website explains.²⁴ LabourNet assesses the trainee before starting training, and trainees are categorized according to their skill levels. Hence, the trainings are tailored to the skill levels of the trainees. Training methodologies are different for different groups of individuals, e.g. onsite training is 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.



Source: B-ABLE website



Table 1: Training methodology

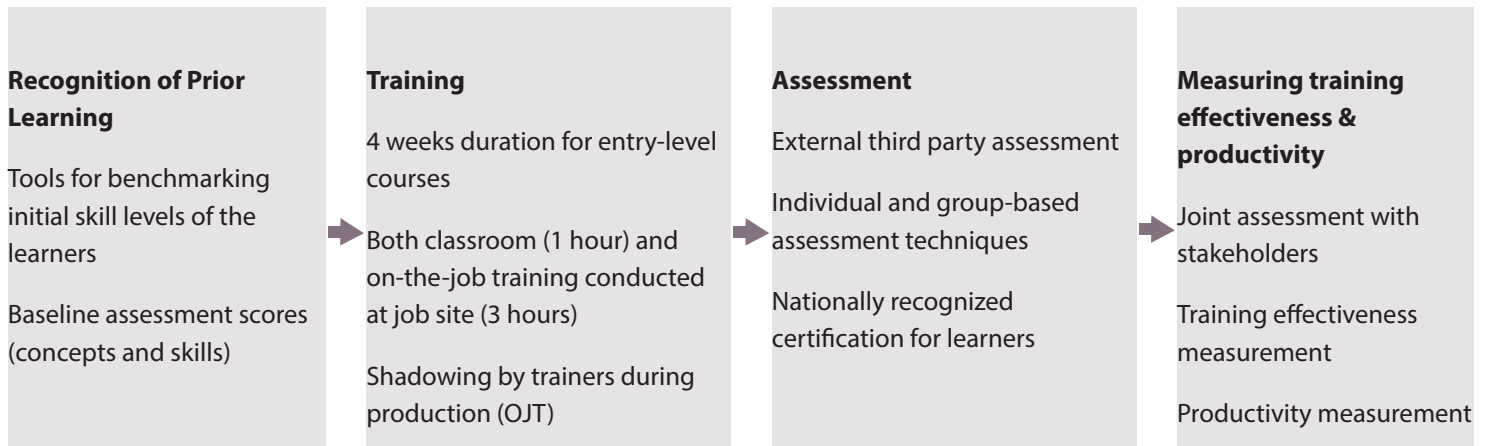
QUALIFICATION PACK - Curriculum and content based on qualification packs as defined by the Sector Skills Council - Level-based curriculum depending upon the skill level of the candidate	WORK INTEGRATED LEARNING - Alignment of the training course to the job role in the industry - Tie-up with industry - Work integrated learning ensures trainees get practical experience of the trade
THEORY CLASSES - Theory classes are classroom sessions to impart knowledge on the various basic and critical areas as part of any trade or skill class. - Use of state-of-the-art training tools and adult learning principles	TRAINING AIDS AND VIDEO - Tools and aids to facilitate the training - Detailed explanation of training via videos and other aids - Development of training aids with
LIVE DEMOS - Observation: Live demonstration by trainers given to students to learn and ask for clarifications on tasks executed - Demonstration: Students have an opportunity to demonstrate the tasks, getting a hands-on experience, under guidance of a trainer	ASSESSMENTS - Assessment of core/generic skills - Assessment of technical skills

3. Training delivery

The training model of LabourNet includes Recognition of Prior Learning (RPL), a four-week training period, assessment and measurement of the programme's effectiveness, as illustrated in Figure 2:



Figure 2: LabourNet training model



LabourNet offers multiple tracks for accessing learning and skills development. The 'Learn and Earn' practice offers training and apprenticeship along with placement opportunities. The 'Earn and Earn' practice undertakes skill recognition, skills upgrade and lateral job movement. The 'Earn and Learn' system enables vertical growth of workers.²⁵ The minimum duration of a LabourNet training programme is 100 hours; entry-level courses span four weeks of training.

LabourNet undertakes Recognition of Prior Learning to comprehend the tacit knowledge and certified as well as uncertified skills of workers prior to the start of training programmes. This provides an input into training requirements, enables relevance and flexibility in training programmes, and serves as a baseline for adjusting wage level to skill levels. To conduct RPL, LabourNet administers assessment tests to grade workers and supervisors according to skill levels. The evaluation pertains to two levels of assessment – semi-skilled and skilled workers. Field assessment tests are conducted by ground assessment teams, with tests lasting between 25 to 30 minutes. The tests are evaluated by trade-specific experts, and test candidates are issued report cards which may be presented to prospective employers.

Based on level of experience, LabourNet trainers for on-site construction training programmes may be classified into the following categories:²⁶

- Field Trainers are domain experts with prior field experience, responsible for undertaking the training sessions on-site; specifically, they are ITI-trained faculty with three years of experience in the construction sector;
- Senior Trainers possess 5 to 10 years of experience, supervise on-site training and conduct site visits to deliver key lessons;
- Subject Matter Experts or Master Trainers are domain experts with 10 to 20 years of experience who are responsible for curriculum development, assessments and evaluations.

The organization also offers vocational training services to schools to enhance students' employability. LabourNet is an active partner in the skill training programme conducted by Government of Kerala in secondary classes, called Additional Skill Acquisition Programme (ASAP). Skill trainings in schools are conducted as classroom trainings with practical classes.

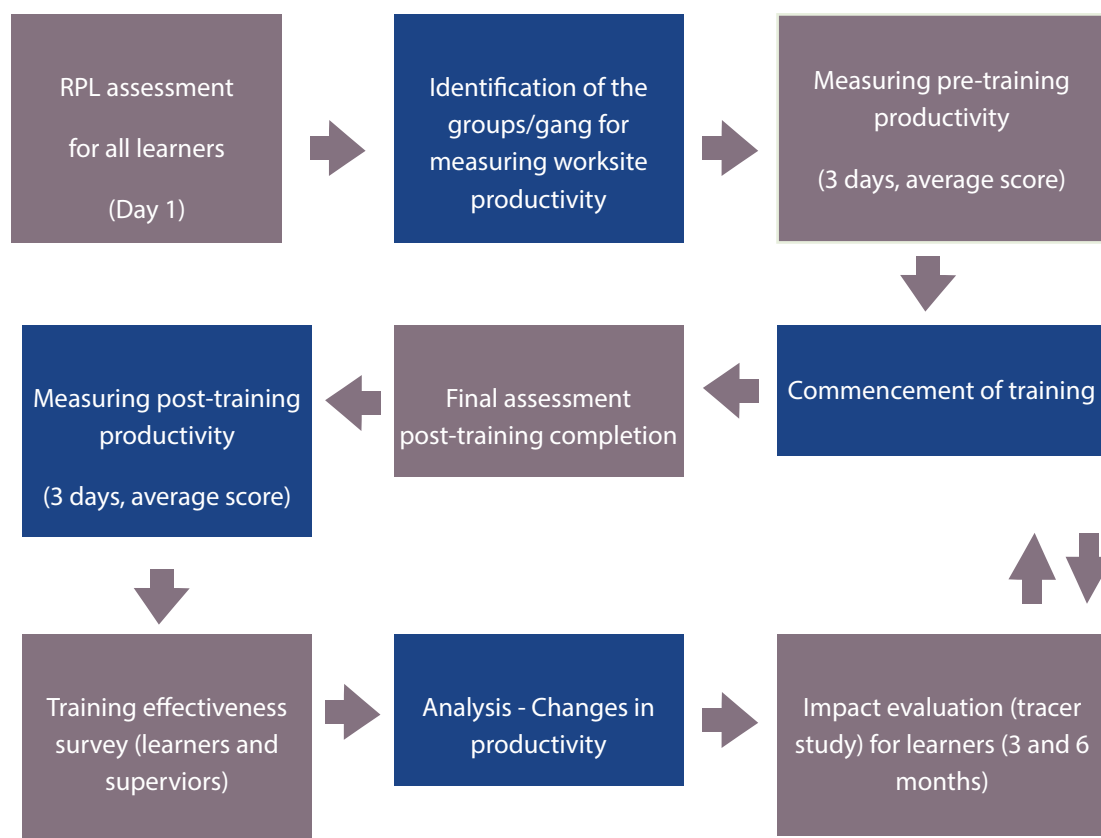


SKILLING VALUE CHAIN

4. Assessment and certification

LabourNet has developed an independent Assessment and Certification team, and performs impact evaluations in the form of joint assessments in partnership with other stakeholders to gauge skill development, training effectiveness, productivity and income improvements.

Figure 3: Assessment process with productivity-related elements



Source: LabourNet

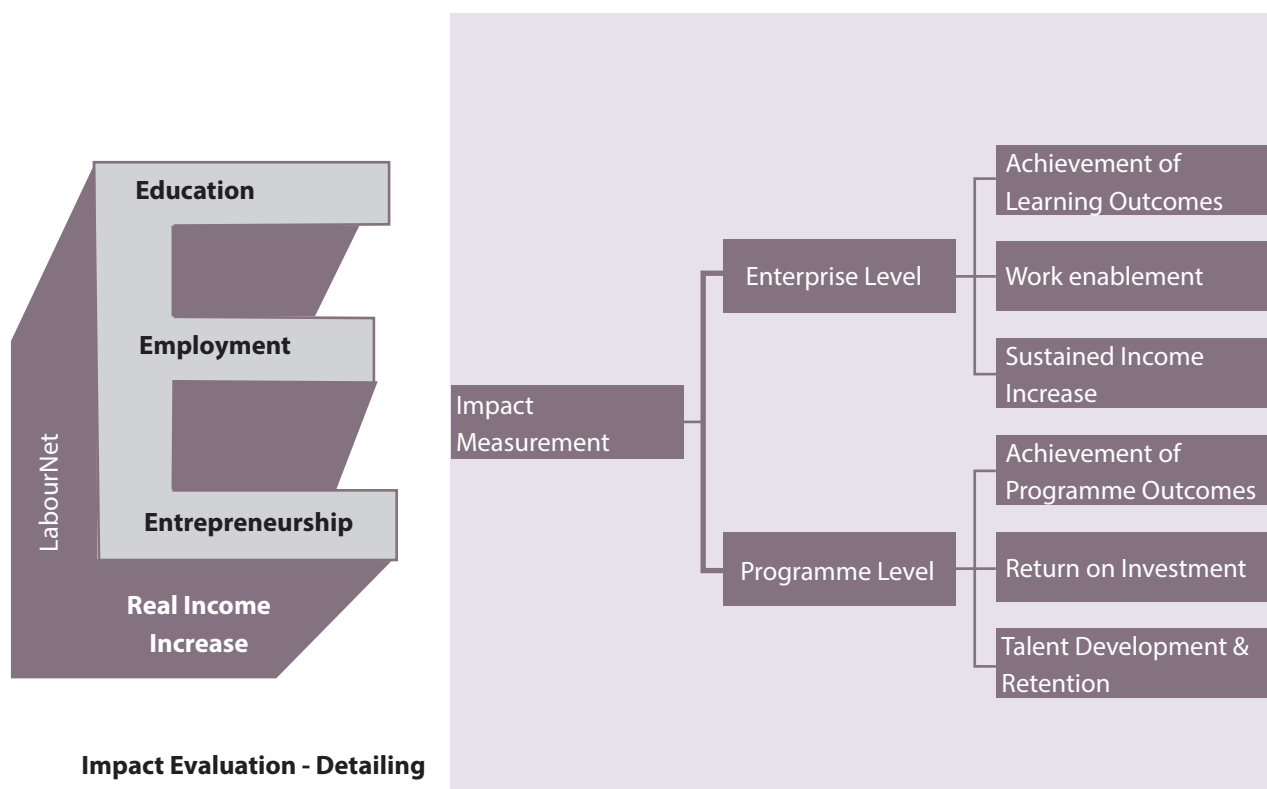
Assessment of practical skills acquired through training is done by an external assessor who is independent from the trainer. In the training assessment, generic and core knowledge as well as technical skills are assessed. The enterprise leverages the following tools: RPL versus final assessment scores, training effectiveness survey (supervisors' feedback), on-site productivity report and impact evaluation (study of candidates following training completion). To ascertain the benefits of on-site training and the Enterprise Learning System (ELS), the organization tracks the following parameters:

- **Indicators measuring breadth of impact:** Number of candidates enrolled, number trained, number of candidates certified, achievement of learning outcomes (comparison between RPL and post-training assessment scores) and training effectiveness (based on the Kirpatrick's Model).²⁷



- **Indicators measuring depth of impact:** Increase in wages/income, quality of employment (change in length of contract, change in hourly/weekly wage, reduction in absenteeism, attrition, etc.) and increase in productivity (reduction in wastage, increase in production, etc.) Impact assessment also takes into account beneficiaries' feedback, impact phone calls and in-person surveys.

Figure 4: LabourNet impact evaluation



Source: LabourNet

Impact evaluation of the on-site training programmes for the construction sector may be carried out in the following ways:

- **Measuring productivity rise:** Subject matter experts gather and compare pre-training and post-training productivity data. LabourNet suggests that data collection should be undertaken three months following provision of training certification.

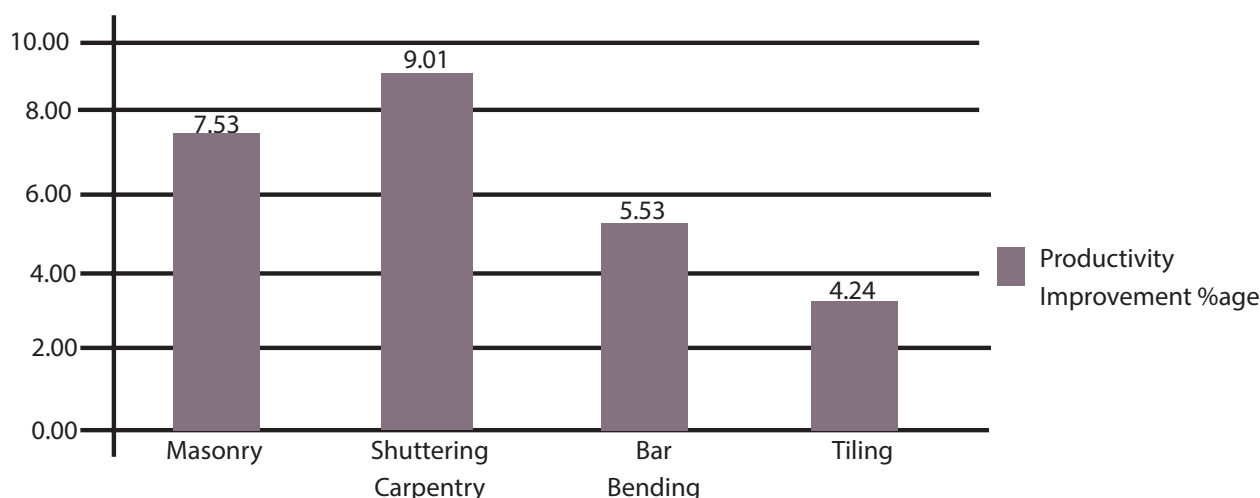


- **Improvement in candidates' livelihoods:** LabourNet tracks pre-training and post-training income levels to monitor improvement. Success stories are highlighted to motivate other prospective trainees.

In a pilot impact evaluation initiative, LabourNet placed phone calls and conducted in-person surveys to test out new interview methodologies that may be scaled-up in future; collected information regarding wages, poverty status (using a Progress out of Poverty Index) and other social indicators for former and existing LabourNet candidates; and examined internal capacity building modalities for the organization.

The certification done by LabourNet incorporates job-role related dimensions, best-in-class assessment methodology and post-assessment learning inputs. LabourNet finds measurable increases in productivity after training.²⁸

Figure 5: Changes in group activity level productivity, post-training



5. Placement

The main advantage of training given by LabourNet is that it ensures one-to-one job linkages in the facilitation support it provides to trained persons to access employment. To help ensure that this process comes to fruition, LabourNet has created large scale tie-ups with companies, contractors and builders. Through 2015, 47 companies, 35 contractors and 10 builders have registered as clients with LabourNet. This linkage system has created the potential for 91,862 registered trainees to enter into the job market as skilled workers. LabourNet takes initiative for conducting job fairs (Udyog Jeevan Melas) for making linkages between the trainees and the job market. LabourNet's Livelihood Centres have become the focal points for these job fairs; they also act as a data bank for potential recruits in the local market. LabourNet also helps the trainees to start Self Help Groups (SHGs) and to gain access to the banking and other linkages so that the trainees can manage their own livelihoods.



6. Post-placement

Post-placement services help the informal sector workers to access services that previously have been accessed primarily by formal sector workers. After placement, LabourNet monitors the workers with phone calls on a random basis. Trainees are provided with an identity card at the time of registration, and this establishment of identity helps in tracking their movement as they make their way across the employment ecosystem. As workers, having an identity helps them gain access to banking, insurance and social welfare schemes.

Financing

LabourNet depends on a Multiple Revenue Model of fees from the students, government programmes and CSR spending of corporate partners. The financial model of LabourNet is sustainable. Also, LabourNet enjoys debt support from NSDC. The other sources of funding for the enterprise include: CSR spending by corporate partners; equity investment by Acumen and the Michael and Susan Dell Foundation; government funding; and fee payment by trainees.

Innovation

LabourNet considers 'Enabling Livelihood' a complex phenomenon consisting of the interplay of needs and wants, which is why they have created a flexible, scalable and ongoing intervention to uplift the capacities of the marginalized. There are differences between LabourNet and other programmes:

- **Different learning tracks:** The availability of 'Earn and Earn', 'Earn and Learn' and 'Learn and Earn' models makes the training programmes flexible and accessible to all those who need training.
- **Multiple entry and exit:** Multiple levels of entry/exit gates are available to individuals, which makes the vocational trainings more flexible, feasible and relevant.
- **Integrated ecosystem:** The ecosystem developed by LabourNet integrates the specialized service components to facilitate the 4Es of 'Empowerment through Education, Employability and Employment'.²⁹
- **Social security services:** Registration with LabourNet provides identity to the workers and they can access many social security services which are currently available to workers in the organized sector.
- **CSR projects:** Companies collaborate with LabourNet to design and support onsite training programmes as part of their CSR initiatives.³⁰ Such collaborations are described under the Partnerships section below, with Accenture, Bosch, CHF International and Manipal Foundation.
- **Sponsored trainings by government:** LabourNet undertakes implementation of large-scale skill development projects initiated by State Governments and national-level skill development authorities. Government institutions partnering with LabourNet include: NSDC, Rajasthan Skills and Livelihoods Development Corporation, and Karnataka Vocational Training and Skill Development Corporation (KVTSDC).



Source: B-ABLE website

Partnerships

LabourNet undertakes project delivery in association with Sustainable Model Partners who are engaged in the last mile delivery of vocational training in areas where the organization is unable to carry out training directly, enabling expansion of LabourNet's coverage. The following organizations serve as LabourNet's Sustainable Model Partners:³¹

- **Accenture:** Accenture, as part of its initiative 'Skills to Succeed', has provided CSR funding to over the past four years for content development for 10 trades including construction and facilities management), and undertaken programme implementation.
- **Bosch:** Bosch India Foundation supports LabourNet for short-duration vocational training to youth across 130 trades and healthcare, with help for placement and to start their own enterprises. The partnership has benefited over 1,500 workers through integrated on-site training in rural areas since March 2012. Rural residents are provided training in domains such as masonry and carpentry. Further, the partnership has carried out community infrastructure development by building water and sanitation facilities for rural community halls.



- **CHF International:** A key sponsor of LabourNet since 2008, CHF assisted in the development of LabourNet's social enterprise model. Further, CHF is seeking to strengthen the sustainability of LabourNet's Livelihood Centre in Sanaswadi, Maharashtra.
- **Manipal Foundation:** The organization has reached out to 3,500 candidates since November 2011. Extended support in pilot programmes to provide on-site disaggregated training in masonry and carpentry, and supported the implementation of classroom training for beauty, healthcare, electrical and workplace skills in several Karnataka-based Livelihood Centres. Manipal Foundation is engaged in the establishment of the HRD/skills training centre in Uttar Pradesh.

In addition to these partners, a number of corporate partners furnish support pertaining to knowledge partnership in the design of standards and curriculum, provision of funding and hiring of trained candidates. LabourNet partners with major corporations to assist them in achieving CSR objectives. Private sector corporate partners include: DLF Foundation, Gammon, Godrej, Jubilant Industries, Larsen & Toubro, Rotary Central Association, Hindustan Unilever Ltd. (HUL), Panasonic, Reliance, Tata, Mahindra & Mahindra, and Schneider Electric.³²

LabourNet has also developed partnerships with several major construction sector companies, including: Godrej Construction, Godrej Properties, Tata Housing, SPCL, ACC, Pidilite, Punj Lloyd, Larsen & Toubro, and Mantri Developers. Also, LabourNet has forged partnerships with subject matter experts and academics.

Table 2: LabourNet's training partners and industry partners

TRAINING PARTNERS	INDUSTRY PARTNERS
ASAP Kerala	Godrej Consumer Products
Construction Welfare Boards (BoCW) training	Godrej Properties
Delhi Metro Rail Corporation	Hindustan Unilever Ltd. HUL
Directorate of School Education, Haryana	Jubilant Bharti
Directorate of School Education, Karnataka	Larsen & Toubro
National Skill Development Corporation	Mahindra & Mahindra
UP Skill Development Mission	Schneider Electric
	Shapoorji Pallonji & Co
	Tata Housing



CHALLENGES AND SOLUTIONS



Source: B-ABLE website

Challenges and solutions

The target group includes informal/unorganized sector workers, migratory and seasonal labour. Most of the constraints and challenges for LabourNet are related to the migratory lifestyles and socio-economic positioning of these workers. A number of challenges³⁴ and strategic solutions are highlighted by LabourNet's experience:

Traceability of the learner

Most workers in the informal sector lack any kind of identity and this prohibits them from accessing many services enjoyed by workers in the formal sector. LabourNet addresses this problem by providing identity to the informal and migratory workers. LabourNet keeps a registry of all workers and provides each individual with an ID card for a proof of identity. By solving the problem of traceability of the informal migratory workers, they may utilize social security services provided by the governments and other services.

Absence of established community model

Sustainable interventions are difficult given the lack of community development models for people working in the informal and unorganized sectors. To fill this gap, LabourNet has established Livelihood Centres, identified target groups and promoted demand creation. LabourNet builds awareness in the local community on skill development and more specifically this project. Efforts are made to include disadvantaged groups in outreach, e.g. reserving seats for them.



Lack of social and welfare measures

Because of the unorganized and migratory nature of the workers, social security services such as pensions and insurance are inaccessible. LabourNet has built partnership with service providers for facilitating social security to the workers. Rather than a service provider, LabourNet is designed to be a delivery platform which provides workers access to services that are offered by other providers. LabourNet has partnered with Punjab National Bank to open bank accounts with a minimum account balance; with Oriental Insurance to ensure accident insurance to individual workers; and with Swasth India in Haryana and Ayur Vaid in Bangalore to provide healthcare services to workers.

To address a perception of low social standing among the workers, LabourNet enhances their confidence and efficiency by providing equipment and access to the newest and latest technology, and helps design content for the programme as per local demand for skills and to suit the local community.

Weak link of productivity to wage increase

The translation of productivity into wage increase for workers is not efficient. LabourNet makes multiple entry and exits possible to the workers, which enables them to engage in life stage based customization as well as multiple paths to higher income. The job match process, which closely assesses occupational standard level, supports a strong skill match in LabourNet training and hence better productivity and income.

Development of financial sustainability

To solve the problem of financial sustainability, LabourNet follows a multiple revenue model of fees paid by the students, CSR initiatives, and sponsorship by the companies and government.

Results

LabourNet's skill development initiatives operate in 22 states. The organization has established a training network of 23 Livelihood Centres, 71 schools and over 185 on-site training facilities. The organization has completed over 98 projects.³⁵ Unlike traditional skill-enhancement organizations, which demand classroom trainings with loss of wages, LabourNet conducts on-site skilling programmes that facilitate 'earn and learn' models. Normally organizations in this area cover only very few sectors, job roles and specific locations while LabourNet conducts 180 courses across 18 sectors in 22 states across India, having imparted training to more than 114,000 individuals.

The number of trainees continues to increase. LabourNet registered 4,000 new workers in 2007; 5,450 new workers in 2008; 8,880 new workers in 2009; 20,000 new workers in 2011 (a record high); and 14,940 new workers in 2012. The organization has delivered training and employment opportunities to over 104,892 beneficiaries. A total of 75,000 workers have completed the assessment process and received skills certification.³⁶

Access to social security is improving. More than 21,000 workers have opened bank accounts and 31,000 persons (along with their families) have received accident insurance coverage and many workers received identity cards.



CONCLUSION

LabourNet plans to continue growing. The organization anticipates reaching a target of 150,000 beneficiaries by fiscal year 2014-15. LabourNet has an objective of extending skill development to half a million individuals by 2017.³⁷

Conclusion

With a large and vibrant youth population for years to come, India's future looks young and promising. However, to tap the benefits of this 'demographic dividend', it is imperative that the Indian workforce be skilled and trained with the latest know-how and technology. LabourNet and other such organizations now face the mammoth task of providing adequate skills and training to this young workforce. Starting early, LabourNet is that of developing training programmes for young schoolchildren so as to make them more employable. Among many innovative practices pursued by LabourNet, the most prominent is the 'on-site training approach (ELS approach)' so as to benefit those workers who can 'Earn and Learn' at the same time. Evaluations of its approach and training methodology are showing measurable impact. In this regard, LabourNet has been successful in developing an efficient system of impact evaluation and reporting, which involves methods including 'RPL vs. Final Assessment Scores' and the 'Training Effectiveness Survey'.

The experiences and suggestions of LabourNet are being considered by decision makers in the formulations of national-level policies for the unskilled and informal sector workers. The scale of operations has enabled LabourNet to influence the Apprentices (Amendment) Bill, 2014, which gives flexibility to the industry to have 2.5 to 10 percent of the total workforce as apprentices. LabourNet has taken a holistic approach to enhance the lives of informal sector workers. It has worked on all the basic issues of informal sector workers - identity, job linkages, access to welfare and training, and has shared these experiences for the purpose of positively influencing the state and national policies.

¹ LabourNet website, About us.

² Ibid.

³ "LabourNet". File provided by LabourNet.

⁴ LabourNet website, About us.

⁵ Ibid.

⁶ National Institute of Advanced Studies 2014.

⁷ Planning Commission 2008.

⁸ CRISIL Centre for Economic Research 2010.

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¹¹ Economic Times, "Social worker Gayathri Vasudevan's LabourNet helping the unskilled labour."

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¹³ "LabourNet". File provided by LabourNet.

¹⁴ LabourNet website, About us.

¹⁵ Ibid.

¹⁶ "LabourNet One Pager". File provided by LabourNet.



¹⁷ Ibid.

¹⁸ LabourNet, “UNDP Case Study info_23rd Jan, 2014”.

¹⁹ LabourNet, “UNDP Case Study info_23rd Jan, 2014”. Prepared by the Researcher from the information provided by LabourNet.

²⁰ Ibid.

²¹ Ibid.

²² LabourNet website, Sourcing.

²³ Ansar Alam (25 years) in Green Construction 2014

²⁴ LabourNet website, Up-skilling.

²⁵ Ibid.

²⁶ LabourNet website, Enabling Livelihood..

²⁷ <http://www.kirkpatrickpartners.com/OurPhilosophy/TheKirkpatrickModel>

²⁸ LabourNet presentation, “Impact Evaluations for Informal Sector”.

²⁹ LabourNet, “UNDP Case Study info_23rd Jan, 2014”.

³⁰ LabourNet website, Partners.

³¹ Ibid., FN 2.

³² “LabourNet”. File provided by LabourNet.

³³ Ibid.

³⁴ LabourNet presentation, “Impact Analysis”.

³⁵ “LabourNet”. File provided by LabourNet

³⁶ Data provided by LabourNet as on 29th February, 2016

³⁷ Ibid.

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