

A CRITICAL EVALUATION OF GOVERNMENT INITIATIVES TO TRANSFORM INDIA

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ABSTRACT

India is a diverse country and many initiatives of the government of India are aimed at improving the standard of living of the citizens and bring people out of poverty. While aiming to accelerate the economic growth to a sustainable level, the emphasis is also on achieving a growth which is inclusive. Irrespective of the political party in power there has been some amount of continuation of the initiatives initiated subsequent to liberalization policies of 1990-91.

This paper aims at deliberating the salient initiatives of the government of India in the last few years in a critical way with a focus on skill development and capture the implications of such initiatives on the society and also on the business. The paper also brings out the course corrections needed where relevant based on the likely deviations of the intended impacts.

Though there have been many research materials available on the need for an inclusive growth for a country like India, a comprehensive research is needed to understand what the challenges are for such an approach. This paper aims to identify such GAPS and deliberate the same and suggest possible course corrections. Such a body of knowledge will ignite thinking at all levels with the sole objective of making India great. Where relevant a comparison of India is made with that of China to understand and explore adopting similar approaches that enabled China to taste success or desist such approaches that did not help.

Key words: Economic Growth, skill development, Inclusive, liberalization policies.

INTRODUCTION

India in the post-independence and pre-liberalization period was adopting inward looking import substitution policies with little consideration for foreign trade. Consequently, India realized this approach was taking them nowhere except leading to inefficiencies in production and technological backwardness. India opted for liberalization policies in 1991 and since then there has been sustainable economic development observed. China was much ahead by that time as they already had adopted the liberal open policies in 1978 itself as they wanted to join World Trade Organization. This delayed start hampered India and the gap continued to exist.

Post liberalization India continued to sustain the growth. A slew of new initiatives has been announced recently by the government of India, all with the objective of improving the standard of living of the common man. All these initiatives make an impact on business and society.

This paper attempts to discuss a few of the initiatives like skill development in depth and others like digitalization, make in India, Ease of Doing Business, Smart cities, Startup India etc. in general.

LITERATURE REVIEW

The Organization for Economic Cooperation and Development (OECD) is an intergovernmental organization consisting of 35 member countries who help in coming out with appropriate policies and guidelines keeping the interests of the people across the world. They would like to find solutions for the common challenges through coordination between the countries not limiting to the member nations alone. Though India is not a member of this forum, it has a high engagement with this forum as a non-member.

Demographic dividend has been talked about in corridors of power and policy narratives as being fundamental to the growth of the Indian economy. Population ageing and a shrinking workforce is a concern for several developed and developing economies as well. Several Asian countries may observe the window of opportunity closing during the next few decades (Fong, 2017). Some methods adopted by Governments include extending the working life beyond the age of sixty so as to reduce pension deficits; this has also led to better impact on growth indicators in the economy (Barrel, Hurst & Kirby, 2009; Karam et al., 2010).

Related studies in the domain have also looked at the rapid induction of employable age population into the workforce. This would then partially compensate for the sheer numbers who would exit the workforce two to three decades from now. To enable a larger utilization of the available workforce, it is necessary that they be equipped with the right skill sets. Malik & Venkatraman (2017) reiterate that unless adequate efforts are directed towards skill development, India may face jobless growth. The formal industry provides enough opportunities for skilled workforce at different levels. Moreover, the ministry of skill development plays a critical role in the identification and subsequent dissemination of the appropriate skill sets to the workforce. Therefore, for the economic progress of the nation, skill development has been taken up for study in this paper.

Skill development has multi-faceted objectives. Nag and Das (2015) explored the role of skill development among micro enterprises; they develop a framework to help articulate training needs. Microenterprises are tiny business wherein the owner dons the role of employee as well (Schreiner & Woller, 2003); They provides employment and hence acts as a source of income

generation in the absence of other alternatives **(Otero & Rhyne, 1994)**. **Damodaran (2008)** argues that markets and informal agents fail to meet the requirement of skilled workers. Developing countries have been observed to be in the “low-skill-bad-job” **(ADB, 2004)** catch-22 situation that keeps economies in the vicious cycle of low productivity, poor investment and low growth

Skill development has been mainly directed at improving the employment prospects in the informal sector; however, the overall goal is to have more people equipped for the formal sector. The informal employment in India has been a source of intense research curiosity among scholars and policy experts. Studies have shown that the Indian workforce in the informal sector moves seamlessly between jobs and there are no restrictions to informal employment **(Narayanan A, 2015)**; early researchers stated that the informal workforce consists of people awaiting employment in the formal sector **(Harris & Todaro, 1970)**. **Maloney (2004)** posits the desirable features of the informal economy wherein he observes the freedom of mobility of labor. Studies have also elicited support for the bargaining power of the formal market **(Ashenfelter et al., 2010)** which wields its strength over the informal sector. Relating these observations to our paper, we may say that skill development seems to have promising solutions to the informal economy especially in the Indian context. A Confederation of Indian Industry **(CII) study** highlights the predominance of the informal employment. According to its study 90% of India’s informal workforce are working as self-employed and casual workers. The study also indicates that 50% of the national income evolves from the informal sector. **(A. Srija & Shrinivas V. Shirke (2014))**. The study indicates the need for an enabling environment rather than a mere labor reform.

A supportive policy environment is equally important if any of the initiatives in skill development have to succeed. Several research studies stressing the relationship between policy environment and skill development **(Misra, S.K. 2015; Kaptan & Jagtap, 2016)** have explored this fertile area. While the availability of the necessary quantum of workforce, also referred to as demographic dividend is an advantage from the Indian context **(Chandrasekhar, Ghosh & Roy Chowdhury, 2006)**, the provision of the right skill sets becomes equally important for economic progress.

India is one of the country with the largest population of 1.2 billion people which works out to 18 % of the world’s population which itself is a positive factor when viewed in the context of availability of man power. Added to this fact is that 30 percent of this population is below the age of 15 which ensures that this population is young and going to be productive if their knowledge and skills are properly channelized. The other advantage is that the country is also maintaining a consistent growth of 6 to 8% which ensures that this highly productive and young population is going to be utilized to fuel the high demand arising out of such a growth. **(Majumdar 2008, FICCI 2010)**.

Policymakers in India cannot ignore the fact that informal sector is contributing more to the growth than a formal sector and this paper focusses as to how these large personnel are going to be equipped with skills to sustain and improve growth.

Other studies that focused on assessing the women labour availability worked out as LFPR (Labour Force Participation Rate) reveals a grim picture. Against the international range of 21 on the lower side and 71 percentages on the higher side for a typical developing country, India has 40% LFPR out of which the female labour force is only 22.5 which is pathetic. The study attributes

the cause as education and income effect (**Rangarajan, Kaul, & Seema**) and another study by (2015 by **Sunita Sanghi, A Srija, and Shirke Shrinivas Vijay**).

Research Gap: Though there have been many literatures available focusing on inclusive growth and literature on several studies of select areas like employment or unemployment or economic growth etc. there hasn't been specific studies carried out on the government initiatives in these areas as they are of recent initiatives and hence this paper tries to bridge this Gap.

GOVERNMENT OF INDIA INITIATIVES: DEVELOPMENT OF A FRAMEWORK

Skill Development, Make in India, Smart Cities, Digital India and Start-up India are some of the initiatives by the Narendra Modi Government aimed at making India an economic powerhouse.

Make in India seeks to position India as the preferred location for manufacturing companies across the world (**Sharma Y, 2016**). Global corporations are encouraged to set up their manufacturing hubs in India. This calls for an investment friendly climate in each of the 29 states in the country. The Government has overhauled the regulatory machinery and has attempted to make investments easier. All the various departments such as highways, pollution board, electricity board, etc. have been making their processes simpler so that a single window clearance can be established for registration of companies. These efforts enabled India to move up the ranking ladder by 30 points from 130 in 2017 to 100 in 2018 report of World Bank. Compared to one-point jump from 131 to 130 in 2017, the report of ease of doing business 2018 recognized the reform processes in the last few years acknowledging the 37 reforms carried out since 2003 and helped India move up to the 100th spot out of the total 190 countries. The ranking is based on 8 indicators namely starting a business, dealing with construction permits, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contract and resolving insolvency. The major reasons that helped improve the ranking have been on account of better reforms in 'Getting Credit, protecting minority investors' while there are still lots to be desired in the areas of other indicators like 'starting a business, 'dealing with construction permits and 'enforcing contracts'. Hope the future reforms will address those areas. The recent signing of the ordinance by the president of India in plugging the loopholes in the Insolvency and Bankruptcy Code(IBC) is a step in that direction. (**The Economic times 24th Nov 2017**)

A long term view also takes note of expected development of ancillary units for various prime industries; multi-national companies have already mastered the art of integrating global know-how with local resources and value chains (**Mudambi, R, Saranga, H. & Schotter, A, 2017**). India is also keen to promote faster development of Micro, Small and Medium Enterprises (MSMEs) which would get a fillip from the Make in India implementation (**Babu, D., Neerackal, J. & Balamurugan, R. N., 2016**); only the active participation of the MSME sector can bring about the targeted objectives of making the contribution of manufacturing to 25% of the GDP by the year 2022; the current level is about 14%.

Smart cities have been propagated for the welfare of the citizens and for better governance. This would entail the provision of internet assisted functioning of various public utilities. Cities have been positioned to be the engines of growth leading India's economic progress (**Bholey, 2016**). Smart cities are being planned with adequate physical infrastructure and cyber infrastructure.

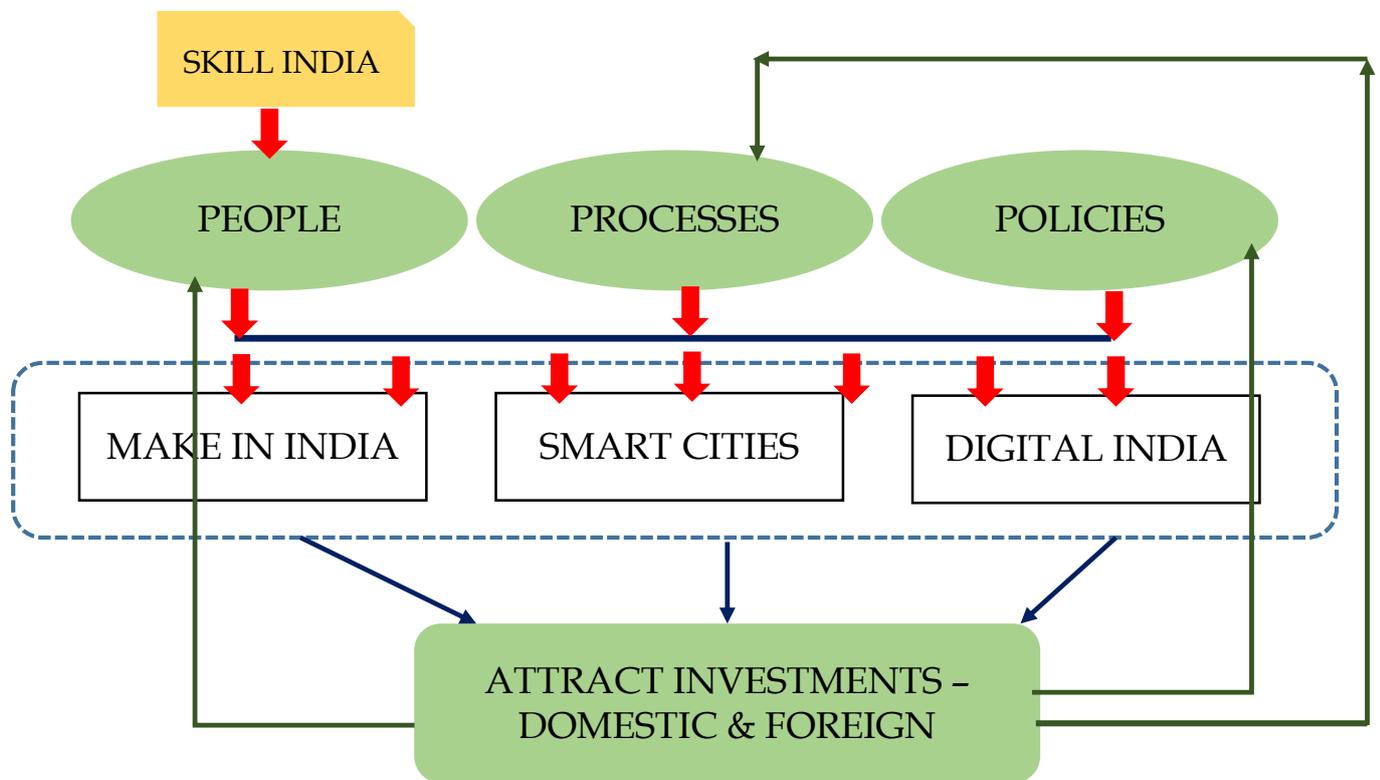
Provision of internet along with internet enabled services which would cut across a wide spectrum is expected to streamline daily transactions in several cities. The Ministry of Urban Development who have taken the mission of development of 'Smart Cities' has so far identified 90 cities out of the 100 cities and it is too early to see the progress as the coverage period of this mission is 2015-16 to 2019-2020. While the scheme looks attractive on paper, it is yet to prove with the financial allocation which may not be sufficient considering the scope of the smart city mission.

In alignment with this initiative is Digital India which seeks to make payments digital. Currently the cash transactions for individuals across the country is inordinately high – they stand at levels close to 95%. IT enabled payment mechanisms are expected to foster better transparency (Arora & Rahman, 2017). For the smooth and seamless functioning of the Government machinery, however, digital payments have to be enabled. Moreover, to widen the tax base and increase revenues for the government, such measures become critical. This called for a revamp of public sector banks' payment mechanisms, special mobile applications and other internet enabled architecture. Beyond the enabling mechanisms, the Government also sought to educate the public through various forums on national media. Education also has been gradually shifting to online modes of delivery – various e-learning platforms have been launched by the Government (Deori, 2017) in alignment with institutes of national repute. In this context, the initiative of 'The Unique Identification Development Authority of India (UIDAI) created in Jan 2009 is very crucial. Mr. Nandan Nilenkani who was entrusted with this initiative was able to come out with a very simple but robust mechanism to issue a unique identity card namely "Aadhar". It hopes to overcome the legal hurdles and with its linking many possible solutions are being attempted.

While all these initiatives look attractive on paper, a robust foundation is needed for the implementation of the aforesaid initiatives. This foundation calls for a fairly trained workforce in addition to the enabling mechanisms provided by the various regulatory bodies. The importance of human capital cannot be downplayed if India were to succeed in this ambitious drive. With this in mind, Skill development was taken up as a key agenda for this paper.

Having reviewed some of the developments in the field, the relevance and criticality of a need for a suitable framework is realized. The framework need to draw upon the overarching objectives which would ultimately attract investment in various sectors, leading to economic growth. A virtuous cycle can be visualized as one assesses the positive effect of the proposed agenda – people, processes and policies impacting the development of 'Make in India' 'smart cities' and digital India which in turn would attract investments from domestic and foreign investors. In turn, a positive influence would be felt on people, policies and processes; the cycle can be expected to sustain. In the 'People' component, the 'Skill India' initiative is expected to play a critical role. Keeping all the above factors in mind the following framework can be envisaged with all the leading initiatives depicted in Figure 1.

FIGURE 1 - FRAMEWORK – A VIEW OF GOVERNMENT INITIATIVES



SKILL DEVELOPMENT

The preceding literature review briefly indicated the importance of skill development for the Indian context. The government’s progressive thinking on this front has led to a slew of initiatives in this area. Hence the paper seeks to probe some of them from the view point of action areas fundamental to economic progress.

Why is skill development of critical importance to the nation? One of the reasons is that skill deficit is worse than infrastructure deficit. Skills deficit starts to create social unrest. If the deficit can be addressed through technology interventions and innovations, it could turn out to be a huge force multiplier for economic growth.

An equally important question arises as to why it is important in the Indian context.

Table: 1 Demographic Profile of India

Percentage of Population	Age Group
62	15-59
54	Below 25

Source: National policy for skill development and entrepreneurship 2015, Ministry of skill development & entrepreneurship)

It is also estimated that the young workforce in India is approaching 800 million now compared to 600 million in China. (Economic Survey 2007-08).

Table:2 Expected shortage of Working People in the World

Expected shortage of working People in the World by 2020	47 Million
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Source: Study report of Boston Consultancy Group for PHD Chamber of Commerce & Industry

While the world has a shortage of working people, India would have a surplus of 56 million people. In effect, the country is poised to present a substantially different face to the global scenario in terms of the potential workforce and their capabilities.

This is where the initiative of “Skilled Human Capital” by Government of India assumes significance. The importance of this initiative was made in 2009 and a policy framework was prepared with a provision to review once in 5 years.

The review in 2015 resulted in creation of a separate ministry for skill development. The focus of this ministry is to provide such skills to leverage the demographic advantage that India has. The ministry has created the following agencies to help achieve the objective of skilling;

1. National Skill Development Agency (NSDA),
2. National Skill Development Corporation (NSDC),
3. National Skill Development Fund (NSDF) and 33 Sector Skill Councils (SSCs) as well as 187 training partners registered with NSDC

Lessons to be learnt from the Chinese Policies

Many countries have undergone demographic transitions. China is one such country, which had its implications on economic development.

China introduced a population policy, widely known as ‘one child’ policy and successfully implemented and practiced for nearly three decades; This policy affected the demographic processes and in turn the labour market and resulted in shortage of unskilled workers and their rising labour costs. Post 2003, the labour costs in China are growing fast, which has weakened China’s competitiveness in labour intensive industries.

The above experience of China should serve as a lesson for India as what is considered at present as a source of strength will become a source of liability when this workforce gets aged in about 30 years from now.

ANALYSIS

Policy

The policy basically aims to equip this workforce with the appropriate skills as the skills needed are heterogenic in nature.

What is the Challenge in Skill development?

The following Table will give a picture of the gravity of the challenge India faces;

Table:3: showing countries with their percentage of total workforce having a formal skill training;

Country	Percentage of the total work force having formal skill training
Australia	50
China	53
UK	68
Germany	75
USA	52
Japan	80
South Korea	96
India	2.3

(Source: NitiAyog three-year action report -www.niti.gov.in, last accessed on 27-09-2017).

An NSDC study conducted over the period of 2010-2014 predicts that there is an additional net incremental requirement of 109.73 million skilled manpower by 2022 in twenty-four key sectors.

In the informal sector 90% of the work force are not skilled. Providing appropriate skill for the entire 90% is a daunting task because the informal sector is highly heterogeneous and varying skills are needed for each of the sectors; providing such skills is very difficult as evident from the table given below:

Table 4: Details of Formal and informal workforce

Sector	Organized -2004-05(in million)	Organized-2011-12 (in million)	Unorganised-2004-05 (in million)	Unorganized -2011-12 (in million)	Total-2004-05 (in million)	Total-2011-12 (in million)
Formal	32.06 (52%)	37.18 (45.4%)	1.35 (0.3%)	1.39 (0.4%)	33.41 (7.3%)	38.56 (8.1%)
Informal	29.54(48%)	44.74(54.6%)	396.66 (99.7%)	390.92(99.6%)	426.2(92.7%)	435.66 (91.99%)
Total	61.61 (13%)	81.92 (17.3%)	398.01 (87%)	392.31 (82.7%)	459.61 (100%)	474.23 (100%)

(Source: <http://www.ies.gov.in/publications-articles.php>-last accessed on 27-09-2017)

Interpretation: There is an increase in organized sector's employment from 13% to 17%, but the increase was informal in nature. (48% in 2004-05 increasing to 55% in 2011-12). Also there is a decrease in formal employment in the organized sector (52% in 2004-05 decreased to 45% in 2011-12).

In the unorganized sector the share of formal employment marginally increased from 0.3% to 0.4% for the above period and the informal employment declined marginally from 99.7% to 99.6%; Overall, the number of formally employed increased from 33.41 million to 38.56 million, while the informal employment increased from 426.20 million to 435.66 million.

The informal workers are those who are engaged in the informal sector or households excluding the regular workers with social security benefits provided by the employers and the workers in

the formal sector without any employment and social security benefits provided by the employers as defined by National Commission for Enterprises in the Unorganized Sector(NCEUS).

Finding: It is evident that unorganized or the informal sector accounts for more than 90% of workforce in the country and there is an urgent need for formalization of employment even in the informal sector for which appropriate skill need to be imparted.

Table 5. Worker Classifications and volume

Status	2004-05 –in million	2011-12-in million
Self Employed	257.16 (60.34%)	244.97 (56.22%)
Regular wage/salaried	36.19 (8.49%)	48.79 (11.19%)
Casual Worker	132.81 (31.16%)	141.91 (32.57%)
Total informal workforce	426.16 (92.73%)	435.66 (91.78%)

(Source: <http://www.ies.gov.in/publications-articles.php>-last accessed on 27-09-2017)

Interpretation: Majority of employment in the informal sector is self-employment.

Finding It is likely that the low levels of skills are reasons for keeping them out of regular employment and forcing them to start on their own.

The review of the above initiatives/schemes reveal that the kind of skill trainings imparted are sub-standard and also not meeting the actual industry needs. The ministry is now engaging reputed institutes like IIM-B for inputs to improve the quality of the schemes and to plug the loopholes in these schemes.

Interpretation

The next challenge is lack of infrastructure for undertaking such a huge task of training a large number of youth. The current skill development landscape is highly fragmented both in terms of institutions imparting the training/skill development and also by way of various government interventions. The availability of good quality trainers is also an area of concern.

Findings:

To some extent, the creation of a separate ministry for the skill development with various ministries is getting coordinated through this ministry; yet the issues remain unaddressed. The ITI’s are the institutions through which vocational education and training takes place but most of the curriculum seems to be outdated and the infrastructure has not kept pace with the times. Trainers have not been trained adequately.

Sanghi, Srijia, & Shirke (2015) in their study report state that the female labour force participation in India especially in the rural side of India is on the declining trend. The study reveals that this is again due to lack of skill or education and also lack of opportunities in their home turf viz. rural areas

Table 6. Rural Male Vs Female ratios for LFPR

.NSSO Rounds	Rural-Male	Rural-Female	Urban-Male	Urban-Female	
1993-94	876	491	801	238	
1999-2000	845	364	782	180	
2004-2005	864	497	796	246	
2009-2010	825	378	762	194	
2011-2012	813	358	764	205	

Source: (Vikalpa- The Journal for Decision Makers –of IIM, Ahmedabad-Sage Publication based on NSSO-EUS rounds for the given periods)

Interpretation: According to the National Sample Survey Organization (NSSO) for Employment and Unemployment Survey (EUS), the Rural Female Labour Force Participation Rate (RFLFPR) is on the declining trend as seen above.

Finding: A declining trend of female workforce participation in the rural India is possibly due to lack of skill and lack of opportunities in the rural India, even though this must also be seen in the backdrop of agriculture where the female workforce is engaged to a large extent.

Discussion

Labor Force refers to the number of persons actually working or willing to work. However, workforce refers to the number of persons actually working. Thus, workforce does not account for those who are willing to work. The difference between labor force and workforce is the total number of unemployed persons.

The earlier part of the analysis clearly shows that skills development need not be confined to formal, structured courses of training but may also take place in unstructured and unplanned contexts. There is a need to stress the importance of non-formal learning.

There is a rush for a formal training as it leads to a Certificate or Diploma which is given weightage and importance in the employment market. This is regrettably absent in the case of a Non-Formal training. If this is addressed by way of provisioning of a recognizable experience certificate in the work place where the skills are imparted as part of their work, there will be substantial improvement in the recognition of non-formal learning as well.

Such an arrangement will lead to getting an employment by recognizing that an individual has spent considerable time in this non formal learning and in that context it may be worthwhile to consider giving a certificate giving details like time spent on various activities etc.

The success of Make in India also depends upon the ability of the young work force equipping themselves with the right kind of skills so that they meet the expectations of the industry.

FINDINGS & SUGGESTIONS

Since our paper focused mostly on the “skill development” the findings of the same are listed first;

It is also because as highlighted in our framework discussed above the success of all these initiatives of the Government lies with “skill Development” as a fulcrum on which the People, Process and the Policy revolve around.

The findings based on our analysis on “skill Development are that;

It is evident that unorganized or the informal sector accounts for more than 90% of workforce in the country and there is an urgent need for formalization of employment even in the informal sector for which appropriate skill need to be imparted. It is likely that the low levels of skills are reasons for keeping them out of regular employment and forcing them to start on their own.

Besides, there is not much of an incentive in the form of wage differential by way of skilled and unskilled wages leading to lack of interest for the unskilled worker to get the required skill and earn higher wages or to get into a formal employment with benefits.

A declining trend of female workforce participation in the rural India due to lack of skill and lack of opportunities in the rural India. To overcome this, the suggestion is to have policy initiatives to make them economically active. The initiatives should focus on microfinance-supported self-help group-centered activities, which will make them economically active along with handling domestic duties. A formal vocational training may be of much use so that they can acquire some skills and engage themselves in a productive way and support their families as well economically. This also facilitates inclusive growth.

In addition to the above, the other government initiatives are in various phases of development and execution in the areas of “Make in India”, Smart cities, Digitalization, Startup India, Ease of doing business etc.

The policy reforms numbering 37 in count initiated since 2003 have already helped India to move up in the World Bank ranking from 130 to the 100th spot out of a total of 190 countries in ease of doing business.

The success of ‘Make in India’ depends upon the availability of the right kind of skilled youth.

CONCLUSIONS & DIRECTIONS FOR FUTURE

The analysis thus far has identified and listed the relevance of various initiatives of the Government of India to make India a progressive country but without exclusions. When the growth takes place the fruits of such growth should benefit everyone especially the people at the bottom of the pyramid. India currently enjoys the demographic dividend advantage and to leverage the same it has to focus on three areas namely employment, employability and education and skilling the workforce is the only way out.

This is possible only with initiatives at the Governmental level. There has to be a conceptual framework to integrate the various policies of the programs as has been stressed so far. But when it comes to tasting success it mainly depends on the implementation and the way it is implemented. When policies are developed it is worthwhile to look at the global best practices as well and fine tune or customize to suit the local culture. Moreover, the current trend is reversal of globalization as is evident from the actions of many developed countries like US in trying to

restrict the H1B visa’s or Brexit initiative of UK etc., reveal that most of the countries are switching over to protectionism rather than liberalization as they all want to protect the employment opportunities of their citizens.

To summarize the policies of the Government should establish a clear vision and such policies should take care of and address exclusions. The policies should facilitate multilateral cooperation and should involve both domestic and international policies and outcomes. Government alone cannot solve such a gigantic task and hence should involve private and other voluntary agencies as well as tabulated below;

Table 7. Summary of Suggested Action Plan

The three ‘P’s of People, Process and Policy are very crucial for the successful realization of the goal. The future actions expected in this context are summarized as below;

Narrative	Priority	Actions
Goal	Improved standard of living	Not to be limited to achieving improved GDP but go beyond. It also needs to be sustainable.
Obstacle	Exclusion	Focus on; <ul style="list-style-type: none"> • Inclusive growth and productivity, • Investing in economic, human, social and natural capital; • Addressing the wealth concentration, • Create opportunities.
Tools & enablers	Coordination of all agencies both Government and non-Government	Policy integration, Coordination and maintain global standards.

Contributions from the research

This study has captured some of the best practices happening in isolation. A lot of these have been initiated by the Indian Government in line with expectations of the industry. The paper emphasizes the need to bring those practices together and to channelize of all these strategies at the Governmental level so that the inclusiveness is ensured while experiencing the growth and such improvement will not only benefit the country but also spur sustained economic progress.

Contribution to policy formulation

This study has highlighted the short comings/expectations and gaps in the existing systems/policies and recommends the scope for improving the policies for the betterment of the Indian workforce as a whole as well as for improvement in the standard of living of the people. We suggest that the Government develop more formal mechanisms of developing skill that can translate into better employment for people from the lower classes of society. The policies need

to be framed such that the participation of organizations from the private sector is also encouraged. Policies have to also carefully assess the results – a) the ability of a skill development program to result in absorption / employment; b) ability of a program to result in creation of a better standard of living – a qualitative factor that may call for further study. Other key performance indicators can also be developed and monitored.

Contribution to the body of Knowledge

This study has listed the various initiatives and also analyzed the challenges and emphasized the need to have a coordinated effort of various agencies involved and focus on better implementation. By developing a framework, the study has identified the key actors in the program. It is expected that academicians and policy makers would utilize this to emphasize key actions. For academicians, the study can help direct studies in specific areas such as a) identifying antecedents for success of a skill development program and b) identifying key attributes for conduct of skilling programs

Directions for future research

The study has vast scope and throws enough opportunities for further research. Skill development in particular depends upon various other factors - it is observed in this study that there are many constraints within which an individual has to aspire for his or her career growth. Future research can look at more micro aspects such as the results of skill development in a particular geography. For instance, research can focus on linking skill development initiatives and employment in industry clusters such as Chennai and Pune. This study can be juxtaposed against a similar one undertaken in a lesser developed cluster such as Indore / Bhopal. Research can also focus on the attributes necessary for trainers and training institutes – this would ultimately decide the success of skill development programs.

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