





# **RISING JHARKHAND**

**Skill Development to Spur Socio-Economic Growth** 

January 2019

# PHD RESEARCH BUREAU PHD CHAMBER OF COMMERCE AND INDUSTRY

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### रघुवर दास Raghubar Das



मुख्यमंत्री झारखण्ड सरकार Chief Minister Govt. of Jharkhand

### MESSAGE

The State of Jharkhand is the land of boundless opportunities; endowed with unlimited natural resources. The State has achieved a steady and strong growth path during the last few years with a promising and sustainable growth trajectory, going forward.

The dynamic and vibrant economic reforms are at the forefront of the thought process of the State Government and is instrumental in achieving conducive business environment for the industry stakeholders.

I am delighted that the State has achieved a significant improvement in the ease of doing business in the recent years and is being ranked among the Top states in India.

Going ahead, the focus of the State is to become a Skills Hub of India. Government is dedicated to enable access to skill-based livelihood opportunities and encourage self employment. Various schemes have been initiated and are running successfully for the growing young workforce.

The State's initiative for organising Global Skill Summit 2019 will not only promote awareness among the stakeholders about the milestones achieved in skilling of the workforce during the last several years, but also capture the imagination of the youth and inspire them to join the skill development programme.

I wish this event a grand success.

(Raghubar Das)

### धर्मेन्द्र प्रधान ଧର୍ମେନ୍ଦ୍ର ପ୍ରଧାନ Dharmendra Pradhan





पेट्रोलियम एवं प्राकृतिक गैस ; कौशल विकास एवं उद्यमशीलता मंत्रालय भारत सरकार, नई दिल्ली

Minister

Petroleum & Natural Gas;
Skill Development & Entrepreneurship
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New Delhi

### MESSAGE

Development of human capital is necessary for nation building. As India is one of the youngest nations in the world and is poised to grow as one of the leading knowledge economies, education and skill development remains one of the utmost priorities for the Government.

To reap the demographic dividend of our country, India needs to equip its workforce with employable skills and knowledge so that they can contribute substantively to the economic growth of the country. Building up of an effective skill ecosystem will also lead to harnessing Indian capacity for entrepreneurship

It is encouraging to note that Jharkhand Government has taken significant reforms in the area of skill development. These steps will enhance employability of the youth of Jharkhand and also lead them on to the path of entrepreneurship.

I am confident that Global Skill Summit 2019 will provide a focused and effective platform to the stakeholders for deliberating on strengthening skilling, enhancing employability of youth and facilitating industrial development in Jharkhand. I extend by best wishes for successful organisation of the Summit.

(Dharmendra Pradhan)















### अनंतकुमार हेगड़े Anantkumar Hegde ಅನಂತಕುಮಾರ ಹೆಗಡೆ

कौशल विकास और उद्यमशीलता राज्य मंत्री, भारत सरकार Minister of State Skill Development & Entrepreneurship Government of India





8<sup>th</sup> JANUARY 2019

### MESSAGE

Investment in human capital is a prerequisite for a healthy and productive population for nation building. Skill India is an initiative of the Government of India which has been launched to empower the youth of the country with desired skill sets to make them more employable and more productive in their work environment.

Today, India is a country with 65% of its youth in the working age group. The only way to derive benefits from this demographic advantage is through the skill development of the youth so that they add not only to their personal growth, but to the country's economic growth as well.

The Skill Mission launched by the Hon'ble Prime Minister Shri Narendra Modi on 15th July 2015, has gathered tremendous steam. Presently the skill ecosystem in India, is witnessing some great reforms and policy interventions for preparing the youth for job and growth opportunities in the various sectors of the economy.

The success of a nation depends on the success of its states undertaking reforms for improving the prosperity of its citizens. I congratulate, the Government of Jharkhand for undertaking various initiatives for accelerating and enhancing the quality of skilling and vocational education in the state which is in line with the national focus towards skilling including the "Skill India" and "Make in India" missions.

I, extend my warm wishes for the Global Skill Summit scheduled to be held in Ranchi, Jharkhand.

ANANTKUMAR HEGDE



डॉ. के. पी. कृष्णन, आई ए एस सचिव Dr. K. P. Krishnan, IAS Secretary



भारत सरकार कौशल विकास और उद्यमशीलता मंत्रालय GOVERNMENT OF INDIA MINISTRY OF SKILL DEVELOPMENT AND ENTREPRENEURSHIP

8th January, 2019



MESSAGE

India has taken numerous initiatives towards skill development, generation of employment opportunities and developing entrepreneurship ecosystem in the country. Human resource development is one of the significant components to leverage the advantage of the demographic dividend of our country's population in the coming years.

Today, the world and India require a skilled workforce for overall development and growth. Rising population of youth should acquire the skills which could contribute towards making India a modern country. Thus, the growing workforce could prove advantageous only if sufficient investment is undertaken to enhance their productivity.

Effective education and skill development hold the key to reaping the emerging demographic dividend. Going ahead, the education system should be aligned with needs of the industry to enhance employability of the youth.

It is encouraging that at the States level, several efforts are being taken to enhance the employability of the youth. Government of Jharkhand has been promoting the skilling of its youth at the forefront of its development activities.

I hope that the creation of appropriate ecosystem that facilitates imparting employable skills to its growing workforce over the next few decades would be significant for the growth and development of the country.

I extend my best wishes to all the stakeholders participating in the Global Skill Summit 2019 at Ranchi.

(Dr. K.P. Krishnan)











**Shri Sudhir Tripathi** 

### From Chief Secretary, Government of Jharkhand's Desk

The predominance of youth population in India holds immense significance as it will determine the direction of economy and business in the coming times. As India moves progressively towards becoming a global knowledge economy, it must meet the rising aspirations of its youth.

With this backdrop, the state of Jharkhand has taken several reforms for the growth and development of youth, enhancing literacy, skill development and entrepreneurship. It is committed towards generating skill based opportunities and encourages self employment ecosystem in the state.

Promotion of skill development is the shared responsibility of the key stakeholders i.e. Government and Industry. Hence, efforts in the strengthening skill landscape and Government-Industry interface would be critical to empower youth of the country to achieve their full potential in the coming times.

Going ahead, promotion of university and industry linkages and skilling on a large scale with high standards would be critical to promote a culture of innovation based entrepreneurship to ensure sustainable livelihoods for all citizens in the country.

I convey my best wishes to all the participants in the Global Skill Summit, 2019 at Ranchi. This summit is the harbinger for positioning Jharkhand as the skill capital of India.

(Sudhir Tripathi)













Shri Rajesh Kumar Sharma

# From Secretary, Jharkhand Skill Development Mission Society's Desk

Jharkhand is one of the emerging states of India and has marked significant developments over the years. Since skill development is one of the important pillars of sound growth and development of any economy, the state has made genuine efforts to focus on skill development and capacity building of its workforce.

The vision of Government of Jharkhand for skill development aims at helping the youth of Jharkhand in their skill development initiatives and to create a complete labour market of skilled resources of Jharkhand. The endeavor is to increase employability for the youth of Jharkhand.

The Government of Jharkhand has initiated various schemes to raise employment by way of investing in skill development, providing social security and promoting self-employment. Hence, development of skilled manpower is a thrust area that the state has been working on and the results so far have been fruitful.

I am sure the Global Skill Summit, 2019 will go a long way in establishing Jharkhand as the 'Skill Destination' of the country.

(Rajesh Kumar Sharma)













**Shri Rajeev Talwar** 

### From President's Desk, PHD Chamber

The state of Jharkhand is endowed with rich natural resources and offers tremendous investment opportunities in mineral and natural resource based industries, MSMEs, food processing, sericulture, khadi and village industries, handicraft and handloom, tourism, engineering and auto components, chemicals, electronic goods, iron and steel, among others.

The state has provided a large number of incentives to promote industry especially the MSMEs and has been progressing fast on adopting best practises for strengthening investor friendly environment to boost investments and employment generation.

Knowledge and skill development are the key driving forces of economic growth and social development for any state. A skilled and high productivity manpower base is a critical enabler in the growth of agriculture, manufacturing, and services. The Government of Jharkhand is committed to facilitate overall growth of the state through skilling of its youth, promoting entrepreneurship and private investments for encouraging skill development in several sectors of the economy.

Going ahead, faster pace of skill development, setting up of more number of MSMEs, strengthening infrastructure, building strong entrepreneurship eco-system and sustainable agriculture sector could go a long way in pushing the growth of the state into higher trajectory.

My best wishes for the grand success of "Global Skill Summit 2019" for offering an excellent interactive platform for the youth, skill providers, employers, policy makers and other thought leaders across the world.

(Rajeev Talwar)











# From Senior Vice President's Desk, PHD Chamber



Shri D K Aggarwal

# A sound physical, financial and socio-infrastructure is the key

requirement for the progress of any economy. In this regard, it is commendable that a large number of initiatives have been taken by the state to strengthen its infrastructure over the years.

The state has developed and maintained infrastructure facilities for systematic growth of industrial units. Jharkhand Industrial Infrastructure Development Corporation (JIIDC) is aggressively for the growth of catalytic infrastructure.

Although, agriculture forms an important component of Jharkhand's economy, however, services and industrial sectors of the state have also made significant developments over the years. As forests and woodlands occupy a major chunk of the area under the state, it provides ample opportunities for the development of minor forest produce based industries and herbal based industries.

Skill development and employment go hand in hand. For the balanced growth of its economy, Jharkhand needs to consistently focus on enhancing the skills and efficiency of its workforce, through the further diversification of industrial activities.

I am sanguine that Global Skill Summit 2019 would go a long way in promoting human resource development in the state and providing tremendous opportunities for the growth of youth in the state.













# From Vice President's Desk. PHD Chamber



**Shri Sanjay Aggarwal** 

The state of Jharkhand is endowed with rich cultural heritage and bestowed with bounties of nature. The state boasts of luxuriant forests, captivating wild life, enthralling waterfalls, exquisite handicrafts, classical and folk dances, among others.

The arts and crafts from the state showcase sublime and evocative designs and exhibit high quality workmanship, creativity and imagination which are not only popular in India but world over. Special thrust has been given on the promotion of sericulture, textile and handicraft sector.

Jharkhand is emerging as one of the prominent tourist destinations in the country. Certainly, the tourism activity would help integrate the region further into the overall Indian as well as the global economy, thus having significant social, class and political ramifications.

Going ahead, tourism should be promoted further at a large scale in order to boost the state's economic development. The promotion of eco-tourism, religious tourism and heritage tourism by the state in the coming times would not only help generate employment opportunities but would also help enhance the external orientation of its regional economy.

I believe that Global Skill Summit 2019 is the right platform for developing skill ecosystem in the state. My best wishes to all the distinguished participants of the Summit.

(Sanjay Aggarwal)













Dr Mahesh Y Reddy

### From Secretary General's Desk, PHD Chamber

"Rising Jharkhand: Skill development to spur socio-economic growth" is an extensive report on the state of Jharkhand which has been prepared with the objective to highlight the latest socio-economic developments in the state. This report captures the state's economic, social, industrial developments.

I firmly believe that skill development is a grassroots' level activity which leads to the overall socio-economic progress of a nation with the creation of desired employment opportunities for the growing workforce, and also help meet the industry demand in various types of skill-sets.

Jharkhand is keenly working in the direction of promoting skill development by organising several programmes/summits for creating an excellent and effective communication platform for the policy makers, employers, skill providers, youth, among others.

I extend my gratitude to the State Government of Jharkhand for providing us their valuable support for Global Skill Summit 2019.

I commend and appreciate the tireless efforts of PHD Research Bureau team led by Dr. S P Sharma, Chief Economist and assisted by team members Ms. Surbhi Sharma, Associate Economist, Ms. Bhawna Kakkar, Research Associate, Ms. Shivani Mehrotra, Research Associate and Mr. Sonu Sah, Research Trainee for preparing this informative report.

(Dr Mahesh Y Reddy)













**Shri Vishal Chaudhary** 

# From Chairman's Desk, Jharkhand Committee, PHD Chamber

Jharkhand is a land of boundless opportunities which offers distinct advantage for investments and industrial development. It is progressing fast on adopting best practices for making an investor friendly environment to facilitate investments, employment generation and welfare of the people.

Over the years Jharkhand has been keeping the skilling of its youth at the forefront of development activities with an aim to establish the state as a "Skill Hub of India".

The "Global Skill Summit 2019" will witness impressive international participation from various countries. Their presence will ensure concurrence of best practices and taking Jharkhand's success stories in skilling, employability and industrial development to the world.

Going ahead, PHD Chamber assures its full support and cooperation to the state Government of Jharkhand in the promotion of skill development and strengthening entrepreneurship ecosystem in the state.

My warm wishes for the Global Skill Summit, 2019 in Ranchi, Jharkhand.

(Vishal Chaudhary)

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**Shri Vishal Jindal** 

# From Chairman's Desk, Skill Development Committee, PHD Chamber

Jharkhand has made genuine efforts to focus on skill development, capacity building of its workforce and promotion of entrepreneurship in the state. The State Government is dedicated to enable access to skill-based livelihood opportunities and encourage self employment.

Various schemes have been initiated and are running successfully for the skill development to growing young population for their deployment in specific, strategic and growing sectors of the economy.

The state is committed to skilling of youths through establishing robust institutional mechanisms and developing state of the art training infrastructure.

Going ahead, strengthening university and industry linkages and strong Government-Industry interface would be critical to empower growing young workforce.

My best wishes for the grand success of Global Skill Summit 2019.

(Vishal Jindal)











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### **Executive Summary**

Knowledge and skill development are the key driving forces of economic growth and social development for any state. The Government of Jharkhand is facilitating overall growth of the state through skilling of its youth, promoting entrepreneurship and private investments for encouraging skill development in several sectors of the economy. In this regards, Jharkhand is consistently focused on enhancing the skills and efficiency of its workforce, through the diversification of industrial activities.

The State Government is dedicated to enable access to skill-based livelihood opportunities and encourage self employment. Various schemes have been initiated and are running successfully for the skill development to growing young population and their deployment in specific, strategic and growing sectors of the economy. In order to focus on specific sectors such as agriculture, healthcare, textiles & apparels, automotive, tourism, etc, training modules for skill development have been developed and are presently running with a view to enhance overall skills of the workforce in the state.

The Jharkhand Skill Development Policy 2018 enumerates the objective of skill development as one of the crucial engine of sustainable economic growth in the state. The focus is to provide highly skilled and productive manpower to the industries for sustainable livelihood and entrepreneurial opportunities to the youth. Ensuring quality outcomes, creation of training infrastructure with scale and speed, building and sustaining competencies for future labour market needs are amongst the major objectives of the policy.

The Jharkhand Industrial and Investment Promotion Policy 2016 envisages the endeavour of the state to promote private sector investment for skill development through market driven approach. The policy lays stress on setting up of Specialised Industrial Training Institutes (ITIs) at locations having heavy concentration of specialised workmen.

Further, the Vision and Action Plan 2021 of Government of Jharkhand has laid importance on skilled workforce and entrepreneurship development. Going forward, there are few suggestions for expediting the skill development and vocational education initiatives that are being planned. Skill development and employment go hand in hand and promotion of skill development is the shared responsibility of the key stakeholders i.e. government and industry. Hence, efforts in the strengthening of the skill landscape and government-industry interface would be critical to create ample employment opportunities for the growing young workforce in the state.











#### 1. **Skill Development Initiatives in Jharkhand**

Skill development stands as one of the key pillars of the growth and development of any economy, and hence has emerged as one of the key focus areas of the both Central and State government. The Government of Jharkhand in line with the national focus towards skilling including the "Skill India" and "Make in India" missions, have taken various significant initiatives for accelerating and enhancing the quality of skilling and vocational education in the state.

Jharkhand with roughly 60% of its population below 30 years of age, aims to leverage its demographic dividend and has undertaken a target to skill-train 20 lakh youths over the next five years. To achieve this vision and strengthen the overall skill eco-system, it has also constituted Jharkhand Skill Development Mission under the chairmanship of the Hon'ble Chief Minister, Shri Raghubar Das to emerge as a nodal agency for all the skill development activities in the State.

Development of skilled manpower specifically for the use of industry and trade is a thrust area that the state has been working on during the past few years. The state aims to provide direct employment to at least 5 lakh persons during next 5 year at a rate of one lakh persons every year. The Jharkhand government has initiated many schemes to increase employment with investments in the skill development, providing social security and promoting self-employment opportunities for growing young population.

During the last few years, the State, through its various departments, has been able to provide skill education and vocational training to around 1 lakh youth per annum under various Central-and State-sponsored schemes. While Department of Labour, Employment and Training is the largest contributor, Jharkhand Skill Development Mission and department of Rural and Urban has also contributed significantly to these training achievements.

Some of the schemes/initiatives relating to skill development which intend to reduce unemployment and poverty are discussed below in brief:

- Prime Minister Stand-up India Scheme The scheme facilitates bank loans between Rs 10 lakh to Rs 1 crore to at least one Scheduled Caste or Scheduled Tribe borrower and at least 1 woman borrower per bank branch for setting up a Greenfield enterprise. As per the Economy Survey of Jharkhand (2017-18), a loan of Rs 110.43 crore has been provided to 574 beneficiaries in Jharkhand under this scheme.
- Prime Minister MUDRA (Micro Units) Development and Refinance Agency Ltd.) Scheme-The scheme aims to encourage the entrepreneurship, small companies and start-ups by providing the small and independent entrepreneurs with multiple financial institutions to provide loans. It was initiated in April 2015. It provides a maximum loan of Rs 10 lakh. As per









the Economy Survey of Jharkhand (2017-18), it was initiated in Dumka, Jharkhand on 2 October 2015. It has provided Rs 2595 crore worth loan to 4.98 lakh beneficiaries.

- Model Career Centre- Under the provision of the National Career Service, there has to be an
  allotment for the development of necessary skills to match the aptitude of the people to the
  appropriate job. This scheme will be integrated with the National Career Service (NCS)
  portal to attract investors and unemployed and provide both the job-providers and jobseekers a common platform to benefit from each other. Thus, the unemployed find work
  according to their skill in meaningful employment and the employers get the appropriately
  skilled employees.
- Craftsman Training Scheme- This is a state-initiated program to develop the skill of the
  youth through government and nongovernment industrial centres. Jharkhand is rich in
  forest resources and therefore many products are formed via craftsmanship. People
  between the age 14-40 years and of educational qualification of class 8-12th pass are
  eligible for this scheme. They are provided training through government and
  nongovernment centres.
- **Skill Development Mission** The scheme has a vision of removing unemployment by providing skill and training to every unemployed person. This will enable people to find employment or be self-employed. The aim is to generate employment for 50000 youth in all 200 blocks via district level Skill Development Programs.
- Skill Development Initiative Scheme- This scheme is aimed at improving the conditions of
  the neglected groups of adolescent/youth due to various reasons. The school drop-outs,
  children freed from bonded-labour, manual labourers in the unorganized sector, and others
  who do not have high school education due to difficult circumstances are the target group
  of this scheme. The scheme runs at district level through the registered vocational training
  providers.
- Skill Development Program for the Naxal affected area- Naxalism is one of the gravest problems for increasing unemployment in Jharkhand. This scheme especially aims to provide skill development programs to generate employment among the youth belonging to Naxal-affected areas.











### 2. Jharkhand Skill Development Policy 2018

The vision of the Jharkhand Skill Development Policy 2018 is to be the engine of sustainable economic growth in the state by providing highly skilled and productive manpower to the industries and sustainable livelihood & entrepreneurial opportunities to the youth.

#### 2.1 Mission

To create a high performing skill development and a sound entrepreneurship ecosystem aligned with national and international standards. The State is committed to skilling of 20 lakh youths from across the varied geographies of Jharkhand by 2022 through establishing robust institutional mechanisms and developing state of the art training infrastructure.

### 2.2 Objectives

The Jharkhand Skill Development Policy 218 aims to target the following five main objectives:

- Improving quality and quantity outcome: To ensure quality outcomes in terms of both quality and quantity of placements. The key objective is to improve the placement rates along with salary levels of more than INR 12,000 per month.
- **High quality standard training infrastructure:** To ensure that aspirational and high quality standard training infrastructure is created with scale and speed, given the ambitious target of the state to skill 20 lakh youth in the next five years.
- **High performing training ecosystem:** To incubate, grow and sustain ecosystem enablers like mobilization & counselling support, Train the Trainer academies, Placement Centres, Industry engagement, research centres in skill development, etc.
- Meeting future labour market needs: To be ready for meeting future needs of jobs by imparting necessary knowledge, skills and competency in emerging technologies and business models.
- **Grow, sustain and incubate nano enterprises**: To incubate, grow and sustain nano enterprises through entrepreneurship incubation centres. To create a robust entrepreneurship ecosystem encompassing skill development, entrepreneurship training, supply chain linkages, credit linkages, market linkages, mentorship, etc

### 2.3 Incentives for Capacity Creation

The following incentives will be offered to Skill Development Companies/Centres empanelled by Jharkhand Skill Development Mission Society (JSDMS) under the Mega Skill Centres/Deen Dayal Upadhayay Kaushal Kendras scheme:











- Skill Development Centres have status of industry and hence will be eligible for all benefits relating to provision of land and building infrastructure being provided to industries in Jharkhand.
- 10% of project cost as mobilization advance against provision of bank guarantee for 100% of amount given as advance. Those TSPs who have at least six months of satisfactory performance track record on any JSDMS scheme, the requirement of bank guarantee can be waived off for and further such waiver is approved by the Governing Body of JSDMS.
- Subject to availability, fulfilment of eligibility criteria by the applicant Skill Development Company and on payment of land cost & development cost, as determined from time to time by the allotment agency, and the concerned local Statutory/development authority, the allotment of Government land in Jharkhand to the Skill Development Centre shall be made.
- Skill Development Industry shall be classified as industrial unit for the purpose of levying the industrial power tariff category.
- Industrial Power Certificate shall be accorded to all the Skill Development Connections (Power Meter), and exclusively used by the Skill Development centres for their operations, even in multiple locations/meters.
- JSDMS may form Public Private Partnership (PPP)/Special Purpose Venture (SPV)/Joint Venture (JV) with Skill Development Companies for projects with an outlay of more than INR 250 crores.

### 3. Jharkhand Industrial and Investment Promotion Policy 2016

The Jharkhand Industrial and Investment Promotion Policy (2016) envisages the endeavour of the Jharkhand Government to promote private sector investment for skill development through market driven approach. Further, the policy focuses on providing thrust for skill development amongst women to enhance their employability. The policy lays stress on setting up of Specialised Industrial Training Institutes (ITIs) at locations having heavy concentration of specialised workmen.

A special drive shall be undertaken for introduction of multi-skilling in areas such as material handling, machine operation and maintenance, furnace operation and maintenance, automobile engineering, plumbing, gemstone cutting and polishing, power engineering etc. Accordingly, industries will be closely associated with the design of the course including practical training. Industry – institution interaction, therefore, is proposed to be encouraged to identify skill sets required for the industry and to develop such skill sets in the institutions imparting training.

In addition, Skill Development of unemployed / under employed youth is proposed to be undertaken utilizing the services of existing partners of National Skill Development Corporation (NSDC). Advantage with these vocational training providers funded by NSDC are that, through proper monitoring, it will be possible to evaluate the impact of skill development programme through increase in the income of beneficiary unemployed / under employed / self-employed youths.











### 4. Jharkhand's promising sectors focusing on skill development

One of the premier focuses of the Government of Jharkhand has been to provide skill development to its youth specific to the strategic sectors. Accordingly, training modules for skill development have been developed. The course duration and the minimum qualification vary across the training modules in different sectors.

### 4.1 Agriculture

Agriculture is the main stay for the 80% of rural population of the state of Jharkhand. As per the Economic Survey of Jharkhand, 2017-18, in Jharkhand's rural economy, agriculture is one of the significant sectors, which leads to food security, income, price stability and livelihood for the majority. Further, as per the Planning-cum-finance Department, Government of Jharkhand, more than 76% of the people live in rural areas and 66.85% of the total labour force is dependent on agriculture.

The following training modules for skill development are running presently in Jharkhand for Agriculture:

- Organic-Grower-AGR-Q1201
- Animal health worker
- Dairy farmer/entrepreneur

### 4.2 Textiles, Clothing, Apparel and Made-Ups

Jharkhand, in its Industrial and Investment Promotion Policy 2016 has declared textile as a "Thrust Area". Jharkhand has experienced phenomenal growth in Sericulture Sector. In order to maintain the leading edge and rejuvenate existing rural industries including sericulture, handloom, handicraft, khadi, textile etc., it is envisaged to assist them in modernization/ technological upgradation and provide necessary common facilities, backward and forward linkages including product design, marketing support etc. so as to make them globally competitive and their product remunerative. Silk products from state are famous for its quality and have good demand in country as well as international markets.

The following training modules for skill development are running presently in Jharkhand for Textiles, Clothing, Apparel and Made-Ups:

- Mega-Ornamentalist –Hand Work Specialist Applique-Gar-511
- Mega-Zardozi Work-Gar-510
- Mega-Traditional Embroidery-Gar-509
- Mega-Hand Embroidery-Gar-501











- Mega-Sewing Machine Operator Knits
- Mega-Sewing Machine Operator
- Mega-Self Employed Tailor
- Mega-Hand Embroiderer
- Sewing Machine Operator
- Self Employed Tailor
- Hand Embroiderer

#### 4.3 Automotive

Jharkhand has important steel plants and mines. With auto grade steel plants being set up, there is a distinct advantage with respect to freight in sourcing cold rolled sheets. Jharkhand's automotive industry produces a wide range of products from simple nuts and bolts to complex items like shafts, radiators and axles supported by the Tata Motors as the anchor company.

Some of the following training modules for skill development are running presently in Jharkhand for Automotive:

- Mega-Automotive Service Technician (Two-Three Wheeler)
- Mega-Automotive Service Technician
- Automotive Service Technician (Two-Three Wheeler)
- Cnc Operator Machining Technician Level3
- Welding Technician Level3
- Lathe Operator
- Welding Technician
- Chauffeur-Taxidriver-Q9714

### 4.4 Banking, Financial Services and Insurance

There are about 1500 bank branches of Scheduled Commercial Banks, Private Banks and Regional Rural Banks working in the state of Jharkhand. About 1000 branches are situated in rural area and about 250 branches in semi-urban areas. In a bid to improve the customer service, majority of the banks have computerized their bank branches particularly in urban and semi-urban centers, extended/modified their banking hours and have installed ATMs at prominent centers.

The following training modules for skill development are running presently in Jharkhand for Banking, Financial Services and Insurance:

- Business Correspondent
- Accounts Executive (Receivables & Payable)











### 4.5 Tourism and Hospitality Services

Tourism is essentially an expression of a natural instinct for learning, experience, education and entertainment. The motivating factors for tourism include social, religious business interest and quest for knowledge. Jharkhand is endowed with rich cultural heritage and bestowed liberally with bounties of nature. The tourism policy of the state aims at making Jharkhand as one of the most preferred destination for tourists, both inside and outside of the country and to ensure accelerated development of tourism related infrastructure, increasing employment opportunities, augmenting the resources of the State as also showcasing the rich cultural heritage and traditions of the State.

The following training modules for skill development are running presently in Jharkhand for Tourism and Hospitality Services:

- Food And Beverage Steward-Thc-Q0301
- Mega-Front Office Associate
- Mega-Food & Beverage Service Steward
- Housekeeping Attendant- Manual Cleaning
- Front Office Associate
- Room Attendant
- Food & Beverage Service Steward

#### 4.6 Healthcare

The Jharkhand Government is determined to provide quality health care services, particularly for those in remote and difficult areas in order to reduce morbidity and mortality. As per the vision envisaged, gender and human rights issues to disadvantaged groups and adolescents would be given highest priority, with the aim of eliminating discrimination in the provision of health care at all levels and in all sectors.

The following training modules for skill development are running presently in Jharkhand for Healthcare:

- Mega-Medical-Laboratory-Technician-Hss-Q0301
- Mega-Phlebotomy Technician-Hss-Q0501
- Mega-Emergency Medical Technician -Advanced-Hss-Q2302
- Mega-Operating Theatre Technician-Hss-Q2601
- Mega-General Duty Assistant-Hss-Q5101
- Emergency Medical Technician-Basic
- General Duty Assistant











Other important sectors where training modules for skill development are currently running are beauty, capital goods, electronics and hardware, power, food processing, mining etc. Some of the training modules in these sectors are enumerated in the table given below:

**Training modules in other sectors** 

Sector	Training Modules
Beauty	<ul> <li>Mega-Integrated Course In Hair Skin and Make Up-Bea703</li> <li>Mega-Beauty Therapy and Hair Styling Level-1 -Bea701</li> </ul>
	Mega-Assistant Hair Stylist-Bws-Q0201
	Mega-Beauty Therapist
	Mega-Assistant Beauty Therapist
	Beauty Therapist
	Hair Stylist
Capital Goods	<ul> <li>Mega- Advance Diploma In Machine Maintenance &amp; Automation- Msme-Admma -44</li> </ul>
	<ul> <li>Mega- Master Certificate Course In Cnc Technology- Msme-Mccct-41</li> <li>Mega- Master Certificate Course In Cad-Cam- Msme-Mcccc-38</li> </ul>
	<ul> <li>Mega- Certificate Course In Machinist Tool Room – Msme-Ccmtr-36</li> </ul>
	<ul> <li>Mega- Advance Certificate Course In Cnc Machining- Msme-Acccm-35</li> </ul>
	Cnc - Fitter Mechanical Assembly
	Cnc Operator - Turning
Construction	Assistant-Electrician-Con-Q0602
	<ul> <li>Mega-Shuttering-Carpenter-System-Con-Q0304</li> </ul>
	Mega-Construction-Painter-and-Decorator-Con-Q0503
	Mega-Tack-Welder-Con-Q1251     A
	Mega-Supervisor-Finishes-Con-Q0112
	Mega-Assistant-Construction-Fitter-Con-Q1202     Maga-Assistant Flactuities
	Mega-Assistant Electrician
Electronics &	Mega-Field Technician - Other Home Appliances
Hardware	<ul> <li>Dth Set-Top Box Installer And Service Technician</li> </ul>
	<ul> <li>Assembly Operator-Rac</li> </ul>
	<ul> <li>Mobile Phone Hardware Repairing Technician</li> </ul>
	Cctv Installation Technician
	<ul> <li>Field Technician - Computing And Peripherals</li> </ul>
	Field Technician - Other Home Appliances
	<ul> <li>Field Technician - Networking And Storage</li> </ul>
	<ul> <li>Mega-Solar Panel Installation-Ele/Q5901</li> </ul>
	<ul> <li>Mega-Repair And Maintenance Of Office Electronic Equipment-Elc702</li> </ul>







Food Processing	Jam, Jelly and Ketchup Processing Technician
Furniture	SSC-Fitter-ModularFurniture-Ffs-Q5702
ranneare	SSC-Carpenter-WoodenFurniture-Ffs-Q0102
	·
La atau ana antatia a	RPL-AssistantCarpenter-Wooden Furniture-Ffs-Q0101      Research Teacher Service Fig. Q0105
Instrumentation	IAS-Das Set-Top Box Installer And Service Technician-Ias-Ele-Q8105     IAS-Das Set-Top Box Installer And Service Technician-Ias-Ele-Q8105
Automation	IAS-Cctv Installation Technician-las-Ele-Q4605     IAS-Cctv Installation Technician-las-Ele-Q4605
Surveillance	RPL-Cctv Installation Technician-las-Ele-Q4605
	RPL-Das Set-Top Box Installer And Service Technician-las-Ele-Q810
Iron	Gas Tungsten Arc Welding(GTAW)-Isc-Q0911
	Fitter Level Alignment And Balancing
	<ul> <li>RPL-Gas Tungsten Arc Welding(GTAW)-Isc/Q0911</li> </ul>
	<ul> <li>RPL-Fitter Level Alignment and Balancing-Isc/Q0905</li> </ul>
	RPL-Fitter Electrical Assembly-Isc/Q1001
	Mega-Fitter-Electrical-Assembly-Isc-Q1001
	Mega-Fitter Electronic Assembly
	Fitter Electrical Assembly
	· · · · · · · · · · · · · · · · · · ·
IT-ITES	<ul> <li>Mega-Computer Hardware Assistant-Ict-703</li> </ul>
	<ul> <li>Mega- Computer Network Assistant-Ict-704</li> </ul>
	<ul> <li>Mega-Web Designing And Publishing Assistant-Ict-707</li> </ul>
	<ul> <li>Mega-Dtp And Print Publishing Assistant-Ict-702</li> </ul>
	<ul> <li>Mega-Accounts Assistant Using Tally-Ict-701</li> </ul>
	Mega-Domestic IT Helpdesk Attendant
Life Sciences	Mega-Medical Sales Representative-LFS-Q0401
Mining	Mining- Mechanic Fitter
Plumbing	RPL-Plumber-Pump And Ev Mechanic-Psc-Q0111
	RPL-Plumber General-Psc-Q0104
	MEGA-Plumber (General)
Power	Xonsumer Energy Metertechnician-Pss-Q0107
	<ul> <li>Electrician_Domestic_Solutions-Pss-Q6001</li> </ul>
	Assistant-Technician-Street-Light-Installation-&-Maintenance
Retail	Excel-Retail Sales Associate-Ras-Q0104
	Mega-Retail Sales Associate
	Mega-Retail Trainee Associate











	Retail Sales Associate
	Retail Team Leader
	Retail Trainee Associate
	Sales Associate
Rubber	SSC-Tyre Fitter-Servicing and Maintenance-Rsc-Q3601
	<ul> <li>SSC-Material Handling and Storage Operator-Rsc-Q0108</li> </ul>
	<ul> <li>SSC- Rubber Product Finishing Operator-Rsc-Q3201</li> </ul>
	SSC-Junior Rubber Technician-Rsc-Q0831
	SSC-Injection Moulding Operator-Rsc-Q0207
	<ul> <li>SSC-Compression Moulding Operator-Rsc-Q0205</li> </ul>
	SSC-Mill Operator-Rsc-Q0101
Soft Skills	EXCEL-Certificate In Management and Soft Skill Programme
Telecom	Broadband Technician-Tel-Q0102
	In-Store Promotor-Tel-Q2101
	Excel-Customer Care Executive (Relationship Centre)-Tel-Q0101
	Mega-Tower Technician-Tel-Q4100
	<ul> <li>Mega-Customer Care Executive – (Telecom Call Centre)</li> </ul>
	Mega-Handset Repair Engineer
	Customer Care Executive – (Telecom Call Centre)
	Handset Repair Engineer
Transportation,	Documentation Assistant-Lsc/Q1122
Logistics,	Warehouse Packer-Lsc-Q2303
Warehousing	Courier_Delivery_Executive-Q3023
and Packaging	Inventory Clerk

Source: PHD Research Bureau, compiled from State Government of Jharkhand (HUNAR)











# 5. Skilled Workforce and Entrepreneurship Development- Vision and Action Plan 2021 of Jharkhand

### 5.1 Skill Development

Knowledge and skill development are the key driving forces of economic growth and social development for any state. The Government of Jharkhand is committed to facilitate overall growth of the state through skilling of its youth, promoting entrepreneurship and private investments for encouraging skill development in several sectors of the economy. Jharkhand is consistently focused on enhancing the skills and efficiency of its workforce, through the diversification of industrial activities.

### 5.1.1 Scale, Access and Inclusivity

All the line departments engaged in skill training will converge and work collaboratively to achieve the skill training target for the state and to address other key areas including training coverage, quality assurance procedures, etc. Jharkhand Skill Development Mission Society (JSDMS) will be the nodal agency to undertake and organize all convergence-related activities.

Special state schemes such as Saksham Jharkhand Kaushal Vikas Yojna (SJKVY), will be formulated and implemented to cater to different skill training needs. 6.60 lakh youths are expected to be trained under SJKVY between the year 2017 and 2020-21. The coverage of SJKVY will be expanded to include at least one degree college per assembly constituency. To support the target of 11.4 lakhs, a mobilization drive will be undertaken by JSDMS to identify a minimum of 15 lakh potential beneficiaries across all the districts, with a special focus on coverage of females and beneficiaries from the marginalized groups.

Employability of above 50,000 students from 5 State Universities and 100 affiliated colleges will be enhanced through courses on soft skills, language and communication skills, computer and management skills. State-specific guidelines on candidate selection and enrolment for all the Training Service Providers will be prepared by JSDMS to promote gender and marginalized group parity.

50 Megaskilling centers of 15,000 sq ft. area and above, with capacity of training more than 3,000 persons per year per centre will be opened to meet the aspirational value of the people of Jharkhand. One in each district and two in Ranchi, with total 25 heavy motor and commercial vehicle driving school is also under implementation in collaboration with National Skill Development Corporation (NSDC). Similarly, Skill Training Centre will be established under various State and Central schemes in all the 264 blocks across the state. Private sector will be engaged actively to establish and operate these centres. Utilization of the existing government infrastructure will be made for higher access to skill training.











Targets for Scale, Access and Inclusivity

Indicator	Current	Target for 2021	Target for 2025	Target for 2030
marcator	Scenario	Target for 2021	Target for 2025	Target for 2030
Communications as a second		11.4	F.O.	100
Cumulative no: of	1.2 lakh	11.4	50	100
beneficiaries skill				
trained (inclusive of				
vocational education) in				
Lakh Numbers				
Proportion of girls in	New indicator	40%	50%	50%
aggregate skill training				
Proportion of	New Indicator	40%	50%	50%
marginalized/vulnerable				
group (SC,				
ST, BPL and PBTG)				
Presence of Skill	New indicator	100%	100%	100%
Training Centre in each				
of the 264 blocks				
Presence of Deen Dayal	45%	100%	100%	100%
Upadhyay Kaushal				
Kendra				
DDU KK Mega Skill				
Training Centre (MSTC)				
/(CoE in each of the 24				
districts)				

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I

#### **5.1.2** Alignment to national standards and initiatives

As per the national guidelines, it will be mandatory that all skill training/educational programmes/ courses needs to be aligned to National Skills Qualification Framework (NSQF) by December 2018. Under the current scenario in the state, skill training is not completely in compliance with NSQF and hence in lines with the above notification, all departments engaged in the skill training should be NSQF-compliant.

Guidance on various areas including quality norms, cost norms, etc. is being notified by Ministry of Skill Development and Entrepreneurship and other central agencies from time to time. All line departments will comply with the same. JSDMS will play an active role in creating awareness and do the necessary capacity building. The vocational education has already been initiated in Jharkhand for the secondary and H Sc. students in more than 400 schools for the secondary and H Sc. students. The number of schools which offer vocational education will be expanded from the existing 9% to around 20% by 2020-21.











Recognition of Prior Learning (RPL) has emerged as one of the great avenues to skill train a large scale of unorganized sector and at the national level comprise of a significant contributor of the overall targets. In the past, JSDMS has organized RPL training for around 3,000 beneficiaries in the construction sector. This will be further enhanced and diversified into other sectors. B.Voc will be introduced and implemented in the colleges. Vertical and horizontal mobility will be provided to the students.

**Targets for Compliance with National Standards** 

largets for Compliance with National Standards					
Indicator	<b>Current Scenario</b>	Target for 2021	Target for 2025	Target for 2030	
Percentage of	New Indicator	100%	100%	100%	
skill training					
courses in					
compliance with					
NSQF					
Compliance to	New Indicator	100%	100%	100%	
National Quality					
Assurance					
Framework					
Percentage of	9%	20%	100%	100%	
schools offering					
vocational					
education					
Percentage of	0.6%	20%	20%	20%	
skill training					
under					
Recognition of					
Prior Learning					
(RPL)					
District level	0	50%	100%	100%	
presence of					
institutions					
offering B.Voc					

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I

### 5.1.3 Strengthening of skill eco-system

Training on market-relevant courses is critical for the overall success of the skill training programme, which can be identified through a comprehensive skill gap analysis. Further, these assessments need to be conducted regularly over every three to five years to keep it relevant to market conditions. The existing kill gap assessment of the state undertaken by NSDC is dated and JSDMS will undertake the same.











To obtain inputs from the industry, Skill Development Committee for more than seven sectors have already been constituted by JSDMS. This will be strengthened further and additional relevant sectors will be added. Local Industries will be encouraged to participate and support the customization and development of course curricula, provision of specific equipment, delivery of the instructional material, On the Job Training (OJT) and Apprenticeship, develop assessment standards to suit the industry requirement. This will make the skilled personnel "industry ready" for employment and will provide "value for money" to the industries.

Appropriate partnership with industries and private sector will be sought to develop and operate these institutes. Further collaborations will be sought with qualified national and international agencies to strengthen the quality and standards. To standardize the skill training processes, operational guidelines and quality assurance processes will be implemented. JSDMS has signed Memorandum of Understanding (MoU) with Knowledge Partners IIM Ranchi and BIT Mesra to enrich the skill ecosystem and strengthen the ongoing and future skill development programs.

Targets for strengthening skill eco system

Indicator	Current	Target	Target	Target
marcator		_		_
	Scenario	for	for	for
		2021	2025	2030
District Level	No	Yes	Yes	Yes
Skill Gap				
Assessment				
Number of	82	120	300	500
Qualified				
Training				
Service				
Providers				
Empanelled				
Number	New Indicator	3	10	20
Institution for				
Training of				
Trainers				
Percentage of	New indicator	100%	100%	100%
skill training				
operating				
through				
Labour Market				
Information				
System (LMIS)				

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I











### **5.2** Promotion of Entrepreneurship

Special courses on entrepreneurship will be developed and implemented by JSDMS and other line departments. It is also targeted that awareness programmes on entrepreneurship-related schemes and programmes will be conducted by JSDMS and other line departments. In addition, incubation centres will be developed across all the districts in the State. These centres will also emerge as the specialized centre. Focus will also be placed on encouraging women entrepreneurs through appropriate incentives for women owned businesses.

Targets for promotion of Entrepreneurship

		•	-	
Indicator	Current Scenario	Targets for 2021	Target for 2025	Target for 2030
Number of	New indicator	24	48	96
incubation centres				
Entrepreneurship	0	1	3	10
Hubs				

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I

#### 5.3 Vocational Education

In Jharkhand, Industrial Training Institutes (ITIs) had been set up as part of a skill development initiative to fulfill the growing need of skilled manpower across sectors in Jharkhand as well as India and reduce the existing gap between demand and supply of skills. There are around 59 government-run ITIs with a training capacity of around 17,200 seats, and more than 100 private ITIs spread across all the districts of Jharkhand. The following are the key focus areas.

#### 5.3.1 Scale, access and inclusivity

The total number of government ITIs needs to be increased from the existing 59 to 200 over the next few years. In addition, a minimum of 1 ITI in each of the 264 blocks. A new women ITI will be established in the state with a presence of at least 1 ITI in every district. The state is aiming to bring the gender parity index to appropriate levels. Also, training to the marginalized and socially vulnerable group will be enhanced.

**Targets for Vocational Education** 

Indicator	Current scenario	Target for 2021	Target for 2025	Target for 2030
Total number of ITIs	59	200	Depending on	Depending on
			requirement	requirement
Presence of ITI in each of	22%	65%	100%	100%
the 264 blocks				
Proportion of girls in	New Indicator	40%	50%	50%
aggregate skill training in it				
is				
Proportion of	New indictaor	40%	50%	50%
marginalized/vulnerable				
group (SC, ST, BPL, PBTG)				

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I











### 5.3.2 Enhancing quality

Accreditation of all the ITIs to National Council on Vocational Training (NCVT) becomes important. Further, establishment of Trainer institutes to address the paucity of trainers assumes critical importance. Recruitment and deployment of principals and trainers to maintain the appropriate student-pupil ratio would also be required to meet the set targets among other things.

Targets for enhancing quality

Indicator	Current Scenario	Target for 2021	Target for 2025	Target for 2030
Accreditation of ITIs to NCVT	20%	100%	100%	100%
Student pupil ratio	36	21	21	21
Total number of Model ITIs	NIL	24	48	96
Total Number of CoEs	4	10	20	30

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I

### 5.3.3 Engagement with industry

This would mean stronger engagement with the industry to promote apprenticeship. It would also cover leveraging the new Apprenticeship Act and the scheme of Apprenticeship Protsahan Yojna, wherein government shares a part of the stipend expenses. Further, execution of more Flexi MoUs in the state with a minimum of one Flexi MoU being executed by each of the ITIs would be needed.

Targets for engagement with industry

Indicator	<b>Current Scenario</b>	Target for 2021	Target for 2025	Target for 2030
Apprenticeship	New indicator	100%	100%	100%
ratio				
Coverage of flexi	New indicator	100%	100%	100%
MOUs in all ITIs				

Source: PHD Research Bureau, Compiled from Vision and Action Plan 2021 Vol I











### 6 Conclusions and Recommendations

Knowledge and skill development are the key driving forces of economic growth and social development for any state. A skilled and high productivity manpower base is a critical enabler in the growth of agriculture, manufacturing, and services. The Government of Jharkhand is facilitating overall growth of the state through skilling of its youth, promoting entrepreneurship and private investments for encouraging skill development in several sectors of the economy. The state is consistently focused on enhancing the skills and efficiency of its workforce, through the further diversification of industrial activities.

The State Government is dedicated to enable access to skill-based livelihood opportunities and encourage self employment. Various schemes have been initiated and are presently running successfully for the people of Jharkhand. One of the premier focuses of the Government of Jharkhand has been to provide skill development to its youth specific to the strategic sectors. Accordingly, training modules for skill development have been developed to enhance skills of the workforce of the state.

The Vision and Action Plan of Jharkhand 2021 envisages mega skilling of its youth through additional capacity building and rigorous training. It also proposes utilization of the existing government infrastructure for higher access to skill training. The state is, therefore, focused towards strengthening the skill framework.

Following are the key recommendations for boosting the present skill eco-system in the state:

- As training holds critical importance in skill development, a robust analysis of current skill gaps is suggested for promotion of effective skill development.
- Effective mobilization of training service providers would play an active role in offering wide ranging choices to prospective candidates across the entire skill ecosystem.
- Establishment of greater number of mega skill centres, technical education institutions and skills universities will promote skilling of the workforce in the state.
- Creation of a sound infrastructure is necessary for capacity building and, hence large size aspirational and relatively permanent skill development centres should be created.
- In order to promote entrepreneurship, incentives and conducive environment should be promoted for encouraging the creation of local entrepreneur base who are willing to operate business for skill development activities.











- The state has been focusing on embedding skills in the higher education system. Skill development centres should be set up within academic colleges to ensure coverage of every district of the state to boost skill development of youth in the state.
- Promotion of university and industry linkages would be critical to promote innovation based entrepreneurship in the state.
- The state should also focus on developing skill based research clusters and centres in academic institutions in the areas of agriculture, engineering, automotive, healthcare, tourism, among others.
- To streamline the overall process of skill development, there is a need to strengthen the operational systems and processes, the monitoring and evaluation framework, certification and assessments, among others.
- Skill development and employment go hand in hand and promotion of skill development is the shared responsibility of the key stakeholders i.e. government and industry. Hence, efforts in the strengthening of the skill landscape and government-industry interface would be critical to create ample employment opportunities for the growing young workforce in the state.











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PHD Research Bureau; the research arm of the PHD Chamber of Commerce and Industry was constituted in 2010 with the objective to review the economic situation and policy developments at sub-national, national and international levels and comment on them in order to update the members from time to time, to present suitable memoranda to the government as and when required, to prepare State Profiles and to conduct thematic research studies on various socioeconomic and business developments.

The Research Bureau has been instrumental in forecasting various lead economic indicators national and sub-national. Many of its research reports have been widely covered by media and leading newspapers. Recently, the Research Bureau has undertaken various policy projects of Government of India including Framework of University-Industry Linkages in Research assigned by DSIR, Ministry of Science & Technology, Study on SEZ for C&AG of India, Study on Impact of Project Imports under CTH 9801 for C&AG of India, among others.

	Research Activities	Comments on Economic Developments	Newsletters	Consultancy
•	Research Studies	Macro Economy	<ul> <li>Economic Affairs Newsletter (EAC)</li> </ul>	<ul> <li>Trade &amp; Investment Facilitation Services (TIFS)</li> </ul>
•	State Profiles	<ul> <li>States</li> <li>Development</li> </ul>	<ul> <li>Forex and FEMA</li> <li>Newsletter</li> </ul>	,
•	Impact Assessments	<ul> <li>Infrastructure</li> </ul>	Global Economic     Monitor (GEM)	
•	Thematic Research Reports	<ul> <li>Foreign exchange market</li> </ul>	<ul> <li>Trade &amp; Investment Facilitation Services (TIFS) newsletter</li> </ul>	
•	Releases on Economic Developments	International Trade	<ul> <li>State Development Monitor (SDM)</li> </ul>	
		Global Economy	<ul><li>Industry Development Monitor (IDM)</li></ul>	











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- 38. India's Foreign Trade Policy Environment Past, Present and Future (December 2015)
- 39. Revisiting the emerging economic powers as drivers in promoting global economic growth(February 2016)
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- 49. Worklife Balance and Health Concerns of Women: A Survey (March 2017)
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- 51. Feasibility Study (socio-Economic Survey) of Ambala and Rohtak Districts in Haryana (March 2017)
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- 71. India UK Trade Relations and Societal Links: Way Forward (June 2018)

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- 74. Punjab: The State Profile (November 2011)
- 75. J&K: The State Profile (December 2011)
- 76. Uttar Pradesh: The State Profile (December 2011)
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- 80. Resurgent Bihar (April 2013)
- 81. Life ahead for Uttarakhand (August 2013)
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### **NOTES**



