



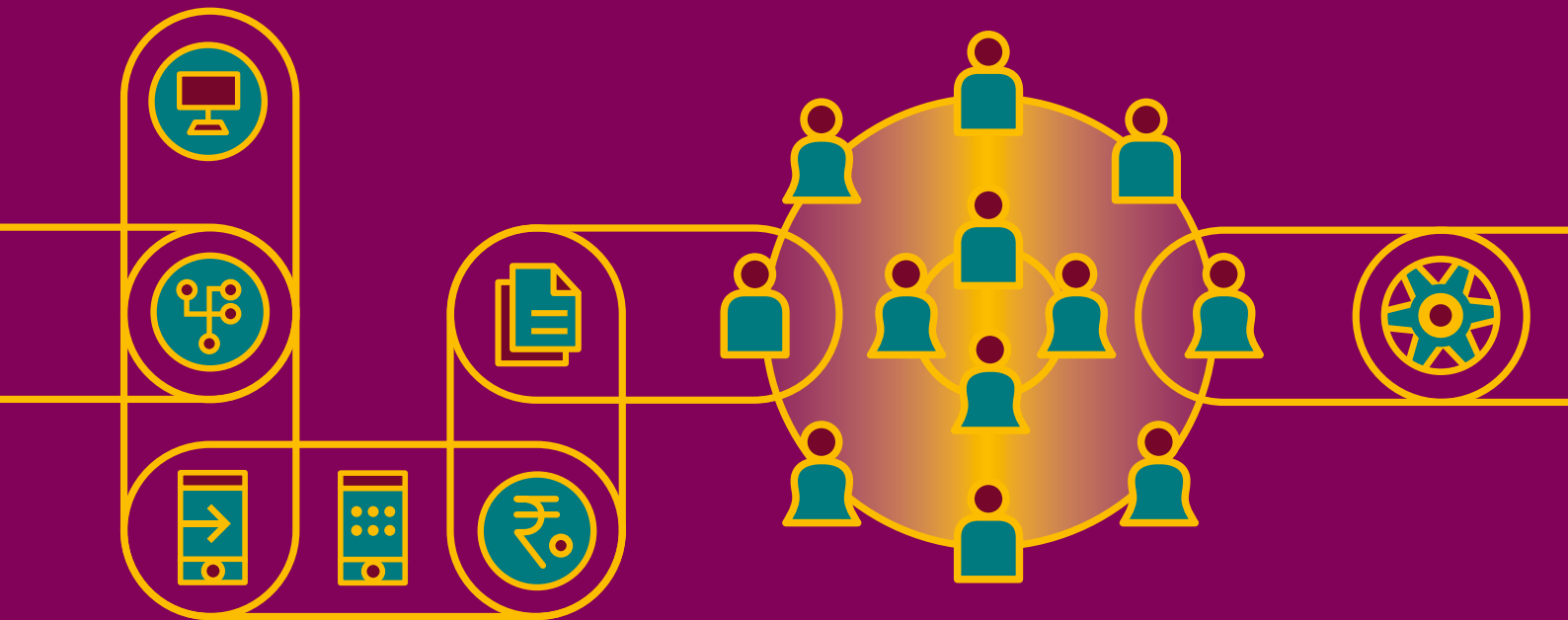
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Indo-German Programme  
for Vocational Education and Training

# Implementing the Dual System of Training

A Pilot Measure for Replication | Belagavi Cluster, Karnataka





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# Who We Are

The Indo-German Programme for Vocational Education and Training (IGVET) is a joint initiative of the Indian Ministry of Skill Development and Entrepreneurship (MSDE) and the German Ministry for Economic Cooperation and Development (BMZ). Implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, it aims at improving the skills of India's labour force, a priority for the Government of India.

The work of IGVET is inspired by the German Dual System of Training, which effectively combines school-based learning with high quality, on-the-job training. Based on the German experience, we provide advisory services and guidance to public and private sector actors in different sectors and regions and focus on finding tailor-made solutions for local challenges. Transferable solutions – like the one presented here – are documented for replication and upscaling across other regions and trades.



## The Starting Point

The state of Karnataka is home to more than 87,000 small and medium-sized enterprises (SMEs). Belagavi, which is known as a regional manufacturing hub, holds vast employment opportunities for graduates and jobseekers. However, the Indian vocational education and training (VET) system is struggling to deliver a workforce of adequate size and quality. As a consequence, many SMEs in the Belagavi region are unable to fill their job vacancies and lack the human resources to fully capitalise on their production potential.

With the support of the *Indo-German Programme for Vocational Education and Training (IGVET)*, the “Bengaluru Chamber of Industry and Commerce” (BCIC) decided to take matters into their own hands: They addressed the lack of human resources in their Belagavi-based member companies by initiating two new training courses under the Dual System of Training (DST) scheme. A key success factor in this initiative was the creation of a strong partnership between BCIC and a local Industrial Training Institute (ITI).

## The Dual System of Training (DST) Scheme

Launched by the Government of India in 2016, the DST scheme seeks to support ITIs in aligning the contents of their training courses with the skill demands of the industry. It does so by enabling ITIs to partner up with interested employers and to convert parts of the ITI course curriculum into on-the-job training modules. This form of cooperative training holds advantages for both ITI students and employers:

- **ITI students** familiarise themselves with their future job roles and gain hands-on work experience in their respective fields. This gives them an edge over the graduates from non-DST courses and significantly increases their job prospects.
- **Employers** actively shape the skill sets of their future job candidates. In doing so, they help to create a pool of qualified workers with the exact set of skills that is needed in their companies, and thus enhance the productivity of their workforce.

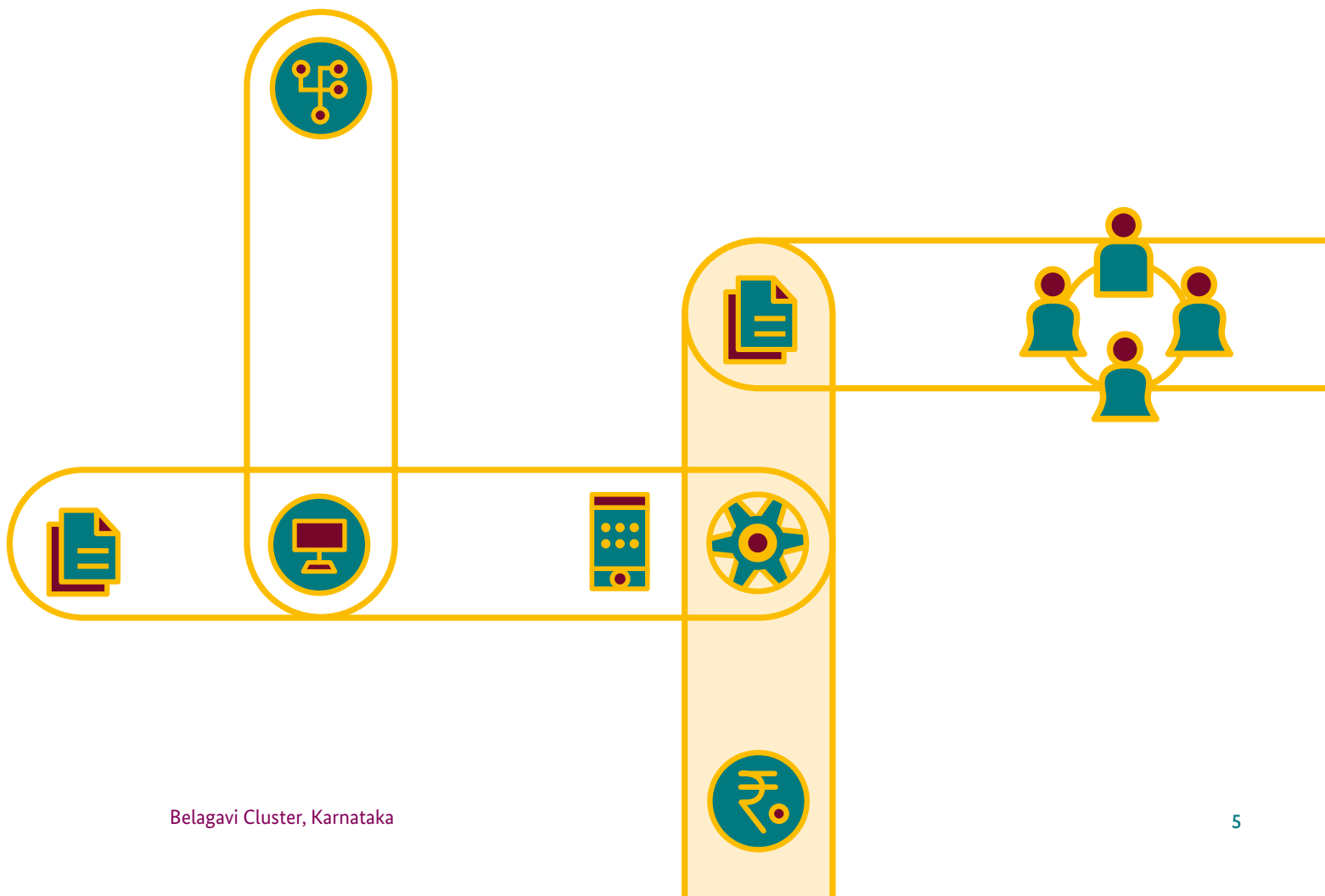
Scan the QR code to learn more about the DST scheme:



## The Bottlenecks

In theory, the DST scheme provides a win-win solution to the lack of human resources. In Karnataka, however, only few ITIs have thus far made use of this opportunity and even fewer have done so in cooperation with SMEs. In the case of Belagavi, we identified three major bottlenecks to the implementation of DST courses:

- 1 The DST scheme is relatively new to both ITI staff and employers and only few SMEs are aware of its benefits and prerequisites.
- 2 ITIs oftentimes lack the required linkages with the SME sector to initiate the implementation of DST courses.
- 3 SMEs often find it difficult to carry the administrative burden that comes with the planning, implementation and monitoring of DST courses and therefore hesitate to partner up.



## What We Did

To address these bottlenecks, we supported BCIC in:

- forging a partnership with a Belagavi-based ITI,
- establishing a task force to coordinate all administrative processes related to the implementation of DST courses,
- informing BCIC's members about the benefits and prerequisites of the DST scheme,
- mobilising two of BCIC's members as industry partners for the DST scheme,
- identifying two ITI courses for implementation under the DST scheme,
- determining a suitable training pattern to transform the identified ITI courses into DST courses,
- facilitating the preparation and signing of Memoranda of Understanding (MoUs) between the ITI and BCIC's members,
- preparing ITI teachers and in-company trainers for their respective roles, and
- monitoring the implementation of the two new DST courses.

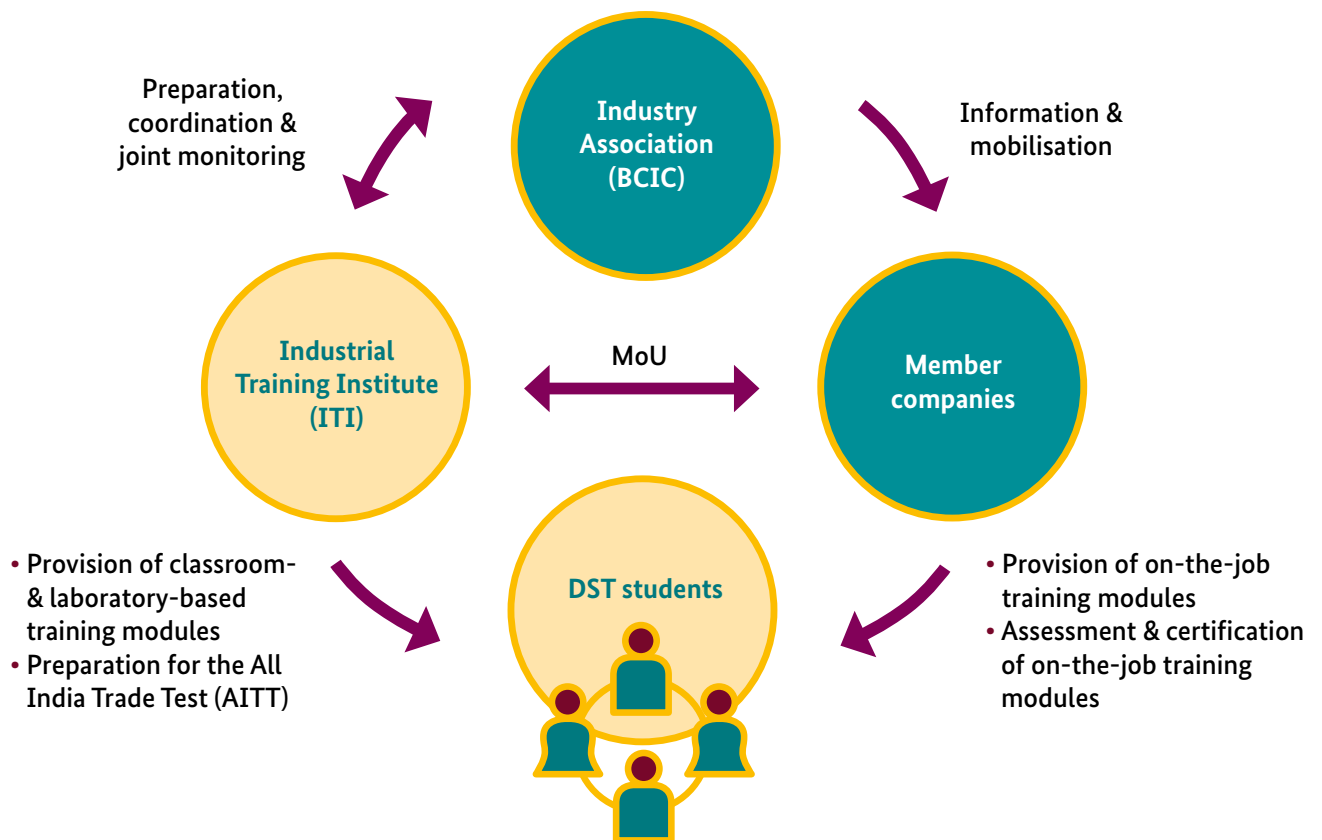


### Manthan Asukar

Student of the first DST course in the Fitter trade at Pragathi Engineering

*“I started with the Dual System of Training course in 2018 for the Fitter trade. It was an exciting and new way to learn for me. Learning Theory and applying the same on the machine has given me lots of confidence. I am also earning a stipend which allows me to support my family.”*

## Our Stakeholder Map for DST Implementation



### Mahesh Bhirangi

Managing Director of Pragathi Engineering in Belagavi, Karnataka

*“Manthan has joined our organisation under the Dual System of Training scheme, that we implemented for the first time with the Government ITI in Belagavi. The scheme is a win-win for both the students and the industry. The students enhance their chances of a good job and we as a company get industry-ready students by the time they graduate.”*

## Our Task Force

Courses run under the DST scheme require ITI students to alternate between two different training venues. While the basic training modules take place in the classrooms and laboratories at the ITI, on-the-job training takes place at the production sites of the participating industry partners. This requires close coordination between ITI teachers and managers on the one hand, and in-company trainers and employers on the other hand.

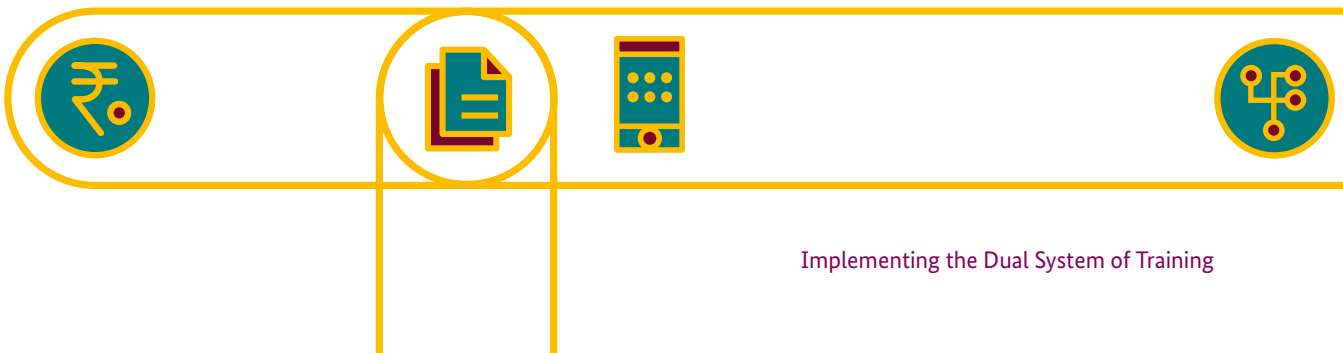
In order to facilitate this coordination, we supported BCIC in forging a partnership with a local ITI and in establishing a joint task force consisting of both ITI teachers and managers as well as BCIC representatives. In a series of roundtable meetings, the task force defined the roles and responsibilities of each party. In its capacity as an industry association, BCIC's main responsibility was to mobilise interested industry partners.

## Our Mobilisation Strategy

As per the DST guidelines, industry partners need to be formally registered with a state or central government authority or, alternatively, be a member of an industry association. Furthermore, they need to have a minimum of 40 employees and a yearly turnover of 10,000,000 INR (for engineering trades). To ensure smooth implementation of the DST courses, we looked for companies which – beyond meeting the formal requirements of the DST guidelines – operated production sites in the vicinity of the ITI. To identify and mobilise eligible companies, we therefore

- developed a shortlist of all eligible companies among BCIC's members,
- compiled information about the benefits and prerequisites of the DST scheme,
- conducted a series of stakeholder workshops in the office premises of BCIC, and
- held follow-up meetings with those member companies who showed interest in becoming industry partners.

As a result of these activities, two of BCIC's Belagavi-based member companies (*Ashok Iron Works and Pragathi Engineering*) decided to become industry partners for the DST scheme.

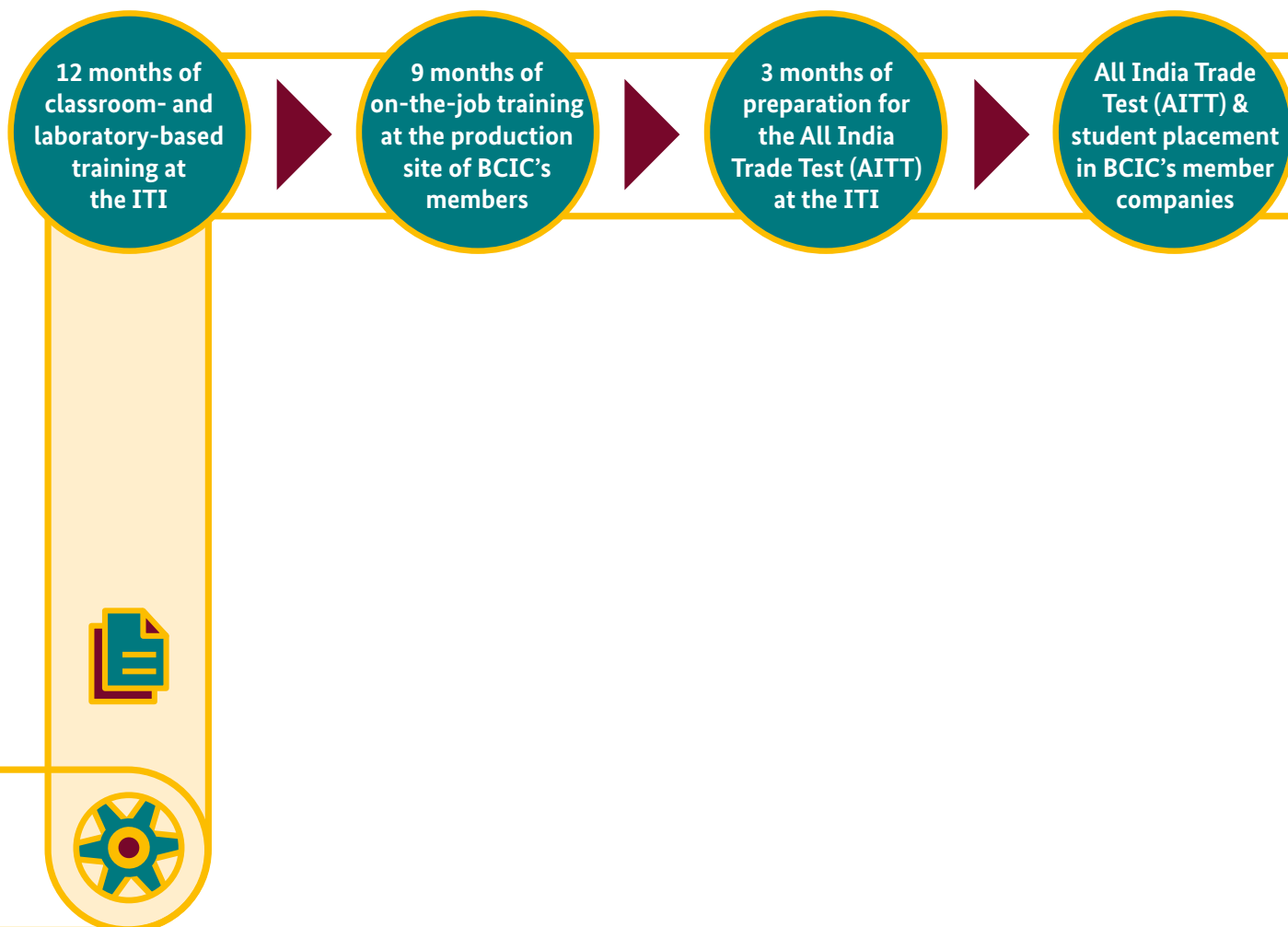




## Our Training Pattern

Based on the skill requirements of the two industry partners, our task force selected two ITI courses (*Electrician trade and Fitter trade*) for implementation under the DST scheme. The two courses each have an overall duration of 24 months. In accordance with the DST guidelines, we were therefore allowed to convert up to 50% of the course curricula into on-the-job training.

To transform the identified ITI courses into DST courses, our task force reviewed the respective curricula and consulted with representatives from the two industry partners. Given the course structure and the training capacity of the industry partners, our task force decided to convert 9 months of the second year of the ITI courses into on-the-job training. Our task force thus settled for the following training pattern:



## What We Achieved

20

of BCIC's member companies participated in stakeholder workshops focusing on the DST scheme.

4

of BCIC's member companies were shortlisted as potential industry partners.

2

of BCIC's Belagavi-based member companies decided to become industry partners for the DST scheme.

2

ITI courses were selected for implementation under the DST scheme.

6

ITI teachers and 2 in-company trainers were prepared for their respective roles under the DST scheme.

40

ITI students enrolled in the two DST courses and received high quality on-the-job training in two of BCIC's member companies.

## What We Learned

Creating a strong partnership between BCIC and a local ITI has proven to be a key success factor in facilitating the implementation of the two DST courses in Belagavi. While implementing this pilot measure, we learned that ...

### **... it takes a good mediator.**

BCIC not only played a key role in mobilising its member companies for the DST scheme, but also acted as a mediator between the expectations of the ITI management and the requirements and needs of the two industry partners. This enabled our task force to come to satisfactory agreements and to complete the planning process for the two DST courses in a relatively short period of time.

### **... trouble shared is trouble halved.**

Our task force successfully reduced the administrative burden on BCIC's member companies by jointly coordinating all processes related to planning, implementation and monitoring of the two DST courses. This has proven to be a strong argument in the mobilisation of the two industry partners, since many SMEs are finding it difficult to manage these processes on their own.

### **... one size does not fit all.**

The DST scheme allows ITIs and their industry partners to choose a training pattern that best fits their respective needs and requirements. In our case, our task force opted for a single block mode, which enabled the ITI to adequately prepare their students for the on-the-job training. Depending on the course at hand, it might however be more convenient to opt for a multiple block mode (several blocks of on-the-job training each followed by a block of classroom-based training) or a mixed mode (up to three days a week are dedicated to on-the-job training).

### **... leaders lead by example.**

*Ashok Iron Works* and *Pragathi Engineering* were the first SMEs in their region to register as industry partners for the DST scheme and to sign a Memorandum of Understanding (MoU) with a local ITI. In doing so, they set an example which inspired many other employers. With the support of their respective industry associations, 6 additional industries in Karnataka have forged linkages with local ITIs and 3 additional DST courses are currently in the planning.

## Contact

If you, too, want to improve the skills of your labour force by making use of India's untapped human potential and if you, at the same time, want to contribute to a brighter future for India's youth and economy, get in touch with us.

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