



# MSME & Skills Convergence

**BGBS 2019**



**Government of West Bengal**

# **MSME & Skills Convergence**

**BGBS 2019**

Govt. of West Bengal



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**পূর্ণেন্দু বসু**

ভারপ্রাপ্ত মন্ত্রী,  
কারিগরি শিক্ষা, প্রশিক্ষণ এবং দক্ষতা উন্নয়ন দপ্তর  
পশ্চিমবঙ্গ সরকার  
কারিগরি ভবন  
তৃতীয় তল, কক্ষ নং ২২৩  
অ্যাকশন এরিয়া বি/৩, রাজারহাট নিউটাউন  
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**Message**

Skilled workforce is one of the major contributors to the economic growth of our State. West Bengal is one of the rare states in the country having an Integrated Skill Development Policy with a training infrastructure to train six lakhs persons annually under the institutional and non-institutional mechanisms.

The agenda for skill development in the MSME sector, one of the major contributors to the State economy, is understandable and the Government has rightly recognized the need for the same. Accordingly, we have drafted an Action Plan for operationalizing a convergence at the grass root level involving the Department of MSME & Textiles and the Department of Technical Education, Training, and Skill Development, and other stakeholders.

I sincerely believe that the interventions planned under the convergence initiative will enhance our reach and in turn create a sustainable skill ecosystem for the sector in the State.

Purnendu Basu

Minister-In-Charge (MIC)

Department of Technical Education, Training, and Skill Development (TET&SD)





Alapan Bandyopadhyay, I.A.S.



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**Message**

Our State has one of the most vibrant and dynamic MSME sectors in the country. The sector has multi-faceted impact on the economy of the State, as well as employment generation in the State. It is, therefore, felt that in order to cope up in a much better way with the challenges and opportunities in the sector, presented by the ever changing domestic and international markets, skilling and capacity building will play a significant role.

The enormity of such skilling initiatives, focusing the MSMEs of the State, will need a concerted and combined effort from all the individual stakeholders concerned. Accordingly, a convergence of all programmes in terms of funding, course curriculum, inspection, and supervision mechanism has been initiated to maximize the benefits accrued to the beneficiaries.

We have, accordingly, drafted an Action Plan for operationalizing such convergence at the grass root level. I urge the readers to look deep into these initiatives and consider the roles they can play in ensuring the convergence of the skilling interventions by all stakeholders concerned at the grass root level.

(Alapan Bandyopadhyay)





**ROSHNI SEN, IAS**

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### **Message**

The Department of Technical Education, Training, and Skill Development has adopted several initiatives towards creating a sustainable skill ecosystem wherein the workforce is equipped with employable skills and knowledge.

Considering the immense potential of the MSME sector in terms of employment generation and overall economic upliftment of the State, an Action Plan has been prepared wherein a convergence of skilling interventions by all the concerned stakeholders has been drafted.

We sincerely believe that such interventions at the grass root level will result in making the youth of the State employable with the right skilling, training, and employment opportunities in the sector. We would like to take this opportunity to thank the trainees, training partners, Government Departments, and the industries for their continuous support to make our skilling interventions in the State successful.

(Roshni Sen)

Principal Secretary

Department of Technical Education,  
Training and Skill Development (TET&SD)

## Executive Summary

The State of West Bengal has one of the most vibrant and dynamic MSME sectors in the country. The sector accounts for more than 90% of the active industrial units, 50% of the industrial production, and 40% of the exports from the State<sup>1</sup>. As in FY 2016, West Bengal has the second largest number of MSME enterprises with 88.67 lakh enterprises, accounting for 14% of country's total MSMEs. The State also accounts for the second largest employment in MSMEs with 135.52 lakh people employed in the sector<sup>2</sup>. As the sector has huge potential in terms of employment generation and overall economic upliftment of the State, the Government has adopted several initiatives to meet the shortfalls in the sector of the State through a comprehensive skill development programme.

As the sector has emerged as the major backbone of the State economy, one key achievement of the sector has been its ability to utilize the local domestic resources available in delivering quality products and services. The sector produces a wide range of products, from simple consumer goods to high-precision, sophisticated finished products across industries. Further, regional variations in industrial growth are prominent even in the MSME category, with districts like Kolkata, North & South 24 Parganas, Murshidabad and Hooghly, accounting for nearly two thirds of the total employment generation from this category. Hence, as the State Government intends to sustain the economic expansion of the sector through an integrated skill development programme, different skilling strategies suited to the industrial requirement in the districts of the State must be adopted to meet the regional variation of the composition of the MSMEs.

With 268 ITIs, 153 Polytechnics, 2700 Vocational Training Centers (VTCs), and more than 500 empaneled training providers, West Bengal is one of the rare states in the country having an Integrated Skill Development Policy<sup>3</sup>. The State has set up a training infrastructure to train six lakhs persons annually under the institutional and non-institutional mechanisms to meet the increasing demand for skilled labor force and an incremental human resource requirement. The State Government has introduced the flagship skill development scheme 'Utkarsh Bangla' for the entire Skill Development interventions to provide wage/ self-employment linked skills training to the residents of the State.

Under the circumstances, sector specific skilling focusing the MSMEs is of paramount importance in creating a workforce that is traditionally skilled, as well as digitally empowered. The enormity of such skilling initiatives, focusing the MSMEs of the State, will need a concerted and combined effort from all the individual stakeholders concerned. Accordingly, a convergence of all programmes in terms of funding, course curriculum, inspection, and supervision mechanism has been initiated to maximize the benefits accrued to the beneficiaries.

Successful implementation of a skilling programme of such scale and magnitude would require commitment, effort, and leadership from not only the frontline administration but also a convergence of efforts by the individual Government departments, local bodies, industry associations, industry players, and other stakeholders concerned. Such convergence will result in mobilization on a single platform, widespread IEC activities and outreach programmes, optimum usage of skilling infrastructure, real-time data capture in a single centralized database, and effective monitoring and inspection mechanism etc.

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<sup>1</sup> Source: Government of West Bengal

<sup>2</sup> Source: Ministry of MSME

<sup>3</sup> Source: Government of West Bengal

In this regard, the Department of Technical Education, Training, and Skill Development has adopted several initiatives to effect the convergence at the grass root level including deployment of district, sub-divisional, and block level staff, decentralization of mobilization, inspection, and convergence to the district level, development of a digital e-Governance platform for online project management, and branding and promotion at the local level involving the local stakeholders. The successful implementation of such convergence at the grass root level will require unhindered commitment from not only the front line administration and Government agencies, but from the training providers, local industry associations, and local industry players alike.

# 1. MSMEs in Bengal: Accelerating to the next level of growth

## 1.1. An Overview

The Micro, Small, and Medium Enterprises (MSME) sector has multi-faceted impact on the economy of a Nation/State. Two important ones are increase in manufacturing activity which act as building blocks for the innovation-driven growth of a Nation/State, and generating gainful employment opportunities at a relatively lower capital cost. The sector provides employment to close to 120 million people, second largest after agriculture in terms of employment<sup>4</sup>, and accounted for 28.77% of the GDP of the country as in FY 2015-16<sup>5</sup>. The sector accounts for 6.11% of the manufacturing GDP, 24.63% of the GDP from the services sector, and 33.4% of the country's manufacturing output<sup>6</sup>. Not only do the MSMEs contribute significantly towards the overall GDP of the country, they also have a multiplier effect on local economies by being ancillary units to large industries.

Over the last five decades, the MSME sector has emerged into a dynamic and vibrant sector of the Indian economy, even more in a State like West Bengal where MSMEs account for more than 90% of the active industrial units, 50% of the industrial production, and 40% of the exports from the State<sup>7</sup>. As in FY 2016, West Bengal has 88.67 lakh MSME enterprises, accounting for 14% of country's total MSMEs, trailing marginally behind only Uttar Pradesh<sup>8</sup>.

As in FY 2016, the State also accounts for the second largest employment in MSMEs with 135.52 lakh people employed in the sector. With 43.51 lakh female employees (~32.10% of total employment in MSMEs of the State), the State accounts for the largest share in female employment in the country in the sector (~16.42% of total female employment in MSMEs of the country)<sup>9</sup>. West Bengal also has the leading share (23.42%) of MSMEs with female ownership in the country. The Table 1 and 2 provide a snapshot of the State's performance in the sector vis-à-vis the country and other states respectively.

	West Bengal	India
Nominal GDP (INR lakh Crore) (FY 2018)	10.21 lakh Cr	187 lakh Cr
Contribution of MSME sector as a percentage of GDP (FY 2016)	23.07%	28.77%
Contribution of MSME sector to the manufacturing GDP (FY 2016)	33.01%	45.10%
Contribution of MSME sector to exports (FY 2016)	45.20%	40.10%
Employment in MSME sector (lakhs) (FY 2016)	135.52 lakh	1109.89 lakh
Workforce in MSMEs as a percentage of total workforce (FY 2016)	37.02%	22.72%
Percentage female employment in MSMEs (FY 2016)	32.10%	23.87%
Number of MSME enterprises (FY 2016)	88.67 lakh	633.9 lakh
Percentage growth rate of MSME enterprises (FY 2007- FY 2016)	11.01%	6.43%
Percentage of MSME enterprises with female ownership (FY 2016)	34.19%	20.36%

*Table 1: State's performance in the MSME sector vis-a-vis the country<sup>10</sup>*

<sup>4</sup> Source: Ministry of MSME, GoI

<sup>5</sup> Source: Ministry of MSME, GoI

<sup>6</sup> Source: Confederation of Indian Industries (CII)

<sup>7</sup> Source: Government of West Bengal

<sup>8</sup> Source: Ministry of MSME, GoI

<sup>9</sup> Source: NSS 73<sup>rd</sup> Round

<sup>10</sup> Source: Ministry of MSME, Census 2011, Government of West Bengal



State	Number of MSME enterprises in lakhs (FY 2016)	Percentage share of MSMEs	Employment in MSME sector in lakhs (FY 2016)	Percentage share of employment	Average MSMEs set up annually in lakhs (FY 16 - FY 07)	Average employment generated annually in lakhs (FY 16 - FY 06)
Uttar Pradesh	89.99	14%	165.26	15%	5.11	7.29
West Bengal	88.67	14%	135.52	12%	6.00	4.97
Tamil Nadu	49.48	8%	96.73	9%	1.82	1.58
Maharashtra	47.78	8%	90.77	8%	1.91	2.07
Karnataka	38.34	6%	70.84	6%	2.02	2.41
Bihar	34.46	5%	53.07	5%	2.20	2.48
Andhra Pradesh	33.87	5%	96.15	9%	0.88	2.55
Gujarat	33.16	5%	61.16	6%	1.26	1.34
Rajasthan	26.87	4%	46.33	4%	1.14	1.55
Madhya Pradesh	26.74	4%	48.8	4%	0.82	1.51

Table 2: State wise number of MSMEs and employment in the sector<sup>11</sup>

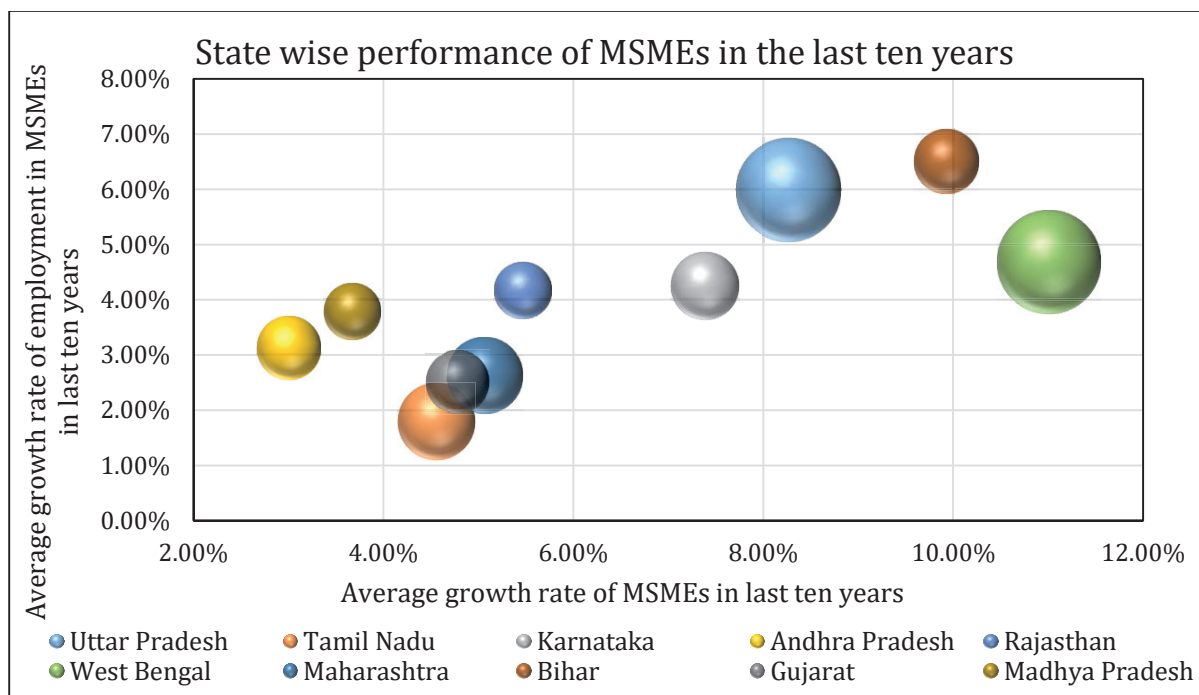


Figure 1: State wise performance of MSMEs in last ten years<sup>12</sup>

Over the last ten years, the State has registered the highest growth rate in terms of number of MSME enterprises set up (11.01%) among the top ten states in the country, with an impressive 4.68%

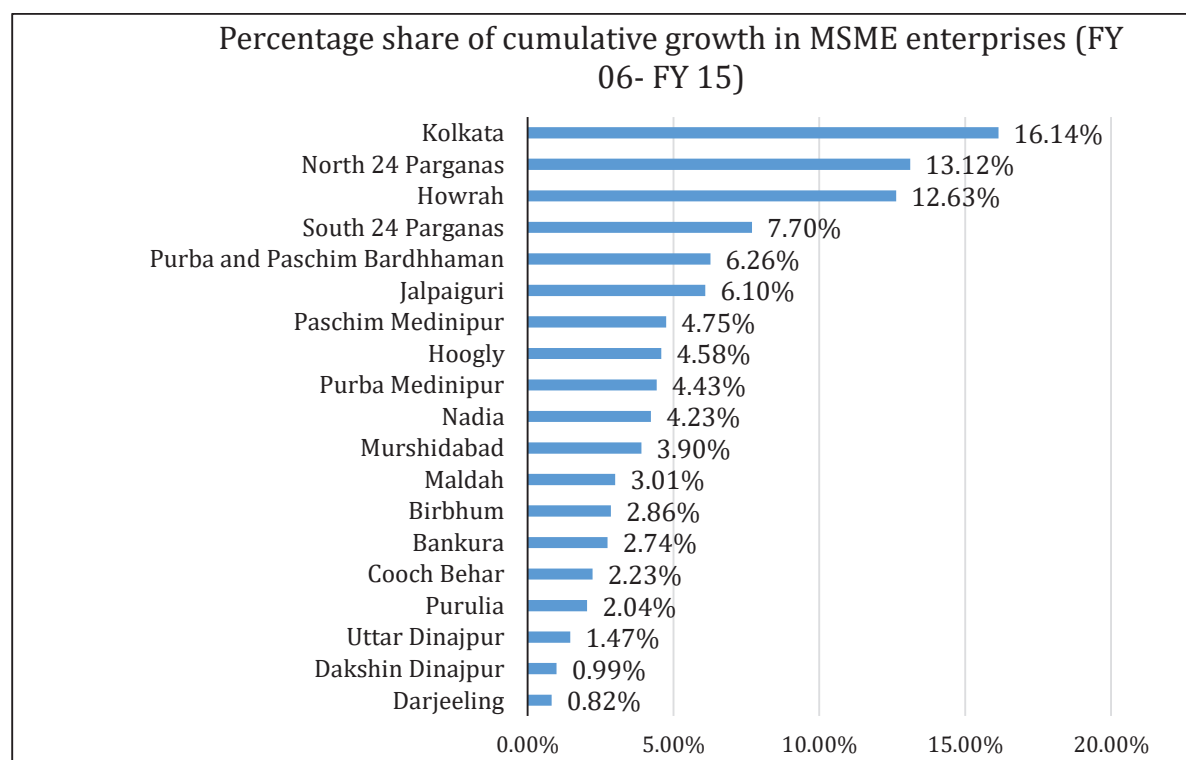
<sup>11</sup> Source: Ministry of MSME, GoI

<sup>12</sup> The size of the bubble is proportional to the number of MSME enterprises as in FY 2016

Y-o-Y growth in employment generated in the MSME sector. The MSME enterprises have mostly grown in geographically demarcated traditionally developed clusters in the State specializing on specific trades and product development. Currently, the State has 520 recognized MSME clusters in the State having grown from only 49 in 2011. A clustered approach enables small enterprises to combine the benefits of running smaller units with the advantage of scales and specialization of larger firms.

As the sector has emerged as the major backbone of the State economy, one key achievement of the sector has been its ability to utilize the local domestic resources available in delivering quality products and services, thereby bridging the skill gap in the State. Due to its low capital structure, coupled with high local resource absorption power, the sector has been able to penetrate in areas that are otherwise perceived to be less industrialized, and, hence, are lagging behind other areas in attracting large investments. The Figure 2 and Figure 3 given below provide a district wise cumulative growth of MSME enterprises and employment in the sector as in FY 2016.

A district level scenario of the MSME sector of the State shows the regional variation of the concentration of the MSMEs, employment generated, and investments attracted by the sector. Economically developed districts have the required infrastructure and ecosystem already present to facilitate the development of MSMEs. The six districts of Kolkata, North 24 Parganas, South 24 Parganas, Howrah, Purba Bardhaman, and Paschim Bardhaman, that together account for close to 50% of the State GDP, also account for more than 56% of the MSME enterprises in the State, more than 57% of the employment generated in the sector, and nearly 65% of the investments made in the sector of the State.



*Figure 2: District wise percentage share of cumulative growth in MSME enterprises*

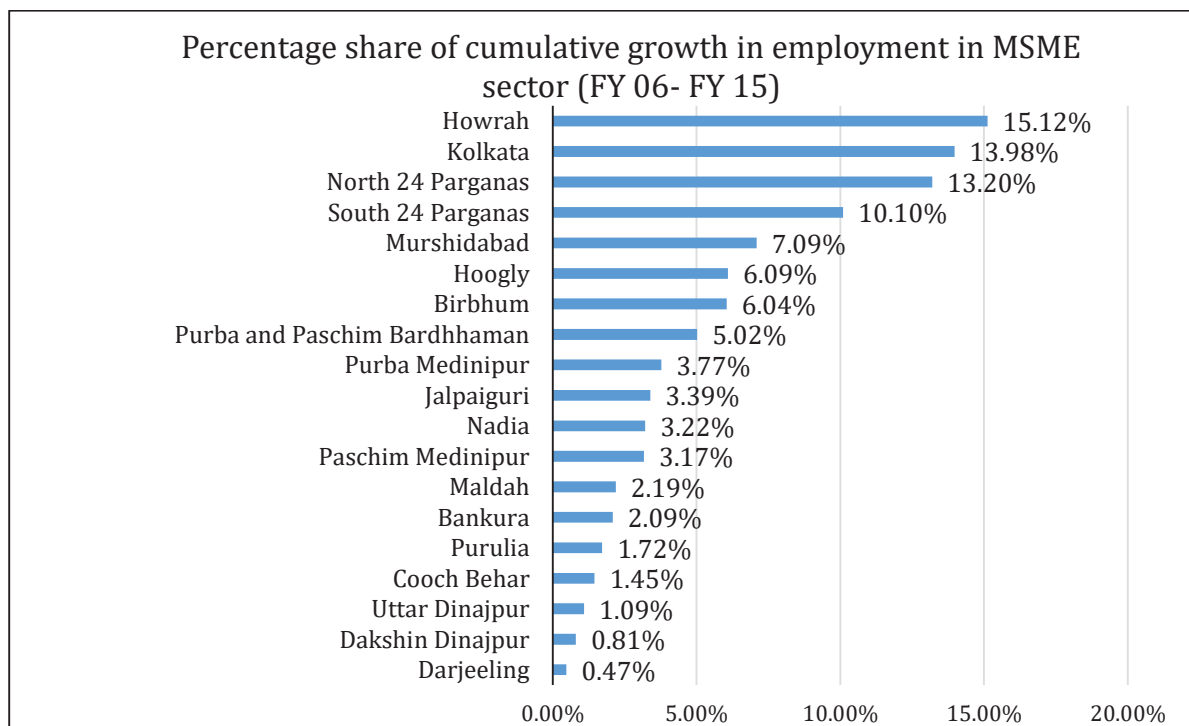


Figure 3: District wise percentage share of cumulative growth in employment in the sector

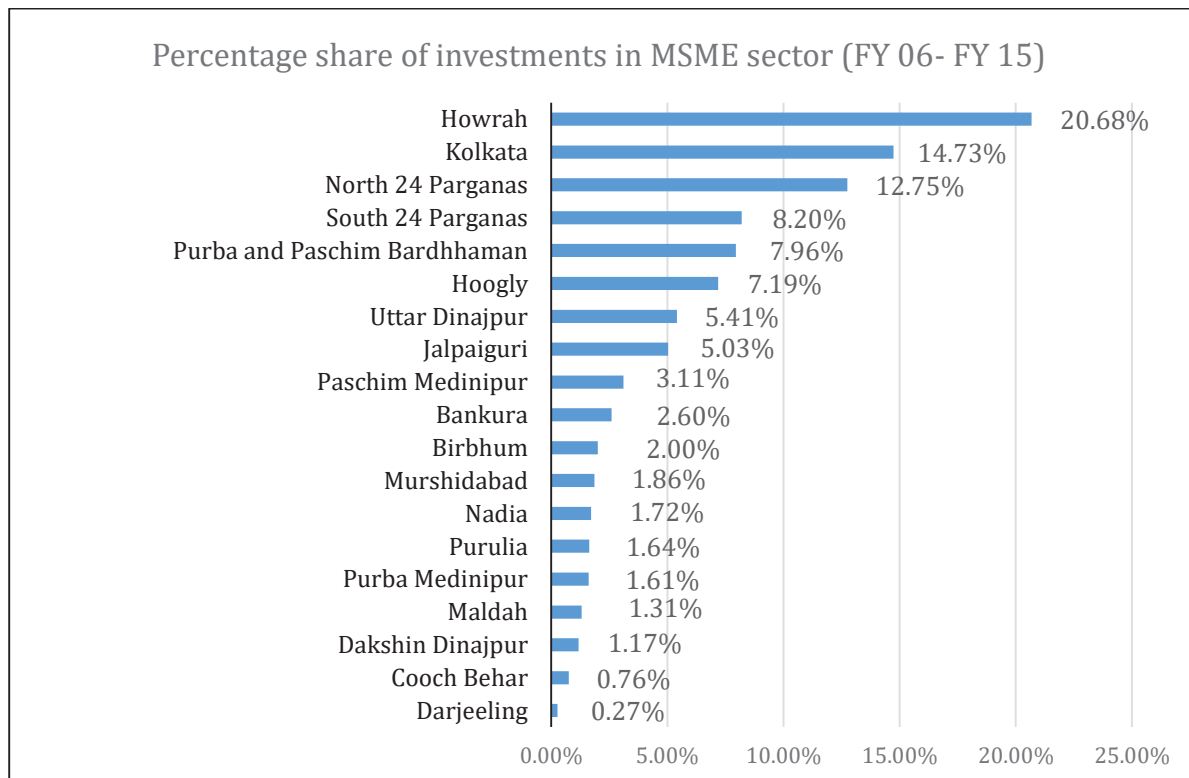


Figure 4: District wise percentage share of cumulative investments in the MSME sector



District	No. of MSMEs in the district <sup>13</sup>	Employment in MSMEs in the district <sup>14</sup>	Employment in MSMEs as a percentage of the total workforce in the district <sup>15</sup>	Contribution of the district to the State GDP <sup>16</sup>	Major sectors for focus in MSMEs <sup>17</sup>
Howrah	1,119,990	2,053,816	62%	6.0% - 6.5%	Foundry, Re-Rolling Mills, Basic Metal & Metal Products, Electrical & Electronic, Transport Equipment & Spares, Readymade garments, Gems & Jewellery, and Jute & jute based etc.
Kolkata	1,431,559	1,898,228	33%	9.0% - 10.0%	Paper & Paper products, Leather based, Ready-made garments, Hosiery, Embroidery, Metal based (Steel Fab.), Woolen, silk & artificial Thread based clothes, Jute & jute based
North 24 Parganas	1,162,946	1,792,456	43%	12.5% - 13.0%	Printing, Book Binding, Cement Manufacturing, Oil Seed Milling, General Electrical Works etc.
South 24 Parganas	682,410	1,371,508	43%	7.5% - 8.0%	Agro-Industry, Equipment manufacturing, Readymade garments etc.
Murshidabad	345,860	962,835	32%	5.0% - 6.0%	Readymade garments, Paper & paper products, Leather based, Chemical/Chemical based, Food processing & Agro-based and Mineral based etc.
Hooghly	406,330	827,502	38%	6.0% - 7.0%	Rice Mills, Rubber Factories, Chemical Factories, Readymade garments (Silk based) etc.
Birbhum	253,403	820,968	59%	2.5% - 3.0%	Woolen, silk & artificial thread based clothes, Paper & paper products, Leather based etc.
Purba & Paschim Bardhaman	555,478	682,150	22%	10.0% - 11.0%	Iron & steel industries, Fertilizers industries, Mining industries, Equipment manufacturing, Electrical machinery and transport equipment, Cement industry, Rice and Oil seed Mills, cutlery etc.
Purba Medinipur	392,596	512,286	26%	7.0% - 7.5%	Fruits & vegetable processing, Cashew nut processing, Embroidery garments manufacturing,

<sup>13</sup> Source: Ministry of MSME, GoI

<sup>14</sup> Source: Ministry of MSME, GoI

<sup>15</sup> Source: Bureau of Applied Economics and Statistics, Dept. of Statistics and Programme Implementation, GoI

<sup>16</sup> Source: CMIE

<sup>17</sup> Source: International Journal of Science & Research

District	No. of MSMEs in the district <sup>13</sup>	Employment in MSMEs in the district <sup>14</sup>	Employment in MSMEs as a percentage of the total workforce in the district <sup>15</sup>	Contribution of the district to the State GDP <sup>16</sup>	Major sectors for focus in MSMEs <sup>17</sup>
					Plastic goods & moulded products, Engineering based units etc.
Jalpaiguri	540,453	460,905	33%	2.5% - 3.0%	Leather based, Chemical/Chemical based, Mineral based, Electrical machinery, Steel based, Woolen, silk & artificial thread based clothes etc.
Nadia	375,266	436,927	19%	3.0% - 3.5%	Food and fruit processing, Jute diversified, Pipes & tubes, Electronic and computer peripherals etc.
Paschim Medinipur	420,987	430,452	17%	5.0% - 5.5%	Leather based, Rubber, Plastic & petro based, Chemical/Chemical based etc.
Maldah	266,585	297,139	20%	3.0% - 3.5%	Agro based, Fruit & vegetable processing, Cotton textile, Woolen, silk & artificial thread based clothes, Wood/wooden based furniture etc.
Bankura	243,356	283,219	17%	3.0% - 3.5%	Food and Food-Processing industries, Chip stone, Textile product, Ply-wood industry and Veneer mills, Paper industry, Particle board etc.
Purulia	181,042	233,442	17%	2.0% - 2.5%	Sponge iron industry and Non-metallic mineral product industry etc.
Cooch Behar	197,450	197,169	17%	2.0% - 3.0%	Fertilizer industries, Jute twine and weaving industry, Electrical casing industry, Mustard oil mill and Fruit processing etc.
Uttar Dinajpur	130,158	147,886	13%	1.5% - 2.0%	Agriculture and allied industries, Food products, Hosiery and garments, Chemical industry, Engineering and fabrication etc.
Dakshin Dinajpur	88,124	109,435	18%	1.0% - 1.5%	Agro food-based industry, Mineral and forest-based industry, Chemical based industry, Handicrafts, Engineering, Automobiles Servicing etc.
Darjeeling	73,007	63,677	9%	2.5% -3.5%	Tea industries and Tourism & hospitality industry etc.

*Table 3: District wise performance of MSMEs in West Bengal*

The MSMEs play a significant role in the economic growth of the State owing to their contribution to production, exports and employment. With West Bengal being the traditional hub for the sector in the country, the MSMEs find their presence in several traditionally developed industries in the State. The sector produces a wide range of products, from simple consumer goods to high-precision, sophisticated finished products across industries. Apart from the large-scale investments as well as revenue generation, these industries lead to gainful employment and livelihood opportunities for large number of people in the rural Bengal. Some of these industries include leather, engineering, textiles, gems and jewellery, jute diversified products, Agarbati etc. A sectoral overview of the performance of the MSMEs in the State is given in the below Table.

Sector	State share in national turnover (FY 2015)	Projected share in national turnover (FY 2020)	Employment in lakhs (FY 2015)	Projected Employment in lakhs (FY 2020)	Projected growth rate in employment (FY 15 – FY 20)	Key skills in demand
Leather	29%	35%	7.10	24.30	27.9%	Tanning, Cutting, Clicking, Stitching, Lasting, Finishing
Foundry	5%	6%	0.50	1.00	14.9%	Casting, Moulding, Machine Operation
Forging	6%	7%	0.45	0.80	12.2%	Forging, Casting, Moulding, Machine Operation
Textiles	7%	10%	3.10	9.90	26.1%	Power loom operators, Apparel Manufacturing, Fashion Design, QA, Knitwear Manufacturing, Sewing Machine Operators
Packaged & Processed Food	4%	5%	1.85	4.00	16.7%	Processing, Ripening, Canning, Packaging, Grading, Sorting, Storing
Gems & Jewellery	11%	15%	1.26	2.00	9.7%	Jewellery Fabrication, Grading, Faceting, Polishing, Cutting
Zari products	18%	20%	3.50	7.80	17.4%	Weaving, Stitching, Spinning, Fashion Design
Jute diversified products	40%	55%	2.70	6.00	17.3%	Weaving, Stitching, Printing, Selecting cum Assorting, Carding, Spinning
Agarbati	8%	10%	1.00	3.00	24.6%	Packaging, Perfume Application, Hand Rolled Agarbati Making

Sector	State share in national turnover (FY 2015)	Projected share in national turnover (FY 2020)	Employment in lakhs (FY 2015)	Projected Employment in lakhs (FY 2020)	Projected growth rate in employment (FY 15 – FY 20)	Key skills in demand
Carpet making	2%	4%	0.30	1.10	29.7%	Handloom Weaving, Cutting, Stitching

Table 4: A sectoral overview of MSMEs in the State

### 1.2. What drives the MSME sector of the State?

With the second largest share in MSME enterprises and employment in the sector, West Bengal represents both the traditional as well as the emerging hub of the MSME sector in the country. The State has a long legacy of MSME sector and has emerged as the main powerhouse of the sector in the country. The impressive performance in the sector has been driven by a growing economy, strong growth in the services sector, a large labor pool, abundance of metals, and minerals, growth of industrial corridors, state-of-the-art infrastructure to support the growth of MSMEs. Some of the major drivers of the sector in this connection are given below<sup>18</sup>. A geographic distribution of the major industrial clusters in the sector across the entire State of West Bengal is given in the Figure 5.



Figure 5: A distribution of major industrial clusters in the State

<sup>18</sup> Source: GoI, GoWB, Center for Monitoring Indian Economy (CMIE)

## **A Growing State Economy**

- With a nominal GSDP of INR 10.21 lakh Cr. (US \$160 billion) in FY 2018, West Bengal is currently the fourth largest economy
- At current prices the State GDP has grown by more than 131%, from US \$69 billion in FY 2011 to US \$160 billion in FY 2017
- The GSDP of the State accounts for 6.3% of the country's GDP growing at 12.5% Y-o-Y against the average national growth rate of 9.8% between FY 2012 and FY 2018
- The per capita NSDP of the State is US \$1535 at current prices growing at a CAGR of 8.67% between FY 2012 and FY 2018
- By FY 2023, the State nominal GSDP is expected to reach INR 19.6 lakh Cr. (US \$280 billion) growing at an average Y-o-Y growth rate of 11%

## **Ease of Doing Business**

- Ranked within Top Ten States in terms of EoDB evaluated by DIPP and World Bank
- More than 99% implementation of business reforms as per World Bank and DIPP
- Leading State in terms of labor regulations
- Man-days lost drastically reduced from 6.5 million in FY 2011 to almost nil in FY 2018
- State-of-the-art Single Window System developed for online application
- 23 Single Window Facilitation Centers for MSMEs operationalized at district level
- Man-days lost drastically reduced from 6.5 mn. in FY 2011 to almost nil in FY 2018

## **Support Infrastructure**

- More than 200 Industrial Parks/ Estates
- 13 Textile Parks, 3 Gems & Jewellery Parks, 10 Greenfield Parks
- India's largest (single product) foundry park
- Power surplus State with country's best power infrastructure. Leading in power quality, availability, and distribution

## **Bank Finances**

- Leading in terms of bank credit flow to MSMEs. Bank credit flow to MSMEs from 2010-11 till Sept. 2018 is Rs. 1.94 lakh Cr.

## **A Large Labor Pool**

- With 91 million inhabitants ranked fourth in the country (7.55% of India's population)
- Ranked second in terms of population density with 1029 people per sq. Kms
- Third largest workforce in the country with more than 40 million people
- Ranked fifth in the country in terms of average wage rate of workforce

## **Excellent Connectivity**

- Third largest road coverage of the country, with over 3.16 lac Kms road
- More than 4,000 Kms of railway network with a rail-density of 45.9 Kms per '000 sq. Kms, highest among the Indian states
- Howrah Junction railway station is the country's largest railway complex
- Two international airports at Kolkata and Bagdogra. Kolkata Airport is the fifth busiest airport in the country in terms of passenger traffic and cargo handled
- Leading State in terms of spread, density, reach, etc. of National Waterways country
- Two large and bulk container handling ports. Kolkata Port, the only major riverine port, has strong opportunity to serve more than 1.92 Billion people

## **Industrial Corridors**

- The Amritsar-Kolkata Industrial Corridor (AKIC), connecting Amritsar, Delhi and Kolkata along the Eastern Dedicated Freight Corridor (EDFC)
- The East Coast Economic Corridor (ECIC) for port-based industrial clusters
- The Bangladesh-China-India-Myanmar (BCIM) trade corridor, the first multi-modal trade corridor between India, China
- The Kaladan Multi-modal Transit Transport Project cutting the distance between Kolkata and Aizawl by 1,000 Kms
- The Industrial Growth Corridor (IGC) focusing on accelerated industrial growth along corridors alongside NH connecting Dankuni-Howrah, and Dankuni-Bardhaman

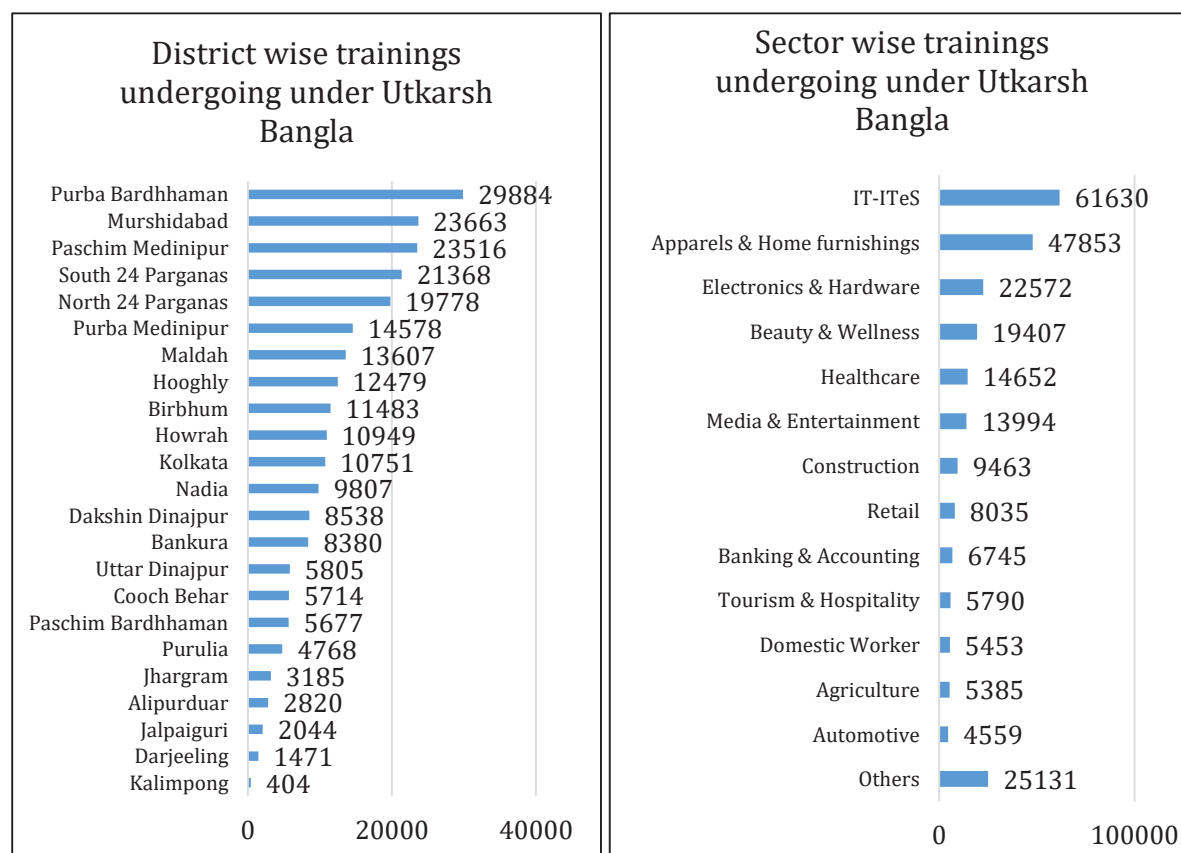
## **Metals & Minerals**

- Accounts for 23.5% of country's coal production and ranks fourth in terms of coal reserves
- State allotted Deocha Pachami Harinsingha Dewanganj coal mines - the world's second largest
- Rich reserves of minerals such as Apatite (54% of country's reserves), china clay (16% of country's reserves), feldspar (3% of country's reserves), dolomite metal lead, and tungsten ore.

## 2. The Skills Ecosystem in MSMEs: Towards a Skilled Workforce

Skilled workforce is one of the major contributors to the economic growth of any sector and any State. States with high skill standards are able to cope up in a much better way with the challenges and opportunities presented by the ever changing domestic and international markets. At a time when the country faces the dual challenge of severe shortage of well-trained, skilled workers on one hand and non-employability of graduates, who possess little or no industry required skills on the other hand, the State is poised to emerge as the 'Skill Capital' of the country owing to the progressive reforms in the sector taken in the last seven years. This has resulted in a sustainable skill ecosystem wherein the workforce is equipped with employable skills and knowledge so be able to contribute to the economic growth of the country.

The fourth largest economy in the country, the State attracted a cumulative FDI equity inflows worth INR 33,474 Cr. (US \$4.782 billion) since April 2000. The State's GSDP has grown at an impressive CAGR of 11.88% between FY 2011-12 and FY 2017-18. Between FY 2010-11 and FY 2016-17, West Bengal's plan expenditure has grown by 2.5 times, expenditure on physical infrastructure has grown by three times, and State's plan expenditure in the agriculture and agri-allied sector has grown by six times. Such investments create huge manpower requirement to cater to the resulting agriculture and industrial set-ups of the State. The State's Skill Development Mission aims at preparing a highly skilled workforce to combat the industrial requirements via various skill strategies.



With 268 ITIs, 153 Polytechnics, 2700 Vocational Training Centers (VTCs), and more than 500 empaneled training providers, West Bengal is one of the rare states in the country having an Integrated Skill Development Policy, wherein the West Bengal Skill Development Mission under



Chairmanship of Hon’ble Chief Minister is providing the policy guidance while the Paschim Banga Society For Skill Development (PBSSD) under the Chairmanship of Chief Secretary is the coordinating agency for Skill Development in the State. The State has set up a training infrastructure to train six lakhs persons annually under the institutional and non-institutional mechanisms to meet the increasing demand for skilled labor force and an incremental human resource requirement backed by the unprecedented economic growth that the State has experienced over the last few years.

The State Government has introduced the flagship skill development scheme ‘Utkarsh Bangla’ for the entire Skill Development interventions to provide wage/ self-employment linked skills training to the residents of the State. The scheme encompasses all the skill development activities under the ambit of the Technical Education, Training, and Skill Development (TET&SD), Department of the Government of West Bengal and covers more than 300 job roles across 34 active sectors in the State. Under the ‘Project Mode’ intervention of the scheme, which is completely State funded, there are 462 Training Partners with 1836 active Training Centers.

As emerging technologies and increasing employment opportunities mandate increased focus on upskilling the existing workforce, the need for skilling is even more pronounced among the MSMEs that are largely labor intensive and increasingly moving away from traditional manufacturing to

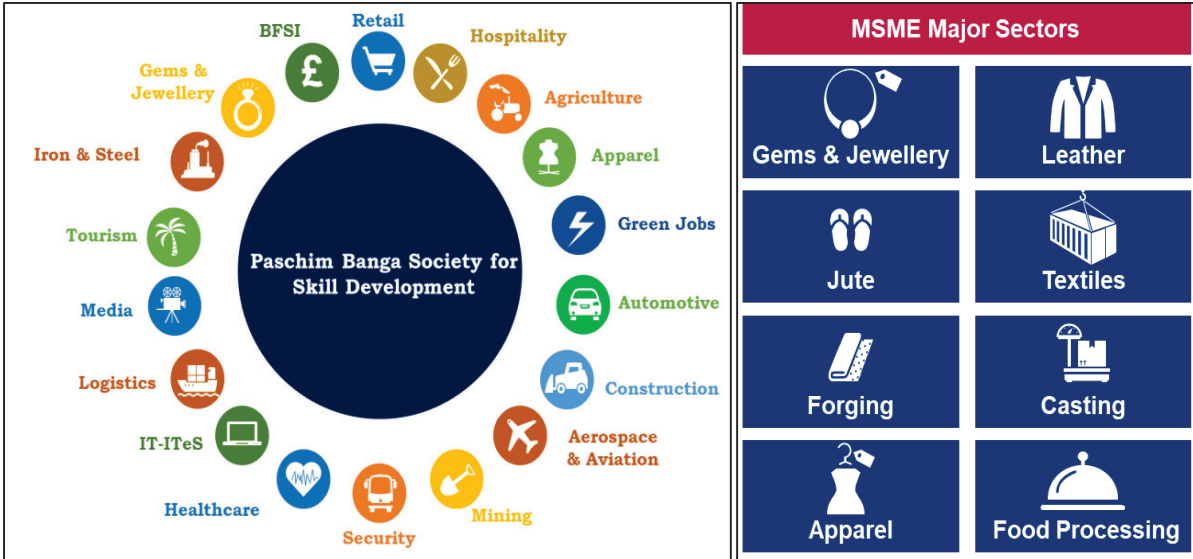


Figure 7: Sectors covered under Utkarsh Bangla Project Mode Figure 6: List of major sectors under MSMEs

automation. Under Utkarsh Bangla, the State Government offers a unique blend of training of traditional craftsmanship with modern technology. The scheme aims to align supply with demand, bridging existing skill gaps, promoting industry engagement, operationalizing a quality assurance framework, leveraging technology and promoting entrepreneurship to tackle the identified issues.

The agenda for skill development in the MSME sector is understandable and the Government has rightly recognized the need for the same. As the sector has huge potential in terms of employment generation and overall economic upliftment of the State, the Government has adopted several initiatives to meet the shortfalls in the sector of the State. Some of these initiatives are discussed below.



<h3>Robust Institutional Arrangement</h3> <ul style="list-style-type: none"> <li>Individual directorates under Dept. of TET&amp;SD responsible for all institutional skilling interventions, including ITIs, Polytechnics, and VTCs</li> <li>Paschim Banga Society for Skill Development (PBSSD) as the implementing agency of all non-institutional skill development interventions in the State</li> <li>Projects under PBSSD appraised, evaluated, and validated by the project appraisal team of the State Project Management Unit (SPMU)</li> <li>District level, sub-division level, and block level teams for better implementation of short-term skills trainings at the ground level</li> </ul>	<h3>Decentralized setup for Utkarsh Bangla</h3> <ul style="list-style-type: none"> <li>District Project Management Unit (DPMU), Sub-divisional Project Management Unit (SDPMU), and deployment of block level staff for effective implementation and monitoring at the ground level</li> <li>Decentralization of mobilization of candidates, inspections, reporting, monitoring, and convergences to the district, sub-division, and block level for more demand-oriented training programme and close monitoring</li> </ul>
<h3>Recognition of Prior Learning</h3> <ul style="list-style-type: none"> <li>RPL aimed at imparting skill based training to already experienced candidates whose prior experience and skills will be assessed and certified</li> <li>Trainings conducted by PBSSD empaneled training providers recommended by a Government agency, Sector Skill Council (SSC) or the district administration</li> </ul>	<h3>Convergence</h3> <ul style="list-style-type: none"> <li>Skilling of beneficiaries through convergence at the local level for both fresh trainings and Recognition of Prior Learning (RPL)</li> <li>Convergence sought for different Government Departments and agencies such as: <ul style="list-style-type: none"> <li>✓ Animal Resource Development Department – (Poultry &amp; Duckeries)</li> <li>✓ SHG&amp;SE Department (Self Employment Support)</li> <li>✓ Kolkata Municipal Corporation (Local Municipalities)</li> <li>✓ Woman &amp; Child Department (Kanyashree)</li> <li>✓ Forest Department (JFMC members)</li> </ul> </li> </ul>
<h3>Rigorous monitoring &amp; evaluation</h3> <ul style="list-style-type: none"> <li>Rigorous performance evaluations conducted through desktop verification, as well as through field inspections</li> <li>Field evaluations conducted through center inspection and real-time data collection using mobile app</li> </ul>	<h3>Demand-driven skilling</h3> <ul style="list-style-type: none"> <li>Skilling interventions mapped with local demand and skills requirement through district level skill gap analysis</li> </ul>
<h3>Development of Digital e-Governance Platform</h3> <ul style="list-style-type: none"> <li>Digital e-Governance platform (<a href="http://www.pbssd.gov.in">www.pbssd.gov.in</a>) developed for end-to-end lifecycle of training programmes</li> <li>Online project management, user management, batch management, center &amp; candidate management, placement management, financial management and project monitoring using the platform</li> </ul>	<h3>Branding and Promotion at the Local level</h3> <ul style="list-style-type: none"> <li>Branding and promotion of skill development programmes at the local level using unique initiatives including advertisements, social media campaigns, success stories, participation in local fairs, utilizing the West Bengal Lok Prasar Prakaipa, and setting up information kiosks etc.</li> </ul>

Regional variations in industrial growth are prominent even in the MSME category, with districts like Kolkata, North & South 24 Parganas, Murshidabad and Hooghly, accounting for nearly two thirds of the total employment generation from this category. Further, the composition of MSME units identified by local clusters, has significant variations across the districts of West Bengal and hence requires different skilling strategies suited to the industrial requirement in these districts. A detailed list of district-wise clusters existing, along with the skill requirement in these districts, are listed in the table below.

District	Existing clusters <sup>19</sup>	Job roles requirement (as per NSDC)
Kolkata	(i) Foundry & Metal Casting (ii) General Purpose Machinery Tools (iii) Lathe Works, (iv) Readymade Garments (v) Nuts & Bolts, (vi) Steel Re-rolling, (vii) Locks and metal spare parts (viii) Jewellery & Artificial Jewellery, (ix) Optical Lenses, (x) Zari Work, (xi) Wigs & Artificial Hair, (xii) Shuttle Cock Manufacturing (xiii) Rubber molded products, (xiv) Sewing m/ c & jute mill m/c spares, (xv) Imitation ornaments, (xvi) Musical instruments	(i) Foundry assistant/ casting assistant (ii) Embroidery Machine Operator (iii) Cutting Supervisor (iv) Boutique Manager (v) Garment Manager (vi) Gemstone Processing - Final Shaper and Calibrator (vii) Jewellery Polisher & Cleaner (viii) Casting Expert, Solderer, Spot Welder, Stone Fixer - Imitation Jewellery (ix) Draughtsman (x) Assistant Construction Fitter
Howrah	(i) Gold & Silver Jewellery, (ii) Hand gloves (iii) Electronic Items (iv) Automobile Accessories, (v) Pharmaceuticals & Chemicals (vi) Leather Shoe (vii) Letter Printing Press, (viii) Lathe Works & Mechanical Equipment (ix) Readymade Garments, (x) Electrical Fans, (xi) GLS Lamp Manufacturing, (xii) Rubber products, (xiii) Hosiery Products (xiv) Dying Bleaching. (vi) Leather Chappal	(i) Handmade Gold and Gems-set Jewellery - Goldsmith - Components (ii) Handmade Gold and Gems-set Jewellery - Goldsmith - Enameller (iii) Cutting Supervisor - Apparel (iv) Boutique Manager (v) Garment Manager (vi) Material Handling and Storage Operator -Rubber (vii) Loading, Unloading Operator (viii) Sample Maker (Footwear)
Maldah	(i) Mango Processing, (ii) Honey Processing	(i) Mango grower (ii) Fruit Pulp Processing Technician (iii) Food Products Packaging Technician (iv) Beekeeper
Purulia	(i) Shellac manufacturing, (ii) Hand Tools. (iii) Chow Mask	(i) Artisan (ii) Bamboo Artwork Maker (iii) Bamboo Processor and Dyer (iv) Bamboo Utility Handicraft Assembler
South 24 Parganas	(i) Earthen Pottery, (ii) Silver Ornaments, (iii) Leather Shoe and Chappal, (iv) Bricks and Tiles. (v) Mat products, (vi) Bamboo Products, (vii) Gauze & Bandage, (viii) Bori Making (ix) Agarbati	(i) Bamboo Mat Weaver (ii) Bamboo Artwork Maker (iii) Bamboo Processor and Dyer (iv) Bamboo Utility Handicraft Assembler (v) Refractory Bricks Layer (vi) Casting Expert, Solderer, Spot Welder, Stone Fixer (vii) (viii) Sample Maker (Footwear) (ix) Agarbati Packer
North 24 Parganas	(i) Zari Work, (ii) Silver Filigree, (iii) Surgical instruments, (iv) Coir Brush Making, (v) Agarbati (vi) Fire Works	(i) Agarbati Packer (ii) Hand Rolled Agarbati Maker (iii) Cutting Supervisor - Apparel (iv) Boutique Manager (v) Garment Manager (vi) Technician Instrumentation

<sup>19</sup> Source: District wise skill gap study for the State of West Bengal (2012-17, 2017-22), NSDC

District	Existing clusters <sup>19</sup>	Job roles requirement (as per NSDC)
Purba Medinipur	(i) Cashew Nut Processing (ii) Sea shell, (iii) Horn Products, (iv) Embroidery Zari Works	(i) Traditional Hand Embroider (ii) Master Embroider (iii) Embroidery Finisher (iv) Embroidery Machine Operator (v) Food Products Packaging Technician
Bardhaman	(i) Rice Mill (ii) Dokra (iii) Wood Carving (iv) Gold & Silver Ornaments (v) Red Bricks, (vi) Refractory Bricks, (vii) Embroidery Products	(i) Handmade Gold and Gems-set Jewellery - Goldsmith - Components (ii) Handmade Gold and Gems-set Jewellery - Goldsmith - Enameller (iii) Refractory Bricks Layer (iv) Traditional Hand Embroider (v) Master Embroider (vi) Embroidery Finisher (vii) Embroidery Machine Operator
Bankura	(i) Brass & Bell Metal, (ii) Fishing Hook, (iii) Roofing tiles, (iv) Dokra (v) Terracotta products	(i) Artisan (ii) Bamboo Artwork Maker (iii) Bamboo Processor and Dyer (iv) Bamboo Utility Handicraft Assembler (v) Refractory Bricks Layer
Nadia	(i) Brass & Bell metal, (ii) Gold & Silver Ornaments (iii) Clay Pottery and terracotta	(i) Handmade Gold and Gems-set Jewellery - Goldsmith - Components (ii) Handmade Gold and Gems-set Jewellery - Goldsmith - Enameller
Murshidabad	(i) Plastic Products, (ii) Pottery, (iii) Wooden Furniture & Fixture, (iv) Brass & Bell Metal.	(i) Plastic Moulding Helper (ii) Plastic Moulding Supervisor (iii) Machine Operator Assistant - Plastics Processing (iv) Assistant Carpenter- Wooden Furniture (v) Carpenter Wooden Furniture
Jalpaiguri	(i) Clay Pottery & Idols, (ii) Plastic products, (iii) Cane & Bamboo products, (iv) Fruit Processing, (v) Earthen Pottery, (vi) Automobile repairing, (vii) Storage battery	(i) Plastic Moulding Helper (ii) Plastic Moulding Supervisor (iii) Machine Operator Assistant - Plastics Processing (iv) Fruit Pulp Processing Technician (v) Food Products Packaging Technician (vi) Bamboo Artwork Maker (vii) Bamboo Processor and Dyer (viii) Bamboo Utility Handicraft Assembler (ix) Automotive Electrician (x) Automotive Engine Repair Technician
Birbhum	(i) Fancy Leather Goods (ii) Brass & Bell metal (iii) Stitched silk saris (iv) Wood Carving	(i) Carpenter Wooden Furniture (ii) Sample Maker (Footwear) (iii) CAD/ CAM Operator - Leather Goods (iv) Hand Embroider
Paschim Medinipur	(i) Agricultural Implements, (ii) Mat Products, (iii) Rice Mill, (iv) Copper Wire Ornaments. (v) Patachitra	(i) Bamboo Mat Weaver (ii) Casting Expert, Solderer, Spot Welder, Stone Fixer - Imitation Jewellery (iii) Bamboo Artwork Maker
Uttar Dinajpur	(i) Terracotta Products, (ii) Oil Mill. (iii) Jute products	(i) Jute Selector cum Assorter (ii) Jute Carding Operator (iii) Jute Beaming Operator (iv) Jute Weft Winding Operator (v) Bamboo Artwork Maker
Cooch Behar	(i) Sital Pati, (ii) Jute Products.	(i) Jute Selector cum Assorter (ii) Jute Carding Operator (iii) Jute Beaming Operator (iv) Jute Weft Winding Operator

District	Existing clusters <sup>19</sup>	Job roles requirement (as per NSDC)
Dakshin Dinajpur	(i) Rice Milling, (ii) Jute products, (iii) Bamboo Products	(i) Bamboo Artwork Maker (ii) Bamboo Processor and Dyer (iii) Bamboo Utility Handicraft Assembler (iv) Jute Selector cum Assorter (v) Jute Carding Operator
Darjeeling	(i) Woollen Products (ii) Honey Processing	(i) Beekeeping (ii) Stitcher – Goods and Garments (iii) Stitching Operator
Hooghly	(i) HDPE Rope, (ii) Brass and Bell Metal, (iii) Silk printing	(i) Traditional Hand Embroider (ii) Master Embroider (iii) Embroidery Finisher (iv) Embroidery Machine Operator (v) Stitcher – Goods and Garments (vi) Stitching Operator

*Table 5: District wise existing MSME clusters and job roles requirement*

The MSME sector has been rendering many services through its network across the State. Hence, a cluster wise identification and mapping of skills required in the sector has been done across the districts of the State. This identification is based on type of industry and their requirement in particular which can be met by intermediating and implementing the various skills initiatives undertaken by the State Government. These initiatives may include conducting training at sourcing clusters and regions through empaneled training providers, training camps under the non-institutional mode or through ITIs, Polytechnics, and VTCs etc. under the institutional mode.

Given the declining attractiveness of agriculture from a sustainable employment perspective, the MSME sector is likely to generate manifold employment opportunities in the years to come. Under these circumstances, sector specific skilling focusing the MSMEs is of paramount importance in creating a workforce that is traditionally skilled, as well as digitally empowered. In this regard, a specific geography and cluster level skilling initiative will be taken by the State Government with courses tailor-made to the needs of the cluster and/ or the local industry while at the same time conforming to the SSC guidelines. The enormity of such skilling initiatives, focusing the MSMEs of the State, will need a concerted and combined effort from all the individual stakeholders concerned. Accordingly, a convergence of all programmes in terms of funding, course curriculum, inspection, and supervision mechanism has been initiated to maximize the benefits accrued to the beneficiaries. The intended objectives of such convergence are given below.

- ✓ Mobilization of youth for all schemes on a single platform through outreach programmes and awareness generation camps
- ✓ Better matching of aptitude and availability of wide variety of sectors and availability of National Skill Qualification Framework (NSQF) compliant courses
- ✓ Optimum usage of available skilling infrastructure as well as establishment of large skill development centers targeting large candidate pool from a cluster
- ✓ Effective monitoring and inspection mechanism at the grass root level involving resource pool from individual institutions
- ✓ Homogeneous assessment and monitoring mechanisms involving the concerned SSCs
- ✓ Real-time data capture on a single centralized database by seamlessly integrating the individual databases
- ✓ Better and effective planning and optimum utilization of State Government funds in the skill development initiatives
- ✓ Widespread IEC activities, community connects, outreach programmes, awards and innovation at the grass root level

## Utkarsh Bangla: The State's Flagship Skill Development Scheme

On 16th February, 2016 the Government of West Bengal introduced a Flagship Scheme called "Utkarsh Bangla" in the State of West Bengal for the entire Skill Development interventions to provide wage/ self-employment linked skills training to the residents of the State. Under this scheme all interventions funded by the various State Government Departments/ Bodies/ Agencies from State and other funds leading to Skill Development shall be made by PBSSD on their behalf. The Utkarsh Bangla Scheme was amended as follows:

- ✓ The scheme would encompass all the skill development activities under the ambit of the Technical Education, Training & Skill Development Department. Various directorates of the department would be responsible for all the institutional skill development interventions. Paschim Banga Society for Skill Development (PBSSD) would be responsible for all the non-institutional skill development interventions in the state. For all the central schemes under both institutional and non-institutional mode the Technical Education, Training & Skill Development Department would be the implementing body only.
- ✓ All the interventions would be aligned to the Common Norms Notification of Ministry of Skill Development & Entrepreneurship subject to approvals of the Finance Department
- ✓ It would bring both Project Mode Interventions and Recognition of Prior Learning (RPL) under the umbrella of the Utkarsh Bangla Scheme for a standardized and substantial approach as the Government of West Bengal has recognized the significance of the abovementioned both the training modes.

Utkarsh Bangla has also incorporated skill development interventions for the beneficiaries of some other state schemes in collaboration with the departments concerned.

## 3. Need for convergence of training interventions at local level

The huge gap between availability of skilled work force and industry requirements has been a challenge since past 40 years. Considering the requirement to skill a huge workforce, it was always essential that the sector be catalyzed by favorable Government schemes and policies. The State Government's initiatives in the past seven years, from setting up ITIs, Polytechnics, VTCs, to the launch of the flagship Utkarsh Bangla scheme have defined the roadmap for skill development in the State. Successful implementation of a skilling programme of such scale and magnitude would require commitment, effort, and leadership from not only the frontline administration but also a convergence of efforts by the individual Government departments, local bodies, industry associations, industry players, and other stakeholders concerned. Some of the major reasons for convergence of such efforts are listed below.

1. **Overcoming the growing incremental manpower requirement in the MSME sector:** With the State economy on a vigorous growth path over the past seven years, a major skill gap is expected in the State in the MSME sector owing to the economic expansion in the sector. According to NSDC, during 2017-22, the additional incremental manpower requirement in MSME (Manufacturing/ Assembling/ Processing) sector is expected to be 286,500. Manpower growth in the districts of West Bengal is driven by priority sectors as well as ancillary activities. Further, incremental manpower requirements have been classified on the basis of skill requirements. As per the estimates, 60% of the incremental manpower requirement is expected to be in the unskilled category, 35% in the semi-skilled category, and the rest 5% in the skilled category.



Table 6 given below gives the district wise incremental manpower requirement between 2017 and 2022 in the MSME (Manufacturing/ Assembling /Processing) sector<sup>20</sup>.

District	Incremental Manpower Requirement in 2017-22 in MSME (Manufacturing/ Assembling/Processing)			
	Unskilled Category <sup>21</sup>	Semi-skilled Category <sup>22</sup>	Skilled Category <sup>23</sup>	Total
Kolkata	33015	19259	2751	55025
Bankura	3371	1966	281	5618
Birbhum	11546	6735	962	19244
Purba & Paschim Bardhaman	13050	7612	1087	21750
Cooch Behar	2027	1182	169	3378
Dakshin Dinajpur	948	553	79	1580
Darjeeling & Kalimpong	1889	1102	157	3148
Purba Medinipur	5077	2961	423	8461
Hooghly	8646	5043	720	14410
Howrah	22272	12992	1856	37119
Jalpaiguri	3879	2263	323	6464
Maldah	2004	1169	167	3339
Murshidabad	12080	7047	1007	20133
Nadia	5496	3206	458	9160
North 24 Parganas	20759	12109	1730	34598
Purulia	2798	1632	233	4664
South 24 Parganas	16656	9716	1388	27760
Uttar Dinajpur	1466	855	122	2443
Paschim Medinipur & Jhargram	4924	2872	410	8206
<b>West Bengal</b>	<b>171900</b>	<b>100275</b>	<b>14325</b>	<b>286500</b>

*Table 6: District wise incremental manpower requirement in MSME (Manufacturing/ Assembling/ Processing) in 2017-22*

- Enormity of the skilling programme of the State:** The enormity of the skilling programme of the State in the MSME sector is further challenged by the fact that skill training efforts cut across multiple sectors and require the involvement of diverse stakeholders such as multiple Government departments, private training providers, employers, industry associations etc. at the local level. In this regard, the Department of TET&SD will converge, coordinate, implement and monitor skilling activities across the State with support from other Government departments/ agencies/ bodies, district administration, local teams such as DPMUs, SDPMUs, and block level teams, Panchayats, training providers, industry bodies, and local industries.
- Working at the grass root level:** The key to West Bengal Skill Development Mission's (WBSDM) success will not only be working with multiple stakeholders but also its ability to develop the focus and pool in resources. The State Government will need to give a major focus on mobilization and roll out campaigns to bring awareness among youth on the training schemes, training centers, the placement opportunities and other benefits of undertaking a skill based training. A critical element in the functioning of the WBSDM's will be their ability to work at grass root level along with the frontline administration to roll out outreach programmes. They would also need

<sup>20</sup> Source: National Skill Development Corporation (NSDC)

<sup>21</sup> Skills involving basic understanding of job, which are acquired on the job with minimal/no training requirements

<sup>22</sup> Skills acquired through vocational training (study duration greater than 3 years after Std. X)

<sup>23</sup> Skills acquired through professional degrees (study duration greater than 5 years after Std. X)

to develop inter departmental coordination with other State departments for aligning the training programs with skill qualification standards and certification process.

4. **Monitoring and evaluation at the grass root level:** Another key area for the skill development programme of the State would be to engage with quality training partners and drive outcome based training programs. Monitoring of various stakeholders and initiatives in the State's skill ecosystem will be a key challenge and the State will have to develop an effective monitoring mechanisms to review progress, address concerns and keep under control any compliance issues and malpractices. Such monitoring and inspection can only be achieved by involving district teams to regularly monitor the performance of the training providers. In this regard, the Department of TET&SD has already set up teams in the district, sub-division, and block level to conduct periodic inspections of the training providers. Further convergence at the local level may help in streamlining the entire skill development programme at the local level.
5. **Aligning skilling needs with local industry demand:** A major objective of the State's skill development initiative is to help people earn a sustainable livelihood through skilling and upskilling. Another objective is to increase the income of urban poor by encouraging them to be a part of courses that can provide salaried employment and or self-employment opportunities. Such initiatives towards identification of local industry needs, and developing industry-academia connect at the local level can only be achieved by subsuming the efforts of all relevant agencies, bodies, Government departments at the local level.
6. **Setting up sustainable skilling infrastructure:** Another major area that would benefit from the convergence of efforts by different Government departments, district administration, training providers, industry associations, and local industry players will be in terms of creating sustainable training infrastructure to meet talent requirements. Training infrastructure such as sector-focused training centers, digital training infrastructure, CoEs, tool rooms, Common Facility Centers (CFCs) etc. will need specialized support in terms of training premises, machinery and equipment, operations and maintenance, funding and human resources etc. which will mandate a concerted and combined effort from all stakeholders concerned. These will be set up in partnership with the concerned departments or institutions such as universities and industry leaders from the sector.
7. **Convergence of departmental schemes and policies to increase synergy:** A major objective of the WBSDM is to maximize the number of beneficiaries as well as the benefits accrued to them by convergence of different skill development schemes, training support, and financial benefits provided by individual Government departments/ agencies. Different State Government departments provide different skilling and other benefits along the entire life cycle of the skill development programmes. Keeping in view the heterogeneity of the labor market and preponderance of the unorganized sector in the MSMEs, the State Government is converging the benefits provided by the different Government departments to bring about synergy among their individual efforts.

#### 4. Role of the stakeholders in the convergence

As the State Government will provide policy direction and guidance to all stakeholders in the skill development and entrepreneurship ecosystem of the State, all the major stakeholders in the ecosystem must work in tandem to eliminate demand-supply mismatch, adoption of demand driven models, participation of women and rural youth, establishment of inter-industry linkages, developing effective monitoring mechanisms etc. The critical responsibilities in this regard of the individual stakeholders are listed below.



#### **4.1. State Government**

- i. Funding of all short-term skills training under Utkarsh Bangla scheme of the State and working in tandem with the private sector
- ii. Engaging with empaneled training providers in skills training and developing an effective monitoring mechanism of their performances
- iii. Developing a sustainable engagement model with SSCs in assessment and certification of candidates on completion of their trainings
- iv. Ensuring that all training programs are aligned with the National Skills Qualification Framework (NSQF) and are as per the SSC guidelines
- v. Partnering with the private sector in setting up sufficient skills infrastructure in the ITIs, Polytechnics, VTCs etc. and other specialized infrastructure such as sector focused training centers, CoEs etc.
- vi. Devising proper communication plan and outreach programmes in spreading awareness of the Government's skills initiatives
- vii. Facilitating candidates in wage/ self-employment and ensuring that issues such as labor laws and minimum wages as per NSQF level are conformed to
- viii. Extending benefits under other major schemes of the Government to candidates under Utkarsh Bangla through appropriate department level convergences
- ix. Providing policy direction and guidance to all stakeholders in the skill development and entrepreneurship ecosystem

#### **4.2. Training providers**

- i. Being responsible for the mobilization and counseling of candidates and rolling out outreach programmes at the grass root level
- ii. Setting up all relevant training infrastructure, machinery, equipment, training kits etc. and ensuring that training is delivered by ToT certified trainers
- iii. Conducting trainings in the priority sectors of the district based on NOSs and facilitating assessment and certification of candidates
- iv. Facilitating trained and eligible candidates in wage/ self-employment and creating awareness about such opportunities through focused interventions

#### **4.3. Industry and private sector**

- i. Taking a Skill pledge and partnering with the Government on Skill India mission and offering apprenticeship opportunities
- ii. Providing inputs on QPs/NOSs/QFs so that training is industry aligned
- iii. Lending its infrastructure to training institutions for providing work place experience to trainees
- iv. Recognizing skilling/certifications and offering skill premium
- v. Investing CSR funds on creating skilling infrastructure

#### **4.4. District administration and district teams**

- i. Working at grass root level with frontline administration to roll out outreach programmes
- ii. Facilitating mobilization and rolling out campaigns to bring awareness among youth on the training schemes, training centers, placement opportunities and other benefits of undertaking a skill based training
- iii. Ensuring effective monitoring through periodic inspections of the training centers and implementation of schemes at the grass root level
- iv. Working with the frontline administration in setting up sustainable training infrastructure keeping in view the talent requirements in the area

## 5. Action Plan for Convergence

Skilling has certainly seen a growing focus from the State government and other stakeholders, especially in the MSME sector that needs specialized skills along with a knowledge of emerging technologies in the sector. Adequate interventions are required to ensure convergence at the local level to eliminate demand-supply mismatch in the sector, to motivate larger number of youth to take up skill based career, and to train candidates in courses as per industry requirements. To develop and nurture the desired skill ecosystem for economic growth of the MSMEs and social development the following initiatives have been taken by the State Government along the entire lifecycle of skills training. It is to be noted here that such convergence at the local level involves concerted and combined efforts from the district administration, local teams such as DPMUs, SDPMUs, and block level teams, Panchayats, training providers, industry bodies, and local industries along with the frontline administration of the State.

West Bengal Skill Development Mission (WBSDM)			
Dept. of Technical Education, Training & Skill Development		Dept. of MSME & Textiles	
District Administration	District Project Management Unit (DPMU)	General Manager District Industry Center (GMDIC)	District Chambers of Commerce
Sub-divisional Project Management Unit (SDPMU)		Local Industries & NGOs	
Block level staff	Local Panchayat	Cluster level Special Purpose Vehicles (SPV)	Training Providers

*Figure 8: Institutional arrangement for implementation of the convergence*

1. **Setting up a demand driven skill development approach at the local level:** For the economic growth of the State, skill development programmes will be essential, especially in the MSME sector that acts as the building block of the manufacturing sector of the State. In this regard, there is a need to identify the requirements of industry and skill people accordingly to eliminate demand-supply mismatch through the adoption of demand driven models, and establishment of inter-industry linkages. Accordingly, the Department of TET&SD has set up district-level, sub-division level, as well as block level teams in order to work at the grass root level to roll out outreach programmes. An integrated effort has been set up from local employers, industry bodies, training providers, local Government bodies including the district administration, GMDICs, and Panchayats to identify the local skill demand, and to train people in need-based skill courses at the source. A cluster level or a specific geography based training programme could help mobilize more people to take up training, as well as would ensure gainful employment of the beneficiaries at the local level post completion of trainings.
2. **Building awareness and creating buzz around the various skilling initiatives by the State Government:** Skilling initiatives can be



only successful if the programmes are made aspirational among local candidates by making them aware about the benefits of enrolling in the different schemes, its certifications and placements opportunities. Accordingly, the State Government has engaged district, sub-division, and block level teams in creating awareness through campaigns in vernacular language through electronic and print medium for maximum reach to target segments. Innovative campaigns have been adopted using the social media to spread awareness about the need for skilling and the Government support provided in this regard. Local industry associations, Panchayats, and NGOs with their grass root level outreach and community connects too would be engaged in mobilizing awareness in remote areas and among socially marginalized and geographically disadvantaged communities of the State. Through the participation in local fairs, mass gatherings, and utilizing the West Bengal Lok Prasar Prakalpa, the State Government has adopted a concerted and combined effort in order to reach out to people at the grass root level.

3. **Counselling students and people to bring about change in perception on skill development programmes:** There has to be a paradigm shift in perception regarding skill development programmes and vocational education and parents and students have to look beyond traditionally preferred jobs to jobs with local or regional level industry demand among MSMEs. With the existing demand for skilled personnel across various emerging sectors, and the Government's impetus on skill development, the need for awareness and right amount of counselling at each level of mobilization and academic set up is required. District teams, Sector Skill Councils (SSCs), NGOs, Training Providers and Institutes such as ITIs would play a significant role in bringing about this change in perception through adequate counselling of candidates before they enroll in skill courses. It would be equally important to engage with the students and candidates to understand their aspiration and aptitude for a particular sector or job role and set the job expectations right. It would not only help in getting right kind of resources for respective roles but also curb on drop-outs during training as well attrition. In this regard, various information kiosks will be set up in major fairs/ Melas in various districts of the State in order to reach out to interested candidates at the grass root level and ensure adequate counselling to understand candidate aspirations and expectations from such programmes.
4. **Creating an ecosystem for self-employed individuals:** Some of the trades in the MSME sector like unorganized retail and handloom handicrafts do not need conventional skilling but support of an ecosystem. The traditional skills are passed on from generation to generation and due to lack of marketability and recognition, these skills run the risk of being lost, since the younger generation do not want to associate themselves with trades which neither give financial stability nor recognition. In this regard, the Department of TET&SD has set up the RPL scheme for such candidates aimed at imparting skill based training to already experienced candidates whose prior experience and skills will be assessed and certified. Such programmes will allow candidates to have better acceptance of their skills and marketability of their products, and hence allow them to command a premium price for their products.



In case of self-employment, the State Government provides post-placement benefits in terms of project linked credit subsidy for individuals and groups through the Swami Vivekananda Swanirbhar Karmasansthan Prakalpa (SVSKP). Under this Scheme the State Government helps out unemployed youths, including members of backward classes, minorities and women, on fulfilment of certain predefined criteria, to start individually or group enterprises with bank finance, and is thus intended to inspire entrepreneurship among the rural youth in the State.

5. **Keeping curriculum updated as per latest industry needs:** It is essential that the skill development initiative is coordinated with demand and supply scenarios across geographies, industries and labor markets so that new skills required by industry or changes in supply of labor are speedily adjusted with adequate and efficient training programs. Under Utkarsh Bangla, skill trainings are provided in tune with the requirement of industry/trade as per National Occupational Standards (NOSs) and Quality Packs (QPs). The right balance of traditional and non-traditional skill sets would be matched at the local level to cater to all interests in the area. From integrating vocational education with the general education in schools to continuously updating the curriculums to incorporate the latest trends are being done continuously to help the students gain relevance in their training process. Trainings are conducted by qualified trainers who are necessarily Training of Trainers (ToT) certified.

6. **Conducting training by empaneled training providers under PBSSD:** All training programmes under PBSSD are conducted by empaneled training providers with pre-verified and approved training centers with adequate infrastructure and equipment as per respective SSC guidelines. Trainings may also be conducted by the cluster SPVs once they have set up adequate skilling infrastructure and are empaneled under PBSSD as authorized training providers. Such skilling may focus wage employment by captive business units under the SPV as well as self-employment of unemployed youth.



7. **Upgrading skilling infrastructure and building industry-academia connect:** Investments are being made into setting up requisite infrastructure at a cluster level with machineries and equipment to give the employees and students the relevant hands-on practical training. Local level infrastructure in terms of sector focused training centers, tool rooms, Centers-of-Excellences (CoEs) etc. are being set up with support from the district administration, industry players, and Government agencies. The industry's involvement at this level will also strengthen the industry-academia connect and can move away from the trend of captive skilling by few industry giants to industry's contribution to skilling initiative at large. Besides this, the industry could also help in offering apprenticeship jobs to the trainees with a stipend so that they can 'earn while they learn'. Industry-academia connect is being sought in skills demand assessment, designing of course curriculum, addressing infrastructure needs, training interventions, and ensuring gainful employment and livelihood opportunities post successful completion of skilling and training.
8. **Increasing focus on soft skills, digital literacy, language, and communication:** Training curriculum needs to include modules on soft skills, basic computer literacy in tandem with latest



industry requirements. Often conventionally skilled workforce lags behind in these areas and loses its potential to get employed even if one is strong in technical skills. Accordingly, under all skill interventions of the State, apart from focus on technical education, attention is also laid on building inter-personal, language and communication skills, enhancing digital literacy and computer proficiency of all candidates.

9. **Ensuring continuous monitoring of all training programmes at the local level:** An active monitoring and tracking mechanism is the key to effective implementation of all skills training and to expedite and scale up skill development efforts. All monitoring are conducted through desktop evaluation, as well as through field evaluation of training centers where trainings are being conducted. The Department of TET&SD has set up a panel of district level of inspecting officials who would periodically visit the training centers to monitor skill development initiatives by the training providers. Field evaluation shall include collecting data through a state-of-the-art mobile app in order to avoid any major discrepancy that might exist.  
PBSSD, in order to churn out the best performing training providers, will categorize the training providers into five categories depending on their performance in different training parameters. Appropriate weightages would be given to the individual parameters and scores shall be calculated for all the training providers. Based on performance, training providers with a higher rating category will be awarded preference at the time of allocation of target in the identified priority sectors in MSMEs in the respective districts.
10. **Developing district level skill information system for skills analysis and demand forecasting:** A central database with information of skilled & certified candidates for various training programs, locations, sectors, trades, competency levels, etc. will be a key enabler to cater to domestic demand. The Department of TET&SD has set up a digital e-governance portal ([www.pbssd.gov.in](http://www.pbssd.gov.in)) for online project management along the entire life-cycle of training programmes. Apart from being a key enabler for online project monitoring, it can assist in providing a complete picture on the execution of the schemes. The data obtained is critical from the point of view of policy making as well monitoring of the schemes. The digital platform also helps provide relevant information of skilled trainees to potential employers. This can form the basis of an employment exchange platform for all skilled trainees.
11. **Encouraging industry to employ certified skilled resources and to pay skill premium:** The industry has been adequately educated about the benefits of a skilled personnel vis-à-vis an unskilled person as training leads to increased productivity among employees. The industry would work closely with the SSCs and also recognize the training done based on NOSs. Once industry participates in the skill building agenda of the State at a grass root level and formalizes employing certified skilled resources trained as per the standard NSQF framework at compensations higher than uncertified resources, society's perceptions on vocational training as a career option will change, leading to higher number of youth opting for a skill based career to meet their aspirations for an improved quality of life. It is to be hereby noted that all candidates under short-term skills under Utkarsh Bangla scheme of the State have to mandatorily undergo assessment and certification done by respective SSCs to be qualified as skilled workers.
12. **Post-placement tracking of candidates:** Support is also required for candidates in ensuring a seamless transition from the training to the industry or self-employment. Training providers regularly track candidates for a period of 12 months or directed otherwise after completion of training by PBSSD. Candidate wise records are maintained digitally in the specified format, regarding mode of tracking, date of tracking, person by whom tracking was done, latest status of the candidate (working / not working, satisfied / unsatisfied with job, wants new job etc.) and remedial measures to be taken. Based on the candidate and industry feedback initiatives are taken to enhance candidate acceptability by the industry as well as to understand candidates' aspirations from the entire skilling programme.

## 6. The Way Forward

In order to sustain the economic expansion that the State has been experiencing in the past seven years, the State's Skill Development Mission will play one of the most significant roles. It will be a catalyst for the success of other initiatives taken by the State Government. For such skill development initiatives to succeed, the Government, private sector, employers, training partners, Sector Skill Councils and the industry will have to work hand in hand and catalyze the skill ecosystem further to achieve the objectives. This must be achieved through not only department level convergences but would also need a convergence of the efforts by all stakeholders at the grass root level.

While the State Government gives a lot of focus on skilling and capacity building, most of initiatives by the Government departments and agencies converge on the common goal of developing a skilled workforce and providing them with wage/ self-employment opportunities. Hence, as far as the accessibility and effectiveness of the vocational training agenda is concerned, all these departments, agencies, and stakeholders need to work collaboratively towards building a self-sustainable skilling ecosystem. Such convergence in skilling initiatives could be in terms of funding, institutional technical expertise, social mobilization, and monitoring and inspection. Accordingly, an administrative setup would be set up that facilitates convergence at the geography, region, or cluster level to ensure that all such efforts taken by the individual stakeholders converge with each other.

Providing quality training, moving towards providing 'On the Job Training (OJT)' facilities, recognizing skill certificates, preference to certified workforce would encourage more and more youth to participate in such skills trainings. Making skill development and vocational training aspirational will ultimately lead towards change in society's perception on vocational training as a career option thereby motivating larger number of youth to take up skill based career for improved quality of life and recognition.

As the State Government is making rapid strides towards making the youth of the State employable with the right skilling, training, and employment opportunities, it is also creating self-employment opportunities with favorable schemes supporting entrepreneurship and self-employment. Along with wage-employment, entrepreneurship would be appreciated and entrepreneurship modules of skilling would be encouraged to increase the possibilities of income generation. With all these progressive reforms taken by the State, unhindered commitment of the Government, and the convergence of all individual efforts by Government agencies and stakeholders towards skilling in the MSME sector, the State is well enroute to become the Skill Capital of the country.



## Index

CFC	Common Facility Center
CoE	Center of Excellence
DIPP	Department of Industrial Policy and Promotion
DPMU	District Project Management Unit
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
IEC	Information, Education, and Communication
ITI	Industrial Training Institute
MSME	Micro, Small, and Medium Enterprise
NOS	National Occupational Standard
NSDC	National Skill Development Corporation
NSQF	National Skill Qualification Framework
OJT	On the Job Training
PBSSD	Paschim Banga Society for Skill Development
QF	Qualification Framework
QP	Quality Pack
RPL	Recognition of Prior Learning
SDPMU	Sub-Divisional Project Management Unit
SSC	Sector Skill Council
TET&SD	Technical Education, Training, and Skill Development
ToT	Training of Trainer
TC	Training Center
TP	Training Provider
VTC	Vocational Training Center
WBSDM	West Bengal Skill Development Mission







Department of Technical Education,  
Training and Skill Development,  
Government of West Bengal