



Road-Map to establish the

INTERNATIONAL MIGRATION CENTRE - KARNATAKA (IMC-K)

Building pathways for Overseas Employment and Global Recognition



PUBLIC AFFAIRS CENTRE
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COMPREHENSIVE REPORT 2017

Road-Map to establish the
International Migration Centre - Karnataka
(IMC-K)

Building pathways for Overseas Employment and Global Recognition

Final Comprehensive Report

Submitted to



Karnataka Vocational Training and Skill Development Corporation Ltd.

and

**Skill Development, Entrepreneurship and Livelihood Department
Government of Karnataka**



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Preface

The future of work is changing in a big way with the adoption of new technologies, demographic changes, increased globalisation and growing environmental concerns. And it is at the inflexion point of such changes that we explore the viability of a proposed International Migration Centre for the state of Karnataka in India.

Of all the changes, the ones in areas of demographic are the most important for India, especially in the short-to-medium term. People may have spoken about the virtues of a 'demographic dividend,' but that has the potential of turning into a 'demographic disaster' if not harnessed properly. Providing jobs and meaningful ones at that, to India's teeming millions, remains a huge challenge.

According to credit rating agency CRISIL, *around 18 million people enter the workforce every year in India*. The number of jobs created however, is far less. Between 2011-12 and 2015-16, India created 3.65 million jobs a year. The International Labour Organisation's (ILO) World Employment and Social Outlook 2017, estimates that Indian unemployment rate will remain at 3.4 % in 2017-18. The NITI Aayog, however, has argued that *underemployment and not unemployment is India's problem*. "Contrary to some assertions that India's growth has been 'jobless', the Employment Unemployment Surveys (EUS) of the National Sample Survey Office (NSSO) have consistently reported low and stable rates continued unemployment for over more than three decades. "Indeed, unemployment is the lesser of India's problems. The more serious problem, instead, is severe underemployment", the Niti Aayog said in the Three-Year Action Agenda for 2017-18 to 2019-20.

It is natural, then, that with the demographic and migration transitions that are taking place simultaneously, many Indians with the capacity and the willingness to migrate overseas work, will do so. This not only eases pressure on the domestic markets but also provides a boost to the economy with remittances, technology transfer and most importantly through the exchange of *skills*.

Karnataka, at the moment is not amongst the top-ten sending states of low-skilled workers from India (Government of India data). However, Karnataka enjoys the advantage of a fairly large and successful Diaspora especially in the IT, healthcare and hospitality sectors. Karnataka not just has strong connects with the Diaspora, it has excellent educational and skilling infrastructure, and a government that is willing to invest in skill development institutions.

The NRI policy of Karnataka released at the Pravasi Bhartiya Divas of 2017 in Bengaluru, Karnataka, serve as the bedrock for setting up the proposed '**International Migration Centre - Karnataka (IMC-K)**' under the Government of Karnataka.

The PAC wishes to place on record its gratitude to all those stakeholders and government agencies who gave their valuable inputs to the creation of this report (a detailed list is attached as an Annexure I). The open ended questionnaires which were used to speak to the stakeholders have been shared (Annexure II).

1. Executive Summary

This report is intended to provide a road map to the government of Karnataka to establish an institutional framework for an **Overseas Employment Pathway (OEP)** that can over the medium to long term enable skilled and trained women and men from the state to access overseas employment opportunities. Globalisation and technological innovation are combining with powerful demographic transitions to accelerate the rate of change in the international labour market. These changes also open up several opportunities that Karnataka should benefit from.

In essence, for policy planning and programme design the state should consider the following factors:

1. Articulate a coherent policy framework, establish a cohesive (vertical and horizontal) administrative apparatus and undertake coordinated modes of engagement that incorporate the following facts:

(a) Significant overseas employment opportunities are emerging for skilled and trained workers in select states of Europe, Canada, and the Far East, especially Japan. The GCC countries will continue to provide opportunities for low skilled workers.

(b) The bulk of the opportunities in the Northern Hemisphere will be in health care, hospitality, manufacturing (particularly tool and die making) information technology (data analytics), agriculture and dairying, and construction sectors.

(c) While the strong demand for ‘high skilled’ professionals will continue, there will be considerable demand for ‘brown collar’ jobs, that require middle-skills (as opposed to blue collared), including technicians in these sectors.

2. The state government should initiate structured and sustained institutional engagement for the OEP as well as build partnerships with other major stake holders in the process that must comprise:

(a) Undertaking a ‘**Karnataka Migration Survey**’ to garner primary data on the competitive advantages of the state; identify the strategic geographies and the strategic sectors that will constitute the basis for the OEP. The survey will help analyse the current pattern of and the future potential for employment overseas - how many people are migrating from Karnataka, in what sectors and to which destinations; what occupations are they migrating for, and what occupations should be the focus in the near future; and to which geographies; and finally, what is their rate of return?

(b) A focused medium to long term plan to build a relationship with overseas employers, recruiters and industry bodies and position Karnataka as a competitive source of trained, skilled and disciplined work force.

(c) Enabling an effective regulatory framework including for monitoring and oversight of the emigration clearance, contracting and the performance of recruiting agencies.

3. Make Karnataka the preferred state of origin for skilled and trained workers. This will however require significant enhancement in state competitiveness, skill levels of the work force and a progressive migration praxis framework by:

(a) Positioning the Karnataka IMC-K as an enabler of competitive and innovative economic growth and not just as an agency for employment.

(b) Skills training, independent testing and certification by an accredited body will be a key component for mutual recognition of skills, and will be central to the OEP.

(c) Emphasis is increasingly being laid on language training and work experience. These will have to be part of the OEP.

This comprehensive report defines the status of international migration and its future from India as well as the potential of overseas employment from Karnataka. The report also explores the close link between migration and development and how the two influence each other. It delineates the challenges that we are faced with at the moment; the slowdown in Gulf markets, the damaging effects of excessive regulation, the inability to effectively use markets, and other issues relating to the absence of standards for skills and the need for planning for the medium to long term.

The report also lists best practices on international migration from the states of Andhra Pradesh, Kerala, Telangana and Punjab. It lists the best practices of effective migration management from the Philippines and Sri Lanka, both countries that have placed the overseas worker at the heart of their policies.

The report includes a ‘supply side analysis’ of Karnataka. A demographic analysis of the percentage of existing skilled workers in Karnataka to estimate how many migrants are able and willing to migrate overseas as economic migrants, has been attempted. A broad assessment of the Global scenario has also been attempted - which are the countries that will have the highest labour shortages and skill gaps? How Karnataka can diversify its destination base has been discussed.

The e-migrate project of the Government of India has been discussed in detail. The international skilling programme, the ‘Pravasi Kaushal Vikas Yojana’, currently in its pilot stage, is being implemented through different centres across India. The scope of work of the centres includes the upgradation of existing skills to international standards and providing pre-departure orientation and basic language skills to intending migrants. The Overseas Indian Affairs department (Ministry of External Affairs) and the Ministry of Skill Development and Entrepreneurship are implementing this project and details of this project have been provided.

The next section deals with how existing institutions may be utilised to achieve the objective of setting up an IMC-K. An institutional framework that addresses the entire migration cycle of the intending migrant worker has been suggested and this includes institutional arrangements necessary from pre-decision to post-return for migrant workers.

In order to operationalise the IMC-K, the report lists out details of the proposed organisation including issues of HR, finance, and short-term and long-term strategies. We offer some recommendations that the Government of Karnataka can implement to make the IMC-K approach overseas employment holistic.

Finally, the report ends with the suggestion of a pilot project with the support of existing partners and funds (**Annexure IX**).



INTRODUCTION

IMC-K



2. Introduction

a. The future of migration

International migration has acquired a sense of urgency in India in recent years. Emigration flows are growing in volumes, the composition of the emigrants is composite and complex, there is a steady feminization of emigration and migration is becoming increasingly political influencing important changes in the manner in which migrants are perceived, received, and the circumstances under which they live and work. The migration pathways are changing within the country and the *effects of emigration are impacting states differently*. For some states, migration has contributed and continues to contribute to important goals such as economic development, social dynamism and cultural diversity. For others, the sense of urgency comes from questions on how to adjust to new migratory situations and develop effective policy responses to emerging challenges. For Karnataka, this is an opportunity to leverage its substantial leadership in science and technology to foster an effective and innovative Overseas Employment Pathway (OEP) for skilled workers of all levels – high, middle and low.

The global economic slowdown following the financial crisis of 2008, the current Euro zone crisis and the consequent populist rhetoric pose serious challenges to the transnational movement of people. The global economic downturn has highlighted the vulnerability of migrants and their families as well as pointed to the importance of the preparedness of countries of origin to cope with large scale return of migrants, as a result of crisis. *Though the global slowdown has reduced the emigration flows, this can only be a temporary dip both in India as well as in the rest of the world*. Evidence is growing that freer mobility of people across borders will be the next frontier of globalization. The demand for a young trained and skilled work force to fill the large structural shortages of workers and skill sets across the developed world is set to grow. Karnataka needs to set in motion the steps necessary to take best advantage of the emerging opportunities. Currently, the state ranks low on the overseas employment map in the numbers of low and middle skill workers who emigrate. This would suggest that overseas employment and migration management has not been a strategic goal and the state's collective capacity to govern migration is not keeping pace with global developments and opportunities. This is also the case with India. India, though important in the global governance of migration, simply because of the weight of numbers, is currently operating well below its potential. India is punching well below its weight in its global engagement on migration and is falling short of meeting its strategic goals in the political economy of migration.

India as a major country of origin, transit and destination is a major player in international migration. Consequently, what we do as a country, on migration and development will doubtless have implications for a large population over time and space. International Migration is of more than strategic importance to India as much as the world and cannot be left to uninformed debate or ad-hoc and fragmented interventions. India's engagement with the world and its future in international trade, business and industry as well as its sphere of influence is in some ways connected with how it manages international migration – both flows and stocks. Taken together this underlines the importance of good migration policy, strategy and choice of bilateral and multilateral instruments of engagement. The challenge in the governance of migration that India faces is to articulate a coherent policy framework, establish a cohesive administrative apparatus and undertake coordinated modes of engagement. The time is at hand to: build a coordinated policy framework that provides coherence on a government wide basis - *horizontal and vertical*; develop institutional capacities for migration governance; enhance the quality of interventions to maximize the development impact of migration for the migrants, their families and the community and take a strategic medium to long term perspective to best serve India's interests as a rapidly

growing economic power. These policy objectives must circumscribe Karnataka's initiative to establish a strong OEP for the trained and skilled women and men who have the willingness and the ability to migrate.

While it is difficult to anticipate the future, the objective conditions of development in the country would suggest that the next decade and a half (till 2030) will see more emigration from India. In the past decade 2003-12, close to six million people were granted emigration clearance to the Gulf. Although these numbers have dipped in recent years, the emigration flows over the past decade have more than doubled and this growth trend will likely accelerate in the next ten years spurred by sustained economic and social changes, rapid urbanization, better transportation and communication, and the strong Indo-Gulf migration networks. To understand the principal drivers for emigration from India, it is necessary to go beyond the 'push-pull' factors. As economic growth in some of the poorer districts of North Karnataka gains pace, it will provide people with the resources and the ability. In these districts, the high fertility rates will result in large cohorts of a young working age population more likely to pursue their dreams overseas. With significantly higher outflows of emigrants from new and non-traditional districts, Karnataka will need to review its approach to migration management and infuse a strategic medium to long term perspective. The assumption that this is a central subject and ought to be handled only by the government of India is no longer valid. It will be necessary for the state government to engage as well as build partnerships with other major stake holders in the process. India is getting increasingly integrated with the global economy and two features of this process: The progressive opening of the Indian economy to global economic flows and the growing transnationalism of the Indian diaspora will also accelerate migration in the future. This will require a more coordinated approach to deal with the movement not just of goods and capital but people as well.

India is on the threshold of a transformation that will see two processes unfolding in tandem over the next two decades – demographic transition and economic transition – that can be expected to result in a growing supply of potential migrants. 'Migration and development are functionally and reciprocally connected processes' (de Hass, 2007)¹. By 2025, India will become the world's youngest nation with the largest workforce projected at over 832 million in the working age group (18 – 59) as compared to 658 million today (Census, 2011). This experience of the first stage of the migration transition is causing a youth bulge in many districts of Karnataka, notably, the Hyderabad-Karnataka region. Several factors will converge at that time influencing who will migrate, why and where: intra-state inequality and income disparities; rural displacement and urbanization; rising education standards and the rapid economic growth of the less developed districts. More people amongst the aspiring population will be willing to take the risks and meet the costs of international migration, though the poorest people will not migrate because they lack the resources, education or the networks. The most dramatic increases in emigration are occurring as economic growth in the poorer regions is resulting in higher incomes, demographic changes and better education and skills. We are already beginning to see a surge in numbers from the north and the east. Higher literacy rates (74 percent for the 7+ age group) and growing urbanization (31 percent of the population) as per the census data 2011 reinforce this argument. In fact, three cities in India – Mumbai, Delhi and Kolkata – will rank amongst the ten largest cities in the world with a projected combined population of 70 million people by 2025 UN, 2007)². As more children in India complete secondary

¹ Hein de Hass, 2007, 'Turning the Tide? Why development will not stop migration', *Development and Change* 38(5): 819-841, p.832

² United Nations, Department of Economic and Social Affairs, 2008, *World Urbanisation Prospects: the 2007 Revision*.

education, the demand for tertiary education is growing. Student mobility – Indian students seeking tertiary education overseas – is emerging as a major emigration pathway. Thus the composition and the points of origin of emigration are changing dramatically in India presenting many challenges in managing migration.

Meanwhile, the countries in the developed world are going through the second stage of demographic transition causing population decline and population ageing. As against the replacement fertility rate of 2.1, Europe for instance has a fertility rate of 1.5 at present while countries like Japan and Korea have fertility rates below 1.3. The economic consequence of these demographic changes is reflected in the higher dependency ratio - In Europe at the beginning of this century it was 49 and is projected to grow to 71 by 2050 (UN, 2009)³. Population ageing is exacerbated by the rising costs of care for the elderly. This has placed considerable fiscal stress on the social welfare system of the countries in the developed world. While several solutions – extending the retirement age, encouraging women to work, increasing taxes and reducing benefits – have been attempted, there is recognition that the population decline and the labour and skill shortages arising are structural and not cyclical. The problem was serious enough for the United Nations in a report in the year 2000 to note that *‘only international migration could be instrumental in addressing population decline and population ageing in the short to medium term’* (UN, 2000)⁴. While technological progress and the march of automation are creating demand for highly skilled workers, most countries in the global north are already experiencing a visible contraction in the local supply of low skilled workers, especially in sectors where the jobs cannot be outsourced, off-shored or by definition have to be performed on-site. The occupations with the fastest predicted growth over the next decade include: home care givers, nursing assistants, ward orderlies, medical assistants and housemaids (National Research Council, 2008)⁵. All of these changes present opportunities for Karnataka to position itself as the preferred state of origin for skilled and trained workers. This will however require significant enhancement in Karnataka’s competitiveness, the skill levels of its work force and a progressive migration praxis framework.

³ United Nations, 2009, Population Prospects: The 2008 Revision.

⁴ United Nations, 2000, ‘Replacement Migration: Is it a solution to declining and ageing populations?’

⁵ National Research Council, 2008, Research on Future Skill Demands: A workshop summary, The National Academies Press.

Global Migration: context for India's participation

India exemplifies the strengths of a large, tolerant, secular, live democracy with a pluralistic society in which people of different faiths, languages, ethnicities and political persuasions co-exist and thrive. Indeed, this milieu is the 'sine qua non' of any society that can create conditions for positive migratory movements and labour mobility for the benefit of all. This places India in a position to help contribute in the international community's efforts to develop an appropriate world migration strategy. In preparing for the future of migration, it is necessary that India articulates a world view on migration. This is important because India is increasingly seen as an influential emerging economy. In November 2013, the OECD's global economic outlook report suggested that India might now be the third largest economy of the world ahead of Japan, and after the United States and China. The report also projected that China would remain the fastest growing economy till 2020 after which India might well surpass China. India is widely recognised as a knowledge economy and from a migration perspective has decided advantages of being: an open society, democratic, secular, English speaking and with a strong pool of skilled and trained human resources. India's experience as a major country of origin, transit and destination in the southern hemisphere places us in a unique position. The scale and spread of the Indian experience in *Migration* as well as *Development* and the intimate interplay of these two complex processes is matchless. While we have an estimated overseas Indian workforce of over five million, what is less known is that India with its rapidly growing economy and its pluralistic society is also host to millions of migrants. The 'India Migration' experience demonstrates in its size, spread and depth and across time and space that migration is integral to society. Thus India is well positioned to contribute to the global discourse on migration. To be able to influence the pace and the direction of global migration policy India should first take a medium to long term view of migration. It should unequivocally articulate a long-term vision of liberalized movement of people across borders as a natural corollary to the transnational movement of goods and capital.

The global migration agenda is increasingly focusing on developing a global compact on migration that will best help the international labour market to fill the structural labour shortages and source the required skills required to maintain global economic growth rates. This approach tries to integrate some broad principles: extending transnational rights, including portable social security, on the principle of national treatment; access to safety and security, healthcare, education and other civic amenities on the basis of residence and not citizenship; advancing the protection and welfare of migrants and their families on the principle of non-discrimination; widening the avenues for legal migration while at the same time fighting xenophobia and migrant abuse; and improving the knowledge base on migration through more research and better data collection. Especially from the perspective of the future migration patterns likely to emerge in the country, Karnataka must focus on these key elements in its approach and advance a minimum set of initiatives: reducing the costs of migration and remittances; ethical recruitment, standardization of employment contracts and more rigorous contract enforcement; ensuring mutual recognition of qualifications based on standardized curricula, training, testing and independent certification for skills; widening the avenues for legal migration, combating irregular migration and the voluntary return in safety and dignity, and sustainable reintegration of unauthorized migrants; and fostering empirical research in and building better data bases on international migration.

As we prepare for India's migration future we must recognize that there are also some trends that signify important departures from earlier patterns and processes and hence pose challenges.

First, the numbers of women migrants from India are growing and a significant proportion today emigrate independently as primary economic migrants. Gender based labour market

segmentation is pushing them to the margins of the services, health and hospitality sectors resulting in operational issues relating to their safety, protection and welfare. We discuss in the last section how the Government of Karnataka can work on a pilot project that encourages fostering entrepreneurship amongst these women.

Second, the diversity of the states of origin is widening. While there is a deceleration in the rate of growth of migration from the traditional states owing to demography and development it is significant that new, populous and relatively backward states are emerging as important states of origin. These are states with weaker institutional apparatus for migration management and will face considerable challenges to cope with the growing numbers of emigrant workers.

Third, given the geo-political security environment, irregular migration is a matter of growing concern with social and security ramifications that are well beyond mere law enforcement. This has resulted in the growing securitization of migration. Concerns about human smuggling, trafficking and the presence of unscrupulous transnational intermediary cartels are legitimate and highlight the importance of international cooperation. However, the fact that migrants and their families are often subjected to exploitation, discrimination and prejudice is sometimes lost sight of.

India does not have a clearly articulated migration policy, at least not embedded in the development policy (five-year plans, for instance). The first principle to enhance India's capacity for migration governance is to engineer a paradigm shift in the roles and responsibilities of the principal actors engaged in the process. Karnataka has the opportunity to rethink the role of the state and implement a migration praxis framework that marshals the capacities of local governments, the private sector and civil society to position the state as an important migration hub in the South Asia that is based on best practice standards, serve as a pointer to many other states, and can well become the model for the future of overseas employment in the world.

Moving forward, temporary migration will gain prominence. This will be driven by the global search for talent by corporations as well as by the newer modes of production and the transnational supply chains. Despite the potential benefits of liberalizing the temporary movement of natural persons under GATS Mode 4 (General Agreement on Trade in Services), countries have made relatively limited commitments under Mode 4, largely as a result of problems presented by substantial incoherence between trade and migration regimes (both within and between countries). Mode 4 concepts and definitions are often not found in domestic migration regulatory frameworks, and are not uniformly defined at the national level. The absence of coherence in policy goals and lack of coordinated action has often meant fragmented responses. The need for minimum policy harmonisation to foster International cooperation amongst countries of origin and destination on the one hand and greater policy coherence amongst various departments of governments is central to enhancing our ability to manage migration better. Not least, to bridge the growing divide between increasingly restrictive and protectionist policies and the economy wide needs of industry across the globe for talented, young, trained and skilled people. It is important to understand the temporary movement of natural persons to ensure that independent service providers from Karnataka – teachers, architects, engineers, and health care workers – are able to make use of overseas opportunities.

The challenges in managing migration effectively at the national level include finding and maintaining a balance between measures addressing various migration related issues, without creating improvement in one sphere to the detriment of another. Identifying essential component parts of an overseas employment policy is the first important step in the development of a strategy for a robust OEP for Karnataka. Should any or all migration

policy issues be considered within a comprehensive state policy approach? Are some elements more important than others? Should the elements be common to all districts or should the state develop packages based on local priorities? Any discussion on elements of a managed migration approach would need to take into consideration both what constitutes a comprehensive set of elements, and who the partners required to implement these elements are. There is need for empirical and analytical work to develop a coherent, coordinated and strategic framework that will maximize the institutional multiplier effect on overseas employment on an economy-wide basis. There is also a need to examine the role of key stakeholders, in particular governments, the media, worker associations, international organizations, civil society, as well as migrant associations and migrants, and the ways in which these stakeholders can influence and shape the overseas employment process and enable the IMC-K to evaluate policy and programme options from time to time.

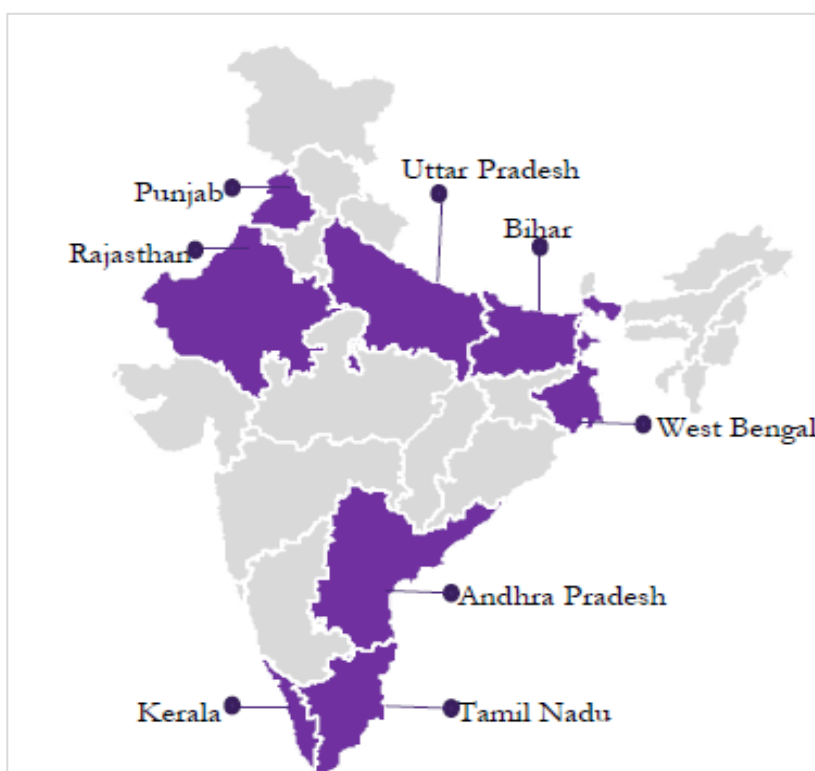
b. India, Karnataka and the World

There is enough evidence to suggest that migrant workers compliment the jobs of locals, increase the productivity of the economy by addressing labour shortages and skill gaps and enhance the ability of the economy to create more jobs directly and indirectly through entrepreneurship and innovation. However, the movement of people is fraught with difficulties in addition to those of visa regulations and difficult immigration policies. Skill mismatches, lack of standardization of skills and difficulties in mutual recognition of skills and training result in what is being described as ‘brain-waste’.

Advisedly responding to these opportunities and challenges, the Government of Karnataka has set up a new department of Skill Development, Entrepreneurship and Livelihood that has proposed to set up an ‘International Migration Centre - (IMC-K), a one-stop centre for all matters related to overseas employment of intending international migrants from Karnataka. It will attempt harmonisation of vocational skills and training offered in Karnataka with international standards through partnerships with multiple stakeholders, offer bridge training to skilled migrants in Karnataka to match international standards through its training partners, serve as a counselling and information centre for socio-economic opportunity overseas, provide pre-departure orientation and provide post-departure services such as reducing costs of remittances and on return, assist in reintegration and creating an ecosystem where the skills of returnees can be effectively utilized.

In effect, the Karnataka IMC-K will be positioned as an institutional enabler of economic growth and not just as an agency for overseas employment.

The following table shows the major sending states from India. In recent years, the states of Uttar Pradesh and Bihar have become the highest migrant-sending states (corresponding to the demography of these states- high fertility, younger populations).



Emigration Clearance: State-wise during 2011-2016 (until September, 2016)

Emigrant Clearances Issued - by State (Domicile)

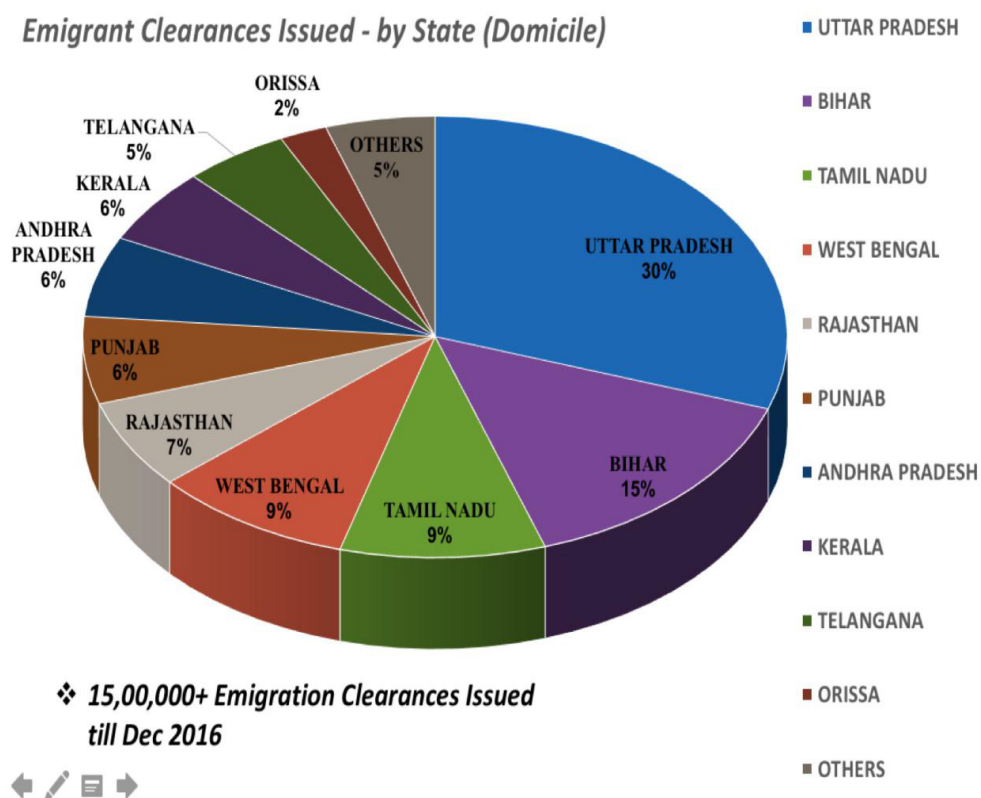


Figure 1: Emigration clearance issued by state (Domicile)

Sl. No.	State	2011	2012	2013	2014	2015	2016 (up to 30.09.2016)
1.	Andhra Pradesh	43612	50358	61213	53104	45232	21562
2.	Bihar	72275	83967	96868	98733	107285	60574
3.	Kerala	88040	98131	86134	66050	43133	20430
4.	Odisha	7290	7490	10635	13049	15257	9126
5.	Punjab	33010	37539	48697	48433	46491	24480
6.	Rajasthan	43192	50232	51176	48129	45998	27282
7.	Tamil Nadu	69473	78157	83385	83201	73016	33530
8.	Telangana*					36312	20029
9.	Uttar Pradesh	158314	191138	217849	229441	236495	120842
10.	West Bengal	30192	36948	41898	51568	64205	43230
Total		545,398	633,960	697,855	691,708	713,424	381085

Table 1: State wise emigration clearance

Source: Protector General of Emigrants, Government of India, 2016

Top 10 job categories – National Figures

During the years 2011 to 2016 (up to 30.09.2016), maximum emigration clearance were granted to these categories of Workers

Sl. No.	Category	2012	2013	2014	2015	2016 (upto 30.09.2016)
1.	Driver	158262	182938	165024	138823	43984
2.	Mason	75488	106334	91323	99969	50322
3.	Carpenter	24004	23236	29839	80942	40156
4.	Labour	17359	12108	14724	44572	83502
5.	Steel worker	8978	19361	27468	36070	12519
6.	Electrician	16274	28565	26531	30535	17427
7.	Plumber	19302	21025	23787	28380	8262
8.	Welder	21015	21794	19749	23165	11315
9.	Cook	13975	27695	24231	16387	5720
10.	Housemaid	17022	16717	12138	557	348
	Others	374647	359928	327926	282682	146463
Total		746326	819701	762740	782082	420018

Table 2: Category of workers with maximum emigration clearance

Source: Protector General of Emigrants, Government of India, 2016

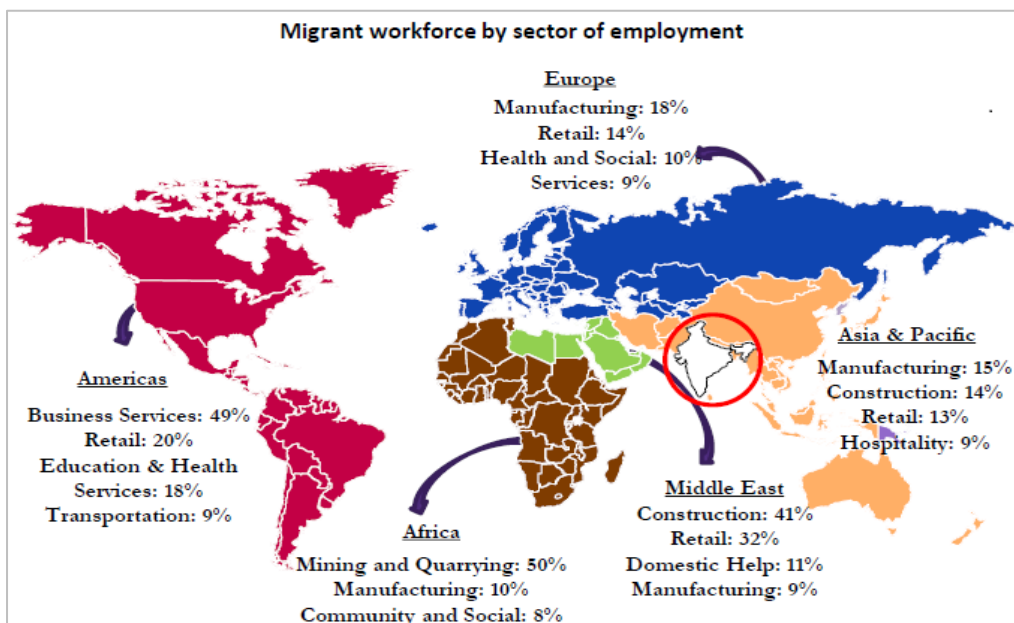


Figure 2: Migrant workforce by sector and employment

However, it must be remembered that these are official figures that only reflect the migrants in the ECR category⁶. There may be a large number of migrants from Karnataka already who may be migrating either from other states or in the ECNR category, since Karnataka does not have a Protector of Emigrants (POE) office. The movement of migrants in the ECNR category is not tracked and therefore, these figures can only be estimated.

The Kerala Migration Survey has been an effective tool in understanding, analyzing and predicting the number of migrants from Kerala. This survey has roughly been conducted every three years with the support of the Government of Kerala. It is also being replicated in other states (Tamil Nadu, Uttar Pradesh, and Goa). *Karnataka must also undertake a similar survey in order to analyse how many people are migrating from Kerala and to which destinations; what occupations are they migrating for; to which geographies; and finally, what is their rate of return?*

Some suggestions* that have been offered by the Government of India for state governments:

- Setting up a State nodal agency to deal with emigrants' issues including Job portal for Overseas Employment.
- Setting up of State Govt. Recruitment Agency with branches in labour sending Districts.
- Setting up of State Training/ skill developing agencies.
- Action against illegal agents to be taken promptly as "law and order" a State subject.
- State Governments to ensure that no illegal agents are operating in their territory. Single window registration of emigrant related complaints in Police Stations
- State Governments to take measures to prevent publishing of misleading /fake advertisements on emigration by advisory to local Print/Electronic Media.
- Pre-departure Orientation Training to intending emigrants
- The State Governments to launch a web-portal with:
Complete information online, on safe emigration, through Registered Recruitment Agents (RAs) in the State, with complete address & e-mail etc.
- Portal to facilitate prospective emigrants where to obtain skill training / up gradation / certification.
- Dos and Don'ts for prospective emigrants.
- Guidelines for release of advertisements for Overseas Employment.
- Provide online registering of complaints /grievances by the persons belonging to their States
- Display complete details of a Nodal Officer for the respective State(s) who will examine and resolve all such complaints of emigrants/intending emigrants.

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*Source: These points were noted from a presentation made at the Ministry of External Affairs, GoI to officials of the state governments on 2nd of December, 2016. Also, the PGE has presented these during meetings with the Industry Bodies, such as FICCI. This is generic advice for all states and many of these suggestions have also been a part of the 'Videsh Sampark' series.

⁶ The Emigration Act of 1983 is the legal instrument for emigration from India. It divides emigrating citizens into those who require 'Emigration Clearance' (ECR) and those who do not (ECNR). Indian citizens who have not passed their Grade X exams have to undergo a regulatory system under the office of the Protector General of Emigrants (PGE) that issues clearances for travel for international employment for these citizens. The Government of India has further identified a list of 17 countries which mandatorily require emigration clearance if the citizen is listed under the ECR category.

c. Emigration data from Karnataka

State-wise Number of Workers Granted Emigration Clearance/ECNR Endorsement in India												
2014			2015			2016			upto August 2017			
1	Uttar Pradesh	229,436	1	Uttar Pradesh	236,495	1	Uttar Pradesh	143,709	1	Uttar Pradesh	57,463	
2	Bihar	98,733	2	Bihar	107,285	2	Bihar	76,347	2	Bihar	45,856	
3	Tamil Nadu	83,201	3	Tamil Nadu	73,016	3	West Bengal	53,310	3	Tamil Nadu	25,663	
4	Kerala	66,050	4	West Bengal	64,205	4	Tamil Nadu	42,500	4	West Bengal	25,195	
5	Andhra Pradesh	53,101	5	Punjab	46,491	5	Rajasthan	35,163	5	Rajasthan	21,669	
6	West Bengal	51,568	6	Rajasthan	45,998	6	Punjab	31,855	6	Punjab	18,216	
7	Punjab	48,432	7	Andhra Pradesh	45,232	7	Andhra Pradesh	27,005	7	Telangana	12,216	
8	Rajasthan	48,128	8	Kerala	43,133	8	Kerala	25,155	8	Kerala	11,809	
9	Telangana	38,518	9	Telangana	36,312	9	Telangana	25,079	9	Andhra Pradesh	11,653	
10	Maharashtra	19,108	10	Maharashtra	15,262	10	Odisha	12,313	10	Odisha	7,198	
11	Karnataka	15,053	11	Odisha	15,257	11	Maharashtra	10,431	11	Maharashtra	5,140	
			12	Karnataka	11,921	12	Karnataka	6,454	12	Karnataka	3,308	

Table 3: State wise number of workers granted emigration clearance /ECNR Endorsement

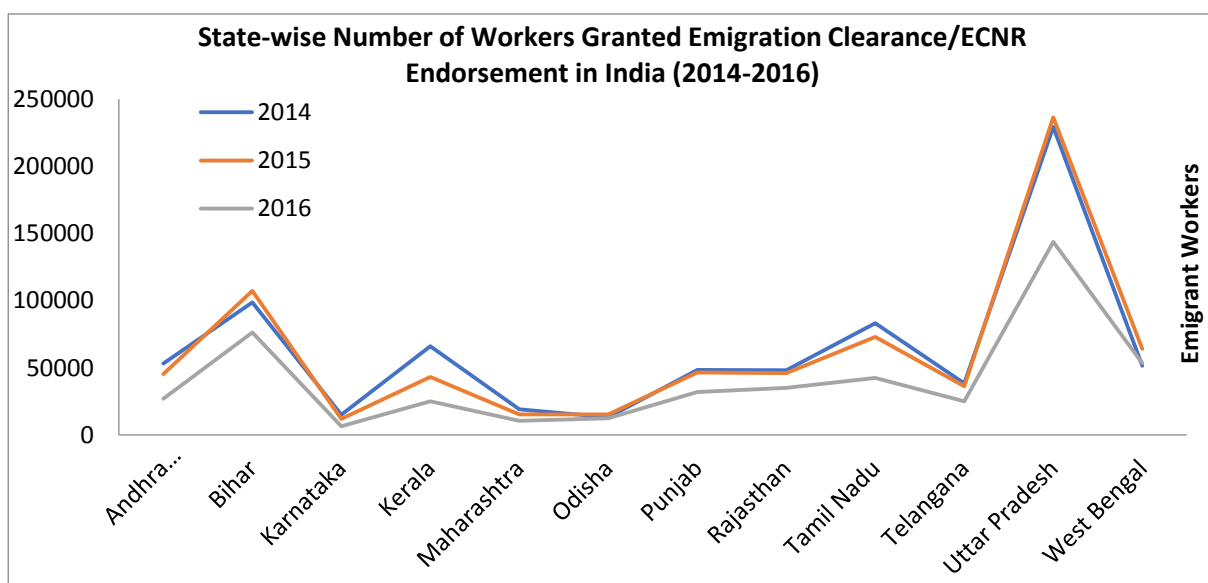


Figure 3: State-wise Number of Workers Granted Emigration Clearance/ECNR Endorsement in India (2014-2016)

Source: Ministry of External Affairs, Overseas Employment Division, Govt. of India.

The above figure (figure 3) gives an overview state-wise number of workers granted emigration clearance/ECNR Endorsement in India (2014-2016). The states of Uttar Pradesh and Bihar are consistently the highest source states of emigrant labour from India. Karnataka consistently ranks as the 11th highest state sending emigrant labour (2014-15053 emigrant workers, 2015-11921 emigrant workers, 2016-6454 emigrant workers).

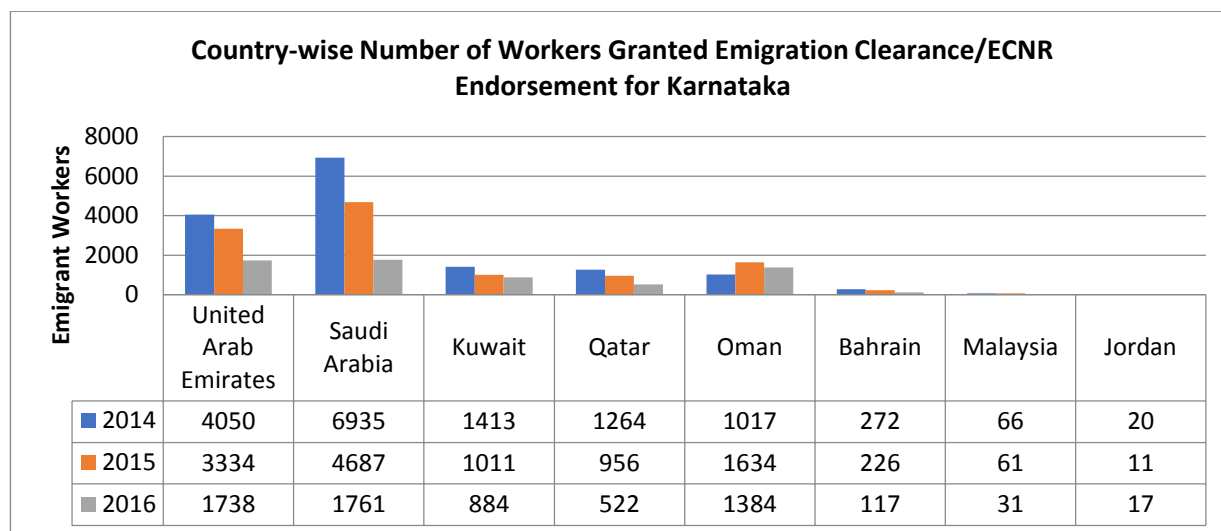


Figure 4:Country-wise Number of Workers Granted Emigration Clearance/ECNR Endorsement for Karnataka
Source: Ministry of External Affairs, Overseas Employment Division, Govt. of India.

The above figure (figure 4) gives a country-wise number of workers granted emigration clearance/ECNR Endorsement for Karnataka for 3 years (2014, 2015 and 2016). UAE and Saudi Arabia continue to be largest countries of destination for emigrant workers from Karnataka.

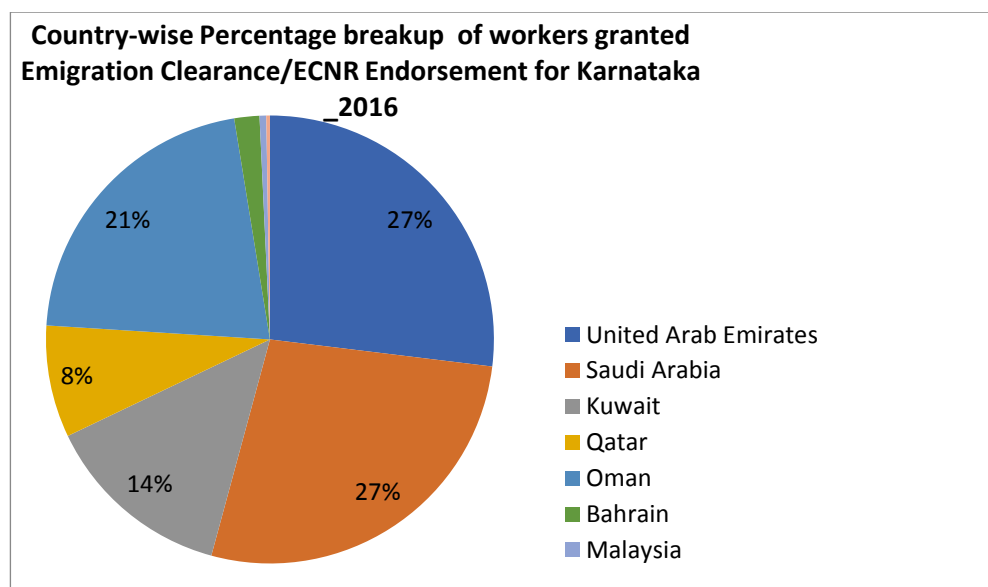


Figure 5:Country-wise Percentage breakup of workers granted Emigration Clearance/ECNR Endorsement for Karnataka

Source: Ministry of External Affairs, Overseas Employment Division, Govt. of India.

Figure 5 gives the country-wise percentage breakup of workers granted emigration clearance/ECNR Endorsement for Karnataka in 2016. Nearly 54 per cent of the emigrant workers went to UAE and Saudi Arabia Followed by 21 per cent and 14 per cent to Oman and Kuwait.

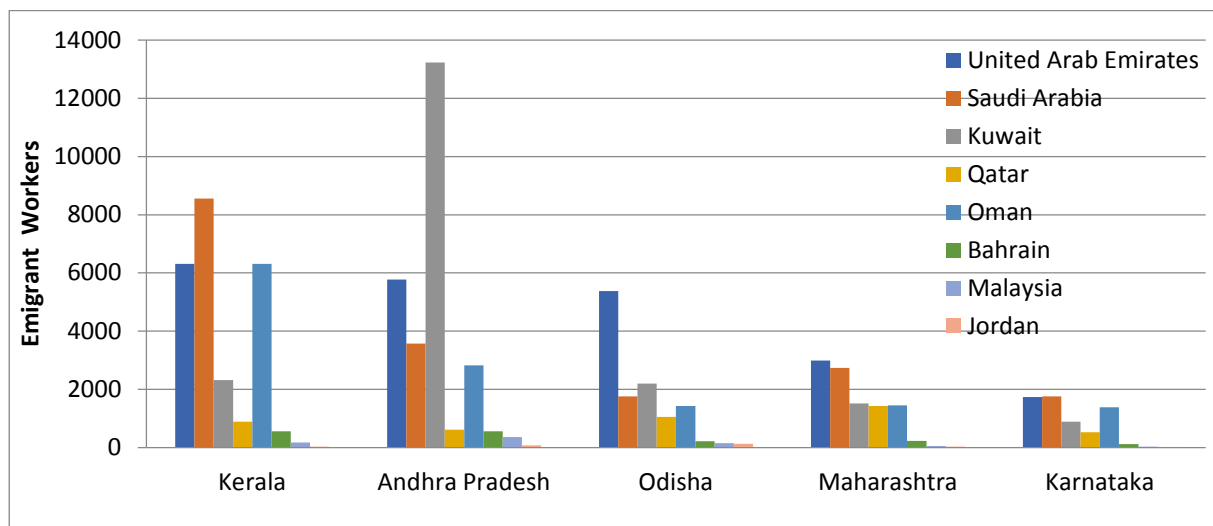


Figure 6: State/Selected Country-wise Number of Workers Granted Emigration Clearance/ECNR Endorsement in India - 2016 (5 states above Karnataka)

Source: Ministry of External Affairs, Overseas Employment Division, Govt. of India.

Figure 6 gives the details of 5 states ranked above Karnataka granted emigration clearance/ECNR Endorsement in India in the year 2016. This is to facilitate comparison between these states. In 2016, Maharashtra sent a total of 10,430 workers abroad of which 30 per cent were sent to UAE. While Odisha sent a total of 12,331 workers abroad of which 60 per cent were sent to UAE and Kuwait.

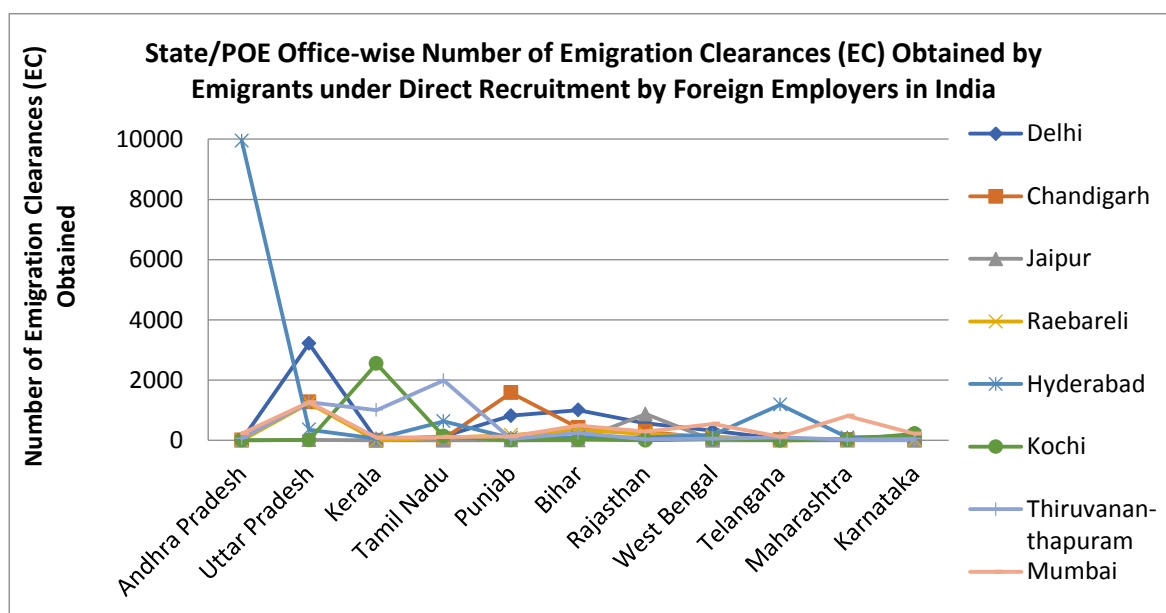


Figure 7: State/POE Office-wise Number of Emigration Clearances (EC) Obtained by Emigrants under Direct Recruitment by Foreign Employers in India

Source: Ministry of External Affairs, Overseas Employment Division, Govt. of India.

State/POE Office-wise Number of Emigration Clearances (EC) Obtained by Emigrants under Direct Recruitment by Foreign Employers in India										
2016										
	States/UTs	Delhi	Chandigarh	Jaipur	Raebareli	Hyderabad	Kochi	Thiruvananthapuram	Mumbai	Total
1	India	6750	3980	916	2358	13105	3047	5007	5370	41,916
2	Andhra Pradesh	19	11	1	5	9942	7	63	230	10,285
3	Uttar Pradesh	3214	1270	14	1237	354	13	1270	1263	8,646
4	Kerala	13	1	0	2	61	2547	1003	85	3,714
5	Tamil Nadu	133	51	0	88	633	133	1991	113	3,553
6	Punjab	817	1579	7	175	82	7	46	130	2,845
7	Bihar	1003	420	5	342	101	22	244	491	2,683
8	Rajasthan	564	291	874	216	101	2	38	292	2,378
9	West Bengal	318	65	3	130	181	40	59	546	2,051
10	Telangana	41	15	0	3	1184	3	95	118	1,460
11	Maharashtra	31	18	0	9	94	21	21	812	1,009
12	Karnataka	29	10	0	15	140	217	49	220	707

Table 4: State/POE Office-Wise Number of Emigration Clearance (EC) obtained by emigrants under direct recruitment by foreign employers in India

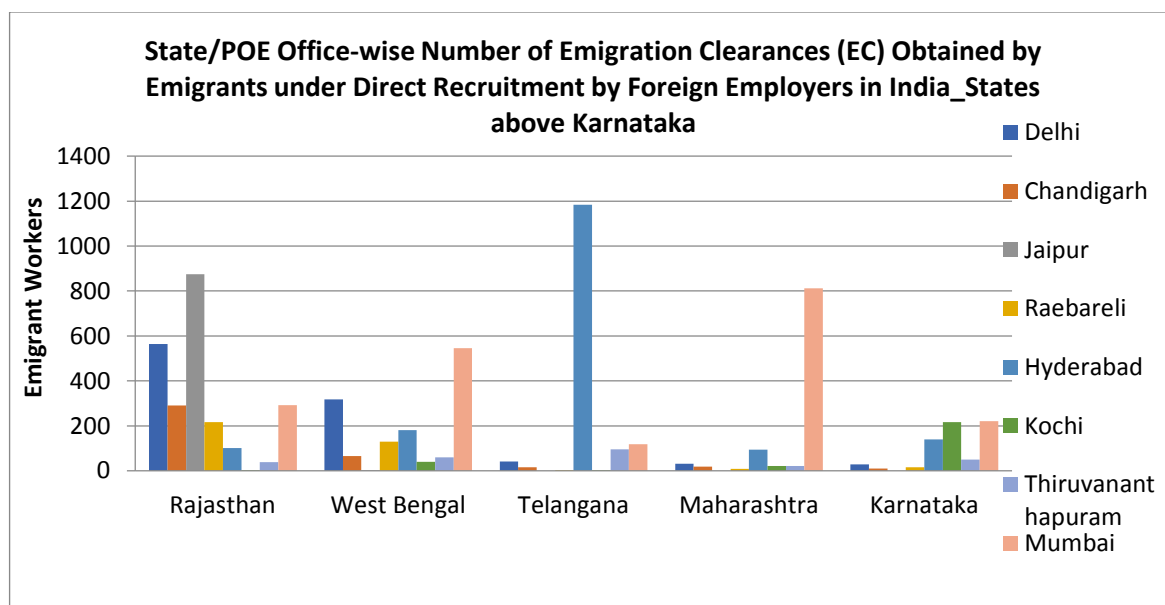


Figure 8: State/POE Office-wise Number of Emigration Clearances (EC) Obtained by Emigrants under Direct Recruitment by Foreign Employers in India_States above Karnataka

Source: Ministry of External Affairs, Overseas Employment Division, Govt. of India.

Figure 7 gives State/POE office-wise number of Emigration Clearances (EC) obtained by emigrants under direct recruitment by foreign employers in India. Maximum emigrants are availing the POE services from Hyderabad and Delhi. Figure 8 State/POE office-wise number of Emigration Clearances (EC) obtained by emigrants under direct recruitment by foreign employers in India for 5 states ranking above Karnataka (including Karnataka) in sending workers abroad. It is seen that the POE office is usually the one in closest geographical proximity. For example for workers from Rajasthan the POE office is in Jaipur for emigrant workers from Maharashtra and Telangana the offices in Mumbai and Hyderabad respectively. Since Karnataka does not have a POE office, maximum workers go through workers Mumbai and Kochi.



COMPARATIVE ANALYSIS - SYSTEMS PROCESSES, BEST PRACTICES

IMC-K



3. Comparative Analysis - Systems, Processes, Best Practices

Guidelines for an Effective Labour Migration Policy

1. Formulating and implementing coherent, comprehensive, consistent and transparent policies to effectively manage labour migration in a way that is beneficial to all migrant workers and members of their families and to origin and destination countries;
2. *Ensuring coherence between labour migration, employment and other developmental policies, in recognition of the wide social and economic implications of labour migration.*
3. Formulating and implementing multilateral labour migration policies guided by national and international labour standards and multilateral agreements concerning migrant workers;
4. Implementing policies that ensure that specific vulnerabilities faced by certain groups of migrant workers, including workers in an irregular situation, are addressed;
5. Ensuring that labour migration policies are gender-sensitive and address the problems as well as particular abuses women often face in the migration process;
6. *Establishing a mechanism to ensure coordination and consultation among all departments, stakeholder institutions and bodies, employers' and workers' organizations involved with labour migration and ensuring specific structures and mechanisms to develop, formulate and implement labour migration policies, including, preferably, a special unit for issues involving migrant workers; and*
7. Ensuring that the relevant departments have adequate financial and other resources to carry out labour migration policies.

(Emphasis added; from the NRT migration policy document, 2017)

a. Best practices from institutions from other states (Andhra Pradesh, Telangana, Kerala and Punjab)

Sl#	Characteristic	Andhra Pradesh (OMCAP)	Kerala (ODEPC)	Telangana (TOMCOM)	Punjab (PSDM; NRI cell)
1.	Nature of organisation and entity type	Registered as a Company Under the Government of AP	Registered as a Company PSU- 100 per cent share with the Government of Kerala	Registered as a Company	Registered as a Society under the Societies Act by the Government of Punjab
2.	Year of establishment and years operational	Established in 2006 (2006- ongoing)	Established in 1977 (1977- ongoing)	Established in 2014 (2014- ongoing)	Established in 2014 Became operational in 2016
3.	Primary objective of the organisation and activities performed	Registered as a Recruitment Agency under the Ministry of External Affairs; primary objective was to reduce the number of intermediaries and therefore exploitation in the low-skilled and semi-skilled categories by providing information and a thorough supply and demand analysis (also included training and placement)	Recognising the opportunity for overseas employment of Malayalee workers in GCC countries in the 1970s, the Government of Kerala set up the ODEPC to address the need for ethical recruiters in the state of Kerala, with the primary motive of recruitment	Registered as a licensed recruitment agency for the state of Telangana (broke off from the OMCAP and became operational with an independent entity)	Registered as a Multi-Skill Development Centre (MSDC)- provides industry relevant skills for the domestic and international markets to potential candidates from Punjab
4.	Structure of the organisation	Board of Directors along with administrative staff	Board of Directors at the helm with a Chairman who is a political appointee and administrative staff	Board of Directors and a Managing Director who is also the Director of Employment and Training along with administrative staff	Presented below
5.	Major challenges faced	a. Training providers want precise requirements for candidates who are to be trained. They do not want to risk investing in candidates for whom there may not be a demand in the market. b. The cost of assessment (testing and certification) is sometimes more than the training cost. And this may or may not be acceptable by potential employers. c. A general downward trend due to Saudisation, Muscatisation has impacted Indians migrating to GCC countries d. The focus of OMCAP will now be to make Indians competitive in the	a. Lack of long-term planning (for destinations like the EU—to illustrate, several candidates are unable to pass exams such as the IELTS which is meant to ascertain the level of knowledge of English) b. Lack of research support c. Lack of knowledge about the market and future demand d. Need for demand and supply analysis	a. Lack of migration data as (government of Telangana has not conducted a survey yet) b. E-migrate is a challenge for the smaller employers who are uncomfortable providing their details. c. Maintaining links with employers in GCC countries due to financial constraints. d. Skill gaps: Candidates from Telangana are not able to prove their skills formally (in written exams for nurses, for example). e. Need for awareness programmes in the districts to supply	a. Private sector may not always be interested in advanced training and/or specialized skills. b. Common cost norms introduced by the MSDE do not always lead to desired outcomes.

		world market e. Training, certifying and protection of housemaids is an important and sensitive issue for AP f. Institutionalising a need-based/requirement based analysis		the correct information to intending migrants. f. Private recruitment agencies have very strong networks and connects with countries of destination and presence in the interior parts of Telangana through a network of sub-agents so the potential migrants know and trust them more than agencies such as TOMCOM.	
6.	Best practices and lessons learnt	1. The OMCAP carries out outreach and awareness programmes. 2. The OMCAP knows the key areas of supply (migrant prone districts) with the help of district employment offices, collectors etc. 3. General awareness and promotion programmes are carried out by empaneled Training Providers 4. The employers' concerns are with cost and quality. The Employers' conferences were organized to gauge the gaps that can be filled with Andhra workers.	1. ODEPC maintains an online databank of nearly 30,000 candidates. 2. The ODEPC has its own job portals where these potential candidates apply for vacancies. Offline registration is no longer possible. 3. The ODEPC also publishes advertisements in local newspapers about job availability in countries of destination. 4. The ODEPC conducts roadshows in potential countries of destination about the availability of labour in Kerala. 5. ODEPC has already established a relationship with the UK and Ireland in addition to the GCC countries and is also in talks with the government of Australia about a potential partnership. 6. The ODEPC has a partnership with the Kerala Academy for Skill Excellence [KASE] for selecting skilled candidates.	1. Carry out recruitment as the primary function but also PDOT programmes and basic language training along with creation of awareness [with support of the MEA, ICM, UN Women and IOM] 2. The TOMCOM works closely with district employment offices. The District managers are also part of TOMCOM so they assist them in conducting interviews and reaching out to candidates.	1. Focus on sending skilled manpower from Punjab 2. G2G dialogues with the UK, US, Canada, Germany, Australia, New Zealand to know labour supply gaps and skill shortages in these countries and assuring a supply in sectors such as construction, healthcare, hospitality, beauty and wellness. 3. Focus on transparency in processes (Single window v/s single department) 4. Decentralised model 5. Training providers should have contacts with placement/manpower agencies 6. Encouraging entrepreneurship (e.g. in agriculture and animal husbandry- skills are being developed for self-employment) The PSDM is working on this through the government schemes and with the support of VCs.

Table 5: Best practices from institutions from other states (Andhra Pradesh, Telangana, Kerala and Punjab)

I. OMCAP (Andhra Pradesh)

Overseas Manpower Company Andhra Pradesh Limited provides overseas Jobs, overseas skills and serves A.P. overseas migrant workers. The mission of OMCAP is to bring the overseas employers and the aspiring youth together by eliminating unauthorized and unscrupulous private placement agencies, identify overseas employment opportunities, assist the aspirants by coordinating passports, visas, air tickets, organize occupational competency certificates of international standards and enhance the employability by development of personality through training in spoken and written English in general and the language and general information of the prospective employer country.
<http://www.omc.ap.gov.in/>

Contact Person: Dr KV Swamy, General Manager

1. Registered under the Companies Act in 2006, owned by the Government of Andhra Pradesh.
2. It was established after conducting a survey of existing companies in other states; a need-based analysis was then submitted to the Government of Andhra Pradesh
3. The primary aim of OMCAP is ethical recruitment along with training and placement (3 months training for overseas skill development along with skill upgradation of ITI candidates, pre-departure orientation programmes, passport facilitation, migration do's and don'ts (familiarization training).
4. The OMCAP also carries out outreach and awareness programmes. The GOI initially funded PDOT programmes for migrants going to Malaysia (2 crores).
5. The OMCAP knows the key areas of supply (migrant prone districts) with the help of district employment offices, collectors etc.
6. General awareness and promotion programmes are carried out by empaneled Training Providers (e.g. National Academy of Construction made PDOT/awareness a part of their training programme e.g. 3 months + 5 days). They also provide awareness through ITI centres, district employment offices, through the use of media. PDOT for all selected candidates made mandatory (funding from the IOM). Also MRCs were set up. [the IOM has used the state of AP to showcase the best practices—the second MRC in India was set up in AP].
7. The employers' concerns are with cost and quality. The Employers' conferences were organized to gauge the gaps that can be filled with Andhra workers.
8. Challenges:
 - a. Training providers want precise requirements for candidates who are to be trained. They do not want to risk investing in candidates for whom there may not be a demand in the market.
 - b. The cost of assessment (testing and certification) is sometimes more than the training cost. And this may or may not be acceptable by potential employers.
 - c. A general downward trend due to Saudisation, Muscatisation has impacted Indians migrating to GCC countries
 - d. The focus of OMCAP will now be to make Indians competitive in the world market
 - e. Training, certifying and protection of housemaids is an important and sensitive issue for AP
 - f. Institutionalising a need-based/requirement based analysis

II. ODEPC (Kerala)

Overseas Development and Employment Promotion Consultants Limited <http://odepc.kerala.gov.in/> ODEPC is fully owned by the Government of Kerala. It was incorporated as a company in 1977.

Contact Person: Mr Shameem Ahmed I, Managing Director

1. Established in 1977; PSU- 100 per cent share is with Government of Kerala, Registered under the Companies Act
2. After conducting a need-based analysis, the Government of Kerala established the ODEPC as licensed recruiters with the primary objective of recruitment.
3. The policy-making body of ODEPC is its Board of Directors with the Chairman being a political appointee.
4. ODEPC maintains an online databank of nearly 30,000 candidates with a majority of them being nurses, doctors, paramedics, electrical engineers, software engineers, technicians and accountants.
5. The ODEPC has its own job portals where these potential candidates apply for vacancies. Offline registration is no longer possible.
6. The ODEPC also publishes advertisements in local newspapers about job availability in countries of destination.
7. The ODEPC conducts roadshows in potential countries of destination about the availability of labour in Kerala.
8. Since the ODEPC is registered as a Company, it can sign an agreement with a foreign government. ODEPC has already established a relationship with the UK and Ireland in addition to the GCC countries and is also in talks with the government of Australia about a potential partnership. On all matters related to policy, requests are routed through the Government of India.
9. The ODEPC has a partnership with the Kerala Academy for Skill Excellence [KASE] for selecting skilled candidates.
10. NORKA Roots was established as a licensed recruitment agency in 2015. [NORKA was initially established as grievance redressal system]. The demand is now shared between NORKA Roots and ODEPC.
11. The challenges for ODEPC include the following:
 - a. Lack of long-term planning (for destinations like the EU—to illustrate, several candidates are unable to pass exams such as the IELTS which is meant to ascertain the level of knowledge of English)
 - b. Lack of research support
 - c. Lack of knowledge about the market and future demand
 - d. Need for demand and supply analysis

III. TOMCOM (Telangana)

Telangana Overseas Manpower Company Limited (TOMCOM) is a trusted Overseas Recruitment Agency of Telangana State, providing Overseas Jobs, Overseas Skills & Serving Overseas Migrant Workers of Telangana State. www.tomcom.telangana.gov.in

Contact person: Ms Nagabharathi, General Manager

1. Established in 2014, under the Companies Act and registered with the MEA as a licensed recruitment agent. The TOMCOM has a Board of Directors with the administrative office under the charge of the Managing Director who is also the Director of Employment and Training. There is also a General Manager along with other staff [accounts, recruitment and other assistants]
2. Carry out recruitment as the primary function but also PDOT programmes and basic language training along with creation of awareness [with support of the MEA, ICM, UN Women and IOM]
3. The TOMCOM works closely with district employment offices. The District managers are also part of TOMCOM so they assist them in conducting interviews and reaching out to candidates.

Challenges

- a. Lack of migration data as (government of Telangana has not conducted a survey yet)
- b. E-migrate is a challenge for the smaller employers who are uncomfortable providing their details.
- c. Maintaining links with employers in GCC countries due to financial constraints.
- d. Skill gaps: Candidates from Telangana are not able to prove their skills formally (in written exams for nurses, for example).
- e. Need for awareness programmes in the districts to supply the correct information to intending migrants.
- f. Private recruitment agencies have very strong networks and connects with countries of destination and presence in the interior parts of Telangana through a network of sub-agents so the potential migrants know and trust them more than agencies such as TOMCOM.

IV. PSDM (Punjab)

The below chart is the organisation structure of the Skill Development Mission (PSDM)⁷

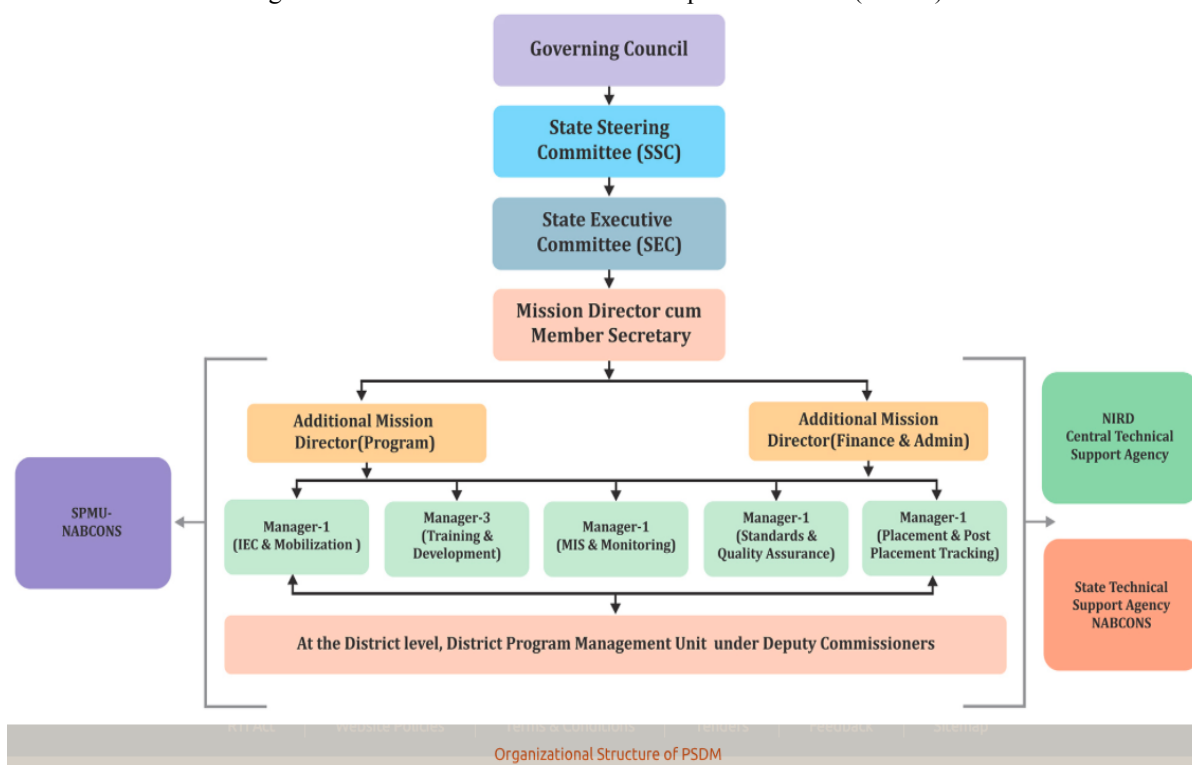


Figure 9: Organization Structure of PSDM

Contact person: Mr Atin Garg, State Mission Manager

Established in: September, 2014 and became operational in September, 2016. It consists of 201 Rural Skill centres and is modelled after the Multi-skill development centres (MSDC), which were also pioneered by Punjab.

Structure of the PSDM: The Governing Council is headed by Hon'ble Chief Minister of Punjab and comprises of other Hon'ble Minister and Administrative Secretaries of different departments. The State Steering Committee is headed by the Chief Secretary and comprises of Administrative Secretaries from various Departments. The State Executive Committee is headed by the Secretary, Technical Education & Industrial Training-cum-Member Secretary, PSDM, and comprises of representatives from different Departments. The District Executive Committee is headed by the Deputy Commissioner of the District.

In addition to these rural skill centres, the following have also been set up by the PSDM:

1. Setting up of five Multi Skill Development Centres in the following cities:
 - i. Ludhiana
 - ii. Amritsar
 - iii. Jalandhar
 - iv. Hoshiarpur
 - v. Bathinda

⁷ The Foreign Employment Cell of Punjab has become non-functional. However, the PSDM is working closely with governments of destination to ensure skilled migration from Punjab

2. Setting up of three Skill Development Centres in *Health*:
 - i. Government Medical College, Faridkot
 - ii. Government Medical College, Patiala
 - iii. Government Medical College, Amritsar
3. Setting up of four Skill Development Centres in *Construction*:
 - i. SAS Nagar
 - ii. Ludhiana
 - iii. Jalandhar
 - iv. Amritsar
4. Setting up of Skill Development Centres in *Agriculture*:
 - i. Ludhiana
5. Setting up of Skill Development Centres in *Animal Husbandry*:
 - i. Ludhiana

Some of these centres are for providing specialised skills especially in the automotive, construction, agriculture, animal husbandry, and telecom sectors.

Best practices

1. Focus on sending skilled manpower from Punjab
2. G2G dialogues with the UK, US, Canada, Germany, Australia, New Zealand to know labour supply gaps and skill shortages in these countries and assuring a supply in sectors such as construction, healthcare, hospitality, beauty and wellness.
3. Focus on transparency in processes (Single window v/s single department)
4. Decentralised model
5. Training providers should have contacts with placement/manpower agencies
6. Encouraging entrepreneurship (e.g. in agriculture and animal husbandry- skills are being developed for self-employment) The PSDM is working on this through the government schemes and with the support of VCs.

Challenges

- a. Private sector may not always be interested in advanced training and/or specialized skills.
- b. Common cost norms introduced by the MSDE do not always lead to desired outcomes.

b. Best practices and examples from other countries (Sri Lanka and the Philippines)

I. ALFEA, Sri Lanka

The Sri Lankan management of recruitment is well-known. By placing the overseas worker at the heart of the management process, the Sri Lankan Association of Licensed Foreign Employment Agencies (ALFEA) maintains its responsibility of ethical recruitment and minimizing and eliminating malpractices that exist in recruitment thereby providing the intending foreign worker the opportunity to undertake employment overseas without sacrificing their rights as citizens of Sri Lanka.

All licensed foreign employment agencies in Sri Lanka are the members of ALFEA. The ALFEA has a Code of Ethical Conduct (CIMC-K) which all members are supposed to follow. The objective of this code is to establish a framework that:

1. Promotes ethical conduct and professionalism of Licensed Foreign Employment Agencies (LFEA) and licensees in their business with job-seekers, employers and other stakeholders.
2. Brings the operation of all LFEAs within a well governed framework based on best practices for the purpose of providing high quality placements and recruitment services for job seekers and employers.
3. Regulates the conduct of LFEAs to establish ethical standards and guidelines to fall in line with the stipulated regulations of the *Decent Work Policy of Sri Lanka and International Labour Standards*.
4. Build a supportive and cordial relationship with Sri Lanka Bureau of Foreign Employment (SLBFE) and other stakeholders to improve the standards of the foreign employment industry in Sri Lanka.

Awareness of the Code of Conduct

1. The ALFEA should display the CIMC-K on their website and update any amendments with immediate effect.
2. The LFEAs must ensure that the CIMC-K is displayed prominently in all three languages i.e. Sinhalese, Tamil and English at:
 - a. Any waiting area of the agency premises used by the clients.
 - b. Office / room in which agent conducts business/discussion with the clients.

The recruitment agent must be courteous enough to provide a copy of the CIMC-K on the request by a job seeker or client.

Implementation of the Code of Conduct

1. The ALFEA should bear the sole responsibility for the implementation of the CIMC-K among licensees.
2. Complaints can be made to the ALFEA against any Licensees that violates the CIMC-K. All complaints should be filed at the Association.
3. Any licensee who violates the CIMC-K can be called upon to resolve the complaint/ dispute within 14 days, failing which the ALFEA will refer the complaint to the SLBFE. Such referrals should be made as per standard format.
4. The SLBFE may conduct an inquiry on the complaint referred by ALFEA. A committee will be appointed by the SLBFE for this purpose. Such complaints should be reviewed by an authorized officer of the SLBFE to determine if it should be taken up by the Conciliation Division/Enforcement Division or to the appointed Committee of the SLBFE.
5. The findings of the Committee shall be forwarded to the ALFEA for file of record.
6. The findings of the inquiry panel shall be binding on the Licensees and if the Licensee is not satisfied with the order in the findings, an appeal could be made to the Secretary, MFEPW to seek an independent inquiry or seek legal action

Enforcement

2. If any Licensees has violated the CIMC-K, the SLBFE can take the following actions:
 - a. Warn them in writing.
 - b. Based on the nature of the complaint, the alleged Licensees Star Grade can be reduced and will affect their future grading.
 - c. A recommendation can be made to suspend the renewal of the licence of the licensee.
 - d. The Committee could recommend to the SLBFE to withdraw or cancel the license.

Following are the Business Standards and Best Practices followed by all members of ALFEA

1. Observe the highest principles of integrity, professionalism and fair practice in handling all businesses of job seekers, prospective migrant workers, employers and foreign counterparts.
2. Refrain from activities which discriminate against or have negative impacts on job seekers especially women or infringe upon basic human rights and practices that contravene national and international norms while undertaking the procedures of foreign employment recruitment.
3. Refrain from illegal, immoral or unhealthy competition for money and/or position.
4. Have clear and transparent business policies.
5. Ensure accountability and transparency in dealing with job seekers and migrant workers and associated partners.
6. Share with the job seekers accurate information on all types of fees and costs that the LFEA's may collect from the job seeker and all the services provided.
7. Set standards on the services provided by the Licensees in the business premises and environment, and the conduct of all staff of the licensed foreign employment agency. Deliver at all times high quality services.
8. The Licensee shall not lend its licence or provide desk renting facilities to facilitators.
9. Engage in business with job seekers, recruiters and others in a manner that is fair, open, honest, courteous and is of high quality at all times
10. No Licensee shall in any way defame, criticize, undermine or take unfair advantage of another Licensee in order to promote or market their own business.
11. The Licensees shall refrain from bidding down the wages and any other fees or payment to migrant workers and must comply with the stipulated minimum limits set by the SLBFE.
12. The Licensees shall ensure continuous improvements to knowledge, skills and qualifications of their staff members.
13. The Licensees shall maintain systematic and accurate records in their recruitment processes, as specified by the SLBFE.
14. The ALFEA shall not become involved in any bilateral agreements on labour market policies without consulting and obtaining prior approval of the SLBFE

Relationship with other stakeholders

The following is the relationship that the LFEAs and foreign recruitment parties are supposed to maintain:

- ALFEA should work closely with their respective business partners and be mutually supportive.
- The Licensees should be fair with competitors, and refrain from taking contracts and partners from others by raising prices excessively over the agreed levels, which could in turn burden the workers.
- ALFEA must act with fairness, honesty and courtesy when dealing with other Licensees.

Relationship with the SLBFE and other relevant government institution: The Licensee must respond to requests/ inquiries for information from the SLBFE within the time period specified by the SLBFE.

The functions of the Association as per section 55 of the Sri Lanka Bureau of Foreign Employment Act No: 21 of 1985

- (a) To resolve disputes and disagreements between licenses
- (b) To make recommendations to the Bureau in regard to the promotion and regulation of employment outside Sri Lanka
- (c) To advise on assist in the promotion of employment opportunities for Sri Lankans outside Sri Lanka
- (d) To formulate a code of good conduct for licenses and to ensure its enforcements
- (e) To make representations to the bureau and to the minister on matters relating to the recruitment of Sri Lankans for employment outside Sri Lanka

Filing Complaints

The complaint should be filed with the ALFEA within three (3) months of the reporting of the violation of the CIMC-K.

Complaints against Licensees, whether from the SLBFE or any other recognized source, Job-seekers, clients and other licensees will be subjected to inquiry by the Committee at all times.

By maintaining a Code of Conduct, ensuring compliance, maintaining a positive working relationship with all stakeholders, ensuring that punitive measures against recruitment agencies and grievance redressal systems are in place, the example of Sri Lanka's ALFEA has emerged as one of the best systems of maintaining control over recruitment agencies while not interfering with market functions.

The IMC-K should attempt to do the same. Without an overbearing control over recruitment, it should be able to define best practices and standards for private recruitment agencies and ensure that the overseas worker is kept at the heart of the recruitment process- there should be an attempt not to stifle the market, but regulate it in such a way that the benefits of overseas employment accrue to all equally.

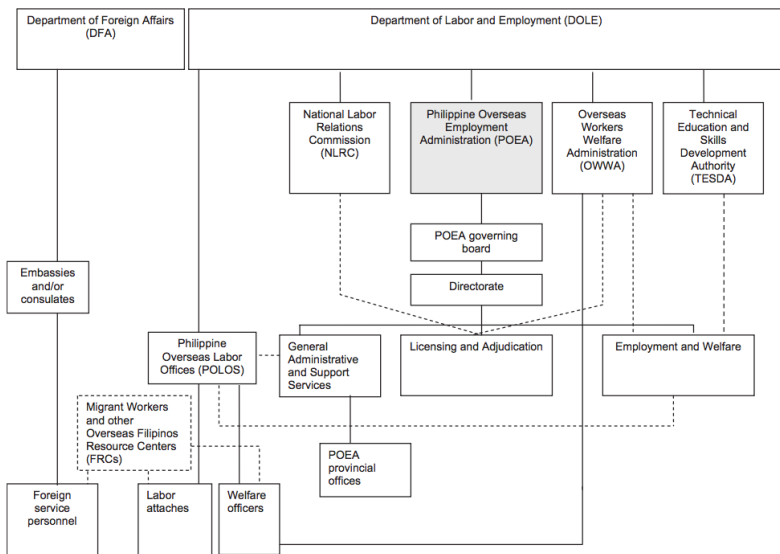
II. The POEA, Philippines

More than 10 million Filipinos or about 10 per cent of the population is working and/or living abroad. The Philippine Government's (PG's) dual approach of facilitation and protection contributed to making the Philippines a major source country of workers and talent for the global labour market, while also providing protection to the Overseas Foreign Workers (OFWs). Large, steady flows of remittances have become the country's lifeline- In 2016, the country received USD 26 Billion.

The Philippines has developed a programme that provides safe migration channels, labour attaches in diplomatic missions abroad who can deal with complaints and urgent needs of national workers abroad, migration information and awareness-raising campaigns. In supervising recruitment, a “*carrot and stick*” strategy is employed by the Philippine Overseas Employment Administration (POEA) which handles the orderly placement to *over 100 countries of some 800,000 migrant workers a year*. All migrants must have a contract agreed to by the POEA. Recruitment is not allowed for certain countries where workers’ rights are not respected and there are strict rules regarding recruitment fees (not more than the equivalent of one-month wage), minimum age of the workers, and certification of skills in certain professions. Under Philippine law both the foreign employer and the Philippine agent are jointly and severally liable for claims and awards in favour of the workers. There is a requirement that a licensed recruiter put up financial guarantees in case of claims by the workers. It is clear that regulation of recruitment is a huge task. Over a two-year period, 2003-2004, the POEA cancelled licenses of 142 agencies for recruitment violations and suspended for various periods of time some 800 license-holders for recruitment violations and 151 for not replenishing guarantees that the POEA had garnished to pay for claims.

On the other hand, those who meet the criteria for good performance are rewarded with various privileges - recommendations to foreign employers, facilitation of contract approvals including through electronic processing, and inclusion in government-sponsored promotional missions. Every year outstanding agencies are given official awards by the Philippine President. From a “one-stop processing centre” that it established in the early 1980s, the POEA is now going into a fully electronic processing of employment contracts submitted for approval and issuing electronic identification cards to all migrant workers. (Abella, 2006)

Organizational Chart of the Philippine Overseas Employment Administration



Source: Philippine Overseas Employment Administration, Department of Labor and Employment.

Figure 10: Organization structure of the Phillipine Overseas Employment Administration

The three areas of Government intervention include

1. Limiting participation to qualified employers, workers, and recruitment and manning agencies
2. Creating rules and regulations that govern the recruitment process and set minimum standards of employment.
3. Maintain a system of adjudication to ensure compliance.

A detailed overview of the legal framework of the Philippines is provided below: Prior to the 1970s, migration from the Philippines was unregulated but in 1974, the *Labour Code of the Philippines*- the key piece of legislation that established the framework for institutionalised labour migration and put in place the state's overseas employment strategy. In 1995- 'Migrant Workers and Overseas Filipinos Act': Landmark law aimed at providing protection to the OFWs from pre-departure through arrival and return. *The Republic Act (RA) 10022*- law required that deployment can only be to countries that have been certified as safe and offering protection. It mandates RAs or Foreign Employers to provide OFWs with compulsory insurance to cover accidental death or disability, among other protections. There is recognition that not only does labour migration relieve domestic labour- market pressures and serve as a valuable source of foreign exchange but also provides a route to development- this concern about development was central to creating the overseas employment programme.

As a result of creating a large bureaucracy that resulted in an inefficient way of functioning, in 1982 it was decided that the three institutions that were formed would be merged to create the POEA- the sole government entity with the authority to regulate temporary overseas employment including the activities of the RAs- playing the role of 'manager' of the overseas employment programme. The goal was to maximise deployment without sacrificing migrants' rights. (this policy may be at odds with each other which is the PG's major challenge)

Attached to the Department of Labour and Employment (DOLE), POEA is a 6 person governing board that the DOLE Secretary chairs and the POEA administrator co-chairs.

POEA oversees a recruitment network where foreign employers and governments can satisfy their demand for Filipino labour in three ways:

1. POEA licensed private RAs and manning agencies
2. G2G arrangements
3. Direct or name hiring

POEA controls overseas employment by: limiting participation to qualified workers, and recruitment and manning agencies; creating rules and regulations that govern the recruitment process and set minimum employment standards; and maintaining a system of adjudication to ensure that all involved comply with rules and regulations. In other words, POEA has executive, legislative and juridical functions. To serve its objective of guaranteeing worker protection, POEA has to impose stiff entry conditions to weed out potential violators and keep the market from becoming saturated.

Hard to enter policy

- a. Seventy Five per cent of the capital is Filipino owned or controlled (within the Philippines government's jurisdiction should litigation be necessary)
- b. Bank deposit + Surety bond- must remain intact at all times or the license will be suspended (faced stiff opposition from the RAs but it helped to eliminate a lot of miscreants)
- c. Pass an interview

Foreign Employers

They have to undergo either a registration or accreditation procedure before they can hire Filipino workers. In both registration and accreditation procedures, the employer has to name an agency to act as its representative in the Philippines.

The employer must also draft a ‘master employment contract’ that satisfies POEA’s minimum standards and issue a manpower request that states the number of workers needed, job descriptions and the salary of each position.

Some employers, especially those hiring workers in vulnerable or high-risk sectors, such as domestic workers and entertainers, have to meet additional requirements.

Workers (Protection and Empowerment)

The Philippine law dictates that only “medically and technically qualified workers are eligible to be deployed overseas.”

- The PG has long considered workers’ possession of job-appropriate skills the best protection. Therefore, it has continually strived towards skill standardisation, assessment and certification.
- The POEA currently requires skills certification in other occupations, especially vulnerable groups such as factory workers, domestic workers and entertainers.
- As of 2003, all deployed domestic workers must be at least 23 years old, attend a country-specific language and culture course, and secure a certification on household work from TESDA-accredited centres.

Foreign governments:

Standards for foreign governments are not well developed. Since less than 4 per cent of deployment goes through G2G channels. Although the terms and conditions vary, all foreign governments hiring Filipinos must establish a Guarantee Trust Fund to cover workers monetary claims arising from the break of contractual obligations. Since a recruitment license is considered a privilege, its holders must abide by POEA’s rules; otherwise, the license can be revoked. POEA has set standards on where and how recruitment can take place and the associated fees and costs that agencies can legally charge workers and foreign employers.

Work contracts:

No Filipino worker can be deployed overseas without an employment contract signed by the employer and worker and submitted to and approved by the POEA.

Wages:

Rather than set a strict minimum wage for all Filipino Overseas Workers, POEA has established benchmarks, Filipino workers salary may not be lower than any of the following:

1. The prevailing minimum rate for the same skills or occupation in the host country.
2. Minimum wage standards set under bilateral agreements or international conventions duly ratified by the host country
3. Prevailing wage in the Philippines.

Ensuring compliance:

- POEA regularly inspects the offices and records of accredited private recruitment agencies
- Also monitors agency advertisements to ensure their form and layout are not false or misleading.

However, the lack of monitoring abroad is not just a function of personnel constraints but a reflection of the legal limitations of one state imposing its rules on the citizens of another state.

POEA exercises original and exclusive jurisdiction to hear and decide all cases that are administrative in character and involve violations of recruitment rules and regulations. This includes unlawful fees collected from workers and failing to review a recruitment license.

In 1987, POEA became responsible for policing illegal recruitment activities, such as hiring without proper job orders. POEA's anti-illegal recruitment campaign is tasked with the following:

1. Providing legal assistance to the victims of illegal recruitment and related cases.
2. Assisting in the prosecution of suspected illegal recruiters.
3. Conducting special operation such as surveillance of persons and entities suspected of engaging in illegal recruitment
4. Administering information and education campaigns.

According to the POEA rules. Foreign employers or principals who violate the rules may be suspended or disqualified from hiring Filipino workers again.

Grounds

- Violation of contracts
- Gross violation of laws, rules and regulations on overseas employment
- Gross negligence leading to serious injury or illness or death of the worker
- Grave misconduct
- Conviction of an offence involving moral turpitude

Flaws of the POEA

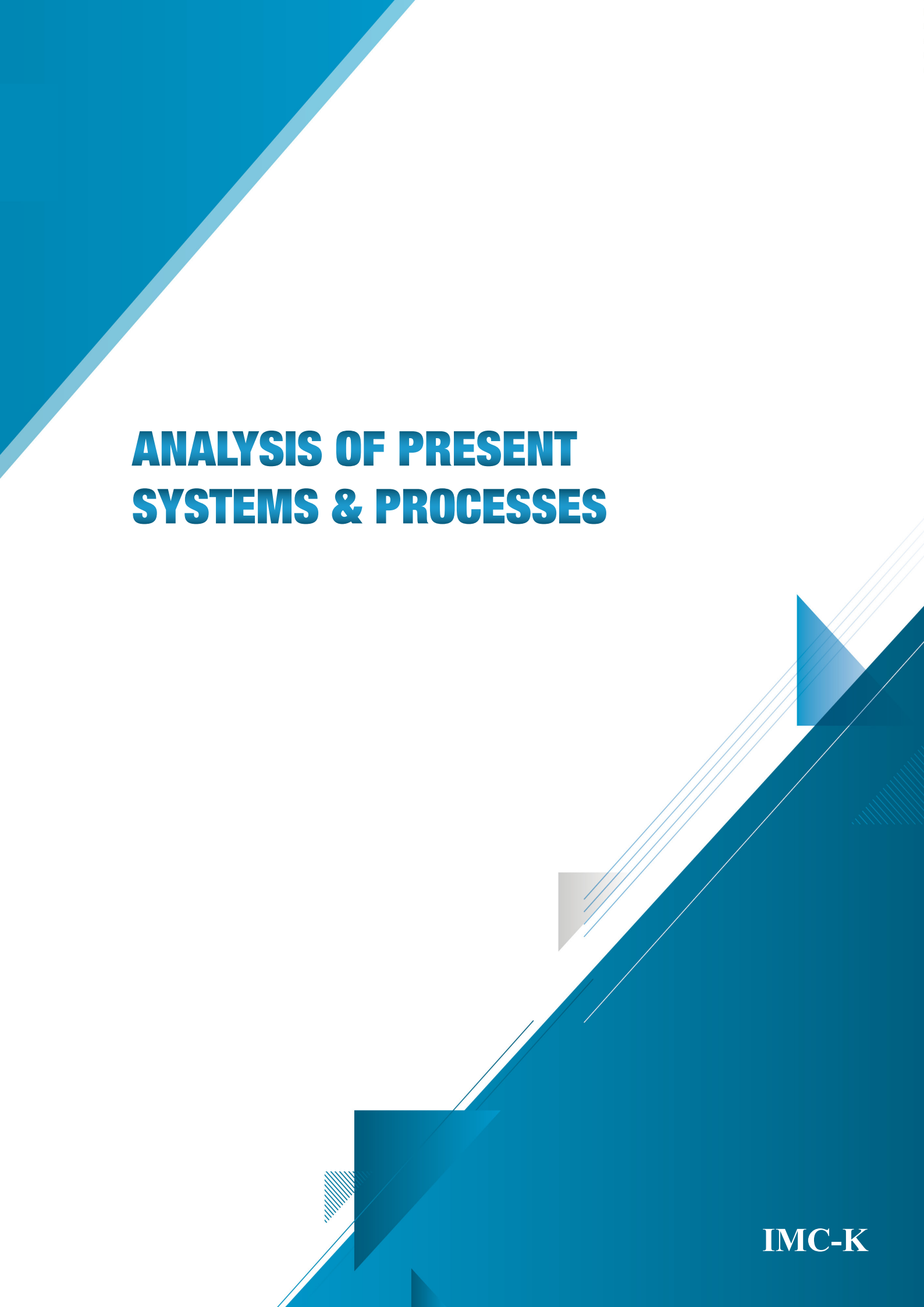
- Inability to monitor workers abroad
- Regularly inspect RAs
- Timely resolve cases against illegal recruiters
- Share data POLOs
- Establish an adjudication system that migrants with complaints are willing to use

Overcome the challenge of maximising deployment without sacrificing the migrants' welfare.

In 2016: Revised POEA Rules and Regulations governing the recruitment and employment of Seafarers, separate set of rules and regulations applying to land-based workers- aimed at curbing the illegal practices of RAs, such as exorbitant placement fees and contract substitution which negatively impacts migrants.

RA 1081: New Charter which bolstered the Overseas Workers Welfare Administration (OWWA) - the national government will allocate a regular budget for the operation and personnel expenses of the agency, which would free up more funds for programs and services. This law also identified the reintegration programme as a core function for the OWWA, shifting responsibility from the DOLE.

So, while the Philippines has its own challenges vis-à-vis migration management, one of the reasons for the success it has had is the responsibility that the government takes in the whole migration life-cycle of an overseas foreign worker ensuring empowerment along with protection. The IMC-K has the opportunity to ensure this, not by enlarging bureaucracy, but by following some of the best practices of the POEA mentioned above.



ANALYSIS OF PRESENT SYSTEMS & PROCESSES

IMC-K



4. Analysis of Present Systems & Processes

a. India-Karnataka – Skill Demographic and Potential (supply-side analysis)

Demographic Analysis of Karnataka - General Statistics

Karnataka with a population of **6, 10, 95,297** is the **9th most populous state** and accounts for 5.05 per cent of the country's population. Of the 6, 10, 95,297 persons enumerated in the state, 3, 74, 69,335 persons reside in the Rural areas and 2, 36, 25,962 persons reside in Urban areas. In terms of percentage, **61 per cent** are **rural residents** and **39 per cent** are **urban residents**.

During the decade 2001-11, the state population witnessed a net addition of 82, 44,735 persons to its 2001 population. The state registered a growth rate of **16 per cent**, recording a decline of -2 per cent in comparison to the growth of 18 per cent registered during the 2001 census. The Sex Ratio in Karnataka has increased from 965 females per 1000 males in 2001 to **973 females per 1000 males** in 2011.

The effective literacy rate (percentage of total number of literates among the population aged 7 years and above) of the state has increased from 67 per cent in 2001 to **75 per cent** in 2011. The **Work Participation Rate** [proportion of total workers (i.e., main and marginal workers) to total population] is **46 per cent** of the total. In other words, 59 per cent of the total male population and 32 per cent of the total female population are workers. Of the total 2, 78, 72,597 workers in the state, **84 per cent** of the total workers, are **main workers** and **16 percent** are **marginal workers**.

Total workers (main + marginal) are further classified into four broad categories viz., Cultivators, Agricultural Labourers and Workers in Household Industry and Other Workers.

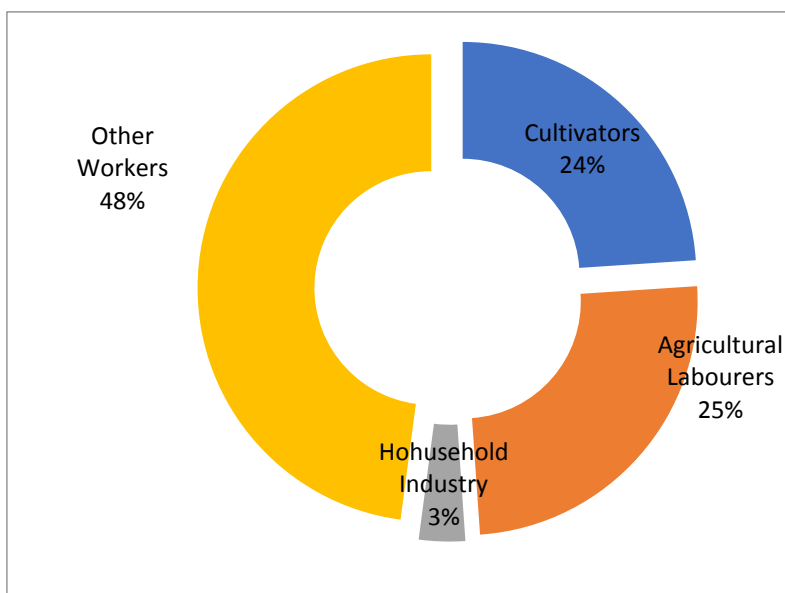


Figure 11; Percentage breakup of employment in Karnataka

Cultivators constitute of about **24 per cent** of the workforce in the state. However, the number of cultivators has decreased from 68, 83,856 in 2001 to **65, 80,649** in 2011 (**5 per cent decrease**). The decrease in the number of female cultivators (2, 24,075) is more than the decrease in the number of male cultivators (79,132). The next category, agricultural labourers constitute of about **25 per cent** of the workforce in the state the number of

agricultural labourers has increased in the state by 15 per cent during 2001-11. The proportion of male agricultural labourers has increased by a nominal 0.77 percentage points, their female counterparts have registered decline of -3.12 per cent. The proportion of workers engaged in **household industry**, which was 4 per cent in 2001 has declined to **3.2 per cent** in 2011. All workers engaged in any category of economic activity other than cultivation, agricultural labour or household industry are treated as **‘Other Workers’**.

This category accounts for the highest number of workers i.e., 1, 32, 22,758 or **48 per cent** of total workers at state level. In comparison to 2001, the proportion of Other Workers has increased by 7 percentage points in 2011 Census. The proportion of male Other Workers has increased from 48 per cent to 54 per cent and the proportion of female Other Workers has increased from 25 per cent to 36 per cent.

Karnataka is a leading state in the establishment of knowledge-based industries such as Information Technology, biotechnology and engineering, and also in the exports of electronics and computer software. The Gross State Domestic Product (GSDP) of Karnataka grew at the rate of 6.2per cent in 2015-16 and reached Rs. 780,000 crores at constant prices. The per capita state income in 2015-16 was estimated to be Rs. 145,799. Nearly two-thirds (64per cent) of GSDP came from the services sector, followed by 24per cent from industry and 12per cent from agriculture. However, as per the 2011 census, 49per cent workers (26per cent cultivators and 23per cent agricultural labourers) in agriculture contributed only 12per cent GSDP, thus indicating the need to provide appropriate skills to enhance their income.

Demographic dividend in Karnataka

With **55 per cent** of the population in the **working age group of 20 to 59 years** (Figure 2), Karnataka has the opportunity to achieve faster economic growth through a favourable demographic dividend, provided that appropriate skills and opportunities are imparted to the working population in general and youth in particular. Skilled persons will then be able to find employment in the state as well as outside (including other countries), where there is demand for them.

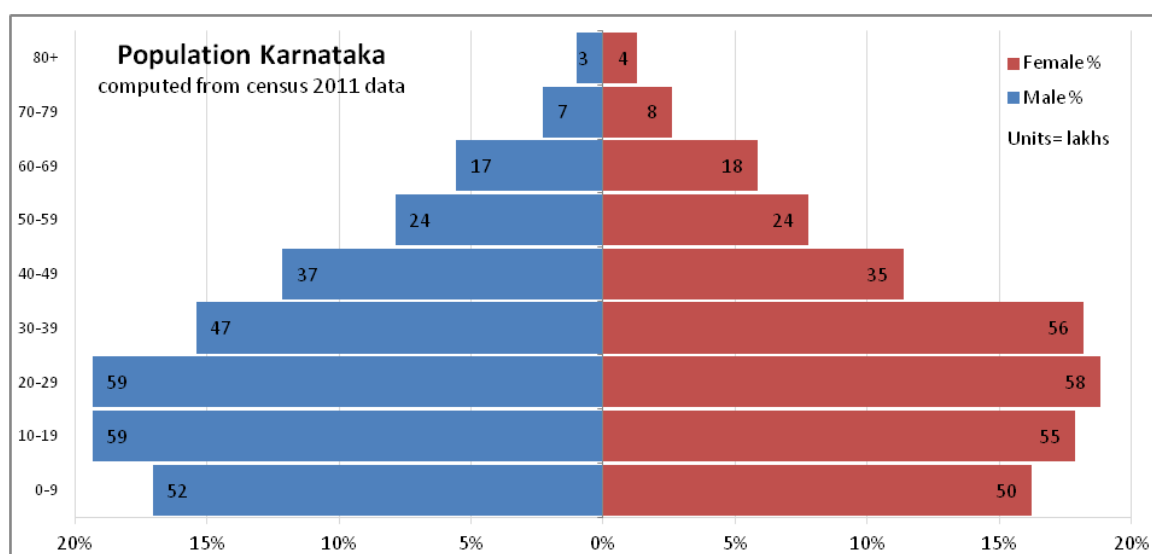


Figure 12: Population pyramid of Karnataka in 2011
Source: Computed from Census 2011

Size of labour force in Karnataka

According to the Economic Survey of Karnataka, **2.44 crore persons** out are registered as workers (table below). Agriculture and allied sectors account for nearly 56per cent of the total workers in the state, while the rest are in the non-agricultural sector.

Sector	Workforce (in crores)	Percentage
Agriculture & Allied	1.36	55.7
Manufacturing & Mining	0.27	11.1
Shops & Establishment / Trade	0.22	9.0
Construction	0.17	7.0
Information Technology/Biotechnology	0.10	4.1
Real Estate, Renting & Business Activities	0.06	2.5
Hotels & Restaurants	0.05	2.0
Others	0.21	8.6
Total	2.44	100

Table 6: Distribution of Total Workforce in Karnataka by Sectors

Source: Karnataka Economic Survey, Department of Labour and Employment

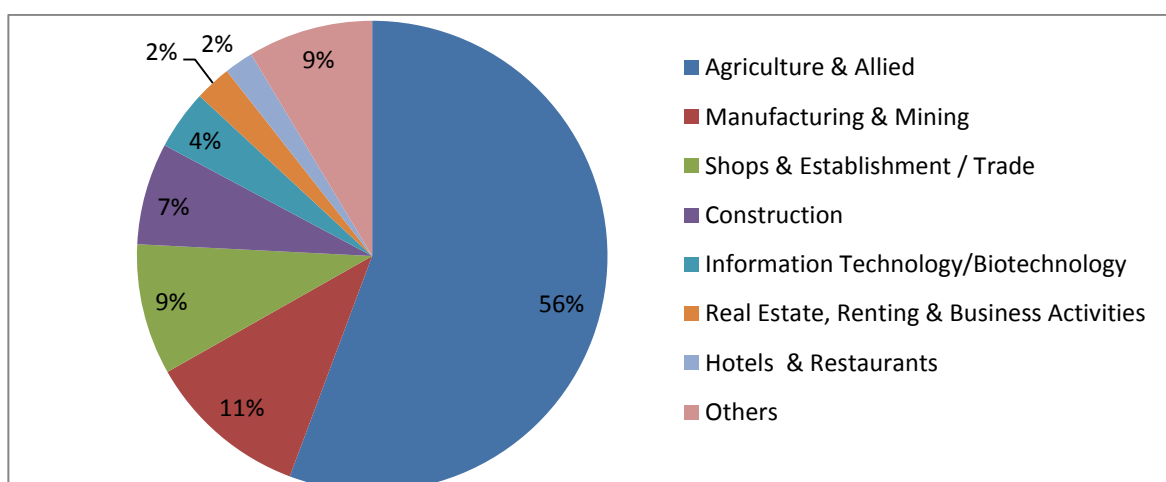


Figure 13: Distribution of Total Workforce in Karnataka by Sectors

Source: Karnataka Economic Survey, Department of Labour and Employment

Key sub-sectors of non-agricultural sector are **manufacturing and mining (11 per cent)**, **shops, establishments and trade (9 per cent)** and **construction (7 per cent)**. **Services** account for the remaining **17 per cent**. Three-fourths of 2.44 crore workers in Karnataka are estimated to be in the informal sector. Workers in the informal sector consist of agricultural labourers and those in the sub-sectors of non-manufacturing such as shops, establishments & trade, construction, real estate & business activities and hotels & restaurants. Most of the workers in the formal sector are found in manufacturing & mining and information technology & biotechnology.

About 52 per cent of the youth population (16 - 35 years) is male, while the rest are female. Over **76 per cent males are in the labour force**; but, the corresponding proportion among **females is only 31 per cent**, thus indicating a huge gap in the male and female labour force participation rates (Figure 14).

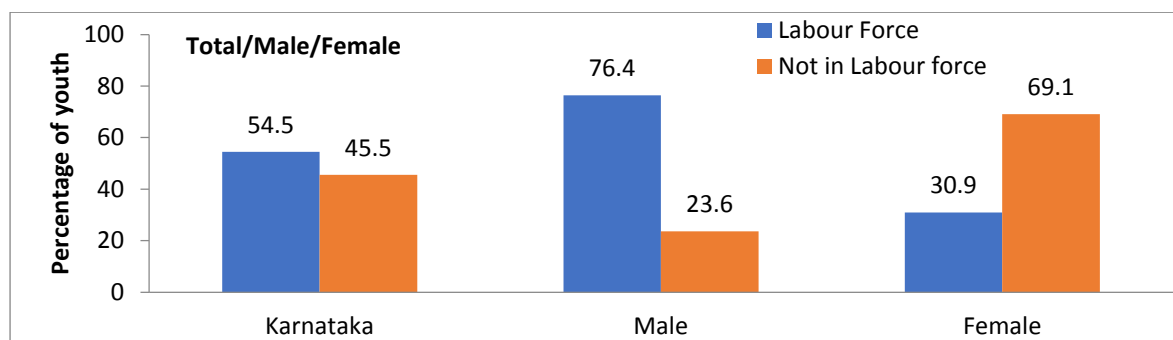


Figure 14: Labour force participation among youth (16 – 35 years) in Karnataka
Source: Estimated from the 68th Round of NSSO survey on `Employment and Unemployment Situation in India, 2011-12

About 54 per cent youth in the age group of 16 – 35 years belong to Other Backward Castes (OBC), 23 per cent to general category, 17 per cent to Scheduled Caste (SC) and 6 per cent to Scheduled Tribe (ST). The labour force participation was low among youth from general castes and higher among those belonging to SC and ST categories.

Occupational distribution of youth (16 – 35 years) in Karnataka

There are significant differences in the occupational distribution of youth by gender and social groups. Over **53 per cent of females are engaged in domestic (unpaid) work** in their households as against **0.1 per cent of males** (Table 7). Thus, initiatives should definitely focus on provision of employable skills to younger women, especially those involved in unpaid work, enabling them to take up gainful employment. Again, the proportion of women taking up self and salaried employment is low as compared to men due to, among others, low enrolment in vocational educational institutions.

Table 7 shows that a significant proportion of **youth from SC and ST categories**, especially from rural areas, are **employed as wage labourers**. On the other hand, a relatively larger proportion of youth from **general and OBC categories** (including minorities) are engaged in

Salaried employment and attending educational institutions.

Karnataka	In labour force			Not in labour force			Total
	Self-employed	Salaried	Wage Worker	Attending educational institution	Attending domestic duties	Others	
	22.03	14.84	16.03	18.84	25.59	2.67	100
Male	30.98	20.69	22.52	22.11	0.10	3.60	100
Female	12.39	8.53	9.02	15.30	53.11	1.65	100
SC	29.09	7.32	22.51	13.62	26.14	1.32	100
ST	11.74	11.52	31.82	17.04	24.50	3.38	100
OBC	24.34	15.00	13.18	19.05	26.03	2.40	100
General	22.42	18.96	9.22	21.05	25.21	3.14	100
Rural	25.36	9.46	20.94	17.46	24.46	2.32	100
Urban	16.91	23.14	8.46	20.96	27.33	3.20	100

Table 7: Occupational Distribution (per cent) of youth (16 – 35 years) in Karnataka

Source: Estimated from the 68th Round of NSSO survey on `Employment and Unemployment Situation in India, 2011-12

Formal and informal employment among youth in Karnataka

Nearly **three-fourths of the youth in Karnataka are employed in the informal sector** which is characterized by insecure employment, low wages, lack of decent work and inadequate access to social security benefits. The **employment of women in the informal sector employment is marginally higher** than that of men (Figure 15). **Formal sector employment** is relatively high among workers belonging to **general caste category**, while **informal sector** employment is prominent among those belonging **ST, SC and OBC (minorities)** categories (Figure 16).

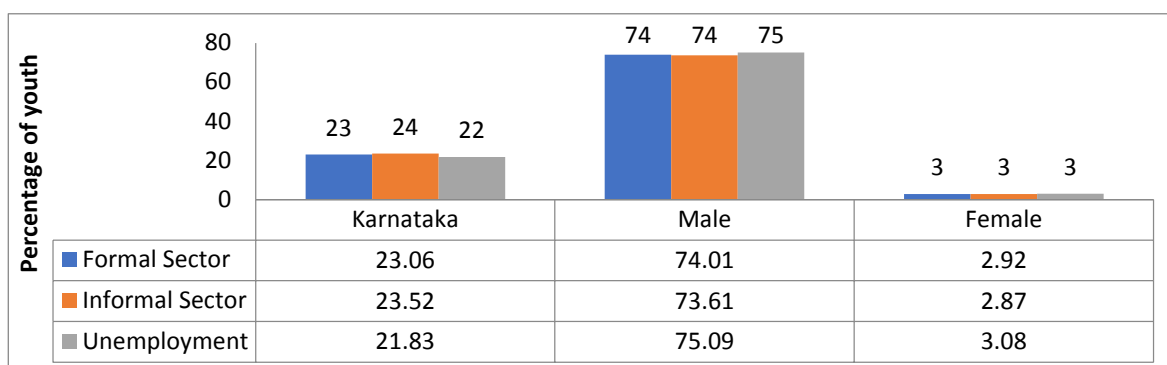


Figure 15: Formal and informal sector employment among youth (16 – 35 years) by gender groups

Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

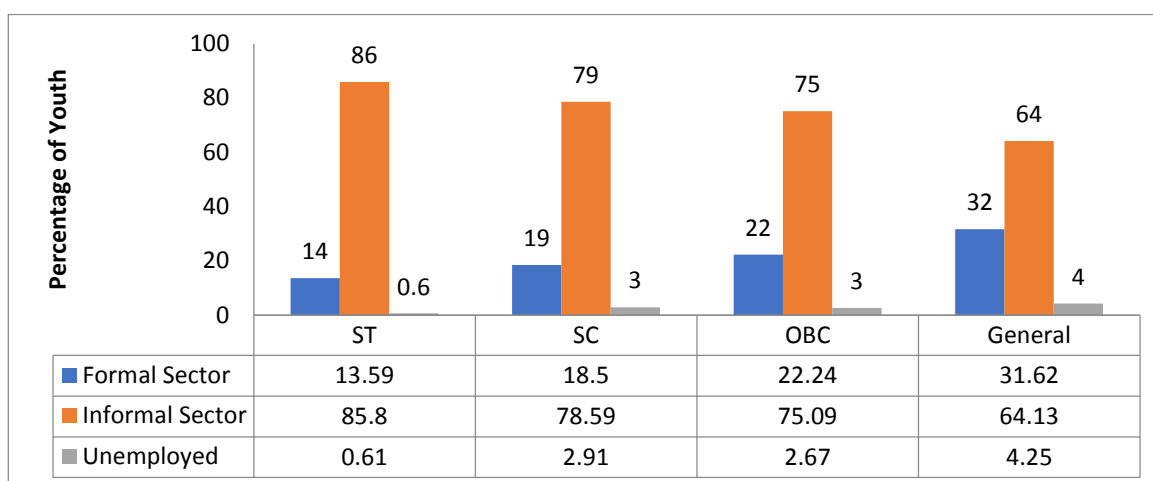


Figure 16: Formal and informal sector employment among youth (16 – 35 years) by social groups

Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

Educational levels among youth (16 – 35 years) in Karnataka

The distribution of youth by educational level shows that **17 per cent are non-literates** and **37 per cent have completed primary and middle level education**, and **29 per cent are those completing secondary and higher secondary education** (Figure 17). The proportion of youth completing diploma and graduation and above is 17 per cent.

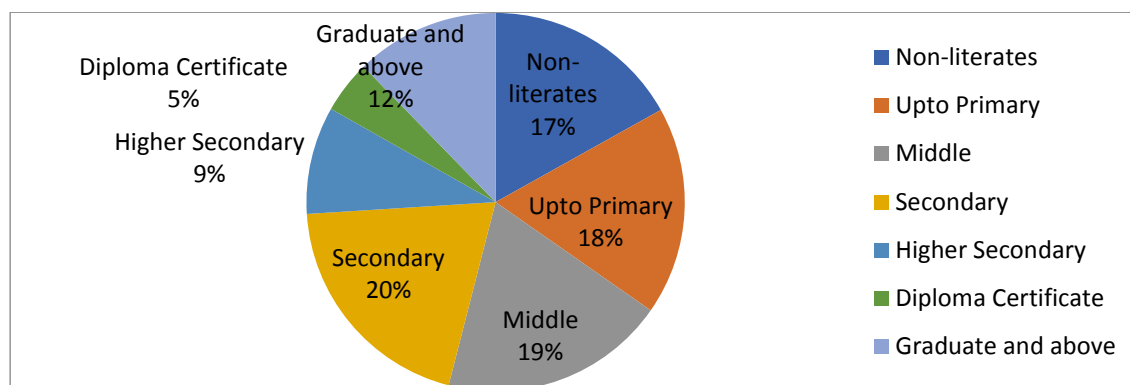


Figure 17: General education among youth (16 – 35 years) in Karnataka

Source: Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

Formal and informal sector employment by general education among youth in Karnataka

Formal sector employment increases along with general education of youth (Figure 18). Up to the level of **higher secondary education**, the proportion of **youth taking up informal employment is substantially higher than those taking up formal employment**. The general education up to **higher secondary level does not significantly contribute to youth getting employed in the formal sector**. Formal sector employment among **women completing graduation and post-graduation is significantly higher** as compared to their male counterparts (Figure 19).

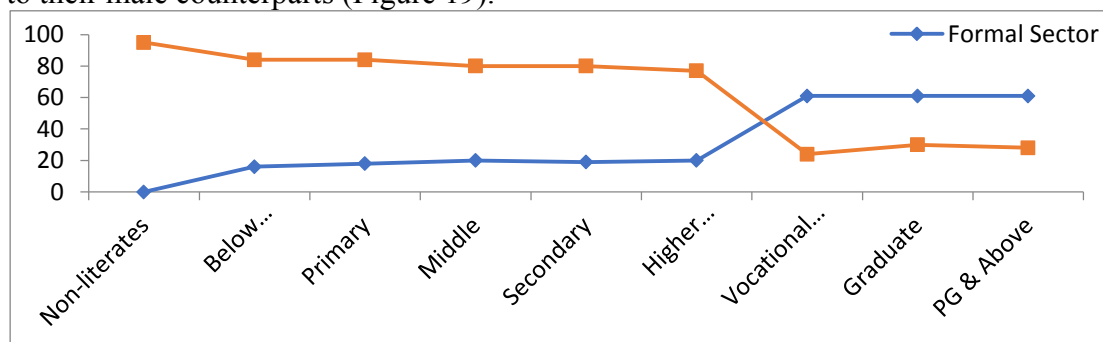


Figure 18: Formal and informal employment by general education among youth (16 – 35years) in Karnataka

Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

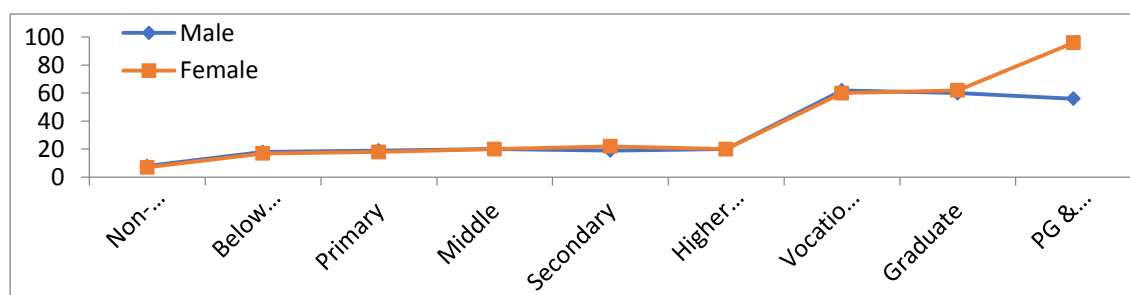


Figure 19: Formal sector employment among youth (16 – 35 years) in Karnataka by gender and educational categories

Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

Skill levels among youth

The NSSO data for the year 2011-12 shows that **only 7 per cent of youth received skills in Karnataka** – 3 per cent formal skills and 4 per cent informal training. About 9 per cent of youth in the age group of 16 – 35 years acquired skills (Figure 20). Skilling is better among men and those belonging to general and OBC categories as compared to women and those belonging to ST and SC categories.

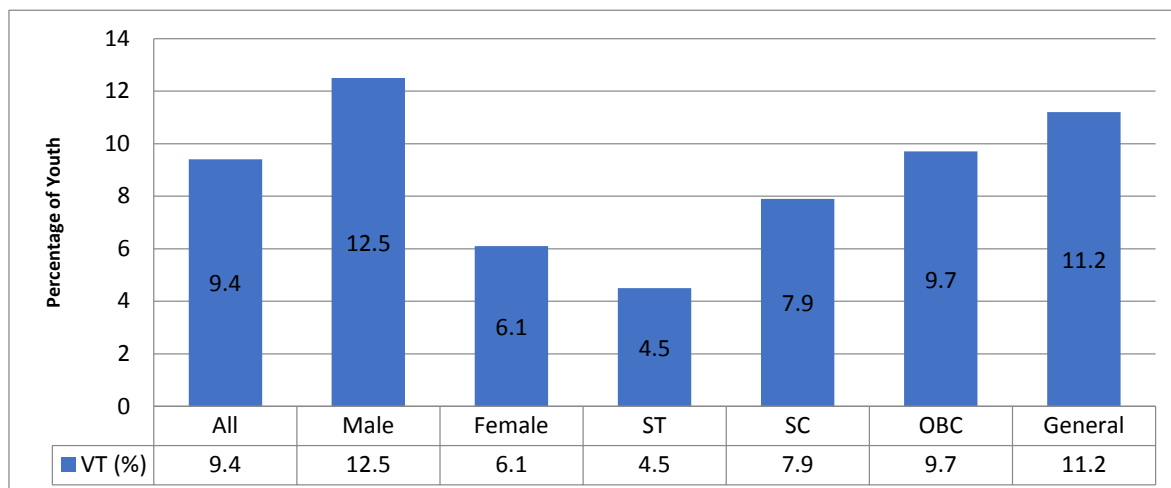


Figure 20: Proportion of youth (16 – 35 years) receiving formal and non-formal vocational training by gender and social groups

Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

The **possession of skills** among youth (16 – 35 years) **already in the labour force** is better, with **13.2 per cent of them having formal and non-formal vocational training** (Figure 21). Percentage of women receiving vocational training is significantly lower than of men. Similarly, the proportion of youth receiving vocational training is low among those belonging to ST and SC castes as compared to other castes. The proportion of youth receiving **vocational training** is close to **17 per cent** in the case of those belong to the general category.

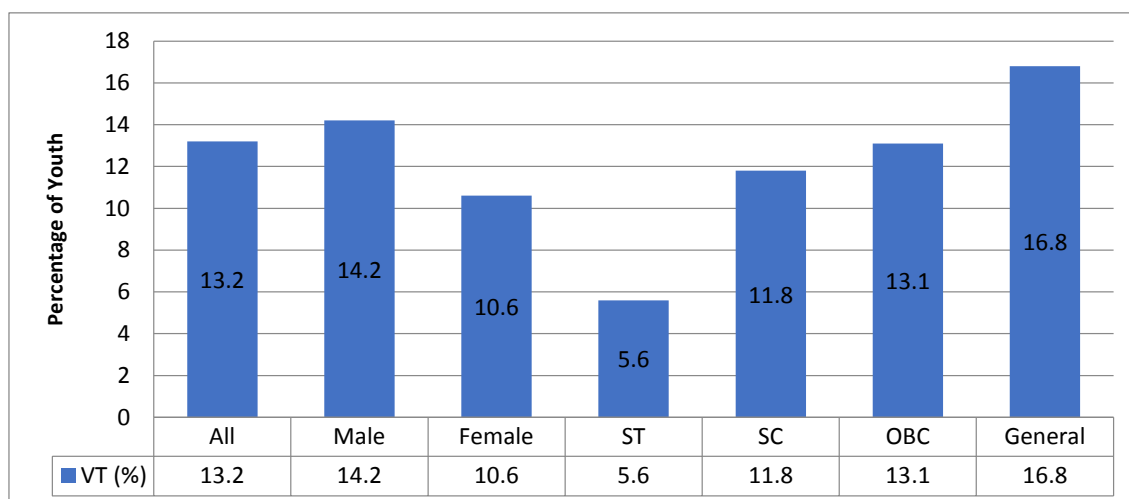


Figure 21: Proportion of youth (16 – 35 years) in labour force receiving formal and non-formal vocational training by Gender and social groups

Source: Estimated from the 68th Round of NSSO survey on 'Employment and Unemployment Situation in India, 2011-12

b. Global Scenario: geographies, countries with skill-gap/ employment (demand analysis)

On the demand side, China is projected to suffer the largest decrease in its total labour force until 2050 (**-84.8 million**). China's labour force will be growing until 2020, but then will start to decline quickly. China, though, as a developing country, might not face the same dire consequence of an aging labour force as the OECD countries, because it has considerable potential for improving its productivity, and hence its need for migrant labour might be less severe as, for example, the EU-25+. Nevertheless, the extraordinary high numbers with regard to China might still result in a significant demand for migrant labour on the world's labour market.

The second potential major demander of migrant labour in the future is the **EU-25+**. Its labour force is projected to **decrease by 66.3 million** people until 2050, with the biggest decrease projected for the 2020s with 19.7 million people leaving the labour force. After 2030, the decrease of the European labour force will only slowly improve. An enlarged European Union—incorporating parts of ECA—is clearly not an answer to address the decreasing labour force, as the ECA region, in particular Russia and Eastern Europe, also will face an aging and decreasing labour force from 2010 onward. Between 2040 and 2050, the **ECA region's** labour force will experience a **decrease of 13.8 million people**.

Potential Demand for Migrant Labour by Region						
Change in total labour force (source: Koettl, n.d.)	2005-10	2010-20	2020-30	2030-40	2040-50	Total Change
China	27.0	13.3	-36.6	-37.4	-51.1	-84.8
High-Income East Asia and Pacific	0.1	-4.7	-8.9	-9.7	-9.1	-32.3
East European and Central Asia	6.2	-1.9	-4.3	-8.9	-13.8	-22.7
European Union and other Europe	-2.3	-14.2	-19.7	-16.8	-13.4	-66.3
North America	3.5	-0.7	-3.5	-3.3	-4.8	-8.8
Total	34.5	-8.2	-73.0	-76.2	-92.2	-215.0

Table 8: Potential Demand for Migrant Labour by Region

Other significant future demanders of migrant labour are possibly the high-income countries of **EAP**. The decrease of their labour force will start between 2010 and 2020 and will cumulate in the 2030s, with a decrease of 9.7 million people. In total, their labour force is projected to decrease by **32.3 million** people until 2050.

Finally, North America has a relatively constant labour force because of a comparably high fertility rate; its labour force is projected to decrease by only 8.8 million people by 2050. Overall, the **potential demand** for migrant labour of **215 million people until 2050** is easily matched by a **potential supply pool of 570 million**.

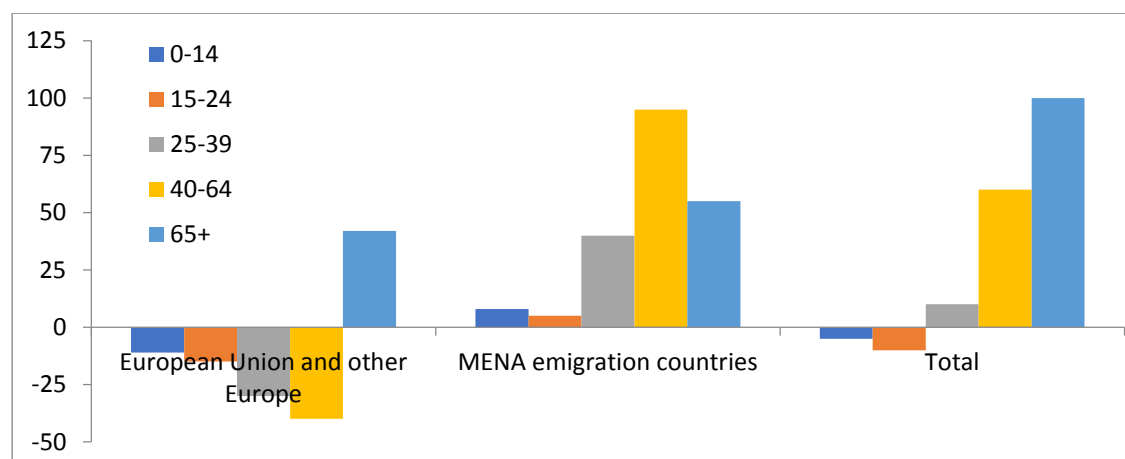


Figure 22: Demographic Change by age-group and region for the Mediterranean Basin (in millions)

In the course of the upcoming decades the population of the EU-25+ will considerably decrease and age, while the population of the MENA emigration countries will considerably expand. In the absence of domestic labour market measures and immigration, the labour force of the EU-25+ will diminish by 66 million people by 2050, with the 15–39 age-group alone diminishing by 41 million.

Given the situation, the most obvious option for EU-25+ is to import labour from overseas. The MENA countries thus form a natural pool for migrant labour recruitment in the coming decades for the EU-25+.

However, the population growth of the MENA emigration countries is not sufficient to satisfy the needs of the EU-25+ indefinitely, but the region has considerable potential to contribute to Europe's needs before 2020. The limit to this potential becomes apparent when looking at the populations of the two regions as a whole. The combined area faces an aging problem, and by 2050, the MENA emigration countries will be confronted with the same problems as the EU-25+ is today. By 2050, the population of the MENA emigration countries will begin to age significantly.

The demand for migrant labour in the EU-25+ will constantly increase and cumulate in the 2020s, when the labour force is projected to decrease by 19.7 million people. After 2030, the demand will start to decrease but still remain substantial. At current participation rates, the MENA emigration countries will hardly be able to match Europe's demand. Their largest increase in the labour force happens now and is steadily decreasing, reaching the bottom in the 2020s, precisely when Europe's needs are the greatest (World Bank, n.d.).

Rationale for Demand-Driven Programs

The advantage of demand-driven programs is that they are most responsive to the needs of the host countries' labour markets. Employers initiate the request for an entry visa and work permission, either for a specific migrant who is known to the employer, a migrant who the employer has found through a recruitment agency in the sending country, or a migrant who the employer found through an electronic database.

Demand-driven immigration programs can ensure that the right types of migrants are recruited for the labour market of receiving countries, independent of changes in the economy. In the case of Europe, analysis suggests that Europe most likely will need semiskilled migrants with secondary education. At the same time, the need for low-skilled service providers continues, thus there is a demand toward primary educated migrants. Indeed, despite all the apparent advantages of highly skilled migration for destination countries, the demand for low-skilled migrant labour in OECD countries is significant.

GCC Countries (source: ilo.org, n.d.)

Labour demand for migrant workers will remain high in the GCC countries, particularly in the construction industry. As employers pay lower benefits for low-skilled migrant workers, they are disincentivized to invest in new technology. GCC employers prefer migrant workers than locals due to the perceived work ethic; locals highly prefer to work in public sector due to wages and benefits.

The present mega-investment infrastructure developments in the GCC countries require more service and hospitality workers to fill in the labour shortage. It is expected that these projects will create 300,000 jobs, for example, for the upcoming UAE Expo 2020. There is a stronger preference for Filipino and Indian service workers (mostly women) and other Arab workers, particularly in managerial positions across retail/service workers. A growing number of African workers have also increasingly moved to the GCC and other MENA countries.

Labour demand for care workers will inevitably remain high both in the short and long-run. Public expenditure contraction in the care sector, employers' preference for care workers (i.e. high dependency, culture, and status symbol), and structural shortage of care workers combined with diplomatic bans imposed by sending countries has triggered Irregular migration, trafficking, and soft immigration policies at destination countries.

There is high shortage in medical and nursing staffing in various hospitals across the GCC countries. There are several factors responsible for the same: low ratio of nurse/doctor to patient populations, expansion of health care facilities in the GCC (particularly in the UAE and Saudi Arabia) and increasing medical tourist hub in the GCC.



EXISTING GOVERNMENT OF INDIA INSTITUTIONS AND POLICIES

IMC-K



5. Existing Government of India institutions and policies

Two of the most important features of the Government of India's recruitment system are listed below. The first is the e-migrate system and the second is the focus on skilling for international standards (PKVY).

The e-migrate system was introduced to make the recruitment processes more efficient by eliminating the need for offline registrations and approvals for the ECR category. However, the e-migrate system has had a few stumbling blocks strewn in its path. Many private Recruitment Agencies argue that the reason for India losing out on many contracts in recent years is because the system requires compulsory registration of foreign employers. They also argue that compliance with the Minimum Referral Wages (MRW) set by the system is unrealistic and has resulted in a more difficult regulatory system thereby making recruitment from India less competitive. The section below talks about the e-migrate system at length to familiarise the reader with its processes and advantages.

a. E-migrate system

Website: <https://emigrate.gov.in/ext/>

Timeline of events:

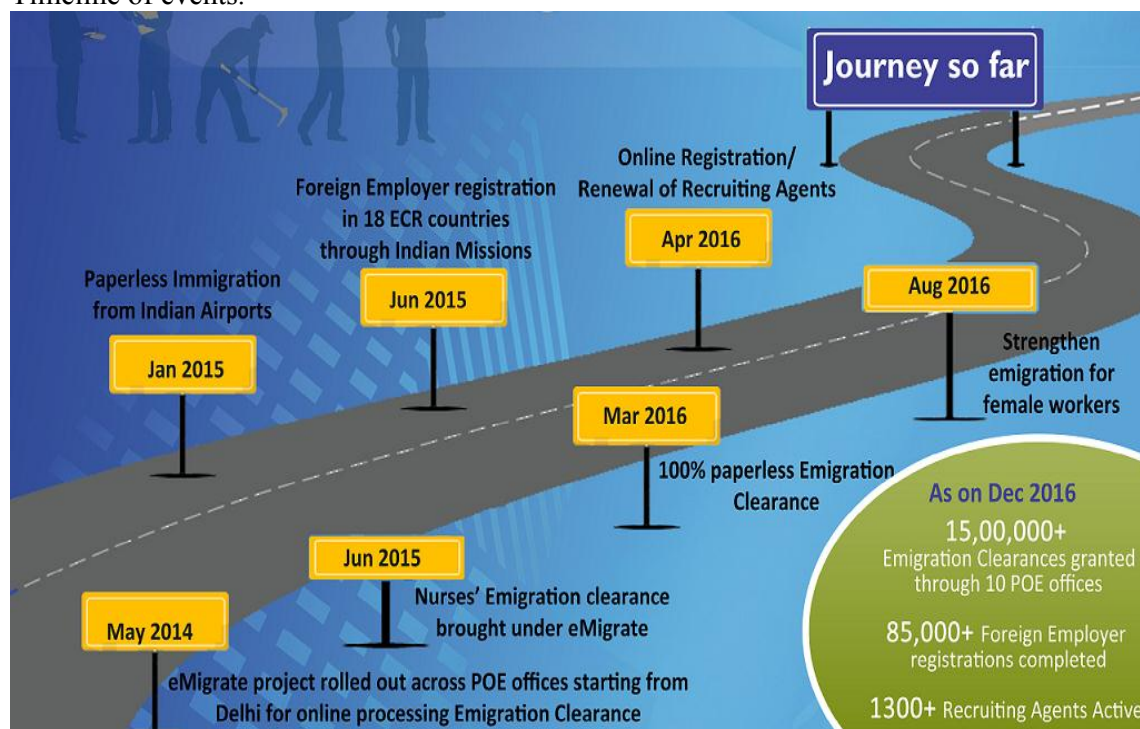


Figure 23:E-migrate system

(Source: POE Mumbai, 2017)

Features of the E-migrate system

- Online RA Registration and Renewal and Emigration Clearance
- Online Intimation for Recruitment Activities by RA (Interview and Advertisement Published)
- Authenticity check for Registered Agents/ Foreign Employers/ Project Exporters
- Availability of Emigrant's travel status (Travelled/ Returned)
- Id Cards for Emigrants
- eLocker with copies of all relevant Emigrant Documentation

Advantages of the system

- Enhances the reach and ability to legally 'Regulate' the emigration for overseas employment of Indians by PGE/ PoEs.
- Enhances tracking of emigrants country-wise and reach out to them when in need.
- Facilitate in gathering information about illegal agents operating in different parts of India and transmit the same to State Governments / Police .
- Registration of stakeholders (RA, FE, and PE) .
- Information availability to Emigrants (Verification of RA/FE/PE/status of Emigration Clearance, Employment Contract, Visa, Insurance Policy).Model Employment Contract (Annexure V)
- Swift and on-line Grievances redressal mechanism .
- Pre-emigration formalities for stakeholders (Raise Demand, Advertising & Recruitment and Emigration Clearance).
- Rescue/ redeployment/ repatriation of person in distress.
- Emigration related information for trend analysis for migration related bodies such as Govt. Ministries (MEA, Skill Development etc.), ILO, UN Women, IOM & Researchers & Academia.

E-migrate portal



Figure 24: E-migrate portal

Emigration Clearance Process

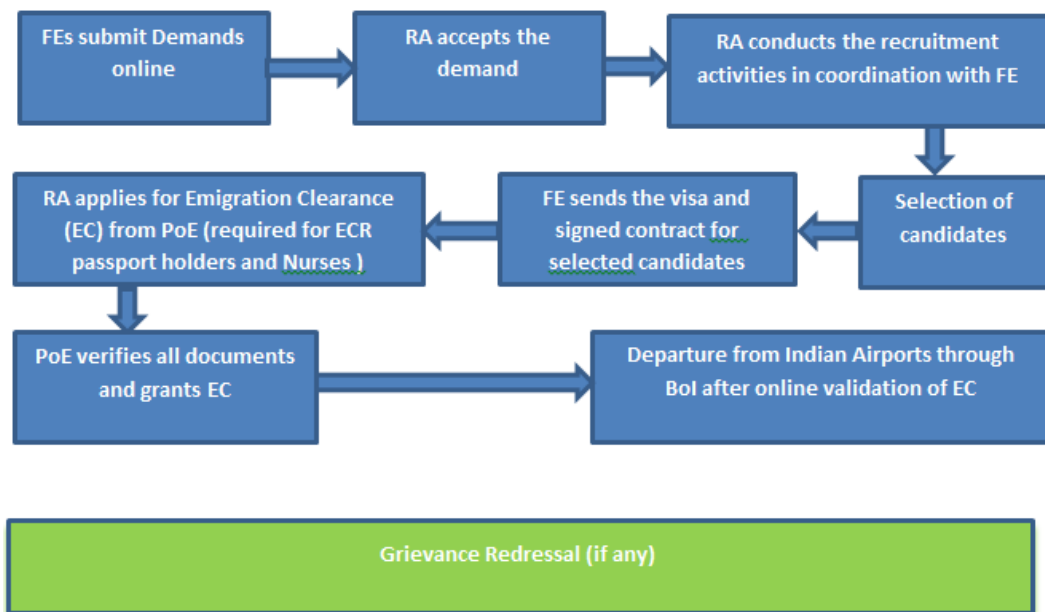


Figure 25: Emigration Clearance Process

b. Pravasi Kaushal Vikas Yojana

Website: <https://www.nsdcindia.org/New/>

At the national level, the Ministry of External Affairs (through the Overseas Indian Affairs division) and the Ministry of Skill Development and Entrepreneurship (through the National Skill Development Corporation) are implementing the 'Pravasi Kaushal Vikas Yojana' (PKVY). The PKVY scheme was announced by the Honourable Prime Minister in the inaugural session of the Pravasi Bhartiya Divas in January, 2017. The scheme is in its pilot stage and is being implemented through 14 **India International Skilling Centres (IISCs)** across the country in states that include Rajasthan, Uttar Pradesh, Bihar, Punjab, Andhra Pradesh, Telangana, Kerala, Maharashtra and Jharkhand. Seven of these pilot centres are operational or in pipeline.

The objective of the IISCs is to *provide international certification to potential migrants* from the cohort trained under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) or the existing skilling programme in India of which all Sector Skill Councils (SSCs) are a part. The MEA through its OIA division also provides 'Pre-departure orientation' and language skills and digital literacy to all those trained under this scheme.

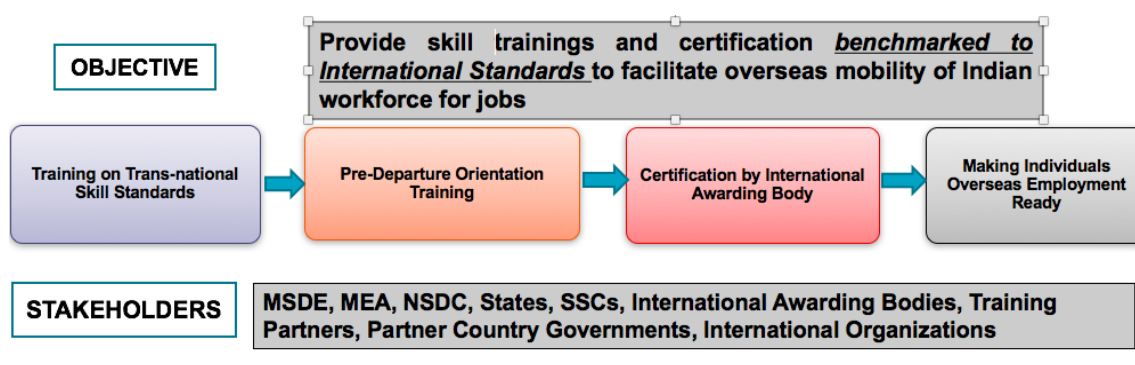


Figure 26: IISC objective and process

Sl. No.	Location	Training Partner	Tentative Job Roles
1	Ajmer, Rajasthan	IL&FS	Commercial Vehicle Driver
2	Allahabad, Uttar Pradesh	Empower Pragati	Electrician General General Mason
3	Araria, Bihar	Moti Babu Institute of Technology (MBIT)	MIG Welder
4	Chandigarh, Punjab	INSCOL	General Duty Assistant
5	Gorakhpur, UP	LabourNet	General Mason
6	Hyderabad, AP/ Telangana	Syncroserve Global Solutions	Sales Associate General Duty Assistant F & B Service – Steward
7	Kochi, Kerala	Force 10 Protection Services Pvt. Ltd.	Unarmed Security Guard
8	Kochi, Kerala	MWT	General Duty Assistant
9	Kolkata, WB	Quivan Skill Empowerment	General Mason
10	Lucknow, UP	Mahendra	Sales Associate Food & Beverage - Steward
11	Lucknow, UP	SWACA	F & B Steward General Duty Assistant MIG Welder
12	Maharajganj, UP	Quivan Skill Empowerment	General Mason
13	Navi Mumbai, Maharashtra	AnupTech	MIG Welder
14	Ranchi, Jharkhand	Prayas JAC	General Housekeeper
15	Varanasi, UP	SWACA	Sales Associate F & B Steward General Duty Assistant Unarmed Security Guard MIG Welder
16	Varanasi, UP	Orion Edutech	Sales Associate F & B Service - Steward General Duty Assistant

Table 9: State wise training partners

However, the IISCs are gradually shifting their focus to a ‘market-driven’ model wherein all the Training Providers (TP) who become accredited as IISCs will have to provide an assurance to the NSDC about the demand for the job roles in countries of destination. In addition, these centres must also either have links with Recruitment Agencies (RAs) or have valid recruitment licenses in order to ensure placements of these trained, assessed and certified candidates. The TPs are accordingly incentivized.

In this changing scenario where assurances of placements have become an essential condition for TPs in order to become accredited, the RAs have a huge role to play, not only in terms of providing facilitation for overseas recruitment through their services as recruitment agents but also as important stakeholders in the process by providing information about demand in the countries of destination and links with potential employers.

Under the PKVY scheme, states can directly approach the NSDC with a request for empanelling Training Providers with links to recruitment agencies/and or assured placements. The PAC has maintained a link with the core team of the PKVY and as explained in the last section (Pilot project) can identify training providers in Karnataka who can train potential candidates up to international standards and facilitate the process of empanelment.



INSTITUTIONAL MECHANISM (PROPOSED ENTITY) AND ROAD MAP

IMC-K



6. Institutional Mechanism (Proposed Entity) and Road Map

The framework we recommend for Karnataka to develop an integrated, institutional Overseas Employment Pathway (OEP) envisages five key functions to be incorporated under an autonomous state entity that we christen as the International Migration Centre – Karnataka (IMC-K). The IMC – K will oversee the OEP for Karnataka through:

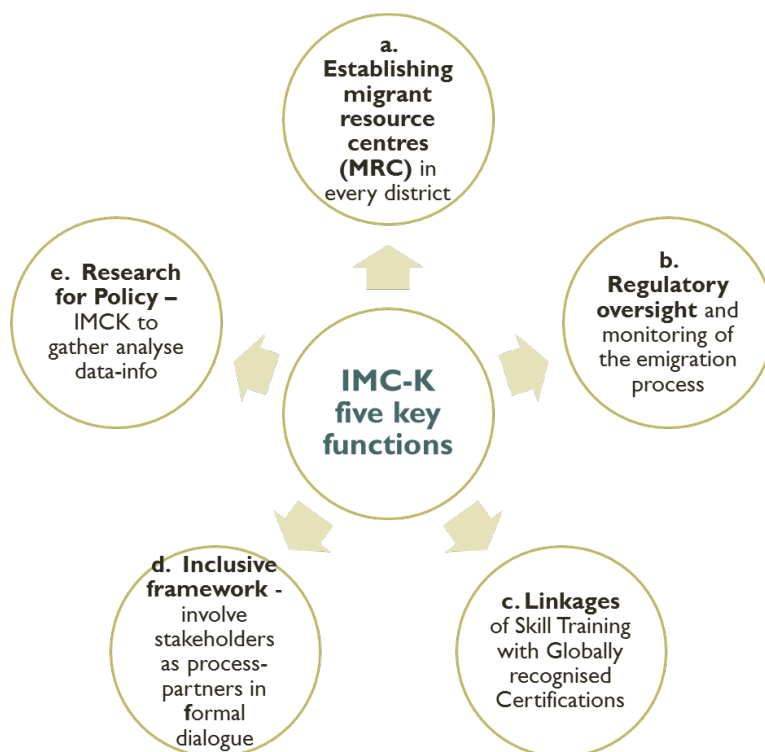


Figure 27: IMC-K key functions

(a) Establishing Migrant Resource Centres (MRCs): in every district to implement an Information, Education and Communication strategy to provide authentic information and guidance on overseas employment at the first mile for potential migrants. This must include an online information system linking all data to a central registry new avatar of the erstwhile employment exchanges.

*Based on consultation discussion with SDEL and other GoK departments – it is now recommended the Department of Training and Employment (DET) be the designated organisation for the MRCs. One MRC per district will be opened, and operate within the existing office-infrastructure-personnel of the DET.

(b) Regulatory oversight and monitoring of the emigration process, protection and welfare of workers, and other legal compliance requirements. This can be done by the office of the Labour commissioner and his field formations. DET will be the controlling authority.

(c) Facilitating a unified system of skill training and pre-departure orientation for imparting skills through formal institutions on select job skills in chosen sectors. The existing pool of ITIs will need to be used with suitable restructuring. This will have to be coordinated by the KVTSDC that will deal with certification and mutual recognition of qualifications.

* Grants available under DDU-GKY can be utilised for foreign employment cell (ie IMCK) and also those from different schemes, programmes that are found to align with the objective of training and providing employment opportunities to candidates seeking well-paying and decent jobs.

(d) Policy Planning, programme design, market development, developing partnerships, promoting recruitment through recognised agencies and employers; and monitoring. This must be done by a new International Migration Centre - Karnataka (IMC-K) as an independent, autonomous institution at the state level **comprising important stakeholders.**

(e) Undertaking empirical, analytical **and policy research** to generate evidence and data that will guide policy practice (Praxis) and interventions periodically to maximize the benefits from migration and development. This can be done by an independent think tank that would report to the IMCK-executive.

a. The International Migration Centre – Karnataka (IMC-K)

This should be an independent, autonomous, policy-making body that that will give strategic direction to international migration from Karnataka and create a sustainable and institutional **Overseas Employment Pathway (OEP)** that can open myriad opportunities for the young, talented, skilled and trained professionals from the state to emigrate. It will also make the process of emigration from Karnataka simple, efficient, systematic and humane. It will make use of existing institutions and guide through each stage of the migration lifecycle.

The various stages can be conceptualized as follows:

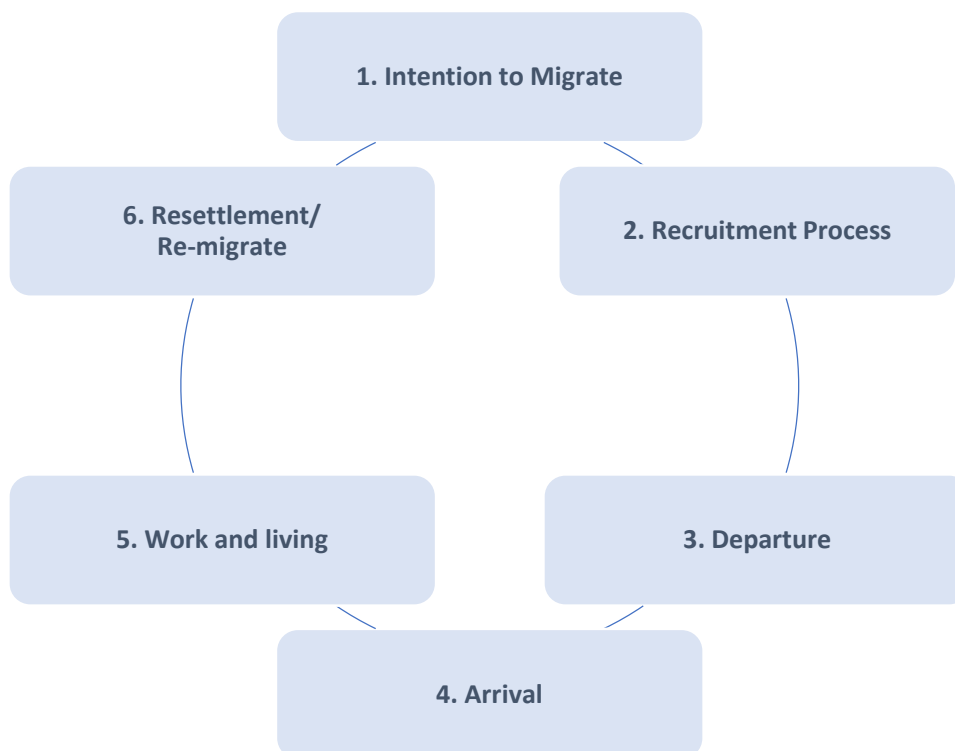


Figure 28: IMC-K stages as conceptualized

Keeping the migrant at the heart of the immigration process, here's where the IMC-K can play a key role in addressing challenges at different stages:

At the macro-level the process is circular, while for individual candidates it may be linear.



Figure 29: Steps in the migration process

I. Intention to migrate



Creation of awareness by providing ‘first mile information’

Exploitation in the migration cycle begins with the lack of information. Potential migrants may be exposed to false information by brokers and intermediaries (including friends and family members), brokers. Intermediaries who may not inform them about the risks associated with immigration for employment.

Migrant Resource Centres (MRC) have been established in various states for this purpose⁸. Providing accurate information about the process of international migration, including informing them of risks and opportunities, is absolutely essential. The decision to undertake travel for work is usually taken at the household level especially for women. MRCs should be accessible to all potential migrants. Accessibility includes issues of proximity and, therefore, it is not enough if the MRC is only in the state capital as many of the potential migrants may be from the rural areas or smaller towns

Strategic goal: Providing adequate information to the intending migrant.

Suggested institutional set-up:

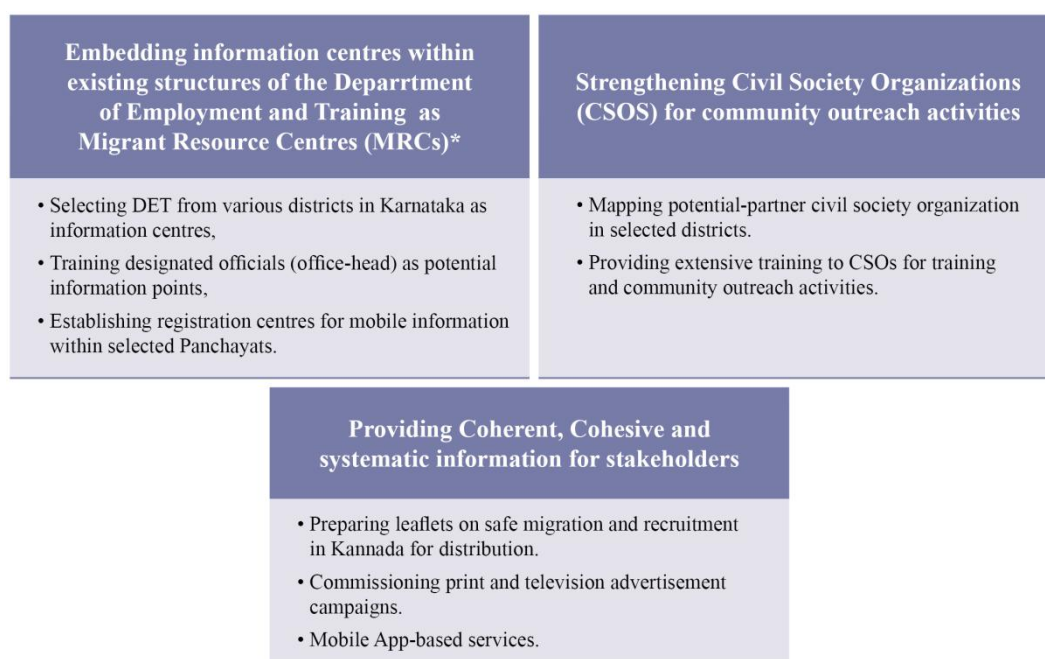


Figure 30: Suggested institutional set-up

*Based on consultation discussion with SDEL and other GoK departments – it is now recommended the **Department of Training and Employment (DET)** be the designated organisation for the MRCs. One MRC per district will be opened, and operate within the existing office-infrastructure-personnel of the DET.

Note: Digital on-line Verification of Certificate

The MRCs as the first-line interface for potential candidates will enable and connect them to translation services – for certificates that are local language. The scope of the MRCs extends to providing assistance in preparing job-applications, including all documentary formalities. The Government of Karnataka (GoK) must also ensure there are no delays in attestation of certificate by the issuing authorities (Universities, Institutions, etc) for successful candidates – to ensure they do not miss employment opportunities in the pipeline. It is suggested an IT enabled networked-platform be set-up for digit (eg: using of the DigiLocker <https://digilocker.gov.in>) for the certificates to be authenticated digitally, reducing handling of original-hardcopies and shortening the time taken for verification through inter-agency coordination and communication. Once the platform is enabled, the MRCs can house a help-desk or carry-out periodic campaigns for this process.

⁸ More information on this is available in ‘Analysis of best practices from the States of Andhra Pradesh, Telangana, Kerala and Punjab’

II. Recruitment Process



The Emigration Act of 1983 is the legal instrument for emigration from India. It divides emigrating citizens into those who require ‘Emigration Clearance’ (ECR) and those who do not (ECNR). Indian citizens who have not passed their Grade X exams have to undergo a regulatory system under the office of the Protector General of Emigrants (PGE) that issues clearances for travel for international employment for these citizens. The Government of India has further identified a list of 17 countries which mandatorily require emigration clearance if the citizen is listed under the ECR category. The act defines a ‘Recruitment Agent’ and states that recruitment agents have to mandatorily be registered under this Act in order to carry out recruitment for overseas employment. The PGE or the regulatory authority functions through approximately 10 Protector of Emigrants (POE) offices in different states in India. However, Karnataka does not have a POE office. It is essential, however, that the State of Karnataka requests the Government of India to establish a POE office in Karnataka. [*see note below]

If we look at the disaggregated data from India under the ECR category, Karnataka does not feature in the top 10 sending states from India:

Sl. No.	State	2011	2012	2013	2014	2015	2016 (up to 30.09.2016)
1.	Andhra Pradesh	43612	50358	61213	53104	45232	21562
2.	Bihar	72275	83967	96868	98733	107285	60574
3.	Kerala	88040	98131	86134	66050	43133	20430
4.	Odisha	7290	7490	10635	13049	15257	9126
5.	Punjab	33010	37539	48697	48433	46491	24480
6.	Rajasthan	43192	50232	51176	48129	45998	27282
7.	Tamil Nadu	69473	78157	83385	83201	73016	33530
8.	Telangana*					36312	20029
9.	Uttar Pradesh	158314	191138	217849	229441	236495	120842
10.	West Bengal	30192	36948	41898	51568	64205	43230
Total		545,398	633,960	697,855	691,708	713,424	381085

Figure 31: State wise migrants in the ECR category (year wise)

Source: PGE, Government of India, 2016

Since the migration process is quite cumbersome, access to emigration services may be difficult. In fact, despite existing legislation, efforts to regulate the private recruiting agents remain a challenge. The establishment a public recruitment agency as is done in other states may ease the emigration process and increase access to legal emigration services for migrants. The difference between a state-run public recruitment agency and a private recruitment agency is that the former is established not with a private motive but only with the intention of facilitating overseas employment. While there may not be many private recruitment agents in Karnataka (current ports of emigration may be from Mumbai or from other South Indian states where private recruitment agents are well-established), it is important to regulate these agencies/associations through a system that defines an ethical code of conduct and discourages unscrupulous practices. The IMC-K could also try to develop a rating system for private recruitment agencies, incentivize the ones that follow ethical practices and black-list the ones found guilty of violating rules. As explained above, these kinds of systems have been established in the Philippines and Sri Lanka and have worked exceedingly well in keeping the welfare of the migrant at the heart of the recruitment process.

Strategic goals: To ease the recruitment process and reduce migration costs.

Suggested process:

- Creation of a Public Recruitment Oversight Agency⁹
- Developing an efficient system of regulation for private recruitment agencies.
- Requesting the Government of India to establish a ‘Protector of Emigrants’ office in Bengaluru, Karnataka.

[*note: The PAC has approached the PGE with the procedure for making such a request. The view of the PGE is that in the near future, the RPO facility will be merged with the POE office. The Government of Karnataka may file a request to be a part of the ‘**Videsh Sampark**’ series by the Government of India after the establishment of the IMC-K].

Some suggestions are listed below:

Institutionalizing Standard Setting and Compliance of Recruiting Agents (RAs) - Standardizing the processes for selection RAs. - Publicizing information on government-approved RAs widely. - Strictly enforcing ceiling on placement fee for RAs. - Stern legal action against defaulting RAs.	Capacity Building of RAs - Stakeholder seminars for existing RAs. - Training workshops for approved RAs.
Establishing of POE and Capacity Building of POE Officials/Consulate Officials; - Stakeholder workshops for POE officials and consulate officials, - Signing of contracts by employers and employees, at consulate and POE offices respectively, in the presence of designated officials.	Policy Formulation with regards to contracts and Minimum Wages. Prescribing standard employment contracts [A model contract is enclosed as Annexure V]

Figure 32: Institutional structure for RAs

Employment Support: Taking cognizance of various factors – such as the socio-economic background of candidates, the efforts and time they have put-in for the courses and the expenses incurred by the scheme-institutions in providing training/skilling, it is recommended: For candidates already skilled / certified for employment overseas, but been unsuccessful in getting overseas jobs after multiple attempts, the IMCK (DET / KVTSDC) shall provide support to them to find employment locally (within India/Karnataka). For this, IMCK will put in place an arrangement of coordination mechanism with external institutions and with industry bodies. The IMCK must work with a holistic approach that balances economic and social benefits. One of the suggestions we wish to make – is for the SDEls’ Kaushalkar model to be enhanced for overseas job support.

KVTSDC as Government Recruitment Agency (RA) for Karnataka

It is proposed an existing corporation be designated as the RA, instead of incorporating a new organisation. Based on consultative discussions and consensus, it is decided KVTSDC be entrusted the powers to be the Government RA for Karnataka. KVTSDC has been directed to restructure the Memorandum of Association, so as to take-up this role. KVTSDC will apply to the PGE for RA registration and submit the required security deposit. Refer Annexure VIII for functions / guidelines for a RAs.

⁹ Examples of existing public recruitment agencies under the governments of Andhra Pradesh, Telangana and Kerala are under ‘Analysis of best practices from the States of Andhra Pradesh, Telangana, Kerala and Punjab’

III. Departure



Pre-departure orientation training and Certification for international markets:

To gain a comparative advantage in the skilled supply of international workers from India, the Government of Karnataka must focus on allowing its youth to climb the ‘skill ladder’ and thereby the ‘wage ladder’ and diversifying the destination base of potential countries of destination by studying the varied geographies where these international migrant workers will be in great demand. This is possible by carrying out a thorough demographic analysis and skill and labour shortages in potential countries of destination of the **demand-side** (this is to be done through a dynamic ‘Labour Market Information System’ or LMIS¹⁰) (**Annexure III**). Some Labour Market Assessments have already been carried out and these are enclosed as with this document.

Supply Side
- GoK must focus on allowing its youth to climb the ‘skill ladder’ and thereby the ‘wage ladder’ - Carry out a Karnataka Migration Survey – to ascertain the quantity and spread of candidates with the willingness and potential to migrate internationally for employment.
Demand Side
- Diversifying the destination base of potential countries of destination. - Undertake a Labour Market Information System/ Survey – to study the demographic analysis of skill and labour shortages.

Figure 33: Labour Market Assessment

Skilling and Certification to International Standards
- Bridge courses for training up to international standards. - Assessments and certifications for international standards. - Capacity building to take standardised tests required for certain job roles (e.g. IELTS).
Pre-Departure Orientation Training
- To include language training. - Cultural familiarisation. - Special attention to be paid to the rights of migrant workers in Countries of Destination.

Figure 34: Pre-departure orientation and training

The Government of Karnataka’s skill development policy clearly articulates the number of Karnataka youth who will be targeted in its comprehensive skilling programme. However, a careful and comprehensive **supply-side analysis** of Karnataka should reveal the following:

1. Number of youth in Karnataka who have the willingness and potential to migrate internationally for employment.
2. The existing skills in the state and those that have the potential to be further developed.

The (IMC-K) should also make use of its existing capacities and training partners and provide bridge courses to match international standards. Assessments for international standards can be provided by any competent bodies (eg: such as ‘City and Guilds’). Pre-departure orientation programmes are essential for all geographies and must be altered according to the context to which the migrants may be travelling to for work. A Draft Outline of an Emigration Orientation Programme for intending Migrants to ECR Countries prepared by Senior Fellow, India Centre for Migration and presented to the Government of India in the year 2013 is enclosed (Annexure IV).

Strategic goal: Provide international level certification and pre-departure orientation programmes.

¹⁰ More information on LMIS is available as Annexure III

Suggested process: Carry out a Karnataka Migration Survey.

Liaise with the Government of India and Governments of destination countries for setting international standards in the current skilling efforts. A new institution for this should not be constituted. Instead current efforts should be made use of.

IV. Arrival in country of destination



The (IMC-K) through its recruitment arm will liaison with destination governments to understand market trends- labour shortages and skill gaps. This relationship can be further strengthened to include co-operation with countries of destination by proposing the following measures:

- 24x7 helpdesks at destination airports
- Verification of employer contact details

Liaison With Destination Governments	Measures to Strengthen Operations
• To understand market trends - labour shortages and skill gaps.	• 24x7 helpdesks at destination airports. • Verification of employer contact details.

Figure 35: Assistance on arrival in the country of destination

The first few days/weeks are curtail for integration into a new place (different culture, tradition, food, rules, regulations, laws, etc). While pre-departure orientation is meant to provide each individual with the knowledge, information and capacity to handle the process, the transition can be better managed when there is local on-ground support (most importantly, when its more immediate to the arrival)at the country of destination. First-time travelers / Women are the most vulnerable group.

The role of receiving and support for integration is carried-on mostly through personal-relationships, structures such as extended-circle of friends and family, etc. IMCK must study and research these patterns and come-up with innovative means to strengthen them, even while considering opening parallel official mechanism.

Once the number become significant at a particular destination country, IMCK can then look at the mechanism to be placed there officially (though government-to-government engagement).

For any Indian Citizen in need at a Foreign Country, the best option would be to reach-out to the closes Indfian Embassy/Consulate. MEA,GOI has taken forward many initiatives* to provide support, enhance safety, process grievances. IMCK would do well in promoting these official channels and building structural support within these frameworks.

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* note: MADAD enables online logging and tracking of grievance related to consular services offered by Indian Missions/Posts abroad <http://www.madad.gov.in/AppConsular/welcomeLink>

V. Working and living



The (IMC-K) can liaise with the Government of India to ensure the protection of migrant workers from Karnataka in countries of destination through the Indian embassies and missions.

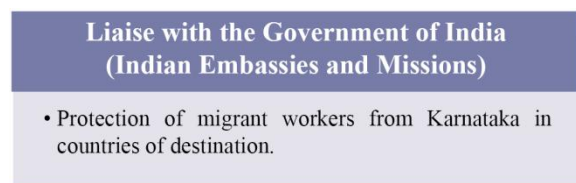


Figure 36: Assistance when working and living in the country of employment

IMCK would have to work closely with the MEA, GoI for any matter pertaining to this stage of the migrant lifecycle. IMCK must as part of its activities, seek to build open channel of communication and close working coordination with Indian Embassies/ Consulates in the countries where significant number of workers from Karnataka are resident.

Many countries have their Consulates / Embassies / Offices in India, in various locations in India. Many such have been established in Bengaluru and other cities in South-India. IMCK should engage the representatives / officials here to build enhance relations.

Bilateral Agreement (government-to-government) have been foundational in streamlining the process of emigration and securing better and safe opportunities for workers. GoK must look at such agreement with countries of interest – whereby IMCK would have added impetus to supply skills based on their work-requirements (as per due procedure and with due approval / intimation to MEA and other related Ministries at GoI)

Dispora from Karnataka have in many countries have come together under various Social Groupings / Forums. They are significant stakeholders and the IMCK must look to their inclusion, involvement and participation in the Overseas Employment Pathway (OEP) process.

VI. Resettlement/ Re-migrate



A migrant worker may travel overseas for work multiple numbers of times due the temporary nature of economic migration. The (IMC-K) should be of assistance each time the migrant worker decides to undertake travel. However, the migrant worker may also choose to resettle in Karnataka. A Stakeholder Analysis is visualized below:

Stakeholder Analysis (for the ECR category emigrant)

OVERSEAS EMPLOYEE		
Information providers Currently: (Family, Friends, sub-agents) To include: MRCs in PRIs, CSOs, EEs, IOs	Financing the migration Currently: Informal borrowing, Local moneylenders	Training provider: International level skills plus pre-departure orientation programmes [currently IISC]
Recruitment Agency (Private or Public) [Receive information about vacancies on emigrate portal]	Protector of Emigrants under the PGE-Emigration Clearance	Employer (Direct Hiring/COD)
Embassies/Representation in COD (Protection/Emergencies)	Banks/FIs- Receiving remittances in COO	NRI cells/ Departments in COO (Return/reintegration and grievances redressal)

Figure 37: Stakeholder Analysis (for the ECR category emigrant)

Currently, the lack of support for assistance/counseling in the process of reintegration upon return may dissuade potential migrants to undertake international work assignments. therefore, it is important that the (IMC-K) IMC-K address this. In fact, the skills of returning migrant workers may be effectively used in the skilling efforts for international employment. It has also been proven extremely effective to use the experiences of those who have returned from an international assignment for creation of awareness as well as in pre-departure orientation programmes. The (IMC-K) could also consider lending support in setting up of a returnee association of migrant workers.

Concerns/challenges

The following are important challenges that should be kept in mind while institutionalizing the efforts of the (IMC-K):

- 1. Should not be a de novo effort:** Should not replicate the work of existing institutions (e.g. in Skilling and training)
- 2. Limited to functions of the ‘State’:** Should delegate the functions related to markets and the ‘business of migration’ to private entities
- 3. Cannot have a fixed charter:** Should be flexible in its approach to adapt to the changing global scenario



OPERATIONALISING - INTERNATIONAL MIGRATION CENTRE KARNATAKA (IMC-K)

IMC-K



7. Operationalising - International Migration Centre Karnataka (IMC-K)

- Entity-type: form and structure of organisation
- Role and Responsibilities of the Entities
- Human Resources: Roles and Relationship Structure
- The Financials
- IMCK overarching Goals
- About: Recruitment Agents (RAs)
- SWOT and Positioning of the IMC-K
- (IMC-K) roadmap Gantt-chart of Activities, Timelines, Milestones, Deliverables
- Logical Framework – for IMC-K (GoK)

a. Entity-type: form of organisation

As per the Skill Development Policy [1] released by the SDEL, GoK the IMC-K has been conceived as a body under the Commissioner of Employment & Training.

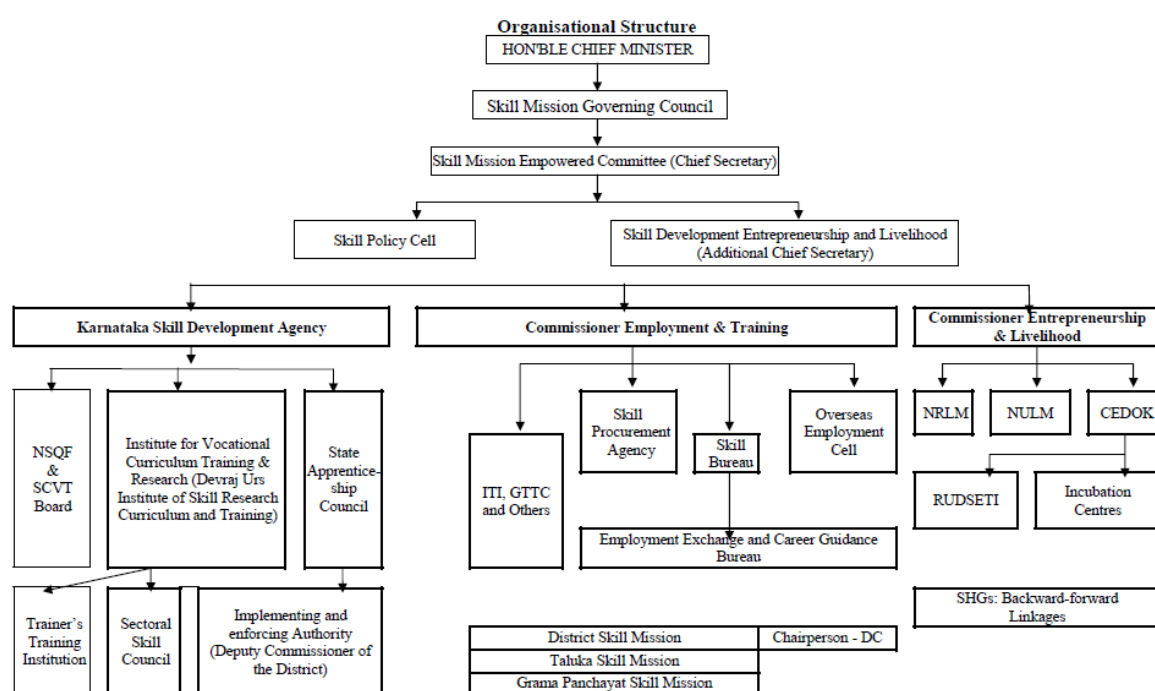


Figure 38: Organization Structure for IMC-K

In our opinion, the ‘International Migration Centre – Karnataka (IMC-K) must be an autonomous body, that must take-up

- evidence based research for influencing policy,
- drive a 360-degree engagement with all stakeholders and direct strategy,
- have operational capacity to constructively engage in meeting demand of the global employment market and
- build ability to create new opportunities and channels for overseas employment

The body must collaboratively align with the ongoing institutional efforts that drive skilling and employment, and supplant these by providing the relevant top-up support to channel a set of eligible and potential candidates for employment overseas.

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[1] source: pg36, Skill Development Policy March 2017 Department of Skill Development, Entrepreneurship and Livelihood. Government of Karnataka.

<http://www.kaushalkar.com/images/karnataka-draft-skill-policy.pdf>

As the scope and dimension of work during the institutionalisation of the IMC-K would be broad-based, the structure proposed seeks to narrow-down and provide focused agenda for each entity. The mandate, responsibility and operations defined for each entity cover the broad spectrum of work to be done at the various levels, from policy engagement at the top to field-level operations. The structure is not to compartmentalise the functioning of these five bodies, but to allow for streamlined objective process which is complimentary and integrative all across. Further, it is propose for the operational aspects of the IMC-K to be undertaken by the entities RAD and RAK. This framework would ensure each of entity is able to operate independently, be focused to follow their divergent mandates and through coordination (by the PMU) collaboratively provide complimenting value for the overall ecosystem for emigration from Karnataka for Global employment.

Below are the key points considered in proposing the model:

- the organisational ethos, people configuration, work set-up and directional drive shall differ for a think-tank, an entity focused on Research (RAD) versus an entity that is driven by market indicators and business metrics (RAKs)
- As per the regulations enforced by the PGE, certain category of workers (eg: women to ECR countries, etc.) is allowed only through government recruitment agencies
- As per the regulation in place, the GoK-IMC-K registered RAK can legally solicit and channel candidates from across India. Working with independence will allow it to pursue market-dynamics and evolve sooner into a sustainable / profitable venture.
- Due to restricts imposed by the law, that mandates only registered RAs to undertake overseas recruitment, they have reasons to be wary of any new entrant. The GoK-IMC-K registered RA maybe considered a competitor and face hurdles in gaining traction for its services.
- As a niche think-tank, the RAD will undertake research that benefits the entire Overseas-Employment sector, its scope and mandate would cover the state of Karnataka only, its research-findings and work would be accessible to all stake-holders. Hence, being a separate entity from RA would enable it to undertake programmes that are not partial to the GoK-IMC-K registered RA.

The **Department of Employment and Training (DET)** shall be the Governing Organisation for the IMCK. At the core, the IMC-K will carry out regulatory, coordination, and liaising functions (inter-ministerial, inter-agency (within Karnataka); and with Government of India.

1. **Migrant Resource Centres (MRC)** opened for the IMCK at the district-level will be a part of the DET institution
2. The IMCK Executive / Head shall be the **Commissioner-DET**.

Further, to the above, the IMCK model shall have three component entities

I. IMCK office - Operational functions handled by **Project Management Unit (PMU)**

II. Research and Analysis Division (RAD) to function as the research arm

II. Recruitment Agency Karnataka (RAK) to function as the employment arm

Each would have a specific mandate and be complementary to one another.

Org-Structure of International Migration Centre - (IMC-K)

International Migration Centre - Karnataka will have three component entities

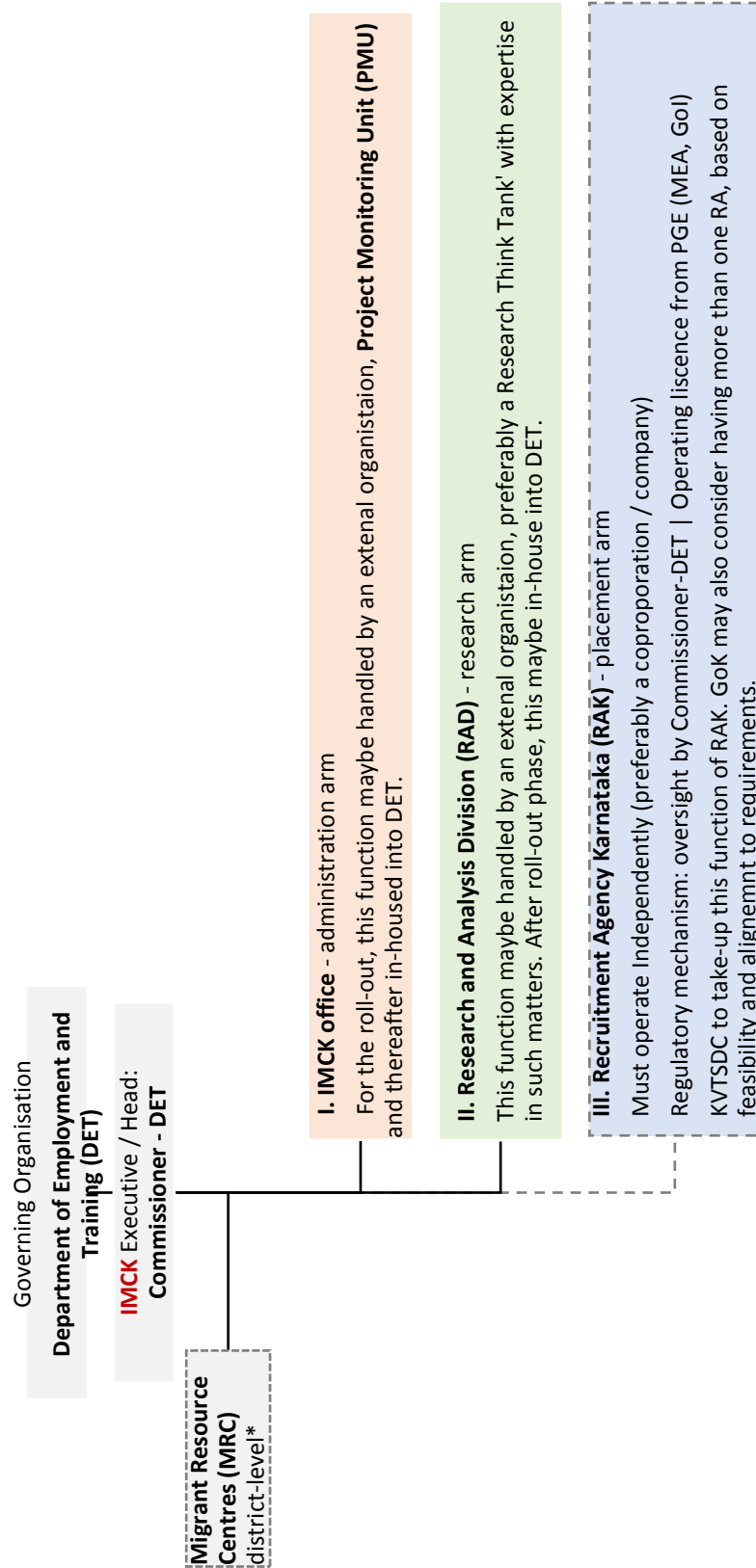


Figure 39: Org-Structure of International Migration Centre - (IMC-K)

*The IMCK team at each of the MRCs will report to the DSO (District Skill Officer). For administrative and appraisals, the DSOs will through the existing organisational mechanisms report to DET-Commissioner. The DSO will directly report to and coordinate with the Project Manager of the IMCK office (~ PMU) for all operational functions, programmes and activities related to the IMCK.

Three entity (arms) Institutional Model for IMC-K					
SL#	Agency	Entities	Organisation/ Staffing	Overseen by	reports into
	Governing Organisation	Department of Employment and Training (DET)	Internal (GoK)	Commissioner DET	ACS - SDEL
	[DET]	Migrant Resource Centres (MRC) district-level	Internal (from existing Infrastructure / Personnel of DET)	DET	Commissioner DET
I	External Agency (Professional)	IMCK office	Project Monitoring Unit (PMU) engaged for roll-out phase; in-house into DET thereafter.	Project Manager	Commissioner DET
II	External (Research Think Tank)	Research and Analysis Division (RAD)	External Agency to be engaged for roll-out phase; in-house into DET thereafter.	Research Head	Commissioner DET
III	Independent	Recruitment Agency Karnataka (RAK)	KVTSDC (restructure departments within) GoK may consider having more than one RA.	Managing / Executive Director	Chairman KVTSDC (regulated by Commissioner DET)
* Note: the above schedule is suggestive. It guides the touch-point for official interaction. The agencies also need to ensure other external regulatory factors and compliance filing as mandated by law are adhered to.					

Table 10:Three entity (arms) Institutional Model for IMC-K

b. Role and Responsibilities of the Entities**Overall Agenda: Scope-Matrix**

S#	Agency	Mandate / Scope	Agenda	Expected Goal Outcome / Impact (over five years period)
-	Governing Organisation (DET)	Policy Decisions / Legislations Strategy Plan and Action Agenda	Global Employment from Karnataka - Draft Policy / Legislation and submit to House to pass bill. (legal aspects need to be considered?) Develop a 'one-voice' dialogue-space for all stakeholders to create integrative, collaborative and cohesive approach for employment migration. Establish the MRCs (district field-offices) and enable their operationalization	1. Get any Policy / Bills passed 2. Offset Under/Un-employment 3. Position Karnataka as preferred global-skill supplier 4. Ensure PMU is operative 5. Manage creation of ecosystem for overseas employment
I	IMCK office ~ Project Monitoring Unit (PMU)	Implementation / Operations Drive Programme Outcomes	Establish RAD and RA - Institutionalise the International Migration Centre-Karnataka (IMC-K) with entity model. Monitor and Guide Roadmap objectives.	1. Ensure MRCs, RAD and RAKs are operative and functional 2. Adherence with all Registrations, Compliance and Regulatory matters
II	Research and Analysis Division (RAD)	Research, Guide Policy & Programmes, Support Social Inclusiveness	Build repository of research and Insights for policy formulation. Develop means and access for International Skill Certification. Identify key skill-sets for Karnataka and continuously upgrade the standards. Create [demand-Supply] platforms Labour Market Information System (LMIS) / Skill-mapped job-seekers directory Engage supply through Outreach, Awareness, Skill Alignment	1. number of Papers published in peer-reviewed Journals 2. number of Conferences/ Workshops/ Trainings organised 3. comprehensive surveys five; research-projects twelve 4. Number of (socio-economic weaker) candidates subsidised 5. Change (increase) in number opting for overseas employment
III	Recruitment Agency Karnataka (RAK)	Drive market-based approach ; Enhance people-skill supply for global-job demand	Build ability to work with scale; develop channel / pipeline to absorb supply of skills and manpower. Become established as a credible and reliable supplier with global-linkages for overseas placements Ensure steady increase in revenue generation; ability to become funder of the RAD - Match-Making Exchange - Market Driven Approach - Industry / Government Engagement	1. target 60,000 candidates directly placed by the RAK 2. become revenue-surplus, self-sustaining and ongoing business 3. look at engaging with an opening-up of new-geographies and sectors as labour-markets (not based on historic migration patterns)

Table 11:Overall Agenda: Scope-Matrix**Footnotes:**

[1] Procedure to register a Section 8 Company: applicant is required to file Form INC-1 for name availability. Once the name is approved, there is a further requirement of obtaining a license for a Section 8 Company, for which Form INC-12 is to be filed by such a company. After obtaining the license number, applicant can proceed further to incorporate a company by filing e forms SPICe or INC-7 (in case number of subscribers is more than seven) along with linked forms as the case may be. http://www.mca.gov.in/MinistryV2/incorporation_company.html

[2] Guidelines and Procedures for Registration of Society in Karnataka can be found at - Sahakara Sindhu, Department Of Cooperation, Government of Karnataka <http://sahakara.kar.gov.in/Societies&Associations.html>

[3] Model Trust Deed <http://202.138.101.165/karigr/modeldeeds/trustdeed.pdf>

I. IMCK office - operations handled by ~ Project Monitoring Unit (PMU)

- Identify and develop modules, training programmes, capacities required for training/skill development for overseas employment
- Fulfill all functions related to international standards (including identifying assessors)
- Become accredited under the 'Pravasi Kaushal Vikas Yojana' as an India International Skill Centre (IISC)
- Utilise the research from and knowledge of the other arms of the IMC-K

II. Research and Analysis Division (RAD) - the Research arm

- The function of this unit can be performed by an external Think-Tank with relevant expertise in the subject.
- RAD shall be an independent organisation that will carry out evidence-based research to drive the work of the IMC-K
- It must be mandated to carry out regular:
 - a. Karnataka Migration Surveys (supply assessment)
 - b. Labour Market Assessments (demand assessment)
 - c. Develop a world-class, dynamic, 'International Labour Market Information System' (I-LMIS)
 - d. Carry out any research pertinent to the functioning of the IMC-K
 - Eg: Identify job roles that can be benchmarked to international standards

III. Recruitment Agency Karnataka (RA) - the Employment arm

- Creation of a Public Recruitment Agency [to be registered under the *Companies Act*]
- Sign agreements with Industry bodies, Foreign Employers, Foreign governments for facilitating movement for overseas employment
- Will oversee regulation for private recruitment agencies.

The IMCK shall be established as part of the DET. Within the existing institutional framework of the DET, IMCKs field offices - the MRC will be made functional at each district. DET shall ensure the scope of IMCK is balanced to consider economic and social considerations. The Project Monitoring Unit (PMU) is proposed, for the roll-out, as an internal-unit within the DET structure for ensuring the various entities of the IMCK are instituted and operationalised. The PMU, as a temporary entity would be dissolved, earlier to but not further than a 5 years period, when roll-out is completed and the daily-operational function will thereafter become part of the DET administration. Further two separate organisations, RAD and RAK shall function within the IMCK framework. RAD will have to undertake the research function related to the sectorial knowledge. Post- roll-out the RAD may be set-up as an independent institution or included into DET. RAK, as the Government Recruitment Agent, must be independent and separate organisations with the specific purpose of enabling the employment and placement functions - and will operated based on market dynamics and with a mandate to ensure business necessities receive priority. The RAK would be a revenue generating entity, and must become a financially self-sufficient entity.

Footnotes:

[x] On the recommendations of the National Commission for Women, a ban was imposed on grant of emigration clearance to women below the age of thirty (30) years for all kind of employment in any ECR country. Guidelines provide certain exception to this rule, with stringent compliance requirements. Also, emigration for overseas employment for women is permitted only through government recruitment agencies (and not private entities), with certain clauses, amendments and one-time waivers that are provided on case-to-case basis.

[x] As reference, this article discusses the opportunities being tapped by Government RAs for placement of Nurses.

G2G comes into force, recruitment agencies on the run April 23, 2016 http://www.timeskuwait.com/Times_G2G-comes-into-force-recruitment-agencies-on-the-run

[x] MEA-GoI Notice: Information to Recruitment Agents about India International Skill Centres (IISCs) and invitation to Associate.

<https://emigrate.gov.in/ext/static/Circular07June2017.pdf>

[x] About: Pravasi Kaushal Vikas Yojana (PKVY). Rajya Sabha question no.81 launching of pravasi kaushal vikas yojana <http://www.mea.gov.in/rajya-sabha.htm?dtl/28038/>

MOU between MEA and MSDE for implementation of PKVY <http://www.mea.gov.in/press-releases.htm?dtl/26980>

IMC-K Insitutions - Agenda, Role, Interactions amongst the Entities

[Responsibility Assignment Matrix]					
SL#	High-level Agenda	IMCK office ~ Project Monitoring Unit (PMU)	Research and Analysis Division (RAD)	Recruitment Agency Karnataka (RAK)	Governing Organisation (+MRC)
1.	Defining the Strategy Framework, Set the Targets and Goals	R	I	I	A
2.	Propose Policy and Legislation	R	I	I	A
3.	Setting-up of the IMC-K Institution	R	I	I	A
4.	Prepare / Develop five-year Implementation Plan / Action Agenda	R	C	C	A
5.	Monitor Status, Oversight of Progress	R	-	-	A
6.	Undertake Research, develop Insights for Policy	R	A	I	C
7.	Job-Opportunity Matchmaking (Market Based Linkages)	I	-	A/R	C
8.	Stakeholders Engagement 360degree	R	C	C	A
9.	Develop Skill-Training Ecosystem in Karnataka for Global Employment	I	C	-	A
10.	Labour Market Information System (LMIS)	A	R	-	C
11.	Building dynamic repository of skill-mapped job-seekers directory	A	C	I	R
12.	Develop means and access for International Skill Certification	R	C	C	A
13.	Extend Support / Subsidy for Socio-Economic Weaker section	C	R	I	A
14.	Pre-departure Orientation Training / Knowledge Dissemination	A	R	-	R
15.	Focus on Impact - revenue generation and quantity of overseas placements	C	-	R	A
<i>A</i> Accountable <i>R</i> Responsible <i>C</i> Consulted <i>I</i> Informed – Accountable (final approving authority) - Is ultimately answerable for completion of the deliverable and the one who delegates the work to those responsible – Responsible - those who do the work to achieve the task. – Consulted - those whose opinions are sought, typically subject matter experts; there is two-way communication – Informed - those who are kept up-to-date on progress, often on completion of deliverable; there is one-way communication					

Table 12:IMC-K Insitutions - Agenda, Role, Interactions amongst the Entities

c. Human Resources: Roles and Relationship Structure

The below is recommended, this role and quantity must be reconsidered and revised based on circumstantial factors. The Commissioner-DET would be the directive authority for this.

Sl#	Department Employment and Training (DET)	# of persons	reports to (IMCK relevant)
1.	Commissioner - DET (as Head of IMCK)	1	ACS_SDEL

Sl#	Migrant Resource Centre (MRC) ~ DET	# of persons	reports to (IMCK relevant)
2.	District Centre Head (1 each)	30	* PM - PMU
3.	Support staff at MRC district (2 each)	60	District Centre Head
4.	Total	90	

* The IMCK team at each of the MRCs will report to the DSO (District Skill Officer). For administrative and appraisals, the DSOs will through the existing organisational mechanisms report to DET-Commissioner. The DSO will directly report to and coordinate with the Project Manager of the IMCK office (~ PMU) for all operational functions, programmes and activities related to the IMCK.

Note: It is recommended, based on right-fit, capability and availability, these positions be filled by existing DET staff, before any recruitment is undertaken

Sl#	IMCK office ~ Project Monitoring Unit (PMU)	# of persons	reports to (IMCK relevant)
1.	Project Manager	1	Head IMCK (Comm-DET)
2.	Manager - Implementation	1	Project Manager
3.	Manager - Monitoring and Compliance	1	Project Manager
4.	Manager - Administration	1	Project Manager
5.	Technical Consultants	4	As assigned
6.	Supporting Staff	4	As assigned
7.	Total	12	

Sl#	Research and Analysis Division (RAD)	# of persons	reports to (IMCK relevant)
1.	Head - Research	1	Head IMCK (Comm-DET)
2.	Manager - Research	1	Head - Research
3.	Manager - Operations	1	Head - Research
4.	Researchers	5	Manager - Research
5.	Supporting Staff	2	As assigned
6.	Field Survey Staff	As required	As assigned
7.	Total	10	

Sl#	Recruitment Agency Karnataka (RAK)	# of persons	reports to (IMCK relevant)
1.	General Managing	1	Head IMCK (Comm-DET)
2.	Manager (Customers / Clients)	1	GM - RAK
3.	Manager (Recruitment / Offers)	1	GM - RAK
4.	Manager (Administration)	1	GM - RAK
5.	Facilitators*	4	As assigned
6.	Supporting Staff	As required	As assigned
7.	Total	8	

Table 13:IMC-K Insitutions - Agenda, Role, Interactions amongst the Entities

Note: the above table is recommendation, the entities must be adaptive and should evolve based on circumstances and necessity to find the right suited organizational structure and staffing structure to best meet the goals and agenda of the IMCK. Any changes will be as per authorisation of IMCK head (DET-commissioner).

Summarized Job-Role Descriptions

For each of the above job-roles, a summarized tabular description has been in the **Annexure VII** to enable recruitment and placement of the right talent for the relevant positions. The table provides information about the cadre-scale, designation, reporting relationship, number of positions, eligibility criteria, skill-set, and the role-description / responsibility.

d. The Financials

The IMCK will need to be set-up and institutionalised. During the five-year roll-out period, for the operations to stabilise, it will require consistent funding support from the government of Karnataka. It is requested the amount be budgeted for all the five-years and released annually to the DET, through which the entities will receive finances.

Such large investment and commitment is deemed necessary from the GoK in for the IMC-K institution, as -

1. this entity shall be established during challenging regulatory and economic times
2. may face competitive resistance from established entities,
3. understand and build capability to mainstream the existing channels / unorganized networks
4. be socially responsive
5. has a broad mandated to drive enhancements to the overseas employment ecosystem

To derive the budget, high-level heads have been and tabulated annually. The below table provides for total requirement for the IMCK over a five year roll-out period.

Budgetary Allocation required from GoK	Year 1	Year2	Year3	Year4	Year5	Total (INR cr)
DET (IMCK related)	0.12	0.13	0.14	0.15	0.16	0.69
Migrant Resource Centre (MRC)	5.31	5.45	5.76	5.92	6.27	28.72
IMCK office ~ PMU	4.59	4.63	4.71	4.75	4.83	23.51
Research and Analysis Division (RAD)	3.83	3.87	3.97	4.02	4.14	19.83
Recruitment Agency Karnataka (RAK)*	5.00	5.00	0.00	0.00	0.00	10.00
Total	18.85	19.08	14.57	14.84	15.40	82.75

* only fixed financial support to the RAK for the first two years; will not follow the cost needs (offset by re

Table 14: Budgetary Allocations required from IMC-K

View next page for detailed break-up, where in cost-expense has been categorized into three heads:

1. Fixed Cost includes Infrastructure + Office + operating Costs
2. Running (People) Cost "Cost-per-person" includes all components including but not limited to: Hiring, Compensation, Incentives, Allowances, Benefits, etc
3. Programme Cost (avg/y) includes the expenses incurred under various activities; amounts have been budgeted to cover expenses that will be at-actuals

Any further detailing of the financial plans and fund-flow accounting will need to be carried-out by the PMU

-

Note: The GoK may choose to have one or more than one Recruitment Agency. The above table considers a budget for one RAK. The table maybe appropriately revised, based on the actual decision on number of RAKs and the funding support to be planned for it from the IMCK budgets.

Footnotes:

The tables on this and the next page show the entity-wise financial calculations of the IMC-K. The excel-format of the file can be accessed from this link: <https://drive.google.com/open?id=0B7TdiphfuDEPSnZwTlM1dEQyQjg>

Entity-wise costing break-up

sl#	Cost Head (INR cr)	year 1	year 2	year 3	year 4	year 5	Total	GoK funding	Budgeted to	to Account of	Comments
Department Employment and Training (DET)											
1	Fixed Cost	0.00	0.00	0.00	0.00	0.00	0.00	0.69	DET	DET	Existing office / facility of DET
2	People (running) Cost	0.12	0.13	0.14	0.15	0.16	0.69		IMCK	External	Guidance and Expertise Consultant - handholding
3	Programme Cost (avg/y)	0.00	0.00	0.00	0.00	0.00	0.00		DET	DET	NIL (all activities channeled through the PMU)
4	sub-total	0.12	0.13	0.14	0.15	0.16	0.69				
Migrant Resource Centre (MRC)											
5	Fixed Cost	0.00	0.00	0.00	0.00	0.00	0.00	28.72	DET	DET	MRCs housed within DET facilities
6	People (running) Cost	2.88	3.02	3.33	3.49	3.84	16.57		IMCK	DET	
7	Programme Cost (avg/y)	2.43	2.43	2.43	2.43	2.43	12.15		IMCK	DET	Events/Activities can be clubbed with other schemes
8	sub-total	5.31	5.45	5.76	5.92	6.27	28.72				
IMCK office ~ Project Monitoring Unit (PMU)											
9	Fixed Cost	0.20	0.20	0.20	0.20	0.20	1.02	23.51	IMCK	PMU (DET)	Office-infra to be provided by/ within DET campus
10	People (running) Cost	0.71	0.75	0.82	0.87	0.95	4.11		IMCK	PMU (external)	suggested: external agency to handle operations
11	Programme Cost (avg/y)	3.68	3.68	3.68	3.68	3.68	18.38		IMCK	PMU (DET)	
12	sub-total	4.59	4.63	4.71	4.75	4.83	23.51				
Research and Analysis Division (RAD)											
13	Fixed Cost	0.20	0.20	0.20	0.20	0.20	1.02	19.83	IMCK	RAD (DET)	Office-infra to be provided by/ within DET campus
14	People (running) Cost	0.92	0.97	1.07	1.12	1.23	5.31		IMCK	RAD (external)	suggested: external agency to handle operations
15	Programme Cost (avg/y)	2.70	2.70	2.70	2.70	2.70	13.50		IMCK	RAD (DET)	
16	sub-total	3.83	3.87	3.97	4.02	4.14	19.83				
Recruitment Agency Karnataka (RAK)											
17	Fixed Cost	0.33	0.33	0.33	0.33	0.33	1.66	note: RAK will only receive 5cr/year for initial two years 10.00	-	-	* only fixed financial support to RAKs; must prepare a self-sustainable business model
18	People (running) Cost	1.20	1.26	1.39	1.46	1.60	6.90		-	-	
19	Programme Cost (avg/y)	4.60	4.60	4.60	4.60	4.60	23.00		-	-	
20	sub-total	6.13	6.19	6.32	6.39	6.53	31.56		IMCK	RAK	
21							Total	104.31			

Table 15:Entity-wise costing break-up

note: Category of Heads

1. **Fixed Cost** includes Infrastructure + Office + operating Costs

2. **Running (People) Cost** "Cost-per-person" includes all components including but not limited to: Hiring, Compensation, Incentives, Allowances, Benefits, etc

3. **Programme Cost** (avg/y) includes the expenses incurred under various activities; amounts have been budgeted to cover expenses that will be at-actuals

-

Budgeted to = either considered under funding received from GoK for IMCK or expenses self-funding by department (DET)

to Account of = agencies to / through which these expense to be accounted; DET will disperse funds based on merit / proposal for each programme

Cost-expense by category of Heads

Head of Costs	Entities name	year 1	year 2	year 3	year 4	year 5	(INR cr) Total	GoK Budgetary Assistance
Fixed Cost	Department Employment and Training (DET)	0.00	0.00	0.00	0.00	0.00	0.00	Not Applicable (account of DET)
Fixed Cost	Migrant Resource Centre (MRC)	0.00	0.00	0.00	0.00	0.00	0.00	Not Applicable (account of DET)
Fixed Cost	IMCK office ~ Project Monitoring Unit (PMU)	0.20	0.20	0.20	0.20	0.20	1.02	Yes, full
Fixed Cost	Research and Analysis Division (RAD)	0.20	0.20	0.20	0.20	0.20	1.02	Yes, full
								2.04
Fixed Cost	Recruitment Agency Karnataka (RAK)	0.33	0.33	0.33	0.33	0.33	1.66	Partial, Limited
	Total	0.74	0.74	0.74	0.74	0.74	3.70	
Head of Costs	Entities name	year 1	year 2	year 3	year 4	year 5	(INR cr) Total	GoK Budgetary Assistance
People (Cost)	Department Employment and Training (DET)	0.12	0.13	0.14	0.15	0.16	0.69	Yes, full
People (Cost)	Migrant Resource Centre (MRC)	2.88	3.02	3.33	3.49	3.84	16.57	Yes, full
People (Cost)	IMCK office ~ Project Monitoring Unit (PMU)	0.71	0.75	0.82	0.87	0.95	4.11	Yes, full
People (Cost)	Research and Analysis Division (RAD)	0.92	0.97	1.07	1.12	1.23	5.31	Yes, full
								26.68
People (Cost)	Recruitment Agency Karnataka (RAK)	1.20	1.26	1.39	1.46	1.60	6.90	Partial, Limited
	Total	5.84	6.13	6.74	7.08	7.79	33.58	
Head of Costs	Entities name	year 1	year 2	year 3	year 4	year 5	(INR cr) Total	GoK Budgetary Assistance
Programme Cost (avg/y)	Department Employment and Training (DET)	0.00	0.00	0.00	0.00	0.00	0.00	Yes, full
Programme Cost (avg/y)	Migrant Resource Centre (MRC)	2.43	2.43	2.43	2.43	2.43	12.15	Yes, full
Programme Cost (avg/y)	IMCK office ~ Project Monitoring Unit (PMU)	3.68	3.68	3.68	3.68	3.68	18.38	Yes, full
Programme Cost (avg/y)	Research and Analysis Division (RAD)	2.70	2.70	2.70	2.70	2.70	13.50	Yes, full
								44.03
Programme Cost (avg/y)	Recruitment Agency Karnataka (RAK)*	4.60	4.60	4.60	4.60	4.60	23.00	Partial, Limited
	Total	13.41	13.41	13.41	13.41	13.41	67.03	
sub-Total (for DET-MRC, IMCKoffice ~PMU, RAD)								72.75
*Financial Support for the RAK								10
Total amount of Budgetary Allocation sought from GoK								82.75

Table 16:Cost-expense by category of Heads

Fixed Cost - Break-up (by line-items)

Infrastructure+facility to house Governing Organisation (DET)							
sl#	Description	Unit Cost	Units/Quantity	Amount (INR)	Reccurance	multiplier	Total (INR)
1	NIL (existing office)		not considered	-	once / initial	-	-
Infrastructure+facility to house Migrant Resource Centre (MRCs)							
sl#	Description	Unit Cost	Units/Quantity	Amount (INR)	Reccurance	multiplier	Total (INR)
1	NIL (existing facilities)		not considered	-	once / initial	-	-
Infrastructure+facility to house IMCK office (PMU and RAD)							
sl#	Description	Unit Cost	Units/Quantity	Amount (INR)	Reccurance	multiplier	Total (INR)
1	Deposit (refundable) contractual		not considered	-	once / initial	-	-
2	Interiors (desk+tables)	15,00,000	-	15,00,000	once / initial	1	15,00,000
3	Server	1,00,000	1	1,00,000	once / initial	1	1,00,000
4	Computers + software	50,000	10	5,00,000	once / initial	1	5,00,000
5	Laptops + softwares	60,000	10	6,00,000	once / initial	1	6,00,000
6	Office Printer+Scanner	1,00,000	3	3,00,000	once / initial	1	3,00,000
7	Television	50,000	2	1,00,000	once / initial	1	1,00,000
8	A/C unit	50,000	2	1,00,000	once / initial	1	1,00,000
9	Security-Camera+CentralUnit	25,000	3	75,000	once / initial	1	75,000
10	Video-Conference Set-up	5,00,000	-	5,00,000	once / initial	1	5,00,000
11	Mobile Purchase	15,000	10	1,50,000	once / initial	1	1,50,000
12	Tablets-Survey	15,000	10	1,50,000	once / initial	1	1,50,000
13	Develop Survey-app	4,00,000	-	4,00,000	once / initial	1	4,00,000
14		per month			sub-total		44,75,000
15	Office Rent (min 2800sqft)	40	2800	13,44,000	per year	5	67,20,000
16	Maintenance+Upkeep		-	3,00,000	per year	5	15,00,000
17	Upkeep of Interiors		-	1,00,000	per year	5	5,00,000
18	Office Accessories (other)		-	1,00,000	per year	5	5,00,000
19	Communication (internet)	8,000	2	1,92,000	per year	5	9,60,000
20	wi-fi dongle	2,500	5	1,50,000			
21	Mobile allowance	3,000	10	3,60,000	per year	5	18,00,000
22	Any equipment maintenance		-	80,000	per year	5	4,00,000
23	Paper (Documents)		-	4,00,000	per year	5	20,00,000
24	Stationary (other)		-	2,00,000	per year	5	10,00,000
25	Security-Guard		-	1,20,000	per year	5	6,00,000
26	Canteen-costs		-	80,000	per year	5	4,00,000
27					sub-total		163,80,000
28					Total INR cr		2.09
Amount is split equally between the two entities - for accounting purposes only							
				[Fixed Cost] PMU INR cr			1.04
				[Fixed Cost] RAD INR cr			1.04
Infrastructure+facility for RAK (KVTSDC)							
sl#	Description	Unit Cost	Units/Quantity	Amount (INR)	Reccurance	multiplier	Total (INR)
1	Deposit (refundable) contractual		not considered	-	once / initial	-	-
2	Interiors (desk+tables)	15,00,000	-	15,00,000	once / initial	1	15,00,000
3	Server	1,00,000	1	1,00,000	once / initial	1	1,00,000
4	Computers + software	50,000	5	2,50,000	once / initial	1	2,50,000
5	Laptops + softwares	60,000	5	3,00,000	once / initial	1	3,00,000
6	Office Printer+Scanner	1,00,000	3	3,00,000	once / initial	1	3,00,000
7	Television	50,000	2	1,00,000	once / initial	1	1,00,000
8	A/C unit	50,000	2	1,00,000	once / initial	1	1,00,000
9	Security-Camera+CentralUnit	25,000	3	75,000	once / initial	1	75,000
10	Video-Conference Set-up	6,00,000	-	6,00,000	once / initial	1	6,00,000
11	Mobile Purchase	15,000	5	75,000	once / initial	1	75,000
12					sub-total		34,00,000
13	Office Rent (min 2800sqft)	40	2800	13,44,000	per year	5	67,20,000
14	Maintenance+Upkeep		-	3,00,000	per year	5	15,00,000
15	Upkeep of Interiors		-	1,00,000	per year	5	5,00,000
16	Office Accessories (other)		-	1,00,000	per year	5	5,00,000
17	Communication (internet)	8,000	2	1,92,000	per year	5	9,60,000
18	wi-fi dongle	2,500	4	1,20,000			
19	Mobile allowance	3,000	5	1,80,000	per year	5	9,00,000
20	Any equipment maintenance		-	20,000	per year	5	1,00,000
21	Paper (Documents)		-	1,00,000	per year	5	5,00,000
22	Stationary (other)		-	1,00,000	per year	5	5,00,000
23	Security-Guard		-	1,20,000	per year	5	6,00,000
24	Canteen-costs		-	80,000	per year	5	4,00,000
25					sub-total		131,80,000
26					Total INR cr		1.66
Amount is split equally between the two entities - for accounting purposes only							
				[Fixed Cost] RAKs INR cr			1.66

Table 17: Fixed Cost - Break-up (by line-items)

People Cost (Running) - Break-up (by line-items)

Note: "per Person Cost" includes all components including but not limited to: Hiring, Compensation, Incentives, Allowances, Benefits, etc

	A	B	C	D	E = C x D	As calculated	5%	10%	5%	10%	Increments
Sl#	Entity name	# of person/s	per Person Cost* (monthly)	per Person Cost (annual)	Total (annual)	year 1	year 2	year 3	year 4	year 5	Total (roll-out)
0	Department Employment and Training (DET)		-	-	-						
1	Head - IMCK represented by Commissioner DET	1	-	-	-						
2	DET's administrative apparatus (finance, etc)	-	-	-	-						
3	Guidance and Expertise Consultant - handholding	As required	1,00,000	12,00,000	12,00,000						
4	Total	-	-	-	12,00,000	12,00,000	12,60,000	13,86,000	14,55,300	16,00,830	69,02,130
6	Migrant Resource Centre (MRC)										
7	District Centre Head (1 each)	30	40,000	4,80,000	1,44,00,000						
8	Support staff at MRC district (2 each)	60	20,000	2,40,000	1,44,00,000						
9	Total	90			2,88,00,000	2,88,00,000	3,02,40,000	3,32,64,000	3,49,27,200	3,84,19,920	16,56,51,120
11	IMCK office ~ Project Monitoring Unit (PMU)	# of persons		-	-						
12	Project Manager [PMU – IMC-K]	1	1,60,000	19,20,000	19,20,000						
13	Manager - Implementation	1	80,000	9,60,000	9,60,000						
14	Manager - Monitoring and Compliance	1	80,000	9,60,000	9,60,000						
15	Manager - Administration	1	80,000	9,60,000	9,60,000						
16	Technical Consultants	2	60,000	7,20,000	14,40,000						
17	Supporting Staff	3	25,000	3,00,000	9,00,000						
18	Total	10			71,40,000	71,40,000	74,97,000	82,46,700	86,59,035	95,24,939	4,10,67,674
20	Research and Analysis Division (RAD)	# of persons		-	-						
21	Head - Research	1	1,50,000	18,00,000	18,00,000						
22	Manager - Research	1	80,000	9,60,000	9,60,000						
23	Manager - Operations	1	80,000	9,60,000	9,60,000						
24	Researchers	6	60,000	7,20,000	43,20,000						
25	Supporting Staff	4	25,000	3,00,000	12,00,000						
26	Field Survey Staff (budgeted into Programme cost)	As required	-	-	0						
27	Total	10			92,40,000	92,40,000	97,02,000	1,06,72,200	1,12,05,810	1,23,26,391	5,31,46,401
29	Recruitment Agency Karnataka (RAK)	# of persons		-	-						
30	General Managing	1	1,60,000	19,20,000	19,20,000						
31	Manager (Customers / Clients)	1	1,40,000	16,80,000	16,80,000						
32	Manager (Recruitment / Offers)	1	1,40,000	16,80,000	16,80,000						
33	Manager (Administration)	1	1,20,000	14,40,000	14,40,000						
34	Technical Consultants	2	80,000	9,60,000	19,20,000						
35	Facilitators (Candidate Engagement)*	3	60,000	7,20,000	21,60,000						
36	Supporting Staff	4	25,000	3,00,000	12,00,000						
37	Total	8		-	1,20,00,000	1,20,00,000	1,26,00,000	1,38,60,000	1,45,53,000	1,60,08,300	6,90,21,300
											33,57,88,625

Table 18: People Cost (Running) - Break-up (by line-items)

Note: the above table is recommendation, the entities must be adaptive and should evolve based on circumstances and necessity to find the right suited organizational structure and staffing structure to best meet the goals and agenda of the IMCK. Any changes will be as per authorisation of IMCK head (DET-commissioner).

Assumption: only initial requirement is provided; the increase in number of staff for meeting any increasing placement target has not been considered here. The RAKs will have to prepare their detailed financials inline with business plans.

Programme Costs - Break-up (by line-items)

	A	B	C	D	E = B x C	
Sl#	Entity name	Quantity (for 5 years)	Unit Cost (INR)	units	Total (INR cr) for 5 years	year-wise expenses
1	Department Employment and Training (DET)		-	-	-	
2	All costs accounted in IMCK budget; paid through PMU	-	-	-	-	
3	Total				0	
4	Migrant Resource Centre (MRC)	per MRC	for all 30 MRCs together			
5	Operational expenses (related to IMCK) at office	as required	0.60	crores	0.60	refere Gantt-chart and schedule of funding
6	Promotional Event - awareness / engagement (at local-level)	7	0.60	crores	4.20	
7	Conduct (drive/mela) for application / profile-updates	7	0.15	crores	1.05	
8	Documentation Drive - support for passport, certificates, etc	8	0.60	crores	4.80	
9	Oversees Returnee Engagement Meetings (Samparaks)	5	0.15	crores	0.75	
10	Annual Meeting / Learning Retreat	5	0.15	crores	0.75	
11	Total				12.15	
12	IMCK office ~ Project Monitoring Unit (PMU)					
13	Administrative Work (registration, liscences process)	as required	0.10	crores	0.100	refere Gantt-chart and schedule of funding
14	Capacity Development for IMCK / DET staff	14	20	thousand	0.028	
15	MRC Training Guide (document) preparing	1	0.05	crores	0.05	
16	For Overseas Pre-departure (document/online) module	1	1	crores	0.50	
17	Monitoring visits to District MRC	50	30	thousand	0.150	
18	Guidance and Insights to IMCK / DET (bulletin)	10	20	thousand	0.020	
19	Training and capacity-building (of staff) / onboarding	5	50	thousand	0.025	
20	Reports: monitor roll-out – adherence to roadmap	10	10	thousand	0.010	
21	Karnataka Global Recognition - International Conference	2	4.00	crores	8.00	
22	National / Regional Workshops and Seminars	3	1.50	crores	4.50	
23	Promotionals - advertisemnts/ awareness (at State-level)	5	1.00	crores	5.00	
24	Total				18.38	
25	Research and Analysis Division (RAD)					
26	Labour Market Information System (LMIS)	1	3	crores	3.00	refere Gantt-chart and schedule of funding
27	Labour Market Assessment (LMA)	2	2	crores	4.00	
28	Migration Survey – Karnataka	2	2	crores	4.00	
29	Ongoing Research and Policy Studies	5	0.50	crores	2.50	
30	Total				13.50	
31	Recruitment Agency Karnataka (RAK)	tbd by RAK		-		
32	Marketing/Advertising	5	2	crores	10.00	The quantity of activities tbd (to-be-decided) by the RAK
33	Set-up/Liscences (RAK to be instituted)	1	0.50	crores	0.50	
34	Outreach/Contracting	5	2	crores	10.00	
35	Ongoing function - placement process	5	0.5	crores	2.50	
37	Total				23.00	

Table 19: Programme Costs - Break-up (by line-items)

Note: Before commencement of each of the Programmes, detailed financial will have to be drawn-up by the respective IMCK entity. Allocation shall be based on approval by IMCK head (Commissioner DET)

Gantt-chart is available at pg 89 of this report.

Fiscal Sustainability of IMCK

Government of Karnataka has been request to provide funds for the set-up, institutionalisation and operations of the IMCK. A budget for a 5 year period has been prepared and submitted. The IMCK will have to stabilise operations during the five-year roll-out period, and shall be dependent on the budget /funding from GoK.

Here (refer table below) we look at a scenario– where the IMCK entity, the RA (KVTSDC) being a revenue generating organisation, would over a period become financially self-sustained (provisional and dependent on targets being achieved and circumstantial provisions remaining as taken).

The dependence on Govt funding is progressively reduced for the RA, and it is expected to break-even during the fourth year as an independent self-sustainable entity (in year 1 and 2, though profits are shown, this is during the period when Govt funding has been provided). Also, the funds received from the Government by the RAKs are considered as Grant / Expense and hence no provision has been made for repayment of the amount.

Thereof, going further on, it is proposed by us – that a mechanism be evolved, such that a certain % of the profits made by the RAKs, may be channelled through the IMCK to the other operating entity-arms (RPC and the PMU ie IMCK operational division).

The below table only showcases a **scenario** (target and growth), and the actual break-even will depend on the realities - function of revenue generated from placements and the costs borne by the IMCK in the process.

Sustainability of RAK - without Government Funding									
reference	Head/ Descriptor	Units	1	2	3	4	5	Total	Comments
	Costing								
X	Fees per candidate	INR	20,000	20,000	20,000	20,000	20,000	---	max allowed by the PoE
Z	Expense per candidate	INR	15,000	15,000	15,000	15,000	15,000	---	assumed / cost-setting (avg)
	Placements								
A	Total Candidates	Number	5,000	8,000	12,000	15,000	20,000	60,000	placements Target for RAKs
	Inward								
B	Funding	INR (cr)	5.00	5.00	0.00	0.00	0.00	10.00	Govt Funding is for initial 2yrs only
C = A x X	Earnings	INR (cr)	10.00	16.00	24.00	30.00	40.00	120.00	from candidated in row 'A'
D = B + C	Revenue Total (+)	INR (cr)	15.00	21.00	24.00	30.00	40.00	130.00	
	Outward								
E	Fixed Cost (+overheads)	INR (cr)	6.13	6.19	6.32	6.39	6.53	31.56	from Agency Costing
F = A x Z	Variable Costs	INR (cr)	7.50	12.00	18.00	22.50	30.00	90.00	15,000 expense per candidate
G = E + F	Expense Total (-)	INR (cr)	13.63	18.19	24.32	28.89	36.53	121.56	
	Balance								
H = D - G	Total	INR (cr)	1.37	2.81	-0.32	1.11	3.47		
Status		---	profit	profit	loss	profit*	profit		*breakeven is in fourth year

Table 20:Fiscal Sustainability of IMCK

Note: The actual target set for the RAKs over five-years is 60,000; reaching this it necessarily follows that the above conditions will be successfully met.

The above table can be accessed in excel-format at url-link <https://drive.google.com/open?id=0B7TdphfuDEPSnZwTlMdEOyOjg>

*e. IMC-K overarching goals***[within first two years]**

- Set-up, institutionalise and make operational all the entity-components of the IMC-K
- MRC outreach: progressively establish operations capacity at outreach centres in each district
- Develop, set-up and operationalise an integrated, online-web, app-based, single-window, full-cycle, multi-stakeholder platform: Labour Market Information System (LMIS)
- Build potential-candidate profile-platform: real-time, accurate, moderated database
- Organise Events, such as Karnataka Global Recognition - International Conference [demand-side] and National / Regional Workshops and Seminars [supply-side] regularly (ie every 12 to 24 month cycles)
- Institutionalise the Karnataka Migration Surveys (supply assessment) and Labour Market Assessments (demand assessment) as programmes undertaken with periodic regularity (ie repeated over 24 to 36 month cycles)

[over next five years]

The Govt_RAKs (under IMCK entity model), have been set the following target:

Number of Candidates successfully placed					
Measurement Indicators:					
1. Have received offer-letter for overseas-job*					
2. Have accepted the job-offers; taken-up assignment at location					
3. Have successfully completed the period of contract per agreement					
Year 1	Year 2	Year 3	Year 4	Year 5	Total*
2018	2019	2020	2021	2022	calendar year (jan-dec)
5,000	8,000	12,000	15,000	20,000	60,000

Table 21: target for IMC-K

Note: These candidates shall pay fees to the RAKs for the services, as per the norms and guidelines. The RAKs shall be revenue centres and develop business-models for fiscal and organisational sustainability.

Apart from the above, the primary focus of the IMCK shall be to develop the OEP ecosystem in Karnataka, promote more private RAs to register and open offices within Karnataka State, and provide appropriate support to enhance the uptake (skilled employment) from Karnataka for Overseas Jobs.

Separately, DET may consider a provision and make appropriate arrangements - through existing schemes or additional budgetary allocations - as financial support (subsidy) provisioning for deserving potential candidates unable to arrange for the fees charged. The criteria of selection (based on socio-economic backgrounds), procedure for application, and mechanism of payment can be prepared by the OFA in consultation with DET and RAKs.

f. About: Recruitment Agents (RAs)

1. Registration as Recruiting Agents (RAs)

<http://www.mea.gov.in/ras.htm>

The Emigration Act, 1983 (Section 10) requires that those who wish to recruit Indian citizens for employment abroad shall register themselves with the registering authority i.e., the Protector General of Emigrants (PGE).

- The fee prescribed (Rule 7) for registration is Rs. 25,000/-. Initially, the Registration Certificate (RC) is valid for a period of five years.
- The guidelines and form for applying for registration as recruiting agent is available online at www.emigrate.gov.in/ > <https://emigrate.gov.in/ext/preAgent.action>
- The applicant is required to deposit Bank Guarantee of Rs.50 Lakhs.
- Documentation by new applicants for registration as recruiting agent will be submitted to the respective Protector of Emigrants as per their territorial jurisdictions (PoE_Chennai for Bengaluru, Karnataka) for initial scrutiny
- POE Inspection Report of the premises of the proposed office of the RA and police report (RCC) on verification of character and antecedents of the applicants.
- Status of new applications can be checked at <https://emigrate.gov.in/ext/showTrackStatus.action>

2. List of Active RAs

For knowing whether a Recruitment Agent (RA) is registered with this Ministry or not / whether the RA is active or not. Please follow these simple steps:

www.emigrate.gov.in/ > <https://emigrate.gov.in/ext/raList.action> to visit our official website (This site is updated on daily basis.)

3. Service Charges Payable to RAs

The charges which the recruiting agent may recover from an emigrant in respect of services rendered, shall not exceed. Equivalent to wages for 45 days as per the employment contract subject to maximum Rs. 20,000/-

Guidelines for RAs are placed as Annexure VIII.

- - -

It is suggested the IMC-K undertake to support the existing network of RAs for recruitment. A process maybe put in place to register and accredit these organisations with the IMC-K. There percentage of these RAs within Karnataka is low. Hence, the state government must attract these RAs to set-up offices within Karnataka. IMC-K should also seek companies/ organisations/ institutions, especially from the private sector that have good standing and capacity for providing high-quality training, certification and placement to be part of the recruitment process for overseas employment.

g. SWOT and Positioning of the IMC-K

In light of the decision by the Government of Karnataka to set-up the ‘International Migration Centre - Karnataka (IMC-K)’, here we seek to understand the situational aspects and influences, through a quick SWOT analysis to understand the business-case. We recommend, the PMU, once it has been set-up, undertake detailed documentation of a scenario study and strategic plan.

SWOT	Internal (within control)	External (outside control)
Positives	1. Demographic of Karnataka (employment age / youth) is positive 2. Within India, Karnataka is a leading developed state with adequate Industry and Economic base 3. ... Strengths	4. Existence of Global Demand for skilled labour 5. More awareness, Lower barriers for out-migration 6. Organised / unofficial channel of support (local federations, clubs at destination country) 7. ... Opportunities
Negatives	8. Apart from persons from certain Districts, mostly the population has low exposure to Global culture/ settings 9. There is no study / data on the interest for global employment, type of jobs preferred and work-scope acceptable, inherent and key skill of the region that can be developed 10. ...	11. Adapting to dynamic and fluctuating Global Economic Cycles 12. Challenging Procedural and Compliance requirements (within India and at Destination) 13. Karnataka is a late entrant, many other states have stable programmes for this effort 14. ...

Table 22:SWOT and Positioning of the IMC-K

To deliver results and ensure the IMC-K is able to impact positively the emigration from Karnataka for Global Employment, a proactive and dynamic approach is required. There shall be a need to continually engage and enable through active participation, the various stakeholders into the process. Also, the operational and systemic structures need to be set-up with the right balance and measure - in providing the component entities independence to pursue their mandate while ensuring the eligible populace of the State are well-served. Hence, the positioning of the IMC-K in the eyes of the others is to be done with due care. The ‘Promotion-Mix’ tool (refer table below) is an adaptation and indicative of the preparatory work to be carried out by the IMCK-OFFICE (~PMU) (PMU). The IMCK-OFFICE (~PMU) may consider engaging a professional-agency for the exercise to define the ‘Market-Positioning and Brand-Imagery’ and create an ‘Advertorial Plan’ – to build awareness, outreach about the institution and make it attractive for potential candidates and interested institutions to approach with request for services and/or collaboration.

IMC-K – tabular-adaptation of ‘promotion-mix’ took		
1.	Profile	Understand the skill-buckets and demographic category of the potential candidate for overseas jobs; narrow the focus to a target-set for the initial two years
2.	Participation	Build campaign to garner participation – engagement is key to gain traction. Registration by candidates is important; more so is the ability of the IMC-K to help applicant’s convert their effort into job-opportunities.
3.	Preference	Each demand-country (labour –market) has many legislative and compliance requirements, apart from social-cultural norms – these need be considered. Also, the preference of candidates need to be taken account of to ensure long-term sustainability of the programme
4.	Privacy	A platform for match-making / directory of potential candidates will have to be created and continually maintained up-to-date. Care must be taken to maintain the privacy aspect in this process.
5.	Personalisation	Processing of documentation is a key process-activity set; IMC-K must ensure each applicant is provided individual attention. When numbers begin to increase, dedicated service-centre/help-desk should be established.
6.	Positioning	The IMC-K must not be seen as a competitor by the existing RAs / companies / players. Intent to constructively engage, collaborate and support their activities – the effort must be to increase the total-market size.
7.	Plan	While the road-map has been provided for the institutionalisation of the IMC-K, further detailing will be required once the set-up has been established on-ground and adaptive changes made per demands of the situation.
8.	Prioritise	Set of priorities must be established – eg: targeting certain skill-set / potential-candidates, certain labour-markets, type of industry-clusters, etc. PMU should organise a conference to draw-down the requirements.
9.	Practical	Simplicity and convenience are important factors to ease and streamline the complex-process. The entities should ensure their involvement reduces the practical challenges employers, recruiters and candidates face.
10.	Presence	Awareness at sub-district level through campaigns and programmes is necessary. Outreach nodal-offices in various zones of the state would be useful. Also, important is the engagement with entities in other countries and GoI.
11.	Platform	1. Labour Market Information System and 2. Skill-mapped job-seekers directory – must be created. Also, regulated, periodic platforms for stakeholder engagement – thorough conferences, seminars, and workshops are required.
12.	Push	Directed and Consistent effort is required to overcome the many challenges and hurdles that would be faced at set-up and working of the IMC-K.

Table 23: IMC-K – tabular-adaptation of ‘promotion-mix’ took

h. IMC-K suggestive list of activities

For the institutionalisation of the entities that form the IMC-K, it is suggested a APF (PMU) be established to provided dedicated support and further all operational matters. Once set-up, the first order of work for the APF would be to derive inputs from this comprehensive report - and prepare a list of activities to be undertaken by all the entities of the IMC-K. This we recommend be categorised as those looking at the near-term (2 year Implementation Schedule) and the long-term (5 year Strategic Plan). Below table provides a template based on the framework of the 'Gantt-chart tool'. Apart from list of Activities, this must also include the order-of-priorities, timelines, milestones, deliverables and the responsibility. The Gantt-chart shall form the foundational guide for the working of the PMU, as well as, for the other entities.

SI# [Gantt Chart] roadmap for IMC-K Implementation Schedule (2 year) and Strategic Plan (5 year)													
0	2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Roadmap for OEC Contract services of PMU													
1	2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Registration of Entity (RA) with the PoE Establish office (infra) People / Hiring for IMC-K Stakeholder Round-table - Inputs Obtain RA liscence Other Compliances/ Registration Pilot -Fostering women entrepreneurship mobility Sweden-Karnataka													
2	2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Conduct - Karnataka Migration Survey Establishing Migrant Resource Centres (MRC) Employer Conference Awareness Camp - select districts Migration Survey (district-wise) Compile Job-Seeker + Skills Database Functioning LMIS													
3	2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Set-up zone-wise liason office Awareness Camp - select districts MRC - gradually cover every district Preferred Origin for Skill (G2G MoUs) <<fill-up>>													
4	2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Multi-Stakeholder - International Conference Awareness Camp - select districts <<fill-up>>													
5	2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Fully-functional real-time LMIS Awareness Camp - select districts <<fill-up>>													

Table 24:IMC-K suggestive list of activities

* table above is an image / picture.

Footnotes:

Above tables provides the Gantt-chart for the 'roadmap for institutionalisation of the IMC-K'. This must be considered tentative and for guidance only; the PMU shall be required to regularly adapt this per needs. <https://drive.google.com/open?id=0B7TdjpbfuDEPZVFwamc3ZFbYV1U>

A tentative project-plan framework - with activities, responsibility, timelines and deliverables is provided on next page:

Table 25:Gantt-Chart: IMCK roadmap - implementation scheme

Color scheme / Legend	DET	AFO (PMU)	RA	RPC	Other
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The above table can be accessed in excel-format at url-link <https://drive.google.com/open?id=0B7TdiphphuDEPSnZwTIMIdEOvOig>

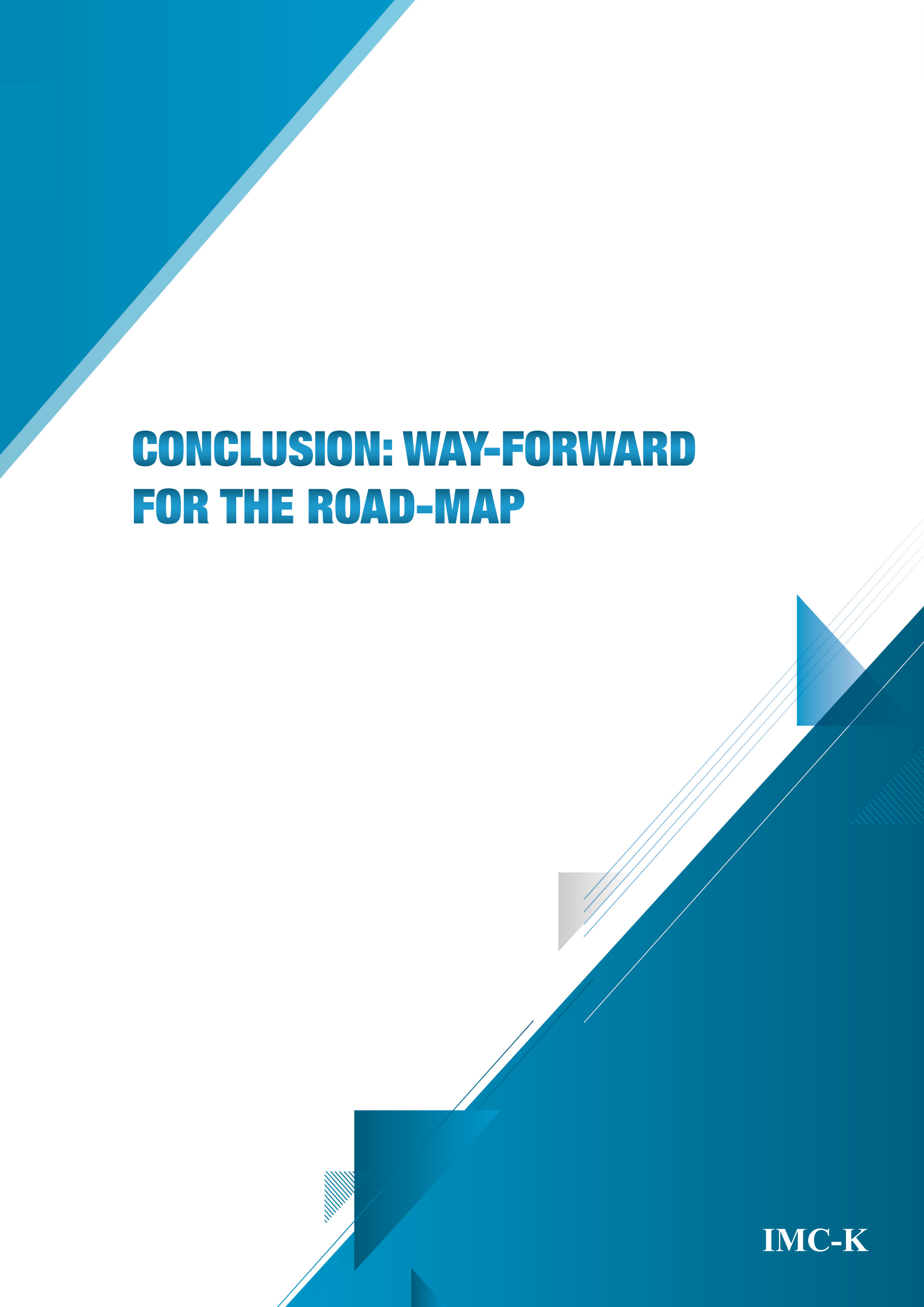
i. Logical Framework – for IMC-K (GoK)

Logical Framework – for IMC-K (GoK)				
	Intervention Logic	Objectively Verifiable Indicators of Achievement	Sources and Means of Verification	Assumptions
Overall Objective	To build channels and opportunities for people / youth from Karnataka to find employment globally For those from weaker socio-economic, provide relevant, enhance and overall support	Travel for Employment by Karnataka address passport holders Travel for employment by ECR passport holders	+ Data collected from - PGE/ PoE - Recruitment Agents - Project Exporters - Periodic Surveys +Labour Market (destination) survey	Data availability in disaggregated form – to categorised Karnataka as origin
Specific Objective	Build database (continually updated) of skilled persons seeking employment Align the Skill and Vocational Training (under various schemes) Certification to International accreditation	Measure % change / increase (pre-post IMC-K institutionalisation) Number of persons registered and % of persons from the database finding overseas employment	- Monthly Data Gathering from official sources - Bi-annual field survey - District Labour offices	Ability of training-infrastructure to deliver International Certifications
Expected Result	More registrations by under / un-employed Enhanced uptake; Karnataka recognised as a skill supplier by demand countries	Increased registrations from remote districts Enhanced demand for broad range of skill-sets	Apart from gathering the data, the exercise is meant to design the data-framework to continually gather required data	Global Economic conditions are dynamic; ability of the IMC-K to adapt to these cycles
Activities	Awareness drive – digital (social media campaigns) and District road-shows Host Employer Conference	Research and Analysis Division to collect data and provide insights in public domain	The activities will be as per provision in grant budget. The RA-GoK has mandate to be a become self-funded within 2 years	Build the Labour Market Information System (LMIS) platform

Table 26: . Logical Framework – for IMC-K (GoK)*Footnotes:*

Above tables provides a tentative logical-framework of the ‘roadmap for institutionalisation of the IMC-K’

<https://drive.google.com/open?id=0B7TdjpbfuDEPMmQtY1NHQWl2elk>



CONCLUSION: WAY-FORWARD FOR THE ROAD-MAP

IMC-K



8. Conclusion: way-forward for the road-map

1. SDEL, GoK to **designate Department of Employment and Training (DET)** as the ‘strategic oversight regulator of the IMCK’. The functions of DET shall be -
 - 1.1. Commissioner-DET to be the Head (controlling-authority) of the IMCK
 - 1.2. DET to oversee roll-out of the IMCK road-map and functioning of its entities
 - 1.3. Shall have nodal-office (Commissioner to appoint official) to interface with GoI/ PGE
 - 1.4. Shall set-up the MRCs as field-offices at all the districts, within existing DET structures
 - 1.5. The IMCK shall function through the IMCK-office (~PMU). PMU maybe engaged during the initial 5 years of the roll-out phase
 - 1.6. RAD shall be a separate entity within the IMCK model, for research
 - 1.7. The IMCK-office (~PMU) and RAD shall be physically house within DET facilities
 - 1.8. IMCK-office (~PMU) and RAD shall report to and be overseen by commissioner-DET
 - 1.9. While the RAK shall function as an independent organisation, oversight for regulatory shall be by DET (IMCK)
2. DET to set-up and **establish the Migrant Resource Centres**
 - 2.1. MRCs should be established, one at each district - for the roll-out period of 5years
 - 2.2. MRCs to be housed within the **i.** existing DET infrastructure, **ii.** Staffed by existing personnel **iii.** Follow existing reporting procedures and regulations
 - 2.3. MRCs shall be the key first-line field-formations of the IMCK
 - 2.4. MRC-heads shall (through respective supervisors) report to Commissioner-DET
 - 2.5. The functioning of the MRC will be funded by DET, and has not been considered separately included in budget of IMCK.
3. DET to setup **IMCK office** - operated through the **Project Management Unit (PMU)**
 - 3.1. To undertake the functions of the IMCK-office (~PMU) and to take ahead the operationalization of the road-map, it is recommended that DET establish a dedicated **Project Management Unit (PMU)** as the administrative-unit of the IMC-K for the day-to-day functioning
 - 3.2. It is suggested, the services of an external professional agency with required knowledge of the subject and expertise be engaged on contract to manage the activities of the PMU
 - 3.3. Establishment of the IMC-K would require a knowledgeable entity to steer and guide, especially during the initial phase. The PMU will drive the progress; monitor the implementation agenda of the IMC-K with promptness.
 - 3.4. The IMCK-office (~PMU) (~PMU) should be physically housed within the premises of DET, and shall be the designated official-address of the IMCK
 - 3.5. IMCK-office (~PMU) (~PMU) shall report to Commissioner-DET
4. DET must operationalise the **Research and Analysis Division (RAD)**
 - 4.1. RAD shall undertake the research programmes - to collate evidence based data for decision-makers to set-up policy, programmes and schemes
 - 4.2. Knowledge, Insights and Platforms developed by RAD is meant to support the entire Sector-Industry (all stakeholders of the Overseas Employment Pathway) ecosystem
 - 4.3. The RAD team must have judicious mix of research, management and information technology expertise to undertake the Karnataka Migration Surveys (supply assessment), Labour Market Assessments (demand assessment) and develop a world-class, dynamic, ‘International Labour Market Information System’ (I-LMIS)
 - 4.4. It is recommended DET engaged an external think-tank with research capacity and OEP sectorial knowledge to undertake the function of RAD
 - 4.5. Further to the IMCK rollout period, no later than 5 years, once the systems, process and structures have stabilised - it is recommended the RAD be in-housed as a Centre for Research Excellence within DET.
 - 4.6. RAD shall report to Commissioner-DET

5. Government appointed **Recruitment Agent for Karnataka (RAK)** to be instituted
 - 5.1. Based on the prevailing regulations and policies in place at PGE, MEA, GoI - it is beneficial for the State Government to establish a Recruitment Agency of its own - in the form of RAK.
 - 5.2. Though a part of the IMCK model, the RAK as an entity must be Independent. A separate agency, such as a registered / incorporated company (corporation) should be authorised as RAK. The State Government may consider having one or more RAKs, with mandates suitably delineated on various parameters based on market-necessities.
 - 5.3. At present, it is directed by GoK that KVTSDC (after necessary changes are incorporated to its Memoranda) be authorised to be the RAK. It is suggested, that in due course and circumstances - other organisation, such as the Unorganised Labour Board maybe also be considered in due course.
 - 5.4. The first order-of-business would be for the RAKs to apply to be registered-licenced, and complete required formalities, as RAs with the PGE, MEA, GoI before undertaking activities of this nature.
 - 5.5. RAK shall engage proactively with dynamics of the market and shall have a mandate for delivering targets and be a revenue generating (and fiscally self-sustainable) centre.
 - 5.6. The RAKs are advised to consider having offices at multiple locations (apart from engagement with the MRC network) within the State, so potential candidates in key-areas are better enabled to access the services offered.
 - 5.7. Though the RAKs shall be independent, be governed under terms of their memoranda, and also be in compliance with PGE, MEA, GoI, they would also have to subscribe to oversight by DET, as the RAK is an entity within the IMCK model.

Report reference

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List of Acronyms and Abbreviations

ALFEA	Sri Lanka Association of Licensed Foreign Employment Agencies Sri Lanka
AFO	ie (office of the IMCK operated by PMU) Administrative and Field Operations
DOLE	Department of Labour and Employment (the Philippines)
DET	Department of Employment and Training (GoK)
EAP	East Asia and Pacific
EMEA	Europe, the Middle East and Africa
EUS	Employment Unemployment Surveys
FE	Foreign Employer
GATS	General Agreement on Trade in Services
G2G	Government to Government
GCC	Gulf Cooperation Council
GOI	Government of India
GoK	Government of Karnataka
HR	Human Resources
ICT	Information and Communication Technology
ILO	International Labour Organisation
IMC-K	International Migration Centre - Karnataka
IOM	International Organisation for Migration
KMS	Karnataka Migration Survey
KVTSDC	Karnataka Vocational Training and Skill Development Corporation Ltd.
LMA	Labour Market Assessment
LMIS	Labour Market Information System
MEA	Ministry of External Affairs
MENA	Middle East North Africa
MRC	Migrant Resource Centre
MSDE	Ministry of Skill Development and Entrepreneurship
NORKA	roots Non-Resident Keralites' Affairs Department
NRI	Non-Resident Indian
NSDC	National Skill Development Corporation
NSSO	National Sample Survey Office
ODEPC	Overseas Development and Employment Promotion Consultant
OEP	Overseas Employment Pathway
OECD	Organisation for Economic Cooperation and Development
OIA	Overseas Indian Affairs
OMC	Overseas Manpower Ltd
OMCAP	Overseas Manpower Company AP Ltd
PAC	Public Affairs Centre
PE	Project Exporter
PG	Philippine Government
PGE	Protector General of Emigrants
PMU	Project Management Unit
PKVY	Pravasi Kaushal Vikas Yojana
PIO	Person of Indian Origin
POEA	Philippine Overseas Employment Administration
PSDM	Punjab Skill Development Mission
RA	Recruitment Agency
RAK	Recruitment Agency Karnataka
RAD	Research and Analysis Division
SDEL	Skill Development, Entrepreneurship and Livelihood Department
TOMCOM	Telangana Overseas Manpower Company Ltd
UPFC	Uttar Pradesh Financial Corporation

Important Definitions

Diaspora: “The Indian Diaspora is a generic term to describe the people who migrated from territories that are currently within the borders of the Republic of India. It also refers to their descendants” [High Level Report]

Emigrant/Migrant worker/Overseas employment seeker (used interchangeably): refers to a person who is to be engaged, is engaged or has been engaged in a remunerated activity in a state of which he or she is not a legal resident.

Emigration: The departure of any person from India with a view to taking up any employment in any country or place outside India.

Emigration Clearance: Emigration Clearance (EC) for Indian citizens is required if all three conditions are fulfilled: a. ECR (Emigration Check Required) passport holder b. emigrating to one of the 18 ECR countries

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- VII. Summarized Job-Role Descriptions*
- VIII. Guidelines for Recruiting Agents (RAs)*
- IX. Pilot Project*



Annexure I

I - List of stakeholders interviewed

New Delhi

1. Mr MC Luther, PGE and JS, MEA, Government of India
2. Mr Ravinder Nath, Director, OIA I, Government of India
3. Dr TLS Bhaskar, CAO, India Centre for Migration, MEA, Government of India
4. Ms. Komal Kaul and Mr Vaibhav on behalf of Ms Meera Khokhani and Mr Anand Jha, IISC, NSDC
5. Ms Seeta Sharma, National Project Coordinator, ILO
6. Ms Ajita Vidyarthi and Ms Clarina Bianchi, UN Women
7. Mr Sandeep Kapoor, M & S International (private recruitment agency)
8. Mr Wojciech Dziworski, Counsellor for Migration and Home Affairs, EU Delegation to India
9. Mr Rajat Khawas, Head of Business, Government and Services, Manipal City and Guilds
10. Dr A Didar Singh, Former Secretary General, Federation of Indian Chambers of Commerce and Industry (FICCI)
11. Mr Naozad Hodiwala, ICMPD

Andhra Pradesh

12. Dr KV Swamy, General Manager, OMCAP

Telangana

13. Ms Naga Bharathi, General Manager, TOMCOM
14. Mr Om Prakash, OMRA (private recruitment agency)

Kerala

15. Mr Shameem Ahmed I, Managing Director, ODEPC
16. Assistant Manager/Representative, NORKA Roots

Professor Irudaya Rajan, CDS

Punjab

17. Mr Ladhar, Principal Secretary, NRI Cell, Government of Punjab
18. Mr Atin Garg, State Mission Manager, PSDM
19. Former Ambassador Paramjit Sahai, CRRID

Mumbai

20. Mr Sao, POE, Mumbai
21. Dr Maneesh Mishra, Lead, SANKALP, MSDE
22. Recruitment Agencies
23. National level Recruitment Federations (FORAI and FIMCA)

Annexure II

II – Questionnaire for interviews (open-ended)

1. Nature of organization (Private, Government, PPP model)|
 - a. Entity-type: Society, Company, and Internal-Cell
2. History of organization
 - a. Year of establishment; b. What led to its establishment? (government order, identifying a need, contribution to a particular business model)
3. What is the primary objective of the organization/ Scope of the organization/Mandate of the organization?
4. How many different departments does the organization have?
 - a. Types of departments; b. Organisational chart
5. How many employees in the organization?
6. Different activities of the organization in the migration life-cycle?
 - Skilling (Pre-departure, bridge courses to achieve international standards)
 - Recruitment and related procedures (insurance, medical tests etc.)
 - Any assistance in countries of destination (grievance redressal systems)
 - Facilitation of return
7. Relationship with the government?
 - a. State; b. Central government (relationship with national schemes)
8. Relationship with other stakeholders?
9. Efforts for outreach/creation of awareness amongst prospective international migrants/youth?
10. Current trends in international migration
 - a. Countries of destination; b. Sectors/Occupations/Skill level
11. What are the major challenges faced?
12. Identifying the major areas of improvement within the ecosystem?
 - a. In training, skilling, certification and assessments; b. Funding; c. Relationship with countries of destination; d. Data; e. Coordination between different stakeholders; f. Regulation; g. Labour market information systems
13. What are the lessons learnt?
14. Monitoring systems and evaluation of existing practices?
15. Does the organization collect feedback from beneficiaries? (potential migrants, employers, governments)
16. How is this feedback incorporated in the functioning of the organization?
17. How does the organization deal with challenges faced at a global level? (for example, slowing down of the global economy, competition faced by other countries in the sub-continent, skills not recognized by the Industry etc.)
18. Is special attention paid to disadvantaged groups?
19. Best practices?
20. Ideas for the future?

Annexure III

III - Labour Market Information System (LMIS)

Determining the supply and demand of skilled manpower in the labour market is a constant challenge. Requirement of skilled manpower is a key factor in making government initiatives like Skilling India, Make in India, Digital India etc., a success. The important questions here are which skills are needed? How many skilled persons are required? Where are these requirements?

The answer to these pertinent questions can only be found through a robust Labour Management Information System (LMIS) defined as, a “set of institutional arrangements, procedures and mechanisms that are designed to produce labour market information (LMI)”.

Currently, the information related to labour market is fragmented resulting in inaccurate assessment of the gaps in policies and interventions. Combination of factors has led to this current situation:

- Limited capacity and instruments to effectively, regularly and in a timely way collect, process, analyse and disseminate relevant and reliable LMI.
- Inability to combine information from various sources and particularly the failure to incorporate data collection exercises on the informal economy into the national framework.
- Inadequate resources for statistical programmes and other activities aimed at generating LMI.
- Inability of producers to co-ordinate efforts or share information.
- Inability of users to specify needs and to translate these needs to producers of LMI.
- Information collected is not further analysed or made intelligible to make it relevant to the needs of policy makers.
- Inflexibility of Labour Market Information Systems; an inability to respond swiftly to emergency situations.
- Lack of a clear mandate on allocation of roles and responsibilities.
- Lack of assessment of the relevance and usefulness of information to various users.

Labour Market Information and Analyses practices are present in many countries and we have the opportunity to integrate the best practices in our system and develop a robust system. The following patterns from global LMIS model should be considered for an effective LMIS in the country:

I. Single central government agency or department to oversee the LMIS

- Lack of clear leadership in terms of a national body or stated policy on LMI to coordinate the labour market information related activities of different stakeholders.
- Lack of clearly defined roles and responsibilities related to the following functions:
- Institutions that should be responsible for data collection and collation;
- Institutions that should analyse and report data;
- Institutions that should be responsible for overall management of the system; and
- Institutional mechanisms for information dissemination and sharing.
- Lack of communication and coordination between stakeholders with regards to sharing of information and data between institutions.
- Lack of a system or platform to share and assess the data and information needs and to discuss the common indicators used by stakeholders involved in implementing skill development programmes.

II. Clear and defined understanding of the purposes for which LMIS is required

A clear rationale for the information and data available within an LMIS is the key to ensuring that the right information is collected at the right time, and is made accessible to the right users in the form that best suits their needs. This includes purposes of direct relevance to skills

development (in particular, information shedding light on the supply and demand of specific skill sets and skilled occupations).

III. User access to quantitative and qualitative information in a clear format

While the challenges of developing the tools to gather and analyse data vary according to the level of detail required, they should not be considered in isolation from how the data will be used and accessed. An early priority should be to understand the different users of LMI and the ways in which their needs can be met. Newer development in the technological world e.g. Data Analytics should be incorporated to produce the accurate and user required reports.

IV. Integration of Information/data flows from multiple sources in a common information system

Multiplicity of sources must be brought together if a coherent and comprehensive LMI system is established. This calls for a common information system as an essential component of the LMIS. Inclusion of newer ways to identifying the relevant data and information should also be considered. For example, Employers Provident Fund (EPF) data should be considered to assess the jobs created in the formal sector. The advancement in technology should be leveraged to the fullest by including the concepts like big data generation.

V. Up to date LMIS depends on frequency with which data is collected, collated and fed into a common information system

This is one of the most challenging areas for India, as developing the mechanisms for regular updating of LMI in a country of India's scale, and particularly with a large informal sector, will be challenging. Forecasting of future skill requirement is dependent on the frequency of input into the system from the demand side. Sector Skill Councils and Industry chambers may play a vital role in mapping the future skill requirement.

VI. Standard classification to facilitate the information use from different sources

Standard occupational and industry classifications are used in LMI systems to make possible the integration of different data information systems, even when they have been conducted at different times and by different institutions.

VII. Easily accessible and user friendly single window for variety of information drawn from common system

The usual interface for accessing the variety of labour market information is a web-based portal. The development of such a portal may be seen as a longer term objective with additional services such as job vacancy lists or a web space for job-seekers to apply for jobs online and access to online learning programs.

Annexure IV

IV - Draft Outline of an Emigration Orientation Programme for intending Migrants to ECR Countries

1. Legal and Consular Module

The legal and consular orientation module will familiarize the intending migrant with the legal requirements of documentation and the process to be followed in both the country of origin as well as the country of destination. It will seek to raise awareness in the migrant worker with regard to exit, entry, stay and return especially in the context of the six countries of the GCC and will broadly deal with:

- Travel documents – passport, visa, work permit, work contract.
- Exit procedures - emigration clearance, immigration desk at exit point
- Entry rights – Immigration, visas and work related legislation
- Stay in the country – Visas, residence permits, citizenship rules
- legislation regarding health, social welfare, security, safety and temporary protection;
- Deportation, expulsions.

2. Emigration Orientation Module

This module will familiarize the intending migrant with the market process of recruitment, work contract, travel, financing and support services provided by the private sector players. It will aim to raise awareness on the likely pitfalls and the precautions necessary in living and working in the country of destination. It will also facilitate the placement of migrant workers in line with their vocational skills and employment objectives. It also provides trainers with guidelines to assist migrants in the job search process:

- Accessing migration information on countries and jobs
- Recruitment process, work contracts, living and working Conditions
- Costs of recruitment – passport, visa, work permit, air ticket, insurance
- Banking facilities, financing costs, remittances.
- Grievance redress, emergencies.

3. Cultural and social orientation

The cultural and social orientation module will familiarize the intending migrant with an overview of the social and cultural milieu of the GCC countries. It will aim to raise awareness of the migrant with the social etiquette, the norms of social and cultural conduct and behaviour to avoid conflict situations:

- General rights and obligations of citizens;
- Cultural and religious sensitivities
- Dress, cuisine and entertainment
- Public administration, police and law and order.

4. Health and Psycho-social orientation

The health and psycho-social training module will familiarize the intending migrant with the importance of health care to ensure physical and mental well-being. It will aim to instill in the migrant the required understanding of how the psychological, cultural and social dynamics are in

an alien country and how best to cope with the problems of loneliness, separation from family, work related stress, financial stress, ill health; and how to seek help.

5. Linguistic orientation

This module aims at granting participants the initial cultural and linguistic tools in order to develop or improve their individual communication skills by: providing some fundamental communicative

functions for work related and social interaction; basic oral and written communication skills; a specialized lexicon and some basic linguistic structures.

The suggested duration of the orientation course for the first four modules is 40 hours, spread over six days. The suggested duration for the language training is 80 hours, spread over two weeks. The total orientation model is 120 hours and should be spread over three weeks.

Implementation Framework:

1. The programme must be voluntary but recognized by the government with appropriate certification. This will add value and over time incentivise greater participation.
2. A beginning should be made with women emigrants.
3. The programme should be piloted in two states – Andhra Pradesh for women and Uttar Pradesh for men.
4. The programme must be delegated to state governments to be implemented through the private sector training institutions. This will help build capacity in the states of origin.
5. The curriculum, orientation material, training methodology and the pedagogical tools must be designed and developed by the Protector General.
6. The training fees should be paid for by the migrant as part of the emigration clearance process. The fee should be part of the ECR fee.
7. The Protector General must oversee quality control and certification through test performance audits by external auditors.
8. This programme must be made part and parcel of the skill upgradation plan scheme.

Annexure V

V - Model Employment Contract¹¹

This employment contract is executed and entered into by and between:

A. Employer:

Address and Telephone no:

B. Employee

Represented by:

Name of agent/company:

C. Employee

Passport no:

Address: Place and Date of Issue:

The employer and the employee shall voluntarily bind themselves to the following terms and conditions:

1. Site of employment

2. Contract duration _____ commencing from to

3. Employee's position

4. Basic monthly salary

5. Regular working hours: maximum of 8 hours per day, six days a week

6. Overtime pay

(a) Work over regular working hours

(b) Work on designated rest days and holidays

7. Leave with full pay

(a) Vacation leave

(b) Sick leave

8. Social security contribution by the employer

9. Free transportation to the site of employment and, in the following cases, free return transportation to the point of origin:

(a) Expiration of the contract

(b) Termination of the contract by the employer without just cause

(c) If the employee is unable to continue to work due to connected or work-aggravated injury or illness

10. Free food or compensatory allowance of US\$ _____, free suitable housing.

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11. Free emergency medical and dental services and facilities including medicine.

12. Personal life and accident insurance in accordance with the host government and/or _____ government laws without cost to the worker. In addition, for areas declared by the _____ government as conflict areas, a conflict risk insurance of not less than _____ shall be provided by the employer at no cost to the worker.

13. In the event of death of the employee during the terms of this agreement, his remains and the personal belongings shall be repatriated to the _____ at the expense of the employer. In case the repatriation of the remains is not possible, the same may be disposed of upon prior approval of the employee's next of kin and/or by the _____ Embassy/Consulate nearest the job site.

14. The employer shall assist the employee in remitting a percentage of his/her salary through the proper banking channel or other means authorized by law.

15. Termination:

A. Termination by employer: The employer may terminate this Contract on the following just causes: serious misconduct, willful disobedience of employer's lawful orders, habitual neglect of duties, absenteeism, insubordination, revealing secrets of the establishment, when employee violates customs, traditions, and laws of _____ and/or terms of this Agreement. The employee shall shoulder the repatriation expenses.

B. Termination by employee: The employee may terminate this Contract without serving any notice to the employer for any of the following just causes: serious insult by the employer or his representative, inhuman and unbearable treatment accorded the employee by the employer or his representative, commission of a crime/offense by the employer or his representative and violation of the terms and conditions of employment contract by the employer or his representative. Employer shall pay the repatriation expenses back to _____.

B1. The employee may terminate this Contract without just cause by serving a notice in writing, one (1) month in advance to the employer. The employer upon whom no such notice was served may hold the employee liable for damages. In either case, the employee shall shoulder all the expenses relative to his repatriation back to his point of origin.

C. Termination due to illness: Either party may terminate the Contract on the ground of illness, disease or injury suffered by the employee. The employer shall meet the cost of repatriation.

15. Settlement of Disputes: All claims and complaints relative to the employment contract of the employee shall be settled in accordance with Company policies, rules and regulations. In case the employee contests the decision of the employer, the matter shall be settled amicably with the participation of the Labor Attaché or any other authorized representative of _____ Embassy or Consulate General of India nearest the site of employment. In case the amicable settlement fails, the matter shall be submitted to the competent or appropriate body in (host country) or _____ if permissible by the host country laws at the option of the complaining party.

16. The employee shall observe employer's company rules and abide by the pertinent laws of the host country and respect its customs and traditions.

17. Applicable law: Other terms and conditions of employment, which are consistent with the above provisions, shall be governed by the pertinent laws of _____.

Annexure VI

VI - Advisory on the Development of State Strategies on Labour Migration (draft)

The International Labour Organisation

The overarching legislation governing labour migration from India is the Emigration Act, 1983. This is a central level law looks at licensing and regulation of recruitment agencies, emigration procedures, the role of different bodies, etc. While keeping within the lines of what is set out in the Emigration Act, there is substantial scope for States to set out their own direction in relation to labour migration. Given the size and diversity within India, as well as a move towards greater decentralization, there is increased interest in State-level policy-making and strategizing in this area.

Rather than looking at labour migration policy in isolation, the ILO promotes coherence with employment and development policies and strategies, in recognition of the wide social and economic implications of labour migration.¹² While labour migration is overseen at the Centre by the Ministry of External Affairs, there is no corresponding State-level line ministry with the same overarching responsibility. In order to prevent labour migration from falling between the cracks or being addressed in isolation, there is a need for strong coordination.



In the formulation of a Strategy on Labour Migration, there are a number of key questions for States to consider, for example:

- What kind of migrant workers do we want to send from our State and how can this be facilitated? Skilled or low-skilled workers; nurses or domestic workers; to the Gulf or to other regions; women or men?
- What measures can we introduce to enhance the impact of migration on development of our State?
- How will the State-level bodies cooperate to effectively deliver on this Strategy?

The following framework expounds on these key questions, and identifies a number of decisions that should be taken at the State-level. It is intended to only serve as guidance for different States to adjust to their own context.

¹² ILO guidance on the formulation of labour migration policy comes from the Multilateral Framework on Labour Migration, a comprehensive set of non-binding guidelines and principles (see Annex 1 for more details).

Model framework and priority areas for State-level strategies:

Governance of labour migration	
Vision statement	Set out a clear position on the role that labour migration plays in the State to enhance coherence among State-level agencies
Institutional arrangements	- Establish high-level Committee on Labour Migration, chaired by Chief Minister, among relevant agencies, representative social partners, recruitment agencies, etc. to set strategic priorities, review progress, allocate resources and ensure coordination - Establish Working Group to operationalize the strategy, guide implementation and measure progress - Ensure coherence with the strategies on employment and skills, as well as the development programmes and schemes - Establish dialogue with recruitment agencies operating within the State - Provide support to State-level institutions and civil society organizations to ensure appropriate capacity
M&E framework	Set indicators and targets in line with State priorities, beyond just the number of workers deployed
Research and analysis	- Review administrative data and surveys to identify how these instruments can be adjusted to collect better data on labour migration and the development outcomes - Prepare a research agenda for the State that will inform the strategy - Publish an annual report on labour migration from the State, including data disaggregated by sex, skill category, etc.; key issues; recommendations for State-level strategy
Dialogue with the Centre	- Establish a channel for high-level communication on a regular basis with the Centre on the labour migration issues facing the State - Submit recommendations to the Centre on proposed changes to the Emigration Act 1983 and MOUs with destination countries
Protection of migrant workers	
Action against illegal recruiters	- Strengthen cooperation with the Protectorate General / Protector General to identify illegal recruitment activity within the State - Strengthen cooperation with the police to crack down on illegal recruitment within the State, and make penalties a more effective deterrent
Recruitment and migration costs	- Conduct research to monitor recruitment costs paid by migrant workers - Introduce measures to limit / eliminate migration-related costs, including skills training, medical checks, etc.
Build network of Migrant Resource Centres and support services	- Provide pre-decision information to potential migrants and pre-departure training to intending migrants on labour migration, their rights and how to safeguard them - Provide information and a reintegration orientation to returned migrants on the support available to them - Support government and non-government actors in the State to facilitate migrants' access to justice, in consultation with the Centre and labour attaches in overseas missions where necessary
Inclusion strategies for vulnerable groups	- Develop specific strategies to ensure protection of women migrants, irregular migrants and other vulnerable groups - Examine the impact of restrictions on women migrants and how negative consequences can be mitigated
Social protection	Explore which social protection measures at State level can be extended to migrant workers and their family members, including for migrant workers that suffer accidents while abroad

Skills training and certification	
Build partnerships	• Ensure training institutions have access to information on the needs of the labour market in destination countries • Link graduates of training institutions with employers in destination to streamline the recruitment process • Facilitate intending migrants and returned migrants' access to training centres for certification of existing skills
Research	• Conduct a cost-benefit analysis on skilling of migrant workers to identify what type of jobs and destination countries pay a premium for skilled workers • Identify models of skilling that have been successful and explore opportunities for scaling-up
Enhancing the impact of migration on development	
Services for returned migrants	• Tailor services to assist economic reintegration: employment services, certification of skills developed abroad, financial literacy training • Provide entrepreneurship training to returned migrants • Develop financial services tailored for migrant workers • Establish peer support networks across the State to support economic and social reintegration • Conduct campaigns to recognize the contribution of migrant workers
Services for family members	• Provide financial literacy training • Establish communication booths (e.g. Skype services) to allow family members to connect with migrant workers at minimal cost • Establish family support networks
NRI engagement	• Build links with NRI and PIO groups internationally to promote investment in the development of the State and its people, with particular programmes for migrant workers • Strengthen links with NRI and PIO support groups in the Gulf States that provide assistance to migrants in distress, including shelter, legal, labour dispute and repatriation facilities. • Enable returned migrants, NRI and diaspora to assist in skills training and pre-departure orientations, e.g. replicating the model of Filipino nurses working in the US, or Sri Lankan domestic workers working in the Gulf.

Effective Management of Labour Migration

All States have the sovereign right to develop their own policies to manage labour migration. International labour standards and other international instruments, as well as guidelines, as appropriate, should play an important role to make these policies coherent, effective and fair.

The following guidelines may prove valuable in giving practical effect to the above principle:

- formulating and implementing coherent, comprehensive, consistent and transparent policies to effectively manage labour migration in a way that is beneficial to all migrant workers and members of their families and to origin and destination countries;
- ensuring coherence between labour migration, employment and other national policies, in recognition of the wide social and economic implications of labour migration and in order to promote decent work for all and full, productive and freely chosen employment;
- formulating and implementing national and, where appropriate, regional and multilateral labour migration policies all guided by international labour standards and other relevant international instruments and multilateral agreements concerning migrant workers;
- implementing policies that ensure that specific vulnerabilities faced by certain groups of migrant workers, including workers in an irregular situation, are addressed;
- ensuring that labour migration policies are gender-sensitive and address the problems and particular abuses women often face in the migration process;
- providing labour ministries with a key role in policy formulation, elaboration, management and administration of labour migration to ensure that labour and employment policy considerations are taken into account;
- establishing a mechanism to ensure coordination and consultation among all ministries, authorities and bodies involved with labour migration;
- ensuring that specific structures and mechanisms within these ministries have the necessary competencies and capacities to develop, formulate and implement labour migration policies, including, where possible, a special unit for issues involving migrant workers;
- ensuring that the relevant ministries have adequate financial and other resources to carry out labour migration policies;
- establishing tripartite procedures to ensure that employers' and workers' organizations are consulted on labour migration issues and their views taken into account.

Annexure VII

VII - Summarized Job-Role Descriptions

The below description provides a considered summary of the requirement and eligibility. A detailed job-description will need to be prepared by the PMU, in consultation with Human Resource / Recruiters during the hire phase.

Organisation	PMU – IMC-K
Cadre / Scale	External / Expert
Designation	District Centre Head
Reports to	Project Manager - PMU
Number of Post	One (per MRC) total = 30
Eligibility Criteria	Education: Graduate / PG Degree (any) Experience: highly qualified expert with domain knowledge (age, less than 35 yrs)
Skill-set	▪ Team-worker with drive to meet commitments ▪ Good coordination, communication and motivational ability ▪ Handle on-ground challenges, and deliver on tasks assigned ▪ Problem Solver and Go-getting attitude; Strive to succeed ▪ Communication, oral and written, in local language must be excellent ▪ Ability to overcome on-ground challenges; problem-solver ▪ Must be willing to undertake extensive local/regional travel
Role-Description / Responsibility	▪ Oversee the daily operational needs of the MRC ▪ Take-up activities as assigned by PMU; events, promotions, campaigns

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Staff
Designation	Supporting Staff
Reports to	District Centre Head ~ MRC
Number of Post	Two (per MRC) total = 60
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 3+ years in general administration
Skill-set	▪ Good coordination and communication ▪ Ability to translate directives into tasks and activities ▪ Good Communication in local language ▪ Willing to take-up travel, engage with local persons and motivate ▪ Be helpful in providing services and lending extra effort to support applicants
Role-Description / Responsibility	▪ Oversee all daily operational and general administrative office activities ▪ Provide support to the District Centre Head as directed

* The IMCK team at each of the MRCs will report to the DSO (District Skill Officer). For administrative and appraisals, the DSOs will through the existing organisational mechanisms report to DET-Commissioner. The DSO will directly report to and coordinate with the Project Manager of the IMCK office (~ PMU) for all operational functions, programmes and activities related to the IMCK.

Note: It is recommended, based on right-fit, capability and availability, these positions be filled by existing DET staff, before any recruitment is undertaken

Organisation	PMU – IMC-K
Cadre / Scale	Management
Designation	Project Manager
Reports to	Head IMCK (Comm-DET)
Number of Post	One
Eligibility Criteria	Education: Graduate / PG Degree (any) Experience: highly qualified expert with domain knowledge (age, less than 50 yrs.)
Skill-set	- Ability to Inspire and Mentor; balance of long-term and immediate - Provide acceleration to the set-up efforts - Expertise to undertake International Business relationship to great-heights
Role-Description / Responsibility	- Oversight and Leadership role; guide the mandate and direction of the organisation - Able to engage decision makers in government to influence policy

Organisation	PMU – IMC-K
Cadre / Scale	Management
Designation	Manager - Implementation
Reports to	Project Manager
Number of Post	One
Eligibility Criteria	Education: Post-Graduate Degree; Preferably MBA Experience: min 12+ years overall; Prior work with Government Department/ good knowledge of the working-process in State / Union Govt is preferred.
Skill-set	- Thorough understanding of regulatory, legal and compliance framework - Ability to overcome hurdles, set-up new Institutions from scratch the RPC and RA - Manage at arms-length and able to provide extensive support to the IMC-K
Role-Description / Responsibility	- Is member secretary of the Executive Directorate (ED) - Deliver on long-term projects - Bring on-board Government Departments, Foreign Country representatives, Corporate Bodies, other diverse Stakeholders with own agenda – onto a common platform.

Organisation	PMU – IMC-K
Cadre / Scale	External / Expert
Designation	Manager - Monitoring and Compliance
Reports to	Project Manager
Number of Post	One
Eligibility Criteria	Education: Graduate / PG Degree (any) Experience: highly qualified expert with domain knowledge (age, less than 50 yrs.)
Skill-set	- Knowledge of all aspects / full-cycle of Global Employment Migration - Must have foresight and strategic outlook - Thorough understanding of the road-map drawn-up for the IMC-K - Ability to monitor, adjudge compliance to plans, asses gaps, recommend corrective actions and guide direction and pace of implementation - Share expertise and insights to overcome road-block and challenges for the IMC-K
Role-Description / Responsibility	- monitoring adherence to the implementation road-map - undertake periodic review, status updates - analyze gaps and suggest remedial action

Organisation	PMU – IMC-K
Cadre / Scale	External / Expert
Designation	Manager - Administration
Reports to	Project Manager
Number of Post	One
Eligibility Criteria	Education: Graduate / PG Degree (any) preferably Finance&Admin related Experience: highly qualified expert with domain knowledge (age, less than 50 yrs.)
Skill-set	▪ Have expertise in Accounts and Finance ▪ Be knowledgeable about regulatory compliance, government laws ▪ Must have hands-on experience with documentary filing, related to statutory tax ▪ Should have held Administrative role in leadership top-management position ▪ Should have knowledge of Employment Regulations, Labour Laws, etc ▪ Must manage Human Resources functions (for all IMCK entities), including recruitment, on boarding, engagement, performance, compensations, etc
Role-Description / Responsibility	▪ All functions related to Finance, Administration and Human Resources of IMCK ▪ Ensure performance and outputs from staff; build organisational ethos

Organisation	PMU – IMC-K
Cadre / Scale	External / Expert
Designation	Technical Consultants
Reports to	As assigned
Number of Post	Four
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 8 to 12+ years; global placements domain experience / top-level management will be an asset
Skill-set	▪ Excellent strategic and operations management ▪ Working with small teams and with multiple-agencies ▪ Multi-tasking and dynamic ability to take-up activities per need ▪ Must be able to work in highly demanding environment
Role-Description / Responsibility	▪ Provide solid support to the Executive Director; help establish the RPC and RA ▪ Ensure all day-to-day management decisions and implementation is on-track Excel in dealing with external environment, regulatory requirements, etc. ▪ Objective approach with focus on success and goals ▪ Coordinate with the RPC and RA officials-Heads to support the institutions

Organisation	PMU – IMC-K
Cadre / Scale	Staff
Designation	Supporting Staff
Reports to	As assigned
Number of Post	Four
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 3+ years in general administration
Skill-set	▪ Good coordination and communication ▪ Ability to translate directives into tasks and activities ▪ Team-worker with drive to meet commitments
Role-Description / Responsibility	▪ Oversee all daily operational and general administrative office activities ▪ Provide support to the General Manager as directed

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Oversight
Designation	Head - Research
Reports to	Head IMCK (Comm-DET)
Number of Post	One
Eligibility Criteria	Education: PG / PhD preferred Experience: highly qualified expert with domain knowledge (age, less than 50 yrs.)
Skill-set	- Ability to Inspire and Mentor - Provide acceleration to set-up efforts
Role-Description / Responsibility	- Oversight and Leadership role; guide the mandate and direction of the organisation - Able to engage decision makers in government to influence policy - Guide forward the socially responsive support for potential candidates from weaker socio-economic background

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Management
Designation	Manager - Research
Reports to	Head - Research
Number of Post	One
Eligibility Criteria	Education: Graduate Degree (any) PG, PhD (Public Policy) preferred. Experience: min 12+ years; including research and managerial experience
Skill-set	- Good coordination, communication and motivational ability - Programme Management / Large-scale project oversight expertise - Ability to create institution from scratch; build-team and direct mandate - Expertise with Preparing ToRs, RFPs, Proposals - Ability to build comprehensive documentation, create scientific methodology
Role-Description / Responsibility	- Oversee all daily operational and general administrative office activities - Provide support to the Managers as directed

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Management
Designation	Manager - Operations
Reports to	Head - Research
Number of Post	One
Eligibility Criteria	Education: Graduate Degree (any) PG, PhD (Development Studies) preferred. Experience: min 12+ years; including research and managerial experience
Skill-set	- Good coordination, communication and motivational ability - Programme Management / Large-scale project oversight expertise - Ability to create institution from scratch; build-team and direct mandate - Ability to overcome on-ground challenges; problem-solver - Excellent Operational and Project Management capabilities
Role-Description / Responsibility	- Oversee all daily operational and general administrative office activities - Provide support to the Managers as directed

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Domain Expert / Temporary / External
Designation	Researcher
Reports to	Manager - Research
Number of Post	Five
Eligibility Criteria	Education: PG Degree (eg: MSc in Development Studies, Economics); PhD preferred Experience: 3 to 10 years of background in research
Skill-set	▪ Good Analytical and Research ability; Ensure data and processing fidelity ▪ Capacity to gather data from difficult / unfamiliar sources ▪ Monitor and Evaluate work from third-parties; oversee primary collection surveys
Role-Description / Responsibility	▪ Ability to undertake Research, Analyze Data – provide insights for policy ▪ Define Research Methodology, Prepare comprehensive documentation ▪ Technical support to draft Study Scope, Terms of Reference, Request for Proposal

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Staff
Designation	Supporting Staff
Reports to	As assigned
Number of Post	Two
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 3+ years in general administration
Skill-set	▪ Good coordination and communication ▪ Ability to translate directives into tasks and activities ▪ Team-worker with drive to meet commitments
Role-Description / Responsibility	▪ Oversee all daily operational and general administrative office activities ▪ Provide support to the Managers as directed

Organisation	Research and Analysis Division– IMC-K
Cadre / Scale	Staff
Designation	Field Survey Staff
Reports to	As assigned
Number of Post	As required
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 3+ years in general administration
Skill-set	▪ Good coordination and communication ▪ Ability to translate directives into tasks and activities ▪ Team-worker with drive to meet commitments ▪ Must be willing to travel extensively ▪ Handle on-ground challenges, and deliver on tasks assigned ▪ Problem Solver and Go-getting attitude ▪ Communication, oral and written, in local language must be excellent
Role-Description / Responsibility	▪ Oversee all daily operational and general administrative office activities ▪ Provide support to the Managers as directed

Organisation	Recruitment Agency (GoK) – IMC-K
Cadre / Scale	Management
Designation	General Manager
Reports to	Head IMCK (Comm-DET)
Number of Post	One
Eligibility Criteria	Education: Post-Graduate Degree; Preferably MBA Experience: min 12+ years overall; including 5+ years in higher-management Prior work in International-Employment sector, knowledge of PGE requirements, global-placement, pulse of the overseas-job-markets will receive high consideration.
Skill-set	▪ Capacity to build from scratch, assemble team. ▪ Power To Inspire and Embrace the wider goals ▪ Agile Decision-Making Skills; Ability to overcome ambiguity ▪ Capacity to deliver to scale, grow at fast pace and Business savvy
Role-Description / Responsibility	▪ Leadership role to drive the team and direction towards strategic objectives ▪ Ensure all day-to-day management decisions and implementation is on-track ▪ Direct liaison with the board; represent RA management with other IMC-K entities ▪ Ensure integrity of work practices, compliance to law, internal policy formulation ▪ Shall be responsible for leading the development and execution of the RA

Organisation	Recruitment Agency (GoK) – IMC-K
Cadre / Scale	Management
Designation	Manager (Customers / Clients)
Reports to	General Manager
Number of Post	One
Eligibility Criteria	Education: Graduate Degree (any) Post-Graduate Degree (MBA) preferred. Experience: min 5+ years; service-sector / customer relation background preferred.
Skill-set	▪ Ability to work Independently; Is focused and has exploratory drive ▪ Able to work in highly-dynamic, multi-languages / culture – global perspective ▪ Good communication and Excellent networking and relationship building ability
Role-Description / Responsibility	▪ Reach-out to Companies, Project Exporters, for business ▪ Ascertain demand / market-trends and recommend alignment measures ▪ undertake full-spectrum activities from marketing to business-development

Organisation	Recruitment Agency (GoK) – IMC-K
Cadre / Scale	Management
Designation	Manager (Recruitment / Offers)
Reports to	General Manager
Number of Post	One
Eligibility Criteria	Education: Graduate Degree (any) Post-Graduate Degree (any) preferred. Experience: min 5+ years; recruitment / human resources background preferred.
Skill-set	▪ Ability to work Independently; go-getter and achiever ▪ Work with targets and short deadlines; deliver in high pressure situations
Role-Description / Responsibility	▪ Achieves staffing objectives for customers by undertaking recruiting drives ▪ Evaluating potential job candidates ▪ Provide advising and training for relocations. ▪ Coordinate with other skilling-ecosystem providers to create internationally viable certification

Organisation	Recruitment Agency (GoK) – IMC-K
Cadre / Scale	Management
Designation	Manager (Administration)
Reports to	General Manager
Number of Post	One
Eligibility Criteria	Education: Graduate Degree (any) Post-Graduate Degree (any) preferred. Experience: min 5+ years; recruitment / human resources background preferred.
Skill-set	- Ability to work Independently; go-getter and achiever - Work with targets and short deadlines; deliver in high pressure situations
Role-Description / Responsibility	- Achieves staffing objectives for customers by undertaking recruiting drives - Evaluating potential job candidates - Provide advising and training for relocations. - Coordinate with other skilling-ecosystem providers to create internationally viable certification

Organisation	Recruitment Agency (GoK) – IMC-K
Cadre / Scale	Staff
Designation	Facilitators
Reports to	As assigned
Number of Post	Four
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 3+ years in general administration
Skill-set	- Good coordination and communication - Ability to translate directives into tasks and activities - Team-worker with drive to meet commitments - Must be process-oriented, ordered in approach - Documentation / Application handling; - Courtesy and Customer Service attitude
Role-Description / Responsibility	- Oversee all daily operational and general administrative office activities - Provide support to the Managers as directed

Organisation	Recruitment Agency (GoK) – IMC-K
Cadre / Scale	Staff
Designation	Supporting Staff
Reports to	As assigned
Number of Post	As required
Eligibility Criteria	Education: Graduate Degree (any) Experience: min 3+ years in general administration
Skill-set	- Good coordination and communication - Ability to translate directives into tasks and activities - Team-worker with drive to meet commitments
Role-Description / Responsibility	- Oversee all daily operational and general administrative office activities - Provide support to the Managers as directed

Annexure VIII

VIII - Guidelines for Recruiting Agents (RAs)

- The holder of the Registration Certificate shall conduct business under signatures and seal of the director/partners/proprietor and the certificate shall not be transferable.
- A photocopy of this registration certificate shall be prominently displayed at a conspicuous place in the premises of the business. Also a copy attested by the registering authority with an endorsement of having authorized the recruiting agent to carry on the business at additional premises, if any, shall be displayed at conspicuous place in the business premises of such Branch Office. Original Certificate shall be produced on demand by the emigration authorities/law-enforcing authorities and employer.
- The holder of the certificate shall normally conduct the business from the place indicated in the application for registration. For opening a Recruitment Center at a place other than the place indicated in the application, the holder of the certificate has to obtain the prior approval of the Registering Authority.
- The holder of the certificate shall not employ sub-agents for the purpose of conducting or carrying on his business.
- The holder of the certificate shall not charge more than the prescribed fee from the emigrants and also adhere to prescribed standard wages.
- The holder of the certificate shall maintain the following permanent records at his place of business.
 - A Register of receipt of charges from emigrants recruited, in the form of an original, a quitance Roll containing the signature of each emigrant from whom the charge has been received. Each such Register shall be maintained, with reference to a demand for recruitment.
 - A Register and record of the amounts and Pre-paid Ticket Advices, along with their photo copies received from the employers, identified demand-wise, should be maintained.
 - A Register containing details of expenses incurred on recruitment of emigrants demand-wise supported by documents should also be maintained.
 - Individual folders for each employer whose demands of labor, the holder of the certificate has processed, proposed to process or is processing.
 - Bio-data (giving full particulars including name, address, age, skill, experience and name, also name and address of next of kin) of each emigrant recruited by the holder of the certificate.
 - Copies of employment contracts of each emigrant as authenticated by the Protector of Emigrants.
 - Original demand, power of attorneys and correspondences with the employers.
 - All documents relating to recruitment of emigrant including office copies of all advertisements issued, letters to interviews and correspondence with the applicant's original award sheets leading to the selection, names and address of persons involved in the selection process, copies of letters of appointments, trade-testing particulars, etc.
 - A Register of visas received from the employers, giving separate account of block and individual visas.
 - A Register of claims for compensation for injury or death made by the emigrant or heir dependents, recruited by the holder of the certificate giving the name, address of the emigrant, emigration number, country of employment, nature of injury or death, as the case may be, date of accident, name and address of the recipient, name and address of the employer, and the receipt in original in token of having made the payment of compensation be pasted.
 - Such other records as may be required to be maintained by the registering authority.

- That the holder of the certificate shall furnish return of the preceding month in Form IV by the 10th of the succeeding month.
- That copies of advertisements for recruitments of the emigrants shall be filed with the Protector of Emigrants.
- That recruiting agent shall not charge the repatriation expenses from the emigrant.

- The holder of the certificate shall :
 - Provide details of employment, including contact conditions, to the intending emigrants before recruitment.
 - Endeavor to ensure proper reception of the emigrant by the employer in the country of employment.
 - Endeavor to ensure that subsequent to the employment, the employer shall not alter the terms of the employment contract.
 - Endeavor to ensure that the employer takes timely action for renewal of documents authorizing the stay of the emigrant in the country of employment.
 - Facilitate amicable settlement of disputes between the employer and the emigrant.
 - Issue receipt for the payments received from the emigrant.
 - Issue only such advertisements that are genuine and factually correct and shall refrain from any inducement or misrepresentation in this regard.
 - Ensure that the employer observes the terms and conditions of the employment contract.

- The holder of the certificate shall maintain:
 - Office premises of not less than fifty square meters of built-up area, having a waiting hall for at least thirty persons, a room for the purpose of conducting interview and office space equipped with furniture, photocopier, telephone with subscribers trunk dialing and international dialing facility, fax, computers and other office amenities as may be specified by the registering authority by order in writing.
 - Work stations for the office personnel.
 - Internet facility, email accounts and a web portal containing detailed information about the recruiting agent, the validity status of the registration certificate, the services offered , the cost of services, the mode of payment of service charges, the remedies available to emigrants for redressal of grievances, vacancies available along with the details of the jobs, the employers and the contract conditions as well as the recruitments made in the past with such particulars as the registering authority may specify by order in writing.
 - Adequate and duly trained staff.
 - A signboard, to be displayed in front of the business premises or so fixed that it is conspicuously visible to the public from outside the office premises indicating the name and the registration number of the recruiting agent and the year of registration.
 - Arrangements for skill testing for the trades for which he recruits the intending emigrants.

Annexure IX

IX- Pilot project

Fostering women entrepreneurship through mobility in the state of Karnataka

Duration: 2 years

Main Stakeholders: Government of Karnataka, Government of India, EU Delegation to India, Government of Sweden, Federation of Indian Chambers of Commerce and Industry (FICCI), Swedish Chamber of Commerce and Swedish Employers, PAC, Team Lease/Skill provider, City and Guilds, ICMPD (MIEUX).

The concept: A team of experts at the PAC will assist and co-ordinate a pilot project for the Government of Karnataka for two years. The Government of Karnataka will decide with the Government of Sweden (in consultation with the EU Delegation in India) on how best an arrangement can be worked out for women in Karnataka with the capacity and willingness to migrate to Sweden for duration of three years. This can be a G2G agreement but with the involvement of employers/private sector in the COD (here, Sweden). Industry bodies in India can be of assistance by establishing a link with their counterpart chambers of commerce in Sweden. A G2G agreement is essential in order to facilitate movement with the buy in of the government. This project will target those women who already possess a certain level of skills and are in a position to be trained to international standards acceptable in Sweden. A training provider such as Team Lease could produce these modules in consultation with employers in Sweden. Similarly, the sector (s) and geographical areas can be decided in consultation with the employers (after a demand-supply analysis). A 'twin city' concept can be thought of. On return these women could either be employed in the skilling ecosystem or encouraged to become entrepreneurs.

Budget:

1. An initial analysis could be funded by the Migration EU Expertise (MIEUX) of the ICMPD.
2. Training and assessment can be funded under the Pravasi Kaushal Vikas Yojana (PKVY) by empaneling the proposed Training Provider (TP) as an 'India International Skilling Centre' (IISC).

Steps involved:

(Recruit- Train- Hire model)

1. Approaching the EU Delegation in India and the Embassy of Sweden with a proposal for such a partnership and an expression of interest.
2. Arrange to meet with employers in Sweden either through counterpart chambers of commerce or individually.
3. Decide sectors (preferably between hospitality/allied health care) where Karnataka has a comparative advantage. This can be done with the assistance of MIEUX.
4. Demand and supply may be established.
5. TPs from Karnataka can be empaneled for this project under the PKVY as IISCs. These may include basic Swedish language skills and cultural familiarity modules.
6. Assessments and Certification can be carried out for Swedish standards.
7. Selected candidates will be provided offer letters and other visa formalities will be completed.
8. Departure
9. On return, the PAC (acting as the PMU for the IMC-K) will facilitate reintegration of these candidates.

Why Sweden?

1. In 2016, Sweden was declared as the country with the worst skill shortages in the world by the Hays Global Skill Index, with gaps so acute that nothing but immigration can resolve these gaps at least in the short/medium term.
2. A Labour Market Assessment (LMA) carried out by the India Centre for Migration (ICM) along with the International Organisation for Migration (IOM) and the KPMG studied the labour markets of Sweden as one of the six countries in a detailed study in 2012. This report is available to be downloaded at [1]
3. A Joint Declaration on a Common Agenda on Migration and Mobility between India and the European Union and its Member States was declared in 2016 and is available [here](#) [2] . In terms of a partnership on mobility and encouraging skilled migration in an orderly, legal and humane manner, there could be no better time.

Why Karnataka?

According to an ILO document¹³, while thinking of a ‘labour migration strategy’ for states, there must be a clear understanding of what kind of sectors, and geographies the state will target in terms of opportunities available for overseas employment. As it has been established already, Karnataka is not a top sending state of migrants in the ‘ECR’ category to the GCC countries. There is, of course, a strong Karnataka Diaspora spread all over the world but these are professionals who may belong in the ECNR category. It is, therefore, not in the interest of Karnataka to try to emulate states like Andhra Pradesh, Telangana, Uttar Pradesh and Bihar who send large numbers of unskilled migrants. Instead, it should carve out its niche as a supplier of skilled workers to a diverse destination base.

Advantages of this project:

1. Benefits to the women migrant workers, the country of destination and the country of origin.
2. A ‘model’ can be built that can be replicated for other intending groups of migrants.
3. Lessons can be emulated for create a ‘twinning’ concept with other countries.
4. More job roles can be benchmarked.
5. It will help Karnataka define itself as a state that follows best practices in migration management, facilitates and encourages mobility of skills, and establish itself as a sender of skilled overseas workers.

Footnotes:

[1] url-link <https://www.mea.gov.in/images/pdf/LMAin6EUCountries.pdf>



[2] url-link www.mea.gov.in/Images/attach/Migration_and_Mobility_between_India_and_the_European_Union.pdf

¹³ Refer information in Annexure VI



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