

Action Plan for Haryana

Background:

During series of discussions that took place with Ministry of Rural Development, it is mutually agreed that Targets aimed to achieve through Grameen LABS project are notional and impractical in some cases. DRF's experience during implementation was that certain locations were not feasible for running LABS program due to non availability of opportunities and the migration challenges involved.

Taking into account the given timeline of the project and challenges in mobilization and placements, it is felt that there is a need to take a relook at the targets and locations and workout an action plan so as to arrive at how many youth could be reached and at what locations the program be implemented within the project ending date of December 2009.

Henceforth, A massive market validation study had been taken up across zones after the meeting with Ministry on 23rd December 2008.

The objective for Market Validation study is to assess and enumerate the market absorption capacity of various locations in the state in various service sector domains such as Customer Relations and Sales, IT enabled Services, Hospitality, Health Care and Repairs and Maintenance etc., at entry level.

The study is being made and the report consists of the analysis that is based on two broad categories:

A. Analysis of Market Response in the locations where the program is already executed;

This is done by analyzing the placement performance in the previous batches i.e. number of opportunities provided in each sector and average salary/emoluments.

B. Analysis of Estimated opportunities in newly identified locations in various domains;

This is done through a systematic and scientific study of opportunities in a particular job market; the assessment is based on the interactions by a set of experienced resource persons with respective industry representatives. The inputs are quantified and compiled in this report.

On the basis of the above two Analyses, the numbers achievable in the state by December 2009 are mentioned in the following Table:

Haryana	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total	Domains Proposed			
	Panchkula	100	100	200	Retail/Sales	Hospitality	IT eS	
	Rohtak	100	100	200	Retail/Sales	Hospitality	ITeS	
	Ambala	100	100	200	Retail/Sales	Hospitality	ITeS	
	Gurgaon	115	115	230	Retail/Sales	Hospitality	IT eS	
	Achievable by Dec'09				830			

1. Executive Summary

Domain validation activity was taken up in Haryana during the third and fourth weeks of January 2009. The primary aim of the activity was to enumerate employment opportunities in the immediate future, i.e.; in the next 2-3 months. Attempt was also made to get number of employment opportunities for the next 6-9 months. The activity in Haryana was carried out at the following places:

- Gurgaon and adjoining Manesar

The aim was to touch-base with as many organizations, business establishments, offices etc. as possible. Lack of any secondary information made the work difficult as there was no scientific basis to formulate a sample size and prospective respondents. Hence, a sector-wise random sampling was done. After framing a geographical idea of the business and commercial areas of a city, teams were split area-wise to meet prospective respondents in that vicinity. Stress was laid upon the following sectors:

- Hospitals/ Healthcare
- Hotels/ Restaurants
- Retail
- Telecom
- Automotive [showrooms]
- Construction & Realty

Another important piece of information that was sought is the flexibility of the prospective employer over the stipulated educational qualification. Most of the respondents were not particular about the educational qualification. However, for some profiles in select organizations, there was absolutely no flexibility with respect to the qualification. An attempt was made to ascertain if the respondent would be willing to involve her/himself with DRF-LABS. This produced mixed results. Most of the respondents were not very sure and hence not immediately willing to involve with LABS.

LABS Centre at Gurgaon could be a very dicey issue. On one hand it has a very vibrant service sector, and on the other the current scenario is not looking encouraging at all. Most of the respondents informed that either there were openings currently, or the requirement implies the candidate has to be a graduate. There is little relaxation in terms of qualification. Nevertheless if we were to specifically look at the following sectors, we could safely finalize a LABS centre at Gurgaon (or its sub-urbs, preferably):

Housekeeping: Gurgaon houses large number of regional/zonal/corporate offices and a huge ITES industry. The jobs of housekeeping and facilities management is usually outsourced. If we could tap these organizations rendering housekeeping works, we could have a good placement scope.

Hospitality: Although Gurgaon has few hotels, which are relatively high-end and requiring skills along with qualification, one could explore avenues in the many farm houses, theme parks, restaurants, etc.

Sales: Sales openings in BFSI sector are always there in good number as the attrition is on the higher side. All these factors, prompt us to make Gurgaon's case a risk that could be taken.

Considering the above remarks on Gurgaon and the analyses of placements in the previous locations, the following locations are recommended for implementing the program:

Ambala, Rohtak, Panchkula and Gurgaon for two batches with around 100 aspirants in each in Sales, Hospitality and ITeS domains.

2. Haryana: A Brief Profile

2.1 Geography & Demography

The state of Haryana in northern India, is bordered by Punjab and Himachal Pradesh to the north, and by Rajasthan to the west and south; Uttarakhand & Uttar Pradesh north-east and east, and surrounds Delhi on three sides. Consequently, a large area of Haryana is included in the National Capital Region. The capital of the state is Chandigarh which is administered as a union territory and is also the capital of Punjab. Haryana was the cradle of the Indus Valley and Vedic Civilizations. Several decisive battles were fought in the area, which shaped much of the history of India. These include the epic battle of Mahabharata at Kurukshetra, and the three battles of Panipat.

The 32 lane toll gate at National Highway 8 is the largest in Asia and third largest in the world. Haryana is a trend setter in the field of passenger transport. The remotest parts of the state are linked with metalled roads. Grand Trunk Road, commonly abbreviated to GT Road, is one of South Asia's oldest and longest major roads. It passes through the districts of Sonapat, Panipat, Karnal, Kurukshetra and Ambala in north Haryana. The main railway routes passing through Haryana are: Amritsar - Delhi, Rewari - Ahmedabad, Bhiwani - Rohtak - Delhi, Ambala - Ferozepur, Delhi - Ferozepur, Kalka - Jodhpur, Kalka - Howrah, Amritsar - Howrah and Delhi - Shimla

The population of Haryana, according to the 2001 census, is 21,144,000, with 11,364,000 males and 9,781,000 females. The population density is 477 people/sq.km. Haryana, along with neighboring Punjab, has a skewed sex ratio at 861, with many more men than women. Selective abortion of female fetuses has a very high provenance, reflecting a widespread preference for the male child. Popularly known as Haryanvi or Bangaru, the most striking feature of this Haryana language is the manner in which it is spoken.

2.2 Economy

Economy of Haryana relies on agriculture, automobiles- 2-wheelers, cars, & tractors, auto-components, refrigerators, consumer durables, tyres, retailing, petroleum refining, textiles, glass containers, scientific instruments, steel pipes and ITES. It has the 3rd highest per capita income in the country at Rs 29,887, including the largest number of rural crorepatis in India. The contribution of primary, secondary and tertiary sectors for the Gross State Domestic Product (GSDP) in 2007-08 is Rs. 21,265.92 crore, Rs. 30,919.95 crore and Rs.49,133.55 crore respectively.

Gurgaon is home to Maruti Udyog Limited, India's largest automobile manufacturer, and Hero Honda Limited, the world's largest manufacturer of two-wheelers. Panipat, Panchkula and Faridabad are also industrial hubs, with the Panipat Refinery being the second largest refinery in South Asia. There are also long established steel and textile industries in the state.

Despite recent industrial development, Haryana is primarily an agricultural state. About 86% of the area is arable, and of that 96% is cultivated. About 75% of the area is irrigated, through tubewells and an extensive system of canals. About 70% of residents are engaged in agriculture. Wheat and rice are the major crops. The other main crops of Haryana are wheat, rice, sugarcane, cotton, oilseeds, gram, barley, corn, millet etc. Dairy farming is also an essential part of the rural economy. Haryana has a livestock population of 98.97 lakh. Milk and milk products form an essential part of the local diet.

2.3 SWOT Analysis

2.3.i Strengths and Opportunities

- Rich natural resources land and water resources
- A strong and well-developed agriculture sector
- Qualified human resources is available in almost all regions of varying quality
- Service sector is very strong and robust in urban pockets
- Manufacturing sector is very robust in both the government and private sectors
- Educational facilities in pockets, at various levels one of the best in the country

2.3.ii Weaknesses and Threats

- Slow development of infrastructure hindering/ slowing-down pace of development
- Service sector dominated by high-skilled industries
- Regional imbalances quite evident
- Industrial development limited to the southern (around NCR) and eastern (Panipat, Ambala) parts

Part-A: Market response in the Currently Operating locations:

1.Ambala:

Ambala ,situated on a highly busy Delhi Punjab national highway, is very rich in commercial & industrial sector.

It is just like Chandrapur of Maharashtra. The town is called Ambala City while the cantonment area is known as Ambala Cantt. The cantonment was established after another one, at Karnal, was abandoned in 1841 due to a massive spread of malaria.

There are more than 50 large scale industries of textile, medical equipment, automotive parts etc.

The following factors play key role in the development and growth of the town:

- Situated on National Highway Delhi Punjab Road..
- Well connected to the UT Chandigarh (Only 1hr by Bus)
- Having more than 40 large Scale Industries .
- Inhabited by business class communities.

The development story arising out of economic liberation is quite visible in this town.. So are the opportunities. The LABS program is being implemented here and 200 youth have been trained so far from different villages in and around the town. The following table depicts the placement record in the town in 2008:

	Trained	Placed	Average Salary
Retail/CRS			
ITeS			
Hospitality			
MST			
Automobile			

Recommendations:

- Ambala has a potential to throw exciting opportunities for good placement in near future.LABS programme could be continued here for another 1 yr or so.
- The placement opportunities are good in Sales/Retail,HSPT, IT enabled services; these domains could be continued in the subsequent batches as well.
- The average salary of youth trained in MST and Automobile domain is well below the reasonable daily wages standard, this domain may be discontinued in the forth coming batches.
- Considering the above points, the optimum batch strength could be 105 youth in all the three domains suggested above i.e. CRS, ITeS and Hospitality.

2. Rohtak

Rohtak is business class city only 70kms from National Capital Delhi due to which the city has very good employment oppurtunities. The city itself is very rich in service and retail sector so people can get absorbed in the home town very easily. The city is having about 40 to 50 villages in a radius of 20-25kms from Rohtak.

The LABS programme was being run in the city in 2008 and the placement record of which is given below :

	Trained	Placed	Av.Salary
CRS	56	46	3479/-
HSPT	64	51	3345/-
ITeS	35	19	3376/-
MST	51	36	3507/-

Recommendations:

Since the placement record is 74% in last batch which is encouraging factor for running LABS programme again in the city.

5.Panchkulla

The recently formed 17th district of Haryana, Panchkula is surrounded by Himachal Pradesh in the north and north east by Ambala district in the east by Kurukshetra district in the south and Punjab and Union Territory of Chandigarh in the West.

Apart from service sector like Retail and hotels there are about 26 small and large scale industries in Panchkulla. Also the city is near to Chandigarh, Badli and Ambala which are very rich in employment opportunities.

	Trained	Placed	Av.Salary
CRS	40	31	/-
HSPT	51	37	/-
ITES	47	36	/-
MST	52	41	/-

Recommendations:

Panchkula being very close to Chandigarh, offers good employment opportunities and hence the program could be continued for few more batches.

3. Jind

The district headquarter is situated in Jind town. Other smaller towns are Narwana, Safidon and Uchana. The total area of Jind district is 2736 sq kms and its population is 9,63,000.

The town, headquarter of the district of the same name is situated on the Ferozepur-Delhi section of the Northern Railway, 123 kilometers away from Delhi and 57 Kilometers from [Rohtak](#). It is also connected by road with [Delhi](#), Patiala, [Chandigarh](#) and other important towns of [Haryana](#). There are some industries in Jind like Industrial Cables (India) Ltd. Kila Zafargarh (Jind Tehsil). As the town is connected with all the big cities it provides it lot of employment opportunity. There are some small markets where some multinational brands have opened their outlets.

As already the LABS programme was run here so the placement data given below is done in Jind in 2008. It will speak the fact that this town deserves programme like LABS in future:

	Trained	Placed	Av.Salary
CRS	43	37	3950/-
HSPT	49	41	4073/-
ITeS	42	32	4177/-
MST	41	38	4752/-
Auto	34	29	3747/-

Recommendations:

1. Jind has a capacity and potential to undergo a positive change through a programme such as LABS. People are willing to see change in their vicinity & also in their lifestyles.
2. The placement of all the domains in the previous batches tells that youth are fast understanding the requirements of the modern world & the job markets. So, the domains of CRS, Automobile & ITES can be run here.
3. There are less number of aspirants who are willing to join the Automobile sector so the domain can be removed.

4. Bhiwani :

District Bhiwani was created on 22 July, 1972. The district headquarter is situated in Bhiwani town. Bhiwani has 442 villages, with main towns being Charkhi Dadri, Loharu, Bawani Khera and Tosham. The total area of Bhiwani

The major source of occupation here in Bhiwani District is mainly Agriculture. Apart from agriculture some other medium-scale and small-scale industries are providing employment to the people of the district. BTM, TITS, CHINAR, S.K FOILS are few medium-scale industries situated in Bhiwani.

The Placement data also depicts the same view. The previous batch data is given hereby:-

	Trained	Placed	Av.Salary
CRS	21	14	3039/-
HSPT	33	22	3983/-
MST	51	44	3647/-
Auto	45	37	3531/-
BSPA	65	55	2124/-

Recommendations:

The center can be opened up in Bhiwani as there are lots of surrounding villages where BPL population youth require training to make them employable. As the placement record shows that CRS domain has less employment opportunity so that we can remove the CRS domain.

3. Gurgaon

3.1 Geography & Demography

Gurgaon is the sixth largest city in the Indian state of Haryana. Gurgaon has grown extensively during the last decade due to its proximity to West Delhi and South Delhi and its emergence as a major outsourcing destination and as a real estate market in northern India. It is about 35km south-west of Delhi and hence is easily accessible to Delhi and its sub-urbs. Lying on the Delhi-Mumbai NH8, it is well connected to Jaipur, Ajmer, Ahmedabad, Vadodara, Surat and Mumbai by the all weather 4/6/8laned road. It is connected to othre important towns like Bhiwani, Hisar, Jind, Kaithal, Ambala, Panchkula and Chandigarh. Being near to Delhi, it enjoys the benefit of being connected to practically evry corner of the country by train. The Delhi International Airport is the closet airport, which is closer to Gurgaon than many areas of Delhi itself.

As of 2001 India census, Gurgaon had a population of 228,820. Males constitute 54% of the population and females 46%. Gurgaon has an average literacy rate of 77%: male literacy is 81%, and female literacy is 73%.

3.2 Economy

Favorable tax policy by the Haryana government, improvement in the city's infrastructure by Haryana Urban Development Authority and the need of a business center close to Indira Gandhi International Airport saw the emergence of Gurgaon as one of the most prominent outsourcing and offshoring hubs in South Asia. Real estate, automobiles, retail and banking are other major industries. Gurgaon contributes over 50% of Haryana's income tax revenues along with Faridabad.

The distribution of outsourcing companies is skewed towards non-IT services. India's outsourcing industry was born in Gurgaon in 1997 when GE Capital International Services (GECIS) set up its India-based business process services operations of GE Capital. A number of BPO and KPO firms such as Keane, Genpact, Evalueserve, Dell, British Telecom, Accenture, eSCL Global, Hewitt Associates and Convergys have Gurgaon as their regional operations hub. This trend continued after several other firms like Alcatel-Lucent, Niksun, IBM, Opera Solutions and Bain & Company established themselves in the city. Gurgaon also has a major manufacturing industry. Several auto-manufacturing facilities exist including India's largest passenger car company, Maruti Suzuki, and largest motorcycle company, Hero Honda, are based in Gurgaon.

The outsourcing boom has led to a rapid growth in employment prospects and local wages, leading to a mushrooming of shopping malls, restaurants and entertainment facilities. Demand for such lifestyle options is driven by the demographic shift to a younger, more cosmopolitan, more affluent and better educated population. This also led to boom in the city's retail industry.

3.3 SWOT Analysis

3.3.i Strengths & Opportunities

- Presence of big industrial houses in the immediate vicinity
- Well-connected by road, rail and air
- Service sector is driven by consumerism and boasts of a number of malls. Sometimes called Mecca of Malls in India
- Banking, Financial Services & Insurance is strong and growing sectors with newer services and products
- Real estate & construction are growing with new projects and re-development of old property

3.3.ii Weaknesses & Threats

- Growing urbanization outpacing physical infrastructure growth
- Looses out to Faridabad, NOIDA etc. in NCR in terms of major investments
- High cost of living
- Poor intra-city public transport
- Stress on high-skills and qualification

3.4 Findings & Observations

3.4.i Findings

3.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	30	3000	3000	3000
BSPA	Patient Attendant	21	0	0	0
CRS	Tele-caller/ Customer Care; Sales Executive	85	2589	0	8000
Hardware/ CISCO	Computer hardware/ Networking	10	0	0	0
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	71	1639	0	8000
ITES	Computer Operator/ DTP/ Data Entry Operator	45	0	0	0
MST	Multi-technician	25	0	0	0
Grand Total		287			

3.4.ii Observations

- Gurgaon has good number of local employment opportunities but limited to retail
- Service sector activities like retail is seeing coming of organized players
- BFSIs especially Insurance companies have good number of openings given the nature of industry
- Preference is for graduates with polished communication, presentation skills
- Manesar is house to the manufacturing sector- automobiles, auto components etc.
- Service sector in Manesar is limited to a few farm houses

3.5 Recommendations

- Start LABS at Mangaluru with CRS, Hospitality, Automobile domains
- MST and BSPA should be further explored
- Computer training be imparted across domains
- Guest houses, farm houses and resorts in adjoining areas could be targeted
- Housekeeping (general and not specific to hotels) could be a big low-skill employment area. However, this is an outsourced activity

Action Plan for Himachal Pradesh

Background:

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On the basis of the above two Analyses, the numbers achievable in the state by December 2009 are mentioned in the following Table:

H.P.	Locations	Mar'09 - Jun'09	Jul'09 - Oct'09	Total	Domains Proposed			
	Shimla	110	110	220	Retail/Sales	Hospitality	IT eS	MST
	Solan	125	125	250	Retail/Sales	Hospitality	IT eS	MST
	Kangra	125		125	Retail/Sales	Hospitality	IT eS	
	Kullu	125		125	Retail/Sales	Hospitality	IT eS	
	Sirmour	115		115	Retail/Sales	Hospitality	ITeS	MST
	Achievable by Dec'09				835			

Market response in the Currently Operating locations:

1. Shimla:

Nested in the lap of magnificent Himalayas, the State of Himachal Pradesh is predominantly agrarian. With diverse agro climatic conditions and geographical features, Horticulture, Forestry, Hydro Power and Tourism are better developed.

The natural resources, minerals, perennial rivers, well developed power and surface communication network combined with a dynamic and responsive state administration has set the stage for speedy economic development of the state with industry, Hydel Power generation and Tourism identified as Thrust areas for such development.

The following factors play key role in the development and growth of the distt:

- ✓ TOURISM
- ✓ A STRONG SUPPORT SYSTEM
- ✓ COMFORTABLE POWER SITUATION
- ✓ ABUNDANCE OF WATER SUPPLY
- ✓ CLIMATE AND ENVIRONMENT
- ✓ PEACEFUL INDUSTRIAL CONDITIONS

The LABS program is being implemented here for 3 batches and the following table depicts the placement record in the District:

Domain	Trained	Total Placed	Placed in the same sector	Av.Salary
CRS	90	66	34	3193
Hospitality	97	81	72	2395
ITeS	98	58	18	3181
BSPA	108	106	104	2539
MST	105	72	56	2897

Recommendations:

- Shimla has a potential to cater placement opportunities in near future.for LABS trainees and one or two batches could be continued here.
- The placement opportunities are good in Sales/Retail, Hospitality, IT enabled services; these domains could be continued in the subsequent batches as well. BSPA should be continued with a less strength in the forthcoming batch.

2. Solan:

This district, also known as the 'Mahasu' district that is the most developed of all Himachal districts. Located midway between Kalka and Shimla on N.H.22 Solan was once the capital of erstwhile Baghat state. In 1972 Solan was created as a new district with reorganisation of Mahasu and Shimla districts. Due to its location, it has emerged as an important industrial and a business center. Its ideal climate for the growth of Mushroom has blessed it with the status of "Mushroom City of India". Solan is surrounded by hills with pine and oak forests.

The LABS program is being implemented here for 3 batches and the following table depicts the placement record in the District:

Domain	Trained	Total Placed	Placed in the same sector	Av.Salary
CRS	62	48	35	3416
Hospitality	93	72	60	2153
ITeS	86	64	46	2695
Auto	63	47	24	2651
BSPA	117	75	67	1616
MST	93	73	65	3064

Recommendations:

- Solan has a potential to cater placement opportunities in near future. for LABS trainees and one or two batches could be continued here.
- The placement opportunities are good in Sales/Retail, Hospitality, IT enabled services; these domains could be continued in the subsequent batches as well. BSPA & Automobile should not be continued as placement is quite difficult. The trainees get a chance of training very easily in reputed Hospitals/Nursing home but proper job & specially as per daily wages of state is difficult.

3. Kangra:

The district is in the western part of Himachal Pradesh, in the low foothills of the Himalayas. The Dhauladhar range adjoins the district on one side. The Beas is one of the larger rivers of this district, and contributes to the fertility of the land here. The district is bounded by the Himachal Pradesh districts of Chamba to the north, Lahul and Spiti to the northeast, Kullu to the east, Mandi to the southeast, and Hamirpur and Una to the south. The district shares a border with the states of Punjab on the southwest, and Jammu and Kashmir on the northwest.

Due to the hilly terrain, not very much of the land is cultivated. The region is covered with uniform patches of barren land, as well as small forests. There is a reasonably good network of roads across the district.

Kangra with its historical importance and being a religious place and a variety of sightseeing and activity has been one of India's most popular tourist destinations along with Dharamshala and McLeod Ganj.

- A number of transport agencies are present in Kangra and Dharamshala which have lot of opportunity for recruiting young and energetic people to carry on their work as tourist guide as well as other services such as drivers, etc.
- There is a great opportunity for people who have a sound knowledge of local as well as English language as there are numerous visitors from the foreign land too.
- The presence of large number of hotels, restaurants, and resorts has an opportunity of recruiting large number of trained people in this sector such as waiters, helpers, cooks, etc.

The LABS program is being implemented here for 2 batches and the following table depicts the placement record in the District:

Domain	Trained	Total Placed	Placed in the same sector	Av.Salary
CRS	52	42	35	3101
Hospitality	86	68	59	2054
ITeS	88	66	43	2512
BSPA	103	80	78	1787

Recommendations:

- Kangra has a potential to cater placement opportunities in near future.for LABS trainees and one or two more batches could be continued here.
- The placement opportunities are good in Sales/Retail, Hospitality, IT enabled services; these domains could be continued in the subsequent batches as well.

4. Una:

Una is a district of Himachal Pradesh which lies in its south western part. On the 1st September,1972 the Himachal Pradesh Govt. reorganised the then Kangra district into three districts namely Una, Hamirpur and Kangra.The famous places of Una are ‘Chintpurni’ Goddess temple, Dera Baba Barbhag Singh, Dera Baba Rudru, Joggi Panga, Dharamshala Mahanta, Dhunsar Mahadev Temple Talmehra, Shivbari Temple Gagret and Mini Secretariat. Una district is well developed in the industrial sector due to close proximity to Punjab. Mehatpur, Gagret, Tahliwal & Amb are main industrial centres of Una.

The LABS program is being implemented here for 2 batches and the following table depicts the placement record in the District:

Una

Domain	Trained	Total Placed	Placed in the same sector	Av.Salary
CRS	87	52	36	3189
Hospitality				
ITeS	90	57	18	3081
Auto	90	58	16	3029
BSPA				
MST	85	63	28	3136

Recommendations:

Una do not have much scope as far as Retail & other business are concerned as mostly these sectors are not the organized one. However, in the 3 batches 352 trainees have been trained & out of them 230 have been placed. Now keeping in view the limitation & capacity of the district to absorb more trainees with a respectable salary is negligible. Due to this major constraint it is not advisable to run any more batch at Una.

5. Bilaspur:

Bilaspur is a district of Himachal Pradesh state, India. It is famous for the manmade Govind Sagar Lake on the Sutlej River which acts as the reservoir for the Bhakra and Nangal Dam project. The road bridge on this lake at Kandaur is highest of its kind in Asia. Its headquarters are in the town of Bilaspur. The district has an area of 1,167 km², and a population of 340,735 (2001 census).

The area that is now Bilaspur District was formerly known as Kahlur, a princely state of British India. The ruler acceded to the Government of India on October 12, 1948, and Bilaspur was made an Indian state under a chief commissioner. The state of Bilaspur was merged with Himachal Pradesh on July 1, 1954, and became Bilaspur District.

Administratively, the district is divided into three tehsils, Ghumarwin, Bilaspur Sadar, and Jhandutta. Jhandutta was created out of Ghumarwin in January 1998. Naina Devi is a sub-tehsil of Bilaspur Sadar, and was created in January 1980

The LABS program is being implemented here for 3 batches and the following table depicts the placement record in the District:

Bilaspur

Domain	Trained	Total Placed	Placed in the same sector	Av.Salary
CRS	75	49	26	2902
Hospitality	120	92	64	2564
ITeS	119	69	38	2879
Auto	116	74	25	2492
BSPA	56	21	20	1005

Recommendations:

Bilaspur do not have much scope for Retail, healthcare, Automobile as these sectors are not the organized one. BSPA was closed soon after the completion of batch-I because of poor placement response. However, in the 3 batches 486 trainees have been provided training & out of them 354 have been placed.

Bilaspur is having 3 blocks & BPL youths in the age group of 18-35 have almost touched. The local market is not able to hire our trainees with a respectable salary & position beyond the number who have been placed. keeping in view the limitation & capacity of the district to absorb more trainees with a respectable salary is negligible. Due to this major constraint it is not advisable to run any more batch at Bilaspur.

Kullu & Sirmaur are added as the two new centres in place of Una & Bilaspur:

Kullu: Kullu is known as a traveler's paradise and is located almost in the centre of the state. It is a world famous tourist destination and accounts for nearly a quarter of all tourists arrival in Himachal. As per the domain validation which was conducted recently Kullu can be started with Hospitality, MST & CRS.

Sirmaur: District Sirmour lies on southernmost tip of the state of Himachal and shares its boundaries with Haryana and Uttarakhand states. It is a largely mountainous and rural with 90% of its population living in villages. The area is popular with tourists.

Lot of industries are there in Kala Amb, Nahan and Poanta Sahib.

Following domains are encouraging to start the programme : MST, Hospitality, ITES and CRS.

Action Plan for Punjab

Background:

During series of discussions that took place with Ministry of Rural Development, it is mutually agreed that Targets aimed to achieve through Grameen LABS project are notional and impractical in some cases. DRF's experience during implementation was that certain locations were not feasible for running LABS program due to non availability of opportunities and the migration challenges involved.

Taking into account the given timeline of the project and challenges in mobilization and placements, it is felt that there is a need to take a relook at the targets and locations and workout an action plan so as to arrive at how many youth could be reached and at what locations the program be implemented within the project ending date of December 2009.

Henceforth, A massive market validation study had been taken up across zones after the meeting with Ministry on 23rd December 2008.

The objective for Market Validation study is to assess and enumerate the market absorption capacity of various locations in the state in various service sector domains such as Customer Relations and Sales, IT enabled Services, Hospitality, Health Care and Repairs and Maintenance etc., at entry level.

The study is being made and the report consists of the analysis that is based on two broad categories:

A. Analysis of Market Response in the locations where the program is already executed;

This is done by analyzing the placement performance in the previous batches i.e. number of opportunities provided in each sector and average salary/emoluments.

B. Analysis of Estimated opportunities in newly identified locations in various domains;

This is done through a systematic and scientific study of opportunities in a particular job market; the assessment is based on the interactions by a set of experienced resource persons with respective industry representatives. The inputs are quantified and compiled in this report.

On the basis of the above two Analyses, the numbers achievable in the state by December 2009 are mentioned in the following Table:

Punjab	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total	Domains Proposed			
	Amritsar	105	105	210	Retail/Sales	Hospitality	IT eS	Automechanism
	Patiala	105	105	210	Retail/Sales	Hospitality	IT eS	Automechanism
	Muktsar	100		100	Retail/Sales	Hospitality	IT eS	
	Taran Taran	100		100				
	Ludhiana	125	125	250	Retail/Sales	Hospitality	IT eS	Automechanism
	Achievable by Dec'09			870				

1. Executive Summary

Domain validation activity was taken up in Punjab during the third and fourth weeks of January 2009. The primary aim of the activity was to enumerate employment opportunities in the immediate future, i.e.; in the next 2-3 months. Attempt was also made to get number of employment opportunities for the next 6-9 months. The geographic area was the immediate vicinity of given locations.

The major urban markets identified in Punjab are:

Amritsar
Patiala
Muktsar
Taran Taran
Ludhiana
Jalandhar
Ropar

The program is already operational in Amritsar, Patiala, Taran Taran. The placement performance of the batches in these locations are analysed and recommendations are presented in the part-A of the report.

The market validation activity in Punjab was carried out at the following places:

- Jalandhar
- Ludhiana
- Ropar

The aim was to touch-base with as many organizations, business establishments, offices etc. as possible. Lack of any secondary information made the work difficult as there was no scientific basis to formulate a sample size and prospective respondents. Hence, a sector-wise random sampling was done. After framing a geographical idea of the business and commercial areas of a city, teams were split area-wise to meet prospective respondents in that vicinity. Stress was laid upon the following sectors:

- Hospitals/ Healthcare
- Hotels/ Restaurants
- Retail
- Telecom
- Automotive [showrooms]

Another important piece of information that was sought is the flexibility of the prospective employer over the stipulated educational qualification. Most of the respondents were not particular about the educational qualification. However, for some profiles in select organizations, there was absolutely no flexibility with respect to the qualification. An attempt was made to ascertain if the respondent would be willing to involve her/himself with DRF-LABS. This produced mixed results. Most of the respondents were not very sure and hence not immediately willing to involve with LABS.

Implementing the program in Jalandhar and Ropar however seems to be doubtful as the limited opportunities found in these locations are spread across 6-9 months.

Ludhiana on the other hand has a huge employment opportunities and hence recommended for implementing the program. Domains like MST, CRS, Hospitality and Automotive can be launched. Micro-irrigation could be a lucrative domain too. Opportunities identified are CRS – 140, Hospitality – 110, Multiskilled technicians – 90, Automechanism – 60.

- IT and related sectors are concentrated in Chandigarh and adjoining areas
- Large-scale public sector units like RCF, Kapurthala and HPCL refinery at Bhatinda

2.3.ii Weaknesses and Threats

- Overdependence on the primary sector
- Weak social infrastructure

Part-A: Market response in the Currently Operating locations:

1. Amritsar

Amritsar city situated in northern Punjab state of northwestern India lies about 15 miles (25 km) east of the border with Pakistan. Amritsar is an important city in Punjab and is a major commercial, cultural, and transportation centre. According to 2001 Census total population of District Amritsar is 2152182 .Rural population is 1050102 out of which schedule caste population is 358580 .Urban population is 1102080 out of which 229418 is schedule caste population.

Key Points:

- Well connected to the state capital and other major cities of Punjab i.e 2 hrs from Jalandhar, 3.5 hrs from Ludhiana, and 5 hrs Chandigarh(State Capital)
- Well set up Industrial area.
- A historical cum tourist Place.

Domain	Trained	Placed	Avg. Salary
CRS	75	59	3776
Hospitality	88	71	4211
ITES	86	58	3854
BSPA	91	85	1358

Recommendations:

- Amritsar has a potential to throw exciting opportunities for good placement in near future.LABS programme could be continued here for coming future.
- The placement opportunities are good in BSPA, Sales/Retail, HSPT, IT enabled services; these domains could be continued in the subsequent batches as well.
- The average salary of youth trained in BSPA domain is well below the reasonable daily wages standard at an initial level and after a brief period of time the salary gets increased. For the last two batches this domain is doing well.

2. Tarn Taran

Tarn Taran was announced District in 2006. As of 2001 India census, Tarn Taran has a population of 939057. Males constitute 53% of the population and females 47%. Tarn Taran has an average literacy rate of 67%, higher than the national average of 59.5%: male literacy is 70%, and female literacy is 63%. In Tarn Taran, 12% of the population is under 6 years of age.

Key Points:

- Situated at the District headquarter having good percentage of BPL families.
- Well connected to the major Cities like Amritsar (one hour journey), Jalandhar (2 hours journey)

Domain	Trained	Placed	Avg. Salary
CRS	86	75	4500
Hospitality	81	75	3452
ITES	87	74	2200
Auto	70	39	3150

Recommendations:

- Tarn Taran (as we see from our previous experience) has a potential to throw exciting opportunities for good placement in near future But there is no such big industries establishment. LABS programme could be continued here for coming future.
- The placement opportunities are good in Sales/Retail, HSPT, IT enabled services; these domains could be continued in the subsequent batches as well.
- The Placement of youth trained in Automobile domain in the particular domain is very low in number. For the last two batches this domain is doing well but most of the placement is in other sector.

3. Patiala – I(Sannaur)

It is surrounded by the districts of Fatehgarh Sahib & Rupnagar and the Union Territory of Chandigarh in the north, Sangrur district in the west, Ambala and Kurukshetra districts of neighbouring state of Haryana in the east and Kaithal district of Haryana in the south.

Patiala district is a predominantly rural district. As per the 2001 census, an overwhelming 65% lived in rural areas and only 35% lived in urban areas. According to 2001 Census total population of District Patiala is 1,839,056. Patiala district with an area of 3625 Sq. kms. was the 5th largest district of the Punjab (area wise) after Ferozepur, Amritsar, Sangrur and Ludhiana as per 2001 census but with the formation of new district Mohali, Sub Division Dera Bassi becomes Part of Mohali district. Earlier Dera Bassi tehsil was part of Patiala district.

Key Points:

- Well connected to the state capital and other major cities of Punjab and Haryana i.e 2 hrs Chandigarh(State Capital), 2 hrs from Ambala, 2hrs from Ludhiana.
- Well access to Industrial area at Ambala Chandigarh highway.
- Mini Secretariat of Punjab is at Patiala, showing its importance.
- A large no of Retail outlets are coming up in near future.

Domain	Trained	Placed	Avg. Salary
CRS	88	74	4809
Hospitality	71	62	3519
ITES	88	73	4257
BSPA	73	60	1859

Recommendations:

- As its location in the national highway and surrounded by the major cities, there is a lot of potencial of Placements. The District has a potential to throw exciting opportunities for good placement in near future. LABS programme could be continued here for coming future.
- The placement opportunities are good in Sales/Retail, Hospitality, ITES, these domains could be continued in the subsequent batches as well.
- The average salary of youth trained in BSPA domain is well below the reasonable daily wages standard. For the last two batches this domain is doing well, but some of the aspirants are getting placements in other Sectors.
- As there are 2 centres operational in Patiala district and at placement time it is very difficult to search for opportunities because of the aspirants who pass out from both the centres are in big number. So it is advisable to continue with only one batch in Patiala district either Sannaur or Nabha.

4. Muktsar

Situated at a distance of 45 kms from Faridkot, Muktsar is famous for its Sikh shrines. Muktsar also has a number of Gurudwaras such as Tutti Gandhi Sahib, Tibbi Sahib, Tambu Sahib etc. which- commemorate incidents from the life of Guru Gobind Singh ji. Gurudawara janamsthan Guru Angad Dev ji and Gurudawara Chhateana Sahib also situated in Muktsar district.

According to census of 2001, Muktsar has total population of 7,77,493. The percentage of rural population to the total population is 74.46%. The Total BPL Population in the District is 14806.

Key Points:-

- Good Number of BPL Families.
- Surrounded by Batinda, Ferozpur, Faridkote, Abhor, Sirsa And Hanumangarh.
- Having good Industrial area and Sirsa (good retail Market) is only 60 kms.

Domain	Trained	Placed	Avg. Salary
CRS	63	44	3070
Hospitality	53	43	2541
ITES	Initiated in 3 rd Batch in place M/O.		
MO	60	44	2167
BSPA	82	68	1689
MST	65	48	2573

Recommendations:

- As its location in the national highway - 10 and surrounded by the major cities, there is a lot of potential of Placements. LABS programme could be continued here for coming future.
- The placement opportunities are good in Sales/Retail, Hospitality, ITES, these domains could be continued in the subsequent batches as well.
- For the last two batches some of the aspirants trained in BSPA are being placed in other sectors. The average monthly salary is very low as per the reasonable standards.
- As the center is 60 km from District headquarter, it is recommended to shift the center at the district headquarter.

Part-B: Market Validation in new locations

3. Jalandhar

3.1 Geography & Demography

Jalandhar is an ancient city in central Punjab and the district headquarters of the Jalandhar District. Jalandhar is named after Jalandhara, a demon king who lived in water as his name suggests Jal (water) and andhar (in). It was the capital of Punjab until 1953, when it was replaced by Chandigarh. As of 2001 India census, Jalandhar had a population of 701,223. Males constitute 54% of the population and females 46%. Jalandhar has an average literacy rate of 74%: male literacy is 77%, and female literacy is 72%.

The city is located almost 375km from Delhi, 150km from Chandigarh, 80km from Amritsar, 210km from Jammu and 110km from Ferozpur. It is well connected by road to all important cities in Punjab, Jammu, Chandigarh, Delhi, Ambala among other places. Jalandhar is an important junction on the Delhi-Amritsar railway sector of Northern Railways. It is connected to important cities of the country like Kolkata, Mumbai, Delhi, Chennai, Ahmedabad etc.

3.2 Economy

Jalandhar was a hub of green revolution of India in early 60s. With a highly fertile plain as hinterland, Jalandhar has been a traditional agriculture commodities trading hub. Wheat, rice (basmati), mustard, maize etc. are commodities that are traded and also processed into value added products like atta, packaged rice etc.

The city is well known for its production of traditional sports equipment, leather goods and rubber goods, and auto parts. It is home to many small and medium enterprises which are engaged in manufacture for international brands like Reebok, Adidas, Nike etc. Machine tools, electrical switchgears, and power tools are also manufactured in Jalandhar. Jalandhar is home to a large cantonment housing many regiments of the Indian Army.

3.3 SWOT Analysis

3.3.i Strengths & Opportunities

- Major agriculture produce trading hub & Agro-processing getting renewed impetus
- Presence of strong medium and small scale industries
- Well-connected by road and rail
- Upcoming shopping malls are scheduled to open up
- Heavy NRI remittances and investments

3.3.ii Weaknesses & Threats

- Growing urbanization outpacing physical infrastructure growth
- Service sector is small and rather in nascent stages

3.3 Findings & Observations

3.3.i Findings

3.3.i.a Domain-wise Employment Opportunities

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/Helper	14	2750	1500	3500
BSPA	Patient Attendant	2	2000	2000	2000
CRS	Tele-caller/ Customer Care; Sales Executive	47	3731	2500	5500
Hardware/ CISCO	Computer hardware/ Networking	0	0	0	0
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	51	2785	2000	4200
ITES	Computer Operator/ DTP/ Data Entry Operator	8	2917	2500	3500
MST	Multi-technician	31	3167	2500	3500
Grand Total		153			

3.3.ii Observations

- Jalandhar has good employment opportunities
- New malls, organized retail are growing with each passing day
- BFSI is picking up in this affluent city
- Large number of small and medium industries employing semi-skilled labour
- Automotive sector is strong but employers prefer experienced or people from own community

3.5 Recommendations

- Start LABS at Jalandhar with CRS, Hospitality, MST domains
- Automotive should be given importance over the first batch
- Computer training be imparted across domains
- ITES domain may be avoided

4. Ludhiana

4.1 Geography & Demography

Ludhiana is the largest city in Punjab. It has an area of 310sq.km on the Sutlej River's old bank, 13km south of its present course. Ludhiana is centrally located on the National Highway 1 from Delhi to Amritsar, and is connected to the Indian capital city of New Delhi by road and frequent train service. Located on the Delhi- Amritsar main line, Ludhiana is well connected by rail to places like Jammu, Delhi, Ambala, Mumbai, Howrah, Jalandhar and Amritsar. There are number of buses connecting important places in Punjab like Firozpur, Bhatinda, Faridkot, Anandpur Sahib, Chandigarh etc.

As of 2001 India census, Ludhiana City had a population of 1,395,053. Males constitute 57% of the population and females 43%. Ludhiana has an average literacy rate of 70%: male literacy is 72%, and female literacy is 68%.

4.2 Economy

Ludhiana is known as the "Manchester of India" because it is the industrial hub of Punjab. It is probably the hosiery and knitwear capital of India with approximately 6050 small, medium and large units in Ludhiana. There are also firms manufacturing bicycles, machine tools, sewing machines, generators, diesel engines, tyres & tubes, and other consumer goods. Ludhiana suffers from the same haphazard, disorderly growth of its boundaries. Although the Government designated an Industrial Area in the 1970s, it is common for many ancillary, and even primary, industries to be located in residential neighborhoods.

4.3 SWOT Analysis

4.3.i Strengths & Opportunities

- Service sector is considerably vibrant and growing
- Well-connected by road, and rail
- Large number of medium and small scale industries employing semi-skilled labour
- Well developed hosiery and knitwear industry

4.3.ii Weaknesses & Threats

- Retail outlets usually are family run, organized retail in nascent stage
- City infrastructure not keeping pace with growth
- Tendency to loose out to Chandigarh and Mohali in terms of new investments in new sectors
- Unplanned development

4.4 Findings & Observations

4.4.i Findings

4.4.i.a Domain-wise Employment Opportunities

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	62	2967	2000	6000
BSPA	Patient Attendant	7	2000	2000	2000
CRS	Tele-caller/ Customer Care; Sales Executive	146	4063	2500	5000
Hardware/ CISCO	Computer hardware/ Networking	0	0	0	0
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	113	2867	1500	5200
ITES	Computer Operator/ DTP/ Data Entry Operator	7	4500	1500	10000
MST	Multi-technician	99	2800	2500	3500
Grand Total		434			

4.4.ii Observations

- Ludhiana has good number of employment opportunities
- Manufacturing units are dominant employment generators
- Financial products and services seeing lot of activity
- Well connected to hinterland areas like Phagwara

4.5 Recommendations

- Start LABS at Jabalpur with CRS, Hospitality, MST, Automotive domains
- BSPA should be given importance over the period of first batch
- Computer training be imparted across domains

5. Ropar

5.1 Geography & Demography

Ropar is the district headquarters of Rupnagar district. Infact Ropar has since been renamed Rupnagar. It is situated at the bank of river Satluj. Rupnagar district, headquarters is 42km from Chandigarh, the state capital. The district adjoins Nawanshahar, Mohali and Fatehgarh Sahib Districts of Punjab.

It is 40km from Anandpur Sahib, a very important Sikh religious place. There are many other important Sikh shrines in the district easily accessible from Ropar. It is well connected to Chandigarh, Ludhiana, Patiala through State Roadways and private bus operators. Rail connectivity is limited to one train to Delhi and a few passenger trains to Rajpura, Sirhind and Ambala.

5.2 Economy

Rupnagar is one of the least developed districts in Punjab. Industrial development is minimal when compared to the rest of the state. There are major industries in the vicinity but fall under the neighboring Nawashahar district. Ranbaxy, DSM (Anti-invectives India Ltd.), Swaraj Mazada (Manufacturing Unit), DCM are some of the industries in Nawanshahar but close to Ropar. The Government of India has approved an IIT for Ropar district which could bring in a lot of allied economic activities. Agriculture, horticulture and tourism are the major economic activities of Ropar economy.

5.3 SWOT Analysis

5.3.i Strengths & Opportunities

- Well-connected by road, and rail
- Near to many important Sikh shrines and hence a tourist place

5.3.ii Weaknesses & Threats

- Retail outlets usually are family run, organized retail in nascent stage
- Tendency to loose out to Chandigarh and Mohali in terms of new investments in new sectors
- One of the economically backward districts of Punjab

5.4 Findings & Observations

5.4.i Findings

5.4.i.a Domain-wise Employment Opportunities

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	12	2527	1500	3000
BSPA	Patient Attendant	13	2063	1500	2500
CRS	Tele-caller/ Customer Care; Sales Executive	44	1626	0	8500
Hardware/ CISCO	Computer hardware/ Networking	0	0	0	0
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	5	2245	2	3500
ITES	Computer Operator/ DTP/ Data Entry Operator	1	3000	3000	3000
MST	Multi-technician	3	2500	2000	3000
Grand Total		78			

5.4.ii Observations

- Ropar has limited number of employment opportunities
- Financial products and services seeing lot of activity
- Well connected to Chandigarh, Ludhiana
- Employment is preferred in Chandigarh and Nawanshahar

5.5 Recommendations

- Given few local placement opportunities Ropar a doubtful case

Action Plan for Uttar Pradesh

Background:

During series of discussions that took place with Ministry of Rural Development, it is mutually agreed that Targets aimed to achieve through Grameen LABS project are notional and impractical in some cases. DRF's experience during implementation was that certain locations were not feasible for running LABS program due to non availability of opportunities and the migration challenges involved.

Taking into account the given timeline of the project and challenges in mobilization and placements, it is felt that there is a need to take a relook at the targets and locations and workout an action plan so as to arrive at how many youth could be reached and at what locations the program be implemented within the project ending date of December 2009.

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The report illustrates the analysis of estimated opportunities in newly identified locations in various domains;

This is done through a systematic and scientific study of opportunities in a particular job market; the assessment is based on the interactions by a set of experienced resource persons with respective industry representatives. The inputs are quantified and compiled in this report.

On the basis of the above two Analyses, the numbers achievable in the state by December 2009 are mentioned in the following Table:

	Locations	Mar'09 - Jun'09	Jul'09 - Oct'09	Total	Domains Proposed			
U.P.	Kanpur	125	125	250	Retail/Sales	Hospitality	IT eS	Automechanism
	Varanasi	115	115	230	Retail/Sales	Hospitality	IT eS	Automechanism
	Meerut	125	125	250	Retail/Sales	Hospitality	IT eS	BSPA
	Gorakhpur	110	110	220	Retail/Sales	Hospitality	IT eS	Automechanism
	Achievable by Dec'09				950			

1. Executive Summary

Domain validation activity was taken up in Uttar Pradesh during the third and fourth weeks of January 2009. The primary aim of the activity was to enumerate employment opportunities in the immediate future, i.e.; in the next 2-3 months. Attempt was also made to get number of employment opportunities for the next 6-9 months. The activity in Uttar Pradesh was carried out at the following places:

- Meerut
- Ghaziabad
- Lucknow
- Kanpur
- Varanasi
- Gorakhpur

The aim was to touch-base with as many organizations, business establishments, offices etc. as possible. Lack of any secondary information made the work difficult as there was no scientific basis to formulate a sample size and prospective respondents. Hence, a sector-wise random sampling was done. After framing a geographical idea of the business and commercial areas of a city, teams were split area-wise to meet prospective respondents in that vicinity. Stress was laid upon the following sectors:

- Hospitals/ Healthcare
- Hotels/ Restaurants
- Retail
- Telecom
- Automotive [showrooms]
- Realty/ Construction

It was expected that the possibility of getting varying terminology for profiles would be very high. Based on this expectation, which was proved right too, it was concluded that a set of most likely profiles which suit existing domains should be arrived at. Also, before approaching the respondents, it was decided to meet and seek information only from the right sources and not just any representative. This at times posed problems like the right person not being approachable. This did prevent seeking information from some establishments.

Another important piece of information that was sought is the flexibility of the prospective employer over the stipulated educational qualification. Most of the respondents were not particular about the educational qualification. However, for some profiles in select organizations, there was absolutely no flexibility with respect to the qualification. An attempt was made to ascertain if the respondent would be willing to involve her/himself with DRF-LABS. This produced mixed results. Most of the respondents were not very sure and hence not immediately willing to involve with LABS.

Meerut and Lucknow have recorded very good employment opportunities. Again, CRS has extremely good openings followed by Hospitality and ITES.

Kanpur was a surprise as it was expected that the number of opportunities would be large. However, except for CRS domain, no other domains have shown promise. Nevertheless, we could try the location.

Gorakhpur and Varanasi, the two eastern UP cities, have shown similar trends. Both have decent number of openings with CRS and Hospitality dominating. BSPA domain could be explored at both the locations as it appears to be running short on trained manpower.

Ghaziabad has very few openings compared to expectations. The primary reason for this is that people seem to prefer employment in New Delhi which is easily accessible.

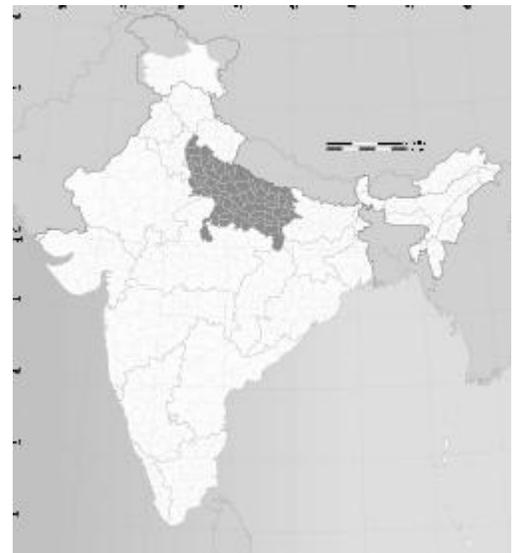
Based on the study, it can be safely recommended to have LABS Centers at Varanasi, Kanpur, and Meerut, and Gorakhpur purely from an employment availability point of view.

Lucknow is not recommended as other projects that are being implemented in the state are highly dependent on market opportunities in Lucknow.

2. Uttar Pradesh: A Brief Profile

2.1 Geography & Demography

Uttar Pradesh is located in the northern part of India. With an area of 243,286 sq.km., Uttar Pradesh covers a large part of the highly fertile and densely populated upper Gangetic plain. It shares an international border with Nepal and is bounded by the states of Uttarakhand, Himachal Pradesh, Haryana, Delhi, Rajasthan, Uttar Pradesh, Chhattisgarh, Jharkhand and Bihar. The administrative and legislative capital of Uttar Pradesh is Lucknow and the financial and industrial capital is Kanpur. The state's high court is based at Allahabad. It is home to many historical cities like Agra and Varanasi.



The larger Gangetic Plain in the north is broken by numerous ponds, lakes and rivers. The Ganga and Yamuna rivers flow west to east through the state and are its lifelines. The smaller Vindhya Hills and plateau region in the south with varied topography of hills, plains, valleys and plateau; have limited availability of water.

With a population of over 190 million people, it is India's most populous state, as well as the world's most populous sub-national entity, and only 5 nations including India itself have more people than U.P. The census of 2001 indicates a male literacy rate of 70.23% and a female literacy rate of 42.98%. More than 25% of Uttar Pradesh's population is below the poverty line.

2.2 Economy

Uttar Pradesh is one of the largest state economies of India. Uttar Pradesh's gross state domestic product for 2004 is \$339.5 billion by PPP. The per capita state domestic product was estimated at Rs. 11189 in 2006-07 and there has been visible decline in poverty in the state.

Agriculture and allied-industries account for nearly 30% of the state GDP. With fertile irrigated lands, more than one crop is grown in the plains of Uttar Pradesh. Only the southern plateau regions are dependent on rain-fed farming. Wheat, rice, pulses, oil seeds and potatoes are the major agricultural products. Sugarcane is the most important cash crop throughout the state. Uttar Pradesh is one of the most important state in India so far as horticulture is concerned. Mangoes from the state are also famous.

Uttar Pradesh does not boast of huge mineral reserves. The Vindhya region is rich in limestone and bauxite deposits. This supports the cement industry in the Mirzapur region of south-eastern Uttar Pradesh. Coal deposits are found in the Singrauli region. Uttar Pradesh has booming electronics industries, especially in UP-Delhi-NCR and Lucknow-Kanpur Corridor. It produces almost all types of durables. Cottage industries, such as handloom and handicrafts, have traditionally provided livelihood to a large number of people in the state. Ranging from the Varanasi handloom to the chikan work of Lucknow; the leather goods of Kanpur to gold works of Meerut, the state boasts of a rich handicrafts heritage.

Uttar Pradesh is the 'IT-Hub' of North India, with a share of software exports next to that of Karnataka. But, unlike South Indian states, IT enterprises are limited to particular areas only, like NOIDA, Greater NOIDA, Ghaziabad etc., which lie in National Capital Region (NCR), and in state capital Lucknow.

Uttar Pradesh attracts a large number of both national and international visitors. Agra, the Holy Cities of Varanasi, Ayodhya, Mathura, and Allahabad; and other places like Dudhwa National Park are the major attractions.

Kanpur, Lucknow, Meerut, Agra, Varanasi, Allahabad, Bareilly, Aligarh, Moradabad, Gorakhpur, Jhansi, Saharanpur, Mathura and Firozabad are the major urban agglomerations with over 5lakh population. Kanpur is the largest city with about 34lakhs population.

2.3 SWOT Analysis

2.3.i Strengths and Opportunities

- Rich natural resources including fertile land, and water resources
- Lower dependence on primary sector
- Qualified human resources is available
- Service sector is very strong and robust
- Retail is dominated by family-run enterprises
- Manufacturing sector is very strong in both the government and private sectors
- Educational facilities are good

2.3.ii Weaknesses and Threats

- Slow development of infrastructure hindering/ slowing-down pace of development
- Service sector dominated by high-skilled industries and limited to the NCR
- Regional imbalances starkly evident
- Industrial development limited to the western parts

3. Meerut

3.1 Geography & Demography

Meerut is a city and a municipal corporation in Meerut district of Uttar Pradesh. It lies in the north-west part of the state close to cities like New Delhi, Roorkee, Dehradun, Aligarh, Noida etc. Meerut also has one of the major army garrisons/cantonments in the country. Meerut is approximately 72km from New Delhi, 60km from Ghaziabad and Noida. It is well connected to important cities of the state like Lucknow, Saharanpur, Kanpur, Aligarh etc. by road and rail. The state road transport provided good connectivity to New Delhi.

Meerut city has a population of 1074229 as per Census 2001. Meerut has an average literacy rate of 58%, lower than the national average of 59.5%: male literacy is 64%, and female literacy is 52%.

3.2 Economy

Meerut's economy is dominated by the agriculture-related activities and handicrafts sectors. Agro-based industries especially sugar and sugarcane related industries are prominent in the hinterland. Meerut City is famous for many types of industries. Meerut has seen a boom in the construction business as this city now has many buildings, shopping complexes and apartments. Meerut is the largest supplier of sports goods and also the largest manufacturer of musical instruments in India.

3.3 SWOT Analysis

3.3.i Strengths & Opportunities

- Presence of medium and large industries
- Strong primary and agri-based industries like sugar, molasses etc.
- Well-connected by road, rail
- Thriving handicrafts and household industries
- Nearness to New Delhi and NCR

3.3.ii Weaknesses & Threats

- Growing urbanization outpacing physical infrastructure growth
- Greater dependence on primary and secondary sectors

3.4 Findings & Observations

3.4.i Findings

3.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	16	2660	1800	4000
BSPA	Patient Attendant	45	3125	2500	4000
CRS	Tele-caller/ Customer Care; Sales Executive	90	3979	2000	6000
Hardware/ CISCO	Computer hardware/ Networking	3	6000	6000	6000
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	67	2832	1500	5000
ITES	Computer Operator/ DTP/ Data Entry Operator	44	4125	2500	6000
MST	Multi-technician	2	2750	2500	3000
Grand Total		267			

3.4.ii Observations

- Meerut has good number of local employment opportunities
- Service sector activities like retail is seeing coming of organized players
- BFSIs especially Insurance companies have good number of openings given the nature of industry
- Sports goods manufacturing is carried out in small units employing semi-qualified but skilled labour
- Good local transport to places within the city and to suburbs

3.5 Recommendations

- Start LABS at Meerut with CRS, Hospitality, ITES domains
- MST should be given importance
- Computer training be imparted across domains

4. Ghaziabad

4.1 Geography & Demography

Ghaziabad is an industrial city in western Uttar Pradesh. It is located about 1.5 km east of the Hindon River. It is 19km east of Delhi and 46km southwest of Meerut. The city houses the headquarters of the Ghaziabad district. By road, Ghaziabad is well-connected on all sides to Delhi, NOIDA, Hapur, Modinagar, Meerut, Saharanpur, Haridwar, etc. A large number of people commute to Delhi, Noida, Greater Noida and Gurgaon everyday for work. Ghaziabad has a population of just over 9.6lakhs.

4.2 Economy

It has industries that manufacture railway coaches, diesel engines, bicycles, tapestries, glassware, pottery, paint and varnish, heavy chains, etc. Recently a number of malls and multiplexes have come up in the city and the roads are being improved by construction and widening of flyovers.

Ghaziabad is primarily an industrial city with manufacturers in railway coaches, diesel engines, electroplating, bicycles, picture tubes, tapestries, glassware, pottery, vegetable oil, paint and varnish, heavy chains, automobile pistons and rings, steel pharmaceuticals, liquor, etc. It is one of the most industrialized cities in Uttar Pradesh. The new industry sector upcoming in Ghaziabad is of high tech plant growth boosters. There are a number of world class malls dotting the city. The Pacific and Shipra malls are amongst the largest in the NCR (National Capital Region).

4.3 SWOT Analysis

4.3.i Strengths & Opportunities

- Service sector is considerably vibrant with upcoming malls, IT and ITES sectors
- Well-connected by road, rail and air
- Presence of large number educational institutions
- Closeness to New Delhi

4.3.ii Weaknesses & Threats

- Limited entry-level openings in Ghaziabad itself
- Major entry-level employment sought in Delhi

4.4 Findings & Observations

4.4.i Findings

4.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	12	3367	2500	4500
BSPA	Patient Attendant	22	0	0	0
CRS	Tele-caller/ Customer Care; Sales Executive	62	4809	1500	10000
Hardware/ CISCO	Computer hardware/ Networking	0	5000	5000	5000
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	32	2949	1200	7000
ITES	Computer Operator/ DTP/ Data Entry Operator	37	5563	3000	10000
MST	Multi-technician	9	3250	2500	4000
Grand Total		174			

4.4.ii Observations

- Ghaziabad has limited number of employment opportunities
- Service sector activities like retail are a mixture of organized large-format retail and family-run micro-enterprises
- BFSIs especially Insurance companies have good number of openings given the nature of product
- Most people seek opportunities in New Delhi which is well connected by buses and trains

4.5 Recommendations

- Start LABS at Ghaziabad with CRS, Hospitality, ITES domains
- Automobile and MST should be given importance over the period of first batch
- Computer training be imparted across domains
- Aim to place aspirants in New Delhi/ NCR

5. Lucknow

5.1 Geography & Demography

Lucknow is the capital city of Uttar Pradesh located on the banks of river Gomti. It is also the administrative headquarters of Lucknow District and Lucknow Division. Lucknow has always been a multicultural city and popularly known as the The City of Nawabs. Situated in the heart of the great Gangetic plain, Lucknow city is surrounded by its rural towns and villages like the orchard town of Malihabad, historic Kakori, Mohanlalganj, Gosainganj, Chinhat, Itaunja. On its eastern side lies Barabanki District, on the western side is Unnao District, on the southern side Raebareli District, and on the northern side the Sitapur and Hardoi districts. It had a population of 2,541,101 in 2006, by virtue of which it is the second largest city of Uttar Pradesh.

5.2 Economy

Lucknow is a vibrant city that is witnessing an economic boom and is among the top ten fastest growing non-major-metropolitan cities of India. Being the capital of Uttar Pradesh state, the Government departments and the public sector undertakings are the principal employers of the salaried middle class. Traditionally, Lucknow has been a mandi town for mangoes, melons, and grains grown in the surrounding areas. Sugarcane-growing plantations and sugar industries are also in close proximity. Lucknow is famous for its small scale industries that are based on unique styles of embroidery, namely, Chikan and Lakhnawi Zardozi, both of which are significant foreign exchange earners. It is emerging as a hub for producers of goods and services. Among the bigger manufacturing units, Lucknow has Hindustan Aeronautics Limited, Tata Motors, etc. Processing industries include milk production, steel-rolling units and LPG bottling. The city's small-scale and medium-scale industrial units are located in the industrial enclaves of Chinhat, Aishbagh, Talkatora and Amousi.

5.3 SWOT Analysis

5.3.i Strengths & Opportunities

- Good number of openings in service sector which is considerably vibrant and growing
- Well-connected by road, rail and air
- Presence of large number educational institutions
- Traditionally been a trading and handicrafts hub
- Realty & Construction poised for a big growth

5.3.ii Weaknesses & Threats

- Dominated by government institutions and offices
- Retail outlets usually are family run, organized retail is a new phenomenon but growing rapidly

5.4 Findings & Observations

5.4.i Findings

5.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	48	2417	1500	3000
BSPA	Patient Attendant	42	2667	2000	3000
CRS	Tele-caller/ Customer Care; Sales Executive	136	4314	1500	15000
Hardware/ CISCO	Computer hardware/ Networking	2	3000	3000	3000
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	74	3107	1200	6200
ITES	Computer Operator/ DTP/ Data Entry Operator	48	4188	3000	8000
MST	Multi-technician	27	2550	1500	3500
Grand Total		377			

5.4.ii Observations

- Lucknow has good number of employment opportunities
- Service sector activities like retail are a mixture of organized large-format retail and family-run micro-enterprises
- BFSIs especially Insurance companies have good number of openings given the nature of product. However, very few offer fixed salaries, instead are commission based.
- Service sector especially the realty and construction sector is growing

5.5 Recommendations

- Start LABS at Lucknow with CRS, Hospitality, ITES and BSPA domains
- Automobile and MST should be given importance over the period of first batch
- Computer training be imparted across domains

6. Kanpur

6.1 Geography & Demography

Kanpur is administrative headquarters of Kanpur Urban District and Kanpur Division. It is also known as the Manchester of India. Kanpur is located on the banks of the river Ganga and is an important industrial centre. It is surrounded by two main rivers of India, the Ganges in the north-east and the Pandu river (Yamuna) in the south. The districts surrounding Kanpur are Hamirpur in the south and Unnao in the north-east. Kanpur is 83 km from Lucknow, the capital city of Uttar Pradesh. Kanpur is well connected to New Delhi, Kolkata, Patna, Bhopal, Varanasi, Allahabad, Lucknow by rail given its location on the Delhi-Howrah and Lucknow-Bhopal lines. UPSRTC provides connections to Gorakhpur, Lucknow, Varanasi, Lucknow, Allahabad, Agra, Delhi among other locations. Kanpur has a population of 2,551,337 million as per the 2001 census, making it the seventh most populous city in India and the most populous within the state of Uttar Pradesh.

6.2 Economy

Kanpur is one of the biggest producer of Textile and Leather products and they are exported in bulk. About 50 Tons of air cargo is generated for leather products only and this is sent through surface transport to New Delhi and from New Delhi it is sent to outside India through air cargo. Apart from leather and textile industry, the fertilizer, chemicals, two wheelers, soaps, Pan Masala, hosiery and engineering industries are also operating in the city. The Stock yard of HAL and SAIL are also located in the city. The highest numbers of ordnance factories are situated in the city. Gas Authority of India, NTPC and perfume industries of Kannauj are also near to Kanpur. STP (Software Technology Park) is also functioning in Kanpur. The Directorate of Industries and Directorate of Handlooms are also situated in the city.

6.3 SWOT Analysis

6.3.i Strengths & Opportunities

- Good number of employment opportunities available
- Well-connected by road, rail
- Closeness to Lucknow
- Large number of government offices
- Largest city of UP with a vibrant industry

6.3.ii Weaknesses & Threats

- Service sector is still growing
- Majority of openings in the insurance sector which have limited fixed salary component
- Most of the traditional industrial units are not healthy

6.4 Findings & Observations

6.4.i Findings

6.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	20	3000	3000	3000
BSPA	Patient Attendant	22	3067	2200	4000
CRS	Tele-caller/ Customer Care; Sales Executive	97	3617	1500	10000
Hardware/ CISCO	Computer hardware/ Networking	1	2000	2000	2000
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	85	478	0	2000
ITES	Computer Operator/ DTP/ Data Entry Operator	45	3500	3000	4000
MST	Multi-technician	13	3111	2000	3500
Grand Total		283			

6.4.ii Observations

- Kanpur has good number of employment opportunities
- Service sector activities like retail are family-run micro-enterprises while organized retail is growing fast
- BFSIs especially Insurance companies have good number of openings given the nature of product
- Large number of small-scale industries especially in the leather tanning and leather goods
- Well connected to hinterland through buses and trains

6.5 Recommendations

- Start LABS at Kanpur with CRS, ITES domains
- Automobile and MST should be given importance over the period of first batch
- Computer training be imparted across domains

7. Varanasi

7.1 Geography & Demography

Varanasi also known as Kashi, is a city situated on the left (west) bank of the River Ganga (Ganges) in the middle Ganga valley of eastern Uttar Pradesh. It is regarded as holy by Hindus, Buddhists and Jains. It is one of the oldest continually inhabited cities in the world. It is the headquarters of the Varanasi district. The population of Varanasi urban agglomeration in 2001 was 1,371,749; the sex ratio was 879 females every 1000 males. However, the area under Varanasi Municipal Corporation has a population of 1,100,748. The literacy rate in the urban agglomeration is 61.5% while that in the municipal corporation area is 61%. Varanasi is well connected by air, rail and buses with all the main Indian cities. Its distance from Delhi is 776 km. The Babatpur airport is about 25km from the city and it is well connected to Chennai, Delhi, Mumbai, Bangalore, Kolkata, and Nepal. UPSRTC operates good number of buses to Allahabad, Gorakhpur, Lucknow, Kanpur, Mirzapur among other important cities of the state. It has good number train connections to Bhopal, Jabalpur, New Delhi, Mumbai, Kolkata and Chennai, apart from Lucknow, Kanpur and Gorakhpur.

7.2 Economy

Varanasi has several small cottage industries, including Silk sari making, the production of textiles such as hand-woven carpets, and handicrafts. The Banarasi Pan (betel leaves) and Banarasi Khoa (a milk product, somewhat similar to cheese) are popular, and the related small-scale industries employ many people. Indian Railways runs a major diesel locomotive factory in Varanasi, Diesel Locomotive Works (DLW). Religious tourism and activities revolving around it form a major component of the local economy. There are large number of hotels across price brackets. Being surrounded by lush green fields, Varanasi is a major hub for trading of agri-commodities. Service sectors like telecom, BFSI, automotive, retailing etc. are growing in the city and its twin, Mughalsarai.

7.3 SWOT Analysis

7.3.i Strengths & Opportunities

- Well-connected by road, rail
- Vibrant tourist and allied industry
- Good number of educational institutions
- Large hinterland of agriculture related economic activities

7.3.ii Weaknesses & Threats

- Service sector is relatively weak
- Majority of openings in the insurance sector which have limited fixed salary component

7.4 Findings & Observations

7.4.i Findings

7.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	19	2167	2000	2500
BSPA	Patient Attendant	13	2400	2000	3000
CRS	Tele-caller/ Customer Care; Sales Executive	88	2411	1200	5500
Hardware/ CISCO	Computer hardware/ Networking	1	4000	4000	4000
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	74	3340	1500	5000
ITES	Computer Operator/ DTP/ Data Entry Operator	42	3240	3000	4000
MST	Multi-technician	10	0	0	0
Grand Total		247			

7.4.ii Observations

- Varanasi has decent number of employment opportunities
- Service sector activities like retail are family-run micro-enterprises
- BFSIs especially Insurance companies have good number of openings given the nature of product
- Hospitality industry is strong with local players dominating the scene

7.5 Recommendations

- Start LABS at Varanasi with CRS, Hospitality, BSPA domains
- Automobile and MST should be given importance over the period of first batch
- Computer training be imparted across domains

8. Gorakhpur

8.1 Geography & Demography

Gorakhpur in the eastern part of the state of Uttar Pradesh, near the border with Nepal is the administrative headquarters of Gorakhpur District and Gorakhpur Division. It is the headquarters of North Eastern Railway. It is connected to almost every major city in India with direct trains to Pune (Poona), Chennai, Trivandrum, Mumbai, Delhi, Kolkata, Lucknow, Kanpur, Varanasi, Amritsar, Jammu, Guwahati and other distant parts of the nation. Kushinagar at 50km, Lucknow at 276km, Varanasi at 231km, Allahabad at 339km, Agra at 624km, Delhi at 783km and Mumbai 1690km, are some of the important cities. Regular buses are available for most of these cities. Gorakhpur Mahanagar Bus Seva and auto rickshaw and private taxis are the allied mode of transport in the city. With a population of just over 7lakhs it is one of Uttar Pradesh's important town.

8.2 Economy

Gorakhpur is famous as a religious centre: the city was home to Buddhist, Hindu, Jain and Sikh saints and is named after the medieval saint Gorakshanath. This makes it an important tourist destinations. Also, its being very close to the Nepal border makes it an important entry point to the tourist-rich neighbouring country. Tourism and allied activities are major contributors to the local economy. Also, in recent times is a center for Naturopathy called 'Aarogya Mandir' has been developed. Otherwise, Gorakhpur's economy is predominantly primary with agriculture and allied activities being major contributors. Being surrounded by fertile and well irrigated plains, Gorakhpur is traditionally a agriculture commodities trading hub. Its vicinity to Birgunj, the inland port of Nepal, makes it an important logistics hub.

8.3 SWOT Analysis

8.3.i Strengths & Opportunities

- Well-connected by road, rail, and air
- Vibrant tourist and allied industry with places like Kushinagar and closeness to Nepal
- Vibrant trading and import export industry
- Large hinterland of agriculture related economic activities

8.3.ii Weaknesses & Threats

- Service sector is relatively weak
- Majority of openings in the insurance sector which have limited fixed salary component

8.4 Findings & Observations

8.4.i Findings

8.4.i.a Domain-wise profiles

Domain	Profiles Available	No. of Openings	Avg. Min. Sal.	Lowest Min. Sal.	Highest Min. Sal.
Automotive	Auto mechanic/ Technician/ Helper	17	2500	2500	2500
BSPA	Patient Attendant	31	2088	1200	3000
CRS	Tele-caller/ Customer Care; Sales Executive	77	2688	1500	9000
Hardware/ CISCO	Computer hardware/ Networking	0	0	0	0
Hospitality	Steward/ Waiter/ Kitchen Supervisors/ Room Service; Housekeeping/ Bellboy	46	2476	2000	6000
ITES	Computer Operator/ DTP/ Data Entry Operator	34	2700	2000	4000
MST	Multi-technician	20	0	0	0
Grand Total		225			

8.4.ii Observations

- Gorakhpur has limited number of employment opportunities
- Service sector activities like retail are family-run micro-enterprises

8.5 Recommendations

- Start LABS at Gorakhpur with CRS, Hospitality, BSPA domains
- Automobile and MST should be further explored over the period of first batch
- Computer training be imparted across domains

ACTION PLAN for GRAMEEN LABS, NORTH ZONE

	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total
Punjab	Amritsar	105	105	210
	Patiala	105	105	210
	Muktsar	100		100
	Taran Taran	100		100
	Ludhiana	125	125	250
	Achievable by Dec'09			870
	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total
H.P.	Shimla	110	110	220
	Solan	125	125	250
	Kangra	125		125
	Kullu	125		125
	Sirmour	115		115
	Achievable by Dec'09			835
	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total
Haryana	Panchkula	100	100	200
	Rohtak	100	100	200
	Ambala	100	100	200
	Gurgaon	115	115	230
	Achievable by Dec'09			830
	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total
Uttarakhand	Hardwar	75	75	150
	Dehradun	75	75	150
	Achievable by Dec'09			300
	Locations	Mar'09 - Jun'09	Jul''09 - Oct'09	Total
U.P.	Kanpur	125	125	250
	Varanasi	115	115	230
	Meerut	125	125	250
	Gorakhpur	110	110	220
	Achievable by Dec'09			950
Total Numbers proposed for North Zone				3785