



NITI Aayog

STATES' FRAMEWORK

Advancing International Mobility for Skilled Workers

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¹ The views expressed in the paper are those of the authors and should not be attributed to NITI Aayog or GOI.

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LIST OF ABBREVIATIONS

AI	Artificial Intelligence
AQRF	ASEAN Qualifications Reference Framework
ASEAN	Association of Southeast Asian Nations
BHASHINI	Bhasha Interface for India
BSOPB	Bihar State Overseas Placement Bureau
CECA	Comprehensive Economic Cooperation Agreement
CECPA	Comprehensive Economic Cooperation and Partnership Agreement
CEFR	Common European Framework of Reference for Languages
CEPA	Comprehensive Economic Partnership Agreement
CoEs	Centres of Excellence
CM-FLIGHT	Chief Minister's Foreign Language Initiative for Global Human Talent
CSCs	Common Service Centres
CV	Curriculum Vitae
ECs	Emigration Clearances
ECR	Emigration Check Required
ECNR	Emigration Check Not Required
ECTA	Economic Cooperation and Trade Agreement
EHS	Early Harvest Scheme
EQF	European Qualifications Framework
EU	European Union
FDI	Foreign Direct Investment
FTA	Free Trade Agreement
G2G	Government-to-Government
GCC	Gulf Cooperation Council
GCM	Global Compact for Safe, Orderly and Regular Migration
GDP	Gross Domestic Product
GSP	Global Skills Park
GTTC	Government Tool Room and Training Centre
ICWF	Indian Community Welfare Fund
ICWA	Indian Council of World Affairs
ICT	Information and Communication Technology
IELTS	International English Language Testing System
ILO	International Labour Organization
ISCO-08	International Standard Classification of Occupations 2008
ITEES	ITE Education Services
ITIs	Industrial Training Institutes
JLPT	Japanese-Language Proficiency Test
KPSKs	Kshetriya Pravasi Sahayata Kendras
KSDC	Karnataka Skill Development Corporation
KUWSSB	Karnataka State Unorganised Workers Social Security Board
KVTSDC	Karnataka Vocational Training and Skill Development Corporation

LMA	Labour Mobility Agreement
LWA	Labour Welfare Agreement
MADAD	(Online platform name)
MCCs	Model Career Centres
MEA	Ministry of External Affairs
MMPAs	Migration and Mobility Partnerships
MoCI	Ministry of Commerce & Industry
MoE	Ministry of Education
MoLE	Ministry of Labour & Employment
MoU	Memorandum of Understanding
MRCs	Mobility Resource Centers
MRQs	Mutual Recognition of Qualifications
MSDE	Ministry of Skill Development & Entrepreneurship
NCS	National Career Service
NCVET	National Council for Vocational Education and Training
NEET	Not in Education, Employment or Training
NORKA Roots	Non-Resident Keralites Affairs Roots
NSDCI	National Skill Development Corporation International
NSQF	National Skills Qualifications Framework
ODEPC	Overseas Development and Employment Promotion Consultants Ltd.
OET	Occupational English Test
OJT	On-the-Job Training
OMCAP	Overseas Manpower Corporation Andhra Pradesh Ltd.
OMCL	Overseas Manpower Corporation Ltd.
PBBY	Pravasi Bharatiya Bima Yojana
PBSKs	Pravasi Bharatiya Sahayata Kendras
PDOT	Pre-Departure Orientation Training
PoE	Protector of Emigrants
PQF	Pacific Qualifications Framework
RAs	Recruitment Agents
RSLDC	Rajasthan Skill and Livelihoods Development Corporation
SAFTA	South Asian Free Trade Area
SBI	State Bank of India
SC/ST	Scheduled Caste/Scheduled Tribe
SDG	Sustainable Development Goal
SIICs	Skill India International Centres
SSAs	Social Security Agreements
SSRGSP	Sant Shiromani Ravidas Global Skills Park
TOMCOM	Telangana Overseas Manpower Company Ltd.
UAE	United Arab Emirates
UK	United Kingdom
UMANG	Unified Mobile Application for New-age Governance
UN DESA	United Nations Department of Economic and Social Affairs
UNECE	United Nations Economic Commission for Europe

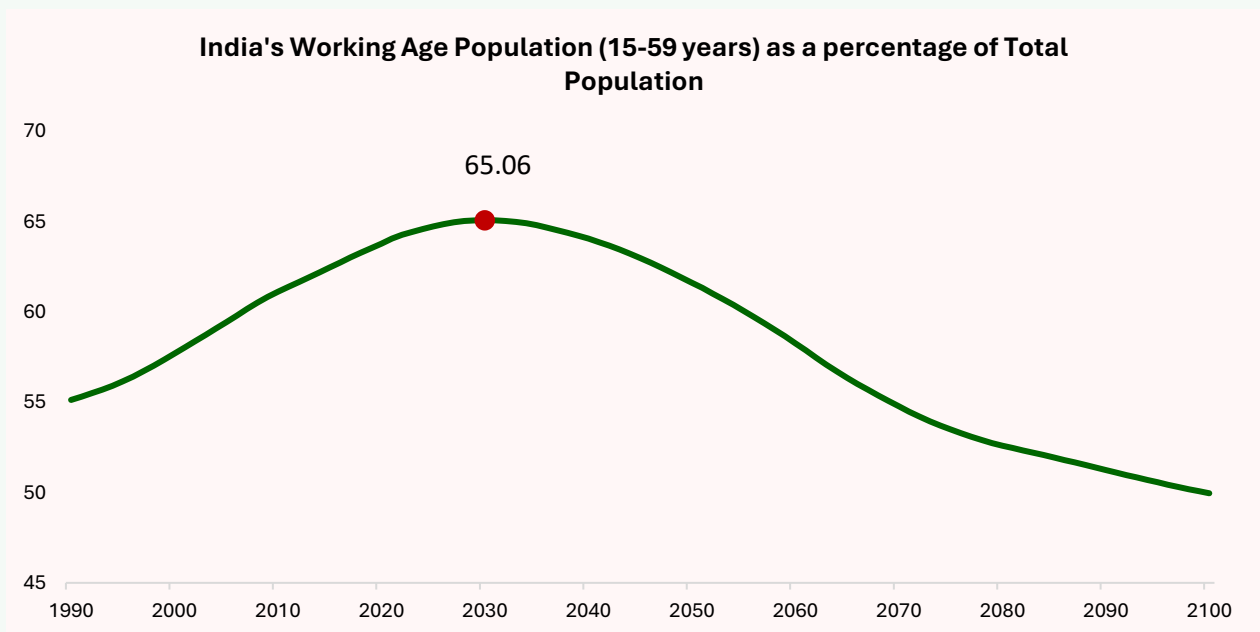
UPFC	Uttar Pradesh Financial Corporation
USA	United States
VET	Vocational Education and Training
WEF	World Economic Forum
WHO	World Health Organization
WSC	World Skill Centre

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From Local Roots to Global Routes: Empowering States for International Mobility

1.1 India at the Forefront of Global Workforce Supply

Poised as the world's fastest-growing economy, India stands at a pivotal juncture where its vast demographic reservoir can be effectively harnessed as a transformative economic force capable of recalibrating the nation's growth trajectory and global influence. Currently, about 65% of India's population is under the age of 35.² According to the United Nations Department of Economic and Social Affairs (UN DESA) World Population Prospects 2024, the share of India's working-age population (15–59 years) is projected to reach 65.05% by 2030³, underscoring the magnitude of this demographic strength.



Source: World Population Prospects: The 2024 Revision, United Nations, Department of Economic and Social Affairs, Population Division (2024).

The demographic trend illustrated in the graph above follows a bell-shaped trajectory, reflecting the rise and peak of youth bulge, and gradual tapering of India's working-age population. The curve shows a steady upward movement till 2030, marking the point at which the demographic dividend is at its maximum potential. Beyond this, the curve begins a downward slope, indicating the gradual

² Ministry of Youth and Sports Affairs. (2014). *National Youth Policy 2014*. Government of India. (Original PDF available at yas.nic.in/sites/default/files/National-Youth-Policy-Document.pdf)

³ United Nations, Department of Economic and Social Affairs, Population Division. (2024). *World Population Prospects: The 2024 Revision* (Custom data acquired via website).

ageing of the population over the long term, which leaves a time-bound window in which India holds its largest labour force surplus. This expanding working-age cohort assumes greater significance in the context of tightening global labour markets, where multiple advanced and emerging economies are facing sustained shortages of skilled and essential workers.

The World Employment and Social Outlook: Trends 2024 of the International Labour Organization (ILO) suggests that despite the recovery of labour force participation following the pandemic, vacancy rates remain above any point in the previous decade across multiple advanced economies. Shortages are most visible in sectors employing essential and contact-intensive workers including healthcare, transportation, retail, accommodation and food services, as well as in manufacturing, construction, and Information and Communication Technology (ICT). These shortages arise from overlapping factors including population ageing, lingering pandemic-era disruptions, housing-related mobility constraints, and limited availability of workers with required levels of education and training.⁴

Complementing these insights, the Future of Jobs Report of the World Economic Forum (WEF), (2025) identifies five macro trends: technological change, green transition, geoeconomic fragmentation, economic uncertainty, and demographic shifts.⁵ These trends are accelerating demand for skills in Artificial Intelligence (AI), big data, cybersecurity, renewable energy, environmental engineering, care work, and education, while simultaneously constraining labour supply in rapidly transforming sectors.

Against this backdrop, developing pathways for skilled worker mobility is an important imperative. As highlighted in the World Employment and Social Outlook: Trends 2024, well-designed mobility pathways can alleviate skills shortages in destination countries when matching is based on projected demand and supported by mutually recognised training and certification systems. Regularised channels, particularly bilateral skills partnerships, can ensure better economic opportunities and working and living conditions for migrant workers.⁶ International Migration and Sustainable Development (UN DESA, 2024) further suggests that migrants complement native workers, fill critical labour gaps, especially in non-automatable sectors, and help ease fiscal pressures due to ageing populations.⁷

Within this context, a structured and standards-aligned mobility system for skilled Indian workers offers dual benefits. Internationally, it supports labour markets facing sustained shortages by supplying trained workers through predictable, rights-based channels linked to verified sectoral demand. Domestically, it reduces pressure on India's labour market by expanding high-quality employment avenues beyond national borders, allowing India to productively deploy its growing working-age population during its demographic-dividend window. This approach enables India to shift from fragmented, opportunity-driven migration to a structured model of global workforce participation that advances economic, developmental, and human capital objectives for both India and the world.

⁴ International Labour Organization. *World Employment and Social Outlook: Trends 2024*. Geneva: ILO, 2024.

⁵ World Economic Forum (2025). *The Future of Jobs Report 2025*. Geneva: [World Economic Forum](https://www.weforum.org/publications/the-future-of-jobs-report-2025/). ISBN: 978-2-940631-90-2

⁶ International Labour Organization. *World Employment and Social Outlook: Trends 2024*. Geneva: ILO, 2024.

⁷ United Nations Department of Economic and Social Affairs, Population Division (2024). *International Migration and Sustainable Development*. UN DESA/POP/2023/TR/NO. 7.

1.2 Geopolitical Shifts and Labour Demands: The Case for Circular Mobility

Shaping India's vision as a global workplace is the principle of circular mobility: a fluid, cyclical model whereby individuals pursue education or employment overseas, return to reinvest their skills and experiences domestically and subsequently re-engage with global opportunities in renewed cycles of movement. This construct harmonises domestic labour-market imperatives with international demand, while embedding global exposure into the fabric of national capacity-building, social resilience, and cultural vitality.

According to United Nations Economic Commission for Europe (UNECE, 2016), circular mobility is regarded as a mutually beneficial arrangement, generating advantages for the countries of origin, destination, and the migrants themselves. In destination countries, it helps address labour shortages and boosts economic output. For countries of origin, it provides relief from unemployment, while returning migrants bring back both financial resources and valuable skills, helping to mitigate the effects of population loss. Individual migrants benefit through higher earnings, enhanced work experience, and the development of their human capital.⁸

Framed in this manner, international mobility emerges not merely as an adjunct to skilling, but as a pivotal instrument of economic transformation, demographic optimisation, and geostrategic positioning. Realising such dividends, however, demands a transition: from episodic facilitation towards a systematised, demand-responsive and circular architecture that is seamlessly integrated into the scaffolding of skilling and employment ecosystems of a State. Yet, the viability of this circular model depends not only on India's internal preparedness but also on the shifting contours of global governance and labour demand.

Recent assessments indicate measurable shifts in international cooperation and governance. The Global Risks Report (WEF, 2025) records declining confidence in multilateral mechanisms, with nearly two thirds of surveyed experts anticipating the emergence of a more fragmented or multipolar international order over the coming decade.⁹ Complementary evidence from the World Population Prospects (UN DESA, 2024) points to widening demographic and economic divergence across regions, which complicates collective policy responses in areas such as labour mobility, climate mitigation, and technological governance.¹⁰ The World Employment and Social Outlook (ILO, 2024) further highlights uneven labour market recoveries following the pandemic, alongside persistently high youth unemployment and elevated Not in Education, Employment or Training (NEET) rates in several economies, factors that continue to constrain structural and labour market adjustment.¹¹

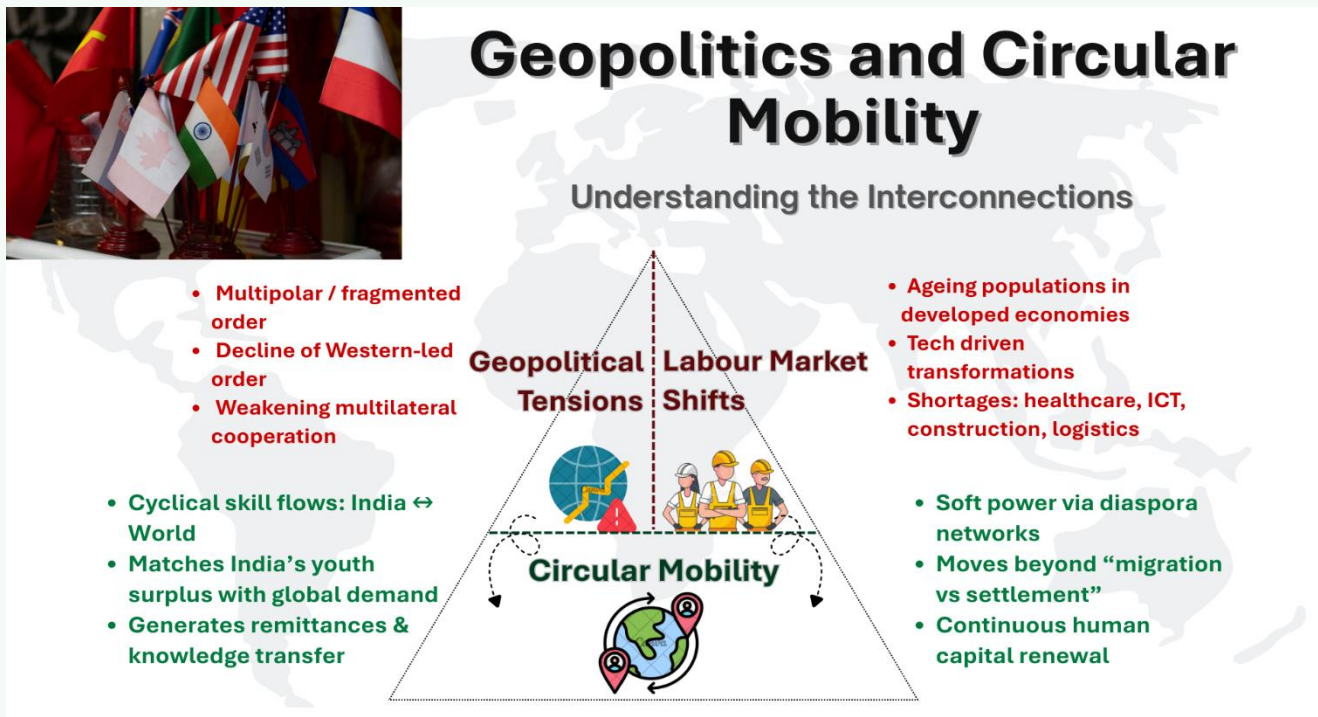
⁸ United Nations Economic Commission for Europe. (2016). *Defining and Measuring Circular Migration* (ECE/CES/STAT/2016/5). UNECE.

⁹ World Economic Forum. (2025). *Global Risks Report 2025*. World Economic Forum.

¹⁰ United Nations, Department of Economic and Social Affairs, Population Division. (2024). *World Population Prospects 2024: Summary of Results*. United Nations.

¹¹ International Labour Organization. (2024). *World Employment and Social Outlook: Trends 2024*.

The coming decade is likely to be consequential, as the effectiveness of transnational outcomes will depend on the extent to which dialogue and cooperation are sustained and adapted to evolving international conditions.



A report of the Indian Council of World Affairs (2025) states that labour-dependent economies such as the Gulf countries, Europe, and Southeast Asia continue to rely structurally on foreign workers—an interdependence underscored during the COVID-19 pandemic when critical sectors like agriculture, construction, and care faced severe shortages. Yet, this reliance is neither uniform nor unconditional. It reflects an increasingly stratified model of migration governance, wherein destination countries actively curate their labour markets based on sectoral demand, skill levels, and perceived social compatibility.

This approach privileges some categories of migrants while constraining others through restrictive visa frameworks, selective skill filters, or security-linked exclusions. The ICWA notes that this 'selectivity' mindset, which prioritises economic utility while minimising long-term social or political responsibility, reinforces asymmetrical power relations between receiving and sending countries. In practice, it reduces migration to a transactional exchange, valued for addressing immediate labour market shortages, but detached from broader questions of integration, rights, or belonging.

For major sending countries like India, such selective flows present concerns. In an increasingly hierarchical global labour market, India must frame an emigration approach that safeguards dignity across all skill levels, negotiates equitable mobility partnerships, and ensures that outward mobility aligns with both national development priorities and the welfare of its workers. This also requires India to be well prepared in its talent positioning, so that Indian workers can access the best possible opportunities rather than remaining confined to lower segments of demand.

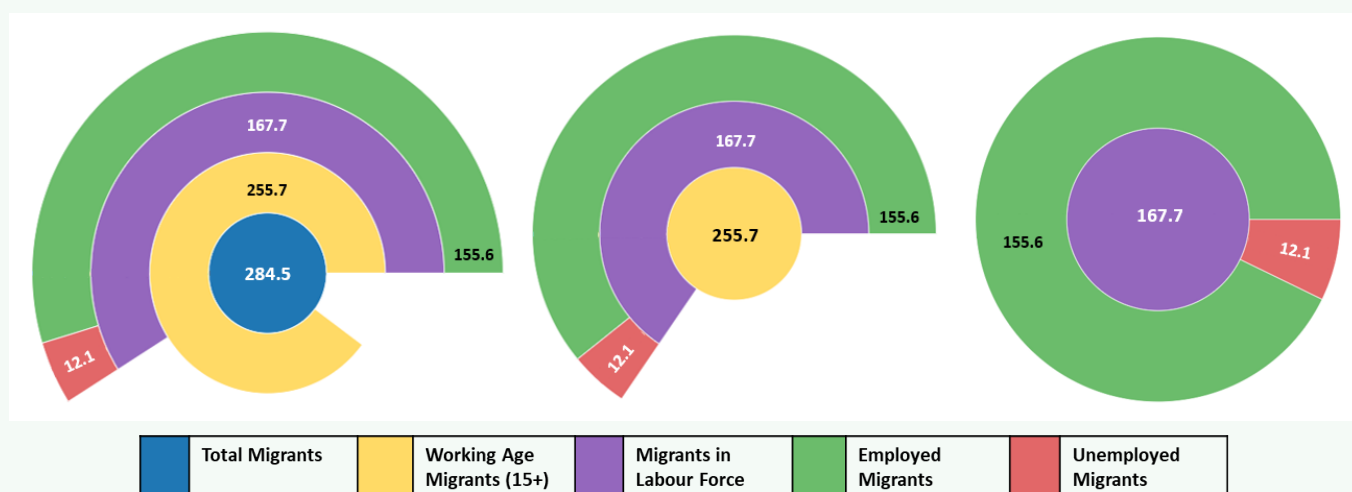
Equally important is equipping prospective migrants with the information, orientation, and psychosocial readiness needed to make informed choices and to integrate effectively into their countries of destination.

This context underscores why circular mobility offers a pragmatic response. Evidence from the PRAYAS International Migration and Mobility Mapping Report (2026) reflects this evolving national perspective, noting that India's approach to international migration is increasingly mobility-oriented, with strong emphasis on circular pathways as mutually beneficial arrangements. The report highlights that such recurring movements enable migrants to gain international exposure, transfer skills and knowledge upon return, and contribute meaningfully to both origin and destination economies, aligning closely with the broader national vision of leveraging human capital for inclusive growth and development.¹²

When framed as a mutually beneficial compact, circular mobility transforms temporary migration into a regenerative economic mechanism. With systematic governance, such mobility evolves beyond a binary of exit and return, sustaining instead a continuous arc of human capital renewal.

1.3 Global Demand Landscape: An Opportunity for India

International migrants now constitute a substantial and indispensable component of the labour supply worldwide. According to the latest ILO estimates, in 2022 the global stock of international migrants was 284.5 million, of whom 255.7 million were of working age (15+). Of these, 167.7 million migrants formed part of the global labour force, of which, 155.6 million were employed, while 12.1 million were unemployed but available for work. Overall, migrants accounted for 4.7% of the global labour force in 2022.¹³



Source: International Labour Organization. (2024). *ILO Global Estimates on International Migrant Workers: International Migrants in the Labour Force (4th ed.)*.

¹² International Organization for Migration, Ministry of External Affairs, & Indian Council of World Affairs. (2026). *PRAYAS: Promoting Regular and Assisted Migration for Youth and Skilled Professionals—International Migration and Mobility Mapping Report*. New Delhi: International Organization for Migration.

¹³ International Labour Organization. (2024). *ILO Global Estimates on International Migrant Workers: International Migrants in the Labour Force (4th ed.)*.

These numbers reflect that migrant workers are not a marginal subset but a core feature of international labour markets. Their significance is especially pronounced in high-income countries, which host the majority of migrant labour.

1.3.1 Demand Pressures: Demography, Sectoral Shortages, and Skills Mismatch

Demographic ageing is a central driver of demand pressures. Across advanced economies, shrinking working-age populations are tightening labour markets: in the European Union, the working-age population fell from 269 million in 2012 to 264 million in 2021 and is projected to decline by a further 35 million by 2050. Structural skills mismatches and the insufficient orientation of education and training curriculum relative to labour market needs is a further component leading to shortages of appropriately skilled workers.¹⁴

Care needs across the world are projected to rise sharply, with the number of people requiring care expected to reach 2.3 billion by 2030, driven by increases in both older persons and children aged 6–14 years. Addressing these needs through targeted investments could generate 280 million jobs by 2030, rising to 299 million by 2035, underscoring the employment potential of the care economy.¹⁵ At the same time, persistent structural labour shortages remain evident in health and care services. Despite a global health workforce exceeding 70 million, updated estimates indicate a projected shortfall of 11.1 million health workers by 2030, reflecting uneven progress across regions. High-income and upper-middle-income countries alone are expected to require an additional 8.4 million health workers to sustain service delivery and respond to ageing populations.

¹⁶

These shortages are not confined to health and care alone. The Future of Jobs Report (2025) finds that skills gaps are one of the biggest barriers to business transformation, and they expect nearly 40 per cent of workers' core skills to change by 2030. Demand for workers spans infrastructure and construction, logistics and transport, ICT and digital services, green-transition industries, hospitality, and a wide range of personal and social services.¹⁷

Within this global demand landscape, migrant workers are viewed as indispensable to sustaining growth and addressing these labour shortages. The ILO's latest global estimates emphasise that migrant workers now account for roughly 4.7 per cent of the global labour force and are concentrated in services sector, especially engaged in care and domestic work in ageing destination countries, where demand for such services is rising fastest.¹⁸

¹⁴ BusinessEurope. (2023). *Analysis of labour and skills shortages: Overcoming bottlenecks to productivity and growth*.

https://www.buinessurope.eu/wp-content/uploads/2025/02/2023-10-23_analysis_of_labour_and_skills_shortages-1c2-1.pdf

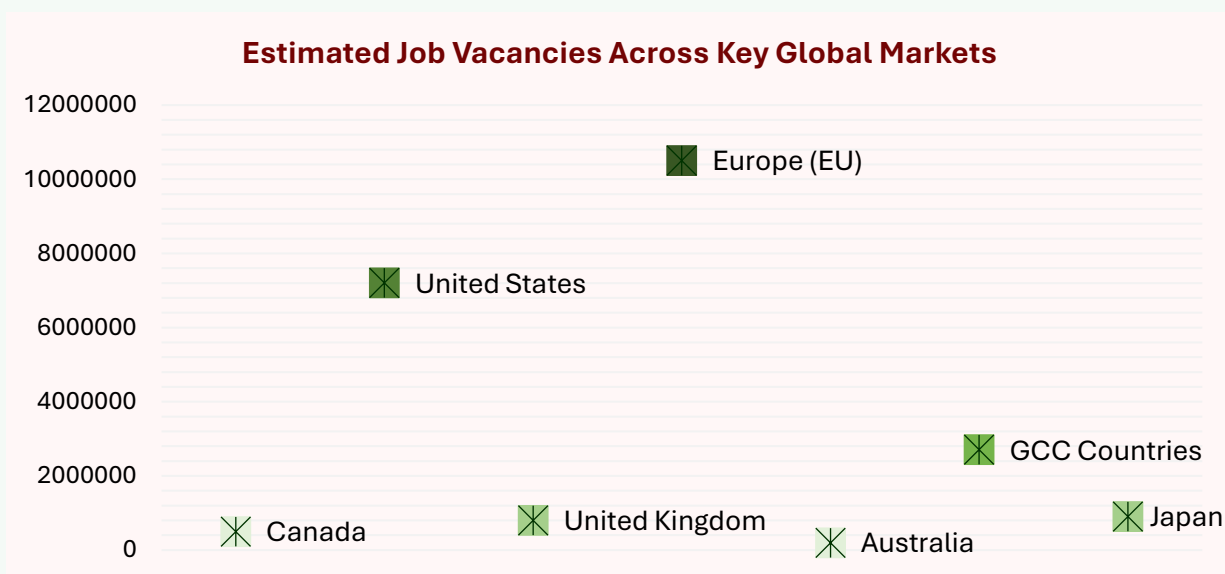
¹⁵ International Labour Organization. (2025). *Employment-intensive investments for advancing decent work in the care economy* (ILO Care Economy Brief No. 2). ILO.

¹⁶ World Health Organization. (2024). *Health and care workforce: Global strategy on human resources for health, workforce 2030. Report by the Director-General (EB156/15)*. WHO Executive Board, 156th session.

https://apps.who.int/gb/ebwha/pdf_files/EB156/B156_15-en.pdf

¹⁷ World Economic Forum. (2024). *The Future of Jobs Report 2025*. World Economic Forum.

¹⁸ International Labour Organization. (2024). *ILO Global Estimates on International Migrant Workers: International Migrants in the Labour Force (4th ed.)*.



Source: Analysis based on consolidated labour market vacancy and occupational demand data available as of 05 February 2025.

The vacancy distribution illustrated in the graph points to substantial labour shortages across major destinations.¹⁹ Europe records the highest volume with roughly 105 lakhs vacancies²⁰, followed by the United States at about 72 lakhs²¹ and the GCC region at nearly 27 lakhs²². Mid-sized gaps are visible in Japan (9 lakhs+)²³ and the United Kingdom (8 lakhs+)²⁴; while Canada and Australia report around 5 lakhs²⁵ and 2 lakhs²⁶ open positions respectively. Across these destinations, vacancies are concentrated primarily in health and care services, engineering and technical occupations, digital and technology-driven roles, and construction and infrastructure-related work.

The PRAYAS International Migration and Mobility Mapping Report (2026) indicates that migration decisions among India's skilled and semi-skilled workers continue to be strongly wage-driven, with income differentials between India and destination countries acting as the principal pull factor, while poverty, debt, and job scarcity serve as push factors. The Gulf Cooperation Council (GCC) region remains the traditional destination, sustained by long-standing labour networks and steady demand for low- and semi-skilled labour. However, the report also observes a gradual diversification of aspirations, with workers increasingly drawn to developed economies such as Australia, Canada, Germany, and Japan, attracted by safer environments, long-term career prospects, and structured skill-development pathways. New destinations, including Israel, Italy, the Netherlands, and Poland, are also emerging due to active labour recruitment in construction, care, and manufacturing sectors.²⁷

¹⁹ As per data available across dashboards/reports as on 05.02.2025

²⁰ CEDEFOP European Centre for the Development of Vocational Training, [EURES - Demand for occupations | CEDEFOP](#)

²¹ U.S. Bureau of Labor Statistics, [JOLTS Home: U.S. Bureau of Labor Statistics](#)

²² India on the Move, NSDC Connect. (February 2025). National Skill Development Corporation

²³ India on the Move, NSDC Connect. (February 2025). National Skill Development Corporation

²⁴ Office for National Statistics, [Vacancies and jobs in the UK - Office for National Statistics](#)

²⁵ Statistics Canada, [Job vacancies, payroll employees, and job vacancy rate by provinces and territories, monthly, unadjusted for seasonality](#)

²⁶ Jobs and Skills Australia, [Vacancy Report - May 2024 - Jobs and Skills Australia.pdf](#)

²⁷ International Organization for Migration, Ministry of External Affairs, & Indian Council of World Affairs. (2026). *PRAYAS: Promoting Regular and Assisted Migration for Youth and Skilled Professionals—International Migration and Mobility Mapping Report*. New Delhi: International Organization for Migration.

1.4 India's Remittance Economy

As per the UN DESA International Migrant Stock 2024, India has 18.5 million migrants overseas which makes up the largest migrant population in the world.²⁸ Complementing this is India's 35 million-strong diaspora, whose economic and social linkages remain pivotal.²⁹ In 2024, India received USD 137.67 billion in remittances, accounting for 3.5% of the Gross Domestic Product (GDP), reaffirming the scale of India's human-capital footprint across the globe.³⁰

Remittances have become a vital component of India's macroeconomic landscape, contributing to economic stability and resilience amid cross-border uncertainties. Between 2010-11 and 2023-24, India's remittance inflows more than doubled, covering nearly half of the country's merchandise trade deficit. Their share in global remittances rose from 11% in 2001 to about 14% in 2024, and is projected to reach US\$ 160 billion by 2029. This growth is supported by the expansion of India's overseas workforce, which increased from 6.6 million in 1990 to 18.5 million in 2024, now accounting for over 6% of the world's migrants. Unlike private debt or equity flows, remittances are non-repayable and counter-cyclical, often rising during economic downturns, and have consistently exceeded India's gross inward Foreign Direct Investment (FDI) flows, highlighting their importance as a stable source of foreign exchange.³¹

1.4.1 India's Remittance Corridors

Historically, the Gulf region, including the UAE, Saudi Arabia, Kuwait, Qatar, Oman, and Bahrain, was the major source of India's remittances, accounting for over 50% in 2016-17, driven by semi-skilled and unskilled workers employed in construction, hospitality, healthcare, and services. However, from 2016 onwards, emigration to the GCC declined due to oil price volatility, fiscal tightening, stricter labour laws, rising permit fees, pandemic-induced job losses, and mass return migration. Consequently, the share of remittances from the Gulf fell to 30% in 2020-21, with a significant recovery to 38% in 2023-24.

In contrast, advanced economies such as the USA, UK, Canada, Singapore, and Australia have seen a steady rise in skilled migration. By 2023-24, the USA contributed 27.7% of total remittances, with 78% of Indian migrants employed in high-income white-collar occupations in management, business, science, and the arts. Canada and Australia have emerged as hubs for student migration transitioning into skilled employment, reflecting a broader shift from low-skilled, temporary Gulf migration to long-term, skill-based migration to advanced economies.³²

The concentration of migration to a limited set of countries exposes households and the national remittance economy to risks from economic volatility and geopolitical disruptions. Diversifying destination markets and strengthening the resilience of mobility systems could, therefore, be essential to stabilise remittance inflows and reduce vulnerability to external shocks.

²⁸ United Nations Department of Economic and Social Affairs, Population Division (2024). International Migrant Stock 2024.

²⁹ Ministry of External Affairs. (n.d.). [Population of overseas Indians](#). Government of India.

³⁰ International Monetary Fund; World Bank. (n.d.). Personal remittances, received (current US\$) – India [Data set].

³¹ Reserve Bank of India. (2025). *Changing dynamics of India's remittances: Insights from the sixth round of India's remittances survey*. *RBI Bulletin*.

³² Reserve Bank of India. (2025). *Changing dynamics of India's remittances: Insights from the sixth round of India's remittances survey*. *RBI Bulletin*

1.4.2 State-Level Remittances Dynamics

Southern States such as Kerala, Tamil Nadu, Karnataka, and Maharashtra historically accounted for the majority of remittances, collectively receiving 46% of inflows in 2018. By 2020-21, the combined share of Kerala, Tamil Nadu, and Karnataka fell to 25%, while Maharashtra emerged as the top recipient. Migration from northern and eastern States, particularly Uttar Pradesh (4.25 lakh emigration clearances) and Bihar (2.17 lakh), has increased, mainly for to the Gulf region, though their remittance contributions remain lower due to concentration of works in low wage jobs. By 2025, Maharashtra 20.5%, Kerala 19.7%, Tamil Nadu 10.4%, Telangana 8.1%, and Karnataka 7.7% accounted for top remittances share, reflecting a combination of traditional Gulf migration and growing student-to-employment pathways in advanced economies.³³

The PRAYAS International Migration and Mobility Mapping Report (2026) further highlights distinct regional migration patterns across Indian states. Northern states such as Uttar Pradesh and Bihar continue to favour Gulf destinations, while southern states including Kerala, Tamil Nadu, and Andhra Pradesh show increasing orientation toward Europe and North America, particularly among nurses and technical professionals. Western states such as Punjab and Gujarat exhibit dual migration streams, toward the Gulf for trade-related work and toward North America for education or skilled employment; while eastern states such as Odisha and West Bengal tend to orient toward Southeast Asia. The report also notes a generational shift, with younger migrants increasingly preferring Western destinations for personal and professional advancement rather than purely economic motives.³⁴

³³ Ibid

³⁴ International Organization for Migration, Ministry of External Affairs, & Indian Council of World Affairs. (2026). *PRAYAS: Promoting Regular and Assisted Migration for Youth and Skilled Professionals—International Migration and Mobility Mapping Report*. New Delhi: International Organization for Migration.

India's Remittance Economy: From Gulf Dependence to Global Diversification

India's leadership in global remittance inflows reflects the scale, skill, and strategic potential of its internationally mobile workforce.

US \$ 137.67 Billion

India's remittances in 2024
(more than double since 2010–11)¹

India ranks #1

Top in the global remittance receipt¹

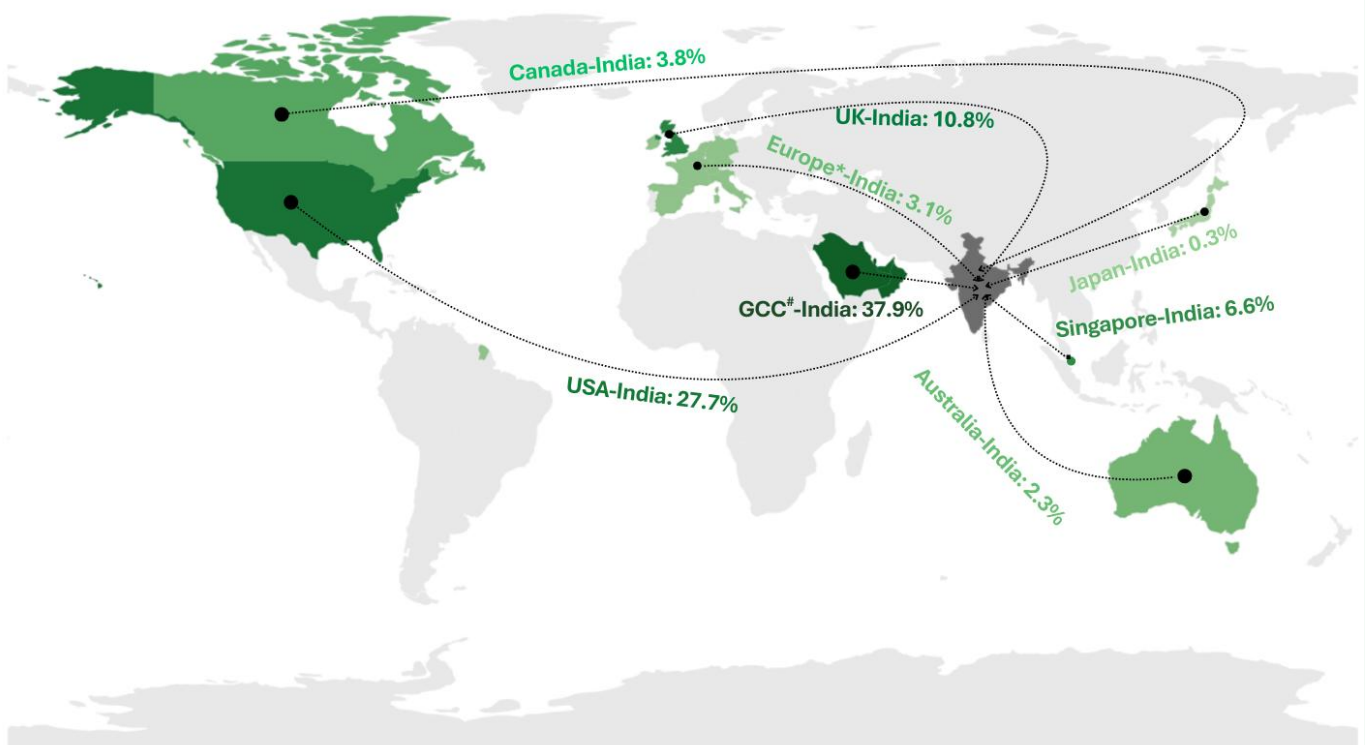
18.5 Million

Indians living & working overseas (2024)²

42%

Avg. share of remittances in covering trade deficit (2010–24)²

Major Remittance Corridors and their % shares²



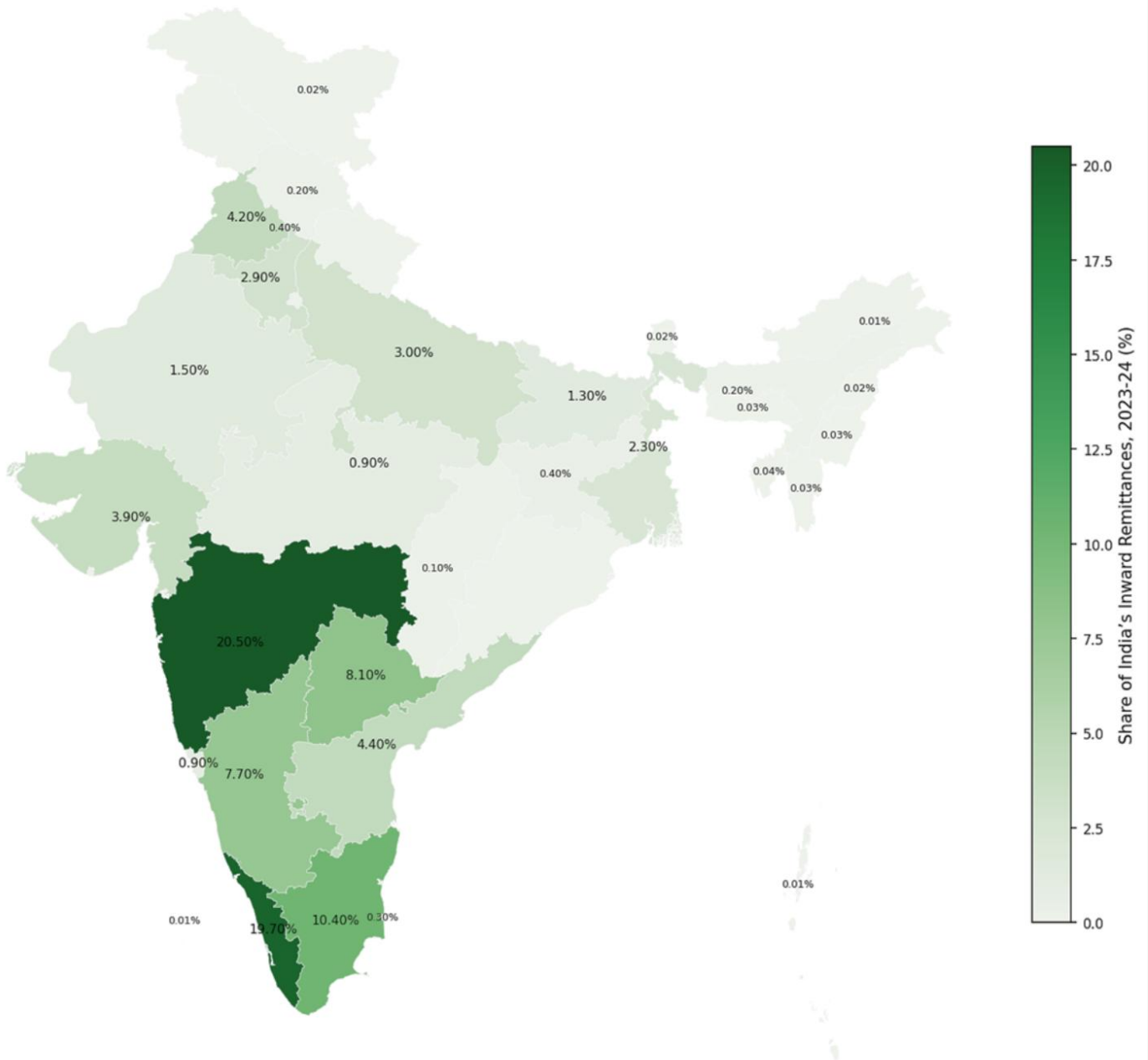
*Europe comprising of Germany, Netherlands, Ireland, Switzerland, Belgium, France, Italy, Spain

#GCC comprising of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates

1. Personal remittances, received (current US\$) - India | Data. IMF balance of payments data, International Monetary Fund (IMF); Staff estimates, World Bank (WB).

2. RBI Bulletin, March 2025

State-wise share of India's Remittances (2023-24)¹



- Maharashtra (20.5%) & Kerala (19.7%) lead; Tamil Nadu, Telangana, Karnataka follow.
- Southern share declining vs 2016-17; Maharashtra, Delhi, Punjab rising.
- UP, Bihar, WB, Odisha: high migration but low remittance share due to low-wage jobs.
- Shift in migration: from Gulf blue-collar → students & white-collar in US/Canada/Australia.

1. RBI Bulletin, March 2025

As labour flows shift worldwide and remittances continue to reshape state economies, it becomes essential to consider how the Government of India is steering the broader mobility trajectory. National initiatives are sharpening the country's skill base, easing worker movement, and building more predictable channels for overseas employment. At the same time, these efforts are prompting states to step forward with their own strategies and partnerships, creating a shared momentum that links national direction with State-level action.

2

National Enablers for Advancing International Mobility

2.1 Union Government's Role in International Mobility

The Union Government's interventions focus on building an enabling ecosystem that sets standards, ensures transparency, and strengthens trust with partner countries. Through regulatory frameworks, digital platforms, vocational training and structured engagement mechanisms, it institutionalises international mobility for workers and employers, making Indian talent globally accessible and reliable.

Beyond regulation and facilitation, the central role lies in leveraging diplomacy to expand opportunities. Embedding labour mobility into trade agreements, social security pacts, and government-to-government cooperation, expands opportunities for the workers as well as elevates labour mobility as a lever of soft power and foreign policy.

2.2 Mapping the Ministerial Initiatives

2.2.1 Ministry of Skill Development & Entrepreneurship (MSDE)

The MSDE is coordinating efforts to internationalize India's skilling ecosystem. It has signed 7 Government-to-Government (G2G) MoUs for Vocational Education and Training (VET) cooperation, enabling mutual exchange of knowledge and best practices, with Australia, Denmark, Germany, Japan, Qatar, Singapore and UAE.³⁵ These agreements facilitate a structured framework for collaboration, aimed at aligning skill development initiatives with international standards and addressing global skill shortages. Through these MoUs, countries can share resources, expertise, and insights to improve their vocational education systems and workforce mobility.

Through the National Council for Vocational Education and Training (NCVET), skills harmonization and Mutual Recognition of Qualifications (MRQs) are being advanced, ensuring global comparability of Indian certifications.³⁶

³⁵ Government of India. (2025). *Economic Survey 2024–25*. Ministry of Finance, Department of Economic Affairs.

³⁶ National Council for Vocational Education and Training. (n.d.). *Home*. Ministry of Skill Development and Entrepreneurship, Government of India. <https://ncvet.gov.in>

National Skill Development Corporation International (NSDCI) functions as a central platform that aggregates global demand, develops talent pools, identifies and addresses skill gaps, delivers domain training and certification, prepares workers through PDOT, and supports them after deployment to help them succeed in international roles.³⁷ National Skill Development Corporation International (NSDC), under the aegis of MSDE, has trained a total of 23,254 candidates and certified 22,455 in the past 3 years (2022-23, 2023-24, and 2024-25) for international mobility.³⁸

The Union Budget 2023–24 proposed the establishment of 30 Skill India International Centres (SIICs) to prepare workers for overseas markets, of which 7 are operational at Varanasi and Kanpur (Uttar Pradesh), Bhubaneswar (Odisha), Guwahati (Assam), Ludhiana (Punjab), Hyderabad (Telangana) and Bengaluru (Karnataka).³⁹ MSDE has envisaged to create a network of institutions through empanelment of state-of-the-art government and private centres to enhance opportunities for global career and international mobility opportunities for the youth through an internationally benchmarked quality skills ecosystem.



2.2.2. Ministry of External Affairs (MEA)

The MEA plays a central role in migration governance through its regulatory and facilitation mechanisms. It administers the Emigration Act, 1983. The Ministry is also working on the Overseas Mobility (Facilitation and Welfare) Bill, 2025 which aims to create a robust framework that will ensure safe, orderly, and regular migration for overseas employment. The MEA has signed a diverse set of Migration and Mobility Partnerships (MMPAs), Labour Mobility Agreements (LMAs) and Labour Welfare Agreements (LWAs) with partner countries, reflecting India's efforts to expand safe, structured and mutually beneficial pathways for overseas employment. The details may be seen from the website of MEA at <https://www.mea.gov.in/Images/CPV/1183-en-05-12-2024.pdf>.

The MEA also manages eMigrate, India's flagship e-Governance platform for safe and legal overseas migration to Emigration Check Required (ECR) countries, which is converged with National Career Service (NCS) Portal by the Ministry of Labour and Employment (MoLE)⁴⁰ and interoperates with systems such as the Passport Seva Portal and Bureau of Immigration for verification and monitoring. The revamped eMigrate 2.0 portal and eMigrate Mobile App were launched on 14 October 2024 to strengthen and digitise India's emigration ecosystem for workers, especially ECR

³⁷ NSDC International Limited. National Skill Development Corporation. <https://nsdcinternational.org>

³⁸ Press Information Bureau Release (2025, April 2). Ministry of Skill Development and Entrepreneurship. Government of India.

³⁹ Press Information Bureau Release (2025, April 2). Ministry of Skill Development and Entrepreneurship. Government of India.; National Skill Development Corporation (2025, December)

⁴⁰ Ministry of External Affairs, Government of India. *eMigrate Portal*. (<https://www.emigrate.gov.in/>)

passport holders. The upgraded platform integrates foreign employers, recruiting agents, and emigrants on a single digital interface and offers enhanced services such as DigiLocker-enabled document storage, access through over 5.6 lakh Common Service Centres (CSCs), integration with UMANG for e-governance services, BHASHINI for multilingual support, SBI-enabled digital payments, and e-verification through the Passport Seva Portal. The eMigrate Mobile App, available on Google Play Store and Government App Store, enables stakeholders to access key services including application tracking, recruiter verification, and grievance redressal. The initiative represents a major technological step towards promoting safe, transparent, and ease-based emigration governance in India. In 2024, a total of 3,87,075 Emigration Clearances (ECs) were issued through the eMigrate portal for ECR passport holders migrating to notified ECR countries.⁴¹

Pre-Departure Orientation Training (PDOT) under the motto of “*Surakshit Jaaye, Prashikshit Jaaye, Vishwas ke Saath Jaaye*” was launched by the MEA in 2018 to equip migrants with essential cultural, legal, and workplace knowledge before departure. Since inception of the PDOT programme, a total of 1,56,659 emigrant workers have been imparted training through 41 PDOT Centres as on 31st October 2024.⁴²

The MEA MADAD portal is an online platform that enables Indian migrants and their families to register and track grievances abroad, ensuring timely redressal through Indian Missions and Posts.⁴³ The Pravasi Bharatiya Sahayata Kendras (PBSKs) and Kshetriya Pravasi Sahayata Kendras (KPSKs) offer counselling and assistance, while Indian Missions/Posts abroad maintain 24x7 helplines and utilize social media for prompt grievance resolution.

Established in 2009, the Indian Community Welfare Fund (ICWF) is aimed at assisting overseas Indian nationals in times of distress in the most deserving cases on a means tested basis by providing emergency medical assistance, air passage to stranded Indians, legal assistance, emergency medical assistance, boarding & lodging, assistance to Indian women facing marital issues and transfer of mortal remains to India. The scheme has been revised in 2017 and has been set up in all Indian Missions and Posts abroad. Number of Indian nationals assisted in distress situations abroad has reached 3,53,369 with a total expenditure of INR 683 crores till September 2024.⁴⁴

The Pravasi Bharatiya Bima Yojana (PBBY) by the MEA is a mandatory insurance scheme aimed at safeguarding the interests of Indian emigrant workers falling ECR category going for overseas employment to ECR countries.⁴⁵ The scheme was revised from 01 August 2017, to include Emigration Check Not Required (ECNR) category workers on a voluntary basis and to make settlement of claims simpler for the benefit of our workers and to ensure expeditious settlement of claims. The PBBY scheme has so far provided insurance cover to 80,09,035 Indian migrant workers till October 2024.⁴⁶

⁴¹ Ministry of External Affairs, Government of India. (2025). *Annual Report 2024*. ([140725MEAAAnnualReport2024English.pdf](#))

⁴² Ibid

⁴³ Ministry of External Affairs, Government of India MADAD Portal. (<https://madad.gov.in>)

⁴⁴ Ministry of External Affairs, Government of India. (2025). *Annual Report 2024*. ([140725MEAAAnnualReport2024English.pdf](#))

⁴⁵ Ministry of External Affairs, Government of India. *Pravasi Bharatiya Bima Yojana (PBBY)*. (<https://www.mea.gov.in/pbby.htm>)

⁴⁶ Ministry of External Affairs, Government of India. (2025). *Annual Report 2024*. ([140725MEAAAnnualReport2024English.pdf](#))

2.2.3 Ministry of Labour & Employment (MoLE)

MoLE facilitates worker welfare through both digital platforms and international agreements. The National Career Service (NCS) Portal serves as a central digital interface for domestic and international employment opportunities.⁴⁷ Since its inception, the National Career Service (NCS) portal has registered over 6.02 crore job seekers and 54.27 lakh employers, mobilizing more than 8.17 crore vacancies. To support international workforce mobility, the portal also provides integration with the eMigrate system through a dedicated international jobs module.⁴⁸ As per the latest data available on the NCS Portal, 407 Model Career Centres (MCCs) are operational across States and Union Territories, providing career counselling, employment facilitation, and skill-related services. Further details of MCCs may be seen on the website of NCS at https://www.ncs.gov.in/User_Manuals/List_of_Model_Career_Centers.pdf.

On the global front, India has signed Social Security Agreements (SSAs) with partner countries to protect the rights and entitlements of Indian workers abroad, ensuring portability of benefits. The details of SSAs may be seen from the website of MoLE at <https://www.labour.gov.in/documents/publications/social-security-agreement-MjNyQTMtQWa?pageTitle=Social-Security-Agreement>.

2.2.4 Ministry of Education (MoE) – Department of Higher Education

The Department of Higher Education under MoE focuses on academic mobility and recognition. Through bilateral MoUs, it promotes mutual recognition of diplomas and degree programmes with partner countries, facilitating both student mobility and employability of graduates abroad. This ensures smoother transitions for Indian students and professionals seeking global opportunities, while also aligning India's higher education system with international standards, e.g. India-Australia Framework Mechanism for MRQs.⁴⁹

2.2.5 Ministry of Commerce & Industry (MoCI)

The MoCI integrates labour mobility within the broader trade ecosystem. By negotiating Free Trade Agreements (FTAs), the Ministry incorporates provisions on labour mobility, recognition of professional qualifications, and services trade. This ensures that Indian professionals and workers can access global opportunities as part of India's expanding economic and trade partnerships. India has expanded its network of Free Trade Agreements (FTAs) in recent years, with nine FTAs spanning 38 countries.⁵⁰ More details can be seen at the website of the Ministry of Commerce & Industry (<https://www.commerce.gov.in/ministryofcommerce/sites/default/files/2026-03/FTAs%20achievement%20v6%205%20pm.pdf>).

⁴⁷ Ministry of Labour and Employment, Government of India. (n.d.). *National Career Service (NCS) portal*. (NCS|Home: National Career Service - Career guidance and Jobs in India and related services)

⁴⁸ Press Information Bureau Release (2025, December 4). Ministry of Labour and Employment. Government of India.

⁴⁹ Press Information Bureau. (2023, March 2). *India and Australia sign a framework mechanism for mutual recognition of qualifications*. Ministry of Education, Government of India. (<https://www.pib.gov.in/PressReleaseFramePage.aspx?PRID=1903710®=3&lang=2>)

⁵⁰ Press Information Bureau. (2026, March 6). *India's achievements in Free Trade Agreements for the year 2025–26*. Ministry of Commerce & Industry, Government of India. (<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2236134®=3&lang=1>)

2.3 Governing Mobility: From National Vision to State Action

The governance of international migration in India is organised through a multi-level institutional arrangement. The Union Government provides the direction towards foreign policy; concluding labour mobility agreements, setting regulatory standards, and operating the digital systems that support migration processes. Within this structure, State Governments play an operational role, developing workforce preparation systems, managing worker mobilisation, and facilitating placement activities that reflect both national priorities and the specific characteristics of their regional labour markets. State Governments and State-authorized Recruitment Agents (RAs) function as pivotal implementation partners, translating national vision into targeted programmes for workforce preparation, mobilisation, and overseas placement.

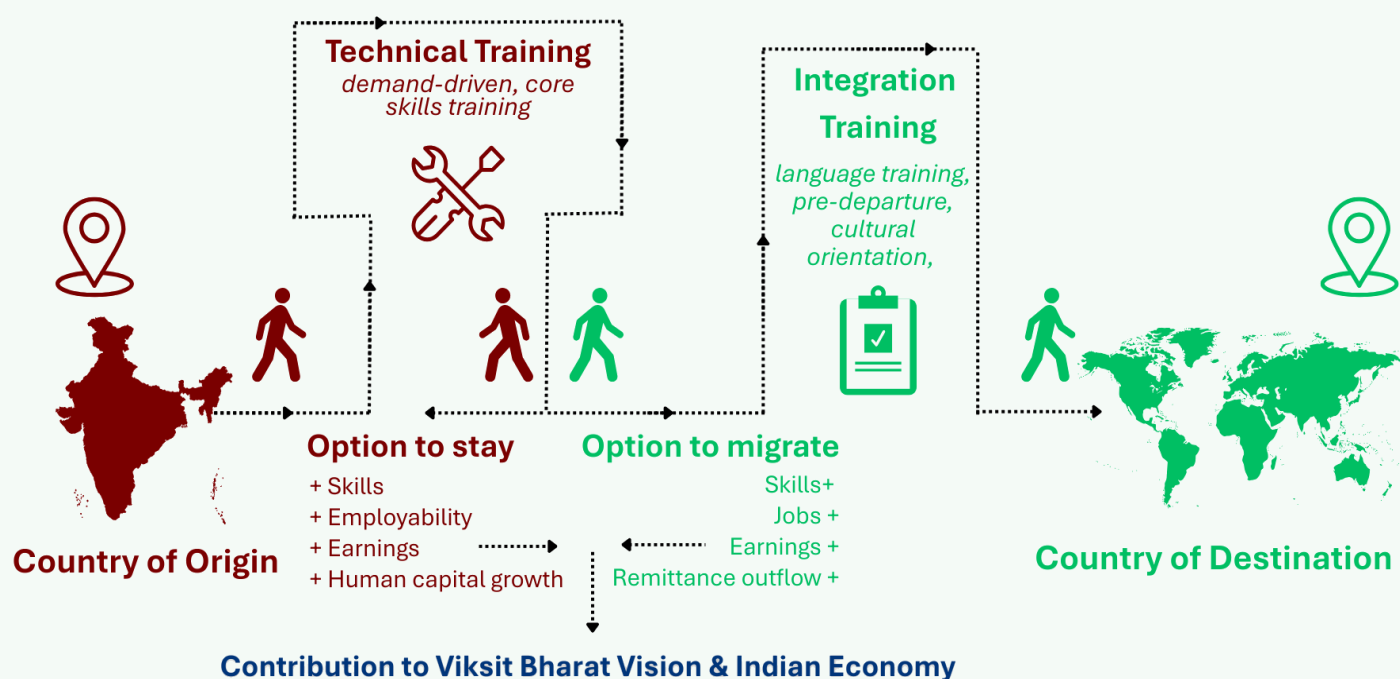
This design is grounded in India's federal structure, where the Centre and States operate in a dynamic balance of authority and responsibility. Cooperative federalism, as articulated in India's development vision, transforms this balance into a shared enterprise. Within this construct, States are not passive executors but co-architects of international mobility pathways, empowered to tailor interventions that leverage their unique demographic, sectoral, and institutional strengths while remaining harmonised with national vision. States can play a catalytic role in advancing safe, orderly, demand-responsive and circular international mobility of skilled workers. Achieving this objective will require embedding global employability imperatives into the implementation and oversight of State-level skill development and training ecosystems, thereby ensuring that workforce preparation is systematically attuned to evolving international labour markets.

Several States have instituted structured mechanisms for overseas employment facilitation, reflecting varied institutional approaches aligned to their socio-economic and migration contexts. Kerala, through NORKA-Roots, has established a formalized service system encompassing Pre-Departure Orientation Training (PDOT), targeted language instruction, and comprehensive welfare measures. Odisha's World Skill Centre and Madhya Pradesh's Global Skill Park have developed integrated training-to-placement pathways, coupling internationally benchmarked skills development with structured employer linkages. Karnataka, Telangana, and Punjab maintain longstanding migration support systems that combine targeted skilling interventions, diaspora network engagement, and sustained post-placement assistance, thereby reinforcing their positions as significant contributors to India's overseas workforce.

The approaches adopted by these States illustrate how purposeful organisation, consistent guidance for workers, and structured links to overseas opportunities can bring clarity to an otherwise diffuse mobility space. Their experience suggests that when various elements of preparation and placement are arranged in a coordinated manner, emerging high-migration States can build systems that are easier to navigate and more effective in connecting workers to international jobs.

2.4 Skill Development for Harnessing Local and Global Opportunities

Evidence from the PRAYAS International Migration and Mobility Mapping Report (2026) indicates that access to formal skilling pathways for overseas employment remains uneven across regions and worker categories. The report notes that for low- and semi-skilled workers, informal social networks such as relatives and friends abroad, often serve as the first source of information, while 33% of aspiring workers depend on private recruitment agencies for job placement, visa processing, and pre-departure orientation, highlighting persistent gaps in accessible, formal training ecosystems.⁵¹



In response to these gaps, the structure presented above underscores a dual-pathway approach aimed at enhancing both domestic and international labour mobility outcomes. Through demand-driven technical training, individuals in the country of origin are equipped with market-relevant skills that improve employability and earning potential. This creates a robust pool of skilled workers who can either participate in the domestic economy, or opt for safe and legal migration pathways.

For those aspiring to get skilled to take up work abroad, comprehensive training including language proficiency, cultural orientation, and pre-departure preparedness ensures smooth transition and alignment with destination country requirements. Such an approach ensures that international mobility emerges as an outcome of strong skill ecosystems, rather than a parallel or informal pathway, thereby promoting both worker welfare and national economic gains.

While this section has described the national structures that guide international mobility, the roles

⁵¹ International Organization for Migration, Ministry of External Affairs, & Indian Council of World Affairs. (2026). *PRAYAS: Promoting Regular and Assisted Migration for Youth and Skilled Professionals—International Migration and Mobility Mapping Report*. New Delhi: International Organization for Migration.

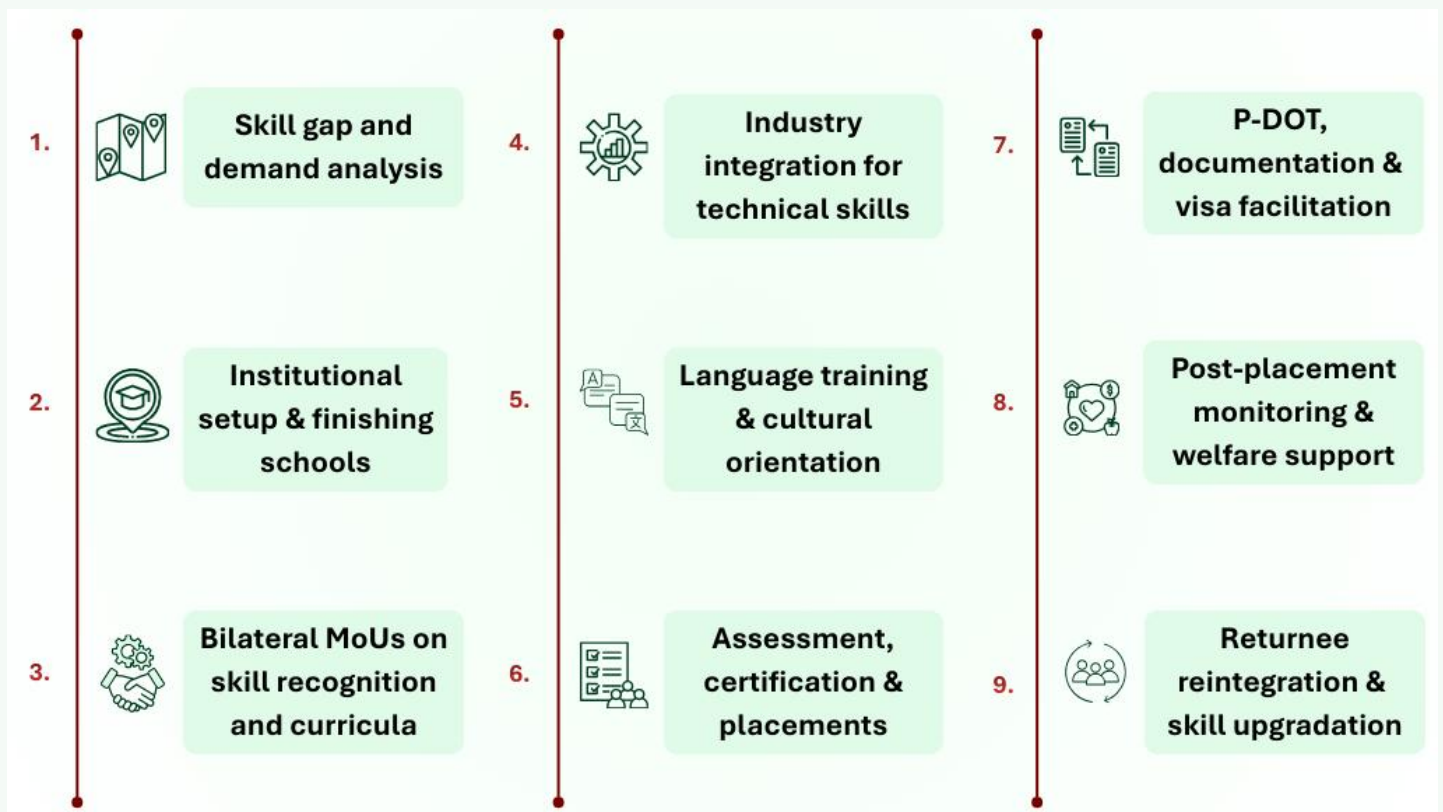
played by different Ministries, and how these functions connect downwards to States. The next section turns to the action points within a States' framework, where mobility is designed, delivered, and experienced on the ground. The focus is on how States can build a comprehensive ecosystem around overseas employment, from identifying skill demand and creating skill training pathways to supporting workers during departure, their time abroad, and on their return.

3

Charting the Course for State-led International Mobility

3.1 States' Framework: International Mobility for Skilled Workers

The States' Framework for the International Mobility of Skilled Workers devises a strategic, systems-oriented blueprint for operationalizing India's global skilling ambitions at the sub-national level. It delineates a coherent set of interventions through which States can recalibrate their training and institutional processes, and governance mechanisms to respond to dynamic international labour market needs and emerging value chains.



Anchored in principles of labour market alignment, institutional resilience, ethical mobility, and migrant-centric protections, the Framework seeks to:

- Synchronise States' skilling infrastructures with global competency benchmarks and destination-country regulatory regimes;
- Establish an enabling institutional architecture that can reliably facilitate large-scale, compliant, and high-quality deployment;
- Maximise developmental dividends by systematically channelling remittances and overseas labour market linkages into local economic transformation;

- Institutionalise transparent, accountable, and gender-responsive recruitment pathways that reduce vulnerabilities and promote fair migration;
- Embed robust safeguards for worker welfare, particularly for women and other at-risk cohorts, across the entire mobility lifecycle.

With a structured, scalable, and inclusive approach, States can unlock the full potential of international mobility, to serve individual aspirations and to advance local economic development, employment generation, envisaging India's broader role as the **“Global Skills Capital.”**

3.1.1 Skill Gap and Demand Analysis

Effective international labour mobility begins with informed view of overseas labour demand. States must establish comprehensive mechanisms for identifying skill shortages in destination countries while simultaneously assessing domestic workforce capabilities and surplus capacity. This requires collaboration with international organizations, bilateral diplomatic missions, and employment agencies to compile real-time data on sectoral demands, wage structures, and employment conditions across target markets.

Action Points:

i. Define Priority Sectors Based on Global Demand Signals

- Analyse destination-country shortages using inputs from MEA, NSDC International, and multilateral organizations.
- Match these requirements with State training capacity, existing migration patterns, and institutional strengths.

ii. Map Supply-Side Readiness at State and District Levels

- Conduct district-wise assessments of training institutions, certification capacity, and historical migration flows.
 - Incorporate diaspora networks and recruitment patterns to identify high-mobility districts requiring capacity enhancement.
-

iii. Establish a State Migration Dashboard for Integrated Intelligence

- Create a digital platform within the nodal State department to consolidate mobility data.
- Integrate the dashboard with eMigrate and NCS to ensure alignment with national systems.
- Use the platform for planning, performance reviews, and targeted outreach.

iv. Monitor Core Indicators to Balance Supply and Demand

- Candidate pipeline: trained and certified candidates, sector-wise readiness, foreign language and PDOT completion.
- Demand pipeline: country-wise openings, employer specifications, occupational categories, wage bands.
- Placement outcomes: country- and employer-wise placements, contract terms, salary ranges, retention patterns.
- Inclusion metrics: participation and outcomes by gender, caste, disability, and income groups.

Initiative in Focus: Migration Profiling, Andhra Pradesh

- **District-Level Migration Profiling (2016-2022):** Andhra Pradesh had undertaken district-level migration profiling, which revealed that approximately 40,000 people had migrated abroad between 2016 and 2022. This profiling was both quantitative and qualitative, capturing destination trends and sector-specific insights. The State categorized countries based on ease of migration by assessing visa regimes, political contexts, and wage comparisons.
- **Domestic Apprenticeships & Industry-Linked Work Experience:** The State has also introduced apprenticeships and industry-linked work experience programmes domestically before international placement.

Source: Insights shared by *Andhra Pradesh State Skill Development Corporation (Government of Andhra Pradesh)* during Roundtable Discussion on *International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships*, at NITI Aayog on 13.06.2025

3.1.2 Institutional Setup & Finishing Schools

The establishment of specialized finishing schools within the State skilling ecosystem represents a critical institutional intervention for bridging the gap between domestic educational outcomes and international employment standards. These institutions must be purpose-designed to provide intensive, employer-aligned training that upgrades workers' technical competencies while addressing the specific requirements of destination country labour markets.

Successful implementation requires substantial infrastructure investment, including modern workshop facilities, industry-standard equipment, and digital learning platforms. States should consider public-private partnership models that leverage private sector expertise and equipment while maintaining public oversight of quality standards and accessibility.

Action Points:

i. Strengthen Core Training Institutions for International Mobility

- Identify ITIs, Polytechnics, and other skill training facilities that can be upgraded for overseas-oriented skilling.
- Improve infrastructure, equipment, and certification capacity to meet destination-country standards.
- Position selected institutions as State-level hubs for international training and placement preparation.

ii. Establish Finishing Schools for Last-Mile Readiness

- Set up Finishing Schools alongside upgraded institutions.
- Provide targeted modules on foreign language proficiency, cultural and workplace orientation, soft skills, and sector-specific international standards.
- Align training content with overseas employer requirements and labour mobility agreements.

iii. Develop High-Quality Faculty and Trainer Capacity

- Introduce faculty development programmes, which may also involve partnerships with industry bodies and global employers.
- Implement Train-the-Trainer (ToT) programmes for foreign languages, PDOT delivery, and trade-specific master training.

iv. Use Institutional Networks to Expand Outreach and Placement

- Leverage upgraded institutions and Finishing Schools as focal points for mobilisation, counselling, and employer engagement.
- Coordinate with district administrations, recruitment partners, and diaspora networks to strengthen candidate flow and placement outcomes.

Initiative in Focus: Finishing School

WORLD SKILL CENTRE, BHUBANESHWAR (ODISHA)



- WSC in Bhubaneswar serves as a finishing school for ITI and polytechnic graduates and is a critical springboard for both domestic employment and international mobility. It is also recognized as an RA by MEA.
- It offers an advanced training ecosystem where 80% of learning is hands-on, delivered through 52 State-of-the-art labs and 12 classrooms.
- WSC students earn ISQF certifications of ITE Education Services (ITEES) Singapore, recognized internationally, including in Germany.
- WSC graduates earn competitive salaries, with top domestic placements reaching ₹3.8 lakh annually in sectors like semiconductors.

Source: Insights shared by *Odisha Skill Development Authority (Government of Odisha)* during the Roundtable Discussion on *International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships*, at NITI Aayog on 13.06.2025.

Initiative in Focus: Multi-Skills Training Institute

SANT SHIROMANI RAVIDAS GLOBAL SKILLS PARK (SSRGSP), BHOPAL (MADHYA PRADESH)

- SSRGSP is multi-skills vocational and technical training institute which offers one-year international-standard courses with dual annual intakes for ITI, diploma and degree holders, supported by an employer-first selection model.
- Candidates are pre-selected through employer interviews and trained in domain and language skills.
- SSRGSP operates through the following:
 - COSA 1: Long-term programmes co-developed with ITEES Singapore;
 - COSA 2: Industry-led Centres of Excellence (CoEs) offering 3–6 months of job-linked skilling within employer facilities.
- Curriculum development is governed by an Academic Advisory Council and industry-led Course Advisory Committees, with domain inputs from Sector Skill Councils.



Source: Insights shared by *Sant Shiromani Ravidas Global Skills Park (Government of Madhya Pradesh)* during Roundtable Discussion on *International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships*, at NITI Aayog on 13.06.2025

3.1.3 Bilateral MoUs on Skill Recognition and Curricula

Bilateral agreements form the backbone of organized international labour mobility, creating formal channels for worker deployment and protection. States must prioritize the negotiation of comprehensive MoUs with **destination countries** and, with **major employers or employer consortia**.



Government Agreements

Government agreements establish legal frameworks for worker mobility with destination countries.



Employer Partnerships

Employer partnerships create direct placement pipelines with international employers and agencies.



Worker Protections

Worker protections ensure fair wages, safe conditions, and dispute resolution in all MoUs.

These agreements should establish well-defined frameworks for worker recruitment, deployment, employment conditions, and dispute resolution while ensuring compliance with international labour standards and human rights conventions. The most effective MoUs address the mechanics of labour

transfer, mutual recognition of skills and alignment of curricula, along with broader issues of social protection and safe working condition.

The approach to MoU development should prioritize countries with demonstrated labour shortages in sectors where the domestic workforce possesses competitive advantages. Particular attention should be paid to nations with ageing populations and declining native-born labour force participation, as these markets offer sustained long-term demand. Additionally, agreements should incorporate provisions for "circular migration" models that allow workers to return home periodically while maintaining employment relationships, thereby facilitating knowledge transfer and investment in origin communities.

International mobility frameworks such as the ASEAN Qualifications Reference Framework (AQR), International Standard Classification of Occupations 2008 (ISCO-08), the Pacific Qualifications Framework (PQF) and the European Qualifications Framework (EQF), including Europass, offer tools to support this alignment. They help benchmark national skills and qualifications against global standards, enhance transparency and comparability, promote social inclusion in destination countries, and expand lifelong learning opportunities for migrant workers. In addition, international organisations provide specialised knowledge resources that can reduce the technical burden on States when designing mobility pathways. Leveraging such resources allows States to accelerate alignment with global qualification requirements and design more targeted, evidence-based MoUs.

Action Points:

i. Secure Harmonization of Skills and Mutual Recognition of Qualifications

- Conclude MoUs with destination-country authorities to align Indian certifications with international qualification frameworks of national standards abroad.
 - Harmonise occupational competencies and training requirements to ensure Indian skill profiles match destination-country expectations.
 - Develop equivalence matrices that clarify how Indian qualifications are accepted for licensing, registration, or occupational entry in target countries.
 - Integrate insights from global qualification frameworks (AQR, PQF, EQF, ISCO-08) and knowledge tools from international organizations into curriculum reform and MoU negotiations.
-

ii. Align Curricula with Destination-Country Standards

- Adopt destination-country competency standards, assessment formats, and workplace practice requirements within State training programmes.
 - Standardize training nomenclature and curriculum with partner countries.
 - Establish periodic update cycles to ensure training remains aligned with technological shifts and employer expectations.
-

iii. Develop Progressive and Stackable Certification Pathways

- Map National Skills Qualifications Framework (NSQF) levels to international qualification frameworks to create progression routes for workers seeking advanced roles abroad.
 - Integrate bridge courses for workers to move from State-level training to internationally recognised certifications.
-

iv. Establish Direct Employer and Industry Level Agreements

- Negotiate MoUs with overseas employers and industries to clarify job requirements, training content, assessment methods, and placement volumes.
 - Use these agreements to co-design training modules, schedule employer-led assessments, and establish predictable recruitment pipelines.
 - Introduce mechanisms for employer audits, feedback loops, and joint evaluation of training outcomes.
-

v. Strengthen Social Protection and Worker Safeguards Through MoUs

- Incorporate clauses on safe recruitment, wage protection, work conditions, grievance redress, insurance coverage, and return support into bilateral and employer MoUs.
 - Ensure employer obligations on accommodation, orientation, contract transparency, and on-site support are explicitly stated.
 - Establish mechanisms for monitoring compliance through State departments, embassies, and MEA platforms.
-

vi. Operationalise MoUs Through Joint Working Groups

- Form working groups with partner governments and employers to implement recognition, curriculum alignment, and placement commitments.
- Use these groups to resolve implementation gaps, respond to regulatory changes abroad, and update training requirements.

Initiative in Focus: Government Tool Room and Training Centre (GTTC)

- The Government Tool Room and Training Centre (GTTC), Karnataka, established as an Indo-Danish Project delivers technical skilling through 35 centres, offering 70% practical training and 30% theory with 100% placement in long-term diplomas. Its 4-year flagship diploma dedicates the third year entirely to internships.
- GTTC Overseas alumni of 2450+ are working in various MNCs internationally. With industry MoUs (e.g., Toyota) and 15 Centres of Excellence, GTTC integrates skilling, industry exposure, & international mobility into one cohesive model.

Source: Insights shared by *Government Tool Room and Training Centre (Government of Karnataka)* during Roundtable Discussion on *International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships*, at NITI Aayog on 13.06.2025

3.1.4 Industry Integration for Technical Skills

This industry engagement serves multiple purposes: it ensures that training is grounded in real workplace contexts, provides workers with credible references from established companies, and maintains relevant connections between the international and domestic economy that may facilitate future return or investment.



Apprenticeship Programmes

Structured workplace learning combining theoretical instruction with practical experience in actual production environments



Technology Exposure

Access to industrial equipment and processes ensuring workers develop skills matching destination country standards



Quality Standards Training

Instruction in international quality management systems including ISO certifications and industry-specific protocols

Effective industry integration models include formal apprenticeship systems where workers spend significant portions of their training period in actual workplace settings under supervision of experienced practitioners. Industry associations should also be engaged in curriculum development, assessment design, and certification processes to ensure that training outputs align with actual employer requirements. Special attention should be paid to emerging sectors and technologies where international demand is growing rapidly, such as renewable energy installation, advanced manufacturing, and digital technologies.

Action Points:

i. Translate Industry Requirements into Training Delivery

- Use inputs gathered through existing employer engagements and MoUs to develop curricula jointly with domestic and overseas employers to ensure alignment with actual workplace requirements, tools, and standards.
- Co-brand selected training programmes with industry partners, signalling credibility to overseas employers and strengthening placement prospects.
- Incorporate employer-defined competencies, equipment types, workflow processes, safety norms, and digital tools that reflect destination-country workplaces.

ii. Develop Apprenticeship and On-the-Job Training (OJT) Pathways

- Establish apprenticeship and OJT arrangements with domestic industries whose production environments mirror global employer practices.
- Define standardised training durations, competency checklists, and employer evaluation protocols.

iii. Integrate Technical Vocabulary in Destination-Country Languages

- Introduce sector-specific terminology (tools, processes, safety commands, machine parts, reporting terms) in destination-country languages as part of technical training sessions.
 - Coordinate with language training programmes to ensure consistency while keeping this component focused on workplace communication.
 - Use audio-visual demonstrations, bilingual manuals, and employer-provided materials to familiarise candidates with the technical lexicon they will encounter on site.
-

Initiative in Focus: Germany's Ausbildung Programme

- Ausbildung combines formal vocational schooling and on-the-job training which is a “dual” structure where trainees split their time between a vocational school and a company workplace and related industry.
- This system typically lasts 2 to 3.5 years, depending on the trade or profession.
- For international participants (including non-EU citizens), no tuition fees are charged at public vocational schools.
- During the in-company training phase, trainees receive a monthly stipend (paid by the employer), which helps cover living costs.
- At the end of training, participants receive a trade-specific occupational qualification, which is recognised in Germany and enables employment in the trained occupation.
- The system involves private companies and public vocational schools, regulated under German law, thereby ensuring quality and standardisation across training programmes.

Source: Insights from Indo-German Green Skills Programme (IGGSP) Planning Workshop, GIZ on 14 November 2025; GoGermany. *Ausbildung in Germany for Indian Students with Stipend*. <https://gogermany.net/free-vocational-training-courses-in-germany/>

3.1.5 Language Training and Cultural Orientation

Language proficiency and cultural competence represent essential enabling factors for successful international worker placement and retention. Many destination countries levy specific language requirements for work visa approval, professional licensure, or employment in customer-facing roles. Beyond regulatory requirements, inadequate language skills constrain workers' earning potential, workplace safety, social integration, and ability to navigate legal and administrative systems in destination countries. State governments must therefore establish comprehensive language training programmes specifically designed for workers in international mobility pathways, with curricula emphasizing occupational vocabulary, workplace communication scenarios, and practical language skills required for daily life abroad.

Action Points:

i. Develop Structured, Globally Aligned Language Curricula

- Create proficiency level-based curricula co-designed with international partners, covering foundational communication, workplace functional language, sector-specific terminology, and safety-related instructions.
- Integrate destination-country scripts, pronunciation standards, job-role vocabulary, reporting formats, and basic documentation language to improve workplace readiness.
- Align teaching materials with internationally recognised proficiency and sectoral language requirements.

ii. Prepare Candidates for Cultural Adaptation and Workplace Integration

- Introduce modules that address workplace norms, hierarchy, communication styles, conflict resolution, and teamwork expectations in destination countries.
- Include sessions on cultural shock, adaptation cycles, coping strategies, and social norms such as housing, food, religious practices, climate, public behaviour etc.
- Provide country-specific orientation on rights, obligations, common workplace challenges, and mechanisms for seeking support abroad.

iii. Build Capacity for International Language and Skills Examinations

- Establish language labs within ITIs, polytechnics and finishing schools, equipped for training and practice for foreign language examination systems linked to overseas recruitment.
- Standardise teaching materials, mock tests, and evaluation protocols to ensure graduates meet required score thresholds for specific job roles.

iv. Reduce Financial Barriers Through Subsidies, Scholarships, and Stipends

- Recognise that language training and exam preparation are high-cost components and introduce schemes to subsidise tuition, study materials, and exam fees.
- Provide subsidies, scholarships or stipends to encourage full-time learning for candidates preparing for overseas certification or employer-specific tests.
- Offer targeted financial support for women, SC/ST candidates, and low-income households.

Initiative in Focus: NORKA Roots, Kerala

- NORKA Roots provides pre-migration support including document legalisation, domain skilling, and language training in English, Japanese, and German.
- German language courses from Common European Framework of Reference for Languages (CEFR) A1 level to B2 level and English language courses for International English Language Testing System (IELTS) and Occupational English Test (OET) are offered free of cost to candidates from BPL category and SC and ST category, and for other APL categories only 25% fee is required.

Source: Insights shared by *NORKA Roots (Government of Kerala)* during Roundtable Discussion on *International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships*, at NITI Aayog on 13.06.2025 and <https://nifl.norkaroots.org>.

3.1.6 Assessment, Certification and Placement

Assessment, certification, and recruitment form the operational core of the overseas mobility pipeline. Ensuring that only qualified, well-prepared candidates enter international labour markets requires rigorous testing systems aligned with destination-country standards, transparent certification protocols, and a regulated recruitment ecosystem.

RAs play a central role in this process. For ECR countries, especially where women domestic workers are involved, the MEA mandates that placements must occur only through approved State-run RAs. These agencies provide a secure, accountable channel for overseas employment, ensuring transparency in contracts, regulated fees, grievance handling, and worker protection. Alongside State RAs, private RAs registered on the eMigrate platform are critical partners. They bring sectoral networks, employer outreach, agility in responding to demand, and the ability to scale recruitment across diverse occupations. MEA's registration, compliance, and digital oversight ensure that private RAs operate within legal and ethical boundaries.

Approximately 2,000 registered Ras, including State-run RAs, are currently part of the eMigrate ecosystem. The updated list of registered RAs may be seen from the website of MEA at <https://www.mea.gov.in/Images/attach/03-List-4-2024.pdf>.

Action Points:

i. Establish Assessment and Certification Systems Aligned to Global Standards

- Develop assessment protocols based on qualification standards agreed under bilateral MoUs and employer requirements.
 - Standardise evaluator training and certification to ensure fair, reliable, and consistent assessments across institutions.
 - Integrate employer validation for selected sectors to ensure certifications signal job readiness.
-

ii. Adopt Internationally Benchmarked Certification Pathways

- Align State certification processes with global qualification frameworks and employer recognition systems.
 - Facilitate access to language and sector-specific international examinations across regulated domains to ensure candidates meet destination-country standards and occupational licensing requirements.
-

iii. Operationalise the Placement Pipeline for Certified Candidates

- Maintain a structured pool of certified candidates, tagged by sector, skill level, district, language proficiency, technical assessment results, and readiness status, creating a searchable database for matching against overseas demand.
- Use job-matching protocols that compare employer vacancy requirements with candidate attributes, applying filters such as occupation, certification level, language proficiency, sectoral experience, and trade test performance to generate targeted shortlists.
- Share shortlisted profiles with employers for evaluation through virtual or in-person interviews, practical demonstrations, or task-based assessments, allowing employers to validate competencies directly and assess workplace fit.
- Ensure candidates receive verified information on job roles, contract conditions, wages, accommodation, working hours, safety requirements, and grievance channels before confirming acceptance, enabling informed decision-making.

iv. Strengthen the Role of RAs within a Regulated Placement Ecosystem

- Ensure all international placements, including that to ECNR countries, occur through MEA-registered private RAs or State-run RAs, eliminating unregulated intermediaries.
- Mandate use of eMigrate for contract verification, employer authentication, and grievance tracking.
- Encourage private RAs to specialise by sector, geography, or employer cluster to improve match efficiency.

v. Establish a Dedicated State-Run RA

- Create a State RA fully owned by the government to anchor ethical, safe, and affordable migration pathways.
 - Register the State RA on eMigrate, integrate it with PDOT centres and district mobilisation systems, and position it as the primary channel for vulnerable groups and women migrants.
 - Use the State RA to negotiate employer pipelines, reduce recruitment costs, and improve transparency in contract terms.
-

vi. Ensure Ethical Recruitment & Worker Protection Throughout Placement Cycle

- Enforce zero-tolerance for overcharging, contract substitution, misleading job offers, and exploitative intermediaries.
- Require RAs to maintain transparent fee structures, share verified job orders, and provide pre-departure grievance channels.
- Monitor placement outcomes, retention rates, and worker feedback through the State migration dashboard.

Initiative in Focus: CM-FLIGHT, Assam

- The Chief Minister's Foreign Language Initiative for Global Human Talent (CM-FLIGHT) by the Government of Assam is launched to facilitate ethical and structured overseas employment through foreign language training aligned with mandatory / regulatory standards.
- The scheme prioritises Japan as a key destination, aligning training with Japanese-Language Proficiency Test (JLPT) N2 level for overseas employment under Specified Skilled Workers (SSW) Program.
- Empanelled Foreign Language Training-cum-Implementation Partners are responsible for the complete placement lifecycle, including mobilisation, training, certification, overseas placement facilitation, visa support, and post-placement assistance.
- The scheme provides post-placement financial assistance of ₹50,000 per candidate, released after the candidate produces a Certificate of Eligibility, confirmed job offer, visa, and confirmed air ticket, to support initial settlement and relocation in the destination country.
- Overseas placement is routed through MEA-licensed recruitment agencies, with formal agreements and compliance with emigration regulations.

Source: Assam Skill Development Mission. (2025). *Scheme – CM FLIGHT (Chief Minister's Foreign Language Initiative for Global Human Talent)*. Government of Assam. https://asdm.assam.gov.in/sites/default/files/scheme-cm_flight.pdf

3.1.7 PDOT, Documentation and Visa Facilitation

The transition from training completion to actual overseas deployment represents a critical phase requiring coordinated institutional support to navigate complex documentation, regulatory clearances, and visa procedures. Streamlined systems for pre-departure orientation, documentation processing, and visa facilitation can reduce deployment timelines and costs while minimising the risk of workers falling prey to fraudulent intermediaries.

At present, India has a limited network of Migration Resource Centres (MRCs), located in Kochi, Hyderabad, Gurgaon, Chennai, and Lucknow.⁵² Existing migration support is delivered through a limited number of central walk-in centres, State recruitment agencies, training institutions, PDOT centres, and digital platforms. While these mechanisms perform important functions, service delivery remains fragmented across institutions and locations.

In this context, States may consider establishing integrated service centres, “Mobility Resource Centres (MRCs)”, which would function as institutional interfaces for last-mile service delivery of mobility related services.

One-Stop Mobility Resource Centres: Strengthening the Last-Mile

As States expand their international mobility systems, the lack of a distinct, reliable, and accountable last-mile interface often becomes a bottleneck for aspirants. Fragmented information channels, inconsistent documentation practices, and dependence on informal intermediaries increase risks and limit equitable access. MRCs can address this institutional gap by providing a single platform through which candidates can access accurate information, structured preparation, and essential pre-departure services.

One-Stop Mobility Resource Centers



MRCs shall function as **transaction points, advisory centres, and quality-control nodes** within the mobility ecosystem in the following ways:

Providing Integrated Service Delivery through MRCS:

- **Counselling and Career Navigation:** Provide structured counselling that helps candidates understand sectoral requirements, destination-country norms, job roles, wage structures,

⁵² Ministry of External Affairs, Government of India. (n.d.). *Contact details of OWRC and Migrant Resource Centres (MRCs)*. [mrc.pdf](#)

mobility pathways, and likely costs. Use intake profiling to assess suitability, identify readiness gaps, and flag risk factors at the outset.

- **Application and Documentation Support:** Assist candidates in completing and organising documentation required by employers and destination-country regulators. Standardise Curriculum Vitae (CVs), certificates, and identity records into a mobility dossier aligned with eMigrate requirements. Conduct pre-screening to reduce errors that often lead to rejection at later stages.
- **Pre-Departure Orientation:** Deliver PDOT aligned with MEA guidelines, with emphasis on contract literacy, workplace expectations, safety norms, reporting lines, and grievance redress options.
- **Grievance Redressal and Welfare Linkages:** Operate a structured mechanism for receiving and addressing complaints or concerns raised during the pre-departure phase. Identify indications of fraud, contract substitution, or misinformation early. Provide linkages to legal support, insurance schemes, and welfare services to reduce vulnerability.

Institutionalization of Remittance Facilitation and Financial Literacy

- **Financial Preparedness for Migration:** Deliver targeted financial literacy modules that address budgeting for migration costs, expected disposable income by sector, debt management, safe remittance channels, and long-term savings and investment options suitable for migrant households.
- **Household-Level Financial Planning:** Conduct sessions for families to ensure they understand remittance flows, avoid over-borrowing, and plan for consistent savings. Support candidates and households in activating bank accounts, understanding exchange rate implications, and using regulated digital remittance platforms securely.

Action Points:

i. Standardise Documentation and Pre-Verification Systems

- Enable expedited processing of passports, police clearances, medical examinations, and credential authentication through coordinated inter-agency protocols.
- Implement document pre-verification checks to reduce rejection rates during employer and embassy scrutiny.
- Establish standard templates for CVs, certificates, experience records, and job-specific dossiers aligned with destination-country requirements.

ii. Institutionalise Contract Registration and Transparency Measures

- Ensure all employment contracts are reviewed, registered, and verified prior to visa processing.
 - Provide candidates with detailed briefings on contract terms, wage structures, overtime rules, deductions, leave policies, and grievance procedures.
 - Detect risks of contract substitution early by comparing final contracts with employer-issued job orders.
-

iii. Strengthen PDOT Delivery and Context-Specific Preparation

- Deliver PDOT in workers' native languages with trainers familiar with destination-country work cultures.
 - Include modules on legal rights, compliance responsibilities, workplace hierarchy, cultural expectations, and behavioural norms.
 - Provide guidance on emergency contacts, embassy services, and welfare mechanisms available in the destination country.
-

iv. Streamline Visa Facilitation and Embassy Coordination

- Establish liaison arrangements with destination-country embassies to support standardised visa application processing.
 - Facilitate bulk or group visa submissions through bilateral channels.
 - Provide structured support for form submission, appointment scheduling, biometric requirements, and document compilation.
-

v. Strengthen Financial Literacy and Household Preparedness

- Offer modules on safe remittance channels, foreign exchange awareness, budgeting, savings tools, and long-term planning.
 - Educate candidates on avoiding predatory lending, informal borrowing, and high-interest loans used to finance migration.
 - Provide guidance on opening bank accounts, using digital remittance platforms, and verifying regulated service providers.
-

vi. Introduce Family PDOT and Pre-Migration Orientation for Households

- Conduct orientation sessions for families, especially for those of women candidates, explaining contract terms, worker rights, destination-country norms, and emergency procedures.
- Prepare households for communication protocols, including time-zone differences, emergency contact channels, and embassy support.
- Train families on remittance management, debt repayment planning, and safeguarding against financial fraud.

Initiative in Focus: Family-Integrated PDOT, Karnataka

Karnataka Skill Development Corporation (KSDC) (MEA-empanelled State RA) has institutionalized PDOT+ as a mandatory, family-inclusive framework, ensuring that international placements are ethical, safe, and fully transparent.

- **Mandatory Family Participation:** At least one parent or guardian engages in PDOT sessions (physical or virtual) to review employment contracts, salary structures, accommodation, and grievance redressal mechanisms.
- **Holistic Candidate Preparation:** Sessions cover worker rights, cultural orientation, professional conduct, workplace expectations, and safety protocols.
- **Enhanced Transparency & Trust:** Active family involvement reduces misinformation and strengthens confidence in the migration process.
- **Continuous Post-Placement Support:** A 24/7 helpline provides real-time assistance for candidates and their families, addressing any challenges abroad.

Source: Insights shared by *Karnataka Skill Development Corporation (Government of Karnataka)* during Roundtable Discussion on *International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships*, at NITI Aayog on 13.06.2025

3.1.8 Post Placement Monitoring and Welfare Support

Effective overseas mobility systems extend beyond deployment; they include sustained monitoring of workers, timely welfare support, and institutional mechanisms to protect workers and their families throughout the employment cycle. Post-placement monitoring also provides States with real-time insights into worker safety, employer compliance, contract adherence, and retention trends, which can be fed back into training, screening, and placement systems.

States can strengthen these functions by integrating welfare tracking into the State Migration Dashboard, coordinating with MEA, partnering with Indian Missions abroad, and building structured support for families left behind. This holistic approach ensures that mobility generates

long-term social and economic benefits while mitigating risks associated with exploitation, unsafe living conditions, or social stress on migrant households.



Insurance and Social Security

Ensure that all migrants are enrolled in PBBY or equivalent protection schemes, with expanded options for life and accident insurance, overseas medical assistance, and repatriation support.



Safe Migration Tracks for Women

Create secure, regulated recruitment and training pathways for women migrants engaging only verified employers who provide safe accommodation and workplace conditions.



Welfare of Migrants' Families

Support families through access to social protection schemes, education and vocational training. Provide subsidies, scholarships, and mentoring for spouses and children.

Action Points:

i. Monitor Post-Placement Data through State Migration Dashboard

- Integrate worker deployment, employer details, contract duration, and location data into the State Migration Dashboard for continuous monitoring.
- Use dashboards to track retention, workplace incidents, contract disputes, and emergency alerts in coordination with Indian Missions.

ii. Ensure Universal Insurance and Social Protection Coverage

- Ensure all outbound migrants are enrolled in the PBBY or equivalent schemes.
- Coverage can be expanded to include life and accident insurance, overseas medical assistance, repatriation and emergency support.
- Leverage MEA's MADAD portal and ICWF to address grievances and provide emergency aid.

iii. Develop Safe Migration Pathways for Women Workers

- Ensure that only verified employers through State-run RAs are engaged who provide safe accommodation and living arrangements.
- Maintain dedicated women-specific helplines and mentorship networks.

iv. Expand Education and Skill Development for Dependents

- Offer vocational programmes, scholarships, and targeted skill-building initiatives for children and spouses of migrants.
- Integrate dependents into State skilling schemes to diversify household incomes and strengthen economic stability.

3.1.9 Returnee Reintegration and Skill Upgradation

Returnee reintegration represents both a humanitarian obligation and an economic opportunity. Workers returning after international deployment possess valuable skills, international work experience, financial capital, and cross-cultural competencies that can contribute substantially to domestic economic development. However, without structured support, returnees often struggle to find employment matching their enhanced skill levels or face social stigma and economic challenges. State governments should establish comprehensive reintegration programmes including credential recognition for skills acquired abroad, preferential access to government employment or procurement opportunities, business development services for potential entrepreneurs, and continuing education pathways enabling further skill advancement.



Domestic Market Reintegration

Smooth transition back into the domestic labour market, ensuring that international experience is valued and utilized.



Global Experience Recognition

Mechanisms to formally recognize and validate skills, certifications, and experience gained abroad, enhancing career progression.



Continuous Skill Development

Opportunities for further upskilling and reskilling, allowing returnees to adapt to evolving domestic industry demands.

Action Points:

i. Support Domestic Labour Market Re-Entry

- Integrate returnees into job market by recognising international experience in recruitment processes.
 - Create employer sensitisation programmes encouraging industry to value global competencies, multilingual skills, and international work discipline.
-

ii. Implement Upskilling and Certification Pathways for Returnees

- Create accelerated assessment and certification routes that recognise skills acquired abroad and map them to domestic qualification frameworks.
 - Provide priority access to advanced upskilling programmes, instructor certifications, and sectoral master-trainer tracks for returnees.
 - Maintain a returnee skills registry capturing overseas job roles, competencies, and certifications to guide targeted placement or enterprise support.
-

iii. Leverage Returnees as Master Trainers and Curriculum Contributors

- Create pathways for returnees to become certified master trainers in technical trades and destination-country languages.
 - Formalise their role in curriculum development, trade test design, PDOT delivery, and sector-specific language training to embed real global workplace standards into the training ecosystem.
 - Develop knowledge-sharing forums enabling systematic transfer of global best practices.
-

iv. Provide Incubation Support and Access to Credit

- Offer startup toolkits, seed grants, and subsidised equipment packages tailored to returnees with technical backgrounds.
 - Facilitate soft loans, working capital, and low-interest credit products tailored for returnees starting enterprises or preparing for re-migration.
 - Provide incubation support for micro and small enterprises, including market linkages, compliance assistance, and business advisory.
 - Integrate returnee enterprises into State value chains, cluster development initiatives, and procurement ecosystems.
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v. Enable Circular Mobility and Repeat Migration Pathways

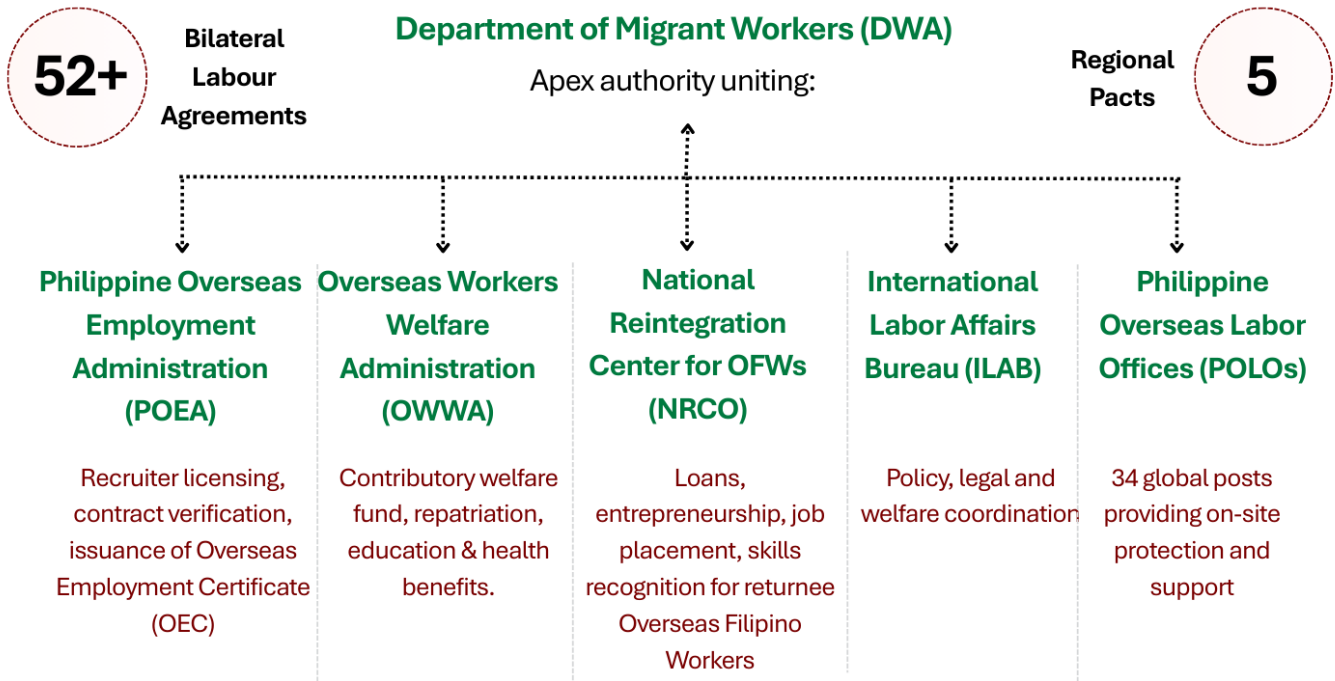
- Create mechanisms for returnees to re-enter overseas labour markets through structured short-term or project-based mobility schemes.
 - Offer continuous upskilling to keep returnees competitive for subsequent migration cycles.
 - Enable circular mobility to maximise remittances while ensuring accumulated international experience benefits domestic productivity.
-



Country in Focus: Philippines

Global Labour Mobility Mechanisms

INSTITUTIONAL FRAMEWORK



PRE-DEPARTURE SYSTEM

PEOS (Pre-Employment Orientation Seminar): Mandatory 8-module programme on rights, contracts, financial planning, anti-illegal recruitment

PDOS (Pre-Departure Orientation Seminar): Compulsory for all first-time OFWs; covers destination-specific labour law, financial guidance

Comprehensive Pre-Departure Education Program (CPDEP): Extended PDOS for Household Service Workers (HSWs) with culture & language immersion.



REMITTANCE MANAGEMENT

Over US \$30 billion sent annually; **partnerships with banks**, mobile platforms cut transfer fees to ~3%, programs like **LINKAPIL channel funds into education, health, and local businesses**



FAMILY WELFARE

Portable **PhilHealth insurance, Pag-IBIG housing finance**, OFW Family Circles for **peer support and micro-enterprise, scholarships** for family members of migrants



RETURNEE RE-INTEGRATION

Livelihood loans, start-up grants, job placement, and skills recognition, enabling returning migrants to use savings and overseas experience for **sustainable work or enterprise**

Source: Philippine Migration Journey: Processes and Programs in the Migration Life Cycle. Background paper to the World Development Report 2023: Migrants, Refugees, and Societies, April 2023.

4

Way Forward: Positioning India as Global Skills Capital

4.1 Synthesis of the States' Framework

As the preceding sections illustrate, advancing international mobility for skilled workers requires a coherent framework in which institutional capacity, regulatory compliance, employer engagement, and welfare safeguards operate as mutually reinforcing components. When States internalise this lifecycle-based design, they establish mobility systems that are both structurally robust and operationally predictable. Such systems enable a shift away from reactive, placement-driven approaches toward anticipatory, capability-led models that can respond to evolving global labour market dynamics.

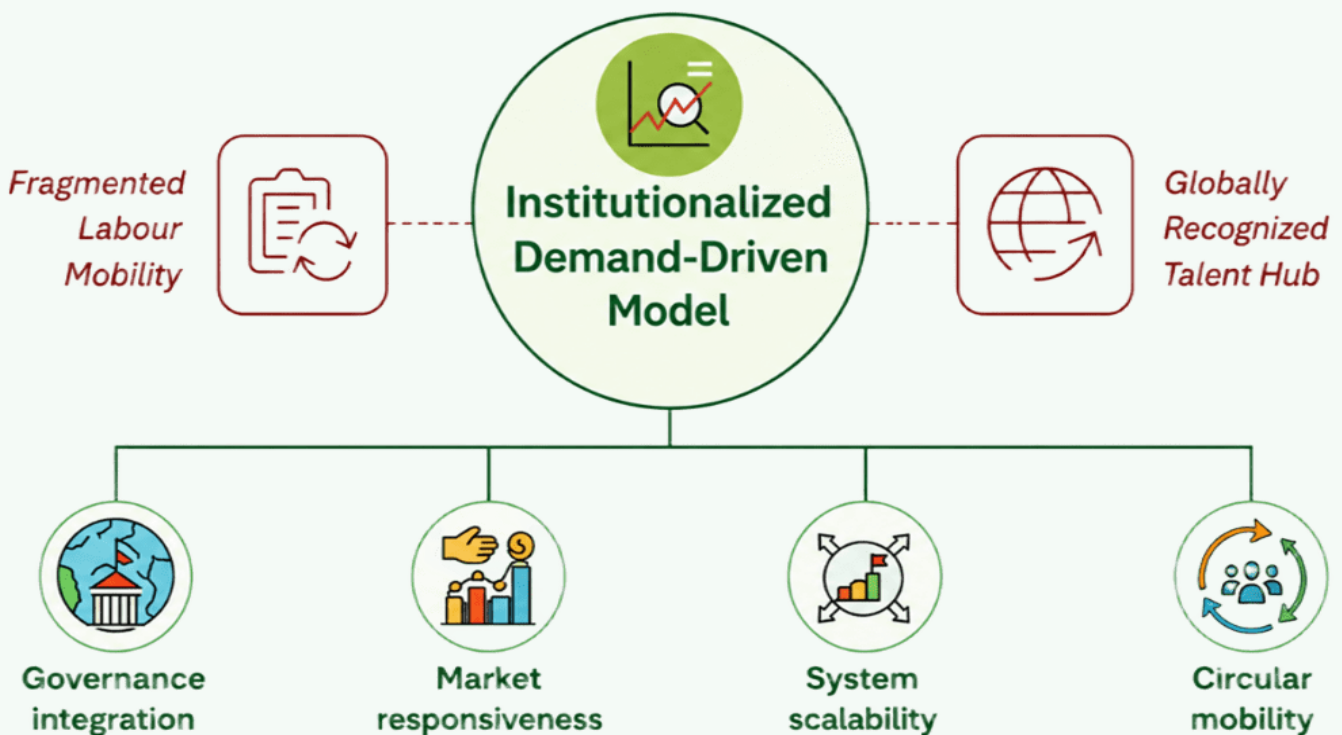
The framework gains practical depth when States draw upon established institutional practices and operational innovations. Experiences ranging from district-level skill mapping and employer-linked training models to regulated recruitment ecosystems and structured reintegration pathways demonstrate how mobility systems can be grounded in implementable mechanisms. Embedding these design elements within State systems strengthens implementation readiness and facilitates alignment with international labour market requirements, including principles of fair recruitment, skills recognition, and safe, dignified return and reintegration as reflected in the Global Compact for Safe, Orderly and Regular Migration, adopted by the UN General Assembly in 2018.⁵³



⁵³ International Organization for Migration. (2018). *Global Compact for Migration*. <https://www.iom.int/global-compact-migration>

The cumulative effect is the emergence of an integrated system in which data architectures, regulatory protocols, skilling institutions, and worker protection mechanisms are aligned around clearly defined sectoral priorities. Within such a system, States are positioned to build calibrated skill supply pipelines linked to real-time demand, enhance transparency and accountability across recruitment and deployment processes, and institutionalise safeguards that reduce worker vulnerability across the migration lifecycle.

4.2 Moving India's Skills to the World



A credible way forward requires reconceiving labour mobility as a system-level construct rather than a collection of discrete programmes.

- **Governance integration** becomes the organising principle through which policy, regulation, data, and institutional capacity are aligned into a single operating design. Such integration enables mobility systems to behave as coherent platforms that grip, interpret, and respond to external labour market signals rather than as disjointed pipelines driven by episodic demand.
- **Market responsiveness**, in this formulation, is not a matter of tactical adjustments but of embedding adaptive capabilities that allow institutions to recalibrate supply, standards, and training intensity in line with evolving global requirements.
- **System scalability** should be the next priority after institutionalizing the framework to extend the reach, complexity, and sophistication of the mobility ecosystem without compromising its internal coherence. A scalable architecture can absorb new sectors, new

geographies, and new regulatory demands while maintaining alignment across assessment norms, institutional roles, and quality controls. Scalability also reflects the system's ability to orchestrate higher volumes of workers, deeper employer engagement, and more diverse mobility pathways through modular expansion rather than ad hoc improvisation.

- **Circular mobility** should further be embedded as a core characteristic of the mobility ecosystem to ensure that international labour mobility generates sustained domestic developmental gains rather than unidirectional workforce outflows. A circular mobility architecture enables workers to return with enhanced skills, international work exposure, technological familiarity, savings, and professional networks, which can subsequently contribute to domestic productivity, entrepreneurship, innovation diffusion, and local capacity-building.

This framework calls for a fundamental paradigm shift where the operationalization of a demand-driven, globally interoperable migration ecosystem represents a transformative shift in how States engage with international labour mobility. Integrating mobility facilitation into State skilling and employment systems allows the driving of talent development and capture higher-value employment opportunities, enhance remittance inflows while fostering knowledge transfer.

Aligned with **Vision Bharat@2047**, this model has the potential to capitalize on India's demographic dividend, ensuring that the workforce of the next quarter-century is equipped to drive inclusive growth, global competitiveness, and sustainable human capital augmentation. It can pave way for a federated yet integrated system where States leverage national platforms and international partnerships to continuously adapt to demands of a borderless professional world. The implementation of this framework through concerted efforts can empower India to emerge as a leading supplier of talent, transforming international mobility into a catalyst for economic dynamism, societal advancement, and long-term advantage on the world stage.



NITI Aayog