

United Nations Development Programme INDIA
2015 Annual Work Plan (Government of India - UNDP Country Programme Action Plan 2013-2017)

Project Title: Creating Employment and Entrepreneurship Opportunities for Women in India

Implementing Partner: United Nations Development Programme (UNDP)

UNDP Strategic Plan Outcome: 1.1.

UNDP Strategic Plan Output(s): Output 1.1.1

UNDP Strategic Plan Indicators: Number of full-time equivalent jobs created for women 15 or more years old; Total number of full-time equivalent jobs created (modified); Number of additional females benefiting from strengthened livelihoods (modified)

UNDAF / CPAP Outcome: Inclusive and equitable growth policies and poverty reduction strategies of the Government are strengthened to ensure that most vulnerable and marginalized people in rural and urban areas have greater access to productive assets, decent employment, skills development, social protection and sustainable livelihoods. Scalable solutions for inclusion of marginalized groups are designed and implemented.

PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)

A. State the specific development challenge or gap that this AWP is addressing.

This project is addressing India's development goals of reducing poverty head count ratio by 10 percentage points over the preceding estimates by 2017; generate 50 million new work opportunities in the non – farm sector and provide skill certification to equivalent number of people. The project also aims to address the needs of low income population by providing skills in order to make them more employable and help them secure “decent work” The project contributed to two MDGs: Goal 1: Eradicate extreme poverty and hunger and Goal 3: Promote Gender Equality and Empower Women. The “Creating Employment and Entrepreneurship opportunities for Women in India” project aims to reach 1,000,000 women and girls by providing them with necessary skills and knowledge for employment or entrepreneurship. Through an integrated skilling and job placement/ enterprise start up approach, the project will create linkages between education & skills and employment & growth in India through public – private partnership and support 1,000,000 women & girls progress towards economic empowerment. As a result, this will enable women to increase their incomes, improve their productive investments, improve consumption and build assets.

B. Select one or more of the below strategies for addressing the above mentioned challenge/gap and describe in the context of this AWP:

- ☐ Changes in attitudes and access to decision making through awareness raising, brokering, convening
- ☐ Changes in policies, plans, budgets and legislation through support to national assessment, planning, budgeting, policy making
- ☐ Changes in the lives of individuals and communities through implementation for inclusive development

C. List the possible improvements in the capacities of institutions, individuals and systems that will occur as a result of this AWP.

- Women will have improved skills, and knowledge for employment and entrepreneurship
- Adolescent girls will have improved economic knowledge and market understanding
- Skilling Institutions will have improved capacities to delivery skilling programmes to women and to better monitor performance
- Skilling Institutions will have improved certificates
- Institutions will be able to provide job coaching support to women
- Private Sector employers will have access to greater skilled labor
- Market conditions for women will improve
- Government will benefit from testing new approaches and project contribution to its goals

D. List the gender issues in this AWP and specific ways in which they will be addressed.

The project activities focus only on women and young girls. The project specifically focuses on these two groups given women in particular do not equally participate in skilling programmes and lack job opportunities when compared to men. Further, knowing that majority of India's poor are women, the project also focuses on building capacities of young women as a way to improve their knowledge and prepare them for future market realities.

E. List the South-South cooperation opportunities in this AWP and specific ways in which they will be addressed.

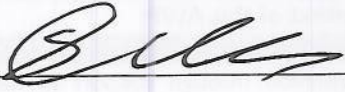
- The project hopes to facilitate knowledge exchange visits between national counterparts to relevant countries for learning and exchange of knowledge, and technical assistance.
- The project aims to organize knowledge sharing events

Atlas Project ID: 80436
 Atlas Output ID: 90113
 Local PAC meeting date: Feb 2, 2015
 Start date: January 1, 2015
 End Date: December 31, 2017
 Implementation modality: DIM

2015 AWP budget: USD 3,398,515 (IKEA)
 - Regular: USD (NIL)
 - Donor: USD 3,398,515
 - Government: USD (NIL)
 - In-kind Contributions (GEF): (NIL)

Total Project Budget	Budget 2015	Budget 2016	Budget 2017
12,253,883	3,398,515	4,337,550	4,517,818

Agreed by UNDP:


 Jaco Cilliers
 Country Director

I. ANNUAL WORK PLAN - YEAR: 2015¹

ANNUAL OUTPUTS 2015	PLANNED ACTIVITIES	MONTH OF COMPLETION	RESPONSIBLE PARTY	PLANNED BUDGET		
				Funding Source	Budget Description	Amount in USD\$
By 2017 1,000,000 women and girls will progress towards economic self – sufficiency	ACTIVITY 1: IMPLEMENT ENTREPRENEURSHIP MODEL FOR WOMEN					
	1.1. Undertake feasibility study to identify entrepreneurship opportunities for women	June 2015 (Qtr. 2)	UNDP	IKEA	72100	125,156
	• Develop TOR for the feasibility Study	February 2015				
	• Issue RFP for Market Research	February/March 2015				
	• Study					
	• Shortlisting and contracting of Partner	March/April 2015				
	1.2. Undertake demand research with women to understand their aspirations and needs using participatory techniques to create community support and buy – in in each state	April 2015 (Qtr. 2)	UNDP	IKEA	72100	125,156
	• Develop TOR for the feasibility Study	February 2015				
	• Issue RFP for Market Research Study	February/March 2015				
	• Shortlisting and contracting of Partner	March/April 2015				
	1.3. Undertake community awareness rising campaign using participatory approaches	Dec 2015 (Qtr. 4)	UNDP	IKEA	71800	100,125
	• Issue RFP for partnering organizations that will be undertaking community awareness champagnes	July - August 2015				
	• Short list and contract partnering agencies	September – October 2015				

¹ AWP corresponds to Format C – Budget and Financing Plan IKEA Foundation submitted in support of project proposal as of Dec 22, 2014.

	1.4. Provide entrepreneurship education to chosen entrepreneurship activities					
	1.4.a. Create entrepreneurship curriculum resource materials	December 2015 (Qtr. 4)	UNDP	IKEA	71800	53,817
	• Develop TOR for entrepreneurship curriculum development	July 2015				
	• Issue an RFP to select a partner to develop materials	July – August 2015				
	• Select and contract a partner	September 2015				
	1.4.b. Disseminate entrepreneurship resource material	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71800	62,578
	1.5. Provide business planning technical assistance to women entrepreneurs	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71800	93,867
	1.6. Upgrade Skills of Women for selected enterprise activities	Dec 2015 (Qtr. 4)	UNDP	IKEA	71800	125,156
	1.7. Provide hands – on business mentorship support to selected enterprises	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71800	125,156
	1.8. Link with financial service providers	Dec 2015 (Qtr. 4)	UNDP	IKEA	71300	6,258
	1.9. Link with global value chains and private sector actors for enterprise success.	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	5,569
	Activity 2: EMPLOYMENT THROUGH SKILLING AND JOB PLACEMENT					
	2.1. Develop Job Centre Counselling Model					
	2.1.a. Undertake market research in each state to identify job centre array of services as well as to identify needs of women.	June 2015 (Qtr. 2)	UNDP	IKEA	71300	105,801
	• Develop TOR for the feasibility Study	January 2015				
	• Issue RFP for Market Research Study	February/March 2015				
	• Shortlisting and contracting	March/April 2015				

	2.1.b. Design Job Centre pilot model (research) to provide job/employment information to young women and their families on skilling, employment, education and the like	June 2015 (Qtr. 2)	UNDP	IKEA	71300	50,063
	• Develop TOR for the feasibility Study	January 2015				
	• Issue RFP for Market Research Study	February /March 2015				
	• Shortlisting and contracting	March/April 2015				
	2.1.c. Develop resource materials, counselling manuals and the like for the Job Centre	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	75,094
	2.1.d. Design "Hello Job" counselling phone/on line service to support women with information and knowledge (research)	June 2015 (Qtr. 2)	UNDP	IKEA	71300	18,774
	2.1.e. Provide technical assistance to Job Centres to ensure these run smoothly	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	82,603
	2.1.f. Train Job Coaches in the centres to provide coaching to women	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	37,547
	2.1.g. Undertake a Social Marketing Campaign to raise awareness of the centre and its services and improve understanding of benefits of skilling.	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	50,063
	2.2. Skill Women for Jobs					
	2.2.a. Research women aspirations and needs in terms of potential jobs	June 2014 (Qtr. 1)	UNDP	IKEA	72100	100,125
	2.2.b. Build capacity of organizations to provide women friendly skilling	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	75,094
	2.2.c. Improve Core Curriculum and Add Value to Certification process, to ensure its applicability to the Private Sector needs, as well as to allow women to use certificates and seek future opportunities	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	93,867
	2.2.d. Provide new skills or upgrade current skills among women	Dec. 2015 (Qtr. 4)	UNDP	IKEA	72100	125,156

Output 2 By 2017, partnerships established with businesses and government to support the programme and adopt its successes post 2017	2.2.e. Link women with employers through three strategies: Skilling and Job Placement with Corporates; Skilling and Job Placement with Social Enterprises, Skilling with Apprenticeship	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71800	18,773
	2.3. Advocate for Women Friendly Environment for Skilling					
	2.3.a. Undertake advocacy to support women skilling and job placement	June 2015 (Qtr. 2)	UNDP	IKEA	75700	12,516
	2.3.b. Advocate for Women Friendly job placement and skilling	Dec. 2015 (Qtr. 4)	UNDP	IKEA	75700	62,578
	Activity 3: SUPPORT TO GOI					
	3.1. Assess barriers for skilling of non-educated youth and develop conceptual modality for skilling of non – education youth	-	-	-	71300	-
	3.2. Provide direct technical assistance to the government of India to increase quality and quantity of skilling programmes available to young women in India (nature of assistance to be determined).	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71300	50,063
	Agree with GOI areas of TA support needed					
	3.3. Support the GOI in raising awareness about importance of skilling	Dec. 2015 (Qtr. 4)	UNDP	IKEA	75700	50,063
	3.4. Organize "South to South" Knowledge Exchange with GOI	Dec. 2015 (Qtr. 4)	UNDP	IKEA	75700	15,018
	3.5. Facilitate recognition of Indian Skills certificates nationally and internationally	-	-	-	71200	-
	Monitoring and Evaluation	Dec. 2015 (Qtr. 4)	UNDP	IKEA	71800	110,138
Knowledge Management, Communication and Learning	Knowledge Management and Communication	Dec. 2015 (Qtr. 4)	UNDP	IKEA	72400	12,516
TOTAL IN USD	Project staff salaries and project management expenses					1,968,690

	Programme Coordinator	IKEA	60000	108,022
	Project staff salaries	IKEA	71400	439,416
	General Project Costs	IKEA	72200 74000	423,319
	Travel Costs	IKEA	71600	57,571
	Direct Project Costs	IKEA	74000' 64000	89,723
	Annual audit, evaluations, micro assessment costs	IKEA	72100	70,087
		AWP TOTAL IN USD		3,156,828
		7%, 8% General management support (GMS)		241,687
		AWP GRAND TOTAL IN USD		3,398,515

Note: Budget Figures prepared for IKEA are in Euros (as per Budget Format C_ IKEA), these figures were converted to USD\$ using December 2014 ex rate (1Euro=0.799). This exchange rate was used because it corresponds to the budget submitted to IKEA for approval.

II. MANAGEMENT ARRANGEMENTS

Project Implementation Arrangements

1. The project will be executed under Direct Implementation Modality (DIM). IKEA foundation is funding the project. UNDP acts as the Implementing Partner.
2. **Implementing Partner (IP):** The project will be directly implemented by UNDP in cooperation with the Ministry of Skills and Entrepreneurship and/or other relevant Ministries or programmes at Central or State Levels. UNDP will further partner with a number of local institutions (such as NGOs, skilling institutes, business development service organizations) to implement the project activities. UNDP will be responsible for the effective use of resources and the achievement of the project outcomes and outputs as set forth in the document. UNDP will be responsible for all financial management, reporting, procurement and recruitment services. UNDP recruitment and procurement rules will apply.
3. **Project Steering Committee:** Project Steering Committee will oversee the project. There will be one steering committee at a national level. The PSC will meet on quarterly basis and consist of representatives from: UNDP, Xynteo, IKEA Foundation and the Government.
4. An internationally recruited Project Manager will manage the project. The Project Manager will directly report to UNDP Country Director. "Creating Employment and Self – Employment Opportunities in India" project will have a midsize structure with Head Office in New Delhi and four proposed project state offices. In the Head

Office (HO), UNDP will have 1 Project Manager, 1 Senior Project Officer, 1 Project Technical Specialist, 1 Project M&E Associate, 1 Project Associate, 1 Communication Assistant and 1 Admin/Finance assistant.

5. **Agreement on the intellectual property rights and use of logo on the project's deliverables:** In order to accord proper acknowledgement to IKEA Foundation, UNDP for providing funding, logos should appear on all relevant project publications as applicable and adhere to the branding guidelines of the aforementioned agencies.

Funds Flow Arrangements and Financial Management:

6. The project will be directly implemented by UNDP.

In this case, UNDP assumes the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly UNDP would follow all policies and procedures established for its own operations and will be responsible for all financial management, reporting, procurement and recruitment services.

UNDP prepare a budgeted Annual Work Plan on an Annual basis, as per UNDP rules and regulations.

UNDP may identify Responsible Parties to carry out activities within a DIM project. A Responsible Party is defined as an entity that has been selected to act on behalf of the UNDP on the basis of a written agreement or contract to purchase goods or provide services using the project budget. All Responsible Parties are directly accountable to UNDP in accordance with the terms of their agreement or contract with UNDP. The Responsible Party may follow its own procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of the responsible party, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

7. **Audit:** The audit will be governed as per UNDP norms.

8. **Project Closure:** The Project will be operationally and financially completed following closing procedures as per UNDP financial, rules and UNDP Programme and Operations policies and procedures.

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- A. **MONTHLY PROGRESS REPORT:** The Implementing Partner, in consultation with the project teams, will provide brief monthly updates on progress against planned activities and budgets. These monthly reports will be provided in the format provided in Annex 1. These monthly reports will be consolidated, as required, by UNDP's quality assurance team for progress review meetings.
- B. **ONE TIME RISK LOG:** Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This will be completed by UNDP IKEA project, in consultation with implementing partners. Use the standard Risk Log template

- The project will also be reviewed against UNDP's Social and Environmental Standards, and key risks will be entered in the Risk Log. The risk log will be reviewed by the PSC members on quarterly basis and updated accordingly.
- C. **QUARTERLY FINANCIAL REPORT:** The Implementing Partner (IP) will make use of the Funding Authorization and Certificate of Expenditures (FACE) to request for advances and report on expenditures made on a quarterly basis, or more frequently if agreed. The implementing partner must submit the FACE at the end of each quarter, within the first 10 days of the following quarter. Together with the FACE, the project has to send a copy of the bank statement as up to the date of the end of the period reported and the itemized cost estimates of the activities to be funded. The FACE form has to be certified by the designated official from the IP.
- D. In case a project **EVALUATION** is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.
- The project will have two types of evaluations: mid-term stocktaking, and end of project evaluation. The purpose of mid-term stocktaking is to examine project strategies and activities, and apply corrective actions as needed. UNDP will undertake end of the project evaluation given, IKEA Foundation (the donor) has mandated evaluation of the project results.
- E. **ANNUAL REVIEW REPORT:** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The reporting format in Annex 2 will be used to provide brief description of results achieved in the year against pre-defined annual targets.
- F. **ANNUAL PROJECT REVIEW.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

IV. LEGAL CONTEXT -- CLICK HERE FOR THE STANDARD TEXT.

Standard text applies.

V. ANNEXES

Annex 1 – Monthly progress report format

Project Title					
Implementing Partner					
Month/Year					
Annual Outputs	Planned activities	Month of completion	Responsible party	Budget	Monitoring framework
				Amount	Cumulative expenditures
				Progress towards meeting AWP annual outputs	

Follow-up actions	
-------------------	--

Annex 3 - Agreements: as applicable, any additional agreements, such as cost-sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the implementing partner) should be attached.

Annex 4 - Capacity Assessment: as applicable, results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Annex 5 - Guidance Checklists

FREQUENTLY ASKED QUESTIONS ON PROGRAMME AND PROJECT MANAGEMENT (PPM) – includes gender and capacity development

<https://intranet.undp.org/global/popp/ppm/Pages/FAQs-on-PPM.aspx?#Toc316481178>

CHECKLIST FOR REVIEW OF PROJECT DOCUMENTS – includes gender

<https://intranet.undp.org/global/documents/ppm/Checklist%20for%20Review%20of%20Project%20Documents.doc>

ENVIRONMENTAL AND SOCIAL SCREENING PROCEDURE FOR UNDP PROJECTS

https://intranet.undp.org/global/documents/ppm/ESSP_Guidance_19Mar12_English.docx

PROGRAMME DESIGN QUESTIONS FOR SCALING UP

[http://intra.undp.org.in/PIM1/NEW%20AWP%202013%20and%20PRODOC%20\(CPAP%20-%20-%202013-17\)/Programme%20Design%20Questions%20for%20Scaling-Up.pdf](http://intra.undp.org.in/PIM1/NEW%20AWP%202013%20and%20PRODOC%20(CPAP%20-%20-%202013-17)/Programme%20Design%20Questions%20for%20Scaling-Up.pdf)

PRINCIPLES UNDERLYING THE IDEA OF HUMAN DEVELOPMENT

<http://www.in.undp.org/content/dam/india/docs/principles-underlying-the-idea-of-human-development.pdf>

