

SUGGESTED TEMPLATE FOR PROJECT PROGRESS REPORT

Country Office: India / Regional Programme

PROJECT PROGRESS REPORT TEMPLATE**(For Project Board reviews to be generated from Quantum)****REPORTING PERIOD¹: January 1st to December 31st, 2023**

The template below introduces the minimum requirements for the standard reporting done by the Project Manager and team. The report must be reviewed for quality by the Programme Officer. It is envisaged that most of the data will be generated from Quantum if all data is entered and maintained up to date (current discussions ongoing with BPPS/BMS). Annotated guidance is provided and should be removed when using the template.

Project Summary Information	
Project Title	Technical Support to Uttarakhand Workforce Development Project
Project ID	00118971
Project Duration	41/08/2019 - 31/03/2024
Location	Uttarakhand
CPD/UNSDCF/RPD/SP Outputs	<p>UNSDCF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness, and diversification in economic activities that create decent work, livelihoods, and income, particularly for youth and women.</p> <p>SP OUTCOME 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development</p> <p>CPD Output 2.2: Women, youth and other vulnerable groups transition into gainful employment and productive economic activities.</p>
Gender marker	GEN 2
Digitalization marker	Digital Technology: Output partially enabled through digital technology

¹ Periodicity of this project progress report will be determined based on online input; it can be used quarterly, half-yearly, or annually. Once the data from this tool is input into Quantum, one can generate multi-year, annual, or quarterly reports, as the system should be able to aggregate various periods as long as they have been reported. The minimum requirement for Project Board to meet at least once to review progress and risks is annual - per policy.

	Digital Result: Contributing to digital transformation of society and inclusive digital ecosystems
Implementing Partner	UNDP
Total budget	system generated
Donors (funding sources)	Government of Uttarakhand
Budget (annual budget)	USD 1,058,157
Expenditure recorded for the reporting period²	USD 180,421.53
Expenditure recorded for the total project³	USD 568,177.98
Project Manager name:	Dr. Pradeep Mehta

1. Executive Summary

A brief analysis of key project results, achievements, and challenges, highlighting their contribution to the relevant CPD/RPD outcome/output. This could also be activity verification, beneficiaries' feedback, changes brought about by capacity development interventions, etc., depending on the type of intervention and guided by the objectives as per [monitoring policy](#) (track performance, analyze evidence, report on performance and lessons)

To improve the quality and relevance of training at priority Industrial Training Institutes (ITIs) and to increase the number of labor-market-relevant workers through short-term training in Uttarakhand, a project has been signed with World Bank on Uttarakhand Workforce Development. The Country Partnership Strategy of World Bank Group, India expresses that it will contribute to the 12th Five Year Plan target of providing skills training to 400 million workers by 2022. The project will contribute to these objectives by supporting Uttarakhand to strengthen the delivery of skills and training programs to produce higher-quality workers with relevant market skills and increasing access. This state-level skills development project would also play a strategic role in the World Bank's engagement in the skills agenda at the national level. An in-depth experience and lessons from Uttarakhand would inform the national-level engagement and could also provide a demonstration effect. There would be close linkages and synergies between the proposed project and the national-level engagements.

The Uttarakhand Workforce Development Project (UKWDP) has the following three components. Components 1 and 2 use a Result-based Financing (RBF) approach using Disbursement-linked Indicators (DLIs), and Component 3 uses traditional expenditure-based financing.

- Component 1: Improving the Quality and Relevance of ITI Training
- Component 2: Increasing the number of Skilled Workers through Short-term Training
- Component 3: Policy and Institutional Development and Project Management.

UNDP will provide support to the Department of Skill Development and Employment (DSDE) and Uttarakhand Workforce Development Project (UKWDP) in the hiring of a team of professionals and

² Figure is tentative as CDR 2023 is still not ready.

³ Figure is tentative as CDR 2023 is still not ready.

provide capacity-building support through training, workshops, exposure visits, and Knowledge Management along with documentation of best practices.

UNDP as a technical support agency will hire a team of professionals and provide capacity-building support through training, workshops, exposure visits, and Knowledge Management along with documentation of best practices. The team of professionals will help the project in the implementation and monitoring of project activities while as UNDP team of experts will provide timely capacity-building training to strengthen the delivery of skills and training programs and to produce higher-quality workers with relevant market skills and increase access.

UNDP will undertake the following tasks:

- **Task 1:** Recruitment and Management of Professionals/PMU to roll out the project activities in the state.
- **Task 2:** Provide technical support in terms of Capacity building, training, and knowledge management.

Mobilisation of high-quality human resources within the Department of Skill Development and Employment and implementation of capacity building training plan for existing and newly recruited professionals will lead to the direct achievement of the UKWDP objectives of improving the quality and relevance of training at priority Industrial Training Institutes (ITIs) and of increasing the number of labor-market-relevant workers through short-term training in Uttarakhand.

UKWDP outcome: The project will contribute to these objectives by supporting Uttarakhand to strengthen the delivery of skills and training programs to produce higher-quality workers with relevant market skills and increasing access. This state-level skills development project would also play a strategic role in the World Bank's engagement in the skills agenda at the national level. An in-depth experience and lessons from Uttarakhand would inform the national-level engagement and could also provide a demonstration effect. There would be close linkages and synergies between the proposed project and the national-level engagements.

2. Progress Review

a) Key results achieved

Highlight concrete results achieved/underachieved in the reported period, including progress towards gender equality and women's empowerment in the reporting period. If applicable, highlight achievements in digitalization and innovation. What implementation issues were highlighted in the previous reporting period, and how were they managed?

1. **Recruitment and Management of Professionals/PMU to roll out the project activities in the state.**

During the recruitment of professionals for the State Project Implementation Unit (SPIU), the focus was on strengthening the Department of Skill Development and Employment (DSDE) and UKWDP for effective project management that developed an eco-system for coordination and management of the UKWDP Project to ensure satisfactory implementation. UNDP has recruited

technical experts for the UKWDP in functional areas such as Institutional Development, Training and Capacity Building, Procurement and Contract Management, Social Community Development and Gender Specialist, Finance, Monitoring and Evaluation, MIS, and Environmental Settlement Specialist. The professionals have established arrangements to facilitate the implementation of project activities. They also undertook comprehensive situational analysis to identify forms of social, financial, and economic requirements of the aspirants from the state. This also helped the department and project to prioritize interventions and resources while formulating the Annual Action Plan and project targets. The professionals also supported in institutionalizing partnerships with resource agencies, professional service firms, and public and private sectors considering their domain expertise in various functional areas.

2. Provide technical support in terms of Capacity building, training, and knowledge management.

UN Country Team (UNCT) in India draws on internal staff expertise and external experts/organisations to provide demand-driven, quality technical support to all the three tiers of the governments - central ministries (including NITI Aayog), state governments and local governments. Support was provided in areas of (i) capacity development (ii) integrated planning; (iii) budgeting for outcomes; (iv) data-driven decision-making; and (v) communication and advocacy. UNDP has utilized its experts from different programme units to provide technical support and capacity-building training to all the consultants and the regular staff in SPIU in the areas of Gender Empowerment and Social Inclusion.

Under this assignment for UKWDP, UNDP envisages to provide technical support for capacity building and training support and knowledge management. Proposed activities include-

Project Results

A. Capacity building and training workshops.

1. Institutional strengthening for taking forward the USDM agenda.

1. Institutional strengthening for taking forward the USDM agenda: The State skill development policy provides for the remodeling of employment exchanges at the district level as District Skill Development & Employment Information Centre, while in the rural and remote areas in block level, 24 model ITIs/Polytechnics were developed as Skill Development & Employment Information centers. These centers provide skill development training information, employment opportunities, and entrepreneurship-related financial assistance support. The USDM has further converged with local bodies/panchayat and District Administration for the promotion of Skill Development activities and Mobilization.

B. Knowledge management

1. MIS/ Knowledge portal: The portal is developed under the project to promote interactions among various stakeholders, to consolidate the knowledge and data gathered through various activities at one place, and to make this knowledge readily available for the users and community at large.

The portal further provides various data sets, reports, and related studies available for policymakers and management practitioners with a resource to explore, evaluate, synthesize, and learn about

sector/industry and actions at multiple levels of detail for the specific region. This will also result in informing the decision-making process concerning policies or specific measures needed for skill development among local youth.

b) Output progress

Progress reported against each output. Link to the last report submitted, and please mention the status of previously delayed outputs.

Output statement	Baselines Value type	Indicators	Annual Targets	End of the project target	Status: On-track/ off-track / complete	Means of verifications and comment to substantiate the selected response
Output 1: Institutional Strengthening of the Department of Skill Development and Employment to convert select 24 Industrial Training Institutes (ITI) into model ITIs.	15	Number of technical teams in place for the implementation of Utrakhand Workforce Development Project (UKWDP)	18	18	On Track 15	Project expenditure reports
Output 2: Capacity building for new and existing staff of Department of Skill Development and Employment conducted in order to enhance their	15	Number of Project Management Unit (PMU) staff with an enhanced capacity to better facilitate in trainings in converting select 24 ITIs into Model ITIs	18	18	Complete 18	Project Progress Report

capacities in delivering well structured training in relevant fields						
Output 3: Strengthening monitoring and evaluation mechanism under Uttarakhand Workforce Development Project (UKWPD) through converting ITIs into model ITIs, and development of Knowledge Management Products.	0	Number of Knowledge Management Products prepared.	09	09	On-track 01	Project Progress Report

Data sources and references (can be prepared as an annex with details)

Means of verification will require evidence, links, reference, photos, transcripts from exit interviews, feedback surveys, call center reports, phone verification, etc. All methods and means used to collect and report on the results should be described, and links prepared for future reference, spot checking, and verification by independent teams when necessary. It also means that the same expectation will apply when third-party monitors are used.

If the data source involved meetings, then details of meeting participants and matters discussed and agreed actions should be documented as part of the evidence/data source.

3. Communications, visibility, and partnerships

Please provide URLs specific to this project (for example, project websites, social media sites, media coverage, etc.) as far as this is applicable. Note that some of these links would be the evidence and data sources for point no. 3 above.

On partnerships, record if new co-financing (cash contribution, parallel co-financing, or in-kind) has been generated as committed in the project (applies to Vertical Funds projects)

MIS portal: <http://mis-ukwdp.uk.gov.in/>

4. Project risks and mitigation measures

Define key challenges and issues noted, whether new/recurrent/persistent. Describe new risks identified and propose ways to correct a course of action and agreed with responsible members to address these and the timelines. Describe if escalation is required for Project Board or other mechanisms

1. Inability to attract quality human resources for district or block-level positions

Mitigation measures: The project will tap into human resource talent such as Mission Managers who have already worked on similar assignments available with State Government in various programs, and who can contribute to the rural livelihood programme. Further, UNDP will ensure wide outreach of job opportunities through its past and present partner organizations working across the state to attract the best talent.

2. Institutional capacity risk in relation to the staffing of key government officials in the DSDE and the appointment of principals and teachers at ITIs.

Mitigation measures: Support on capacity building and for setting up strong implementation systems. This will enable balancing between achievement of numbers and ensuring quality aspects of the programme.

Risk register must be attached as an annex to the report.

5. Lessons Learned

Document any lessons that will be applied to address challenges or improve the implementation pace. Outline any good practices, as applicable.

The project has so far been able to maintain its pace and deliver as per planned for the most of it. However, there have been issues at certain stages and also on the part of the Government of Uttarakhand where only after multiple rounds of discussions clarity on certain matters were established. This is a key reason for the project to maintain a relatively slower pace.

The key factors responsible for the success of the project have been:

- Proactiveness maintained at the state office to meet with officials and finalize actions on the decided activities.
- Prompting cooperation from the UKWDP team
- Efforts of the Consultants in accomplishing the targets

On the other hand, factors that need fine-tuning for the better delivery of the project are:

- Complete knowledge of process and compliance to the last persons
- Shorter turnaround time of certain activities on the part of the vendors and UNDP, especially with respect to the empanelment of agencies

6. Way Forward

Based on the above, following key issues which need to be addressed/prioritized for next reporting period

<ul style="list-style-type: none"> • Deciding and discussing the scope of activities in consultation with the government for the coming FY. • Prioritize activities, actions, and deliverables. • Focus on the achievement of deliverables by eliciting action from all levels of the UKWDP team. • Clearly defining the scope of work and ensuring zero overlapping of responsibilities between all stakeholders. • Develop a strategy for the accomplishment of objectives with minimal dependency on outside agencies. • In addition, the UNDP state team will ensure weekly and monthly audits of the activities of vendors. The focus of the entire project management unit should be to fulfill the specified activities without being swayed by unexpected, unprecedented expectations of the department and develop a capacity to foresee such situations and render and implement solutions. • Development of Knowledge Management Products i.e., e-learning modules for different ITI trades. • Completion of MIS portal for Strengthening monitoring and evaluation mechanism under Uttarakhand Workforce Development Project (UKWPD) through converting ITIs into the model it is.
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Priority actions for the project and other teams before the next reporting cycle.

Issue/observation	Action to be taken	Responsible	Timeline
Development of Knowledge Management Products	Onboarding of media and communication agency/e-learning module developing agency	UNDP	March 2024
Completion of MIS portal for Strengthening monitoring and evaluation mechanism under Uttarakhand Workforce Development Project (UKWPD) through converting ITIs into model ITIs	Finalisation of work and submission to the department	SPUI, UNDP	March 2024

7. Annexures

Provide links to the sources of evidence (based on entries described in Q2 and 3)

Annexure – Risk Register

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Inability to attract quality human resources for district or block-level positions	Dec-2019	Operational	Impact – 3 Probability – 1	The project will tap into human resource talent such as Mission Managers who have already worked on similar assignments available with State Government in various programmes, and who can contribute to the rural livelihood programme. Further, UNDP will ensure wide outreach of job opportunities through its past and present partner organizations working across the state to attract best talent.	State Head	State Head		
2	The overall risk is Moderate. Institutional capacity risk is rated Substantial. While the technical design is simple, the unfamiliarity with the Result based Financing (RBF) could be a possible factor to slow implementation, particularly during the first year of implementation. Technical Assistance funds will be used by DSDE for additional support, including fiduciary assessments and monitoring and third-party verification that will be inculcated for mitigating the immediate risks and building long-term capacity. There is also institutional capacity risk in relation to the staffing of key government officials in the DSDE and the appointment of principals and teachers at ITIs.	March - 2020	Operational	Impact – 4 Probability – 3	Support on capacity building and for setting up strong implementation systems. This will enable balancing between achievement of numbers and ensuring quality aspects of the programme.	State Head	State Head		

Endorsed by

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