



PROJECT DOCUMENT

Country: INDIA

Project Title: PROMoting Inclusive GRowth through Enhanced Access to Local Livelihood Opportunities, Education to Work Transition and Social Protection Schemes (PROGRESS)

Project Number (): 128824

Project Number (Atlas Output ID): 122693

Implementing Partner: UNDP India

Start Date: 1st April 2021*

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2021

Brief Description

India has been on a high growth trajectory, but the benefits of growth have not been equally distributed. To increase economic empowerment and optimize on India's demographic dividend, creating a strong momentum in skill development and entrepreneurship has been central to the policy goals of growth and distribution of its benefits to unserved/underserved areas and to the large young population. Mega national and state level programmes have attempted to augment the skills of young people. But the skilling and entrepreneurship landscape in India continues to face numerous challenges. Some of the key identified challenges are - need for more robust coordination and monitoring mechanisms to ensure convergence; paucity of trainers with industry experience; mismatch between demand and supply at the sectoral and spatial levels; limited mobility between skill and higher education programmes and vocational education; declining labour force participation rate of women; pre-dominant non-farm, unorganized sector employment with low productivity but no premium for skilling; non-inclusion of entrepreneurship in the formal education system; lack of mentorship and adequate access to finance for start-ups; and inadequate impetus to innovation driven entrepreneurship.¹

To derive optimal benefits, matching efforts on the demand side are required. Robust mechanisms for career guidance and counselling in government educational institutions and opportunities for work exposure could promote informed and aspirational vocational pathways for the youth and women and help mitigate low and declining female workforce participation rates, high drop-out rates, and the mammoth not in education, employment, and training (NEET) segment while opening avenues for the supply of a skilled workforce for the growing productive sectors. These imperatives have acquired extreme urgency due to the impact of the COVID pandemic on growth, employment, and livelihoods; particularly of vulnerable sections such as migrants returning in large numbers to their homes in underdeveloped regions and states. Furthermore, with the multi-pronged challenges the COVID-19 pandemic has created – especially for the economy and livelihoods – building back with a focus on resilience, sustainability, and skill development for a 21st century green economy provides a unique opportunity for inclusive skill development.

In the above context, the proof-of-concept of demand-side strategies has been demonstrated at a significant scale under the UNDP-implemented 'Economic Empowerment of Women in India or the Disha Programme' (2015-2020). The Disha Programme was designed to address some of the key gaps and challenges mentioned above, with particular attention to the declining women workforce participation level, the mismatch between demand and supply at the sectoral and spatial levels, and building the continuum from education, to skilling, to livelihoods.

This programme will build on the experience and the partnership base of Disha but keeping in view the long-term adverse socio-economic impact of COVID, intense work on local livelihoods for green growth – through nature-based solutions which promote a greener and job-rich economy – and expanding digital capacity and access to social security will be essential. A key focus of the programme will be on developing alternate approaches and intervention design for education to work transition responding to the swift changes on account of the pandemic. The programme will be rolled out in close partnership with the Central and State Governments and will leverage partnerships with private sector actors, financial institutions, educational and vocational institutes, training partners, and the community to fill the gaps through innovative approaches and practices. Similarly, it will leverage flagship public programmes such as the 10,000 Farmer Producers Organizations initiative.

¹ Annual Report 2019-20, MSDE, pg 6. <https://msde.gov.in/sites/default/files/2020-12/Annual%20Report%202019-20%20English.pdf>

The private sector will be a key stakeholder in all aspects of this programme through their core mandate and competencies in fostering links with the market, and financial and technological platforms. It is presumed that close cooperation with the private sector will allow for the sustenance and scale of prototypes that can reach out to a large beneficiary base. While on-ground outputs will be demonstrated through convergent action in 25 Accelerated Programming Districts across partner states, a solid component of policy, knowledge management and evidence-based advocacy will work towards robust replication and upscaling strategy.

Pathways of engagement shall include mobilisation and creation of a cadre of managers/mentors at community level, leveraging career guidance & counselling (secondary schools and colleges/universities) networks based on aspirations of young people, training of trainers, strengthening producer-based 'value/supply' chains; micro-enterprise promotion and apprenticeship promotion with industry associations and private sector actors; and strengthening the government's social protection architecture. The programme will extend support to state and central government on outreach and implementation of flagship schemes and programmes, wherever required. Apart from providing policy and research inputs, UNDP intends to provide a platform for discussion, and sharing of good practices in the spirit of south-south collaboration.

This programme will be anchored under UNDP Signature Service1: Poverty and Inequality and Signature Service 6: Gender Equality and attempt to leverage regional and global experience under these service lines.

Focus states: Delhi, Haryana, Maharashtra, Telangana, Karnataka, Odisha, Madhya Pradesh, Uttarakhand, Gujarat, Uttar Pradesh and North East Region (NER)

These focus states have been selected considering UNDP's previous and ongoing engagement through UNDP state office and demonstration projects such as Disha that allow for scaling of successful interventions, to maintain regional balance, to have a proper mix of high performing and low performing states on HDI for knowledge transfer and experience sharing coupled with interest of funding partners.

Target Beneficiaries: Vulnerable occupational groups (farmers, artisans, nano/micro entrepreneurs, informal workers) with a focus on youth, women, tribal, persons with disabilities, LGBTQ+, minorities and migrants

Contributing Outcome (UNSD): By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas

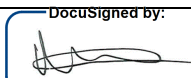
Indicative CPD Output(s): **Output 2.1:** Models with large-scale replicability, integrating employability, skilling, employment and entrepreneurship targeting women and poor people are developed
Output 2.2: Poor and vulnerable have the capacity, options and opportunities to move out of deprivation.

Output 2.3 Partnerships for skill development and integrated housing solution forged between government, private sector, multilateral and bilateral agencies, vertical funds, CSR and foundations.

Gender marker: GEN 2

Total resources required:	USD	14,685,206
Total resources allocated:	UNDP TRAC:	500,000
	Donor:	5,400,000 ²
	Government:	2,200,000
	In-Kind:	
To be Mobilised:		65,85,206

Agreed by (signatures)³:

UNDP	
Print Name: Ms. Nadia Rasheed	
Designation: Deputy Resident Representative	
Date:	

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² Includes secured funding from SAP Labs, Nayara Energy, Marico, HSBC, Larsen and Toubro Public Charitable Trust, Larsen and Toubro Infotech for 2021-24. Some Expenditure incurred under the Project Initiation Plan (PIP)

The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

*Dates including of six months of pre-project activities

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I. DEVELOPMENT CHALLENGE

India is one of the world's fastest growing economies and its demography (favourable proportion of working to non-working age population) has opened-up a window of strong growth opportunities over the next two decades. Particularly noteworthy is the fact that India is home to the largest population of youth in the world. The youth⁴ constitute 28 per cent of India's total population and have a contribution of over 34 per cent in the country's national income estimates.⁵

The policy thrust on skill development to harness the potential demographic dividend received a boost with the setting up of the full-fledged Ministry for Skill Development and Entrepreneurship (MSDE) in 2014. The Government has been putting in place measures to meet its own demand and position India's skilled workforce to fill the expected shortfall in the ageing developed world. Considerable progress has been made in terms of the institutional development objective with the setting up of the National Skill Development Corporation (NSDC) in a Public Private Partnership (PPP) mode, constitution of 38 Sector Skill Councils (SSCs) with over 600 corporate representatives in their Governing Councils, putting in place the National Occupational Standards (NOS) involving employers (through SSCs) and specification of qualification packs for every job role as well as setting up of the National Council for Vocational Education and Training (NCVET)– to regulate the functioning of entities engaged in vocational education and training, and establish minimum standards for the functioning of such entities and setting up of District Skill Missions/District Skills Committees to enable decentralised planning. In addition, mega skilling programmes such as the *Prime Minister Kaushal Vikash Yojana* (PMKVY) and its rural version, the *Deen Dayal Upadhyaya Grameen Kaushal Vikas Yojana* (DDUGKY) have been rolled out. All these are a part of the ambitious National Skill Development Mission with a collective target to train 400 million Indians by 2022. This Mission is expected to gain from the New Education Policy (NEP) announced in 2019 placing considerable emphasis on work exposure.

There has also been considerable focus on enterprise promotion at various levels including at the grassroots. The flagship initiatives for the latter include the 'JAM Trinity' (Jan Dhan⁶-Aadhaar⁷-Mobile) and the Pradhan Mantri MUDRA Yojana (PMMY).⁸ Under NITI Aayog, a flagship programme called Atal Innovation Mission has also been established to strengthen the ecosystem of entrepreneurship and innovation in India. Similarly, revitalisation of value chains such as in agriculture and artisanal sectors has been on the policy agenda through programmes such as creating 10,000 farmer producers' organisations (FPOs) to boost agricultural incomes.

The above measures have led to impressive augmentation on the supply side. Yet, feedback from periodic surveys and targeted programme evaluations and studies show that considerable distance needs to be covered for the twin goals of growth and inclusion to be fully met. UNDP's Country Programme Document (CPD) for 2018-22 takes note of the challenges in the skill development sector that includes skills gap and mismatch between demands of the private sector and supply of skilled labour for the job market. Further, the lack of systematic analysis on value-chains and producer-cooperative opportunities leaves a gap in understanding on how to effectively improve the conditions of those at the bottom of the pyramid.

Of particular concern, as discussed below, is the low and declining female workforce participation rate and unprecedented disruptions caused by the COVID-19 pandemic on livelihoods, resulting in exacerbated inequalities. Informal workers,⁹ people who are on the fringes, and those living in poverty are highly vulnerable to falling into poverty or facing deepening poverty.

⁴ The 'National Youth Policy of India' (2014) defines youth as persons belonging in the age group of 15-29 years.

⁵ These figures are according to Census data (2011) and would be higher in this reference year 2021.

⁶ Under the *Pradhan Mantri Jan Dhan Yojana*, zero balance bank accounts were established for millions of Indians. This proved very opportune for relief through cash transfers during the national lockdown in quarters 1 and 2020.

⁷ National level identity card that is acceptable for many important transactions.

⁸ Pradhan Mantri MUDRA Yojana (PMMY) is a scheme launched by the Hon'ble Prime Minister on April 8, 2015 for providing loans up to Rs. 10 lakh to the non-corporate, non-farm small/micro enterprises.

⁹<https://home.kpmg/content/dam/kpmg/in/pdf/2020/04/potential-impact-of-covid-19-on-the-Indian-economy.pdf>

Rising Youth unemployment: Recent surveys on employment-unemployment in India point to a mismatch between education and labour market requirements resulting in high unemployment rates among youth, due to lack of adequate/relevant skills or lack of quality employment opportunities in the labour market. The Periodic Labour Force Survey (PLFS) for the period July 2019-June 2020 reported very high unemployment rates for the youth (15-19 years). For rural males, the unemployment rate was 13.6 % and for rural females, it was 10.3 %. For urban males, the unemployment rate was much higher at 18.2 % and for rural females it was 24.9%. , Though it is expected that the young population with 'industry-relevant' formal vocational training would have better job prospects, but around 33% of the formally trained youth were reportedly unemployed in 2017-18. Among youth who did not receive such training, 62.3% were out of the labour force. Thus, the growing number of NEET¹⁰ is posing a serious challenge, as their numbers have increased from 70 million in 2004-05, to 116 million in 2017-18.

Low and declining Female Labour Force Participation Rates (FLFPR):

The ability of women to participate in the labour force is dictated by various economic and social factors that interplay at many levels, starting from the household. For instance, women in India are disproportionately burdened with the responsibilities of unpaid care work. Thus, while in education access and enrolment, India has nudged towards gender parity, the job sector hasn't been able to absorb educated and skilled women due to the nature of the work (labour intensive, non-traditional sectors for women, lack of jobs in rural areas etc). , Safety and mobility constraints, societal norms and biases, policies that encourage employment are largely gender neutral in nature whereas gender-sensitive policies need to be contextually developed.

Hence, even with many gains in education, there is a serious contra trend in FLFPR. India has one of the lowest FLFPR in the world, ranking 120th among the 131 countries for which data is available. According to a pre-COVID World Bank report, only 27 percent of women 15 years or older are working or actively looking for a job. Moreover, India's FLFPR is uniquely low for all levels of education. About 65 percent of Indian women with college degrees are not working, while it stands at 41 percent in Bangladesh and only 25 percent in Indonesia and Brazil. This is a matter of great concern.

The missing middle-entrepreneurship and MSMEs: A survey of nearly three hundred thousand non-agricultural enterprises by the National Statistical Survey Organisation (NSSO) in 2015-16 indicates that while number of enterprises increased by 10% but over 84% of these enterprises are family-run with no hired workers and operate almost at the subsistence level. Moreover, these enterprises are concentrated in urban areas and in a handful of states, with nearly half of the 6.3 crore enterprises located in just five states (Uttar Pradesh, Bengal, Tamil Nadu, Maharashtra, and Karnataka) and a quarter in just the first two. Only about 20% of these enterprises are owned by women.

India also has a huge problem of missing middle enterprises i.e., for every 100 enterprise, approx. 95 are micro enterprises and only 4 small and medium and 1 large companies. Most micro enterprises find it difficult to grow and become small or medium enterprises. While slow demand growth, lack of institutional credit facilities, technology and skills are some of the main factors affecting enterprises performance of all sizes but worst affected are these missing middle micro and collective enterprises. Their financing needs and demand are large for micro finance institutions but too small and fragmented for banks, financial institutions. Because of heterogeneity, fragmented nature, and weak techno managerial capacities; servicing their technology, raw materials and market access needs are not found to be too attractive and cost effective for large, organised public and private service providers.

The COVID-19 pandemic has hurt the businesses in general but most stressed are the micro and small enterprises specifically the large number of informal enterprises and new paradigms are required to sustain the financial health of MSMEs and to protect the large employment base dependent on them. These enterprises will need special attention given that the 90% of the 55 million MSMEs in India which employ roughly 120 million people and account for almost one third of the country's GDP and 45% of exports¹¹ are informal in nature.

¹⁰ NEET refers to the category, 'Not in Education , Employment or Training'¹¹ <https://www.outlookindia.com/website/story/business-news-msmes-are-backbone-of-economy-need-urgent-financial-and-regulatory-support-former-secretary-at-goi/357802>

¹¹ <https://www.outlookindia.com/website/story/business-news-msmes-are-backbone-of-economy-need-urgent-financial-and-regulatory-support-former-secretary-at-goi/357802>

Untapped potential in the farm and non-farm sectors: While the farm sector in India is witnessing considerable transformation in terms of diversification, there is evidence of distress amongst the predominant small and marginal farmer communities. Due to socio-cultural factors, women farmers who have come to dominate agriculture are particularly disadvantaged in terms of formal ownership of assets, and in access to credit and training. Artisans in the handloom and handicrafts sector constitute the largest unorganised sector in the country after agriculture and play a crucial role in employment generation and economic growth. Both these major occupational areas have been affected severely by the COVID-19 pandemic and similar weaknesses in the value chain are visible. These value chains must be transformed to new levels to enhance incomes of the existing participants but also to accommodate large number of migrants who have returned home.

Equally, under a new multi-generational paradigm, the traditional value chains need to open a range of non-traditional and market facing job roles for the educated new generation. In both the farm and non-farm sectors, there is a need to analyse gaps and opportunities not only to increase efficiency but also to make space for enterprises, particularly youth-driven enterprises, which can come in with innovative and disruptive solutions.

Gap in social protection for the pre-dominant own-account and informal sector workers: The delivery of social protection schemes and programmes in India have institutional capacity issues and implementation bottlenecks that limit the access to social protection. For instance, the portability issue of schemes beyond state boundaries limits the uptake of social protection for people on the move. Similarly, other issues such as exclusion and inclusion errors, lack of awareness of schemes and programmes, lack of convergence amongst government departments with a social protection focus are critical barriers in providing social protection to the vulnerable population. The impact of the COVID-19 pandemic on employment and livelihoods has led to greater dependency on social protection schemes such as MGNREGA which saw 125 million households apply for the scheme between April and July 2020, a 40% hike as compared to the same period in 2019. It has brought in a new sense of urgency to this area. Efforts by UNDP over the past one year have reached out to nearly 1 million people across the country and have shown a lot of promise in connecting individuals to various social protection programmes of the government and will be further replicated and upscaled under this programme.

Need for demand-side orientation for a new education to livelihood transition paradigm: Many of the above development challenges have a common core of skewed or inadequate mechanisms for smooth and effective education-to-livelihood transition for the youth. Absence of career guidance in government educational institutions at the school and college levels, low exposure of students to the world of work and the low involvement of the business sector in skilling have resulted in severe gaps in terms of informed and aspirational career choices. Limited institutional capacity and lack of coordination between local ecosystem actors such as District Skills Council, Industry Associations adversely affect the intended outcome of policy and support programme measures. These in turn are responsible for high drop-out rates from education, skilling, and jobs, very high numbers in the NEET category referred to above as well as lack of employability skills and rising unemployment. The implementation of the New Education Policy (NEP), 2020 which is aligned to the above concerns, provides a perfect opportunity to confront these challenges and needs.

Large Inter-state Disparities in Education to Work Transition Trajectory in India

In-depth School to Work Transition (S2WT) diagnostics have been carried out in many countries to take a structured view of the above trends and to delineate suitable policy responses. In India however, in the absence of any mechanism for rigorous S2WT diagnostics, the myriad of data points emerging from NSS, the Periodic Labour Force Surveys (PLFS) and numerous other sources are yet to come together to support evidence-based policy discourse. The challenge in addressing the highly dismal trends in female workforce participation rates (FWFPR) in India is one of the important manifestations of this gap. UNDP partnered with the Institute of Human Development (IHD) New Delhi to design an Education/School to Work Transition Index for states in India. This exercise has served to highlight the large extent of divergence in the pace and quality of education to work transition amongst states in India and to outline its policy implications.

- **States/UTs with high SWTI score of 0.583 and above:** The top seven ranking states in overall SWTI score are Tamil Nadu (0.695), Karnataka (0.638), Himachal Pradesh (0.631), Delhi (0.630), Kerala (0.603), Maharashtra (0.593) and Gujarat (0.586).
- **States/UTs with moderate SWTI score from 0.430 to 0.582:** The moderately performing major states in overall SWTI score are Haryana (0.582), Jammu & Kashmir (0.538), Punjab (0.570), Uttarakhand (0.550), Andhra Pradesh (0.540), Telangana (0.537), Chhattisgarh (0.528) and Rajasthan (0.483).
- **States/UTs with low SWTI score up to 0.429:** The major states with low SWTI score are Bihar (0.245), Uttar Pradesh (0.384), Jharkhand (0.384), Madhya Pradesh (0.422), Odisha (0.426), West Bengal (0.427) and Assam (0.429).

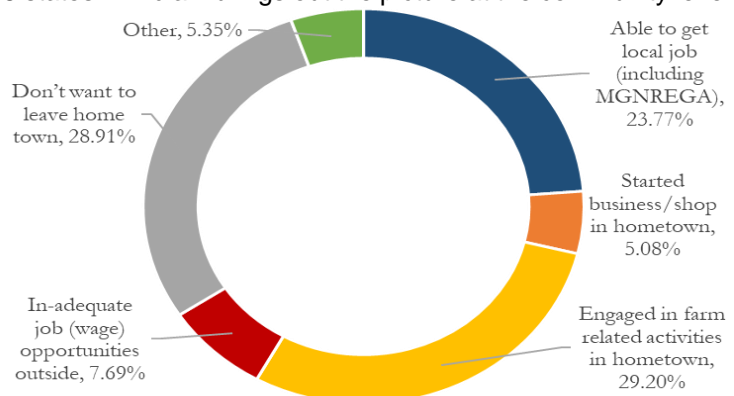
In many of these states with low SWTI, the youth female work participation and engagement in decent employment is low and possess high proportion of youth female in the NEET category. The fact that states with low SWTI such as Bihar and UP are the ones that that will experience a youth bulge in the coming years flags the urgency for deeper understanding of the structural issues and remedial measures at the state, district, and sub-district levels. Similarly, such diagnostics are necessary for deeper insights into the endemic problem of low and declining female work participation rates. UNDP envisions SWTI as central to the inclusive growth agenda for India and will endeavor to create a robust institutional base to anchor such work.

(Source: UNDP-IHD report, Strategies for Promoting Education to Work Transition Landscape in India, 2021)

Large digital divide: With more than 630 million subscribers, India has the second-largest internet user base in the world. Also, the mobile data prices in the country are amongst the lowest in the world. Yet the deficit in digital access is huge. Even before the pandemic, only 23.8% of households across the country had access to the internet. Of the 66% of India's population that resides in rural communities, only 14.9% have internet access compared to 42% of urban households. Similarly, 36% of Indian males have mobile internet access compared to only 16% of females. Digital inclusion is essential to a strong recovery from the pandemic. As nations worldwide attempt to recover from the novel coronavirus, the 'new normal' becomes more digital than ever. The COVID-19 outbreak has exposed and expanded the divide between private and government educational institutions.¹² Digital power has also become critical for market access for agricultural and artisanal value chains on which the livelihoods of the masses depend. Moreover, the pandemic has brought out the significance of digital means for connecting masses with social security measures.

COVID-19 pandemic's adverse socio-economic impact : According to a recent UNDP report, there are 640 million multidimensionally poor people in Asia and the Pacific, and the pandemic may double this figure.¹³ A UNDP scoping study covering migrants across 8 states in India¹⁴ brings out the picture at the community level and therefore, provides some useful insights into possible solutions. Some of the main findings as at the end of December 2020 were:

- 41% of the respondents were laid-off due to COVID-19 and 23% voluntarily left their jobs. Of those who voluntarily left their job, 62% were inter-state female migrant workers.
- The recovery has been K-shaped. Casual workers were most affected, and their income fell by 59% from February to July 2020. In November 2020, incomes were still about 28% lower than pre-lockdown levels. 9.6% of the respondents who were casually employed in February 2020 were still unemployed.
- 30% of women reported that their families had to take another loan as one of the means to repay previous debts and 20% used previous savings as one of the means to repay the debt.
- 61% of respondents who did not receive the benefit from PMJDY reported being in debt while around 36% of the respondents who received PMGKY benefit reported being in debt in December 2020.
- Majority of the respondents chose not to migrate again after easing of restrictions.



UNDP's experience and ongoing work: In 2015, UNDP launched the highly ambitious Disha Programme or "Creating employment and entrepreneurship opportunities for women in India" under a partnership with the IKEA Foundation and the India Development Foundation (IDF). The goal of this programme rolled out across 5 states (Delhi, Haryana, Karnataka, Maharashtra, and Telangana) was to explore the paradox of very low and declining FLFPR even while India's growing business sector reported of shortages in the availability of skilled personnel, and skill development programmes expanded rapidly. In-depth diagnostics under a 6-month

¹² <https://www.borgenmagazine.com/digital-divide-in-india/>

¹³ UNDP Report (2021), Responding to the COVID 19 Pandemic.

¹⁴ This report is yet internal and not published.

scoping phase led to deeper work on proof of concept of demand-side solutions through four programming models, each corresponding to a large stakeholder group.

The new programming tools and instruments developed under Disha have gained wide currency and application. The independent end-term evaluation of the Disha Programme by Dalberg Consulting concluded that at key stages in the skilling value chain, Disha created and tested scalable solutions which directly enabled women to secure marketable skills, connect to jobs and/or start their own enterprises. Towards economic empowerment, the evaluation concludes that Disha has done exceedingly well in building agency of women and in increasing confidence levels to enable them to make informed choices. Most women who have started jobs or enterprises through Disha express high levels of satisfaction with the programme and report an increase in confidence and agency. As high as 97% beneficiaries of Disha feel more confident about their jobs, about running their business or about selling agricultural/handicraft products. On average, ~88% of these women feel that their agency has increased on household decisions. Disha made progress on creating meaningful change in the skilling and employment eco-system and developed promising models that are starting to see momentum and can move towards sustainable impact with more concerted efforts. Disha has established strong convergences in the ecosystem and enabled meaningful public-private partnerships through three primary modalities: industry-led implementation, demand-supply linkages, and knowledge and advocacy.

The challenges and parameters outline above are likely to become far more severe in the aftermath of the devastating second wave of the pandemic that started in March 2021 and it is imperative to embrace this unique time and challenge to rebuild the economy with a vision towards sustainable livelihoods– especially for the youth and women– with a mission towards building transferrable skills for the future, strengthening resilience and green recovery. Lasting local solutions must be planned around ecology and environment, enhancing green recovery strategies which create jobs, enhance livelihoods, and mitigates the ecological crisis. It is also critical to combine livelihoods promotion measures with social security measures as the COVID-19 pandemic has exposed deep-rooted flaws in our social protection system. The programming strategy and tools developed and tested under Disha have a special role to play in reinvigorating livelihoods, particularly in rural areas which have seen large numbers of migrant returnees.

II. STRATEGY

The section above points to the multiple vulnerabilities that young people and women from socio-economically marginalised sections face. While progress has been made in terms of the supply side measures through mega national programmes such as Prime Minister Kaushal Vikash Yojana or PMKVY, SANKALP, National Apprenticeship Scheme or NAPS), considerable efforts on demand-side strategies and related measures are required to achieve the desired level of access to livelihoods for youth, women, those from the vulnerable sections of society, particularly rural areas and engaged in traditional value chains such as agriculture, handlooms, handicrafts , etc. These vulnerabilities have increased many folds due to the COVID pandemic. In this context, support for robust outreach and implementation of national programmes at the district/sub-district level through strengthening of the capacity of District Skill Missions/District Level, and capacity building of human resources are of vital importance. So is the application of digital means.

Access to social security has become even more important to secure livelihoods of the marginalised in the post COVID-19 period as usual earning opportunities stand disrupted in the short to medium term. With approx. 60% of the population (about 700 million) in India being directly dependent on climate-sensitive sectors such as agriculture, fisheries and forestry for livelihood, there is an increased consensus and strong need on building back the economy with green recovery as a critical pillar for planning ahead to ensure environmental protection, economic development, and social inclusion. Therefore, it is imperative to plan for resilience building through nature-based solutions among communities. Under this programme, significant focus would be given to adopting ‘Green Recovery’ as a key response strategy. The loss of lives and economic setbacks have led to the emergence of the ‘build back better’ movement, which aims at an intergenerational effort¹⁵ to

¹⁵ UNEP (2020). <https://www.unep.org/news-and-stories/story/building-back-better-why-we-must-think-next-generation>

accelerate the transition to a zero-carbon future while strengthening capacities to reduce risks, manage disasters and enhance preparedness for future shocks. Green Recovery strategy aims to promote and scale capacity building, training, reskilling and upskilling to strengthen nature based local livelihoods, green jobs, and eco-entrepreneurship. Green recovery processes would emphasise a resilient recovery which improves existing systems, strengthens institutional structures, develops policy imperatives, and most importantly leads to sustained and long-term growth.

UNDP Country Programme Document's (CPD) mid-term review report has highlighted that the four models emerging from the Disha initiative offer innovative solutions to economically empower girls and young women belonging to marginalized communities. The mid-term review further recommends that it is important that the new initiatives are sustained over the next cycle for realizing a longer-term impact. The focus on key enablers – employment / green jobs, entrepreneurship, and innovation – needs to be maintained. Efforts towards this end would be pursued with vigour. Innovative and scalable solutions such as creation of women sourcing managers, the mini-MBA programme, the *Biz-Sakhi* programme (women and youth socio-economic empowerment) would be customised and mainstreamed to enable inclusive growth and enhance gender equality. The PROGRESS Programme is committed to helping people from socio-economically marginalised sections achieve their potential. The programme would support them to identify and access meaningful long-term employment and local livelihood opportunities through support for career guidance, transferable skills and digital skills, tailored work placement opportunities at the local level to hone their skills, opening-up of new job roles in traditional value chains for the educated new generation and a menu of measures including local mentorship for entrepreneurship.

Success in terms of outcomes and impact will also be dependent on the programme engaging effectively with the Central and State governments to leverage policy support, and public programme and resources towards large scale roll out and impact. Similarly, considering the growing strength of the business sector in India in terms of capacity and resources, linkages with the private sector through business associations (apex and local) will help create all-round multiplier effect.

Understanding that women and youth (including young women) are not monolithic groups but contain several diverse strands with unique needs and aspirations, the PROGRESS programme will contextualize interventions and strategies depending on the target beneficiaries. Leveraging the rich learnings and experiences of Disha and other projects, a new set of initiatives that can help bridge the economic, social, and environmental gaps in sustainable growth constitute the core of the PROGRESS programme. The **programme strategy** incorporates the following key elements:

- a) ***Integrating Sustainable Development Goals (SDGs) in core planning processes:*** SDGs provide a framework for integrated economic, environmental, and social solutions. The essential elements are further integrated by the application of the principle of universality – 'leaving no one behind'. This programme attempting to place creation of decent jobs, job readiness and local livelihoods opportunities in a demand-led manner and equitable access to social security at the centre of economic policy making and development plans resonates with the ethos and solutions under SDG 8 (Decent Work and Economic Growth), SDG 1 (Reduce Poverty), SDG 5 (Gender Equality), SDG 10 (Reduced Inequality) and SDG 17 (Strengthen Partnerships). UNDP's special mandate in SDGs, *convergence with the considerable work under way with NITI Aayog on monitoring progress in Aspirational Districts and SDGs (including at the state level through SDG Coordination Centers) and the proven capacity of UNDP towards strengthening evidence base, data integration, knowledge transfer, stakeholder alliances, monitoring, evaluation, and research (MER) will be valuable in this context.*
- b) ***Mainstreaming demand-side strategies at various levels:*** UNDP has been able to make significant contributions, both in terms of the demand-side programming paradigm and in instrumentalities. Tried and tested innovative solutions would be further adjusted to account for the emerging realities and priorities for robust, effective, and impactful programme delivery. For example, career guidance must, in the current world, focus more on local opportunities and make intensive use of digital and mobile technology. Similarly, District Skill Committees (DSCs) having a mandate to develop skills planning and ensure effective implementation and monitoring would be provided on

ground technical support to develop demand driven plan, quality proposals and targeted implementation with improved outcome.

- c) **Economic empowerment of women:** The COVID-19 pandemic has accentuated gender inequity from the already very low FLFPR base. The reasons are multi-faceted, from gender-based constraints that bind women to their origin locations, growing burden of unpaid domestic and care work, gap in digital access capacity impacting their means of livelihood, leading to their relegation to more burdensome and low paying roles in farm and artisanal value chains. Local livelihoods promotion, now more than ever, requires an urgent need for economic empowerment of women. Towards this, the following areas will be prioritised:
- Support women in making informed and aspirational educational and vocational decisions through career guidance and counselling support, especially in govt educational/vocational institutions.
 - Facilitate and lead collaborative approaches for local jobs, especially in peri urban, semi-rural and rural areas.
 - Identify and support in creating new job roles and leadership roles for women in traditional value chains including for those from the educated new generation.
 - Encourage micro-enterprises and self-employment in both rural and urban areas.
 - Promote leadership and managerial roles for revitalisation of the local livelihood base and for the spread of social security coverage.
 - Engage with men and boys through behaviour change campaigns and nudge pilot initiatives.
- d) **Focus on green recovery and green jobs:** The devastating second wave of the COVID-19 pandemic in India resulting in increased reverse migration confirms that deeper and more lasting solutions to generate local livelihood opportunities will have to be designed and implemented. Here, paradigms such as green recovery and short-loop value chains acquire considerable importance. Sustainable efforts in this direction will be possible only through capacity building of local youth, the migrants, and particularly women to revitalise local value chains and enterprise opportunities. Green recovery will focus on increasing resilience of small holder farmers, artisans and communities by enhancing access to food security and income; creating eco-entrepreneurs who bring forth system change which are oriented towards the environment; and promoting green jobs which are linked to energy efficiency and having a positive impact on the planet. The green recovery strategies will aim at preserving resources while diversifying incomes, promote green industries and create jobs. By 2030, the green economy is expected to create almost 24 million green jobs.¹⁶ The green recovery process is aimed at being inclusive by focusing on women, people with disabilities, LGBTIQ and youth. Through green recovery, PROGRESS will adopt a one UNDP approach by working closely across units working on renewable energy and one-health, while creating new jobs and stimulating the economy. The considerable experience gained by UNDP in this domain will be applied and replicated across states.
- e) **Mainstreaming digital solutions and capacities:** Enhancing digital literacy of underserved communities, especially women and aspiring and emerging entrepreneurs, is critical to ensure they participate effectively in the economies of the future. Despite their potential, women are heavily underrepresented in the digital world, particularly in rural settings where access, cost, and other socio-cultural factors limit their ability to engage with basic technologies. The COVID-19 pandemic has flagged the urgency for correcting such imbalances and inequities to be able to leverage the enormous possibilities that adoption of digital solutions provides. UNDP has a rich menu of experience in digital applications in areas such as career guidance and counselling, learning and skilling, employment matchmaking, and market access as well as access to social security. These will be systematically mainstreamed into programming strategies rather than being stand-alone tools. Enhanced capacity and leveraging of emerging digital tech and platforms would drive growth, efficiency and sustainability for farmers, artisans, informal sector workers, women, and youth micro entrepreneurs and self-employed. Digital solutions are also going to be critical to ensure that supply chains and financial and market linkages remain robust and resilient in the face of future crises.

¹⁶ <https://www.un.org/sustainabledevelopment/blog/2019/04/green-economy-could-create-24-million-new-jobs/>

- f) **New programming and partnership paradigms/approaches:** The programme is proposed to be implemented across 14 states, namely Delhi, Haryana, Maharashtra, Telangana, Karnataka, Odisha, Madhya Pradesh, Uttarakhand, Gujarat, Uttar Pradesh and NER (Assam, Meghalaya, Mizoram). To ensure desired level of convergence of efforts, especially amongst the UN system partners, 25 districts will be identified as Accelerated Programming Districts. UNDP's considerable experience and insights gained in terms of collaborative approaches will be converted into more organised platforms and instruments that could be applied on scale in a cost-effective manner. These range from the role of the private sector in career guidance, work exposure and skilling to employment and market access. UNDP will also focus on ensuring long-term sustainability by building the capacities of community leaders (with a focus on girls/young women) to act as catalysts and mentors to youth in communities with various possibilities in skilling and jobs/entrepreneurship. It will also be essential for the programme to extend support to strengthen capacity of local ecosystem actors such as District Skills Council, VTP trainers, collectives to address structural factors of exclusion and lack of coordination, to promote inclusive local livelihood security through decentralized planning and to offer progressive and inclusive social protection systems

UNDP's long-standing working relationship with Central Ministries/Departments, especially MSDE and with state governments will help anchor this programme within their policies and programme priorities. Such policy leverage and programme convergence are critical for achieving scale and multiplier effect.

- g) **Instituting feedback loops:** UNDP has developed many scalable models which have had significant impact on women, youth, and entrepreneurs from marginalized communities. These models, which are prescriptive in nature, allow for a great degree of variability and customisation which can be contextualised, replicated and scaled-up. This will be supported with a robust concurrent monitoring and evaluation (M&E) mechanism to ensure responsiveness of the programme to current needs and realities of vulnerable communities, towards enhancing their capabilities, creating access to entitlements, and responding to new and emerging challenges towards reducing inequalities. Such M&E arrangements, including data science analytics dashboards, will also provide constant feedback to fine-tune the implementation of the programme and support advocacy efforts for scale-up.

The proposed programme links with the following outputs of the UNDP Country Programme Document (2018-2022):

Goal (Strategic Plan Outcome)	Advance Poverty Eradication in all its Forms and Dimensions
UNSDF outcome 1	By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas.
CPD Outputs	<p>2.1 Models with large-scale replicability, integrating employability, skilling, employment, and entrepreneurship targeting women and poor people are developed</p> <p>2.2: Poor and vulnerable have the capacity, options, and opportunities to move out of deprivation.</p> <p>2.3 Partnerships for skill development and integrated housing solution forged between government, private sector, multilateral and bilateral agencies, vertical funds, CSR and foundations.</p>

The **theory of change** guiding this programme is based on the Mid-Term Review of the CPD 2018-22 and the learning and experiences of Disha, other skilling, entrepreneurship and livelihood development projects, and the COVID-19 response initiatives to expand access to jobs and restore livelihoods.

UNITED NATIONS DEVELOPMENT PROGRAMME



PROJECT DOCUMENT

Country: INDIA

Activities

- Strategic partnership with the government, private sector, civil society, think tanks, research institutions and setting up of national/state level platforms
- Capacity building and technical support, outreach, and awareness activities on flagship public schemes addressing skilling and employment, education to work transition and livelihood issues
- Design and pilot of innovative financing mechanisms
- Conduct evidence-based policy research, develop policy briefs and support data integration
- Organise regular knowledge exchange consultation/ workshop/ conferences to disseminate learning and support policy dialogues

- Career guidance and counselling services, 21st century skills training for youth to bridge the employability gap
- Mapping of apprenticeships/internships/job opportunities and matchmaking between youth and employers
- Mentoring, handholding, and incubation support to youth-led enterprises
- Facilitating partnerships between industry (including associations) and educational institutions including guest lectures, exposure visits, job fairs, awareness programmes, etc.
- Training of faculty members of skilling and vocational institutions on Career Guidance and Counselling and exposure visits to industries for delivering industry-relevant training
- Nudge pilots and campaigns to promote diversity and inclusivity in the workplace

- Identification of nature-based local livelihoods and eco-entrepreneurship business models through market analysis, scoping studies, on-ground implementation, and Development of detailed project reports
- Capacity building of local communities to create/strengthen cadres of managers/mentors for hand-holding collectives and enterprises
- Organizing entrepreneurship awareness and development programmes
- Financial and Market linkages support
- Skills enhancement on managerial, digital, and financial literacy
- Facilitation of financial and market linkages including business advisory and mentoring services to farmers, artisans, functionaries of collectives/enterprises and other primary producers
- Awareness generation, capacity building and support in application and sanction of benefits of social protection schemes and entitlements

Outputs

- Strengthened Institutional capacity of key public (e.g., State Skills Mission, District Skill Councils, SRLMs etc.) and private ecosystem actors (e.g., industry associations) and Improved Stakeholder Coordination
- Inclusive and targeted (synched with current and future industry demand trends) skills planning from District skills Council
- Development of innovative financing mechanisms for outcome-based skilling and entrepreneurship promotion
- Evidence based policy brief and international knowledge transfer for improved policy design, implementation, M&E

- Youth equipped with information, career choices and 21st century skills through digitally enabled modules for local apprenticeships, internships, decent jobs (with a focus on green jobs) and entrepreneurship opportunities
- Enhanced participation of MSMEs in the skilling and apprenticeship ecosystem
- Faculties of skilling and vocational institutions have been trained to deliver career guidance, counselling, and industry relevant trainings
- Increased availability of non-traditional job roles for women and promotion of diversified and inclusive workplace as a result of data-based advocacy and behavioural insights nudge pilots

- Nature based local livelihoods and eco enterprise opportunities-based business model including innovation by the Youth
- People from marginalized section specifically women, returnee migrants have improved self-confidence and entrepreneurial capacity to start and run enterprise
- Improved capacity (managerial, digital), access to finance and stronger market linkages for existing solopreneurs and collective enterprises
- Individuals specifically migrants, tribal have information and capacity to access social protection and other public support schemes.

Outcomes

Effective Implementation of national flagship policies and programmes with focus on inclusion in targeted Districts.

Youth and women make informed and aspirational vocational choices and transition into gainful employment and productive economic activities

Integrated model of sustainable local livelihoods promotion and resilience building

Long-term Impact

Secure local livelihoods, increased income, and improved quality of life for marginalised sections of the society specifically youth, women and migrants in programme states



PROJECT DOCUMENT

Country: INDIA

III. RESULTS AND PARTNERSHIPS

(a) *Expected Results*

Key results expected at the end of 2024 through the programme are as follows:

Outcome A: Effective Implementation of national flagship policies and programmes with focus on inclusion in targeted Districts.

The programme will work in partnership with the Central and State governments and in-line with national priorities to **expand outreach** of the flagship programmes to targeted geographies and communities, with the aim to further **strengthen their inclusivity** on supporting skills development among underserved youth. In addition to implementation support, the UNDP programme will invest in **strengthening capacity of government institutions such as State Skills Development Missions and District Skills Committees (DSCs)** to enhance effectiveness of policies and programmes and improve last mile service delivery.

At the district level, to address the skill gap and assess skill demand, the programme will work closely with at least 20 DSCs to support with skill development planning and preparation of **District Skill Development Plans (DSDPs)**. This will be done through provision of human resource, technical expertise as well as support in establishing industry linkages. The programme aims that through its efforts, at least **5 States will adopt** this approach of strengthening DSCs.

Complementing government-funded skilling with alternative sources of private sector-led financing is needed to revitalize the skilling ecosystem. This is where innovations such as **development of alternate financing mechanisms** (such as social or development impact bonds, impact investing funds, hybrid financial instruments) for outcome-based skilling and entrepreneurs are important, and the programme will invest in promoting them.

The programme will invest in **evidence-based policy research**, dissemination of learning from **global best practices** and **data integration** to inform policy and contribute to improved policy design and implementation. It is often assumed that policy implementation automatically might translate into policy impact, but this is not borne out by evidence. The potential for creating sizable impacts may likely be fully explored primarily through policy-level efforts, as they will potentially create ripple effects in a cross-section of population, rather than a selected implementation target population. To generate comprehensive policy recommendations for state and central governments, in-depth analysis of policies to understand their impact holistically will be an important area of work under this programme. Moreover, the programme will leverage UNDP's global platforms such as UNDP's global centres of digital innovation, the Istanbul Innovation Days initiative, the Global Centre for Technology, Innovation and Sustainable Development in Singapore (GCTISD), its Accelerator Labs across 60 locations globally (including India), the Global Risk Platform, the recently launched COVID-19 Data Futures Platform, and other similar platforms for accessing global knowledge and using the same to inform national and state-level policy design.

Enhanced convergence between government departments and with the private sector and civil society through multi-stakeholder platforms will be facilitated through the establishment of alliances/similar fora. The programme is well placed to do this, given its rich experience and lessons learned, including established networks, partnerships, and intellectual assets. This will enable the programme to pool resources, both technical and financial, creating sustainable impact. Such joint efforts will not only depend on traditional approaches and mechanisms but will build on newer and innovative solutions (**like green jobs, eco-entrepreneurship**) for strengthening the ecosystem and community resilience to future crises that could potentially impact livelihoods and incomes. The following partnerships platforms are proposed to be made

operational: (a) National Coalition on Career Guidance and Counselling; (b) Knowledge Exchange Network for Micro-enterprise Promotion; (c) Alliance for Promotion of Women-led Individual and Collective Enterprises; (d) Alliance of MSME Associations for Promoting Skill-based Apprenticeship and Jobs; (e) Private sector led alliance to promote diversified workforce in the manufacturing sector; and (f) A fellowship platform with Atal Innovation Mission to promote district/grassroots innovation, (g) a multi stakeholder alliance on climate youth entrepreneurship.

Target:

- a) 20 District Skills Committees supported to develop inclusive, and demand driven skilling plans
- b) 5 states adopt DSC strengthening approach and systems
- c) 5 national/state level multi-stakeholder platforms established
- d) 2 outcome oriented innovative/ alternative financing mechanisms/structures supported
- e) 4 policy research conducted
- f) 6 knowledge exchange consultations/workshops/conferences organised

Outcome B: Youth and women make informed and aspirational vocational choices and transition into gainful employment and productive economic activities

The UNDP programme will support underprivileged youth from marginalised communities with a focus on girls/women to **transition smoothly from education to work** with the aim to increase their participation in the labour force. This will be done through imparting 21st century skills and career guidance to **200,000 youths** (gender mainstreamed, with 50% being girls) through a standardized learning curriculum developed in-house by UNDP. These youths will also be connected with employers **for local internships/apprenticeships/job opportunities, with a focus on green jobs**. At the same time, **they will be exposed to entrepreneurship** as a viable career pathway through focused training programmes and targeted handholding and linkages support (market, finance, govt schemes) to be able to start/scale-up enterprises. The programme also aims to support at least **1000 youths** to set-up/scale-up their enterprises. Career guidance and counselling will include suitable and cost-effective approaches to psychometric and employability testing of large numbers with individual and group career counselling supported by private sector engagement such as guest lectures, mentoring, internships, etc. which will prepare students for the future of work and increase their employability quotient.

The programme will tie-up with local Vocational Training Providers (VTPs), Industrial Training Institutes (ITIs), District Employment Centres, colleges, and other educational/vocational institutes to strengthen the intervention, and efforts will be made to embed UNDP's career guidance and counselling and 21st century skills curricula in such institutes. To enhance the capacity of faculty/trainers to impart career guidance and counselling and industry-oriented training, **training of trainers (TOT)** in partnership with industry associations and business leaders would be undertaken, with 1000 master trainers/faculty members being trained. The programme will also focus on training of teachers and educators particularly within Technical and Vocational Education and Training (TVET) and non-formal education settings to introduce updated scalable curricula and to impart industry relevant skills to youth.

To create a robust match-making mechanism between the aspirations and aptitudes of the jobseeker on one side and the expectations and requirements of the employer on the other, the programme will focus on **enhanced participation of MSMEs in the skilling and apprenticeship ecosystem**. MSMEs play a very critical role for the economic growth of the country considering they contribute almost 30% of the GDP and employ 110 million people. It is therefore critical for them to be active participants in the skilling ecosystem for bridging the skills demand-supply gap. Here, apprenticeship will play an important role, and it is essential for programmes such as this to support the National Apprenticeship Promotion Scheme to be widely adopted by MSMEs.

Data-based advocacy and behaviour insights-based nudge pilots will be used for promotion of inclusive workplaces, opening up of non-traditional job roles, and reducing disproportionate burden of unpaid care work on girls and women. Such interventions will help to dismantle gender norms preventing women's full participation in the workforce and in all spheres of public life.

Target

- a) 200,000 youths (50% girls) equipped with information and 21st century skills

- b) 150,000 youth provided access to local apprenticeship, internships, jobs
- c) 1000 youth-led enterprises set-up/scaled-up
- d) 1000 faculty members trained on imparting career guidance and counselling and industry-oriented training
- e) 5 nudge pilots and campaigns conducted to promote diversity and inclusivity in the workplace

Outcome C: Integrated model of sustainable local livelihoods promotion and resilience building

The programme will aim to build an **integrated local sustainable development model** in its target geographies – focusing on promoting collectives/individual and group entrepreneurship, particularly in **nature-based and green value chains** (such as those related to recycling, waste management, sustainable agriculture).

50,000 potential entrepreneurs (focus on women) will be exposed to the world of entrepreneurship through EAPs (Entrepreneurship Awareness Programmes) and EDPs (Entrepreneurship Development Programmes) in rural and peri-urban areas across target states. UNDP's **business mentor** or *Biz Sakhi* curriculum will be used to create a cadre of local community professionals who are able to provide business advisory, mentoring, handholding, and psycho-social support to aspiring entrepreneurs.

Setting-up of rural incubation centres to provide hard skills to budding entrepreneurs, in addition to business advisory, market and financial linkages will be undertaken in select states. In the programme's focus districts, through market analysis, scoping studies and on-ground implementation, **100 nature-based local livelihood opportunities and eco-entrepreneurship business models** will be created and made available for ready adoption and replicability.

Formation of new and strengthening of existing collectives of primary producers, both in the farm and non-farm sectors, will be undertaken, with 40 collective enterprises trained on digital literacy, management, governance and operations. UNDP has in-house toolkits (for example, toolkits on digital literacy and accessing digital markets) which will be leveraged for this purpose. Suitable **mechanisms for collectivization and equitable partnerships with organised market players/buyers** will be an important area of focus for the programme.

These efforts will be two-fold: (i) ensuring quality and quantity of the produce, and (ii) value creation at the bottom of the value chain. Short loops will be introduced at the local level to foster quick and higher returns on investments for the producers themselves. Focus will be on **forging of supply-chain linkages** between private sector organised market players (including major retail chains) and women SHG federations (such as those promoted by agencies like the SRLMs), creating local decentralised production units as well as using ICT platforms to directly link private consumption demand and producers.

A cadre of **local managerial professionals** will be created to assist the process of collectivization and market interface. In-house training curricula for creation of Sourcing Managers and Business Managers for farm and nonfarm value chains will be leveraged. For enterprises, **private sector networks and mentors** will be tapped to ensure that the entrepreneurs have access to knowledge and networks and foster cross pollination of entrepreneurial ideas and opportunities.

Access to social protection has gained increased attention in COVID-19 times. There is a critical need for development agencies to focus on access to information, understanding application procedures, navigating through government departments, etc. This programme will aim to facilitate access to social protection schemes and entitlements for 100,000 poor households, including awareness generation for 200,000 households and support in application and sanction for 150,000 households. UNDP will further work towards **institutional strengthening for improving last-mile service delivery**, use digital technologies to enhance access and real-time tracking of the distribution of schemes and entitlements, and contribute to policy analysis and advocacy based on evidence-based learnings. The programme will target a combination of social entitlements, welfare schemes and credit linkages or livelihoods related available funds, such as the Government's COVID-19 relief package, National Social Assistance Programme (NSAP), Building and Other Construction Workers Welfare Board (BOCW), Public Distribution System (PDS), MSME schemes, Pradhan Mantri Jan Dhan Yojana, Sukanya Samridhi Yojana, Rashtriya Swasthya Bima Yojana, Pradhan Mantri Mudra

Yojana, MGNREGA, etc. The programme will specifically focus on migrants who have been severely impacted by the pandemic as well as tribal populations.

Target:

- a) 100 nature-based local livelihood opportunities and eco-entrepreneurship business models identified and customised for the focus districts
- b) 50,000 people trained on entrepreneurial skills
- c) 150 collective enterprises (with an outreach of approx. 100,000 individuals) trained on management, governance, and operations
- d) 200,000 households made aware and empowered to gain enhanced access to social protection schemes and entitlements
- e) 150,000 households supported with application process for accessing schemes and entitlements
- f) 100,000 households access at least one social protection scheme

(b) Resources Required to Achieve the Expected Results

The total financial resources required for the programme over 2021-24 will be USD 14.68 million. Out of this, USD 12.45 million is expected from donors including private sector, multi/bilateral agencies, and philanthropic foundations. Out of this USD 12.45 million, commitment of USD 5.4 million has already been secured from private sector partners. The remaining amount will be mobilised during project implementation. Besides this, USD 2.2 million is expected to be mobilised from national and state governments¹⁷ (as agreed per GOI mechanism).

(c) Partnerships

During the Disha Project and other similar programmes at the state level, an extensive multi-stakeholder partnership base has been set. This constitutes a strong base for the programme and will give it head start by at least one year in terms of programme design and roll out.

Government: UNDP has been continuously engaging with MSDE, MoRD, MoA, NITI Aayog, NRLM, SRLMs, Skill Missions in partner states and is working closely with many states on policy design and programme implementation support. It will be important to continue and build on the engagement with these and other interested states as part of this programme. Programmes such as SANKALP, NRETP, 10000 FPOs as well as those administered by the office of the Development Commissioner – Handlooms/ Handicrafts, and others will be other key partners to work with and to leverage a cost sharing arrangement.

Private Sector: Experience shows that the private sector is a keen partner in the livelihoods ecosystem and is willing to innovate. The programme will focus on continuously engaging with the private sector to leverage innovation, market connect and to mobilize resources to scale-up its interventions across the target states.

Multi/Bilateral Agencies and Foundations: Multi/ bilateral agencies and foundations will be critical for funding support for the programme. Such agencies will also bring learning from their existing networks and experience into the programme. This includes other UN agencies working within the country and globally.

NGOs, CSOs and Community Based Organizations: Local NGOs, civil society and community-based organizations will support implementation of the interventions in local geographies, with the UNDP India Inclusive Growth team spearheading the interventions. These agencies bring local knowledge, technical expertise, and ability to adapt to on-ground situations with agility, making them important partners for our programme.

(d) Risks and Assumptions

Risks: The programme is susceptible to the risks listed below. A detailed Risk Management Matrix has been included with this programme document as Annexure VI.

¹⁷ Programmes/initiatives will be funded under the consultancy model of the Government cost sharing as agreed with Government of India (DEA, Ministry of Finance)

- *Disruptions caused by COVID-19* which includes changes in policies, funding availability, nature of interventions required on the ground, ability of agencies to work on the field given the health risk posed by COVID-19 and the social distancing norms in place.
- Skilling and capacity building efforts don't translate into jobs and local opportunities, especially for women or minority communities, further increasing technological advances call for regular upskilling and reskilling of the workforce.
- Lack of access to technology, ability to afford data cost, can make things more complicated and would need to be mitigated
- *Weakened national economy leads to reduced private sector interest in skilling.* This may impact the resources available for implementation and scaling up of projects, given the economic downturn caused by COVID-19.
- *High priority on achieving targets related to number of beneficiaries/skilled population reduces focus on quality and functionality aspects.* Larger outreach and awareness activities may draw many youths but may not yield appropriate or desired results in terms of translating into job opportunities. The mass outreach and successive programmes may also have a bearing on the quality of the product being disseminated in terms of content.
- *Low interest of traditional donors in supporting skill development and entrepreneurship initiatives.* This is linked to changing priorities and how the skilling and entrepreneurship ecosystem develops over the years.

Assumptions: The programme design has been developed based on the following assumptions:

- Sustained engagement with national and state governments on skill and entrepreneurship development through public programmes will enable successful implementation of the programme.
- Strong focus on viable business models for skill development and entrepreneurship will ensure sustainability of efforts to provide demand-based training and placements.
- Support to national and state governments for setting up strong implementation systems, to balance achievement of numbers and ensuring quality aspects of skill-based training, etc. will be useful.
- Collaborative, win-win engagements will be designed and facilitated to enable synergies between government agencies, training agencies and others. Alternate models and partners may be suggested.
- Focused strategy will be developed on funds mobilization, especially from the private sector, to enable maximum leverage; longer term engagements will be explored with funding partners to ensure continued funding for the programme

(e) Stakeholder Engagement

Strategies to ensure engagement of stakeholders with the programme and develop mechanisms for collaborative engagement are as below:

Awareness and sensitization: An Information Education Communication (IEC) campaign will be developed and implemented in partnership with government and private sector to enhance the value of skilling and entrepreneurship.

Private sector engagement: Through networks like FICCI, CII, FISME, state level chambers and associations, UNDP is already closely engaged with some of the most important private sector agencies. UNDP has also created a network of many private sector entities (from large scale corporate houses like L&T, SAP Labs, MARICO, Godrej, Future Group, Tata Strive, JSL, etc. to smaller private sector entities). Such networks will be strengthened to ensure coherence and collective action.

Government engagement: Engagement with the MSDE, NITI Aayog, central ministries, SRLMs, Skill Missions and various departments in partner states would be further deepened with requisite technical assistance. It will be important to continue engagement with these and other interested states as part of this programme over the next few years.

National and State level consultations/workshops: State level consultations will help in identifying appropriate, context specific stakeholders for further engagement in programme implementation. National consultations will help in sharing of good practices for collaborative engagements.

(f) South-South and Triangular Cooperation (SSC/TrC)

The programme will draw learning from the significant work already done in countries such as Germany, Austria, Sweden, Slovenia, Belgium, Denmark, Sri Lanka, and others. In partnership with the IIPCS (Istanbul International Centre for Private Sector Development), Regional Innovation Hub, Regional Bureau of Asia and the Pacific, The Global Centre for Technology, Innovation and Sustainable Development in Singapore and with industry bodies like FICCI (Federation of Indian Industries) and CII (Confederation of Indian Industries), UNDP will facilitate engagement with national/state governments. UNDP will work with partners to provide for a platform for international workshops and conferences to disseminate learning and best practices across various components of the programme.

(g) Knowledge

- Skills report focussing on value chain (agri/farm/non-farm), micro-entrepreneurship, career guidance and counselling
- Gender disaggregated budgeting and monitoring framework for employment & entrepreneurship promotion
- Education to Work Transition Framework
- Future of Work and Sector specific reports like Retail, Green Jobs, Green Infrastructure
- SOP/ Toolkits/Manuals on employment & entrepreneurship
- Case studies/human interest stories, short films/ videos
- Social media posts, blogs, articles

(h) Sustainability and Scaling Up

The programme will ensure sustainability and scaling-up through the following strategies:

- *National and State Government leadership:* The programme will be implemented in consonance with national government and in close consultation with selected State Governments for upscaling and institutionalization of interventions. Pooling of resources (technical and financial)/ promoting co-finance for key programmes and other financing mechanisms will be jointly arrived upon.
- *Improved National and State Capacities:* UNDP will work through this structure for testing different models and for upscaling innovative ideas for improved implementation in the skilling and entrepreneurship ecosystem. A key focus area of the programme will be on building technical and management capacities of key functionaries in the implementation structure including government officials, district/block level bureaucrats and project management staff. This will ensure widespread dissemination of programme learning and innovative ideas.
- *Creating a cadre of local community professionals* who will be trained during the programme to take forward our interventions beyond the duration of our engagement. These on-ground champions will be critical to ensure sustainability of our efforts as they know the local context, culture, challenges and have the social capital to enable adoption of our interventions.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The programme will follow the following pathways/approaches:

1. Use the theory of change analysis to explore different options to achieve maximum results with available resources
2. Use concurrent monitoring and evaluation strategy to ensure effective delivery
3. A robust portfolio management approach that will ensure cost effectiveness in implementation of interventions at the local level.
4. Joint programming and fundraising with strategic partners like the private sector will enable cost sharing and effectiveness in implementation.

Project Management

The programme will be implemented at two levels – national and state. The programme will follow a hub-and-spoke model with a Project Management Unit (PMU) set up in the New Delhi office of UNDP and operations in the states of Maharashtra, Karnataka, Gujarat, Madhya Pradesh to begin with. Operations in additional States – Delhi, Haryana, Telangana, Odisha, Uttarakhand, Uttar Pradesh and NER – will be set up on programmatic needs and resources available/leveraged. It is planned that on ground implementation would be rolled out across 25 focus districts in these states.

The programme will be directly implemented by UNDP in cooperation with the Ministry of Skills and Entrepreneurship Development and respective state governments department. UNDP will further partner with local institutions (such as NGOs, skilling institutes, business development service organizations) to implement the programme's activities. UNDP will be responsible for the effective use of use of resources and the achievement of outcomes and outputs as set forth in this document. UNDP will be responsible for all financial management, reporting, procurement, and recruitment services. UNDP recruitment and procurement rules will apply. A national/international Programme Manager will be appointed for the implementation of the programme, who will be supported by a team of technical and operation experts at the national and state levels.

Financial flow and financial management: The project will be implemented by UNDP under Direct Implementation modality. In this case, UNDP assumes the responsibility for mobilizing and effectively applying the required inputs 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 may identify Responsible Parties to carry out activities within a Direct Implementation Modality (DIM) project. A Responsible Party is defined as an entity that has been selected to act on behalf of the UNDP based on 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, then UNDP rules and regulations shall apply.

In accordance with the decisions, policies and procedures of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP structures in providing General Management Support services.

To cover these GMS costs, the third-party donor Contribution shall be charged a fee of at least 8% and as long as they are unequivocally linked to the Project, all direct costs of implementation, including the costs of Implementing Partner, will be identified in the Project budget against a relevant budget line and borne by the Project accordingly.

The aggregate of the amounts budgeted for the programme, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the programme under this Agreement as well as funds which may be available to the programme for programme costs and for support costs under other sources of financing. Where programmes/initiatives are funded under the consultancy model of the Government financing, UNDP will support implementation of the project under the guidance and supervision of the concerned Department and as per the parameters and budgets laid down in the agreement. Under Government financing component, the UNDP Country Office at New Delhi, through its Programme, Human Resource and Finance teams will provide transactional support, oversight, development effectiveness and quality assurance of the services being provided and will charge minimum support services fees of 8% on the gross expenditures against funds received to cover such direct and indirect support service costs of the project.

Project Audit: The DIM project will be audited as per UNDP rules and regulations.

Funding from Donors/Funding agencies: The donor funds shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies, and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the donor funds, such information shall be made available to the donor by the country office.

Funding from the Government: Services will be provided by the UNDP as per the approved budget and Terms and Conditions laid down in the Agreement against advance provided by the Government. The contribution shall be subject exclusively to internal and external auditing procedures provided for in the financial regulations, rules, policies, and procedures of UNDP. Activities will be undertaken by UNDP as per the approved budget. The audit at State Govt. level for the activities carried out by the Government will happen at the Government level as per the rules of the Government. No external audit by the Govt. department or its auditors shall take place on the books of the UNDP and/or the project activities carried out by UNDP.

Project Closure: The project would be closed as per UNDP Rules and Regulations.

V. MONITORING AND EVALUATION

UNDP will put in place a comprehensive Monitoring, Evaluation and Learning system for this programme which captures the progress against the intended outputs of the progress on a continuous basis. A comprehensive list of indicators will be developed and tracked through a multi-layered MEL system that will provide the most critical information to track the progress against outputs and contributions to impact. The MEL will continuously collect feedback from the target groups in order to adapt programming to ensure we continue to meet the needs of the project beneficiaries.

UNDP will deploy competent resource capacities with defined roles and responsibilities to (a) track performance through the collection of appropriate and credible data and other evidence; (b) analyse evidence to inform management decision-making, improve effectiveness and efficiency; and (c) report on performance and lessons to facilitate learning and support accountability. Sufficient evidence will be collected by remote monitors (including telephonic and online monitoring as applicable) to enable UNDP to verify credibility of the monitoring data, such as through photographs, videos, satellite images. The monitoring and evaluation plan is elaborated below.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost in USD (if any)
Track results progress	The programme progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by programme management.	Programme partners	Budgeted
Innovative data collection systems	Project will use innovative systems to solicit feedback from beneficiaries, assess impact of project on their livelihoods.	As needed	Development of innovative data collection systems		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost in USD (if any)
Monitor and Manage Risk	The programme will identify specific risks that may threaten achievement of intended results. Risk log will be used to identify and monitor risk management actions including measures and plans required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Programme management will identify the risks and take appropriate action to manage them using Risk Log.	Programme partners	Budgeted
Learn	The programme will document knowledge, good practices, and lessons regularly, as well as actively source from other programmes and partners and integrated back into the programme.	Bi-Annually	Relevant lessons will be captured by the programme team and used to inform management decisions.	Programme partners	Budgeted
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme performance.	Programme partners	Budgeted
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions will inform decision making.	Bi-Annually	Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections.	Programme partners	Budgeted

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost in USD (if any)
Programme Report	A progress report will be presented to the Programme Steering Committee (PSC) and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets.	Quarterly implementation progress report, annual progress report, and at the end of the programme (final report)	The progress report will be reviewed by the PSC and necessary decisions taken to improve programme performance.	Programme partners	Budgeted
Programme Review (PSC)	The programme's governance mechanism (i.e., PSC) will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme.	Bi-annually (over 4 years of the programme period)	Any quality concerns or slower than expected progress discussed by the PSC will inform management actions and address the issues identified.	Programme partners	Budgeted

Evaluation Plan¹⁸

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	Donor agency and implementation partner	Country-led measures accelerated to advance gender equality and women's empowerment	By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas	2022	Donors	USD 125,000 Donor/UNDP
Terminal Evaluation	Donor agency and implementation partner			2024	Donors	

¹⁸ Optional, if needed

UNITED NATIONS DEVELOPMENT PROGRAMMEME

PROJECT DOCUMENT**Country: INDIA****VI. MULTI-YEAR WORK PLAN** ^{19 20}

Planned Outcomes	Outputs	Indicators and Target	Activities	Budget				RESPONSIBLE PARTY	PLANNED BUDGET (in USD)		
				2021	2022	2023	2024		Funding Source	Budget Description	Amount
Improved focus on inclusion and effective implementation of national flagship policies and programmes addressing skilling and	Strengthened institutional capacity of national and state govts and other ecosystem actors and improved stakeholder coordination Gender Marker: 1	Number of national/state level multistakeholder platform established Target: 5	Facilitating multi-stakeholder coordination through setting up of national/state level platforms	3,712	1,68,389	1,88,800	1,53,081	UNDP	Donor/Govt	70000/72100/71300	5,13,982

¹⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

employment, education to work transition and livelihood	District Skills Committees supported to develop inclusive and targeted (synched with current and future industry demand trends) skilling plans	Number of District Skills Committee supported to develop inclusive and demand driven skilling plan Target: 20 Number of states adopting DSC strengthening approach and systems Target: 5	Capacity building and support to District Skills Committees for demand-driven skills planning							
	Development of innovative financing mechanisms for outcome-oriented skilling and entrepreneurship promotion Gender Marker: 1	Number of outcome oriented innovative/ alternative financing mechanisms/structures supported Target: 2	Design and pilot of innovative financing mechanisms							
	Evidence based policy research, international knowledge transfer and data integration for improved policy design, implementation	Number of policy research conducted Target: 4 Number of global knowledge exchange consultation/workshop organised Target: 6	1. Conduct policy research and develop policy notes and papers 2. Organise global knowledge exchange consultation/workshop	3,712	1,68,389	1,88,800	1,53,081			5,13,982

	ion and continuous monitoring Gender Marker: 1											
Youths and women make informed and aspirational vocational choices and transition into gainful employment and productive economic activities	Youth (specially girls) informed, counselled on career choices, and equipped with 21st century skills through digitally enabled modules for local apprenticeships, internships, decent jobs (with a focus on green jobs) and entrepreneurship opportunities Gender Marker: 2	Number of youths from marginalised communities equipped with information and 21st century skills Target: 200,000 (50% girls) Number of youth provided access to local apprenticeship, internships, jobs Target: 150,000 (75% of trained youth) Number of youth-led enterprises setup/scaled-up Target: 1000	1. Career guidance and counselling services, 21st century skills training for youth to bridge the employability gap 2. Mapping of apprenticeships/internships/job opportunities and matchmaking between youth and employers 3. Mentoring, handholding, and incubation support to youth-led enterprises	2,82,979	8,15,264	9,14,084	7,41,149	UNDP	Donor/Govt	70000/72100/71300	27,53,476	

Enhanced participation of MSMEs in the skilling and apprenticeship ecosystem Gender Marker: 1	Percentage increase in number of MSMEs who are actively engaging with skilling ecosystem Target: TBD	Facilitating partnerships between industry (including associations) and educational institutions including guest lectures, exposure visits, job fairs, etc.	37,731	1,08,702	1,21,878	98,820			3,67,130
Faculty of skilling and vocational institutions trained to deliver career guidance and counselling sessions, and industry relevant trainings Gender Marker: 1	Number of faculty members trained Target: 1000	Training of faculty members of skilling and vocational institutions on Career Guidance and Counselling and exposure visits to industries for delivering industry-relevant training	37,731	1,08,702	1,21,878	98,820			3,67,130
Increased availability of non-traditional job roles for women and promotion of diversified and inclusive workplace as a result of data-based advocacy and behavioural insights	Number of nudge pilots and campaigns to promote diversity and inclusivity in the workplace Target: 5	Nudge pilots and campaigns to promote diversity and inclusivity in the workplace	18,865	54,351	60,939	49,410			1,83,565

	nudge pilots Gender Marker: 3											
Integrated model of sustainable local livelihoods promotion and resilience building to build back better and greener	Nature based local livelihoods and eco-enterprise opportunities-based business model including innovations by youth Gender Marker: 2	Number of nature-based local livelihoods and eco-entrepreneurship business models identified and customized for the focus districts Target: 100	Identification of nature-based local livelihoods and eco-entrepreneurship business models through market analysis, scoping studies and on-ground implementation	92,125	66,588	74,659	60,535					2,93,907
	People from marginalised section specifically women, returnee migrants have improved entrepreneurial capacity to start/scale enterprise Gender Marker: 2	Number of people trained on entrepreneurial skills Target: 50,000	Organizing entrepreneurship awareness and development programmes, provision of business advisory services and linkages support	2,86,500	2,99,646	3,35,967	4,00,405	UNDP	Donor/Govt	70000/72100/71300/74100		13,22,518
	Improved capacity (managerial, digital), access to finance and stronger market linkages for	Number of collective enterprises trained on management, governance and operations Target: 150 (reaching out to	Facilitation of financial and market linkages including skills enhancement on management, governance, digital and financial literacy of collectives and local	2,90,000	2,99,646	3,35,967	3,98,405					

	new/existing collective enterprises Gender Marker: 2	100,000 individuals)	community professionals								
	Individuals specifically migrants, tribals have information and capacity to access social protection and other public support schemes Gender Marker: 1	Number of households made aware and empowered to gain enhanced access to social protection schemes and entitlements Target: 200000 Number of households supported with application process for accessing schemes and entitlements Target: 150000 Number of households accessing at least one social protection scheme Target: 100000	Awareness generation, capacity building and support in application and sanction of benefits of social protection schemes and entitlements	57,231	1,68,750	2,70,000	2,36,250				7,32,231
Monitoring & Evaluation	M&E		Regular monitoring of projects, baseline, midterm and end-term evaluation	76,682	2,00,000	2,00,000	1,97,273	UNDP	Donor/Govt	72100/71300/74100	6,73,955

Communication and KM	Comms & KM		Project collaterals and communication materials for awareness and dissemination; knowledge sharing events and national/state level consultations/webinars and campaigns centred on important issues/dates/ days; social media	17,829	91,039	1,02,074	82,763	UNDP	Donor/G ovt	72100/74200/72500	2,93,704
Programme Management Cost	HR		Human resource cost	3,71,120	7,98,293	8,95,056	7,24,350	UNDP	Donor/G ovt	71400	27,88,818
	Travel and Opex		Project related travel, utilities, laptops	71,074	2,62,788	2,45,379	2,42,260	UNDP	Donor/G ovt	71600/73100/72400/72800	8,21,501
Total				16,47,289	36,10,547	40,55,480	36,36,602				1,29,49,917
Overheads	DPC			82,364	1,80,527	2,02,774	1,81,830			64300/74500	6,47,496
	Total with DPC			17,29,653	37,91,074	42,58,254	38,18,432				1,35,97,413
	GMS			1,38,372	3,03,286	3,40,660	3,05,475			75100	10,87,793
Grand Total				18,68,026	40,94,360	45,98,914	41,23,907				1,46,85,206

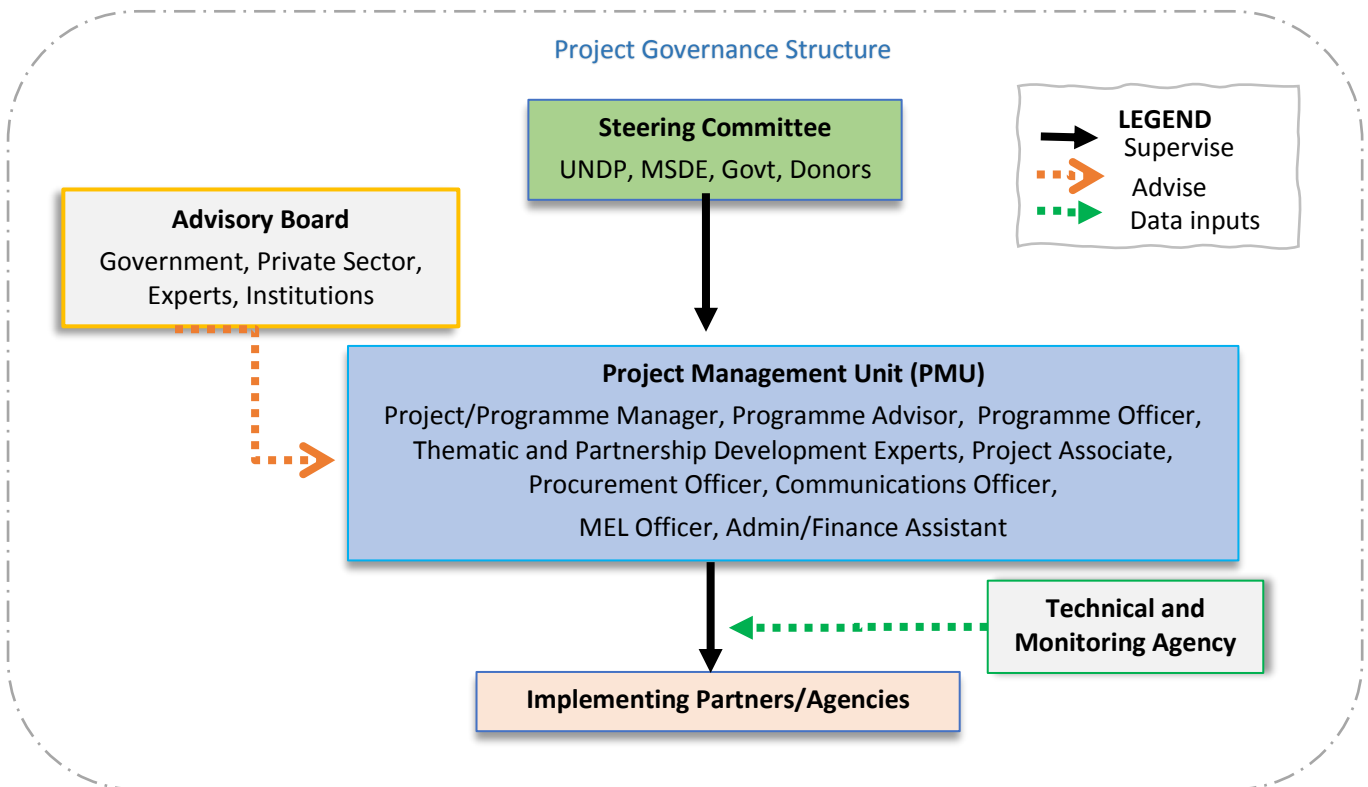
PROJECT DOCUMENT

Country: INDIA

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be executed under Direct Implementation Modality (DIM) with UNDP acting as the Implementing Partner. In addition to the internal UNDP funds, funding will be leveraged from the private sector, bilateral and multilateral agencies, international foundations and from the Government ministry/departments (as per agreed modality with GOI) for the project.

Project Implementation Arrangements



Implementing Partners (IP): The programme 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 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 use of resources and the achievement of the programme's 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.

Programme Steering Committee: A Programme Steering Committee will be set up for monitoring the overall progress and quality assurance of the project. The Programme Steering Committee (PSC) will review the effectiveness and efficiency of the programme and would provide strategic guidance to ensure the programme's objectives are achieved in a timely manner. The PSC would be chaired by the secretary/additional secretary/ joint secretary, Ministry of Skills Development and Entrepreneurship and would be co-chaired by the Resident Representative or Deputy Resident Representative, UNDP India. The PSC will meet on bi-annual basis and consist of representatives from: UNDP, donor agencies, Government, relevant stakeholders. State government and private sector representatives and subject matter experts would be co-opted as members of the steering committee, as agreed with the MSDE.

The results of the programme will also be presented at the bi-annual meetings of the UNDP Country Programme Management Board co-chaired with the Department of Economic Affairs, Ministry of Finance, Government of India.

Project Assurance: UNDP will follow the prescribed Project Assurances functions as per the policies. Please refer to Annexure 1.

Programme Team: The programme will have a midsize structure with Head Office in New Delhi and project state offices (Gujarat, Madhya Pradesh, Karnataka, Maharashtra, etc.). In the Head Office (HO), UNDP will have 1 Project/Programme Manager (Team Lead), 1 Senior Programme Advisor, 1 Senior Programme Officer, 4 Thematic and Partnership Development Experts, 1 Project Associate, 1 Procurement Officer, 1 Communication Officer, 1 MEL Officer and 1 Admin/Finance assistant. Each of the field teams will have 1 head/lead and 1 or 2 project officers (depending on the scope of engagement). UNVs, individual consultants and interns will also be recruited as per project needs from time to time. The dedicated project / programme manager and relevant capacities as described above with defined roles and responsibilities will be brought onboard with an oversight by the UNDP Programme Lead. UNDP will leverage expertise and lessons learnt through the regional bureaus and Country Offices to enrich outcomes.

Project teams for the new partnership locations will be recruited as per resources available and the project implementation plan.

VIII. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²¹ [UNDP funds received pursuant to the Project Document]²² are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

²¹ To be used where UNDP is the Implementing Partner

²² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with *the Supplemental Provisions to the Project Document*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its(and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- a. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- b. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended, or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

IX. ANNEXES

1. Project Quality Assurance Report – (Annexed)

2. Social and Environmental Screening – (Annexed)

3. RISK ANALYSIS

#	Description ²³	Risk Category ²⁴	Impact & Probability ²⁵ = Risk Level	Risk Treatment / Management Measures ²⁶	Risk Owner ²⁷
1	Changes in national government priorities, shifts government attention on skill development and entrepreneurship (Industry 4.0)	Strategic	3 2	Sustained engagement with national and state government on skill development through public programmes	Project Manager, UNDP
2	Weakened national economy leads to reduced private sector interest in skilling	Political	4 1	Strong focus on viable business models for skill development and entrepreneurship to ensure sustainability of efforts to provide demand-based training and placements	Project Manager, UNDP
3	High priority on achieving targets related to number of beneficiaries/ skilled population reduces focus on quality and functionality aspects.	Operational	4 4	Support to national and state governments for setting up strong implementation systems, to balance achievement of numbers and ensuring quality aspects of skill-based training, etc.	Project Manager, UNDP
4	Training agencies (some) are not found suitable by Government skill mission or others at the implementation level	Strategic	3 3	Collaborative, win-win engagements will be designed and facilitated to enable synergies between Government agencies, training agencies and others. Alternate models and partners may be suggested.	Project Manager, UNDP
5	Low interest of traditional donors in supporting skill development and entrepreneurship initiatives	Financial	3 4	Focused strategy will be developed on funds mobilization to enable maximum leverage; Longer term engagements will be explored with funding partners to ensure continued funding for the programme	Project Manager, UNDP

²³Enter a brief description of the risk. Risk description should include future event and cause. Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.

²⁴Risk category: Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic, Other

²⁵Describe the potential effect on the project if the future event were to occur.

Enter **probability** based on 1-5 scale (1 = Not likely; 5 = Expected). Enter **impact** based on 1-5 scale (1 = Low; 5 = Critical)

²⁶What actions have been taken/will be taken to manage this risk.

²⁷The person or entity with the responsibility to manage the risk

4. Capacity Assessment: UNDP follows Harmonized Approach to Cash Transfer approach for partnering with/ and transfer of funds to project responsible parties. It undertakes capacity assessments of such partners. UNDP ensures spot checks, internal control audits and financial audits of such partners as required.

5. Project Board Terms of Reference and TORs of key management positions

A Project Steering Committee (PSC) will be constituted to oversee the project. The PSC will be established at the national level, comprising of representatives from UNDP, significant donor agencies and the Government. The PSC will meet on biennial basis to review the progress and provide guidance for effective and efficient implementation of the project. The detailed TOR and the composition will be finalised **by last quarter of 2021**.

6. Communications Plan²⁸

Overview:

This document outlines the strategic roadmap for communications efforts around a proposed partnership on skill development, enterprise promotion and nature-based livelihoods. It is aimed at increasing awareness about the programme and drive favourability for the project's unique public-private partnership model with key stakeholders, including state and local governments and the private sector, to achieve impact at scale. It also aims to position the partnership as making a key contribution to the Government of India's flagship Skill India Mission.

This roadmap must be viewed only as an overarching guide for communications. Specific actions for communications around a pilot, event or milestone will be mapped and activated by the communications team under the direction outlined by this strategic roadmap.

Objective:

Develop and share knowledge and learnings to positively influence country level agenda and to advance the case for adoption at scale and institutionalisation by skill and entrepreneurship ecosystem actors and to mobilise potential partners.

Key Communication Activities:

A. Communication and Advocacy:

- i. Prepare communication strategy and key messages that reflect the objectives of the project.
- ii. Results and knowledge products to be disseminated primarily through various digital channels of communication.
- iii. Conduct consultations, technical webinars and meetings with various stakeholders – including government agencies at the national and state levels policy makers, private sector, educational institutions, training providers and civil societies to seek inputs and advance the cause of adoption and upscaling.

B. Knowledge Products & Communication Collaterals: Learnings and knowledge products/ documents, key insights from projects, and other target group specific digital media communication collaterals to be preparation and would be finalised by Mid-June.

Branding:

- Develop an easy-to-understand name for the partnership for easy audience identification and recall
- Develop a visual identity for the partnership
- Develop a joint strategy for communications

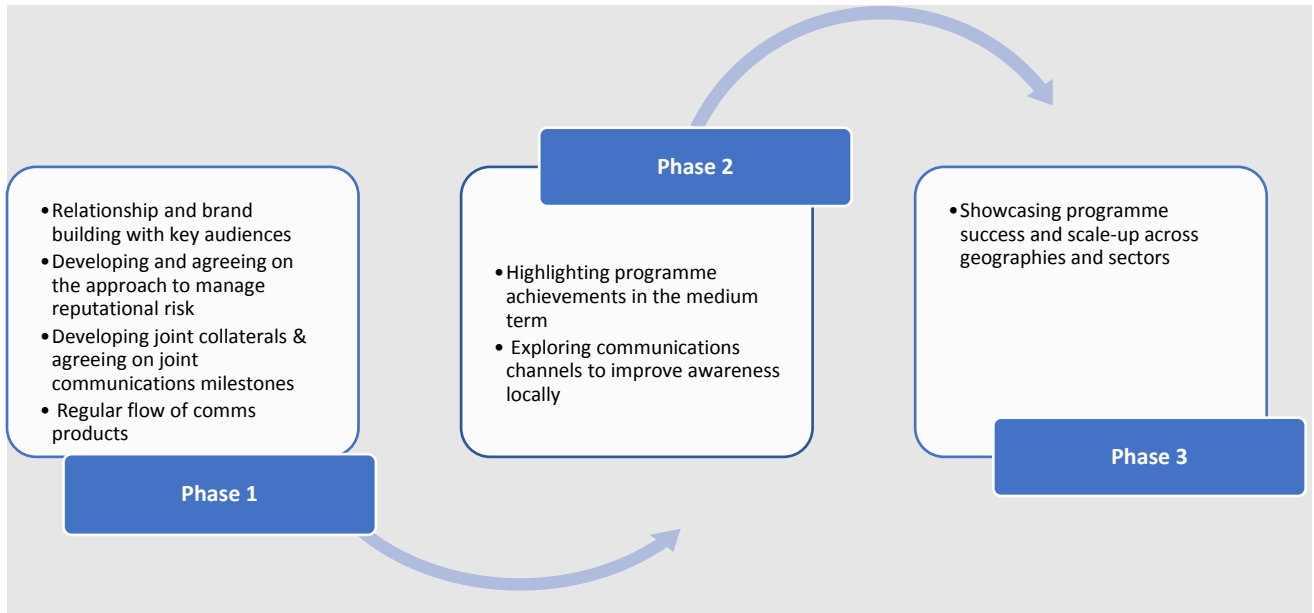
²⁸ Draft for further discussion

- Develop a crisis communications plan for risks specific to UNDP

Key Audience Groups:

- Programme partners
- State governments
- Civil society organizations
- Participating and prospective beneficiaries
- National government
- General public – targeting young people, engaged businesses in the project
- National and regional media are an audience and a channel

Strategic Approach: A phased approach can help build momentum gradually around the partnership as it scales.



KEY DELIVERABLES		
<ul style="list-style-type: none"> • Brand video • Programme branding pack including PowerPoint template; brochure; pilot fact sheets, message bank, common identity guidelines • Reputation risk management approach • Key media engaged and briefed • Regular communication around roll-out in different cities 	<ul style="list-style-type: none"> • Human interest and corporate testimonials captured for each city – video diaries in different languages • Pilot success communicated as data released • Strategy for communicating with communities of practice 	<ul style="list-style-type: none"> • Build on momentum of rollouts and successes to demonstrate success • National and local media coverage secured • Prominent speaking opportunities secured

Roles & Responsibilities: The communications strategy will be jointly executed by all partners.

